Corporation of the City of Cambridge

Special Council Meeting - Statutory Public Meeting

Agenda

Date: May 25, 2021, 10:00 a.m. (Statutory Public Meetings) and reconvening at 5:00 p.m. (Special Council)

Location: Virtual Meeting

COVID-19

Due to COVID-19 and recommendations by Waterloo Region Public Health to exercise social distancing, members of the public are invited to submit written comments or requests to delegate via telephone related to items on the agenda.

The public wishing to speak at Council may complete an online Delegation Request form no later than 12:00 p.m. on the day of the meeting for Special Council Meetings occurring at 5:00 p.m. and no later than 12:00 p.m. the day before the meeting for Special Council –Statutory Public Meetings occurring at 10:00 a.m.

All written delegation submissions will form part of the public record.

1. Meeting Called to Order
2. Indigenous Territory Acknowledgement
3. Disclosure of Pecuniary Interest
4. Public Meeting Notice
   If a person or public body does not make oral submissions at a public meeting or submit written submissions in respect to the by-law/plan of subdivision/official plan amendment to the City of Cambridge, before the by-law/plan of subdivision/official plan amendment is passed/adopted, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

Members of the public who wish to participate virtually to provide comments on a Public Meeting are asked to contact (519) 740-4680 Extension 4799.

5. Public Meetings
   5.1. 21-118 (CRE) Public Meeting Report - Core Areas Community
Improvement Plan

5.1.1. Staff presentation- James Goodram, Director of Economic Development

5.1.2. Delegations

5.2. 21-115(CD) Public Meeting Report – 211-215 Queen Street W, Official Plan & Zoning By-law Amendments – Blacks Point Development

5.2.1. Staff presentation- Malcolm Duncan, Planner 1 Site Development/ Zoning

5.2.2. Consultant presentation- Dave Aston, MHBC Planning

5.2.3. Delegations

5.2.3.1. Mary Harrison

5.3. 21-116(CD) Public Meeting Report – Official Plan and Zoning By-law Amendments, 42 Portland Street, Nadam Investments Inc.- Blair Poole

5.3.1. Staff presentation- Malcolm Duncan, Planner 1 Site Development/ Zoning

5.3.2. Consultant presentation- Andrew Head, Dryden, Smith & Head Planning Consultants Ltd.

5.3.3. Delegations

5.4. 21-104(CD) Public Meeting Report – 1134 Hunt Club, 1285 Speedsville Rd, West side of 800 Briardean Rd – Official Plan/Zoning By-law amendment and proposed draft plan of subdivision 30T-21101 - River Mill Development Corporation

5.4.1. Staff presentation- Rachel Greene, Senior Planner

5.4.2. Consultant presentation- Terri Johns and Diana Morris, T. Johns Consulting Group

5.4.3. Delegations

5.5. 21-105(CD) Public Meeting Report - 800 Briardean Road & 875 Briardean Road – Official Plan and Zoning By-law amendment and proposed Draft Plan of Subdivision 30T-21102 - River Mill Development Corporation

5.5.1. Staff presentation- Rachel Greene, Senior Planner

5.5.2. Consultant presentation- Terri Johns and Diana Morris T. Johns Consulting Group

5.5.3. Delegations

6. Note: the following items will be discussed at 5:00 p.m.

7. Delegations

8. Presentations


9. Correspondence

9.1. Cambridge Accessibility Advisory Committee re: 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan

10. Consent Agenda

The Consent Agenda groups reports together that are of a routine nature and provides opportunity to vote on one motion rather than separate motions. However, Staff may not be in attendance to respond to queries on items contained in the Consent Agenda. Council Members wishing to pull an item from Consent Procedure should notify the City Clerk. Members will also have the opportunity to pull the item at the Meeting.

9.1 Special Council Minutes- May 11, 2021
9.2 Council Information Package- May 14, 2021
9.3 Striking Committee Minutes- May 17, 2021
9.4 21-142(CRS) 2021 Final Tax Levy
9.5 Municipal Heritage Advisory Committee Minutes- March 18, 2021
9.6 Cambridge Accessibility Advisory Committee Minutes- March 22, 2021
9.7 21-144(CD) Part Lot Control Exemption – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Highland Ridge West (Freure Homes)
9.8 21-093 (CD) – Request to Alter a Part V Designated Property – 29 Main Street
9.9 21-098 (CD) – Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute)

11. Consideration of Reports

11.1. Corporate Services
   11.1.1. 21-133(CRS) 2020 Financial Report

11.2. Corporate Enterprise
   11.2.2. 21-150(CRE) Enhanced BRP Funding – 15 Main Street

11.3. Community Development
   11.3.1. 21-031(CD) Cash-in-Lieu of Parking Policy
   11.3.2. 21-132(CD) Refinements to the Brownfield Financial Incentives Program – Tax Increment Grant (TIG)
   11.3.3. 21-092 (CD) – Request to Alter a Part V Designated Property – 15 Main Street
11.4.   Infrastructure Services

12.   Unfinished Business

13.   Notice of Motion

14.   Motion to Receive Correspondence and Presentations

15.   Introduction and Consideration of By-laws

   • 21-037 Being a by-law to establish 2021 Final Tax Rates for City purposes only, for the payment of 2021 Property Taxes and to repeal By-law 21-003

   • 21-038 Being a by-law 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) – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Registered Plan No. 58M-660 (Highland Ridge West)

16.   Closed Session

   THAT in accordance with Section s.239 (2) (e), (f) and (k) of the Municipal Act, 2001, Council convene in Closed Session to consider the following subject matter:

   (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (legal update on a planning matter); and

   (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (legal update on a planning matter); and

   (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26. (update on Cambridge Sports Park – Expansion)

17.   Confirmatory By-law

   21-039 Being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge

18.   Adjournment
To: COUNCIL

Meeting Date: 05/25/21

Subject: Public Meeting Report - Core Areas Community Improvement Plan

Submitted By: James Goodram, Director of Economic Development

Prepared By: Trevor McWilliams, Manager of Business Development
Michael Marini, Economic Development Officer

Report No.: 21-118(CRE)

File No.: C1101

Recommendation(s)

THAT Report 21-118 (CRE), Public Meeting Report - Core Areas Community Improvement Plan (CIP) be received;

AND THAT the Core Areas Community Improvement Plan be referred back to staff for a subsequent report and staff recommendation.

Executive Summary

Purpose

• The purpose of this report is present the statutory Public Meeting Report for the proposed Core Areas Community Improvement Plan (CIP) and new financial incentive programs.

Key Findings

• One of the main pillars of the Core Areas Transformation Fund was specifically created to establish a program and funding mechanism to stimulate transformative investment to support city-building in Cambridge’s three urban Core Areas. The Core Areas Community Improvement Plan (CIP) will guide revitalization efforts and provide new City of Cambridge financial incentives that are modern to help stimulate private sector investment in the Core Areas.
Financial Implications

- The Core Areas Transformation Fund (CATF) will be used to fund the new incentive programs.

- It is proposed that the funding that was allocated towards the former financial incentive programs (such as the Building Revitalization Program) will be added to the new incentive programs funding pool in the Core Areas Transformation Fund reserve.

Background

Community Improvement Plans

Community Improvement Plans (CIP) are tools used to support and encourage physical improvement and investment within a delineated area of the city. Section 28 of the Planning Act provides powers to the municipality to develop a CIP and offer financial incentives to be used by private property owners and developers to undertake improvement projects.

Without a CIP, provision of these incentives to private businesses/developers would be considered ‘bonusing’ and would be contrary the Municipal Act. A CIP must also include a comprehensive study that includes stakeholder and public engagement. At the end of the process, the City will have a series of economic development tools that will enhance investment in Cambridge’s three Core Areas.

Core Areas Transformation Fund and Framework

On July 23rd, 2019, Cambridge Council approved the $20 million Core Areas Transformation Fund (CATF). One of the identified pillars of the framework for this fund is Private Sector Stimulus – the provision of financial assistance that can be leveraged to encourage partnerships that will create vibrant and healthy Core Areas in our city. The financial incentives implemented through this new proposed CIP is the mechanism to achieve this investment pillar goals.

Current Community Improvement Plan

While the City of Cambridge currently has financial incentives that have been in existence since the mid 1990’s, there is an opportunity to update and expand these programs.

Cambridge currently has the following Core specific financial incentive programs:

- Design Guide Program

- Building Revitalization Program (BRP) Loan/Grant
• Contaminated Sites Grant Program
• Application Fee Exemptions
• Development Charge Exemptions

**City wide** incentives include:

• Heritage Grant Program
• Brownfield Tax Increment Grant Program
• Employment Land Development Charge Reduction
• Development Charge Exemptions

The City wide incentives remain unchanged and will continue to be provided.

**Cambridge Economic Response Plan**

As part of the City’s strategy to assist the business community as we emerge from the COVID-19 pandemic it is timely to provide a new suite of incentives for core area properties. The provision of these new proposed incentives and new Community Improvement Plan for core areas along with the other activities that the City has taken over the past year will accelerate a return to a new normal. They will also support the work that the three Business Improvement Areas are undertaking to support their businesses.

The intent of this report is to advise Council that Staff has completed a new Core Areas Community Improvement Plan (CIP) that will be used to stimulate the development of the three (3) Core Areas by providing new and improved incentive-based programs. The actual intent of a CIP is to help focus public attention on local priorities and municipal initiatives which can be provided once the plan is approved by Cambridge Council.

In addition, with the adoption of the Core Areas Transformation Fund and the impacts of COVID 19 on Core Area businesses and developments, Staff is proposing the new financial incentives for the Cores Areas that will assist development now and in the future.

**Analysis**

**Strategic Alignment**

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #6 - Economic Development and Tourism
Objective 6.2 Promote vibrant and inviting downtown cores by encouraging partnerships and creating a wide range of unique, exciting destinations and activities.

Implementation of the new Core Areas Community Improvement Plan that will be financed from the Core Areas Transformation Fund will provide financial assistance that can be leveraged to encourage partnerships that will create vibrant downtowns and healthy core areas in our city.

Comments

Cambridge’s Core Areas

Cities of all sizes throughout Canada have implemented new plans to revitalize and reinvent their downtowns. Such revitalization strategies are vital as Core Areas are the living, breathing heart of a City and are essential to the economic and social well-being of the community. In Cambridge, we have three unique and historic Core Areas that we continually invest and celebrate within.

Downtown Cambridge is specifically identified as the location of the City’s Urban Growth Centre. As noted by the Province, Urban Growth Centres are to be planned as focal points for investment in institutional and region-wide public services, as well as to accommodate and support major transit infrastructure. Downtown Cambridge provides for the greatest opportunity for creating higher density housing as well as office and commercial development of all kinds.

In addition to Downtown Cambridge, there are also two community downtowns serving Preston and Hespeler. These community downtowns serve a vital economic purpose in the more immediate area. In the north end of the Preston core area a future LRT transit hub will be located and together with the current surrounding land use provides an opportunity for increased residential density. In Hespeler, several key sites remain vacant/underutilized that can accommodate more dense forms of urban development.

Core Areas represent a symbol of a city to other cities and regions, and provide a place for a wide range of unique, exciting destinations and activities. Having healthy Core Areas are essential to having a strong city and region. This new Core Areas Community Improvement Plan with its new financial incentives is one mechanism that will ensure positive development in the Core Areas.

Proposed Community Improvement Plan (2021)

As part of the Community Improvement Plan process, Staff has examined the existing incentive programs and is recommending the following five (5) new incentive programs to replace the current Core specific (noted above) programs:

- Commercial Property Improvement Grant Program (CPIG)
• Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG)
• Mixed Use Conversion and Restoration Grant Program (MUCRG)
• Core Areas Waiver of Application Fees
• Tax Increase-based Equivalent Grant Program (TIEG)

As noted above, the City wide financial incentives will remain unaffected.

Each of the new incentive programs noted above are detailed within the Community Improvement Plan document found in Attachment 2 to this report.

Key differences to note from the existing programs:

- The Community Improvement Plan has been updated to identify emerging opportunities such as the Provincial directive for intensification as well as the proposed LRT.

- The financial incentive programs have been developed with the end user in mind in terms of ease of process.

- The financial incentive programs are based on a best practice review that is tailored to the Cambridge Economy.

- The financial incentive programs are now strictly grants to provide additional necessary funds while shedding the administrative burden of loans administration.

Proposed Amendment to the Community Improvement Project Area By-law

In addition to updating and expanding the existing programs under the current Community Improvement plan, Staff is also requesting an amendment to the existing Community Improvement Project Area by-law, which was approved by Council in September 2020. The current by-law designates the Core Areas as Community Improvement Project Areas. The amending by-law simply requests additional lands to be added to the Hespeler Village Core Area as a Community Improvement Project Area.

After consultation with public stakeholders, Staff, and Council members, Staff recommends the addition of the subject lands based on the fact that the additional area would encompass lands that would benefit from incentives due to the challenges of future development. These lands include several properties located off Queen Street West (former Dominion Woolens, Lammer properties, and other associated smaller properties) and are within the Hespeler Village Regeneration Areas as defined within the City’s Official Plan.
Existing Policy/By-Law

Planning Act

Section 28 of the Planning Act and sections 106 and 365.1 of the Municipal Act, 2001 provide the legislative framework for community improvement planning (CIPs).

CIPs are subject to Provincial approval, and the preparation of a community improvement plan is treated in the same manner as the preparation of an Official Plan. Subsection 28(5) of the Planning Act incorporates the provisions of Section 17 regarding requirements for consultation and statutory public meetings, submissions and comments, adoption of the community improvement plan, and prescribed notice.

In accordance with the City of Cambridge Official Plan, the entire municipality is designated as a community improvement area and Council may, by by-law, designate part or all of the community improvement area as a Community Improvement Project Area and prepare a Community Improvement Plan (s.10.15 (3)). Further, community improvement initiatives may be undertaken to address “areas exhibiting symptoms of physical, functional, and/or economic decline (e.g. buildings in need of rehabilitation, high vacancy rate, decrease in retail sales)” (10.15.2 (c)). The intent and purpose of such a policy in the Official Plan was to permit the creation of incentives.

It is important to note for Council’s benefit that without an approved community improvement plan (CIP), incentives such as grants and loans to private property owners would be contrary to section 106 of the Municipal Act, 2001. Under this section, municipalities cannot grant ‘bonuses’ by financially assisting any industrial or commercial enterprise, such as financial incentives, unless done under the authority of an approved community improvement plan (CIP).

Financial Impact

As noted previously, one of the investment pillars within the Council approved Core Areas Transformation Fund (CATF) was specifically created to provide private sector stimulus. This additional stimulus will bring many planned projects to a reality from a financing perspective. While Cambridge currently provides some financial incentives, additional funding from new and improved incentives will help to lead the transformational change necessary.

It is proposed that the funding that was allocated towards the former financial incentive programs (such as the Building Revitalization Program) will be added to the new incentive programs funding pool in the Core Areas Transformation Fund reserve. The current balance of this reserve is $19,035,483.

Additional Core specific financial incentive programs include the Building Revitalization Program which has a current reserve balance of $327,014 and an annual operating
budget of $50,000. Any unused operating funds from cost centre 102770 is sent to the Building Revitalization Program reserve at year end and in the case of overspending the funds are drawn from the Building Revitalization Program reserve. Furthermore, the Contaminated Sites Grant Program has a current reserve balance of $547,980.

Public Input

The Planning Act requires public meetings be held before a Community Improvement Plan (CIP) can be considered by Council for adoption. The purpose of these public meetings is to provide the community with the required information regarding community needs to ensure any incentive-based programs address the needs and challenges of existing and future development in the Core Areas. This mandatory Public Meeting is being held on May 25\textsuperscript{th}, 2021 at 10 am. This meeting was advertised in the Cambridge times on April 23\textsuperscript{rd}, 2021 in accordance with The Planning Act. The CIP was circulated to all applicable levels of government and stakeholders at that time as well.

In advance of the formal public meeting of May 25\textsuperscript{th}, Ten (10) public stakeholder meetings were held between February and April of 2021 to accommodate various community groups and gather feedback on the CIP. A website was launched in March outlining the draft financial incentives and they were also advertised on the City of Cambridge’s social media channels seeking public input.

An outline of consultation and circulation is detailed in Attachment 1.

Internal/External Consultation

The Community Improvement Plan has been circulated to the departments and agencies listed in Attachment 1.

Conclusion

The Core Areas Transformation Fund (CATF) was created specifically for economic stimulus to leverage partnerships and support transformative projects in the three Core Areas. Implementing new and improved financial incentives through a comprehensive and modern Community Improvement Plan (CIP) funded from CATF will in turn stimulate commercial and residential development, create jobs, build transit ridership and increase assessment growth, among other tangible benefits.
Inclusiveness • Respect • Integrity • Service

Reviewed by the CFO

Reviewed by Legal Services

Signature

Division Approval

Name: James Goodram
Title: Director, Economic Development Division

Departmental Approval

Name: Cheryl Zahnleiter
Title: Deputy City Manager Corporate Enterprise

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

- Attachment 1 – Consultation and Circulation List
- Attachment 2 – Core Areas Community Improvement Plan
Attachment 1 – Consultation and Circulation List

Public Stakeholder Consultations

- Economic Development Advisory Committee  Wednesday, February 10, 2021
- Shades Mill Law Association  Tuesday, March 9, 2021
- Hespeler Village BIA  Wednesday, March 10, 2021
- Downtown Cambridge BIA  Tuesday, March 16, 2021
- Preston Towne Centre BIA  Wednesday, March 17, 2021
- Municipal Heritage Advisory Committee  Thursday, March 18, 2021
- Cambridge Chamber of Commerce  Wednesday, March 24, 2021
- Cambridge Home Builders Association  Tuesday March 23, 2021
- Community Stakeholder Group Presentation #1  Tuesday April 6, 2021
- Community Stakeholder Group Presentation #2  Tuesday April 20, 2021

Internal Circulation

- City of Cambridge Finance Department
- City of Cambridge CLT
- City of Cambridge Planning Services Division
- City of Cambridge Development Engineering Division
- City of Cambridge Parks, Recreation and Culture Division
- City of Cambridge Transportation Engineering Division
- City of Cambridge Fire Department
- City of Cambridge Building and Enforcement Services Division
- City of Cambridge Building & By-law Services

External Circulation

- Regional Municipality of Waterloo
- Energy + (Hydro)
- Grand River Conservation Authority
- Waterloo Region District School Board
Waterloo Catholic District School Board
Le Conseil Scolaire de District Catholique Centre-sud-Ouest
Le Conseil Scolaire de District Centre-sud-Ouest
Ministry of Municipal Affairs and Housing
CN Rail

Link to Website and CIP

Schedule A to By-law XX-XX

The Core Areas Community Improvement Plan 2021 (i.e. the ‘Plan’) provides the basis for community improvement programs and initiatives within designated Community Improvement Project Areas in the City of Cambridge. It focuses on Cambridge’s three core areas as designated in the Official Plan and Core Areas Community Improvement Project Area By-law. Community improvement plans, programs and initiatives facilitate the planning and financing of development activities that effectively use, reuse and revitalize lands, buildings and infrastructure. They prioritize municipal investment and are intended to stimulate private sector investment, property maintenance and revitalization within the project areas.

In addition to this Plan, the City of Cambridge provides a comprehensive set of programs designed to encourage and promote Brownfield redevelopment and Affordable Housing. The Brownfield CIP is citywide and is designed to assist in mitigating the cost of environmental contamination and redevelopment of such sites to a higher and better use. The Affordable Housing CIP provides financial incentives to stimulate development of affordable housing and increase transit use. These two Community Improvement Plans help to implement the City’s vision and goals expressed in approved policies and strategies, such as the City of Cambridge Official Plan, and the Corporate Strategic Plan and are complimentary to this plan.

This Plan is organized in the following sections:

1. Basis and Purpose of the Plan
2. Specific Legislation
3. Previous Plans, Programs and Initiatives
4. Supporting Policies
5. Community Improvement Project Areas (Core Areas)
6. Goals and Objectives
7. The Programs
8. Other Strategies
9. Monitoring
10. Approval and Amendment Process
11. Appendix and Maps

1. BASIS AND PURPOSE OF THE PLAN

In the winter of 2019, City of Cambridge Economic Development Staff began to undertake a Community Improvement Plan (CIP) process for the City of Cambridge’s
three historic Core Areas. Staff received considerable feedback from various agencies, industry leaders, private land owners and developers, and the Region of Waterloo Homebuilders Association during the Development Charges Study review. All of these commenting agencies relayed that Core Area incentives were not only necessary but mandatory to ensure Cambridge’s success in the economic development continuum.

This report provides detailed information that forms the basis of this proposed Community Improvement Plan. Section 1.1.7 of the Provincial Policy Statement (PPS 2020) states: “Long term economic prosperity should be supported by maintaining, and where possible enhancing the vitality and viability of downtowns and main streets”. This Plan has been created to ensure this occurs in Cambridge’s Community Core Areas.

In addition, community improvement programs and initiatives are intended to facilitate development and redevelopment in targeted locations in need of revitalization, improved public benefits and stimulation of private sector investment thereby supporting provincial policy.

While community improvement primarily deals with land and buildings, it may also address social, economic, and environmental matters by supporting physical changes that can result in more complete communities.

Specifically, the purpose of the Plan is to provide opportunities and criteria for grants/loans/incentives to private property owners and to:

- provide the structured framework for City programs and initiatives within the Community Improvement Project Areas, in a manner that meets the legislative requirements of the Planning Act’s Community Improvement provisions, including those that permit a municipality to provide financial assistance to developers (see Section 2);

- introduce and describe financial incentive programs designed to encourage and stimulate private sector investment and redevelopment; and,

- focus municipal investment that promotes and enhances the physical, social and economic environments in Cambridge’s three (3) Community Core Areas, as designated in the Official Plan and the Community Improvement Project Area By-law.

This Plan functions as an implementation tool. It builds upon the City’s past community improvement efforts in Cambridge’s Community Core Areas, as noted in Section 3. The
programs and initiatives provided in Section 7 and Section 8 are meant to encourage development activities that complement and implement the vision and policies established in related plans and strategies, such as the Cambridge Official Plan and Cambridge’s Corporate Strategic Plan. These and other supporting documents are reviewed in Section 4 to provide rationale for the Community Improvement Project Areas described in Section 5, as well as the context for this Plan’s goals and objectives stated in Section 6.

Monitoring the Plan’s implementation is undertaken through the City’s performance measurement reporting as noted in Section 9. This Plan may be amended from time to time in accordance with Section 10.

2. SPECIFIC LEGISLATION

The Ontario Municipal Act and Planning Act are the governing legislation for community improvement planning. This legislation sets the rules on how municipalities may prepare community improvement plans and programs, including financial incentives.

2.1 The Acts

Section 106(1) of the Municipal Act states: “a municipality shall not assist directly or indirectly any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose.” Providing financial or other assistance, often referred to as ‘bonusing’, is normally prohibited, including the following actions:

- Giving or lending money or municipal property;
- Guaranteeing borrowing;
- Leasing or selling municipal property below fair market value; or,
- Giving a total or partial exemption from any levy, charge or fee.

Exceptions are only made in Section 106(3) of the Municipal Act for municipalities exercising powers under Section 28(6), (7) or (7.2) of the Planning Act or under Section 365.1 of the Municipal Act. These exceptions provide the legislative basis for the financial incentive programs described in Section 8.1 of this Plan.

Section 28 of the Planning Act permits municipalities that have provisions in their Official Plan relating to community improvement to designate by by-law a community improvement project area. Section 28 defines the following:
• A community improvement project area is defined as "a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason;"

• Community improvement is defined as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement or energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

Further, a municipality may take the following actions within a designated community improvement project area:

• Acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28(3));

• Prepare a community improvement plan for the project area (Section 28(4));

• Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the approved community improvement plan (Section 28(6));

• Sell, lease or otherwise dispose of any land and buildings acquired or held by it in conformity with the approved community improvement plan (Section 28(6)); and,

• Make grants or loans, in conformity with the approved community improvement plan, to the registered owners, assessed owners and tenants of lands and buildings, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or part of the eligible costs of the community improvement plan (Section 28(7)).

Section 28(7.1) defines eligible costs as “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.”
In addition, Section 365.1 of the *Municipal Act* allows a municipality to provide property tax assistance to properties within a designated community improvement project area for environmental remediation purposes, where a community improvement plan is in effect containing provisions respecting such tax assistance. The City of Cambridge, along with the Region of Waterloo, provides such a program through the Tax Increment Grant (TIG) process.

The maximum amount of financial assistance that a municipality may offer is limited by Section 28(7.3) of the *Planning Act*. The total of the grants, loans and tax assistance provided to particular lands and buildings under the *Planning Act* (Section 28) and the *Municipal Act* (Section 365.1) shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings. The financial incentive programs provided in Section 7 of this Plan therefore contain eligibility criteria and financial assistance maximum limits to ensure that the total assistance offered to a property does not exceed eligible costs.

### 2.2 Region of Waterloo Official Plan

The Regional Official Plan provides the framework for growth in Waterloo Region up to the year 2031. Chapter 10 of the Regional Official Plan contains the Region’s Community Improvement Plan policies. Section 10.B.6 specifies that for the purposes of promoting a sustainable and livable community, the Region may support community improvement through the designation of Community Improvement Project Areas and the adoption of Regional Community Improvement Plans in relation to the following:

(a) affordable housing;
(b) infrastructure that is within the Region’s jurisdiction;
(c) land and buildings within and adjacent to Existing or Planned Transit Corridors that have the potential to provide for higher density reurbanization;
(d) other matters as the Province may prescribe in accordance with the Planning Act.

Section 10.B.7 of the Regional Official Plan also notes that the Region may provide grants, loans or other assistance under its own CIPs and that the corporate boundaries of the Region of Waterloo constitute the boundaries of the Community Improvement Project Area under the Planning Act.

Finally, Section 10.B.8 of the Regional Official Plan notes that the Region may provide grants, loans or other assistance as Regional Council deems appropriate for the purposes of carrying out programs as described in Area Municipal Community Improvement Plans.
2.3 City of Cambridge Official Plan

Community improvement policy is contained in Section 10.5 of the City of Cambridge Official Plan. As noted in Section 3.1 of this Community Improvement Plan, municipalities must have provisions in their Official Plan relating to community improvement in order to designate a community improvement project area and prepare a community improvement plan. This is discussed further in Section 5.1 of this Plan.

3. PREVIOUS PLANS, PROGRAMS AND INITIATIVES

This Plan replaces the former core areas specific Community Improvement Plans, as subsequently amended. This Plan updates and ensures that the CIP remains relevant to current policy direction, including the City’s Corporate Strategic Plan and the City of Cambridge Official Plan.

As noted above, various community improvement plans have been in place within Cambridge core areas since the 1980’s, namely the City Centre Community Improvement Plan (Galt), Community Improvement Plan for Phase 1 of West Hespeler Community Improvement Project Area (Hespeler), and Central Preston Community Improvement Plan (Preston). Various amendments over the years have taken place, including the 2007 amendment that added the incentive of brownfield remediation through the Tax Increment Grant (TIG). The TIG program was implemented in collaboration with the Region of Waterloo.

Programs and initiatives introduced over the years have laid the foundation for continued revitalization that this Community Improvement Plan builds upon. They include the following programs:

**Core Specific** financial incentive programs:
- Design Guide Program (existing CIP)
- Building Revitalization Program (BRP) Loan/Grant (existing CIP)
- Contaminated Sites Grant Program (existing CIP)
- Application Fee Exemptions (existing CIP)
- Development Charge Exemptions (Development Charges Act and By-law)

**City Wide** incentives include:
- Heritage Grant Program (pursuant to the Heritage Act and By-law)
- Brownfield Tax Increment Grant (TIG) Program (pursuant to separate City Wide CIP)
- Employment Land Development Charge Reduction (pursuant to the Development Charges Act and By-law)
Development Charge Exemptions (pursuant to the Development Charges Act and By-law)

Over the past several years there have been other notable strategic initiatives and investments in the Community Improvement Project Areas where this Plan applies. They have facilitated the creation of an investment-friendly environment and demonstrated the City’s commitment to the revitalization of our community core areas. These include:

- The waiving of development charges in the Core Areas of Cambridge;
- The waiving of planning and building fees in the Core Areas;
- The comprehensive review of the City of Cambridge’s Zoning By-law;
- The current review of the Regional Official Plan, that provides the foundation for the creation of robust urban design policies, which in turn assists in completing the new City of Cambridge Official Plan (2022-2023) and Zoning By-law for the rest of the urban areas of the City;
- The approval of the Community Core Urban Design Guidelines, to provide further direction for implementing design, land use policies, and zoning;
- The 10-year Capital Budget Plan, which establishes priorities in relation to infrastructure and public space improvements within the Core Areas; and,
- The Downtown Cambridge capital projects, including the renovation of Historic City Hall, the Historic Fire Hall, the Downtown Cambridge Farmers Market, the Idea Exchange (Public Library), and the Pedestrian Bridge (Craig’s Crossing).

4. SUPPORTING POLICIES

The documents reviewed in this Section provide the direction and policy basis for this Community Improvement Plan’s goals, objectives (see Section 6) and programs (see Section 7). It also provides rationale for the Community Improvement Projects Areas in which the programs may apply (see Section 5).

4.1 Provincial Policy Statement (2020)

The Provincial Policy Statement (2020) sets the policy foundation for regulating the development and use of land in Ontario, for the purpose of establishing and maintaining strong communities, a clean and healthy environment, and economic growth. It recognizes that the wise management of development may involve directing, promoting or sustaining growth, and encourages efficient development patterns that optimize the use of land, resources and public investment in infrastructure and public service facilities. It promotes intensification and redevelopment that takes into account existing
building stock or areas, including brownfields that promote cost-effective development patterns and minimizes land consumption and servicing costs. This new Provincial Policy Statement was issued under section 3 of the Planning Act and came into effect May 1, 2020. It replaces the Provincial Policy Statement issued April 30, 2014.

This Community Improvement Plan addresses the following policies within the PPS (2020):

- Promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs (PPS 1.1.3.3);
- Establish and implement minimum targets for intensification and redevelopment within built-up areas, based on local conditions. However, where provincial targets are established through provincial plans, the provincial target shall represent the minimum target for affected areas. (PPS1.1.3.5);
- Accommodate residential growth through residential intensification and redevelopment (PPS 1.4.1 a) and b) );
- Establish and implement minimum targets for the provision of housing which is affordable to low and moderate income households (PPS 1.4.3 a) to f) );
- Optimizing the use of existing infrastructure and public service facilities and long-term economic prosperity (PPS Policy 1.6.3 and 1.7.1 a) and c));
- Maintaining and, where possible, enhancing the vitality and viability of downtowns and main streets (PPS 1.7.1 d) );
- Promoting the redevelopment of brownfield sites (PPS 1.7.1 f) ); and,
- Conserving features of significant building heritage resources and significant cultural heritage landscapes (PPS 1.7.1 e) and 2.6.1).

This Community Improvement Plan has been developed to address these policies and is consistent with the PPS (2020).

4.2  The Growth Plan for the Greater Golden Horseshoe (Places to Grow) and Cambridge’s Density Targets

Places to Grow (2006) provides growth management policy direction from the Province to municipalities within the Greater Golden Horseshoe, including Cambridge. It envisions increasing intensification of existing built-up areas, with a focus on urban growth centres, intensification corridors, major transit station areas, brownfield sites and
greyfields. To this end, the Community Improvement Project Area is included within the built-up area designation, and Downtown Cambridge has been identified as an Urban Growth Centre (UGC) in both the Growth Plan and the City of Cambridge Official Plan.

The Growth Plan encourages intensification and transit-supportive, mixed use development to make better use of existing, underutilized infrastructure. It directs growth to specific intensification areas by establishing minimum density targets that municipalities must identify in their Official Plans. Cambridge's density targets are as follows:

- A minimum of 40 percent of all residential development occurring annually within Cambridge is required to be within the built-up area;
- The Urban Growth Centre (UGC), as located in Downtown Cambridge, will be planned to achieve, by 2031, a minimum density target of 150 residents and jobs per hectare.

This Community Improvement Plan will focus on the Core Areas of Cambridge, and specifically in Downtown Cambridge, where residential intensification is currently promoted and occurring as of 2020.

The City of Cambridge Official Plan also provides housing targets which looks at both ownership and rental housing needs. The intent is to meet the housing targets for affordable, low and moderate income households with sustainable and predictable funding from senior levels of government.

This Community Improvement Plan will continue to assist Cambridge in meeting these intensification and housing targets through its financial incentives designed to stimulate development and redevelopment for residential uses including the opportunities for affordable housing, as well as, the rehabilitation of residential and commercial lands and buildings in the Core Areas.

This Community Improvement Plan has been developed to address these policies and is consistent with the Places to Grow Plan.

4.3 City of Cambridge Official Plan

The Official Plan implements Provincial land use policy at the municipal level. With reference to the Core Areas and this Plan, all proposed developments participating in programs and initiatives contained within said Plan shall conform to the policies in the Official Plan and the Zoning By-law, and more specifically, shall be compatible with
surrounding land uses. Specifically, existing, non-complying and non-conforming uses are not eligible for said programs.

In addition, Section 10.15 of the Official Plan provides the following policies on community improvement:

10.15 Community Improvement, Renewal and Revitalization

1. The City will promote the following community improvement goals for the municipality:

   a) to act as a catalyst for private investment;
   b) to improve the quality of the housing stock;
   c) to improve municipal infrastructure and community services wherever it is physically and economically feasible;
   d) to make commercial and industrial areas more efficient, attractive, competitive, sustainable and pedestrian and transit oriented;
   e) to protect and enhance the heritage of Cambridge and to ensure that development activities consider and incorporate cultural heritage resources wherever feasible;
   f) to protect, enhance and re-establish natural features;
   g) to provide a framework to guide the expenditure of public funds for community improvement activities;
   h) to promote intensification opportunities;
   i) to encourage the redevelopment and rehabilitation of brownfield and greyfield sites; and,
   j) to undertake any other initiatives which contribute to community improvement, renewal and revitalization.

2. Where there are impediments to development and redevelopment including brownfield and greyfield sites, the City may prepare Community Improvement Plans in accordance with the policies in Section 10.15. Community improvement initiatives maybe undertaken to address:

   a) a deficiency or deterioration in municipal facilities, services, infrastructure, buildings and streetscaping;
   b) land use conflicts between non-compatible uses or underutilized sites which detract from the viability of an area;
   c) an area exhibiting symptoms of physical, functional and/or economic decline (e.g. buildings in need of rehabilitation, high vacancy rate, decrease in retail sales);
d) a demonstrated interest in community improvement by the private sector;

e) vacant or underutilized land parcels or properties having future development potential;

f) an area prone to flooding;

g) an area in which the natural environment can be further protected, enhanced or re-established;

h) an area in which cultural heritage resources warrant special community improvement initiatives;

i) an area with known or potentially contaminated sites;

j) an area with redevelopment and intensification potential; or

k) affordable housing or an appropriate range of housing types.

3. The entire municipality is designated as a community improvement area, based on the considerations outlined in Policies 10.15.1 and 10.15.2. Council may, by by-law, designate part or all of the community improvement area as a Community Improvement Project Area and prepare a Community Improvement Plan.

4. Community improvements will be phased in order to minimize financial hardship on the residents, business community and the municipality and to establish a logical sequence for implementation of improvements based upon planning and engineering studies reflecting the priorities and funding capabilities of the City and other agencies.

5. The designation of community improvement project areas will be influenced by the availability of government assistance programs as well as the need for improvements in specific areas.

6. The following measures may be implemented by the City to help achieve its goals and objectives pertaining to community improvement:

a) designate community improvement project areas by by-law under the Planning Act;

b) provide for the preparation of a Community Improvement Plan for a Community Improvement Project Area under the Planning Act;

c) use City grant and loan programs available to assist with community improvement and property rehabilitation;

d) construct, repair, rehabilitate or improve buildings or land acquired or held by the municipality in community improvement project areas in conformity with Community Improvement Plans;
e) evaluate development applications within community improvement project areas, having regard for the objectives of community improvement in that area;

f) enforce the City By-laws prescribing standards for property, maintenance and occupancy and the City’s Zoning By-law to address substandard properties;

g) use Federal and Provincial government programs and Regional grants or loans that are made available to assist with community improvement and property rehabilitation where appropriate in support of community improvement initiatives in the City;

h) consider the need for community improvement and the need for funding support for Regional Community Improvement Plans within the city in the preparation of capital and operating budgets;

i) support and co-ordinate with the initiatives of business improvement areas, public utilities, local service clubs, business associations, community organizations, private enterprises and residents who from time-to-time may carry out improvement projects designed to enhance the quality of their community;

j) dispose of municipally-owned property to private or public sector investors who will undertake projects that the City deems will be important assets to the city;

k) acquire property as a means of achieving specific elements of a Community Improvement Plan;

l) facilitate the coordinated replacement or upgrading of services by major utilities;

m) support the preservation and restoration of properties identified by the Municipal Heritage Advisory Committee as being culturally significant by passing by-laws pursuant to the Ontario Heritage Act;

n) realize a greater degree of protection and enhancement of the natural environment; and,

o) preparation of urban design guidelines.

4.4 City of Cambridge Corporate Strategic Plan

The City of Cambridge has updated its strategic plan, Cambridge Connected. As part of this update the vision, mission and values of the plan adopted in 2016 remain unchanged.

Based on community and stakeholder feedback from January to November 2020, this plan identifies three goals related to the themes of PEOPLE, PLACE and PROSPERITY and 11 related objectives. These goals and objectives are grounded in our commitment to delivering public value. The intent of the public value statement is to identify common principles that apply across the corporation, so that they will be considered and assessed throughout the implementation of this plan.
Goal 1: PEOPLE - Foster a community with heart, where everyone belongs and is cared for.

Goal 2: PLACE - Embrace and celebrate our city’s unique character while enhancing the spaces where people connect.

Goal 3: PROSPERITY - Build a vibrant and resilient city where current and future generations will live well.

The 11 Objectives outlined here are designed to be related to each of the goals.

Goal 1: People

Objective 1: WELLBEING – Connect people to services that support individual and community wellbeing.

Objective 2: BELONGING – Be known as a safe and welcoming community where everyone feels like they matter.

Objective 3: INCLUSION – Deliver accessible, diverse and inclusive services, programs and infrastructure for all ages and abilities

Objective 4: VIBRANT NEIGHBOURHOODS – Promote, facilitate and participate in the development of safe and healthy neighbourhoods with a range of housing options.

Goal 2: PLACE

Objective 5: PLACEMAKING – Promote and create a wide range of destinations and activities that capitalize on the beauty of the rivers and heritage buildings.

Objective 6: GREEN SPACES – Protect, enhance and steward our parks, green spaces and environmental areas.

Objective 7: PLANNING FOR GROWTH – Provide for a mix of development, uses and amenities in order to meet the needs of a changing and diverse population.

Goal 3: PROSPERITY

Objective 8: STRONG CORES - Create an inviting downtown that connects and complements core areas and neighbourhoods where people want to live and visit.
Objective 9: GETTING AROUND - Emphasize connectivity and active transportation choices to help people travel in and beyond the city without a car

Objective 10: ECONOMIC INCLUSION & SUPPORT – Establish and extend inclusive programs to support business readiness and workforce development and help local businesses to thrive.

Objective 11: RESILIENCY – Use a future-oriented, proactive approach to climate action and emergency preparedness.

Each of these goals and objectives will be supported by the proposed Community Improvement Plan by enhancing and supporting the further development of Cambridge’s three Community Core Areas, supporting the economy of the City, and maintaining a transparent and culturally sensitive network. The new Community Improvement Plan will emulate the new goals for the future.

4.5 Regional Phase 2 Light Rail Transit

In collaboration with the Region’s design studies for Phase 2 of the Light Rail Transit (LRT), the City recognizes that investment in intensification along the LRT corridor is an important economic driver and meets the City’s Official Plan goals and objectives. The current Council approved route of Phase 2 of the LRT takes it to two of the three Core Areas, namely Preston Towne Centre and Galt City Centre (Downtown Cambridge). This Major Transit Station Areas will be planned and developed with higher densities to facilitate ridership on the LRT. This Community Improvement Plan, and its associated programs, will facilitate such development and thereby the long term success of LRT.
5. COMMUNITY IMPROVEMENT PROJECT AREAS (CORE AREAS)

This Community Improvement Plan applies to Cambridge’s three Community Core Areas as designated in the Official Plan. The Project Areas may include abutting properties provided that they are part of the comprehensive redevelopment of an eligible property. The Community Improvement Project Areas are also contained in the by-law pertaining to this document.

5.1 Community Core Areas - Galt City Centre, Preston Towne Centre, and Hespeler Village

The Community Improvement Project Areas are the Community Core Areas as designated in the Official Plan, namely Hespeler Village, Preston Towne Centre, and Galt City Centre (Downtown Cambridge).

The Community Core Areas are further described in Section 2.6.3 of the Official Plan as the historic business centres and cultural hubs in Cambridge with specialized and diverse planned functions. The Community Core Areas are designated on Maps 2, 3, 4, and 5 of the Official Plan and the appendix of this CIP.

The Community Core Areas are planned to provide a wide variety of mixed uses including housing, specialized commercial uses, office, institutional, and community
facilities. Enhanced transportation, transit and pedestrian access is encouraged as well as integration with the Grand and Speed Rivers, and opportunities for unique experiences, cultural events, recreation, and specialty shopping and dining, in support of tourism and other functions.

Section 2.6.3.3 of the Official Plan further identifies that the City will recognize and encourage the use of the Community Core Areas for a variety of activities including (among others):

a) areas which offer residential, employment, institutional, commercial, open space and cultural uses and activities;

b) specialized shopping areas, providing goods and services to customers within and outside of Cambridge;

c) tourist-oriented areas, including shopping, integrated trail systems, cultural events, scenic features, and water access along the Grand and Speed rivers.

Galt City Centre is recognized as Downtown Cambridge as well as a designated Urban Growth Centre by Provincial policy. The Civic Centre (City Hall, etc.) is located in Downtown Cambridge as well it is a hub for Regional transit in Cambridge.

As per the Official Plan, Community Core Areas are also intended to provide for a concentration of mixed uses including government and public services, commercial and retail uses, major office and office uses, institutional, recreational, social and cultural facilities, and bed and breakfast establishments.

6. GOALS AND OBJECTIVES

With consideration to the broader policy and geographic context outlined in Sections 5 and 6 of this Plan, the goals of the Core Areas Transformation Fund (CATF) Community Improvement Plan (2020) are:

- To create safe, clean, socially, economically and environmentally healthy areas where people want to live, work, shop, play and learn;
- To ensure a viable population of residents, jobs and visitors to the project areas that provide local business support, employment and economic prosperity;
- To make more efficient use of existing infrastructure;
- To encourage the preservation and enhancement of cultural heritage resources;
- To encourage the development of affordable and attainable housing choices throughout the Community Improvement Project Areas;
• To increase the value of land and buildings within the Community Improvement Project Areas.

To help realize those goals, the following objectives of the Core Areas Transformation Fund (CATF) Community Improvement Plan (2020) will guide the development of its programs and related initiatives:

• To increase and improve the supply of residential units and commercial businesses in the project areas;
• To address and facilitate opportunity for affordable and attainable housing choices;
• To facilitate the redevelopment of underutilized buildings, vacant sites, brownfield and surface parking lots;
• To promote the intensification and infill of appropriate and compatible development and redevelopment within the project areas;
• To improve the accessibility, functionality and marketability of the built environment, including the rehabilitation, maintenance and adaptive re-use of built heritage resources;
• To improve the aesthetics and design of streetscapes and public and private building façades;
• To support streetscape improvements and pedestrian amenities that encourage walking, cycling and transit use;
• To support the upgrading of social, physical services, including recreational and cultural facilities;
• To encourage the provision of unique or specialized attractions and community events;
• To identify and address regulatory, social, environmental and economic barriers and/or restrictions to development and investment opportunities;
• To provide loans, grants and other economic incentives to stimulate private property reinvestment activity;
• To encourage the co-ordination of municipal expenditures and planning and development activity;
• To promote the continued development of Preston Towne Centre and Hespeler Village as nodes of business and residential development;
• To promote the continued development of Downtown Cambridge as the primary business, administrative, cultural and creative centre of the City.
7. **THE PROGRAMS**

This section outlines the General Provision for Grants and Loans and the specific programs within the Community Improvement Project Areas.

7.1 **General Provision for Grants and Loans**

Through its financial incentive programs, the City of Cambridge will provide grants and/or loans to registered/assessed owners and tenants of land and buildings, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or part of the eligible costs of a project as described in this Community Improvement Plan.

Approval of all loan or grant program applications is at the absolute discretion of the City and subject to the availability of funds.

Depending on the specific program, project costs that may be eligible for financial assistance relate to:

- The creation of new dwelling units and/or commercial space upon vacant land and parking lots or within building additions;
- The renovation of existing dwelling units and/or commercial space;
- The conversion of existing but underutilized space to accommodate another permitted use;
- Interior and/or exterior building improvements, including commercial façades and signage; and,
- The conservation and restoration of heritage features of designated heritage properties.

Projects will contribute to the achievement of this Plan’s goals and objectives by:

- Providing new residential and/or employment opportunities that support intensification and the efficient use of existing infrastructure;
- Assisting the rehabilitation, maintenance and adaptive re-use of built heritage resources; and,
- Increasing the value, utility and aesthetic appeal of land and buildings.

In addition to the following program summaries, Council shall adopt by resolution detailed implementation measures to allow for the efficient administration of each financial incentive program. These administration procedures are contained in the
appendices to this Community Improvement Plan (Appendices A to G), providing
detailed program descriptions, terms and administration process. Amendments to the
Appendices will be approved by City Council but do not require amendment to this plan.

**7.1.1 Commercial Property Improvement Grant Program (CPIG)**

The Commercial Property Improvement Grant Program is intended to provide financial
assistance for commercial property owners/authorized tenants within the Core Areas as
identified within the Official Plan. The Program aims to improve upon the appearance of
commercial properties, support commercial property/business owners with limited
rehabilitation of interior space and assist in creating a barrier free and accessible
environment. It is understood that smaller scale commercial activities contribute greatly
to the economic vitality and health of the commercial sector within the City of
Cambridge. This Program seeks to build upon these successes, resulting in long lasting
physical improvements to the assets of commercial property owners/authorized tenants,
to assist business development within the commercial areas as defined by the Core
Areas, and to broadly improve commerce within the entire City.

Buildings that have a linear foot street frontage of 25 feet or less (25’), grants will be
paid on a matching basis to a maximum of $15,000 for eligible work under the Program.

Buildings that have a linear foot street frontage greater than twenty-five feet (25’), grants
will be paid on a matching basis of $600 per linear foot of street frontage up to a
maximum of $25,000 for eligible work under the Program.

As a further incentive for corner properties the City will increase the maximum grant
amount to $30,000, on a similar matching basis for eligible work under the Program to
recognize the importance of flankage facades. The grant amount will be determined by
the measurement of the street frontage and the measurement of the corner/exposed
wall multiplied by $600 per linear foot.

An additional $5,000 will be added to the maximum funding if the building is heritage
listed and if the building has a frontage on the rivers. This brings a maximum funding
amount of any property to $40,000.

The detailed program description, terms and administrative procedure for this program
are provided in Appendix “A” to this Community Improvement Plan.

**7.1.2 Tax Increase-based Equivalent Grant Program (TIEG)**
The Tax Increase-based Equivalent Grant Program offers grants to eligible applicants whose City property tax has increased as a result of the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of a property within one of the designated Community Improvement Project Areas, resulting in the incremental improvement of the built character of these areas.

Annual grants may be equal to 75% of the City’s portion of the property tax increase. The development must meet and incorporates exemplary design standards and contributes to maintaining the heritage character of the Community Improvement Project Area.

The City of Cambridge will benefit from the property tax increase at the time of completion of the work, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.

The detailed program description, terms and administrative procedure for this program are provided in Appendix “B” to this Community Improvement Plan.

7.1.3 Commercial Building Restoration, Renovation and Improvement Grant (CBBRIG)

This grant has the potential to leverage significant private sector investment in interior building renovations and improvements, and help address the costs involved with a range of matters, such as:

- Re-purposing buildings for commercial occupancy;
- Building, fire and other code compliance including public occupancy load-related building enhancement;
- General Retrofitting.

This program is restricted to the conversion of vacant, residential, or underutilized space to use as: a restaurant, market or Place of Assembly related to arts, culture, and/or recreation or rehabilitation of existing, or conversion of space for commercial use.

The program will be matching grants of up to 50% of eligible costs up to a maximum grant amount. If the building is a single commercial floor, the maximum grant amount will be $50,000 per property. If the building is two or more floors of commercial use, the maximum grant amount will be up to $100,000 per property.
The detailed program description, terms and administrative procedure for this program are provided in Appendix “C” to this Community Improvement Plan.

7.1.4 Mixed Use Conversion and Restoration Grant Program (MUCRG)

The Mixed Use Conversion and Restoration Grant Program is aimed at attracting new investment and interest in converting currently non-residential vacant or underutilized upper storey space to residential units and renovating the existing commercial space located below by providing a financial incentive that will be targeted at the costs of converting the space. It is intended to stimulate the creation of new residential units on the upper storeys of existing mixed use buildings and renovating or restoring ground floor commercial occupancies.

The limited size of the buildings and the outdated building infrastructure systems, which may require additional building code upgrades, can make the cost-effective upgrading and reuse of the buildings for market rate residential units challenging.

The Commercial Restoration portion of the matching grant will be up to 50% of eligible costs up to a maximum grant of $50,000 per property.

The Residential Conversion portion of the Grant Program will consist of a grant, whereby property owners will be eligible to receive a grant of up to $10,000 for every new residential unit created or every unit that has been vacant for more than 5 years on the upper storey(s) of an existing mixed use building, up to a maximum of $100,000 per property. The amount of the grant will be determined based upon the new number of residential units created as a result of the conversion of the upper storeys from a non-residential use.

The total amount combined of the grant of the eligible costs is up to a maximum grant of $150,000 per property.

The detailed program description, terms and administrative procedure for this program are provided in Appendix “D” to this Community Improvement Plan.

7.1.5 Core Areas Waiver of Application Fees

Development application fees may be waived if applications are for properties that are located within the Community Core Areas as defined in the Official Plan. This waiver will only be applicable to mixed used, commercial and high density housing, and will not be for single family/duplex homes.
The detailed program description, terms and administrative procedure for this program are provided in Appendix “E” to this Community Improvement Plan.

8. **OTHER STRATEGIES**

The following programs and initiatives are not provided under the authority of the community improvement provisions of the *Planning Act* but are intended to augment and support the goals, objectives and financial incentive programs contained in this Community Improvement Plan.

8.1 **Relief From Fees and Charges**

The City of Cambridge may offer relief from fees, levies and charges associated with redevelopment. For example, all or part of a development charge may be waived within a community improvement project area via the City’s Development Charge By-law under the authority of the *Development Charges Act*.

8.2 **Co-operation/Participation with Private Sector Entities**

The City of Cambridge may participate financially with the private sector to further the policies of this Plan. The City may enter into public/private partnerships with developers where appropriate to achieve desired outcomes of this Plan. Such relationships must be for the public good and represent good planning.

8.3 **Capital Improvements**

The City of Cambridge will undertake capital improvements in order to enhance the attractiveness of the pedestrian environment along streets and public spaces within the Community Improvement Project Areas. These improvements may include but are not limited to streetscapes, public art, and gateway features.

8.4 **Arts and Culture**

The Community Core Areas are seen as the arts and cultural hub of the City, and numerous cultural events are also held within these locations. The City will continue to encourage cultural and recreational activities as well as festivals and other events in these areas. The City may partner with arts and culture groups to promote and support such events through initiatives such as services in kind.
8.5 Marketing and Promotion

The City of Cambridge may promote and advertise or contribute to the promotion or advertisement of programs, initiatives and events of the Community Core Areas, including Cambridge’s BIAs, for the purposes of achieving the goals and objectives of this Plan.

8.6 Municipal Property Acquisition and Deposition

The City of Cambridge may acquire and prepare property, including land and buildings, for the purposes of redevelopment within any Community Improvement Project Area. The City may also dispose, including sale, lease, or otherwise, of municipal land and buildings within any Community Improvement Project Area for the purpose of achieving the goals and objectives of this Plan.

9. MONITORING

Monitoring the Plan’s implementation is undertaken through the City’s performance measurement reporting, and the annual report prepared by the City of Cambridge’s Economic Development Division of the Corporate Enterprise Department.

Performance measures are based on the desired end results and key activities set out in the Department’s business plan, in alignment with the City’s Corporate Strategic Plan and the Official Plan. They address the following desired end results:

- Improve non-residential assessment ratio;
- Increase the number of brownfield sites redeveloped;
- Increase the number of housing units for affordable, and low to moderate income households;
- Increase the number of new businesses;
- Increase taxable assessment growth;
- Increase the value of non-residential building permits (to improve the non-residential assessment ratio);
- Increase the number of visitors and celebratory events;
- Meet legislated growth targets (population and employment);
- Decrease commercial and office vacancy rates in the Core Areas;
- Newly created or revitalized employment sites (to increase the employment rate);
• Increase the number of residential units within the core areas; and,
• Increase alternative transportation usage in areas such as transit, walking and cycling.

10. APPROVAL AND AMENDMENT PROCESS

This Plan will be reviewed from time to time to ensure that it is current and adequately reflects existing City policies and priorities, as well as Provincial policies. Monitoring and applicant feedback regarding the Plan and its programs may also lead to amendments to the financial incentive program descriptions and terms.

10.1 Formal Amendments

A formal amendment to this Community Improvement Plan is required in the following instances:

• To introduce any new financial incentive programs, to be added to Section 7;
• To increase the amount of financial assistance that may be provided to registered owners, assessed owners, and tenants, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, as described in Section 7.1; or,
• A change to the Community Improvement Project Area as it is described in Section 5.

Formal amendments will require approval by City Council, and shall be undertaken in accordance with Section 28 of the Planning Act. Public notice shall be given in accordance with the applicable requirements of the Planning Act regulations. Any proposed amendments will be circulated to the Ministry of Municipal Affairs and Housing prior to approval for consultation purposes. In addition, the City may undertake other communication methods to provide information and seek input, such as public information open houses, workshops, public meetings, the City’s web site and direct or electronic mail outs and surveys. Minor revisions and corrections do not represent formal amendments and may be completed without the formal amendment process, as noted in Section 10.2 below.

10.2 Other Changes

Administration procedures are contained in the various program descriptions and terms provided in the appendices to this Plan. Changes to the appendices not requiring a formal amendment will be adopted by City Council by resolution. In addition, Council
may discontinue any of the programs described in this Plan, without amendment to the Plan. Formal amendments, including public meetings under the Planning Act, shall not be required for minor administrative amendments to this Plan such as format changes, typographical errors, grammatical errors and policy number changes.

10.3 Transition

Program applications will be processed under the terms of the program in effect at the time the application was submitted. When program terms are revised, applications submitted and approved under the former terms of the program will be processed under the former terms unless the City receives a formal cancellation of the application.

11.0 Appendix and Maps

APPENDIX A - COMMERCIAL PROPERTY IMPROVEMENT GRANT PROGRAM (CPIG)

PROGRAM DESCRIPTION

The Commercial Property Improvement Grant Program is intended to provide financial assistance for commercial property owners/authorized tenants within the Core Areas as identified within the Official Plan. The Program aims to improve upon the appearance of commercial properties, support commercial property/business owners with limited rehabilitation of interior space and assist in creating a barrier free and accessible environment. It is understood that smaller scale commercial activities contribute greatly to the economic vitality and health of the commercial sector within the City of Cambridge. This Program seeks to build upon these successes, resulting in long lasting physical improvements to the assets of commercial property owners/authorized tenants, to assist business development within the commercial areas as defined by the Core Areas, and to broadly improve commerce within the entire City.

PROGRAM TERMS

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program specific requirements, subject to the availability of funding and discretion of the City of Cambridge:

1. Commercial property owners/authorized tenants are eligible for a maximum grant per property during a five-year period (i.e. multiple applications or one application could be submitted, however the sum of the grant amounts approved will be no
more than the maximum amount allowed for each property). Exceptions may be made if a new tenant/owner is occupying the property and applies for new signage.

2. Buildings that have a linear foot street frontage of 25 feet or less (25’), grants will be paid on a matching basis to a maximum of $15,000 for eligible work under the Program.

3. Buildings that have a linear foot street frontage greater than twenty-five feet (25’), grants will be paid on a matching basis of $600 per linear foot of street frontage up to a maximum of $25,000 for eligible work under the Program.

4. As a further incentive for corner properties the City will increase the maximum grant amount on a similar matching basis for eligible work under the Program to recognize the importance of flankage facades. The grant amount will be determined by the measurement of the street frontage and the measurement of the corner/exposed wall multiplied by $600 per linear foot to a maximum of $30,000.

5. An additional $5,000 will be added to the maximum funding if the building is heritage listed and if the building has a frontage on the rivers. This brings a maximum funding amount of any property to $40,000.

6. Commercial properties are to be identified by municipal address to identify multiple and separate commercial units with separate ground floor street entrances.

7. Commercial uses must be in conformity with applicable policy documents of the City including but not limited to Official Plans, the provisions of the applicable Zoning By-law and any other applicable City by-laws.

8. Performance measures are to be applied to the payment of grants.

9. Eligibility requirements for the Program relating to the work to be funded will be specifically identified. Two separate cost estimates for the work are to be provided.
   - Grants will be calculated based upon lowest cost estimate.
   - An owner who is proposing to undertake the work and not hire a contractor may present an estimate based on material only.
   - In the case where the applicant is the owner of a contracting company and wishes to utilize their company to undertake the improvements on their property, one (1) cost estimate from an arms-length contractor will also be required.
A City of Cambridge Staff member will review all estimates provided for the purpose of ensuring competitiveness.

10. Restoration/conservation of heritage features on commercial properties designated under the Ontario Heritage Act are eligible under this grant program, however, improvements other than those on heritage features are eligible subject to the approval of the City of Cambridge Senior Planner - Heritage. Economic Development staff will work closely with Planning staff on all applications received that are designated or properties of interest under the Ontario Heritage Act.

11. Relative to the proposed improvements, a building inspector will perform an initial and final inspection/investigation to confirm compliance with various Acts, Regulations and City By-laws including the Ontario Building Code, Property Standards By-Law, Sign By-law, etc.

12. Approval of the grant is at the sole discretion of the Director of Economic Development and subject to the availability of funds.

13. Proposed improvements to be completed within one year to be eligible for payment. A one year extension may be authorized by the Director of Economic Development if an applicant has extenuating circumstances which would warrant an extension.

14. Work completed must be consistent with estimates, and work proposed and identified within the application unless previously discussed and approved by the Economic Development Division. Copies of invoices and proof of payment must be submitted upon completion of the works prior to the City releasing any funds.

15. At the sole discretion of the Director of Economic Development, partial payments for works completed can be processed consistent with the payment process described above.

16. At the sole discretion of the Director of Economic Development, the grant cheque can be made jointly payable to the applicant and the contractor if such a request has been received from the applicant.

17. Without limiting the discretion as set out in paragraph 11 herein, the City or Council, may reject any application received from an applicant, whether or not an Applicant satisfies the requirements of the Program, where, in the opinion of Council, the commercial relationship between the City and the Applicant has been impaired by,
but not limited to, the applicant being involved in litigation with the City. Applicants shall include but not be limited to the following:

- The Applicant identified on the application form; if a corporation, any person or entity with an interest in the corporation as determined by the City in its sole, absolute and unfettered discretion.

18. Without limiting the discretion as set out in paragraph 11 herein, the City Council, whether or not an Applicant satisfies the requirements of the Program, may reject any application received from an applicant where there are property tax arrears owed on the subject property or on other properties owned by the Applicant within the City of Cambridge.

19. Works commenced prior to submitting an application are ineligible for funding under the Program. Works commenced after submitting an application but prior to approval of an application may be eligible for funding under the Program and eligibility will be determined by the Director in their sole, absolute and unfettered discretion. An applicant shall assume the risk of paying for work commenced after an application has been submitted but prior to approval.

20. A successful applicant will enter into an agreement with the City containing the terms and conditions (but not limited to) set out in the program description.

21. The grant shall exclude any damage that is caused by the property owner or occupant (i.e. a tenant) of that property. For example, costs incurred because of self-inflicted damage such as vandalism or arson would not be covered by this Program.

A refund of any grant under this Program to the City of Cambridge would be required if it is determined after the grant has been paid that the damage was caused by the property owner and/or the tenant(s) of the property.

22. The grant cannot be used to pay the costs resulting from any damage or vandalism where those costs are also reimbursed to the tenant or owner because such costs are covered under any insurance policy. A refund of any grant under this Program to the City of Cambridge would be required if it is determined after the grant has been paid that such a reimbursement has been received.

ELIGIBILITY REQUIREMENTS

- Property owners and authorized tenants are eligible;
- Property taxes must be paid current;
• The proposed work to be pre-inspected by City of Cambridge Staff;
• The improvements shall be in accordance with Property Standards and the
  Ontario Building Code and in compliance with all applicable City by-laws, official
  plans, zoning regulations, design guidelines and site plan approvals;
• Commercial properties must be located within one of the corresponding
  Community Improvement Project Area; and,
• Existing use must be in conformity with the applicable Zoning By-law regulations,
  and other relevant planning controls.

ELIGIBLE IMPROVEMENTS
• Replacement or repairing of storefronts;
• Improvements/replacement to doors, cornices, parapets, soffit, fascia;
• Addition of new lighting and upgrading of existing fixtures, on exterior of the
  façade and within the storefront area normally associated with the display area;
• Awning replacements and/or additions;
• Brick repairs and/or pointing;
• Painting and façade treatments;
• Installation or improvement of signage (Signage must comply with Sign By-law
  191-03 or its successor);
• Barrier free entrance to property (ramps, doors and automatic door openers);
• Permanent landscape features only such as flagstone and natural stones/rocks,
  statuary, irrigation, containers;
• Permanent fencing; and,
• Front-yard decks/patios or side yard decks/patios that abut a street; and,

In-Eligible: (this list is not intended to be exclusive)
• Any works completed prior to the submission of the application;
• Labour costs where the applicant has completed the works independently of a
  contractor;
• Trees, shrubbery, perennials, annuals, soil, mulch, grass;
• Roofing (apart from mansard roofs above the eligible frontage);
• Sandblasting;
• Paving of parking lots;
• Interior furniture, display cases, equipment;
• Outdoor patio furniture; and,
• Tools.
APPENDIX B - TAX INCREASE-BASED EQUIVALENT GRANT PROGRAM (TIEG)

PROGRAM DESCRIPTION

The Tax Increase-based Equivalent Grant Program offers grants to eligible applicants whose City property tax has increased as a result of the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of a property within one of the designated Community Improvement Project Areas, resulting in the incremental improvement of the built character of these areas.

The program will stimulate investment by effectively deferring part of the increase in taxation associated with the reassessment through grants that are equivalent to a portion of the resulting property tax increase.

The City of Cambridge will benefit from the property tax increase at the time of completion of the work, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.

PROGRAM TERMS

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program specific requirements, and subject to the availability of funding:

1. When an approved project is complete, a grant that is equal to part of the City’s portion of the increase in taxation may be provided annually following the payment of all property taxes by the owner.

2. Grants will not exceed the total cost of approved community improvement works invested by the applicant, or will not be paid to the applicant for a period more than five years (5), whichever is the lesser amount.

3. Annual grants may be equal to 75% of the City’s portion of the property tax increase.

4. If the Region of Waterloo elects to join in this program to include the regions portion of the property tax, they may do so without amendment to this program. This will increase the overall grant amount.
5. The City, at its sole discretion, will also have the option of providing a one-time lump sum grant payout in the second year of the program. In this case, in the first year of the program, the eligible applicant may receive a grant that is equal to part of the City’s portion of the increase in taxation.

6. In the second year of the program, the City may provide a final grant that is equal to the value of all remaining annual grants. Should the City opt to provide the applicant with the one-time lump sum grant payout in the second year of the program, the City will enter into an agreement with the applicant to do so.

7. Approval of the grant is at the sole discretion of the City of Cambridge council.

8. Without limiting the discretion as set out in paragraph 7 herein, the City or Council, may reject any application received from an applicant, whether or not an applicant satisfies the requirements of the Program, where, in the opinion of Council, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the applicant being involved in litigation with the City. Applicants shall include but not be limited to the following:

   - The Applicant identified on the application form and if a corporation, any person or entity with an interest in the corporation as determined by the City in its sole, absolute and unfettered discretion.

9. Without limiting the discretion as set out in paragraph 7 herein, the City Council, whether or not an applicant satisfies the requirements of the Program, may reject any application received from an applicant where there are property tax arrears owed on the subject property or on other properties owned by the applicant within the City of Cambridge.

10. In order to be eligible for any incentive program contained within the Core Areas Transformation Fund Community Improvement Plan (CIP), a Financial Incentive Program application form must be submitted to the City prior to commencing any community improvement works. Complete applications must be submitted and approved prior to application for planning approval and/or building permit and prior to commencing community improvement works.

11. Eligible applicants must be either the owner of the property or an agent representing the owners of the property.
12. In order to be eligible for any incentive program, all proposed projects must be within one of the designated Community Improvement Project Areas, as presented in the Core Areas Community Improvement Plan. As well, all proposed projects must be compatible with the goals and objectives for the City’s Core Areas, as presented in the CIP.

13. The property owner must not have outstanding tax arrears and must be in good standing with regard to taxation at the time of application and throughout the duration of the incentive benefit period as identified within the Core Areas Community Improvement Plan.

14. In order to be eligible, all incentive program applications must include completed application forms, supporting materials, and any additional information as required by the City.

15. The incentive programs made available under the Core Areas Community Improvement Plan can be used individually or together (with the exception of the Tax Increase-based Equivalent Grant Program, which cannot be used in combination with any other incentive program including the City of Cambridge Brownfield Tax Increment Grant Program), in accordance with the specific program details as outlined within the CIP; however, the total of all incentive benefits (including grants and refunds) provided to each applicant for each community improvement proposal for a building or lands within the CIP Area must not exceed the project’s costs related to the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, and/or reconstruction and rehabilitation associated with an application.

16. If a property is sold, in whole or in part, before the original grant period lapses, the original owner is not entitled to receive the remaining grant payments under the original agreement, subject to entering into an agreement with the City. The original owner may also be required to repay the City for any grant payments made to the original owner prior to sale of the property.

17. The property owner is responsible for the entire cost of the rehabilitation project. Applicants receiving the Tax Increase-based Equivalent Grant will not be eligible for any additional incentive programs offered through the Core Areas CIP.

18. In order to determine the suitability of the Tax Increase-based Equivalent Grant Program, prior to submitting an application for the program, eligible applicants should attempt to estimate the total potential value of the grant, based on current
assessment values and anticipated investment. Upon completing the approved
community improvement works, to the satisfaction of the City, and upon
reassessment of the property, should the total value of the grant be significantly less
than the applicants estimated value, the applicant may then have the opportunity to
withdraw application for the Tax Increase-based Equivalent Grant Program, and
submit an application for one or more of the additional incentive programs offered
through the Core Areas CIP.
APPENDIX C – COMMERCIAL BUILDING RESTORATION, RENOVATION AND IMPROVEMENT GRANT (CBRRIG)

PROGRAM DESCRIPTION

This grant has the potential to leverage significant private sector investment in interior building renovations and improvements for commercial space, and help address the costs involved with a range of matters, such as:

- Re-purposing buildings for commercial occupancy;
- Building, fire and other code compliance including public occupancy load-related building enhancement; and,
- General Retrofitting.

City of Cambridge will benefit from the tax increase on the property as a result of the property improvement, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken. Restricted to the conversion of commercial, residential, or underutilized space to use as:

- Retail;
- Service; or,
- Office Space.

PROGRAM TERMS

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program specific requirements, and subject to the availability of funding:

1. Grants will be provided upon successful completion of the approved work, to the satisfaction of the City.

2. Commercial property owners/authorized tenants are eligible for a maximum grant per property during a five-year period (i.e. multiple applications or one application could be submitted, however the sum of the grant amounts approved will be no more than the maximum amount allowed for each property).

3. Commercial properties are to be identified by municipal address to identify multiple and separate commercial units.

4. Commercial uses must be in conformity with applicable policy documents of the City including but not limited to Official Plans, the provisions of the applicable Zoning By-law and any other applicable City by-laws.
5. Performance measures are to be applied to the payment of grants.

6. Matching grant of up to 50% of eligible costs up to a maximum grant amount. If the building is a single floor commercial, the maximum grant amount will be $50,000 per property. If the building is two or more floors of commercial use, the maximum grant amount will be up to $100,000 per property.

7. Eligibility requirements for the program relating to the work to be funded will be specifically identified. Two separate cost estimates for the work are to be provided.
   - Grants will be calculated based upon lowest cost estimate.
   - An owner who is proposing to undertake the work and not hire a contractor may present an estimate based on material only. Grants will be calculated based upon lowest cost estimate.
   - In the case where the applicant is the owner of a contracting company and wishes to utilize their company to undertake the improvements on their property, one (1) cost estimate from an arms-length contractor will also be required.

   A City of Cambridge staff member will review all estimates provided for the purpose of ensuring competitiveness.

8. Relative to the proposed improvements, a building inspector will perform an initial and final inspection/investigation to confirm compliance with various Acts, Regulations and City By-laws including the Ontario Building Code, Property Standards By-law, Sign By-law, etc.

9. Approval of the grant is at the sole discretion of the Director of Economic Development and subject to the availability of funds.

10. Proposed improvements need to be completed within one year to be eligible for payment and payment will be made upon successful completion of the work, to the satisfaction of the City's Building division. A one year extension can be authorized by the Director of Economic Development if an applicant has extenuating circumstances which would warrant an extension.

11. Work completed must be consistent with estimates, work proposed and identified within the application unless previously discussed and approved by the Economic Development Division.

12. At the sole discretion of the Director of Economic Development, partial payments for works completed can be processed consistent with the payment process described
above. Copies of invoices and proof of payment must be submitted upon completion of the works prior to the City releasing any funds.

13. Without limiting the discretion as set out in paragraph 9 herein, the City or Council, may reject any application received from an applicant, whether or not an applicant satisfies the requirements of the Program, where, in the opinion of Council, the commercial relationship between the City and the applicant has been impaired by, but not limited to, the applicant being involved in litigation with the City. Applicants shall include but not be limited to the following:

- The Applicant identified on the application form; if a corporation, any person or entity with an interest in the corporation as determined by the City in its sole, absolute and unfettered discretion.

14. Without limiting the discretion as set out in paragraph 9 herein, the City Council, whether or not an applicant satisfies the requirements of the Program, may reject any application received from an applicant where there are property tax arrears owed on the subject property or on other properties owned by the applicant within the City of Cambridge.

15. Works commenced prior to submitting an application are ineligible for funding under the Program. Works commenced after submitting an application but prior to approval of an application may be eligible for funding under the Program and eligibility will be determined by the Director of Economic Development in their sole, absolute and unfettered discretion. An applicant shall assume the risk of paying for work commenced after an application has been submitted but prior to approval.

16. A successful applicant will enter into an agreement with the City containing the terms and conditions (but not limited to) set out in the program description.

17. The grant shall exclude any damage that is caused by the property owner or occupant (i.e. a tenant) of that property. For example, costs incurred because of self-inflicted damage such as vandalism or arson would not be covered by this Program.

A refund of any grant under this Program to the City of Cambridge would be required if it is determined after the grant has been paid that the damage was caused by the property owner and/or the tenant(s) of the property.

18. The grant cannot be used to pay the costs resulting from any damage or vandalism where those costs are also reimbursed to the tenant or owner because such costs are covered under any insurance policy. A refund of any grant under this Program
to the City of Cambridge would be required if it is determined after the grant has been paid that such a reimbursement has been received.

**ELIGIBLE COSTS**
- Costs associated with materials;
- Labour;
- Permanent fixed equipment;
- Internal building works, including major fit-up to meet the future needs of tenants or activities/uses.

**INELIGIBLE COSTS**
- Any works completed prior to the submission of the application;
- Labour costs where the applicant has completed the works independently of a contractor.
APPENDIX D - MIXED USE CONVERSION AND RESTORATION GRANT PROGRAM (MUCRG)

PROGRAM DESCRIPTION

The Mixed Use Conversion and Restoration Grant Program is aimed at attracting new investment and interest in converting currently non-residential vacant or underutilized upper storey space to residential units and renovating the existing commercial space located below by providing a financial incentive that will be targeted at the costs of converting the space. It is intended to stimulate the creation of new residential units on the upper storeys of existing mixed use buildings and renovating or restoring ground floor commercial occupancies.

The limited size of the buildings and the outdated building infrastructure systems, which may require additional building code upgrades, can make the cost-effective upgrading and reuse of the buildings for market rate residential units challenging.

PROGRAM TERMS

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program specific requirements, and subject to the availability of funding:

1. Grants will be provided upon successful completion of the approved work, to the satisfaction of the City.

2. Commercial property owners/authorized tenants are eligible for a maximum grant per property during a five-year period (i.e. multiple applications or one application could be submitted, however the sum of the grant amounts approved will be no more than the maximum amount allowed for each property).

3. Commercial properties are to be identified by municipal address to identify multiple and separate commercial units.

4. Commercial uses must be in conformity with applicable policy documents of the City including but not limited to Official Plans, the provisions of the applicable Zoning By-law and any other applicable City by-laws.

5. Performance measures are to be applied to the payment of grants.
6. The Commercial Restoration portion of the matching grant will be up to 50% of eligible costs up to a maximum grant of $50,000 per property.

7. The development, renovation or redevelopment must result in a minimum of 2 new residential units above the first (i.e. ground) floor of the building.

8. Not eligible for any unit or space that was already configured or used for residential use.

9. The applicant will be required to submit a complete application to the City describing in detail the development or redevelopment that is planned. This may include floor plans, conceptual site plans, reports, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to conformity of the project with the CIP. The application must be submitted to the City prior to City Council’s approval of financial incentives for the project.

10. Prior to the approval of a Mixed Use Conversion and Restoration Grant, City staff may need to inspect the building to review its condition and the proposed conversion plans.

11. The Residential Conversion portion of the Grant Program will consist of a grant, whereby property owners will be eligible to receive a grant of up to $10,000 for every new residential unit created or every unit that has been vacant for more than 5 years on the upper storey(s) of an existing mixed use building, up to a maximum of $100,000 per property. The amount of the grant will be determined based upon the new number of residential units created as a result of the conversion of the upper storeys from a non-residential use.

12. The total amount combined of the grant of the eligible costs is up to a maximum grant of $150,000 per property.

13. Eligibility requirements for the Program relating to the work to be funded will be specifically identified. Two separate cost estimates for the work are to be provided.
   - Grants will be calculated based upon lowest cost estimate.
   - An owner who is proposing to undertake the work and not hire a contractor may present an estimate based on material only. Grants will be calculated based upon lowest cost estimate.
   - In the case where the applicant is the owner of a contracting company and wishes to utilize their company to undertake the improvements on their
property, one (1) cost estimate from an arms-length contractor will also be required.

A City of Cambridge staff member will review all estimates provided for the purpose of ensuring competitiveness.

14. Relative to the proposed improvements, a building inspector will perform an initial and final inspection/investigation to confirm compliance with various Acts, Regulations and City By-laws including the Ontario Building Code, Property Standards By-law, Sign By-law, etc.

15. Approval of the grant is at the sole discretion of the Director of Economic Development and subject to the availability of funds.

16. Proposed improvements to be completed within one year to be eligible for payment and payment will be made upon successful completion of the work, to the satisfaction of the City’s Building division. A one year extension can be authorized by the Director of Economic Development if an applicant has extenuating circumstances which would warrant an extension.

17. Work completed must be consistent with estimates, work proposed and identified within the application unless previously discussed and approved by the Economic Development Department. Copies of invoices and proof of payment must be submitted upon completion of the works prior to the City releasing any funds.

18. At the sole discretion of the Director of Economic Development, partial payments for works completed can be processed consistent with the payment process described above.

19. Without limiting the discretion as set out in paragraph 15 herein, the City Council, may reject any application received from an applicant, whether or not an applicant satisfies the requirements of the Program, where, in the opinion of Council, the commercial relationship between the City and the applicant has been impaired by, but not limited to, the applicant being involved in litigation with the City. Applicants shall include but not be limited to the following:

- The Applicant identified on the application form; if a corporation, any person or entity with an interest in the corporation as determined by the City in its sole, absolute and unfettered discretion.
20. Without limiting the discretion as set out in paragraph 15 herein, the City Council, whether or not an applicant satisfies the requirements of the Program, may reject any application received from an applicant where there are property tax arrears owed on the subject property or on other properties owned by the applicant within the City of Cambridge.

21. Works commenced prior to submitting an application are ineligible for funding under the Program. Works commenced after submitting an application but prior to approval of an application may be eligible for funding under the Program and eligibility will be determined by the Director in their sole, absolute and unfettered discretion. An applicant shall assume the risk of paying for work commenced after an application has been submitted but prior to approval.

22. A successful applicant will enter into an agreement with the City containing the terms and conditions (but not limited to) set out in the program description.

23. The grant shall exclude any damage that is caused by the property owner or occupant (i.e. a tenant) of that property. For example, costs incurred because of self-inflicted damage such as vandalism or arson would not be covered by this Program.

A refund of any grant under this Program to the City of Cambridge would be required if it is determined after the grant has been paid that the damage was caused by the property owner and/or the tenant(s) of the property.

ELIGIBLE COSTS
The Commercial Restoration Grants portion is only available for the “eligible costs” specified below:

- Costs associated with materials;
- Labour;
- Permanent fixed equipment;
- Internal building works, including major fit-up to meet the future needs of tenants or activities/uses.

INELIGIBLE COSTS
- Any works completed prior to the submission of the application;
- Labour costs where the applicant has completed the works independently of a contractor.

The Residential Conversion Grants portion is only available for the “eligible costs” specified below:
• Construct new residential units that are in compliance with the Ontario Building Code, Property Standards By-law and the Fire Code, including, but not limited to the following:
  • Installation of safety and fire protection systems such as carbon monoxide detectors, smoke alarms, fire alarms, exit signs, etc.;
  • Installation of fire escapes;
  • Installation of new or reinforcement of floors, ceilings, roof and/or walls;
  • Improvements to electrical, ventilation, heating and plumbing supply systems;
  • Improvements for barrier-free accessibility;
  • Construction or alteration of stairs, guard rails and/or hand rails; and,
  • Installation or alteration of required window openings and windows for upper storey residential units.
• Adaptive reuse, building rehabilitation and retrofit works;
• Other improvements, at the discretion of the Director of Economic Development, related to converting upper storey commercial and vacant residential space to new residential uses.
APPENDIX E - CORE AREAS WAIVER OF APPLICATION FEES

PROGRAM DESCRIPTION

The following application fees may be waived if applications are for properties that are located within the Core areas as defined in the Core Areas CIP. This waiver will only be applicable to mixed used, commercial and high density housing, and will not be for single detached homes.

PROGRAM TERMS

1. Development Application (Severance; Minor Variance; Official Plan Amendment; Zoning By-law Amendment; Pre-consultation; Plan of Subdivision; Plan of Condominium; Condominium Conversion; Part Lot Control) areas and can be supported by Planning staff and the decision to approve is made by the Committee of Adjustment, and there are no appeals made to the Local Planning Appeal Tribunal (LPAT). If this is not the case, and there is an appeal to the LPAT which over turns the Committee of Adjustment decision, there will be no rebate issued. However, if the LPAT upholds the Committee’s decision, the rebate will be issued.

2. Site Plan Application.


Applicant can apply for a waiver upon Final Inspection and Building Permit completion. Waivers are at the discretion of the Director of Economic Development.
Recommendations


AND THAT the applications OR01/21 for 211-215 Queen Street W, Blacks Point Development be referred back to staff for a subsequent report and staff recommendation.

Executive Summary

Purpose

- The applicant is proposing to develop the subject properties in two phases:
  - The first phase includes the retention and redevelopment of the existing textile factory to 140 condominium apartment units, and commercial uses. This phase also includes the retention and redevelopment of the existing one-storey buildings for commercial uses, a waterfront trail and 260 parking spaces on private property
  - The second phase includes the construction of a 4-storey residential building with approximately 20 units, and an 8-storey residential building with approximately 110 units
- The property owner has submitted applications for Official Plan and Zoning By-law amendments to facilitate the proposed development
• This report is a statutory public meeting required by the Planning Act to introduce this application to Council and the public.

Key Findings

• The proposed development includes approximately 270 residential units in three buildings with ground floor commercial units in the existing textile factory and existing one-storey buildings

• The Official Plan Amendment has been requested to change the land use designation of both properties from Business Industrial and Natural Open Space System to High Density Residential

• The subject property is located within a regeneration area in the City of Cambridge Official Plan which anticipates a transition of use within the planning horizon of the Official Plan

• The Zoning By-law Amendment is required to rezone the property from M3 (general industrial), M3 S.4.1.24.1 (general industrial site specific) and OS1 (open space) to RM3CS5 (Mixed-use commercial and residential) with a site specific for the following:
  o No minimum required lot frontage
  o No minimum interior side yard along the western property limit
  o Minimum rear yard of 2 metres (6.56ft)
  o Add ‘microbrewery’ as a permitted use
  o No loading spaces required
  o Reduction in parking rate from 421 spaces to 260 spaces

<table>
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<th>Parking Rate</th>
<th>Required Parking</th>
<th>Proposed Parking</th>
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<td>421 spaces</td>
<td>260 spaces</td>
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</tbody>
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• 21 additional parking spaces are proposed on Queen St West within the City’s Right of Way
• Existing zoning of the property permits industrial uses, limited commercial uses and open space uses

• Existing buildings (textile factory and one-storey buildings) are proposed to be retained. The later addition behind the one-storey buildings is proposed to be demolished as shown on the map below:

Existing One-Storey Buildings. The later addition to be demolished is outlined in red.

• Proposed development does not include affordable units and is proposed to be condominium ownership which will require a future application for draft plan of condominium

Financial Implications

• Any costs of the application are borne by the applicant. The future recommendation report will provide additional financial implications.

Background

The applicant is proposing to redevelop the existing textile factory for commercial and residential purposes, redevelop the existing one-storey buildings for commercial purposes, and the develop two new residential buildings (4 & 8 storeys in height).

The proposal includes 3,330m² (35,843.39ft²) of ground floor commercial with 270 residential units, 260 parking spaces and a waterfront trail. The residential component is proposed to be condominium ownership, which will require a future application for draft plan of condominium if this application is eventually approved.
The concept site plan has been included in Attachment No. 1, and the concept elevations and renderings have been included in Attachment No. 2 below.

The subject properties are designated on the City’s Heritage Register, and the existing textile factory and one-storey buildings are proposed to be retained. The later addition behind the one-storey buildings is proposed to be demolished, restoring the buildings closer to their original condition. Staff will prepare a recommendation report to the City’s Municipal Heritage Advisory Committee about the Heritage Impact Assessment, which will be brought to Council for consideration at the same time as the future recommendation report about the planning application is being considered by Council.

In accordance with the Planning Act, the City must hold a public meeting in order to formally consider the requested Official Plan and Zoning By-law amendments and receive public and Councillors’ comments.

Location

The subject properties are legally described as Part of Lots 64, 65, 67 Plan 832, Parts 1 7 & 10 Registered Plan 58R11342 and Part of Lot 64, Plan 832, Parts 8, 9, 11, 12 Registered plan 58R11342, in the City of Cambridge, Regional Municipality of Waterloo. The lands are municipally known as 211 – 215 Queen Street West and are located on the north side of Queen Street West, south of the Speed River (outlined in red below).
Existing/surrounding land uses:

The subject properties contain a number of industrial/commercial buildings that will be retained if this application is approved. The later additions made to the one-storey buildings will be removed in order to bring them back to their former condition. The subject properties abut the CN railway to the south and east, and a vacant industrial property to the west. There is a mix of single-detached residential, multi-residential, commercial and institutional uses south of the subject properties and the Speed River is to the north.

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 2.1 Provide a wide range of ways that people can become involved in city decision making.

A statutory public meeting is required by the Planning Act to provide an opportunity for the public and Councillors to give input on the proposal.

Comments

A statutory public meeting is required by the Planning Act to provide an opportunity for Councillors and the public to give input on the proposal. The application is under review by City Staff and external agencies and a subsequent recommendation report will be prepared. Responses to public submissions will be considered in the subsequent report.

Considerations for review of this application include (but are not limited to) the following:

- Land use compatibility with the surrounding existing development and permitted uses
- Proposed density and number of residential units
- Traffic impacts
- Appropriateness of proposed changes to the zoning regulations
- Requested reduction and location of proposed parking facilities
- Proximity to and crossing the CN railway
- Potential impacts from the Floodplain
- Affordable housing
- Record of site condition due to the former industrial use on this property
- Heritage implications
- Comments received from Council, the public and agency circulation
- Conformity with the A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020); Region of Waterloo’s Official Plan; City of Cambridge Official Plan; and the City of Cambridge Zoning By-law.

In accordance with Planning Act requirements, the City is required to process complete planning applications which includes circulation, review of issues, and consideration of all input, along with making a future recommendation to Council. For this report, staff is providing the standard recommendation to refer the application back to staff to continue
the processing of the planning application. Generally, if Council were to decide not to accept this recommendation, the applicant could appeal their application to the Local Planning Appeal Tribunal (LPAT) after the timeline for processing the application set out in the Planning Act has passed. If Council were to decide to refuse this application at this stage, in advance of receiving a future recommendation report from staff, then the City would issue notice of refusal which would include an appeal period. If appeals are filed under either of these scenarios then that would then leave the decision about this planning application to the outcome of the LPAT process.

**Existing Policy/By-Law**

**City of Cambridge Official Plan (2012)**

The City of Cambridge Official Plan designates the subject property as ‘Business Industrial’ and ‘Natural Open Space System’ within a ‘regeneration area’. A regeneration area is where a transition of use is anticipated during the planning horizon of the Official Plan (i.e. transition from industrial to residential or commercial).

Regeneration areas are subject to planning studies to determine appropriate land use designations (i.e. secondary plans) and are not subject to employment land conversion policies. A secondary plan has not been prepared for this regeneration area at this time; however, permitted uses such as higher density residential development are deemed to conform.

Regeneration areas allow 0.5-2.0 FSI (floor space index) which is floor area of all buildings divided by the area of the lot, and a maximum building height of 8 storeys. The proposed development represents an FSI of 1.24 and the maximum building height is 8 storeys.

The Official Plan Amendment has been requested in order to re-designate the property to high density residential.

**City of Cambridge Zoning By-law No. 150-85, as amended**

The subject properties are currently zoned M3 (general industrial), M3 S.4.1.24.1 (general industrial site specific) and OS1 (open space). The existing zoning permits industrial uses, open space uses and the site-specific permits limited commercial uses. The applicant is requesting to rezone the property to RM3CS5 (Mixed-use commercial and residential) with a site specific to facilitate the proposed development.

<table>
<thead>
<tr>
<th>Regulation</th>
<th>Required</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use: Micro-brewery</td>
<td>Not permitted</td>
<td>Permitted</td>
</tr>
<tr>
<td>Regulation</td>
<td>Required</td>
<td>Proposed</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>--------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Interior side yard setback along the western edge of the property</td>
<td>6m – 19.69ft</td>
<td>0m - existing</td>
</tr>
<tr>
<td>Minimum rear yard</td>
<td>6m – 19.69ft</td>
<td>2m (6.56ft) - existing</td>
</tr>
<tr>
<td>Loading spaces</td>
<td>4 spaces</td>
<td>0 spaces</td>
</tr>
<tr>
<td>Parking</td>
<td>362 spaces</td>
<td>260 spaces</td>
</tr>
<tr>
<td>Residential</td>
<td>270 spaces</td>
<td>240 spaces</td>
</tr>
<tr>
<td>Visitor</td>
<td>68 spaces</td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>83 spaces</td>
<td>20 spaces</td>
</tr>
</tbody>
</table>

21 additional parking spaces are proposed on Queen St West within the City’s Right of Way

**Financial Impact**

- Any costs of the application are borne by the applicant. The future recommendation report will provide additional financial implications.

**Public Input**

The statutory public meeting required under the Planning Act is being held on May 25th, 2021 and official notification was provided to the Cambridge Times on March 23rd, 2021. In addition, notice was provided to all assessed property owners within a 120m (393.7ft) radius of the site and anyone else who requested notice. Any interested parties or members of the public will be provided with the opportunity to speak to this proposal at the May 25th, 2021 public meeting. All public comments received will be included in the future recommendation report to Council.

The application and supporting studies can be found at the following link: [https://www.cambridge.ca/en/build-invest-grow/current-development-applications.aspx](https://www.cambridge.ca/en/build-invest-grow/current-development-applications.aspx)
Internal/External Consultation

The application has been circulated to the departments and agencies listed in Attachment No. 3. All comments received will be included in a future planning recommendation report.

Conclusion

Staff will provide further comments and analysis regarding this application as part of the future recommendation report to Council.

A statutory public meeting is required by the Planning Act to provide an opportunity for the public and Council to give input on the proposal in accordance with the City’s strategic objectives.

Signature

Division Approval

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager, Community Development

City Manager Approval

Name: David Calder
Title: City Manager
Attachments

- Attachment No. 1 – Concept Site Plan
- Attachment No. 2 – Conceptual Massing Plans
- Attachment No. 3 – Internal/External Consultation & List of Supporting Studies
- Attachment No. 4 – Existing Official Plan Map
- Attachment No. 5 – Existing Zoning Map
Attachment No. 1 – Concept Site Plan

Reduced interior side

Reduced rear yard
No minimum lot frontage

Building to be demolished
Attachment No. 2 – Conceptual Massing Plans

View of Queen St W Frontage
Attachment No. 3 – Internal/External Consultation & List of Supporting Studies

This application has been circulated to the departments and agencies listed below. Their comments will be included in a future staff report to Council for consideration.

- Regional Municipality of Waterloo
- Energy+ (Hydro)
- The Grand River Conservation Authority
- Waterloo Regional District School Board
- Waterloo Catholic District School Board
- Conseil Scolaire Viamonde
- Conseil Scolaire Catholique MonAvenir
- CN Rail
- Development Engineering Division
- Economic Development
- Operations, Infrastructure Services
- City Cambridge Fire Department
- Transportation Engineering Division
- Planning Services: Policy Division

List of Supporting Studies

- Archaeological Report
- Concept Site Plan
- Concept Massing Plan
- Functional Servicing and Grading Plans
- Functional Servicing Report
- Heritage Impact Assessment Report
- Noise Study
- Planning Justification Report
- Preliminary Floor Plans and Elevations
- Urban Design Brief
- Rail Safety Study
- Section 59 Notice of Source Water Protection
- Transportation Impact Study and Transportation Demand Management Report
Recommendations

THAT Report 21-116(CD) Public Meeting Report – Official Plan and Zoning By-law Amendments, 42 Portland Street, Nadam Investments Inc be received;

AND THAT the applications OR03/21 for 42 Portland Street, Nadam Investment Inc. be referred back to staff for a subsequent report and staff recommendation.

Executive Summary

Purpose

- The applicant is proposing to convert the existing place of worship into an apartment building with four (4) residential units.

- The applicant is proposing to rezone the property from Institutional - N1 S.4.1.165 to Multi-Residential RM1 with site specific provisions

- This report is for a statutory public meeting required by the Planning Act for the requested Official Plan and Zoning By-law Amendment to introduce the application to Council and the public.

Key Findings

- The property is designated low/medium density residential in the City of Cambridge Official Plan
• The applicant is requesting to increase the maximum density from 40 units per hectare to 80 units per hectare (2 units to 4 units)

• The current N1 S.4.1.165 zone permits institutional uses (i.e. school, correctional facility, place of worship, etc.)

• The applicant is requesting an RM1 site specific zone to permit the four-unit apartment

• The property currently contains a place of worship that will be retained and converted into the apartments

• Site specific provisions have been requested to reduce the minimum lot frontage from 30m (98.43ft) to the existing 13.7m (44.95ft), reduce the minimum required interior side yard setbacks (north and south) from 3m (9.84ft) to the existing 2.9m (9.51ft) (south) and 1.7m (5.58ft) (north) setbacks, and not require landscape buffers for the existing parking area

• Five parking spaces are proposed, which meets the minimum required parking for a four-unit apartment

• The proposed tenure is rental and affordable housing is not proposed

• No additions or exterior alterations to the existing building or site are proposed

Financial Implications

Any costs of the application are borne by the applicant. The future recommendation report will provide additional financial implications.

Background

The applicant proposes to convert the existing place of worship into a four (4) unit apartment building, with five (5) parking spaces. No site plan application will be required if the Official Plan amendment and Zoning amendment are eventually approved, as no exterior alterations to the existing building or the site (i.e. landscaping, parking area) are proposed.

The property is proposed to be rezoned from N1 S.4.1.165 to RM1 site specific to allow the four-unit apartment. Five parking spaces are proposed, which meets the minimum required parking for a four-unit apartment.

The purpose of this report is to advise Council and the public of the receipt of an application for amendment to the City of Cambridge Official Plan and Zoning By-law.
Proposal:

The applicant is proposing to convert the existing place of worship into a four-unit apartment building, which requires an Official Plan amendment to increase the maximum permitted density, and the property to be rezoned from N1 S.4.1.165 to RM1 with site specific regulations. A future site plan application will not be required if the amendments are approved as no exterior alterations to the building or site are proposed. The proposed tenure is rental, and the proposed parking includes five spaces within the existing parking area and driveway. Affordable housing is not proposed.

Location:

The subject property is legally described as Part of Lot 96, Plan 447 in the City of Cambridge, Regional Municipality of Waterloo. The property is municipally known as 42 Portland Street and is located on the southwest side of Portland Street, north of Brook Street, east of Oxford Street, west of Cambridge Street and south of Dundas Street N (outlined in red below).

Existing/surrounding land uses:

The subject property currently contains a place of worship that will be retained if the applications are approved. The property is adjacent to single detached dwellings to the north, east, west and south.
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 2.1 Provide a wide range of ways that people can become involved in city decision making.

A statutory building meeting is required by the Planning Act to provide an opportunity for the public and Council to give input on the proposal.

Comments

A statutory public meeting is required by the Planning Act to provide an opportunity for Councillors and the public to give input on the proposal. The application is under review by City Staff and external agencies and a subsequent recommendation report will be prepared. Responses to public submission will be considered in the subsequent report.

Considerations for review of this application include (but are not limited to) the following:

- The proposed density and number of units;
- The proposed parking arrangement;
- Changes to the proposed zoning category (RM1 site specific or RM3 site specific);
- Compatibility with the surrounding residential neighbourhood; and,
- Comments received from Council, the public and agency circulation

In accordance with Planning Act requirements, the City is required to process complete planning applications which includes circulation, review of issues, and consideration of all input, along with making a future recommendation to Council. For this report, staff are providing the standard recommendation to refer the application back to staff to continue the processing of the planning application. Generally, if Council were to decide not to accept this recommendation, the applicant could appeal their application to the Local Planning Appeal Tribunal (LPAT) after the timeline for processing the application set out in the Planning Act has passed. If Council were to decide to refuse this application at this stage, in advance of receiving a future recommendation report from staff, then the City would issue notice of refusal which would include an appeal period. If
appeals are filed under either of these scenarios then that would then leave the decision about this planning application to the outcome of the LPAT process.

**Existing Policy/By-Law**

**City of Cambridge Official Plan (2012)**

The City of Cambridge Official Plan designates the subject property as ‘Low/Medium Density Residential’, which permits single detached dwellings, townhouses and/or walk up apartments. Properties within the ‘Low/Medium Density Residential Designation’ are permitted to developed for the uses mentioned above up to a maximum density of 40 units per hectare, subject to meeting the residential compatibility criteria set out in Section 8.4.2.

Based on the size of the property (501.25m² or 5,395.41ft²) a maximum of two (2) residential units is permitted under this density, whereas four (4) residential units are proposed. The Official Plan Amendment is required in order to increase the maximum permitted density from 40 units per hectare to 80 units per hectare.

**City of Cambridge Zoning By-law No. 150-85 as amended:**

The subject property is currently zoned N1 S.4.1.165, which permits institutional uses such as a place of worship, school, and a correctional facility. The applicant is requesting to rezone the property from N1 S.4.1.165 to RM1 with site specific provisions to facilitate the proposed four-unit apartment building.

<table>
<thead>
<tr>
<th>Regulation</th>
<th>Required (RM1)</th>
<th>Proposed (RM1 site specific)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum lot frontage</td>
<td>30m (98.43ft)</td>
<td>13.7m (44.95ft) - existing</td>
</tr>
<tr>
<td>Maximum density</td>
<td>250 units per hectare</td>
<td>80 units per hectare</td>
</tr>
<tr>
<td>Minimum front yard</td>
<td>4.5m (14.76ft)</td>
<td>6.8m (22.31ft)</td>
</tr>
<tr>
<td>Minimum interior side yard</td>
<td>3m (9.84ft)</td>
<td>2.9m (9.51ft) and 1.7m (5.58ft) - existing</td>
</tr>
<tr>
<td>Minimum rear yard</td>
<td>3m (9.84ft)</td>
<td>8.3m (27.23ft)</td>
</tr>
<tr>
<td>Minimum gross floor area per unit</td>
<td>50m² (538.19ft²)</td>
<td>75m² (807.29ft²)</td>
</tr>
<tr>
<td>Minimum amenity area</td>
<td>20m² (215.28ft²)</td>
<td>30m² (322.91ft²)</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Minimum landscaped open space</td>
<td>30%</td>
<td>30.3%</td>
</tr>
<tr>
<td>Planting strips and fencing</td>
<td>1.5m planting strip with a 1.5m high solid fence</td>
<td>0m planting strip with a chain link fence - existing</td>
</tr>
<tr>
<td>Parking</td>
<td>5 spaces</td>
<td>5 spaces</td>
</tr>
</tbody>
</table>

**Financial Impact**

Any costs of the application are borne by the applicant. The future recommendation report will provide additional financial implications.

**Public Input**

The statutory public meeting required under the Planning Act is being held on May 25th, 2021 and official notification was provided in the Cambridge Times on March 23rd, 2021. In addition, notice was provided to all assessed property owners within a 120m (393.7ft) radius of the site and anyone else who requested notice. Any interested parties or members of the public will be provided the opportunity to speak to this proposal at the May 25th, 2021 public meeting. All public comments received will be included in the future recommendation report to Council.

**Internal/External Consultation**

The application has been circulated to the departments and agencies listed in Attachment No. 2. All comments received will be included in a future planning recommendation report.

**Conclusion**

Staff will provide further comments and analysis regarding this application as part of the future recommendation report to Council.

A statutory public meeting is required by the Planning Act to provide an opportunity for the public to give input on the proposal. This aligns with the City’s Strategic Plan to provide a wide range of ways that people can become involved in city decision making.
Signature

Division Approval

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager, Community Development

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

- Attachment No. 1 – Existing Zoning Map
- Attachment No. 2 – Internal/External Consultation & List of Supporting Studies
- Attachment No. 3 – Concept Site Plan
Attachment No. 1 – Existing Zoning Map
Attachment No. 2 – Internal/External Consultation & List of Supporting Studies

The application has been circulated to the departments and agencies listed below. Their comments will be included in a future staff report to Council for consideration.

- Regional Municipality of Waterloo
- Energy+ (Hydro)
- The Grand River Conservation Authority
- CP Rail
- CN Rail
- Waterloo Regional District School Board
- Waterloo Catholic District School Board
- Development Engineering Division
- Economic Development
- City of Cambridge Fire Department
- Transportation Engineering Division

List of Supporting Studies/Drawings

- Planning Justification Report
- Notice of Source Water Protection Compliance
- Phase 1 Environmental Site Assessment
- Concept Site Plan
Attachment No. 3 – Concept Site Plan
To: COUNCIL

Meeting Date: 05/25/2021

Subject: Public Meeting Report – 1134 Hunt Club, 1285 Speedsville Rd, West side of 800 Briardean Rd – Official Plan/Zoning By-law amendment and proposed draft plan of subdivision 30T-21101 - River Mill Development Corporation

Submitted By: Elaine Brunn-Shaw, Chief Planner MCIP, RPP

Prepared By: Rachel Greene, Senior Planner

Report No.: 21-104(CD)

File No.: OR08/20 & 30T-21101

Recommendations

THAT report 21-104(CD) Public Meeting Report – 1134 Hunt Club, 1285 Speedsville Rd, West side of 800 Briardean Rd – Official Plan/Zoning By-law amendment and proposed draft plan of subdivision 30T-21101 - River Mill Development Corporation, be received;

AND THAT the application OR08/20 be referred back to staff for a subsequent report and staff recommendation.

Executive Summary

Purpose

- The applicant is proposing to develop 1285 Speedsville Road, a portion of 800 Briardean Road and a vacant lot referred to as 1134 Hunt Club Rd, located to the southeast of the intersection of Maple Grove Road and Speedsville Road for a mix of land uses including a total of 1,864 residential units consisting of single and semi-detached dwellings, townhouses and apartments to a maximum of ten (10) storeys, mixed use commercial/office with a minimum 1,500 m² (16,145 ft²) gross leasable floor area, open space, local road networks and stormwater management.

- An Official Plan amendment, Zoning by-law amendment and draft Plan of Subdivision are required to facilitate the proposed development to amend existing land use approvals Official Plan Amendment No. 8, Zoning By-law
Key Findings

- An Official Plan Amendment is requested to re-designate the lands to High Density Residential and Low/Medium Density Residential with a Special Policy Area and Natural Open System. A Special Policy Area is also proposed to permit a ‘Main Street Mixed-Use-use function.

- In order to permit the proposed development, the applicant is requesting to rezone the property to facilitate the proposed comprehensive residential community with a mixed-use component along Equestrian Way and Speedsville Road. The development is proposed to have a density of 250 units per hectare for apartment dwellings and 75 units per hectare for townhouses resulting in a total of 1,864 units across the site. A minimum of 387 townhouses and 1,077 apartment dwelling units are proposed as part of the development. An additional 520-830 units are proposed in addition to a minimum of 1,500 m² (16,145 ft²) of gross leasable commercial floor area within the ‘Main Street Mixed-Use’ area of the plan at the corner of Equestrian Way and Speedsville Road. The remainder of the units are proposed at a lower density and could include a mix of single and semi-detached dwellings and freehold townhouses.

- A draft plan of subdivision is required in order to allow the subject property to be divided into lots and blocks for the proposal.

Financial Implications

- Any costs of the application are borne by the applicant. The future recommendation report will provide additional financial implications.

Background

The purpose of this report is to advise Council and public of a proposed development application to permit a comprehensive mixed-use community.

The majority of the lands, referred to as 1134 Hunt Club Road, were subject to previous land use approvals in 2015 including Official Plan Amendment 8, Zoning By-law Amendment 213-15 and Plan of Subdivision 30T-12103 and 30T-12104. These approvals were for a variety of residential and commercial land uses for an adult lifestyle community and remain in effect. Since the initial approval, the applicant has acquired additional lands located at 800 Briardean Road and 1285 Speedsville Road to...
complete the River Mill Phase 4 West community. The applicant is proposing to modify the original land use approvals and designate and zone the additional properties for development.

The applicant is now proposing to develop the lands for a new residential community not limited to an adult lifestyle community as originally planned. Higher density residential is proposed to front along Speedsville Road. Lower and medium density residential is proposed within the interior of the development area. A mixed-use area is proposed at the intersection of Speedsville Road and Equestrian Way with a mix of residential and commercial uses to support the local community including retail commercial and office uses.

One municipal park is planned and refinements to the boundaries of open space are also proposed.

In total, approximately 1,864 dwelling units are planned within the development lands. A minimum of 387 townhouses and 1,077 apartment dwelling units are proposed as part of the development. An additional 520-830 units are proposed within the ‘Main Street-Mixed-Use’ area of the plan at the corner of Equestrian Way and Speedsville Road. A minimum of 1,500 m² (16,145 ft²) of gross leasable commercial floor area is proposed. The applicant has not yet determined if the development will include affordable housing but indicates the proposed land uses and densities could potentially facilitate affordable housing.

In order to permit this proposal, the applicant has submitted a draft Plan of Subdivision, Official Plan amendment and Zoning By-law amendment.

Official Plan Amendment is required to:

- Redesignate a portion of the lands from Low/Medium Density Residential to High Density Residential, Natural Open Space System and Low/Medium Density Residential to redesignate 1285 Speedsville Rd from Future Urban Reserve to High Density Residential

- Redesignate a portion of 800 Briardean Rd from Low/Medium Density Residential; Natural Open Space System and Future Urban Reserve to High Density Residential and Natural Open Space System

Zoning By-law amendment to modify the existing zoning of the lands with site specific permissions for a variety residential and mixed-use land uses. In general, the amendment proposes site specific standards for three areas including a 'Mixed-use Main Street', ‘Neighbourhood Residential’ and ‘Speedsville Apartment Block’. Please refer to Attachment No. 7 – Zoning Comparison Table: Existing and Proposed, which outlines the requested modifications to the existing zoning.
The overall development plan at **Attachment No. 1** shows the layout of the development including the size and shape of development blocks and road pattern.

**Location**

The subject lands are legally described as Part of Lot 10 & 11, Concession 1, Registered Plan No. 58M-604, in the City of Cambridge, Regional Municipality of Waterloo. The property is located on the east side of Speedsville Road, south of Maple Grove Road. The subject lands are approximately 45.38 hectares (112.14 acres) in size with 626.61 m (2,055 ft.) of frontage along Speedsville Road and 680 m (2,230 ft.) of frontage along Maple Grove Road.

The subject property is shown in the aerial below:

![Aerial View of River Mill Phase 4 West lands](image)

**Figure 1 - Aerial of River Mill Phase 4 West lands**

1285 Speedsville Road was previously used as a vehicle repair shop and contains an existing building. The remainder of the subject lands were primarily used for aggregate operations as well as agricultural crops in the past. The lands where extraction activities took place (formerly operating under license by Arriscraft) have been rehabilitated. In 2020 the holding provision on the subject site, which required the completion of the Arriscraft facility mitigation measures, was lifted. Natural heritage features on the site include the woodland and wetland areas associated with the Middle Creek corridor, the wetland area associated with the East Creek corridor and Briardean Road Wetland Complex. The property is bounded by Maple Grove Road to the north. North of Maple Grove Road is a day care, open space and agricultural lands. Lands to the south are
proposed for mixed residential and commercial uses with frontage on Equestrian Way as part of the River Mill Phase 3a approved plan of subdivision (30T-12104). Briardean Road bounds the subject property to the east with large lot single detached dwellings located along its frontage. There site is not proposed to connect to Briardean Road. The Boxwood Business Campus is located to the west of Speedsville Road.

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 2.1 Provide a wide range of ways that people can become involved in city decision making.

This report is for a public meeting required under the Planning Act to inform and engage public participation. Public and Council comments received will be considered as part of the review of the application.

Comments

The requested Official Plan Amendment, Zoning By-law Amendment application and draft plan of subdivision is currently under review by City staff and agencies. A staff recommendation report will be prepared on this proposal upon completion of the review of the file. Public and Council comments received through the review process will be considered and responded to in the future recommendation report.

Considerations in the review of this applications will include (but are not limited to) the following:

- Proposed density and suitability of requested site specific amendments;
- Proposed changes from the former draft plan of subdivision approvals relating to 30T-12103 and 30T-12104;
- Land use compatibility with surrounding existing and approved development;
- Proposed tenure and provision of affordable housing, if any;
- Storm water management;
- Environmental considerations
• Transportation implications;
• Retail market demand study;
• Record of Site Condition
• Public and Council comments and submissions;
• Staff and agency comments

In accordance with Planning Act requirements, the City is required to process complete planning applications which includes circulation, review of issues, and consideration of all input, along with taking a future recommendation to Council. For this report, staff is providing the standard recommendation to refer the application back to staff to continue the processing of the planning application. Generally, if Council were to decide not to accept this recommendation, the applicant could appeal their application to the Local Planning Appeal Tribunal (LPAT) after the timeline for processing the application set out in the Planning Act has passed. If Council were to decide to refuse this application at this stage, in advance of receiving a future recommendation report from staff, then the City would issue notice of refusal which would include an appeal period. If appeals are filed under either of these scenarios then that would then leave the decision about this planning application to the outcome of the LPAT process.

Existing Policy/By-Law

City of Cambridge Zoning By-law No. 150-85, as amended:

1285 Speedsville Road is zoned Agricultural (E)A1. The (E) indicates a mineral aggregate resource area and the permitted uses include farming, forestry, public or private non-commercial open space or recreation facilities with no permanent buildings, an existing use or licenced pit or quarry.

The subject portion of 800 Briardean Road is zoned Agricultural (A1), Agricultural (E)A1, and Open Space (OS1). The Agricultural zone permits farming, facilities for the sorting, grading, packaging, wholesale distribution and sale of farm products grown or raised on the property, detached farm related dwelling, day nursery or daycare centre, class 2 group home, a riding stable, a kennel and accessory uses.

1134 Hunt Club Road is zoned the following in By-law No. 213-15:

- Multiple Residential, Holding with Site Specific provision (H)RM3 (S.4.1.303A).

Hunt Club Estates (Adult Lifestyle Block) permits the following uses:

  o Single detached dwellings; semi-detached dwellings; a clubhouse to serve needs of residents; limited small scale local commercial uses in stand alone or mixed use building limited to a neighbourhood variety store,
personal service shop, dispensary pharmacy and goods service establishment with no single use exceed 300 m² (3,229 ft²)

- Multiple Residential, Holding with Site Specific Provision (H)RM3 (S.4.1.303E) permits the following uses:
  o Residential special care facility; row houses (linear and cluster); detached duplex dwelling; fourplex; attached duplex dwellings; triplex; maisonettes; mixed terrace; apartment houses

- Mixed Use Multiple Residential/Commercial, Holding with a Site Specific provision (H)RM3/CS5 (S.4.1.303B) permits the following uses:
  o Residential special care facility; row houses (linear and cluster); fourplex; attached duplex dwellings’ triplex; maisonettes; mixed terrace; and apartment houses.
  o Neighbourhood grocery store (max GFA of 3,000 m² (32,291 ft²)); neighbourhood variety store; retail commercial; hairdressing establishment; business and professional office; food service establishment laundry or dry cleaner’s establishment place of amusement local shopping centre; auto service mall; day nursery or day care centre.

- Open Space (OS1) which permits the following uses:
  o Conservation area of GRCA; environmentally significant areal woodlot or reforestation site; wildlife sanctuary; flood control or stormwater management facilities approved by GRCA; farming; arboretum.

The applicant is proposing to rezone the property as outlined below.

Open Space OS1 zoning is proposed to be maintained and expanded upon and will accommodate the natural heritage features and proposed Stormwater Management Facility.

Addition of Open Space OS4 zoning is proposed to accommodate the proposed neighbourhood park.

A site-specific amendment to modify the existing RM3/CS5 s.4.1.303B zone is proposed along Equestrian Way and Speedsville Road to permit the following (“Mixed-Use Main Street”):

- A minimum of 1,500 m² (16,145 ft²) of gross leasable commercial floor area for all lands in this zone to accommodate a continuation of this regulation along Speedsville Road.
• The CS5 zone is generally intended for a local shopping centre and permits retail and service commercial uses including food services establishments, business and professional offices, laundry or dry cleaner’s establishment, hairdressing establishment, auto service mall, and day care centres.

• Refer to zoning modifications in Attachment No. 7 – Zoning Comparison Table: Existing and Proposed ‘Mixed-Use Main Street’

A site-specific amendment is requested to modify the existing RM3 s.4.1.303D zone is proposed for low/medium density to permit the following (“Neighbourhood Residential”):

• Permission for single detached dwellings are proposed to follow the same provisions of R6 4.1.303C.1

• Permission for semi-detached dwellings are proposed to follow the provisions of the RS zone with site specific amendments.

• Refer to zoning modifications in Attachment No. 7 – Zoning Comparison Table: Existing and Proposed ‘Neighbourhood Residential’

A site-specific amendment is also requested to modify the existing RM3 s.4.1.303E zone is proposed for high density to permit the following (“Speedsville Apartment Blocks”):

• Permission for cluster townhouse development are proposed to follow the provisions of s.4.1.303D with the addition of site-specific amendments outlined in the table below.

• Refer to zoning modifications in Attachment No. 7 – Zoning Comparison Table: Existing and Proposed ‘Speedsville Apartment Blocks’

The zoning regulations for cluster development in these modified zones are also requested to apply to the entirety of the lands zoned RM3, RM3/CS5, not the individual lots created through condominium registration.

1285 Speedsville Road is also required to have a Holding provision put in place which can be lifted once the applicant has provided a Record of Site Condition (RSC) acknowledged by the Ministry of Environment, Conservation and Parks.

City of Cambridge Official Plan (2012):

1285 Speedsville Road is currently designated Future Urban Reserve. The Official Plan Amendment proposes to redesignate the parcel to High Density Residential with a Special Policy Area to provide a ‘Main Street’ Mixed-Use’ function with residential and commercial/office uses.
The western portion of 800 Briardean Road is designated Low/Medium Density Residential, Natural Open Space System and Future Urban Reserve. The OPA proposes to redesignate the subject lands High Density Residential with a Special Policy Area to allow the development of a high density residential (apartment uses) with medium density residential (cluster townhouse) uses to provide a transition to lower density uses internal to the site and to designate the Natural Open Space System.

1134 Hunt Club Road was subject to OPA 8 and is designated Low/Medium Density Residential with Special Policy Area 8.10 (A) and 8.10 (D), Low/Medium Density Residential Special Policy Area 8.10 (A) and 8.10 (C), High Density with Special Policy Area 8.10 (A) and 8.10 (B) and three (3) areas designated Natural Open Space System. The Official Plan Amendment proposes to redesignate the lands with amended special policy areas to allow the three proposed areas including the ‘Mixed-Use Main Street’ at the corner of Equestrian Way and Speedsville Road, ‘Neighbourhood Residential’ within the interior of the site, and ‘Apartment Block’ along Speedsville Road.

The Mixed-Use Main Street designation is intended for a combination of retail and commercial uses, office uses and community uses, either in standalone building or part of mixed-use buildings such as apartment buildings.

The Neighbourhood Residential designation is intended to provide a full range of residential uses including singles, stacked or back-to-back townhouses and apartments (max. six storeys).

The Apartment Block designation is intended for the development of high density residential (apartment) uses with medium density residential (cluster townhouse) uses away from Speedsville Road.

The majority of the subject lands are within an approved plan of subdivision which was planned with Phases 1, 2 and 3 (formerly known as Hunt Club) which has been developed and constructed. Phases 1-3 consist of single detached dwellings and townhouse which establish a compatible transition of residential form from the estate properties on Briardean Road. The proposed OPA/ZBA are being requested as a result of the developer acquiring 800 Briardean Road and 1285 Speedsville Road. These applications are intended to increase land use flexibility to permit a range of dwelling types, densities to support limited local commercial opportunities and to protect and enhance the Natural Heritage System. The proposed residential uses along the east side of Speedsville Road will establish a neighbourhood character that is defined from the employments uses to the west. The proposed street network is proposed to be connected to the establish road network, via Equestrian Way and Speedsville Road.

### Financial Impact

The costs related to these applications are borne by the applicant. The future recommendation report will provide additional financial implications.
Public Input

The statutory public meeting required under the Planning Act is being held on May 25th, 2021 and official notification was provided to the Cambridge times on April 29, 2021. In addition, notice was provided to all assessed property owners within a 120 m (393 ft.) radius of the site and anyone else who requested notice. Any interested parties or members of the public will be provided the opportunity to speak to this proposal at the May 25th, 2021 public meeting. All comments received will be included in the future recommendation report to council.

Internal/External Consultation

The application and supporting information has been circulated to the departments and agencies listed in Attachment No. 5. All comments received will be included in a future planning recommendation report.

Conclusion

This report summarizes the proposed development and requested Zoning By-law and Official Plan Amendment and draft plan of subdivision for the land referred to as 1134 Hunt Club Road, 1285 Speedsville Road and the West side of 800 Briardean Rd also known as River Mill Phase 4 West. A staff recommendation report will be prepared for this proposal upon completion of the review of the file. Public and Council comments received through the review will be considered and responded to in the future recommendation report. A statutory public meeting is required by the Planning Act to provide an opportunity for the public to give input on the proposal and is in alignment with the strategic plan’s objectives to provide an opportunity for people to participate in community building.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Elaine Brunn Shaw
Title: Chief Planner
Departmental Approval

[Signature]

Name: Hardy Bromberg
Title: Deputy City Manager, Community Development

City Manager Approval

[Signature]

Name: David Calder
Title: City Manager

Attachments

Attachment No. 1 – Overall Development Plan
Attachment No. 2 – Concept Plans (26)
Attachment No. 3 – Draft Plan of Subdivision
Attachment No. 4 – Existing Zoning
Attachment No. 5 – Existing Official Plan Designation
Attachment No. 6 – Internal/External Consultation & List of Supporting Studies
Attachment No. 7 – Zoning Comparison Table: Existing and Proposed
Lands outlined in green are subject to separate application OR09/20 & 30T-30T-21102
Maximum Density (dwelling units per net residential hectare) shall be 250 for Apartment House Dwellings.

Minimum Front Yard shall be 4.5 metres and shall include notes (1), (2) and (3), except 7.5 metres on Speedsville Road for Apartment House Dwellings.

Minimum setback distance of 7.5 metres where the land is immediately adjacent to land zoned in the Open Space Class.

Maximum building height of 10 storeys within 85 metres of the Speedsville Road street line and 6 storeys if located further than 85.1 metres from Speedsville Road for Apartment House Dwellings.

Maximum encroachment of steps above or below grade, sills, cornices, eaves, gutters, chimneys or pilasters into a required yard shall be 0.75 metres.

Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the RM3 zones, as set out herein, shall be applied to the entirety of the lands zoned RM3, not the individual lots created through condominium registration.
The minimum landscaped open shall be 25%, except Cluster Rowhouse dwelling (Back-to-Back) shall be not applicable.

The minimum lot coverage shall be 60% except for a Cluster Rowhouse dwelling (Back-to-Back) shall be 80%. 

Minimum Private Amenity Area per Cluster Rowhouse dwelling unit shall be 30sq m.

The minimum required front and exterior side yard on a corner lot shall be 3m into the minimum required front yard on an interior lot and 1.5m be 2.5m into the minimum rear yard not exceeding 3m in height shall be permitted; cluster rowhouse dwellings.

Permitted Encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 0.75 metres.

Permitted Encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 2.5m into the minimum required front yard on an interior lot and 1.5m into the minimum required front and exterior side yard on a corner lot

In addition to the provisions of Section 4.1.303E the following uses shall be permitted; cluster rowhouse dwellings.

The maximum encroachment of steps above or below grade, sills, cornices, eaves, gutters, chimneys or pilasters into a required yard shall be 0.75 metres.

Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the RM3 zones, as set out herein, shall be applied to the entirety of the lands zoned RM3, not the individual lots created through condominium registration.

Maximum Density (units per net residential hectare) shall be 75.

Permitted Encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 2.5m into the minimum required front yard on an interior lot and 1.5m into the minimum required front and exterior side yard on a corner lot

In addition to the provisions of Section 4.1.303E the following uses shall be permitted; cluster rowhouse dwellings.

The maximum encroachment of steps above or below grade, sills, cornices, eaves, gutters, chimneys or pilasters into a required yard shall be 0.75 metres.
The minimum landscaped open shall be 25%, except Cluster Rowhouse dwelling (Back-to-Back) shall be not applicable.

The minimum lot coverage shall be 60% except for a Cluster Rowhouse dwelling (Back-to-Back) shall be 80%.

Minimum Private Amenity Area per Cluster Rowhouse (back-to-back) dwelling unit shall be 4sq m (provided as terrace or balcony).

The maximum encroachment of steps above or below grade, sills, cornices, eaves, gutters, chimneys or pilasters into a required yard shall be 0.75 metres.

Permitted Encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 2.5m into the minimum rear yard including eaves and cornices.

Permitted Encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 3m into the minimum required front yard on an interior lot and 1.5m into the minimum required front and exterior side yard on a corner lot.

Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the RM3 zones, as set out herein, shall be applied to the entirety of the lands zoned RM3, not the individual lots created through condominium registration.
Maximum building height of 10 storeys within 85 metres of the Speedsville Road street line and 6 storeys if located further than 85.1 metres from Speedsville Road for Apartment House Dwellings.

Maximum Density (dwelling units per net residential hectare) shall be 250 for Apartment House Dwellings.

Minimum Front Yard shall be 4.5 metres and shall include notes (1), (2) and (3), except 7.5 metres on Speedsville Road for Apartment House Dwellings.

Permitted Encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 3m into the minimum required front yard on an interior lot and 1.5m into the minimum required front and exterior side yard on a corner lot.

Minimum Private Amenity Area per Cluster Rowhouse dwelling unit shall be 30sq m.

Minimum Private Amenity Area per Cluster Rowhouse (back-to-back) dwelling unit shall be 4sq m (provided as terrace or balcony).

The minimum landscaped open area shall be 25%, except Cluster Rowhouse (Back-to-Back) shall not be applicable.

The maximum lot coverage shall be 60% except for a Cluster Rowhouse dwelling (Back-to-Back) shall be 80%.

Maximum Density (units per net residential hectare) shall be 75.

In addition to the provisions of Section 4.1.303E the following uses shall be permitted; cluster rowhouse dwellings.

Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the R3 zones, as set out herein, shall be applied to the entirety of the lands zoned R3, not the individual lots created through condominium registration.
Minimum Front Yard shall be 4.5 metres and shall include notes (1), (2) and (3), except 7.5 metres on Speedsville Road for Apartment House Dwellings.

Maximum building height of 10 storeys within 85 metres of the Speedsville Road street line and 6 storeys if located further than 85.1 metres from Speedsville Road for Apartment House Dwellings.

Minimum setback distance of 7.5 metres where the land is immediately adjacent to land zoned in the Open Space Class.

Maximum encroachment of steps above or below grade, sills, cornices, eaves, gutters, chimneys or pilasters into a required yard shall be 0.75 metres.

Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the RM3 zones, as set out herein, shall be applied to the entirety of the lands zoned RM3, not the individual lots created through condominium registration.
Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the RM3/CS5 zones, as set out herein, shall be applied to the entirety of the lands zoned RM3/CS5, not the individual lots created through condominium registration.

The minimum Private Amenity Area per Apartment House Dwelling unit shall be 4sq m.

The maximum Density of units per gross hectare of an Apartment House Dwelling shall be 250.

The maximum Building Height of an Apartment House Dwelling shall be 8 storeys.

A minimum of 1,500sq m of Gross Leasable Commercial Floor Area shall be constructed. The floor area shall include all lands zoned RM3.4.1.303B.

Minimum setback distance of an Apartment House Dwelling of 7.5 metres where the land is immediately adjacent to land zoned in the Open Space Class.

Minimum setback distance of an Apartment House Dwelling of 7.5 metres where the land is immediately adjacent to the designated road right-of-way of Speedsville Road.
Notwithstanding the creation of lot lines by registration of a condominium, the zoning regulations for cluster development in the RM3 zones, as set out herein, shall be applied to the entirety of the lands zoned RM3, not the individual lots created through condominium registration.

Permitted encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 2.5m into the minimum rear yard including eaves and cornices.

The maximum encroachment of steps above or below grade, sills, cornices, eaves, gutters, chimneys or pilasters into a required yard shall be 0.75 metres.

Permitted encroachments open or covered unenclosed porches, patios, deck not exceeding 3m in height shall be 3m into the minimum required front yard on an interior lot and 1.5m into the minimum required front and exterior side yard on a corner lot.

Minimum Private Amenity Area per Cluster Rowhouse dwelling unit shall be 35sq m.
City of Cambridge Zoning By-law No. 150-85
Excerpt from City of Cambridge Interactive Mapping

LEGEND
- Medium High Density Residential Zone
- Low Density Residential Zone
- Agricultural Zone
- Open Space Zone
- Industrial Zone
- Institutional Zone
- 800 Briarclen Road
- 1285 Speedsville Road
- Unaddressed (referred to as 1134 Hunt Club Road)
Attachment No. 6 – Internal/External Consultation & List of Supporting Studies

Staff/Agency Circulation:

- Development Engineering
- Senior Planner - Environment
- Economic Development
- Fire Department
- Parks Operations
- Transportation Planning
- Energy+
- Region of Waterloo
- Public, Catholic and French School Boards
- Grand River Conservation Authority

Submission Materials:

- Planning Justification Report and Concept Plan
- Environmental Impact Study
- Stormwater management and servicing reports
- Hydrogeological Assessment
- Noise Feasibility Study
- Record of Site Condition (Phase 3)
- Transportation Impact Study
- Chloride Impact Assessment
- Environmental Site Assessment (Phase 1)
- Limited Phase 2 Soil Sampling Program
- Retail Commercial Market Demand Study
- Urban Design Guidelines
- Draft Plan of Subdivision
### Mixed-Use Main Street

<table>
<thead>
<tr>
<th>Provision</th>
<th>Required</th>
<th>Proposed</th>
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</thead>
<tbody>
<tr>
<td><strong>Apartment Buildings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Max. Building Height</td>
<td>24m (78.7 ft.) (Approx. 8 storeys)</td>
<td>8 Storeys</td>
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<tr>
<td>Max. Density</td>
<td>150 units per hectare</td>
<td>250 units per hectare</td>
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<tr>
<td>Min. Private Amenity Area</td>
<td>7m² (75.3 ft²)</td>
<td>4m² (43 ft²)</td>
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<tr>
<td>Min. Setback to Speedsville Road</td>
<td>4.5 m (14.8 ft.)</td>
<td>7.5m (24.6 ft.)</td>
</tr>
<tr>
<td>Min. Setback to Open Space</td>
<td>Min. applicable yard setback</td>
<td>7.5m (24.6 ft.)</td>
</tr>
<tr>
<td><strong>Townhouses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Max. Building Height</td>
<td>13.5m (44.3ft.) (Approx. 4 storeys)</td>
<td>4 storeys</td>
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<tr>
<td>Max. Density</td>
<td>55 units per net residential hectare</td>
<td>75 units per net residential hectare</td>
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<td>Max. Attached Units</td>
<td>8</td>
<td>16 (stacked and back-to-back)</td>
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<tr>
<td>Min. Private Amenity Area</td>
<td>35m² (376ft²)</td>
<td>4m² (43 ft²) (stacked and back-to-back)</td>
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<td>Max. Lot Coverage</td>
<td>Maximum 40%</td>
<td>60% (linear and cluster townhouses) 80% (stacked and back-to-back)</td>
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### Neighbourhood Residential

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<tr>
<td><strong>Semi-Detached Dwellings</strong></td>
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<tr>
<td>Min. Exterior Side Yard</td>
<td>6m (19.7 ft.)</td>
<td>3m (9.8 ft.)</td>
</tr>
<tr>
<td></td>
<td>Max Lot Coverage</td>
<td>Min. Landscaped Open Space</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------</td>
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</tr>
<tr>
<td><strong>Max Lot Coverage</strong></td>
<td>40%</td>
<td>52%</td>
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<tr>
<td><strong>Min. Landscaped Open Space</strong></td>
<td>30%</td>
<td>25%</td>
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**Townhouses**

<table>
<thead>
<tr>
<th></th>
<th>Max. Lot Coverage</th>
<th>Min. Landscaped Open Space</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Max. Lot Coverage</strong></td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Min. Landscaped Open Space</strong></td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Max. Encroachment of porches, patios and decks</strong></td>
<td>1.5m (4.9ft.) into front yard</td>
<td>3m (9.8 ft.) into front yard</td>
</tr>
<tr>
<td><strong>Max. Encroachment of steps, sills, cornices, eaves, gutters, chimneys or pilasters</strong></td>
<td>0.5m (5.4ft.) into any yard</td>
<td>0.75m (2.4 ft.) into any yard</td>
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</tbody>
</table>

**Apartment Buildings**

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<tr>
<th></th>
<th>Min. Setback to Briardean Rd</th>
<th>Min. applicable yard setback</th>
<th>Min. 50m (164 ft.)</th>
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</thead>
</table>

**Speedsville Apartment Blocks**

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<th></th>
<th>Provision</th>
<th>Required</th>
<th>Proposed</th>
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</thead>
<tbody>
<tr>
<td><strong>Apartment Buildings</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Min. Front Yard Setback</td>
<td>6m (19.7ft.)</td>
<td>4.5m (14.7 ft.)</td>
<td>7.5m (24.6 ft.) on Speedsville Rd</td>
</tr>
<tr>
<td>Max. Density</td>
<td>150 units per net residential hectare</td>
<td>250 units per net residential hectare</td>
<td></td>
</tr>
<tr>
<td>Max. Building</td>
<td>24m (78.7) (Approx. 8 storeys)</td>
<td>10 storeys (within 85m (278ft.)</td>
<td></td>
</tr>
<tr>
<td>Height</td>
<td>of Speedsville Rd 6 storeys (further than 85.1m (279ft.) of Speedsville Rd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Min. Setback to Open Space</td>
<td>Min. applicable yard setback 7.5m (24.6ft.)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Townhouses**

| Max. Lot Coverage | 40%  
80% (back-to-back)  
50% (Stacked) | 60%  
80% (back-to-back) |
|-------------------|-------------------------------------------------|-------------------------------------------------|
| Min. Landscaped Open space | 30%  
0% (back-to-back) | 25%  
0% (back-to-back) |
| Min. Private Amenity Area | 35m² (376.7ft²)  
7m² (75.3 ft²) (back-to-back)  
15m² (161.5ft²) (stacked) | 30m² (323ft²)  
4m² (43 ft²) (stacked and back-to-back) |
| Max. Density | 55 units per net residential hectare | 75 units per net residential hectare |
| Max. Encroachment of porches, patios and decks | 1.5m (4.9ft.) into front yard | 3m (9.8 ft.) into front yard |
| Max Encroachment of steps, sills, cornices, eaves, gutters, chimneys or pilasters | 0.5m (5.4ft.) into any yard | 0.75m (2.4 ft.) (any yard) |
To: COUNCIL

Meeting Date: 05/25/2021

Subject: Public Meeting Report – 800 Briardean Road & 875 Briardean Road – Official Plan and Zoning By-law Amendment and proposed Draft Plan of Subdivision 30T-21102 - River Mill Development Corporation

Submitted By: Elaine Brunn-Shaw, Chief Planner MCIP, RPP

Prepared By: Rachel Greene, Senior Planner

Report No.: 21-105(CD)

File No.: OR09/20 & 30T-21102

Recommendations

THAT report 21-105(CD) Public Meeting Report - 800 Briardean Road & 875 Briardean Road – Official Plan and Zoning By-law amendment and proposed Draft Plan of Subdivision 30T-21102 - River Mill Development Corporation, be received;

AND THAT the application OR09/20 and 30T-21102 be referred back to staff for a subsequent report and staff recommendation.

Executive Summary

Purpose

- The applicant is proposing to develop a portion of 800 Briardean Road (Block one) with 152 residential dwelling units and 875 Briardean Road (Block two) with 18 residential dwelling units for a total of 170 two and three storey townhouse units.

- Official Plan and Zoning by-law amendments and draft plan of subdivision are required to facilitate the proposed development. The subject lands were not part of the previous Official Plan and Zoning approvals in the former Hunt Club subdivision in place for the lands to the south in 2016 and are serviced independently.
• This report is for a statutory public meeting required by the Planning Act to introduce the applications to Council and the public and to receive feedback on the proposal.

Key Findings

• An Official Plan Amendment is requested to re-designate the lands to Low/Medium Density Residential with a Special Policy Area that permits a density of 55 units per hectare.

• In order to permit the proposed development, the applicant is requesting to rezone the property to Residential Multiple (RM3) with a site-specific amendment for standard townhouses and (RM4) with site-specific amendments to permit back-to-back townhouses. The proposal would accommodate a mix of two and three storey townhouse units. The proposal includes provisions for one parking space per unit (170 spaces) plus dedicated visitors parking at the rate of one 0.3 dwelling units (51 spaces) as per site-specific zoning s.4.1.303H for a total of 221 spaces.

• A draft plan of subdivision is required for the creation of two (2) blocks of residential development and one (1) block for a future public road that will become part of Briardean Road. Part of Briardean Road was closed at Maple Grove Road as of September 28, 2020 with access maintained via Pointer Street and Compass Trail. The proposed development is for a common element condominium. The applicant has not determined if affordable housing will be proposed.

Financial Implications

• Any costs of the application are borne by the applicant. The future recommendation report will provide additional financial implications.

Background

The purpose of this report is to advise Council and public of a proposed application to permit a residential townhouse development to be integrated into a comprehensive mixed-use community with the lands to the southwest.

The applicant is proposing to develop the lands with a medium density residential built form as part of the larger River Mill community to the southwest. River Mill Phase 1 and 2 were approved on April 20, 2016 and have been fully built out. This application is being submitted at the same time as an application for the lands southwest (OR08/20 & 30T-21101).
The proposed residential blocks are intended for standard townhouse units and a private stormwater pond on block one (1). Block one (1) at 800 Briardean is proposed to have 152 residential dwelling units and Block two (2) at 875 Briardean Road is proposed to have 18 residential dwelling units for a total of 170 dwelling units.

In order to permit this proposal, the applicant has submitted a Draft Plan of Subdivision, Official Plan Amendment and Zoning By-law Amendment.

Official Plan Amendment is required to redesignate the lands from Future Urban Reserve to Low/Medium Density Residential with a Special Policy Area to permit the requested density of 55 units per hectare.

The Zoning By-law amendment is proposed to rezone the lands from Agricultural (A1) and Rural Residential (RR1) to Multiple Residential (RM3) and (RM4) to permit the development of townhouse units. In general, the amendment proposes site specific standards for:

- Increased number of attached units from 6 to 8
- Increased maximum lot coverage from 40% to 60%
- Decreased minimum private amenity area provided on a balcony or terrace for back-to-back townhouses from 7 m² (75.3 ft²) to 4 m² (43 ft²)
- Decreased minimum landscaping requirements from 35% to 25%
- Decreased minimum setbacks to perimeter boundaries from 4 m (13 ft.) to 3 m (9.8 ft.)
- Increased encroachments for patios, decks, porches from 2.5 m (8.2 ft.) to 3.0 m (9.8 ft.) and from 0.5 m (1.6 ft.) to 0.75 m (2.4 ft.) for eaves
- Restriction of outdoor parking of vehicles larger than 6.4 m (21 ft.) in length and 2.6 m (8.5 ft.) in height (minimize impact of large vehicles encroaching into future condo roads)

The draft plan of subdivision at Attachment No. 1 shows the overall layout of the development including the size and shape of development blocks and road pattern.

Location

The subject lands are legally described as Part of lot 11, Concession 1, Beasley’s Lower lock (Geographic township of Waterloo), in the City of Cambridge, Regional Municipality of Waterloo. The subject lands are located on the west and east sides of Briardean Road at the intersection of Maple Grove Road. 875 Briardean Road is a vacant residential property with an area of 0.41 ha (1.01 ac) and frontage of approximately 74 m (242 ft.) on Briardean Road. The subject portion of 800 Briardean Road is a vacant residential property with an area of 0.41 ha (1.01 ac) and frontage of approximately 74 m (242 ft.) on Briardean Road. The subject portion of 800 Briardean Road is delineated by the existing Middle Creek which runs through the property. The boundaries for development respect a 30 m (98.4 ft.) enhanced setback from the creek and a 10 m (32.8 ft.) setback from the dripline and floodplain. The subject portion of 800 Briardean Road is approximately 3.46 (8.99 ac) in size with a frontage of approximately
176 m (577 ft.) on Briardean Road. The lands are currently used for agricultural uses and a sales trailer.

The subject property is shown in the aerial below:

![Aerial of River Mill Phase 5 East lands](image)

**Figure 1 - Aerial of River Mill Phase 5 East lands**

To the north of the subject lands is a single detached dwelling and agricultural lands. Lands to the southeast are proposed for an open space and mixed residential uses as part of the River Mill Phase 4 West development. Lands to the east are part of the existing River Mill Community (Phases 1 and 2).

**Attachment No. 1** contains the proposed concept plan.

**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 2.1 Provide a wide range of ways that people can become involved in city decision making.
This report is for a public meeting required under the Planning Act to inform and engage public participation. Public and Council comments received will be considered as part of the review of the application.

**Comments**

The requested Official Plan Amendment, Zoning By-law Amendment application and draft plan of subdivision is currently under review by City staff and agencies. A staff recommendation report will be prepared on this proposal upon completion of the review of the file. Public and Council comments received through the review process will be considered and responded to in the future recommendation report.

Considerations in the review of this applications will include (but are not limited to) the following:

- Proposed density and suitability of requested site specific amendments;
- Land use compatibility with surrounding existing development;
- Proposed tenure and provision of affordable housing, if any;
- Storm water management;
- Environmental considerations;
- Transportation implications;
- Consideration of areas where fencing won’t be included
- Public and Council comments and submissions;
- Staff and agency comments

In accordance with Planning Act requirements, the City is required to process complete planning applications which includes circulation, review of issues, and consideration of all input, along with taking a future recommendation to Council. For this report, staff is providing the standard recommendation to refer the application back to staff to continue the processing of the planning application. Generally, if Council were to decide not to accept this recommendation, the applicant could appeal their application to the Local Planning Appeal Tribunal (LPAT) after the timeline for processing the application set out in the Planning Act has passed. If Council were to decide to refuse this application at this stage, in advance of receiving a future recommendation report from staff, then the City would issue notice of refusal which would include an appeal period. If appeals are filed under either of these scenarios then that would then leave the decision about this planning application to the outcome of the LPAT process.
Existing Policy/By-Law

City of Cambridge Zoning By-law No. 150-85, as amended:

The subject portion of 800 Briardean Road is currently zoned Agricultural (A1) which permits farming uses, a single detached farm-related dwelling, a day nursery, a class 2 group home, a riding stable and accessory uses.

875 Briardean Road is currently zoned Rural Residential (RR1) which permits a single detached dwelling, residential special care facility, farming and accessory uses.

The current zoning does not permit townhouse development. Therefore, the applicant is requesting a zoning amendment to Multiple Residential (RM3) and (RM4) to permit a medium density development. The proposed site-specific zoning is based on previous River Mill approvals (formerly Hunt Club). The applicant is requesting the same development standards as outlined in By-law 213-15 (shown on Figure 2 below) with additional site-specific regulations for these blocks. The RM3 s.4.1.303H base zoning currently permits the following:

- Maximum lot coverage of 40%
- Minimum landscaped open space of 35%
- Minimum setback to perimeter lot lines shall be 6 m (19.7 ft.) from the rear wall and 4 m (13.1 ft.) from an end wall of a building
- Minimum distance from a residential dwelling from any private internal roadway is 3.5 m (11.5 ft.) to the side or front wall of a dwelling unit and 5.5 m (18 ft.) to the garage
- Minimum parking requirement is 1 space per dwelling unit plus 0.3 spaces per dwelling unit for visitors
- Minimum gross floor area of 70 m² (753 ft²) per dwelling unit
- Maximum of 8 attached townhouse units
- Minimum private amenity area of 25 m² (269 ft²) per dwelling unit
- Decks permitted to a maximum of 3.5 m (11.5 ft.) from the rear wall
- Minimum pavement width of 6 m (19.7 ft.) for private internal roadways
- No outdoor parking of vehicles exceeding 6.4 m (21 ft.) in length or 2.6 m (8.5 ft.) in height to prevent vehicles extending over the end of the driveways
• Notwithstanding s.2.4 of the Zoning By-law, privacy fencing is to be provided around the exterior property boundary except along lot lines abutting public street frontages where perimeter fencing will be permitted to consist of a combination of fencing and/or landscaping

• The zoning regulations for cluster development shall be applied to the entirety of the lands, not the individual lots created through condominium registration

In addition, the applicant is proposing the following modifications to the RM3 s.4.1.303H zone:

• Increased lot coverage of 60% where a minimum of 40% is required

• Decreased landscaped open space of 25% where a minimum of 35% is required

• Decreased side yard setback of 3 m (9.8 ft.) (to perimeter lot lines) where a minimum of 4 m (13 ft.) is required

RM4 S.4.1.303D as it applies to back-to-back cluster row houses:
• Decreased private amenity area of 4 m² (43 ft²) (provided as balcony/terrace) where a minimum of 7 m² (75.3 ft²) is required

The applicant is also proposing the following encroachments:

• A maximum encroachment of eaves of 0.75 m (2.4 ft.)

• A maximum encroachment of open or covered unenclosed patios, decks or porches of 3 m (9.8 ft.) into the front, exterior side and rear yards.

City of Cambridge Official Plan (2012):

The lands are currently designated a Future Urban Reserve. Lands in this designation are restricted to existed uses or those permitted in all designations including agricultural uses without livestock operations.

An Official Plan Amendment is required to redesignate the lands from Future Urban Reserve to Low/Medium Density Residential with a Special Policy Area to permit the requested density of 55 units per hectare.

Financial Impact

The costs related to these applications are borne by the applicant. The future recommendation report will provide additional financial implications.

Public Input

The statutory public meeting required under the Planning Act is being held on May 25th, 2021 and official notification was provided to the Cambridge times on April 29, 2021. In addition, notice was provided to all assessed property owners within a 120 m (393 ft.) radius of the site and anyone else who requested notice. Any interested parties or members of the public will be provided the opportunity to speak to this proposal at the May 25th, 2021 public meeting. All comments received will be included in the future recommendation report to council.

Internal/External Consultation

The application and supporting information has been circulated to the departments and agencies listed in Attachment No. 6. All comments received will be included in a future planning recommendation report.
Conclusion

This report summarizes the proposed development and requested Zoning By-law and Official Plan Amendment and draft plan of subdivision for the land referred to 875 Briardean Road and a portion of 800 Briardean Rd also known as River Mill Phase 5 East. A staff recommendation report will be prepared for this proposal upon completion of the review of the file. Public and Council comments received through the review will be considered and responded to in the future recommendation report. A statutory public meeting is required by the Planning Act to provide an opportunity for the public to give input on the proposal and is in alignment with the strategic plan’s objectives to provide an opportunity for people to participate in community building.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager, Community Development

City Manager Approval

Name: David Calder
Title: City Manager
Attachments

Attachment No. 1 – Overall Development Plan
Attachment No. 2 – Draft Plan of Subdivision
Attachment No. 3 – Concept Plans
Attachment No. 4 – Existing Zoning
Attachment No. 5 – Existing Official Plan Designation
Attachment No. 6 – Internal/External Consultation & List of Supporting Studies
Attachment No. 3 – Concept Plans

- Min. 6 m rear setback
- 60% lot coverage
- 25% landscaped open space
- Max 8 attached units
- Min. 3 m setback
- 25m² private amenity area per unit
- 3.5 m deck
- Stormwater Pond
- Existing Open Space
- Maple Grove Road
- Briardean Road
- Pointer Street
- River Mill East (Phase 5)

SITE CONCEPT PLAN

Page 126 of 464
25% landscaped open space

Min. 6 m rear setback

3.5 m setback (5.5 m from garage)

60% lot coverage

25m² private amenity area per unit

Min. 3 m side yard setback

Min. 6 m rear setback

Site Concept Plan

Block 2

River Mill East (Phase 5)
Legend
- Medium High Density Residential Zone
- Low Density Residential Zone
- Agricultural Zone
- Open Space Zone
- SUBJECT LANDS
  875 & Part of 800 Briardean Road

City of Cambridge Zoning By-law No. 150-85
Attachment No. 6 – Internal/External Consultation & List of Supporting Studies

Staff/Agency Circulation:

- Development Engineering
- Senior Planner - Environment
- Fire Department
- Parks Operations
- Transportation Planning
- Energy+
- Region of Waterloo
- Public, Catholic and French School Boards
- Grand River Conservation Authority

Submission Materials:

- Planning Justification Report and Concept Plan
- Stormwater management and servicing reports
- Hydrogeological Assessment
- Water Distribution Analysis
- Environmental Impact Study
- Noise Feasibility Study
- Transportation Impact Study
- Chloride Impact Assessment
- Stage 1-2 Archaeological Assessment
- Urban Design Guidelines
- Draft Plan of Subdivision
MINUTES
Corporation of the City of Cambridge
Special Council Meeting

Date: May 11, 2021, 5:00 p.m.

Council Members in Attendance:

Regrets: Mayor McGarry

Staff Members in Attendance:
David Calder - City Manager, Dave Bush - Deputy City Manager - Corporate Services, Hardy Bromberg, Deputy City Manager - Community Development, Yogesh Shah, Deputy City Manager - Infrastructure Services, Cheryl Zahnleiter, Deputy City Manager - Corporate Enterprise, Sheryl Ayres - Chief Financial Officer, Lisa Shields - City Solicitor, Elaine Brunn Shaw – Chief Planner, Kevin De Leebeeck – Director of Engineering, Lesley Head – Director of Recreation and Culture, James Goodram – Director of Economic Development, Chris Ziemski, Manager of Parks and Recreation Operations, Don Crowder – Recreation Coordinator / Sports, Shane Taylor – Project Lead / Recreation Services, Danielle Manton - City Clerk, Jennifer Shaw - Deputy City Clerk, Briar Allison - Council and Committee Coordinator and Greg Elgie – Business Systems Analyst

1. Meeting Called to Order

The meeting of the Council of the Corporation of the City of Cambridge is held virtually via Microsoft Zoom and live streamed to the City of Cambridge website. Mayor McGarry welcomes everyone present and calls the meeting to order at 5:00 p.m.
2. Indigenous Territory Acknowledgement

3. Disclosure of Pecuniary Interest

None.

4. Presentations

4.1 Helen Kelly, Idea Exchange re: 2020 Annual Community Report


4.3 Elaine Brunn Shaw re: 21-130(CD) Inclusionary Zoning for Affordable Housing and Financial Impact Assessment

4.4 Emma Campbell, Idea Exchange; Beth Lanigan, Idea Exchange re: 21-035 (IFS) Cambridge Bee City Designation

4.5 Chris Ziemski, Manager Park Operations and Paul Britton, MHBC Consultants / Hallman Construction Ltd. re: 21-036 (IFS) Bismark Park (north) Concept Design

5. Delegations and Consideration of Related Reports

5.1 Stewart Allan re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options


5.5 Jocelyne Larocque re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

5.6 Courtney Rice re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

5.7 Jenni Bauer re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

5.8 Gary Hedges re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options
5.9 Karl Keifer, Regional Councillor re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

5.10 Bob Howison re: Councillor Hamilton- Tiny Homes in Cambridge

5.11 Dr. Derek Coleman re: Councillor Liggett- MZO Policies

5.12 Tim Armstrong re: Councillor Liggett- MZO Policies

5.13 Andrew Rowbotham re: Councillor Liggett- MZO Policies

5.14 Ed Vos re: Councillor Liggett- MZO Policies

5.15 Karen Scott Booth, ACO re: Councillor Liggett- MZO Policies

5.16 Phil Garrod re: Councillor Liggett- MZO Policies

5.17 Mary McGrath re: Councillor Liggett- MZO Policies

5.18 Alan van Norman re: Councillor Liggett- MZO Policies

6. **Correspondence**

6.1 Cheryl Achenback re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

6.2 Karin Devries re: Councillor Hamilton- Tiny Homes in Cambridge

6.3 Keith Rivers re: Councillor Hamilton- Tiny Homes in Cambridge

6.4 Kelly Potocky re: 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

Councillor Adshade lost connectivity at this time.

7. **Consent Agenda**

Motion: 21-135
Moved by Councillor Hamilton
Seconded by Councillor Ermeta

THAT all items listed under the heading of Consent Agenda for May 11, 2021 be adopted as recommended.

6.1. Special Council Minutes - April 27, 2021

6.2. Council Information Package - May 4, 2021

6.3. Youth Advisory Committee Minutes - March 11, 2021
6.4. Committee of Adjustment Minutes - December 9, 2020 and March 10, 2021

6.5. Cambridge Environment Advisory Committee Minutes - February 26, 2020

6.6. Economic Development Advisory Committee Minutes - March 10, 2021

6.7. 21-082(CD) – Cambridge to Union GO Rail Feasibility Study, Phase 2 Update

6.8. 21-137(CD) Building Statistics Report for 2020

In Favour (6): Councillor Reid, Councillor Devine, Councillor Wolf, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (3): Mayor McGarry, Councillor Liggett, and Councillor Adshade

Carried (6 to 0)

Councillor Adshade returned at this time.

8. **Consideration of Reports**

8.1 Corporate Services

None

8.2 Community Development

8.2.1 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

**Motion: 21-136**

Moved by Councillor Reid

Seconded by Councillor Liggett

THAT the requirements of the procedure by-law be waived to extend Geoff Haddaway’s delegation from 15 minutes to 20 minutes on behalf of the Cambridge Rivulettes.

In Favour (7): Councillor Reid, Councillor Devine, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (2): Mayor McGarry and Councillor Liggett
Carried (7 to 0)

Moved by Councillor Reid
Seconded by Councillor Liggett

THAT Report 21-019 (CD) Preston Auditorium Expansion Project – Scope & Design Options be received;

AND THAT the recommendation to proceed with Concept Two which includes the addition of enhanced and dedicated space for primary user groups and space to support accessibility, the Cambridge Sports Hall of Fame and community use for the Preston Auditorium Expansion Project, be endorsed;

AND FURTHER THAT an increase to the budget of $3,056,943 which includes additional contingency to support potential site remediation, potential construction industry inflation and impacts related to the Covid-19 pandemic, to be funded from development charges in the amount of $781,710 and tax supported debentures in the amount of $2,275,233, be approved.

Motion: 21-137
Moved by Councillor Liggett
Seconded by Councillor Wolf

THAT report 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options, be deferred to allow for further consultation and review of the proposed options.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

8.2.2 21-114(CD) Zoning By-law Amendment, 102 Spruce Street, 2368122 Ontario Inc. (Tony Barukcic)

Motion: 21-138
Moved by Councillor Liggett
Seconded by Councillor Wolf
THAT Report 21-114(CD) – Zoning By-law Amendment, 102 Spruce Street, 2368122 Ontario Inc. (Tony Barukcic) be received;

AND THAT the proposed Zoning By-law Amendment to change the zoning of the property at 102 Spruce St from R5 to RM4 S.4.1.396 to permit the construction of a semi-detached duplex for the reasons set out in Report 21-114(CD), be approved;

AND THAT the by-law attached to Recommendation Report 21-14(CD) be presented for enactment;

AND FURTHER THAT a subsequent public meeting in accordance with subsection 34(17) of the Planning Act is not required.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

8.2.3 21-109(CD) Request for a Credit for Service Agreement - Intermarket Road

Motion: 21-139
Moved by Councillor Reid
Seconded by Councillor Devine

THAT the Request for a Credit for Service Agreement by Triovest and Madison Homes for the design and construction of the works described in Report 21-109(CD) be approved;

AND THAT the Mayor and the Clerk be authorized to execute a Credit for Service Agreement, prepared in accordance with the Credit for Service Agreement Policy and to the satisfaction of the City Solicitor;

AND THAT the Credit for Service Agreement include appropriate credits and/or refunds for any design work and construction completed prior to the execution of the agreement subject to the proper design, approvals, notice, inspection and documentation to the satisfaction of the Director of Engineering;
AND FURTHER THAT the Mayor and the Clerk be authorized to execute a Development Charge Deferral agreement, at the discretion of the Chief Financial Officer and to the satisfaction of the City Solicitor, allowing the deferral of the Water, Wastewater and Services related to a Highway Development Charges associated with the initial site plan for 250 Allendale for a period of no more than twelve (12) months.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

8.2.4 21-111(CD) Speed River Active Transportation Crossing at Riverside Park

Motion: 21-140
Moved by Councillor Reid
Seconded by Councillor Devine

THAT Report 21-111(CD) Speed River Active Transportation Crossing at Riverside Park be received;

AND THAT Council supports Option A of proceeding with the current scope of the Riverside Dam design project

In Favour (7): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Opposed (1): Councillor Wolf

Absent (1): Mayor McGarry

Carried (7 to 1)
8.2.5 21-130(CD) Inclusionary Zoning for Affordable Housing and Financial Impact Assessment

Motion: 21-141
Moved by Councillor Wolf
Seconded by Councillor Hamilton

THAT Report 21-130(CD) – Inclusionary Zoning for Affordable Housing and Financial Impact Assessment, be received;

AND THAT staff be directed to undertake a Housing Needs Assessment and prepare an inclusionary zoning work plan and stakeholder engagement strategy in 2022;

AND THAT collaboration with the Region of Waterloo, Cities of Kitchener and Waterloo continue in future on the development of Inclusionary Zoning policies and regulations in consultation with the public and stakeholders;

AND THAT the City of Cambridge supports the September 2020 resolution passed by the City of Kitchener as set out in Attachment 3 to Report 21-130(CD);

AND BE IT RESOLVED that City Council also requests the Province to reinstate the Planning Act provisions enabling a municipality apply Inclusionary Zoning provisions within its entire jurisdiction, or at minimum, also enable Inclusionary Zoning along Major Transit bus routes throughout the City;

AND BE IT FURTHER RESOLVED that a copy of this resolution be sent to the Ontario Minister of Municipal Affairs, to the local MPs and MPPs, to the Federation of Canadian Municipalities, to the Association of Municipalities Ontario, and to the Region of Waterloo and local area municipalities.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)
8.3 Corporate Enterprise

8.3.1 21-119 (CRE) Temporary Patios and Temporary Road Closures

Motion: 21-142
Moved by Councillor Ermeta
Seconded by Councillor Devine

THAT Report 21-119 (CRE), re: Temporary Patios and Temporary Road Closures be received;

AND THAT a maximum funding amount of $35,000 to be provided to the Temporary Patio and Temporary Road Closure Project from the Provincial 2021 COVID-19 Recovery Funding for Municipalities to support the request of the Hespeler and Downtown Cambridge BIAs as outlined in this report, be approved;

AND THAT a maximum funding amount of $36,000 to be provided from the Provincial 2021 COVID-19 Recovery Funding for Municipalities for the purchase of four (4) additional road closure barricades for use in said project and future projects and events, be approved;

AND FURTHER THAT the City’s Sidewalk Terrace Application fee for sidewalk patios be waived until December 31, 2021;

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

8.3.2 21-117 (CRE) Hespeler BIA – Memorial Plaque

Motion: 21-143
Moved by Councillor Devine
Seconded by Councillor Reid

THAT Report 21-117 (CRE) re: Hespeler BIA – Memorial Plaque be received;

AND THAT the installation of the memorial plaque for former Councillor Cowsill in the Hespeler Village Core Area as detailed in Appendix A of Report 21-117 (CRE), be approved.
In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

8.4 Infrastructure Services

8.4.1 21-035 (IFS) Cambridge Bee City Designation

Motion: 21-144
Moved by Councillor Adshade
Seconded by Councillor Wolf

THAT Report 21-035 (IFS) Cambridge Bee City Designation, be received;

AND THAT the Resolution attached as Appendix A to Report 21-035 (IFS) be signed by the Mayor and City Clerk and be included in its entirety with the Application;

AND FURTHER THAT staff be authorized to submit the Bee City Canada Application attached as Appendix B to Report 21-035 (IFS) on behalf of the Cambridge Bee City collaborative partnership in support of Cambridge’s designation.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

8.4.2 21-036 (IFS) Bismark Park (north) Concept Design

Motion: 21-145
Moved by Councillor Wolf
Seconded by Councillor Liggett

THAT Report 21-036 (IFS), re: Bismark Park (north) Concept Design be received;
AND THAT Mayor and Clerk execute an agreement between the City of Cambridge and Hallman Construction Ltd. to design, construct, and maintain Bismark Park (north) subject to the satisfaction of the City Solicitor.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

9. **Other Business**

None.

10. **Closed Session**

Motion: 21-147
Moved by Councillor Devine
Seconded by Councillor Wolf

THAT the notice requirements of the procedure by-law be waived to add an additional Closed Session item.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

Motion: 21-148
Moved by Councillor Wolf
Seconded by Councillor Adshade

THAT in accordance with Section s.239 (2) (f) of the Municipal Act, 2001, Council convene in Closed Session at 10:01 p.m. to consider the following subject matter:

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (legal advice).
In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

Motion: 21-149
Moved by Councillor Devine
Seconded by Councillor Ermeta

THAT Council rise from Closed Session and reconvene in Open Session at 10:38 p.m.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

Motion: 21-155
Moved by Councillor Ermeta
Seconded by Councillor Devine

THAT in accordance with Section s.239 (2) (e) and (f) of the Municipal Act, 2001, Council convene in Closed Session at 10:49 p.m. to consider the following subject matters:

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (litigation matter); and
(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (litigation matter and verbal legal update)

In Favour (8): Councillor Reid, Councillor Devine, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, and Councillor Ermeta

Absent (1): Mayor McGarry

Carried (8 to 0)
Motion: 21-156  
Moved by Councillor Devine  
Seconded by Councillor Ermeta  

THAT Council rise from Closed Session and reconvene in Open Session at 10:57 p.m.  

In Favour (8): Councillor Reid, Councillor Devine, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, and Councillor Ermeta  

Absent (1): Mayor McGarry  

Carried (8 to 0)  

11. Motions  

11.1 Councillor Hamilton- Tiny Homes in Cambridge  

Motion: 21-146  
Moved by Councillor Hamilton  
Seconded by Councillor Ermeta  

WHEREAS A tiny home is a dwelling of any form (apartment, detached dwelling, etc.) that is sized to meet its occupants needs with little excess space;  

WHEREAS A Tiny home does not typically meet the design or areas and spaces section under the Ontario Building Code and therefore (tiny homes) present occupancy permit challenges;  

WHEREAS The City of Cambridge recognizes that Tiny homes are typically between 100 to 400 square feet, and may or may not meet the minimum requirements of the building code;  

WHEREAS The City of Cambridge and Region of Waterloo need to prioritize the improvement of housing options across the housing continuum, as well as improving housing access and affordability for low-income individuals and families;  

WHEREAS based on recent development changes and the need across Ontario for affordable housing, this motion is intended to clarify and simplify the ins and outs of building a tiny home and making dwellings more affordable and attainable;
THEREFORE BE IT RESOLVED that Council direct staff to evaluate options for encouraging development of small and tiny dwellings, including best practices, acceptable sizing, requirements, land use, and any other necessary requirements to allow for the development of Tiny Homes and request staff to report back to Council by the 4th quarter of 2021.

WHEREAS A tiny home is a dwelling of any form (apartment, detached dwelling, etc.) that is sized to meet its occupants needs with little excess space;

WHEREAS A Tiny home does not typically meet the design or areas and spaces section under the Ontario Building Code and therefore (tiny homes) present occupancy permit challenges;

WHEREAS The City of Cambridge recognizes that Tiny homes are typically between 100 to 400 square feet, and may or may not meet the minimum requirements of the building code;
WHEREAS The City of Cambridge and Region of Waterloo need to prioritize the improvement of housing options across the housing continuum, as well as improving housing access and affordability for low-income individuals and families;

WHEREAS based on recent development changes and the need across Ontario for affordable housing, this motion is intended to clarify and simplify the ins and outs of building a tiny home and making dwellings more affordable and attainable;

THEREFORE BE IT RESOLVED that Council direct staff to evaluate options for encouraging development of small and tiny dwellings, including best practices, acceptable sizing, requirements, land use, and any other necessary requirements to allow for the development of Tiny Homes and request staff to report back to Council by the 4th quarter of 2021.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)
11.2 Councillor Liggett- MZO Policies

Moved by Councillor Liggett
Seconded by Councillor Devine

Whereas Ministry Zoning Orders were originally introduced by the Ontario government to be used in emergencies or to quickly advance major initiatives of provincial significance such as the Lake Simcoe Protection Plan;

And whereas, MZO’s were issued at a previous rate of an average of 1-2 per year, 33 were issued in 2020 and;

And whereas concerns over use of MZO’s were previously directed at environmental harm;

And whereas criticism is now being directed at the use of the Covid Economic Recovery Act 2020 and the environmental impacts it may have;

And whereas the rapidity of applications for MZO’s now coming before council for support has not allowed the municipality the time necessary to develop policies which are in the best interest of the community;

And whereas current MZO applications circumvent long standing public participation rights in relation to rezoning proposals under the Planning Act and the right to appeal;

And whereas concerns are being raised over the increased use of MZO’s as a tool under the act to remove the ability of municipal government to self determine as to what is best for their particular community;

And whereas expediency and limited timeframes of MZO’s are increasingly becoming tools to speed up controversial developments eliminating expert analysis and public input and in reducing the ability of municipal staff to investigate and analyze potential harm or the opportunity of the changes in a proactive way;

And whereas Council relies on the expert opinions and information received in the standard planning approval process it is recognized that MZOs are tools which may result in bypassing some otherwise requisite approvals and/or site plan requirements, such as public consultations and traffic studies;

And whereas Council recognizes the intent to reduce red tape and appreciates the need in some situations that are absolutely necessary, a process needs to be created that speaks to the fiduciary duty of local
government and our constituents right to express concerns through consultation;

And whereas Council also recognizes the need for MZO’s to be used only where absolutely necessary and that they should be supported by a planning justification report that demonstrates their consistency with the PPS and provincial plans;

And whereas without operational processes and policies in place council cannot consider the consequences of adverse or irreversible impacts on the community;

And whereas these new policies will allow Council to respond to the major shift in policy changes in the provincial government’s legislation in a positive way rather than being nonreactive or reactive;

Therefore Council directs staff to work on bringing forth policies to Council that allow for public consultation, heritage impacts assessments, consultations with agencies and regional government, etc., prior to approving or not approving support for an application of an MZO, which are in the best interests of the people and businesses of Cambridge and that these be brought to Council by end of 2021.

With the consent of the Seconder, Councillor Liggett subsequently revised her motion to read as follows:

Moved by Councillor Liggett
Seconded by Councillor Devine

THAT staff be directed to work on bringing forth policies to Council that allow for public consultation, heritage impact assessments, consultations with agencies and regional government, etc. prior to approving or not approving support for an application of a Minister’s Zoning Order, which are in the best interests of the people and businesses of Cambridge and that these policies be brought to Council by the end of 2021;

Amendment:
Motion: 21-150
Moved by Councillor Devine
Seconded by Councillor Ermeta

AND THAT Council refuse to support any such Minister Zoning Order requests until the policies are brought forward.
In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

Revised Motion, as amended:

Motion: 21-151
Moved by Councillor Liggett
Seconded by Councillor Devine

THAT staff be directed to work on bringing forth policies to Council that allow for public consultation, heritage impact assessments, consultations with agencies and regional government, etc. prior to approving or not approving support for an application of a Minister’s Zoning Order, which are in the best interests of the people and businesses of Cambridge and that these policies be brought to Council by the end of 2021;

AND THAT Council refuse to support any such Minister Zoning Order requests until the policies are brought forward.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

Motion: 21-152
Moved by Councillor Wolf
Seconded by Councillor Reid

THAT the time limitations on the proceedings of Council set out in Section 16.27 of the Procedural By-law be waived to extend past the hour of 11:00 p.m.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, and Councillor Ermeta
12. **Motion to Receive and File**

   Motion: 21-153  
   Moved by Councillor Adshade  
   Seconded by Councillor Reid  

   THAT all presentations and correspondence from the May 11, 2021 Special Council Meeting be received.

   In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann  

   Absent (1): Mayor McGarry  

   **Carried (8 to 0)**

13. **Consideration of By-laws**

   Motion: 21-154  
   Moved by Councillor Ermeta  
   Seconded by Councillor Wolf  

   21-035 Being a by-law to amend Zoning By-law No. 150-85, as amended, with respect to the land municipally known as 102 Spruce Street (R15/20)

   In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann  

   Absent (1): Mayor McGarry  

   **Carried (8 to 0)**

14. **Confirmatory By-law**

   Motion: 21-157  
   Moved by Councillor Devine  
   Seconded by Councillor Reid
21-036 Being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge at its meeting held on the 11th of May, 2021.

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

15. Adjournment

Motion: 21-158
Moved by Councillor Adshade
Seconded by Councillor Liggett

THAT the Council meeting does now adjourn at 11:00 pm

In Favour (8): Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (8 to 0)

_________________________
Mayor

_________________________
Clerk
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May 6, 2021

Danielle Manton, Clerk
City of Cambridge
50 Dickson Street, P.O. Box 669
Cambridge ON N1R 5W8

Via e-mail - mantond@cambridge.ca

Re: Resolution from the City of Cambridge - Request for Paid Sick Leave

At the Woodstock City Council meeting held electronically on May 6, 2021, Council considered your attached correspondence dated April 21, 2021. The following resolution was passed in response:

“That Woodstock City Council supports the resolution received from the City of Cambridge regarding the Request for Paid Sick Leave;

And further that this resolution be circulated to the Honourable Doug Ford, Premier of Ontario; the Honourable Monte McNaughton, Minister of Labour, Training and Skills Development; and the Honourable Ernie Hardeman, Oxford MPP.”

Yours Truly,

Amelia Humphries, City Clerk

Cc: via e-mail
The Honourable Doug Ford, Premier – premier@ontario.ca
The Honourable Monte McNaughton, Minister of Labour - monte.mcnaughtonco@pc.ola.org
The Honourable Ernie Hardeman, Oxford MPP - ernie.hardemanco@pc.ola.org
April 21, 2021

Re: Resolution - City of Cambridge Council – Request for Paid Sick Leave

At the Special Council Meeting of April 20, 2021, the Council of the Corporation of the City of Cambridge passed the following motion:

Mover: Councillor Wolf
Seconder: Councillor Reid

WHEREAS as a result of the COVID-19 pandemic and the increase in cases in Ontario, our hospitals and Intensive Care Units are overrun with people sick with the virus;

AND WHEREAS according to the Provincial Science Advisory Table on COVID-19 we need to protect essential workers and support them with paid sick leave;

AND WHEREAS it is being reported that the drivers of transmission are indoor workplaces, particularly industrial workplaces, warehouses, and distribution centres;

AND WHEREAS the COVID-19 crisis has unmasked the inequalities in our Province as most of the people now getting sick are the most vulnerable in our society and are those who cannot afford to stay home and often live and work in crowded conditions;

AND WHEREAS Workers who are denied paid sick days do not avoid illness, they bring the infections to work with them, and they transmit them to their coworkers, employees without paid sick leave;

THEREFORE BE IT RESOLVED that Cambridge Council urge the Honourable Doug Ford, Premier to require Ontario employers to provide no less than five paid sick days annually to workers — after three months of employment — by amending the
Employment Standards Act, 2000, or through a different mechanism and to provide necessary funding, fiscal relief and/or support to employers so that all workers in Ontario have access to no less than 10 paid sick days annually in the event of a declared infectious disease emergency, such as the COVID-19 pandemic and ensure all Ontario workers have access to protected and paid emergency leave so care can be provided to children, parents, and/or other family members who may become ill and that all workers may receive paid time off to enable them to receive the COVID-19 Vaccine.

AND FURTHER that upon Council’s approval of this motion that it be forwarded to the Association of Municipalities of Ontario, the Provincial Minister of Labour, the Premier, and each Ontario municipality.

Should you have any questions related to the approved resolution, please contact me.

Yours truly,

Danielle Manton
City Clerk
May 7, 2021

VIA EMAIL (mantond@cambridge.ca)

The City of Cambridge
Corporate Services Department
Clerk’s Division
50 Dickson Street, P.O. Box 669
Cambridge, ON N1R 5W8

Dear Ms. Manton:

RE: Request for Paid Sick Leave

Please be advised that the Council of the Corporation of the Town of Grimsby at its meeting held on May 3, 2021 passed the following resolution:

**CW-21-141**
Moved by Councillor Dunstall; Seconded by Councillor Sharpe
Resolved that the correspondence from City of Cambridge, Paid Sick Leave, be received and endorsed;
And further be sent to the Niagara West MP, MPP and the Federal government.

**CARRIED**

If you require additional information, please do not hesitate to reach out.

Regards,

Sarah Kim
Town Clerk

c: Office of the Prime Minister pm@pm.gc.ca
Dean Allison, MP Niagara West dean.allison@parl.gc.ca
Sam Oosterhoff, MPP Niagara West sam.oosterhoffco@pc.ola.org
May 6, 2021

The Corporation of the City of Cambridge
Corporate Services Department
Clerk’s Division
The City of Cambridge
50 Dickson Street, P.O Box 669
Cambridge, ON N1R 5 W8

Dear Danielle Manton, City Clerk:

At the meeting May 5, 2021 Council passed Resolution #2021-107 in support of your request that the Province of Ontario and Premier Doug Ford, should require Ontario employers to provide no less than five paid sick days annually to workers – after three months of employment – by amending the Employment Standards Act.

The lack of sufficient paid sick time is problematic due to employees not being able to afford to stay home and workers bringing the virus with them to their place of employment. We need to protect our essential workers, coworkers, and vulnerable population.

We thank you for your attention to this important issue.

Sincerely,

Amanda Richardson
Clerk Administrator / Treasurer
May 6, 2021

Honourable Minister Chrystia Freeland
Deputy Prime Minister and Minister of Finance
House of Commons
Ottawa ON  K1A 0A6

Dear Ms. Freeland:

This is to advise that City Council, at a meeting held on April 26, 2021, passed the following resolution regarding Funding Support for Business Recovery:

“WHEREAS the provincial and federal governments continue to provide primary financial supports to impacted businesses and residents in Canada; and,

WHEREAS the most recent Provincial Stay At Home Order, necessary to reduce the spread of COVID-19; will have further impacts to small business owners; and,

WHEREAS municipalities will be expected to support ongoing business and economic recovery; and,

WHEREAS local and regional governments can provide recovery supports and initiatives specific to their own geographies, to address localized recovery challenges; and,

WHEREAS the City of Kitchener Council is prepared to invest up to $5 million in financial aid to support local business and economic recovery; and,

WHEREAS working in partnership, all orders of government can achieve faster economic recovery;

THEREFORE BE IT RESOLVED that the City of Kitchener Council call on the federal and provincial governments to:
• Match business recovery funding provided by local and regional municipalities, dollar for dollar, enabling more impactful and broader business and economic recovery supports at the local level; and,

• Work directly with the City of Kitchener Council and staff to utilize Kitchener's Economic Recovery Framework as a model for other municipalities to support a partnership approach to economic and business recovery across Canada, between local, regional, provincial and federal levels of government; and,

BE IT FURTHER RESOLVED that the City Clerk be directed to send a copy of the letter and resolution, once approved, to:

• Hon. Minister Chrystia Freeland, MP
• Hon. Minister, Peter Bethlenfalvy, MPP
• Hon. Minister Victor Fedeli, MPP
• Raj Saini (Kitchener Centre), MP
• Tim Louis (Kitchener Conestoga), MP
• Bardish Chagger (Waterloo), MP
• Marwan Tabbara (Kitchener South-Hespeler), MP
• Mike Harris (Kitchener Conestoga), MPP
• Amy Fee (Kitchener South-Hespeler), MPP
• Laura Mae Lindo (Kitchener Centre), MPP
• Catherine Fife (Waterloo), MPP
• Federation of Canadian Municipalities (FCM)
• Association of Municipalities of Ontario (AMO)
• Ontario Big City Mayor’s Caucus (OBCM)
• Mayors and Regional Chairs of Ontario (MARCO)
• Ontario Chamber of Commerce (OCC)
• All Municipal Councils within Waterloo Region
• Greater KW Chamber of Commerce
• Waterloo Region Economic Development
• Ontario Business Improvement Areas Association
• Downtown Kitchener BIA
• Belmont Village Kitchener BIA
• Business and Economic Support Team Waterloo Region (BESTWR)
• Explore Waterloo Region (Tourism)"

Yours truly,

C. Tarling
Director of Legislated Services & City Clerk
Hon. Minister, Peter Bethlenfalvy, MPP
Hon. Minister Victor Fedeli, MPP
Raj Saini (Kitchener Centre), MP
Tim Louis (Kitchener Conestoga), MP
Bardish Chagger (Waterloo), MP
Marwan Tabbara (Kitchener South-Hespeler), MP
Mike Harris (Kitchener Conestoga), MPP
Amy Fee (Kitchener South-Hespeler), MPP
Laura Mae Lindo (Kitchener Centre), MPP
Catherine Fife (Waterloo), MPP
Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)
Ontario Big City Mayor’s Caucus (OBCM)
Mayors and Regional Chairs of Ontario (MARCO)
Ontario Chamber of Commerce (OCC)
All Municipal Councils within Waterloo Region
Greater KW Chamber of Commerce
Waterloo Region Economic Development
Ontario Business Improvement Areas Association
Downtown Kitchener BIA
Belmont Village Kitchener BIA
Business and Economic Support Team Waterloo Region (BESTWR)
Explore Waterloo Region (Tourism)
May 7, 2021

RE: Support for 988 – a 3 Digit Crisis and Suicide Prevention Hotline

Please be advised that the Council of the Municipality of Grey Highlands, at its meeting held May 5, 2021, passed the following resolution:

**2021-312**
Moved by Aakash Desai, Seconded by Dane Nielsen

Whereas the Federal government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline; and

Whereas the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200%; and

Whereas existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold; and

Whereas in 2022 the United States will have in place a national 988 crisis hotline; and

Whereas the Municipality of Grey Highlands recognizes that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help; now

Therefore be it resolved that the Municipality of Grey Highlands endorses this 988 crisis line initiative; and

That the Municipality of Grey Highlands request that this initiative move forward expeditiously; and

That a copy of this resolution be sent to Bruce-Grey-Owen Sound MP Alex Ruff, Bruce-Grey-Owen Sound MPP Bill Walker, Federal Minister of Health Patty Hajdu, the Canadian Radio-television and Telecommunications (CRTC) and all municipalities in Ontario.

CARRIED.

As per the above resolution, please accept a copy of this correspondence for your information and consideration.
Sincerely,

Jerri-Lynn Levitt
Deputy Clerk
Council and Legislative Services
Municipality of Grey Highlands
May 3, 2021

Delivered by email
Patty.Hajdu@parl.gc.ca

The Honourable Patty Hajdu
Minister of Health
House of Commons
Ottawa, Ontario K1A 0A6

Dear Minister:

Re: Town of Aurora Council Resolution of April 27, 2021
   Re: Correspondence from Mayor Allan Thompson, Town of Caledon; Re: Support
        for 988, a 3-Digit Suicide and Crisis Prevention Hotline

Please be advised that this matter was considered by Council at its meeting held on
April 27, 2021, and in this regard Council adopted the following resolution:

1. That the memorandum regarding Correspondence from Mayor Allan
   Thompson, Town of Caledon; Re: Support for 988, a 3-Digit Suicide and
   Crisis Prevention Hotline, be received; and

2. That Council support the Town of Caledon initiative regarding 988, a
   3-Digit Suicide and Crisis Prevention Hotline; and

3. That a letter demonstrating Aurora Council's support be sent to Leona
   Alleslev, MP Aurora—Oak Ridges—Richmond Hill, Tony Van Bynen, MP
   Newmarket—Aurora, Michael Parsa, MPP Aurora—Oak Ridges—Richmond
   Hill, Hon. Christine Elliott, MPP Newmarket—Aurora, Hon. Patty Hajdu,
   Federal Minister of Health, the Canadian Radio-television and
   Telecommunications Commission (CRTC), and all Ontario municipalities.

The above is for your consideration and any attention deemed necessary.
Yours sincerely,

Michael de Rond
Town Clerk
The Corporation of the Town of Aurora

MdR/lb

Attachment: Correspondence dated March 31, 2021, from Mayor Allan Thompson, Town of Caledon; Re: Support for 988, a 3-Digit Suicide and Crisis Prevention Hotline

Copy: Leona Alleslev, MP Aurora—Oak Ridges—Richmond Hill
   Tony Van Bynen, MP Newmarket—Aurora
   Michael Parsa, MPP Aurora—Oak Ridges—Richmond Hill
   Hon. Christine Elliott, MPP Newmarket—Aurora
   Canadian Radio-television and Telecommunications Commission (CRTC)
   All Ontario Municipalities
March 31, 2021

The Honourable Patty Hajdu
Federal Minister of Health
House of Commons
Ottawa, ON K1A 0A6

Dear Ms. Hajdu,

RE: SUPPORT FOR 988, A 3-DIGIT SUICIDE AND CRISIS PREVENTION HOTLINE

I am writing to advise that at the Town Council meeting held on March 30, 2021, Council adopted a resolution endorsing the 988 crisis line initiative to ensure critical barriers are removed to those in a crisis and seeking help.

The resolution reads as follows:

Whereas the Federal government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline;

Whereas the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200%;

Whereas existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold;

Whereas in 2022 the United States will have in place a national 988 crisis hotline;

Whereas the Town of Caledon recognized that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help;

Now therefore be it resolved that the Town of Caledon endorses this 988 crisis line initiative; and

That a letter demonstrating Caledon’s support be sent to Kyle Seeback, MP, Dufferin-Caledon, the Honourable Sylvia Jones, MPP, Dufferin-Caledon, the Honourable Patty Hajdu, Federal Minister of Health, the Canadian Radio-television and Telecommunications (CRTC) and all municipalities in Ontario.
Thank you for your attention to this very important matter. We look forward to hearing from you.

Sincerely,

Allan Thompson
Mayor

Cc. Kyle Seeback, MP Dufferin-Caledon, Kyle.Seeback@parl.gc.ca
Honourable Sylvia Jones, MPP Dufferin-Caledon, sylvia.jones@pc.ola.org
Ian Scott, Chairperson and Chief Executive Officer, Canadian Radio-Television and Telecommunications Commission (CRTC), iscott@telesat.com
All Ontario Municipalities
Dear Minister Downey:

Re: NATIONAL 3-DIGIT SUICIDE AND CRISIS HOTLINE

On behalf of the Council of The Corporation of the City of Barrie, I wish to advise you that City Council adopted the following resolution at its meeting held on April 26, 2021:

21-G-098 NATIONAL THREE DIGIT SUICIDE AND CRISIS HOTLINE

WHEREAS the Federal government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline; and

WHEREAS the motion calls for the federal government to consolidate all existing suicide crisis numbers into one three-digit hotline; and

WHEREAS the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200%; and

WHEREAS existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold; and

WHEREAS in 2022 the United States will have in place a national 988 crisis hotline; and

WHEREAS the City of Barrie recognized that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help;

NOW THEREFORE BE IT RESOLVED as follows:

1. That the City of Barrie endorses this 988 crisis line initiative.

2. That a letter demonstrating Barrie’s support be sent to Todd Doherty, MP Caribou-Prince George, John Brassard, MP, Barrie-Innisfil, Doug Shipley, MP, Barrie-Springwater-Oro-Medonte, the Honourable Andrea Khanjin, MPP, Barrie-Innisfil, the Honourable Doug Downey, MPP, Barrie-Springwater-Oro-Medonte, the Honourable Patty Hajdu, Federal Minister of Health, the Canadian Radio-television and Telecommunications (CRTC) and all municipalities in Ontario.
If you have any questions, please do not hesitate to contact the undersigned, wendy.cooke@barrie.ca or (705) 739.4220, Ext. 4560.

Yours truly,

Wendy Cooke
City Clerk/Director of Legislative and Court Services

WC/bt

cc:
• The Honourable Patty Hajdu, MP, Minister of Health
• John Brassard, MP, Barrie-Innisfil
• Doug Shipley, MP, Barrie-Springwater-Oro-Medonte
• Todd Doherty, MP, Caribou-Prince George
• Andrea Khanjin, MPP, Barrie-Innisfil
• The Canadian Radio-television and Telecommunications (CRTC)
• All municipalities in Ontario
May 3, 2021

Honourable Steve Clark  
Minister of Municipal Affairs and Housing  
Email: minister.mah@ontario.ca

Re: Planning Act Timelines

Dear Hon. Steve Clark,

At its meeting held on April 12, 2021, Council for the Town of Amherstburg passed the following:

Resolution # 20210412-120

“That Administration BE DIRECTED to send correspondence in support of the City of Kitchener’s resolution regarding Planning Act Timelines.”

Enclosed is a copy of the correspondence from the City of Kitchener for convenience and reference purposes.

Regards,

Tammy Fowkes  
Deputy Clerk, Town of Amherstburg  
(519) 736-0012 ext. 2216  
tfowkes@amherstburg.ca
cc:

Taras Natyshak – MPP, Essex, Ontario
tnatyshak-co@ndp.on.ca

Chris Lewis – MP, Essex, Ontario
Chris.Lewis@parl.gc.ca

Federation of Canadian Municipalities (FCM)
info@fcm.ca

Association of Municipalities Ontario (AMO)
amo@amo.on.ca

All Ontario Municipalities
March 31, 2021

Honourable Steve Clark
Minister of Municipal Affairs and Housing
17th Floor, 777 Bay Street
Toronto ON M5G 2E5

Dear Mr. Clark:

This is to advise that City Council, at a meeting held on March 22, 2021, passed the following resolution regarding Planning Act Timelines:

“WHEREAS the City of Kitchener, like many Ontario municipalities, is experiencing significant growth; and,

WHEREAS the City of Kitchener has conducted extensive work through its Development Services Review to remove red tape and improve public engagement; and,

WHEREAS the Province of Ontario's Planning Act provides a legislative framework for processing development applications including established timeframes which permit applicants to appeal to the Local Planning Appeal Tribunal if a Council fails to make a decision within a prescribed timeline; and,

WHEREAS the passing of Bill 108 in 2019 reduced the timelines for processing development applications before they can be appealed to the Local Planning Appeals Tribunal (LPAT) for a non-decision from those outlined in Bill 139, the Building Better Communities and Conserving Watersheds Act, 2017 as follows:

- from seven months (210 days) to four months (120 days) for Official Plan amendments;
- from five months (150 days) to three months (90 days) for Zoning By-law amendments; and
- from six months (180 days) to four months (120 days) for Plans of Subdivision; and
WHEREAS the shortened timeframes create unreasonable pressures on municipalities, even outside the context of navigating city business in a global pandemic, and result in reduced opportunities for meaningful public engagement and limited time for the public to provide written submissions on a development application;

THEREFORE BE IT RESOLVED that Kitchener City Council urge the Province of Ontario to review and reconsider the current timelines established for review of Planning Act applications before an appeal is permitted to the Local Planning Appeals Tribunal and to return to the timelines that were in effect under Bill 139, the Building Better Communities and Conserving Watersheds Act, 2017;

THEREFORE BE IT FURTHER RESOLVED that a copy of this resolution be sent to the Ontario Minister of Municipal Affairs and Housing, to the local MP’s and MPP’s, to the Federation of Canadian Municipalities, to the Association of Municipalities Ontario, and all other municipalities in Ontario.”

Yours truly,

C. Tarling
Director of Legislated Services
& City Clerk

c: Honourable Tim Louis, M.P.
   Honourable Raj Saini, M.P.
   Honourable Marwan Tabbara, M. P.
   Honourable Bardish Chagger, M.P.
   Honourable Bryan May, M.P.
   Honourable Amy Fee, M.P.P.
   Honourable Catherine Fife, M.P.P.
   Honourable Belinda Karahalios, M.P.P.
   Honourable Mike Harris, M.P.P.
   Honourable Laura Mae Lindo, M.P.P.
   Bill Karsten, President, Federation of Canadian Municipalities
   Monika Turner, Association of Municipalities of Ontario
   Rosa Bustamante, Director, Planning, City of Kitchener
   Ontario Municipalities
The Corporation of the Township of Burpee and Mills
8 Bailey Line Rd. Evansville, ON P0P 1E0
Phone & Fax 705-282-0624
Email: burpeemills@vianet.ca

The Honourable Patty Hajdu
Federal Minister of Health
House of Commons
Ottawa, ON
K1A 0A6
Via email: Patty.Hajdu@pal.gc.ca

May 11, 2021

Re: Support for 988, a 3-Digit Suicide and Crisis Prevention Hotline

Please be advised that on May 4, 2021, The Township of Burpee & Mills passed the following motion to support The Town of Caledon letter endorsing the 988 crisis line initiative to ensure critical barriers are removed to those in a crisis and seeking help.

THAT The Township of Burpee and Mills hereby supports the letter by the Town of Caledon, attached hereto in support for 988, a 3-Digit Suicide and Crisis Prevention Hotline.

AND FURTHER directs staff to forward a copy of this resolution to local members of Parliament, and all Ontario Municipalities.

Carried: Ken Noland

cc The Honourable Christine Elliott, Minister of Health, Ontario - christine.elliott@ontario.ca
MP Carol Hughes - carol.hughes@parl.gc.ca
MPP Michael Mantha - mmantha qp@ndp.on.ca
Ian Scott, Chairperson and Chief Executive Officer, Canadian Radio-Television and Telecommunications Commission – iscott@telesat.com
All Ontario Municipalities
RE: Road Management Action On Invasive Phragmites

WHEREAS Phragmites australis (Phragmites) is an invasive perennial grass that continues to cause severe damage to wetlands and beaches in areas around the Great Lakes including Georgian Bay; and

WHEREAS Phragmites australis grows and spreads rapidly, allowing the plant to invade new areas and grow into large monoculture stands in a short amount of time, and is an allelopathic plant that secretes toxins from its roots into the soil which impede the growth of neighboring plant species; and

WHEREAS Phragmites australis results in loss of biodiversity and species richness, loss of habitat, changes in hydrology due to its high metabolic rate, changes in nutrient cycling as it is slow to decompose, an increased fire hazard due to the combustibility of its dead stalks, and can have an adverse impact on agriculture, particularly in drainage ditches; and

WHEREAS invasive Phragmites has been identified as Canada’s worst invasive plant species by Agriculture and Agrifood Canada; and

WHEREAS the Ontario government has made it illegal to import, deposit, release, breed/grow, buy, sell, lease or trade invasive Phragmites under the Invasive Species Act; and

WHEREAS Phragmites occupy over 4,800 hectares of land around Lake St. Clair alone, while 212 hectares of Phragmites occupy land along the St. Lawrence River. The Georgian Bay Area is particularly affected by Phragmites australis, with more than 700 stands along the shorelines and multiple visible stands on the highways and roads that threaten valuable infrastructure and wetland areas; and

WHEREAS volunteers, non-governmental organizations, and various municipalities have invested tens of thousands of dollars in investments and labour annually for more than eight years in executing managements plans to control invasive Phragmites on roads, coasts, shorelines and in wetlands; and

WHEREAS roads and highways where Phragmites that are left untreated become spread vectors that continually risk new and treated wetlands and coastal shoreline areas; and
WHEREAS according to “Smart Practices for the Control of Invasive Phragmites along Ontario’s Roads” by the Ontario Phragmites Working Group, best road management practices for Phragmites australis include early detection, herbicide application, and cutting; and

WHEREAS these best management practices are most effective when used in a multi-pronged approach as opposed to when used as stand-alone control measures; and

WHEREAS mother nature does not recognize political boundaries. Therefore, it is imperative that Municipalities, Districts, the Province, and the Federal government work together in collaboration to eradicate Canada’s worst invasive plant species Phragmites australis;

NOW THEREFORE BE IT RESOLVED that Council for the Corporation of the Township of The Archipelago directs its staff to implement best management practices to promote early detection of invasive Phragmites, and to implement best management practices for invasive Phragmites, and to join the Ontario Phragmites Working Group to collaborate on the eradication of Phragmites in Ontario.

BE IT FURTHER RESOLVED that Council for the Corporation of the Township of The Archipelago directs staff to insert clean equipment protocols into tenders and that there is oversight that the protocols are followed; and

BE IT FURTHER RESOLVED that Council for the Corporation of the Township of The Archipelago requests the Ontario Ministry of Transportation to map and treat invasive Phragmites annually on all its highways; and

BE IT FURTHER RESOLVED that the Ontario Ministry of Transportation (MTO) communicates the strategy on mapping (detecting sites) and controlling invasive Phragmites on provincial highways, the specific highway management plans and results by each MTO region and each highway in the region and work in coordination with the Township of The Archipelago; and

BE IT FURTHER RESOLVED that Council for the Corporation of the Township of The Archipelago directs its staff to send this resolution to all municipalities that are part of the Georgian Bay watershed, to all municipalities in the Great Lakes watershed, to the Minister of Transportation, Christopher Balasa the Manager, Maintenance Management Office, and MPP Norman Miller.

BE IT FINALLY RESOLVED that Council for the Corporation of the Township of The Archipelago requests all levels of government to consider funding support to aid the Township of The Archipelago in managing invasive phragmites; and directs staff to send a copy of this resolution to the Ontario Minister of Environment, Conservation and Parks and the Minister of Environment and Climate Change Canada.

Carried.
BE IT RESOLVED THAT Council endorse the Township of The Archipelago Resolutions 21-073 regarding road management action on invasive phragmites.
May 13, 2021

Premier of Ontario
Hon. Doug Ford
Legislative Building
Queen’s Park
Toronto, Ontario
M7A 1A1

Honorable Premier:

RE: Resolution of Endorsement Passed by Woolwich Township Council – Funding Support for Business Recovery

This letter is to inform you that the Council of the Township of Woolwich endorsed the following resolution at their meeting held on Tuesday, May 11, 2021:

That the Council of the Township of Woolwich endorse the following resolution from the City of Kitchener passed on Monday, April 26, 2021 regarding funding support for business recovery:

WHEREAS the provincial and federal governments continue to provide primary financial supports to impacted businesses and residents in Canada; and,

WHEREAS the most recent Provincial Stay At Home Order, necessary to reduce the spread of COVID-19; will have further impacts to small business owners; and,

WHEREAS municipalities will be expected to support ongoing business and economic recovery; and,

WHEREAS local and regional governments can provide recovery supports and initiatives specific to their own geographies, to address localized recovery challenges; and,

WHEREAS the City of Kitchener Council is prepared to invest up to $5 million in financial aid to support local business and economic recovery; and,
WHEREAS working in partnership, all orders of government can achieve faster economic recovery;

THEREFORE BE IT RESOLVED that the City of Kitchener Council call on the federal and provincial governments to:

• Match business recovery funding provided by local and regional municipalities, dollar for dollar, enabling more impactful and broader business and economic recovery supports at the local level; and,

• Work directly with the City of Kitchener Council and staff to utilize Kitchener’s Economic Recovery Framework as a model for other municipalities to support a partnership approach to economic and business recovery across Canada, between local, regional, provincial and federal levels of government;

And further that the endorsement of the City of Kitchener resolution by the Council of the Township of Woolwich be forwarded to the Premier of Ontario, the local MP and MPP, to the Association of Municipalities in Ontario and to the Clerks in the Region of Waterloo.

Should you have any questions, please contact Alex Smyth, by email at asmyth@woolwich.ca or by phone at 519-669-6004.

Yours truly,

Val Hummel
Municipal Clerk
Township of Woolwich

cc. Tim Louis, MP Kitchener-Conestoga
    Mike Harris, MPP Kitchener Conestoga
    President of AMO
    Clerks in the Region of Waterloo
May 14th 2021

Attn: Premier Ford,

Please be advised that at the Town of Plympton-Wyoming Council Meeting held Wednesday, May 13th 2021, the following resolution was adopted:

**Motion 20**

Moved by Mike Vasey, Seconded by Netty McEwen that Council support item 'p' of correspondence from the City of Brantford regarding a request for the Province of Ontario to withdraw its prohibition on golfing and any other outdoor recreational activities.

*Motion Carried.*

If you have any questions regarding the above motion, please do not hesitate to contact me by phone or email at ekwarcik@plympton-wyoming.ca.

Sincerely,

Erin Kwarciak
Clerk
ekwarcik@plympton-wyoming.ca

Cc: (via e-mail)
Bob Bailey, MPP
AMO
All Ontario Municipalities
April 30, 2021

Hon. Doug Ford, Premier
Room 281
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Sent via email: premier@ontario.ca

Dear Premier Ford,

Please be advised that at the Brantford City Council Meeting held April 27, 2021, the following resolution was adopted:

Request - Province of Ontario withdraws its prohibition on golfing and any other outdoor recreational activities

WHEREAS COVID-19 restrictions have had significant impacts; and

WHEREAS many forms of socializing, recreation and sport have been curtailed; and

WHEREAS the game of golf can be enjoyed while maintaining proper social distancing;

THEREFORE BE IT RESOLVED THAT The Corporation of The City of Brantford recommends:

A. THAT The Province of Ontario withdraws its prohibition on golfing and any other outdoor recreational activities which can be enjoyed while maintaining proper social distancing; and

B. THAT the City Clerk BE DIRECTED to forward a copy of this resolution to the Premier of Ontario; Will Bouma, MPP, Brantford-Brant, the Association of Municipalities of Ontario, Ontario Big City Mayors; and the list of other Municipalities in Ontario.

Yours truly,

Tanya Daniels
City Clerk
tdaniels@brantford.ca

cc MPP Will Bouma, Brantford-Brant
Association of Municipalities of Ontario (AMO)
Ontario Big City Mayors
All Ontario Municipalities

CITY CLERK’S OFFICE   City Hall, 100 Wellington Square, Brantford, ON N3T 2M2   P.O Box 818, Brantford, ON N3T 5R7
Phone: (519) 759-4150   Fax: (519) 759-7840   www.brantford.ca
Page 178 of 464
In Attendance: Councillors Reid, Wolf, Liggett, Mann and with Councillor Ermeta in the Chair.

Staff: Jennifer Shaw, Deputy City Clerk and Briar Allison, Council Committee Services Coordinator.

Meeting Called to Order

The meeting of the Striking Committee of the Corporation of the City of Cambridge was held virtually via Zoom. Chair Ermeta welcomed everyone present and called the meeting to order at 6:03 p.m. and the meeting adjourned at 6:29 p.m.

Declarations of Pecuniary Interest

There are no declarations of pecuniary interest.

Consideration of Matters in Closed Session

Resolution: 21-159

Moved by: Councillor Mann

Seconded by: Councillor Reid

In accordance with Section s.239 (2) (b) of the Municipal Act, 2001, Council to convene in Closed Session at 6:06 p.m. to consider the following subject matters:

1. Personal matters about an identifiable individual, including municipal Employees

CARRIED, on a recorded vote 5-0

In Favour: Councillor’s Ermeta, Liggett, Mann, Reid, and Wolf

Opposed: None
Appointments to Boards and Committees

Direction re: Striking Committee Appointments

Resolution: 21-160

Moved by: Councillor Liggett

Seconded by: Councillor Mann

THAT the Clerk be Directed to release the names of the appointed members to the Accessibility Advisory Committee, Economic Development Advisory Committee, Cambridge Environmental Advisory Committee, Youth Advisory Committee, and the Cambridge Farmer’s Market Advisory Committee after the May 25, Special Council Meeting.

CARRIED, on a recorded vote 5-0

In Favour: Councillor’s Ermeta, Liggett, Mann, Reid, and Wolf

Opposed: None

Committee to Rise from Closed Session

Motion: 21-161

Moved by: Councillor Wolf

Seconded by: Councillor Liggett

THAT Council rise from closed session at 6:25 p.m. and reconvene in open session.

CARRIED, on a recorded vote 5-0

In Favour: Councillor’s Ermeta, Liggett, Mann, Reid, and Wolf

Opposed: None

Close of Meeting

Motion: 21-162

Moved By: Councillor Reid

Seconded By: Councillor Wolf
THAT the Striking Committee meeting does now adjourn at 6:29 p.m.

CARRIED, on a recorded vote 5-0

In Favour: Councillor’s Ermeta, Liggett, Mann, Reid, and Wolf

Opposed: None

__________________________
CHAIR

__________________________
CLERK
To: COUNCIL

Meeting Date: 05/25/21

Subject: 2021 Final Tax Levy

Submitted By: Sheryl Ayres, Chief Financial Officer

Prepared By: Wade Novak, Manager of Revenue

Report No.: 21-142(CRS)

File No.: C1101

Recommendation(s)

THAT Report 21-142(CRS), re: 2021 Final Tax Levy be received;

AND THAT the final Tax Levy By-law be passed.

Executive Summary

Purpose

- Section 312 of the Municipal Act, 2001, provides that a local municipality shall, each year, pass a by-law for the purpose of raising the general local municipal levy.

Key Findings

- The tax levy will be billed across the assessment base by rates for each property class as outlined in Schedule A of the Tax Levy By-law

- The overall taxation burden between property tax classes from 2020 to 2021 has remained stable

Financial Implications

- On December 2, 2020, Council approved a property tax increase of 1.27%. This increase translates to an overall tax levy of $95,626,000.
Background

Section 312 of the Municipal Act, 2001, provides that a local Municipality shall, each year, pass a By-law (Appendix A) that sets out the proposed tax rates. It directs the Treasurer (Chief Financial Officer) to establish the City tax rates and include tax rates established by the Regional Municipality of Waterloo for Regional purposes, and the tax rates established by the Ministry of Finance for educational purposes in order to determine the complete billing rates for the 2021 final levy.

Analysis

Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #2 - Governance and Leadership

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

The final tax levy provides the funding required to deliver the programs and service levels approved by Council through the 2021 operating budget.

Comments

By-law and Billing Overview

The Tax Levy By-law gives the Chief Financial Officer (CFO) the discretion to determine the appropriate installment dates, and provides that the default penalty and interest on tax arrears be set at 1.25% each and every month in which default continues. The installment dates for the residential, farm and managed forest property tax classes are Friday, July 2, 2021 and Wednesday, September 1, 2021. Bills are required to be mailed before the demand date of June 9, 2021.

The installment payment dates for the commercial, industrial and multi-residential property classes are yet to be determined. These business property tax classes are subject to the complex capping calculations that determine the maximum tax levy. The timelines for the completion of these calculations is coordinated across the Region. The Region expects to bring forward the capping amounts in early June, 2021. Once complete, the due dates will be determined by the CFO and normally align with the second residential installment on September 1st, 2021.
Year over Year Analysis

The following charts provide the proportion of tax revenue the City of Cambridge derives from five broad categories of property tax classes.

1. Residential
2. Multi-Residential
3. Commercial
4. Industrial
5. Other (Farm, Pipeline, Managed Forest)

The overall taxation burden from 2020 to 2021 has remained stable as outlined in the following graphs.

The City of Cambridge experienced a 0.62% overall weighted assessment increase for billing in 2021. This annual increase is lower than a normal year due to the Provincial decision to extend the 2016 current value assessment (CVA) into 2021 and delay the 4-
year assessment cycle as a result of Covid19. Not all properties within tax classes or between tax classes increased at the overall average. In general terms, the result of unequal assessment change can be a shift of tax burden between classes or properties. With some properties being apportioned more/less of the overall general levy.

![Graph showing 2020 vs 2021 Assessment](image)

As outlined in the graph above, the City of Cambridge experience has been a relatively equal growth across our broad categories of property class. The category Other grew/reduced by (-3.80%), Residential at 1.17%, Multi-Residential at (-0.42%), Commercial at (-0.62%) and Industrial at 0.98%. The result is a minor shift towards the overall Industrial and residential tax groups.

Taxpayers are encouraged to review the schedule (schedule 2 or 3) provided on their final bill to see the specific impacts of assessment growth on their property.

### Existing Policy/By-Law

The interim tax levy by-law 21-003 will be repealed upon approval of the final tax levy by-law.

### Financial Impact

The City’s tax levy was approved through the 2021 Operating Budget at $95,626,000 and provides funding for the daily costs of running city programs and services. The levy will be billed as required across the assessment base.

### Public Input

Public consultation is completed as part of the budget process.

### Internal/External Consultation

N/A
Conclusion

In compliance with section 312 of the Municipal Act, 2001, the tax levy by-law has been prepared to levy the required funds to provide municipal services and establish tax rates by property class.

Signature

Division Approval

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

- Appendix A: By-law with Rates Schedule
BY-LAW NO. -21

OF THE

CORPORATION OF THE CITY OF CAMBRIDGE

Being a by-law of the Corporation of the City of Cambridge to establish 2021 Final Tax Rates for City purposes only, for the payment of 2021 Property Taxes and to repeal By-law 21-003.

WHEREAS all property assessment rolls on which the 2021 taxes are to be levied have been returned and revised pursuant to the provisions of the Assessment Act subject to appeals at present before the District Court and the Ontario Municipal Board;

AND WHEREAS Residential/Farm, Multi-Residential, New Multi-residential, Commercial, New Construction Commercial, Office Building, New Construction Office Building, Parking Lot, Shopping Centre, New Construction Shopping Centre, Industrial, New Construction Industrial, Large Industrial, Pipeline, Landfill, Farmland and Managed Forest categories, as defined in the Assessment Act and further amended by Regulations thereto, have been determined on the basis of the aforementioned property assessment rolls;

AND WHEREAS the tax ratios on the aforementioned property classes for the taxation year have been set out in By-law Number 21-018 of the Regional Municipality of Waterloo;

AND WHEREAS the sub-class rate reductions on prescribed sub-classes on the aforementioned property classes for the taxation year have been set out in By-law Number 19-020 of the Regional Municipality of Waterloo,

AND WHEREAS the Region of Waterloo and the City of Cambridge will establish the cut-off date that will be used for calculating 2021 tax liabilities on property assessed as Multi-residential, Commercial, New Construction Commercial, Office Building, New Construction Office Building, Parking Lot, Shopping Centre, New Construction Shopping Centre, Industrial, New Construction Industrial, Large Industrial, and Pipeline;

AND WHEREAS the tax rates on the aforementioned property classes and property sub-classes have been calculated pursuant to the provisions of the Municipal Act, 2001, S.O., c. 25, section 340.

AND WHEREAS the approved levy required to be raised by means of taxation for the year 2020 total $ 95,626,000.

NOW THEREFORE BE IT RESOLVED THAT, THE CORPORATION OF THE CITY OF CAMBRIDGE ENACTS AS FOLLOWS:-

1. THAT the rate of taxation for the year 2021 shall be levied on the assessment according to the last revised assessment roll for 2021 taxation.

2. THAT the tax rate of The Corporation of the City of Cambridge for the year 2021 for the municipal purposes mentioned in this By-law, but not including Local Improvement rates, or other special rates or rents collected as taxes, are set out in Schedule “A” of this By-law.

3. THAT the City Treasurer and/or designate is directed to add to the City Tax Rate, the tax rates as established by the Regional Municipality of Waterloo, and by the Province of Ontario for the Waterloo Region District School Board, Waterloo Catholic District School Board, Conseil Scolaire Catholique MonAvenir, and
Conseil Scolaire Viamonde to determine the overall rate to be used for the calculation of the 2021 Final Tax Levy.

4. THAT the Collector's Roll shall be made out according to this By-law, including all other rates required pursuant to section 3 of this By-law.

5. THAT the 2021 Final Tax Levy, in respect of assessment of real property classified as Residential/ Farm, Farmland, and Managed Forest shall be due no later than December 31, 2021.


7. THAT the City Treasurer and/or designate will determine the demand date for properties mentioned in sections 5 and 6 of this By-law and that those taxes will not be due earlier than 21 days from the demand date.

8. THAT a charge of 1.25% of the amount of the unpaid levy by the end of the demand date shall be imposed as a penalty for the non-payment.

9. THAT an interest charge of 1.25% of the amount of the unpaid levy by the demand date shall be imposed for each month or fraction thereof, in which the default continues.

10. THAT all penalty and interest charges provided for in this by-law shall be deemed to be part of the 2021 Final Tax Levy on which the penalty and interest charges have been imposed.

11. The ratepayers are given the option of paying their annual realty taxes in pre-authorized monthly instalments that are due on the first working day of each month, except in those months with a due date the monthly withdrawal will be made on the due dates

12. THAT the City Treasurer and/or designate may receive payment on account of taxes in advance of the due date, but that no interest or discount shall be allowed for taxes paid in advance.

13. If a Court of competent jurisdiction should declare any section or part of the section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.

14. THAT the City Treasurer shall receive all taxes, assessments, rents, rates, and instalments thereof, tendered for payment at the Municipal Office of the Corporation of the City of Cambridge, located at 50 Dickson Street, Cambridge, Ontario, or at most chartered banks and financial institutions.

15. THAT By-law 21-003 is repealed.

READ A FIRST, SECOND AND THIRD TIME

ENACTED AND PASSED, THIS 25th DAY OF MAY 2021

_____________________________
MAYOR

_____________________________
CLERK
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MINUTES
Municipal Heritage Advisory Committee
Meeting #03 - 21
March 18, 2021
Virtually via Zoom
7:00 p.m.

Committee Members in Attendance: Sue Brown, Nelson Cecilia, Michelle Goodridge, Mark Leclair, John Oldfield, Scott Roberts, Nancy Woodman and Councillor Pam Wolf with Amy Barnes in the Chair

Regrets: Kimberly Livingstone

Staff in Attendance: Laura Waldie, Senior Planner - Heritage, Abraham Plunkett-Latimer, Senior Planner - Heritage, Karin Stieg-Drobig, Recording Secretary and Ayesh Da Silva, IT Support

Meeting Called to Order

The meeting of the Municipal Heritage Advisory Committee was held virtually via Microsoft Zoom and live streamed to the City of Cambridge website. Amy Barnes, MHAC Vice Chair, welcomed everyone present, introductions were made and she advised those present that in its advisory role, MHAC makes recommendations that then go to Council for a decision. The meeting was called to order at 7:04 p.m. and the meeting adjourned at 8:00 p.m.

Declarations of Interest - NIL

Presentation:

James Goodram, Director of Business Development, gave a Power Point Presentation on the Core Area Community Improvement Plan Programs offered by the City of Cambridge. A copy of the presentation is available by contacting the Planning Department. Information on the programs can be found on the City of Cambridge website at https://www.cambridge.ca/en/build-invest-grow/Incentives.aspx

Delegations:

Roger Agler, applicant for item 2, Request to Alter and for Funding from the Designated Heritage Property Grant Program – 50 Lansdowne Road South, was present to answer any questions of the Committee.

Minutes of Previous Meeting

Moved by: Susan Brown
Seconded by: Councillor Wolf

ECM\Planning Services\Committees\MHAC\MHAC Agendas and Minutes\Minutes\2020 Minutes\February\02_20_2020 MHAC Minutes
THAT the minutes of the February 18, 2021 meeting of the Cambridge Municipal Heritage Advisory Committee be considered for errors and omissions and be adopted.

CARRIED

1. 2021 Designated Heritage Property Grant Applications Summary

Moved by: Nelson Cecilia
Seconded by: John Oldfield

THAT the Municipal Heritage Advisory Committee recommends Memo 2/2021 be received as information

CARRIED

2. Request to Alter and for Funding from the Designated Heritage Property Grant Program – 50 Lansdowne Road South

Moved by: Nancy Woodman
Seconded by: Michelle Goodridge

THAT Report 21-005 (MHAC) - Request to Alter and for Funding from the Designated Heritage Property Grant Program – 50 Lansdowne Road South – be received;

AND THAT the Municipal Heritage Advisory Committee (MHAC) recommend Council approve the replacement of the windows at 50 Lansdowne Road South as outlined in Report 21-005 (MHAC);

AND THAT the MHAC recommend Council direct staff to amend By-law 9-17, to correct the location of the bay window in the list of heritage attributes in accordance with Section 30.1 of the Ontario Heritage Act;

AND THAT the MHAC recommends the application for funding from the 2021 Operating Budget be approved by the Deputy City Manager of Community Development for the designated property municipally known as 50 Lansdowne Road South, for $2,500 for the replacement of the windows;

AND THAT the Municipal Heritage Advisory Committee (MHAC) recommends that City Council (Council) approve additional funding from the Heritage Conservation Reserve Fund for the designated property municipally known as 50 Lansdowne Road South to a maximum of $2,500 for the replacement of the windows in accordance with the recommendations in Report 21-005 (MHAC);

AND THAT the approved work must be completed by November 1, 2021;
AND FURTHER THAT the grant is conditional upon the inspection of the completed work to the satisfaction of MHAC or its designated representative.

CARRIED

3. Request for Funding from the Designated Heritage Property Grant Program – 29 Main Street

Moved by: Michelle Goodridge
Seconded by: John Oldfield

A question was raised by the Committee regarding the number of times this property owner has requested funds for this particular work. Staff advised the property owner received authorization to have this work completed in 2019, however, was not able to do so due to staffing turnover at his company and then because of COVID. He has indicated the work will be completed this year.

THAT Report 21-006 (MHAC) – Request for Funding from the Designated Heritage Property Grant Program – 29 Main Street – be received;

AND THAT the Municipal Heritage Advisory Committee (MHAC) recommends the application for funding from the 2021 Operating Budget be approved by the Deputy City Manager of Community Development for the designated property municipally known as 29 Main Street, for $2,500 for the replacement of the windows on the front and rear facades as set out in Report 21-006 (MHAC);

AND THAT the Municipal Heritage Advisory Committee (MHAC) recommends that City Council (Council) approve additional funding from the Heritage Conservation Reserve Fund for the designated property municipally known as 29 Main Street to a maximum of $2,500 for the replacement of the windows on the front and rear facades as set out in Report 21-006 (MHAC);

AND THAT the approved work must be completed by November 1, 2021;

AND FURTHER THAT the grant is conditional on the inspection of the completed work to the satisfaction of the Municipal Heritage Advisory Committee or its designated representative.

CARRIED

4. 12 Highgrove Court – Request Request for Funding from the Designated Heritage Property Grant Program
Moved by: Nelson Cecilia  
Seconded by: Nancy Woodman

A question was raised as to why this report came before MHAC as it was clear the project did not qualify for funding. Staff indicated that they do not have delegated authority through a heritage permit process administered by the Ontario Heritage Act.

**THAT** the Municipal Heritage Advisory Committee (MHAC) not approve the application for funding from the 2021 Operating Budget for the replacement of vinyl windows for the property municipally known as 12 Highgrove Court due to the proposal not meeting eligibility criteria for the Designated Heritage Property Grants Program.

**CARRIED**

**Correspondence - NIL**

**Other Business – NIL**

**Council Report/ Comments:**

Councillor Wolf was pleased to note that the motion she made to hire an additional Senior Planner Heritage was approved by Council. She also noted that while Council was not supportive of restoring the Heritage Grant budget to the previous amount of $30,000 this year, they will support recommendations from MHAC to top up approved grants from the Heritage Reserve Fund.

**Staff/Senior Planner- Heritage comments:**

Abraham Plunkett- Latimer advised he was contacted by Horst Wohlgemut of Central Presbyterian Church that the heritage plaques will be removed from the church building during construction to ensure they are not damaged. They will be reinstalled after the work has been completed.

Laura Waldie spoke about the revision of the strategic plan, Cambridge Connected, that was originally put into place in 2015. A meeting was held on March 10, 2021 with staff and advisory committee members, including Michelle Goodridge, Susan Brown and Amy Barnes from this committee. The discussions have been held to look at how the advisory committees can better engage the Community and work together to create a sense of place, maintain heritage and encourage a liveable community. It is hoped the recommendations gathered through this engagement can be brought to Council in May or June of this year.

Laura further noted that the Gore Fountain in Centennial Square is leaking and needs to
have the tub replaced and tiles repaired. There are no alterations required as it is a like for like repair, so there is no need for a report to MHAC. The City plans to begin the repairs by the beginning of April so that it is completed by the May long weekend.

**General Heritage Matters – Updates by Committee Members:**

Amy Barnes noted there are many interesting workshops and information sessions available at this time of year. Specifically she recommended Community Heritage Ontario that gave a free session giving an overview of changes through Bill 108. She will share links with the Committee after the meeting.

**Chair’s Comments:**

John Oldfield welcomed Laura Waldie back as Senior Planner- Heritage and noted the Committee members are happy to see her again. He further noted that if anyone has time to go see the scaffolding that has been erected around the Church at Queen’s Square, they should do so as the contractor’s have done an amazing job as they begin the replacement of roof tiles for this designated heritage building.

**Next Meeting**

Date & Time: April 15, 2021, 7:00 p.m.
Location: Virtually via Zoom

**Close of Meeting**

Moved by: Councillor Wolf
Seconded by: Nelson Cecilia

**THAT** the Municipal Heritage Advisory Committee meeting does now adjourn at 8:00 p.m.

CARRIED

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Chairperson
Amy Barnes

Recording Secretary
Karin Stieg-Drobig
Committee Members in Attendance: Councillor Adshade, Councillor Devine, Sheri-Lynn Roberts, Dan Lajoie, Erin Moerman, Scott Lindsay, Jaime Griffis, Joyce Haines, Nathan M. Packiya and Barb Chapman.

Members Regrets: Joyce Barlow

Staff Members in Attendance: Briar Allison, Council Committee Services Coordinator; Robyn Hyland, Inclusion Coordinator; Vanessa Lopak, Accessibility and Diversity Supervisor; and Shane Taylor, Landscape Architect.

Meeting Called to Order

The meeting of the Accessibility Advisory Committee of the Corporation of the City of Cambridge was held in virtually via zoom. Committee Chair Dan Lajoie welcomed everyone present and called the meeting to order at 1:02 p.m. and the meeting adjourned at 2:36 p.m.

Disclosure of Interest

There were no declarations of pecuniary interests / conflicts of interest.

Presentations

None

Delegations

None

Minutes of Previous Meeting

Moved by: Councillor Adshade

Seconded by: Joyce Haynes
THAT the minutes from the Accessibility Advisory Committee meeting held on February 22, 2021 be approved.

CARRIED

Agenda Items

1.1 Action Plan Status Update - Vanessa Lopak, Supervisor of Accessibility and Diversity Services

Using a PowerPoint presentation, Vanessa provided the committee with a status update.

1.2. Fountain Street Soccer Complex - Paul Willms, Sustainability Planner, Shane Taylor, Landscape Architect

Using a PowerPoint presentation, Shane along with Jon Joyce, Stephen Raffini and Larry Lippold presented the Fountain Street Soccer Complex to the committee.

1.3. Snow Removal Update – Dan Lajoie, Chair of Accessibility Advisory Committee, Sheri Roberts, Vice-Chair of Accessibility Advisory Committee

Dan provided the committee with an update on discussions that took place at the last subcommittee meeting and what is on the agenda for the next meeting in April. Sheri also provided best practices that other municipalities are implementing in regards to snow removal.

1.4. Staff Consultation/Capital Projects Update – Robyn Hyland, Inclusion Coordinator

Robyn provided an update on the sub-committee’s progress and next steps.

1.5. Public Health Update

This item was withdrawn as Public Heath staff were unable to attend.

Other Business

2.1 Joyce Barlow
Joyce shared an exercise that can provide relief to the eyes especially after hours of screen time.

2.2 Chair Report
None.

2.3 Councillor's Report
None.

2.4 Staff Report
None.

**Next Meeting**

Date & Time: Monday, April 26, 2021 1:00pm-3:00pm

Location: Zoom

**Close of Meeting**

Moved by: Councillor Devine

Seconded by: Scott Lindsay

THAT the Cambridge Accessibility Advisory Committee meeting of March 22, 2021 be adjourned at 2:36 pm.
To: COUNCIL

Meeting Date: 05/25/2021

Subject: Part Lot Control Exemption – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Highland Ridge West (Freure Homes)

Submitted By: Elaine Brunn-Shaw, Chief Planning MCIP, RPP

Prepared By: Rachel Greene, Senior Planner

Report No.: 21-144(CD)

File No.: PTLT01/21

Recommendations

THAT report 21-144(CD) Part Lot Control Exemption – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Highland Ridge West (Freure Homes) be received;

AND THAT the by-law attached to report 21-144(CD) be passed.

Executive Summary

Purpose

- The subject lots are located within the Highland Ridge West Phase 2 subdivision which received draft approval on September 10, 2015 with a minor modification in September 2019 to permit 89 single detached lots along with an open space block and stormwater block. Lots 1 – 13, 22 – 24, 39 – 61, 63 – 84, 86 – 89 on Registered Plan 58M-660 which have been approved through subdivision 30T-13102 registered on August 26, 2020.

- The plan of subdivision on the subject lots went through required development approvals process including an Official Plan Amendment, Zoning By-law Amendment, Draft Plan of Subdivision applications and a minor variance.

- The current application before Council is for exemption of part lot control to provide for access easements along the side yards for 60 of the residential dwellings as a result of minor variance A52/19 which permits reduced side yard setbacks subject to obtaining the easements.
Key Findings

- Part lot control has the effect of preventing the creation of easements in a registered plan of subdivision without approval of the municipality.

- The provisions in the Planning Act allow a municipality to pass a by-law to remove part lot control from all or any part of a registered plan of subdivision. This by-law has the effect of allowing the creation of easements over a portion of the subject lots without approval from the Committee of Adjustment through a severance application. The easements will facilitate the construction of 60 single detached dwellings with reduced side yards in the Highland Ridge West Subdivision for up to two years.

Financial Implications

- The planning application fee for part lot control exemption in the amount of $10,610 has been paid to the City to process this application.

- There are no additional financial impacts due to this application. Financial impacts have been addressed through the previous plan of subdivision.

Background

Part Lot Control General Information

Part lot control exemption is another method to grant easements over property in addition to being done through plans of subdivision and severances. Section 50(7) of the Planning Act allows a municipality to pass a by-law that excludes lands within a registered plan of subdivision from the Planning Act's part lot control regulations. This allows a land owner to establish maintenance or access easements through a Reference Plan. Exemption from part-lot control is appropriate when a number of land transactions are involved, but the resulting changes will not affect the nature or character of the subdivision or development.

Exemptions from part lot control are used in this instance for access easements along the interior side yards of single detached dwellings.

It is recommended that the approved part lot control exemption by-law be in place for two years. After that, the by-law expires and the part lot control regulations of the Planning Act come back into effect and no further easements can be created without a severance application.

If Council does not agree with staff’s recommendation to approve the part lot control application and pass the related by-law, the property could not proceed with
construction in accordance with minor variance application A52/19 permitting reduced side yard setbacks of 0.6 m (1.2 ft.) along one side of the detached dwelling. Alternatively, as of right, the applicant could proceed to develop the lots with single detached dwellings in accordance with the minimum required 1.2 m (4 ft.) side yard setbacks as outlined in the zoning by-law. The applicant could also apply for easements through the Committee of Adjustment for each individual lot for a total of 60 applications.

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 1.4 Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

This part lot control exemption establishes access easements to facilitate the construction of single detached dwellings, as was anticipated in accordance with previously approved planning applications.

Comments

The subject lands are located on Freure and Beauchamp Drives and include lots 1 – 13, 22 – 24, 39 – 61, 63 – 84, 86 – 89 on Registered Plan 58M-660.
The lots were created through the approval of the Highland Ridge West plan of subdivision (30T-13102) which was registered August 26, 2020, to permit 89 lots to accommodate single detached dwellings along with an open space and stormwater block.

In November 2019, the applicant received approval for minor variance A52/19 to permit the lots in Figure 2 below to reduce the interior side yard setback to 0.6 m (1.2 ft.) where a minimum of 1.2 m (4 ft.) is required by the Zoning By-law. The purpose of the variance was to provide greater design flexibility such as the inclusion of double car garages. The Committee of Adjustment approved the request subject to the condition that the applicant obtaining reciprocal access easements along the reduced side yards to ensure the future homeowners have the ability to adequately maintain their dwellings. A total of 60 of the lots in the subdivision require access easements to permit the construction of the single detached homes with a reduced side yard setback.
The application for part lot control exemption is consistent with the registered plan of subdivision and the approved minor variance.

If this application is approved, the part lot control exemption by-law is in place for two years. After that, the by-law expires and the part lot control regulations of the Planning Act come back into effect and no further easements can be created without a severance application.

**Existing Policy/By-Law**

Section 50(7) of the Planning Act allows a municipality to pass a by-law that excludes lands within a Registered Plan of Subdivision from the Planning Act 's Part Lot Control regulations. This allows a land owner to create easements over parts of lots within a registered plan of subdivision. Council approval of the by-law is required to allow the exemption from Part Lot Control for up to two years.

**Financial Impact**

- The planning application fee for part lot control exemption in the amount of $10,610 has been paid to the City to process the application.
• There are no additional financial impacts due to this application. Financial impacts have been addressed through the previous plan of subdivision.

Public Input

This application does not require public notification or public input. This report has been posted publicly as part of the report process.

Internal/External Consultation

The application was circulated to Building Services, Development Engineering Division, Legal Services and the Region of Waterloo. No comments or action items were raised in regard to the application.

Legal Services reviewed the Schedule A to the draft by-law and has confirmed the parts and accesses have been listed in accordance with the draft reference plan.

Conclusion

City of Cambridge Development Planning Staff recommends that Council pass the attached by-law to permit part lot control exemption on the subject lands (Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89 are lots on Registered Plan 58M-660) until May 25th, 2023. The application for exemption from part lot control meets the intent of the registered plan of subdivision and the approved minor variance. The application represents good planning and will result in the construction of 60 single detached dwellings in an existing plan of subdivision. The proposal is in alignment with the objectives of the strategic plan to promote the creation of vibrant neighbourhoods, as was anticipated in accordance with previously approved planning applications in the Highland Ridge West subdivision.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval
Name: Hardy Bromberg  
Title: Deputy City Manager, Community Development

City Manager Approval

Name: David Calder  
Title: City Manager

Attachments

- Appendix A – Reference Plan 58R-21096
- Appendix B – Draft By-law xxx-21
BY-LAW XXX-21

of the

CORPORATION OF THE CITY OF CAMBRIDGE

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) – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Registered Plan No. 58M-660 (Highland Ridge West).

WHEREAS subsection 50(7) of the Planning Act R.S.O. 1990, c. P.13, as amended, provides that a municipal Council may by by-law provide that subsection 50(5) of the Planning Act R.S.O. 1990, c. P.13, as amended, (Part Lot Control) does not apply to land within plans or parts of plans designated in the by-law and that when the by-law is approved by the appropriate approval authority, subsection 50(5) ceases to apply to the lands therein described:

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:


2. THAT this by-law shall be restricted in its application only to create easements as cited in accordance with Reference Plan No. 58R-21096 and Schedule ‘A’ attached hereto;

3. THAT this by-law shall remain in force and effect for a period of two (2) years from the date of its passing and shall expire on May 25th, 2023;

4. THAT it is Acknowledged and Directed that the office of the City Solicitor or designate be authorized to register electronically this by-law pursuant to subsection 50(28) of the Planning Act on the title to the lands described herein; and,

5. THAT this By-law shall come into full force on the day it is passed.

PASSED AND ENACTED this _____ day of _______, 20__. 
Schedule ‘A’ to By-law No. XXX-21

Lots 1 – 13, 22-24, 39 – 61, 63 – 84, 86 – 89, Registered Plan 58M-660

Parts 1 to 65

Parts and Proposed Easements

<table>
<thead>
<tr>
<th>Lot</th>
<th>Parts and Proposed Easements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Subject to an access easement over Part 1 in favour of Lot 2 Together with an access easement over Part 2</td>
</tr>
<tr>
<td>2</td>
<td>Subject to an access easement over Part 2 in favour of Lot 1 Together with an access easement over Part 1</td>
</tr>
<tr>
<td>3</td>
<td>Subject to an access easement over Part 3 in favour of Lot 4</td>
</tr>
<tr>
<td>4</td>
<td>Subject to an access easement over Part 4 in favour of Lot 5</td>
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<tr>
<td>5</td>
<td>Subject to an access easement over Part 5 in favour of Lot 6</td>
</tr>
<tr>
<td>6</td>
<td>Subject to an access easement over Part 6 in favour of Lot 7 Together with an access easement over Part 7</td>
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<tr>
<td>7</td>
<td>Subject to an access easement over Part 7 in favour of Lot 6 Together with an access easement over Part 6</td>
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<td>8</td>
<td>Subject to an access easement over Part 8 in favour of Lot 9 Together with an access easement over Part 9</td>
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<tr>
<td>9</td>
<td>Subject to an access easement over Part 9 in favour of Lot 8 Together with an access easement over Part 8</td>
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<tr>
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<td>Subject to an access easement over Part 11 in favour of Lot 10 Together with an access easement over Part 10</td>
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<tr>
<td>12</td>
<td>Subject to an access easement over Part 12 in favour of Lot 13 Together with an access easement over Part 13</td>
</tr>
<tr>
<td>13</td>
<td>Subject to an access easement over Part 13 in favour of Lot 12 Together with an access easement over Part 12</td>
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<td>22</td>
<td>Subject to an access easement over Part 14 in favour of Lot 23</td>
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<tr>
<td>23</td>
<td>Subject to an access easement over Parts 15 &amp; 16 in favour of Lot 24 Together with an access easement over Part 14</td>
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<tr>
<td>24</td>
<td>Together with an access easement over Parts 15 &amp; 16</td>
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<td>39</td>
<td>Subject to an access easement over Part 17 in favour of Lot 40 Together with an access easement over Part 18</td>
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<td>Subject to an access easement over Part 18 in favour of Lot 39 Together with an access easement over Part 17</td>
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<td>41</td>
<td>Subject to an access easement over Part 19 in favour of Lot 42 Together with an access easement over Part 20</td>
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<td>Description</td>
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| 42 | Subject to an access easement over Part 20 in favour of Lot 41  
Together with an access easement over Part 19 |
| 43 | Subject to an access easement over Part 21 in favour of Lot 44  
Together with an access easement over Part 22 |
| 44 | Subject to an access easement over Part 22 in favour of Lot 43  
Together with an access easement over Part 21 |
| 45 | Subject to an access easement over Part 23 in favour of Lot 46  
Together with an access easement over Part 24 |
| 46 | Subject to an access easement over Part 24 in favour of Lot 45  
Together with an access easement over Part 23 |
| 47 | Subject to an access easement over Part 25 in favour of Lot 48  
Together with an access easement over Part 26 |
| 48 | Subject to an access easement over Part 26 in favour of Lot 47  
Together with an access easement over Part 25 |
| 49 | Subject to an access easement over Part 27 in favour of Lot 50  
Together with an access easement over Part 28 |
| 50 | Subject to an access easement over Part 28 in favour of Lot 49  
Together with an access easement over Part 27 |
| 51 | Subject to an access easement over Part 29 in favour of Lot 52  
Together with an access easement over Part 30 |
| 52 | Subject to an access easement over Part 30 in favour of Lot 51  
Together with an access easement over Part 29 |
| 53 | Subject to an access easement over Part 31 in favour of Lot 54  
Together with an access easement over Part 32 |
| 54 | Subject to an access easement over Part 32 in favour of Lot 53  
Together with an access easement over Part 31 |
| 55 | Subject to an access easement over Part 33 in favour of Lot 56  
Together with an access easement over Part 34 |
| 56 | Subject to an access easement over Part 34 in favour of Lot 55  
Together with an access easement over Part 33 |
| 57 | Subject to an access easement over Part 35 in favour of Lot 58  
Together with an access easement over Part 36 |
| 58 | Subject to an access easement over Part 36 in favour of Lot 57  
Together with an access easement over Part 35 |
| 59 | Subject to an access easement over Part 37 in favour of Lot 60 |
| 60 | Subject to an access easement over Part 38 in favour of Lot 61  
Together with an access easement over Part 39 |
| 61 | Subject to an access easement over Part 39 in favour of Lot 60  
Together with an access easement over Part 38 |
| 63 | Subject to an access easement over Part 40 in favour of Lot 64  
Together with an access easement over Part 41 |
| 64 | Subject to an access easement over Part 41 in favour of Lot 63  
Together with an access easement over Part 40 |
<table>
<thead>
<tr>
<th>Lot</th>
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| 65  | Subject to an access easement over Part 42 in favour of Lot 66  
Together with an access easement over Part 43 |
| 66  | Subject to an access easement over Part 43 in favour of Lot 65  
Together with an access easement over Part 42 |
| 67  | Subject to an access easement over Part 44 in favour of Lot 68  
Together with an access easement over Part 45 |
| 68  | Subject to an access easement over Part 45 in favour of Lot 67  
Together with an access easement over Part 44 |
| 69  | Subject to an access easement over Part 46 in favour of Lot 70  
Together with an access easement over Part 47 |
| 70  | Subject to an access easement over Part 47 in favour of Lot 69  
Together with an access easement over Part 46 |
| 71  | Subject to an access easement over Part 48 in favour of Lot 72  
Together with an access easement over Part 49 |
| 72  | Subject to an access easement over Part 49 in favour of Lot 71  
Together with an access easement over Part 48 |
| 73  | Subject to an access easement over Part 50 in favour of Lot 74  
Together with an access easement over Part 51 |
| 74  | Subject to an access easement over Part 51 in favour of Lot 73  
Together with an access easement over Part 50 |
| 75  | Subject to an access easement over Part 52 in favour of Lot 76  
Together with an access easement over Part 53 |
| 76  | Subject to an access easement over Part 53 in favour of Lot 75  
Together with an access easement over Part 52 |
| 77  | Subject to an access easement over Part 54 in favour of Lot 78  
Together with an access easement over Part 55 |
| 78  | Subject to an access easement over Part 55 in favour of Lot 77  
Together with an access easement over Part 54 |
| 79  | Subject to an access easement over Part 56 in favour of Lot 80  
Together with an access easement over Part 57 |
| 80  | Subject to an access easement over Part 57 in favour of Lot 79  
Together with an access easement over Part 56 |
| 81  | Subject to an access easement over Part 58 in favour of Lot 82  
Together with an access easement over Part 59 |
| 82  | Subject to an access easement over Part 59 in favour of Lot 81  
Together with an access easement over Part 58 |
| 83  | Subject to an access easement over Part 60 in favour of Lot 84  
Together with an access easement over Part 61 |
| 84  | Subject to an access easement over Part 61 in favour of Lot 83  
Together with an access easement over Part 60 |
| 86  | Subject to an access easement over Part 62 in favour of Lot 87  
Together with an access easement over Part 63 |
<p>| 87  | Subject to an access easement over Part 63 in favour of Lot 86 |</p>
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To: COUNCIL

Meeting Date: 05/18/21

Subject: Request to Alter a Part V Designated Property – 29 Main Street

Submitted By: Elaine Brunn Shaw, Chief Planner

Prepared By: Chelsey Tyers, BES, MCIP, RPP, Cultural Heritage Specialist, WSP Canada Inc.

Report No.: 21-093(CD)

File No.: R01.02.03

Recommendations

THAT Report 21-093 (CD) – Request to Alter a Part V Designated Property – 29 Main Street– be received for information;

AND THAT Council approve the request to alter the Part V Designated Property, municipally known as 29 Main Street, that consists of construction of an enclosure on the second storey level at the back of the property substantially in accordance with the plans attached to Report 21-093 (CD).

Executive Summary

Purpose

- The property located at 29 Main Street is designated under Part V of the Ontario Heritage Act as part of the Main Street Heritage Conservation District (HCD).

- The property owner is requesting permission to construct an enclosure above the first storey at the back of the property abutting Imperial Lane to accommodate a fire escape.

- In accordance with the Ontario Heritage Act, the notice of receipt for the current application to alter 29 Main Street was issued on March 17, 2021. Council has 90 days to make a decision on whether or not to approve the application, approve the application with conditions or to provide notice that Council is refusing the application. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on June 15, 2021.
Key Findings

- The proposed construction of a new fire escape enclosure is consistent with the Main Street HCD guidelines.

Financial Implications

- The applicant has applied for funding for the renovations under the Building Revitalization Program and has been approved for a funding amount of $30,000.

Background

The subject property is designated under Part V of the Ontario Heritage Act as part of the Main Street Heritage Conservation District (HCD) (Attachment 1). The three-storey building is part of the Granite Block constructed between 1851 and 1862 in the classical revival style (Figure 1, Images 1).

The property owner has submitted a building permit to construct a small enclosure on the second storey level at the back of the building abutting Imperial Lane for an internal fire escape (Attachment 2). Currently there is a small structure on the second storey level, but this does not satisfy current Ontario Building and Fire Code requirements and will be removed.

The enclosed fire escape structure will be one-storey in height and located on the second-floor level at the back of the building. The front portion of the building is three-
storeys tall and the rear portion is one-storey tall. The building is also attached to adjacent buildings; therefore, the structure will not be visible from Main Street, but it will be visible from Imperial Lane. The original design of the proposed enclosure was for a fully glass structure. However, heritage planning staff worked with the applicant and building staff to find a more appropriate material for the Main Street HCD. The revised design includes fibre cement siding in a board and batten pattern. Fibre cement siding was chosen instead of wood board and batten to satisfy the low combustion rate required by the Ontario Building and Fire Codes, but it will replicate the look of board and batten. There will also be windows along the east side of the enclosure to provide light to the stairwell in the fire escape. A Heritage Impact Assessment was not required for the proposed alterations given that the new enclosed fire escape is required to bring the building up to the Ontario Building Code requirements.

In addition to the proposed enclosed fire escape, the building permit application also includes internal renovations, which are not subject to review under the Ontario Heritage Act for the Main Street HCD, and replacement of all the windows. The Municipal Heritage Advisory Committee (MHAC) reviewed the request to replace the windows in March 2019 and recommended that Council approve the alteration. The alteration was approved by Council on March 19, 2019. The MHAC also approved a $2500 grant under the Designated Heritage Property Grant Program at their meeting on March 18, 2021.

The MHAC reviewed the current application for the enclosed fire escape at their meeting on April 15, 2021 and approved Staff’s recommendations.

In accordance with the Ontario Heritage Act, the notice of receipt for the current application to alter 29 Main Street was issued on March 17, 2021. Council has 90 days to make a decision on whether or not to approve the application, approve the application with conditions or to provide notice that Council is refusing the application. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on June 15, 2021.

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 #3 - Arts, Culture, Heritage and Architecture

Objective 3.2 Conserve and make positive contributions to our heritage districts and buildings throughout the community.
The City encourages sympathetic alterations of designated heritage properties to satisfy current Ontario Building and Fire Codes to ensure our built heritage is actively used and to create attractive, viable neighbourhoods.

**Comments**

The property at 29 Main Street has an existing enclosure on the second storey at the back of the building that is clad in asphalt shingles with a rectangular window opening on the east side. The applicants are proposing a new, larger enclosure for the fire escape to satisfy current Ontario Building and Fire Code Regulations. The new enclosure will service the second and third floor residential units (See Attachment 2).

The main recommendations in the Main Street Heritage Conservation District (HCD) Plan are to conserve the historic building stock, strengthen economic viability of the building stock, rehabilitate the upper floor apartments and offices and to foster excellence in building restoration work. Section 5.1.ii states that, “The rear facades…are a haphazard mixture of old and new buildings with little overall aesthetic appeal. Conservation and upgrading of the rear facade is however important in order to upgrade the economic viability of the block as a whole. It is not the intent to develop a wholly historic appearance to the rear facade but to encourage simply good and attractive design that blends the old and the new.” The conservation policy for the Granite block “is to retain and restore the historic fabric of the building.” Section 5.2 of the Main Street HCD Plan provides guidelines for new buildings within the district. This section recognizes that the rear of the block, along Imperial Lane, will be developed using modern construction techniques and that access to the upper floors will be mainly from the south side of the buildings. New buildings or additions should not seek to look old, but rather should complement the historic building character in its scale, texture, size and proportions.

The proposed enclosure for the fire escape will support the recommendations of the Main Street HCD. The new enclosure will have a minimal impact on the fabric of the building given it will only be attached to a small portion of the original fabric. Inside the enclosure, the metal door will be removed, but the stone construction will remain. Also in keeping with the Main Street HCD guidelines, the new enclosure is of a vernacular style using traditional looking materials in a simple design. Wood board and batten is not an appropriate material given the need for material with a low combustion rate. Fibre cement boards will provide the traditional look while satisfying current regulations. The windows on the enclosure will also reflect a similar shape and size to the window openings on the upper floors of the rear elevation. Finally, the Main Street HCD Plan recommends quiet, natural colours. A sample picture on the building plans (See A350, Attachment 1) shows a muted blue which is an appropriate choice for the district. Alternatively, many paint companies publish a range of historical paint colours and a choice from a mid-nineteenth century paint palette would also be appropriate.
The proposed enclosure is also consistent with the Ministry of Heritage, Sport, Tourism and Culture Industries’ (MHSTCI) Eight Guiding Principles in the Conservation of Historic Properties that recommend new works be distinguishable from old. The enclosure is clearly distinct from the original structure, but is compatible in its massing, placement and material choice.

If Council does not accept the recommendation in this report, the proposed alteration would not be permitted. If Council refuses the application or permits the application with terms and conditions, the property owner may appeal to the Local Planning Appeal Tribunal within 30 days after the owner receives notice of Council’s decision.

**Existing Policy/By-Law**

The Main Street Heritage Conservation District Plan identifies guidelines for appropriate alterations within the HCD. Attachment 1 provides relevant excerpts from the Plan.

The 2012 Cambridge Official Plan identifies policies in Chapter 4 that support the conservation and restoration of built heritage resources.

Section 42 of the Ontario Heritage Act identifies the process for altering a Part V designated property. The Ontario Heritage Act requires that within 90 days after the notice of receipt is served on the applicant, Council may give the permit applied for, give the permit applied for with conditions or provide notice that Council is refusing the application. The notice of receipt for the subject application was issued on March 17, 2021. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on June 15, 2021.

Section 4.2. of the Main Street Urban Design Guidelines provide the City with architectural guidelines and standards that guide heritage preservation.

**Financial Impact**

The applicant has applied for funding for the renovations under the Building Revitalization Program and has been approved for a funding amount of $30,000.

**Public Input**

The Municipal Heritage Advisory Committee meetings are open to the public. The report is posted publicly as part of the agenda process.

**Internal/External Consultation**

Heritage planning staff consulted with building staff to ensure Ontario Building and Fire Codes are satisfied.
The Municipal Heritage Advisory Committee (MHAC) reviewed the application at their meeting on April 15, 2021. The MHAC recommended that Council approve the request to construct a new enclosed fire escape at 29 Main Street.

**Conclusion**

Given that the proposed fire escape enclosure is consistent with the Main Street Heritage Conservation District (HCD) Plan and the MHSTCI’s Eight Guiding Principles in the Conservation of Historic Properties, there will be no adverse impacts to the Main Street HCD. Based on the above analysis, it is recommended that the application for the fire escape enclosure as outlined in this report and the building permit plans, be recommended for approval to City Council. This proposal aligns with the City’s strategic plan and the HCD by proposing a sympathetic alteration satisfying current Ontario Building and Fire Codes.

This application aligns with the City’s Strategic Plan which encourages sympathetic alterations designated heritage properties to celebrate our built heritage and create attractive, viable neighbourhoods.

**Signature**

**Division Approval**

Reviewed by Legal Services

Name: Elaine Brunn Shaw
Title: Chief Planner

**Departmental Approval**

Name: Hardy Bromberg
Title: Deputy City Manager

**City Manager Approval**

Name: David Calder
Title: City Manager
Attachments

Attachment 1    Relevant Excerpts from the Main Street HCD Plan
Attachment 2    Building Permit Plans for 29 Main Street
Cambridge (Galt)

a heritage conservation district plan

prepared by Nicholas Hill - architect planner - London
A

HERITAGE CONSERVATION DISTRICT PLAN

for the

CITY OF CAMBRIDGE (GALT)

prepared by

NICHOLAS HILL, ARCHITECT PLANNER

733 Waterloo St., London

September 1984

in association with

JEAN MONTEITH PLANNING CONSULTANTS
To the Residents of the Heritage Conservation District:

I welcome and appreciate your participation in the Heritage Conservation District Plan for Main Street in the City of Cambridge (Calt).

Main Street is a special place in our city as both a business centre and an historic area. The continued prosperity and well-being of both, I believe, is necessary. This plan recognizes those attributes and is a guideline for economic growth and conservation of the historic building stock.

I take pride as your mayor, in joining with you to accomplish the worthwhile task ahead.

Sincerely,

Mayor of City of Cambridge
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW NUMBER _________

The Council of the Corporation of the City of Cambridge hereby passes as follows:

1. A Heritage Conservation District Plan for Main Street in the City of Cambridge, being the attached text, is hereby adopted.

2. This By-Law shall not come into force until approved by the Ontario Municipal Board.

Enacted and passed this .......... day of ............, A.D., 1984.

.......................................................... ..........................................................

MAYOR CLERK

Certified that the above is a true copy of By-Law No. ...... as enacted and passed by Council of the Corporation of the City of Cambridge on the ...... day of ................. 1984.

..........................................................

CLERK
This Heritage Conservation District Plan was prepared with the guidance of the following:

Steering Committee Members:  Ald. Ted Fairless (L.A.C.A.C.)
                                    David Smart (L.A.C.A.C.)
                                    Margaret Goodbody (L.A.C.A.C.)
                                    Stuart Summerhayes (L.A.C.A.C.)
                                    Don Macintosh (Main Street Program)
                                    Mats Flemstrom (Planning Department)
                                    Sally Thorsen (Chairperson)
                                    David Cuming (Ministry of Citizenship & Culture)

Property Owners and Tenants of the District
Local Architectural Conservation Advisory Committee
Rudolf Kuret - chairman of the Cambridge B.I.A.
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SECTION 1 - INTRODUCTION

The following text and map, noted as Schedule A, shall constitute the Heritage Conservation District Plan for Main Street in the City of Cambridge (Galt).

The policies in this Heritage Conservation District Plan are intended to operate within those already established in the official plan for the City of Cambridge. It is not the intention of this plan to alter the major policy directions of the official plan but to reinforce and refine the basic planning policies as they pertain to the Heritage Conservation District, designated under the Ontario Heritage Act. The limits of this plan are co-incident with the boundaries shown on Schedule A, and designated as a Heritage Conservation District by the City of Cambridge.

The Heritage Conservation District is located in the heart of the city of Galt and bounded by Main Street, Ainslie Street, Imperial Lane and Water Street. The district is distinguished by a block of commercial buildings that collectively form one of the outstanding historic streetscapes in Ontario. While the block exudes visual unity and strength there is a rich variety of architectural style and building age from the masculine stone Granite Block of 1862 to the flamboyant High Victorian Osborne Building of 1895. It is this subtle variation of detail and style within the discipline of the streetscape as a whole that makes the district worthy of long term conservation and enhancement.

The plan that follows is not an end in itself but one step of many to follow to secure the long term conservation of the subject district and others to follow. The plan is modest in ambition. It does not allude to grand new ideas but reaffirms that what exists is of architectural and historical value, and will be conserved by many small steps and activities with a full and profitable use of the building stock.

The main recommendations of the plan may be summarized as follows:

- to conserve the historic building stock;
- to strengthen the economic viability of the building stock;
- to rehabilitate the upper floors for apartments and offices;
- to obtain financial assistance for property owners who renovate;
- to foster excellence in building restoration work.
SECTION 5 - BUILDING PLAN

5.1 CONSERVATION OF THE HERITAGE BUILDING STOCK

i Introduction

This subsection is one of the most important parts of the plan. It addresses the subject of conserving and restoring the heritage building stock in the district. The guidelines that follow are guidelines only and, as proposals are developed for restoring properties, further detailed research and analysis is advised. However this subsection does provide a basis of the features to consider and the recommendations to follow.

The subject block is one of the most significant architectural compositions in the City of Cambridge. Its central location in the downtown, comparatively large size and architectural presence provides it with an unparalleled stature of architectural and historical importance. The block, above all, typifies the building history and character of Galt, with a visual unity and integrity in the streetscape and a diversity of architectural style and detail. The front and side elevations possess the finest building composition while the rear elevation is an assembly of old and new structures of varying heights, forms and shapes.

ii Conservation

The heritage building stock in the district may be divided into two areas – the upper facades and the lower facades. The upper facades display a remarkable uniformity of scale, composition and authenticity and the general conservation approach has been to preserve the original fabric and restore missing features. The lower facades which are the store fronts and sign fascias have undergone a very considerable change and most are now of a modern design. It is not the intent of this plan to turn the clock back 100 years and have period store fronts. Most store fronts are neat and crisp and provide good window display. However, the area of low design quality and incompatibility with the historic character of the district is the sign fascia. Most original sign fascias have been removed and replaced by bland austere fascias upon which is mounted the lettering case. The clash with the richly decorative facades above is unattractive. It is advised that the traditional sign fascia with overhead projecting cornice be reinstated. This would provide an effective border between the old upper and the new lower facades.
Buchanan Block 1894
2nd. Osborne Block 1895
1st. Osborne Block 1856
Young Block 1878
Granite Block 1851 - 62

one of Ontario's finest historic streetscapes
The rear facades were considered the most unsightly aspect of the district. They are a haphazard mixture of old and new buildings with little overall aesthetic appeal. Conservation and upgrading of the rear facade is however important in order to upgrade the economic viability of the block as a whole. It is not the intent to develop a wholly historic appearance to the rear facade but to encourage simply good and attractive design that blends the old and the new.

Conservation of the architectural heritage of the block may be exercised most conveniently by a consideration of each of the five buildings that make up the block. Each building was constructed at a different time and according to the popular style of the time, but collectively they comprise a harmonious composition in the streetscape.

The Granite Block

This classical revival pre-confederation section of Main Street, known as the Granite Block is arguably the most significant building in downtown Galt. Professor Gordon Couling has written that "The south side of Main Street in Galt, with its continuous distinguished stone facades, is an impressive example of the well designed unity of the nineteenth century Ontario business street". It identifies Galt as the granite city. In addition, the history of mercantile Galt can be traced back to this location as it was the site of Absalom Shade's White store. The oldest portion of the Granite Block (#39) dates from 1851 having survived one of Galt's major fires. The remainder was rebuilt after the fire in 1862.

The architectural composition of the Granite Block is one of clarity and fine proportions. The block is mainly three storeys high but with one higher four storey section. The wall material is granite and the windows, that are similar in size and proportion, form two continuous lines at second and third floors. The top line of windows at the fourth floor are arched. There is a slight variation in the treatment of the window lintels, roof cornices and wood detailing across the facade. The whole composition however is of fine visual unity and repose. The rear of the block comprises a series of stone facades of varying set back and height with new and old alterations.
The conservation policy is to retain and restore the historic fabric of the building, most of which is intact. Restoration should include the re-instatement of the original proportioned windows which have been replaced, the rebuilding of cornices and fascias to the original design and the repairing, sealing and painting of all woodwork.

The James Young Building

The James Young Building, though built only seventeen years after its neighbour, the Granite Block, shows the change in taste of early Victorian builders from Classical Revival to Italianate. This change occurred in the late 1840’s through to the 1850’s and resulted in the Honourable James Young choosing Italianate in 1878-79 for his new building in Galt. Employing brick rather than stone, it was probably considered quite "modern" at the time.

The building continues the heights and architectural composition of the Granite Block but exudes a more decorative and varied style of round arched second floor windows, elliptical arched upper windows, projecting brick piers and banding and elaborate keystones. The whole appearance is more feminine and fancy than the solid masculinity of the Granite Block. The rear of the Young building comprises an original three storey brick facade with a series of like-sized vertical sash windows at the second and third floors with a series of newer additions at first floor.

The conservation policy is to retain and restore the historic fabric of the building, most of which is intact. Restoration should include the cleaning of the brick by water treatment, the rebuilding of the original cornice and the repair, seal and repainting of all wood window frames and sash.

First Osborne Building

The first Osborne building is one of the oldest buildings in the block, and like the Granite Block is built of granite in the Classical Revival style. Its completion is recorded in the Dumfries Reformer on October 29, 1856 and refers to a three storey stone building. The architectural composition and proportions follow closely those of the Granite Block with two rows of vertical sash windows at the second and third storeys surmounted by a projecting roof wood frieze. The rear of the building comprises a stone
wing that fronts to the property line. The side elevations are largely devoid of windows. The back elevation has a number of fire escape doors and windows.

The conservation policy is to retain and restore the historic fabric of the building, most of which is intact. Restoration should include the cleaning off of paint from the stone lintels and banding and the repair, sealing and repainting of the wood window frames and sash, cornices, fascias and brackets. Further research should be carried out to determine the correct window glazing bar proportions.

Second Osborne Building

The second Osborne Building was built by the Osborne family in 1895 and is a good example of High Victorian eclectic styling. It has a random combination of picturesque features including oriel windows, Moorish balcony, parapets and details. The main material on the front elevation is stone while on the side and rear elevations it is brick. The front elevation comprises essentially three bays of which the two side bays with oriel windows enclose the centre open Moorish balcony with Romanesque columns. Although only three storeys in height its vertical proportions and peaked roof elevate it to a very much higher position than the neighbouring first Osborne Classical Revival building. The rear of the building is brick with six windows at each of the second and third storeys and a projecting wing at first floor of the same period.

The conservation policy is to retain and restore the existing historic fabric of the building, most of which is intact. Restoration should include the rehabilitation of the Moorish balcony and repair, sealing and repainting of all woodwork including the soffits, fascias, bay windows, balcony and window frames and sashes.

The Buchanan Building

This red brick three storey building of 1894 was designed by Toronto architect Mr. King in the Romanesque Revival style. The building front is in three bays with a heavy modulated brickwork resembling stone detailing rather than brick. The side bays comprise a large rectangular picture frame window at second floor with two round arched windows flanked by pairs of Ionic columns at the third floor. The centre bay is more restrained in its design comprising three vertical sash windows at the second and third floors with
round attic windows above. It is interesting to note that in 1889 when Mr. Buchanan was considering building he is reported as thinking of putting up a building with a granite stone front.

The rear of the building comprises a projecting two storey wing with various further additions of varying shapes and materials. The original structure is of the same red brick with vertical sash windows.

The conservation policy is to retain and restore the existing historic fabric of the building, most of which is intact. Restoration should include the repair, sealing and cleaning of the metal cornice and banding, window frames and sash, and iron beams. Broken glass in the windows should be repaired, and the large second floor east bay window should be restored to its original design and proportion. The sandstone window sills require repair where deteriorated.

5.2 GUIDELINES FOR NEW BUILDING

A major objective of this plan is to upgrade the economic viability of the block. While the front and side elevations are planned to be conserved in their original and historic state it is proposed that the rear of the block will be developed using modern construction techniques. At present the rear of the block is in an unkempt state of use and appearance and this is also considered detrimental to revitalizing the use of the upper floors for offices and apartments. As access is limited to the upper floors from Main Street it is expected that access will be mainly from the back or south side. The intent of this section is to ensure that new building complements the historic character of the block. This does not inter that new building should look old but rather that the intrinsic scale, texture, size and proportions of the district should be strengthened and enhanced by new building. The guidelines that follow therefore are meant to sensitize and assist the owner, architect and builder in recognizing and understanding the context in which he or she is building. As those interviewed said in the research, Main Street is a special place with a special set of requirements. New building must respond to this special circumstance - a circumstance that includes one of the finest late nineteenth century streetscapes in Ontario.
Objective

The objective is to encourage new building and renovations at the rear of the district block which are compatible with the character of the district and the specific building.

Policies

- **Style**: a vernacular style of building using traditional building material should be encouraged.
- **Height**: the building height should compliment the average building height of the district.
- **Proportions**: the proportions of the building facade, windows and door openings should be based on good design principles in keeping with the district as a whole.
- **Site Location**: the building should be located in a manner that reinforces the building composition of the streetscape.
- **Materials**: the predominant exterior building material should be brick and stone.
- **Texture**: textured surfaces that compliment the human scale of the district such as wood and brick are encouraged as opposed to the metals and plastics.
- **Colour**: quiet natural colours of the period are encouraged as opposed to brash conspicuous colours.
- **Details**: period details including cornices, lintels, arches, quoins, brackets and fascias are encouraged.
- **Scale**: building of a suitable scale is encouraged that compliments the scale of the historic street.
EXIST. PARTY WALL

NEW ROOF - STAIR ENCLOSURE 1HR
- FIBER-CEMENT SHINGLES (ENVIROSHINGLE)
- ROOF UNDERLAYMENT
- SELF ADH. MEMBRANE
- 5/8 TYPE X GYPSUM SHEATHING
- INSULATION Baffle
- 2X6 ROOF RAFTERS WITH
  5.5" GLASS FIBER INSULATION BETW. RAFTERS
- 1 1/2" SEMI-RIGID INSULATION - TAPE ALL JOINTS
- 5/8" TYPE X INTERIOR GYPSUM WALL BOARD

EXISTING STONE WALL

NEW EXTERIOR WALL
EW-1:
- FIBER-CEMENT EXTERIOR SIDING (TEXTURED LAP SIDING - HARDIE PLANK)
- 5/8 TYPE X GYPSUM SHEATHING
- 2X6 WOOD FRAMING, MAX 24" O.C. W/TWO TOP PLATES
- 5.5" GLASS FIBER BATT INSULATION BETW. STUDS
- 5/8" TYPE X GYPSUM WALL BOARD

ELEVATION OF THE GLASS ENCLOSURE

3D VIEW OF THE GLASS ENCLOSURE

SECTION AT STAIR ENCLOSURE

STAIR SECTION

INTERIOR ALTERATIONS

INTERIOR ALTERATIONS

29 MAIN STREET
CAMBRIDGE ON

MATERIAL SELECTION FOR STAIR ENCLOSURE
- FIBER CEMENT BOARD AND BATTEN SIDING

EXISTING STONE WALL

NEW WALL TO BE ALIGNED WITH THE EXISTING WALL BELOW

LEVEL 1

LEVEL 2

LEVEL 3

LEVEL 3 T/O PLATE

FIBER CEMENT PANELS

DECORATIVE SMOOTH FIBER CEMENT PANELS
To: COUNCIL  
Meeting Date: 05/18/21  
Subject: Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute)  
Submitted By: Elaine Brunn Shaw, Chief Planner  
Prepared By: Chelsey Tyers, BES, MCIP, RPP, Cultural Heritage Specialist, WSP Canada Inc.  
Report No.: 21-098(CD)  
File No.: R01.01.20

Recommendations

THAT Report 21-098 (CD) – Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute) – be received for information;

AND THAT Council approve the request to alter the Part IV Designated Property, municipally known as 200 Water Street North by replacing the windows on the south and east elevation of the Tassie Hall substantially in accordance with the information attached to Report 21-098(CD);

AND FURTHER THAT Council require a sample of the window for the south elevation of Tassie Hall be provided to the satisfaction of the Chief Planner prior to the manufacturing of the replacement windows.

Executive Summary

Purpose

- The property located at 200 Water Street North (previously addressed as 210 Water Street North) is designated under Part IV of the Ontario Heritage Act by By-law 16-83.

- The property owner is requesting permission to replace the windows on the south and east elevations of the Tassie Hall.
Key Findings

- Given the condition of the windows, the desire for operable windows and the existing aluminum windows on the building, replacement of the windows on the Tassie Hall is considered appropriate.

Financial Implications

- All costs will be the responsibility of the owner.

Background

The subject property is designated under Part IV of the Ontario Heritage Act by By-law 16-83 (Attachment 1). The Galt Collegiate Institute, originally known as the Galt Grammar School was founded in 1852 by Michael C. Howe as a private school for boys. (Figure 1, Images 1). The oldest portion of the building was constructed in 1854, and additions of limestone were made in 1859, 1874, 1905 and 1923. Tassie Hall comprises the 1923 addition and reflects a Scottish Baronial style with architectural features such as crow step gables, crenellation and buttresses.

Figure 1: Location Map

The property owner has submitted a Building Permit to replace windows on the south and east elevations of Tassie Hall, the southmost portion of the building (See Building Permit Plans in Attachment 2). The large windows on the south side of Tassie Hall were covered on the exterior and interior in the 1960s and have remained so until present. The interior of one of the windows has been revealed and the original steel frame
window is present (See Photos provided by the applicant in Attachment 3). The applicant is seeking to replace the windows on the south and east elevations of Tassie Hall with aluminum frame windows.

**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 #3 - Arts, Culture, Heritage and Architecture

Objective 3.2 Conserve and make positive contributions to our heritage districts and buildings throughout the community.

The City encourages sympathetic alterations designated heritage properties to celebrate our built heritage and create attractive, viable neighbourhoods.

**Comments**

The windows on the south elevation of Tassie Hall have been covered both on the exterior and interior of the building since the 1960s. The other windows on the east elevation of Tassie Hall do not appear to be original windows. To provide additional light into Tassie Hall, the applicant is seeking to install new windows in these openings.

In 2004, permission was granted by Council to replace all windows on the rear elevations (river side) with aluminum windows. None of the original wood windows were present along the rear elevation. The report to MHAC for this application (RMHAC 19-04) noted the proposed aluminum windows would match the size and design of those in place at the time. The report does not note when the aluminum windows in place at the time were replaced. A review of the exterior of the Galt Collegiate Institute suggests most if not all of the other windows on the building are now aluminum framed.

Only one of the windows on the south elevation of Tassie Hall has been revealed from the interior. It appears to be an original window to Tassie Hall which was constructed in 1923. The condition of all three windows on this elevation are presumed to be similar. The glass panes and steel appear to be in good condition, but the drywall was attached to the wood window frames directly as evident by the multiple nail holes in the wood frames. Additionally, there is a visible crack in one of the vertical members as well as some holes to accommodate an electrical plug. These windows cannot be opened and do not appear to have been designed to be opened. Given the drywall was adhered directly to the wood frames on the interior, the wood board covering the exterior part of the window may have similarly been adhered directly to the wood frame.
The applicant considered retaining the original windows and including a storm window for additional efficiency, but the condition of the wood frames was a concern and installing new units would provide operable units. The proposed windows will match the window pattern of the existing windows with thicker aluminum framing to imitate the wood frame and thinner aluminum to replicate the steel muntins on the original windows. While the original frames have yellow and clear glass in a seemingly random pattern, the proposed window will be all clear glass. The reasoning for the yellow glass on the existing windows is unknown.

The two larger windows on the east elevation do not appear to be early or original, and most of the smaller windows are boarded up. There are no concerns with replacement of these windows with similar aluminum frame windows.

If Council does not accept the recommendations in this report the applicant will not be permitted to make the proposed changes. The applicant may request a hearing before the Conservation Review Board to review the decision.

Existing Policy/By-Law

200 Water Street North is designated under Part IV of the Ontario Heritage Act by By-law 16-83. The reasons for designation in the by-law do not specifically identify the windows, but the by-law implies that the whole building except the 1963, and later additions are included in the by-law.

The 2012 Cambridge Official Plan identifies policies in Chapter 4 that support the conservation and restoration of built heritage resources.

Section 33 of the Ontario Heritage Act identifies the process for altering a Part IV designated property. The Ontario Heritage Act requires that within 90 days after the notice of receipt is served on the applicant, Council may give the permit applied for, give the permit applied for with conditions or provide notice that Council is refusing the application. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on May 30, 2021.

Financial Impact

All costs will be the responsibility of the property owner.

Public Input

MHAC meetings are open to the public. Report posted publicly as part of the agenda process.

Internal/External Consultation

There was no internal/external consultation undertaken.
Conclusion

Given the condition of the wood frames of the visible window and the desire for operable windows, the replacement of the windows on the south and east elevations of Tassie Hall is appropriate. As the majority of the windows on the building are already aluminum, the continued use of aluminum material is also acceptable. However, as the design of the original windows is known, greater effort to replicate the design of the original windows should be made. Particularly, the existing wood frame has a battered shape (the width recedes as it extends out). This shape should be replicated with the aluminum frame and the steel muntin bars should be replicated with black painted aluminum located on the outside of the glass (exterior and interior).

Based on the above analysis, it is recommended that the application for window replacement on the south and east elevations of Tassie Hall be approved with a condition that a sample of the windows for the south elevation be provided to the satisfaction of planning staff.

This proposal aligns with the City’s Strategic Plan which encourages sympathetic alterations designated heritage properties to celebrate our built heritage and create attractive, viable neighbourhoods.

Signature

Division Approval

Reviewed by the CFO

Reviewed by Legal Services

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager

City Manager Approval

Name: David Calder
Title: City Manager
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BY-LAW NO. 16-83

OF THE

CORPORATION OF THE CITY OF CAMBRIDGE

Being a by-law to designate the frontal exterior of the Galt Collegiate Institute and Vocational School, 210 Water Street North, and the interior of the front entrance hall with memorial tablets, but excluding the north wing addition, for its historical and architectural significance.

WHEREAS the Ontario Heritage Act, R.S.O. 1980, c. 337 authorizes the Council of a municipality to enact by-laws to designate real property including all buildings and structures thereon, to be of historic or architectural value or interest;

AND WHEREAS Notices of Intention to so designate the Galt Collegiate Institute and Vocational School at 210 Water Street North, Cambridge, Ontario, have been duly published and served;

AND WHEREAS it is considered desirable to designate the property known as the Galt Collegiate Institute and Vocational School at 210 Water Street North;

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE CITY OF CAMBRIDGE ENACTS AS FOLLOWS:

1. THAT there is designated as being of historical and architectural significance the frontal exterior and the interior of the front entrance hall with memorial tablets, but excluding the north wing addition, more particularly described in Schedule "A" attached hereto, known as the Galt Collegiate Institute and Vocational School, 210 Water Street North, Cambridge, Ontario. The reasons for designation are set out in Schedule "B" attached hereto.

2. THAT the City of Cambridge is hereby authorized to cause a copy of this by-law to be served upon the owner of the said property and upon the Ontario Heritage Foundation and to cause notice of this by-law to be published in a newspaper having general circulation in the City of Cambridge.

ENACTED AND PASSED THIS 8TH DAY OF FEBRUARY, A.D. 1983.
SCHEDULE "A" TO BY-LAW NO. 16-83
OF THE
CORPORATION OF THE CITY OF CAMBRIDGE

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Cambridge, in the Regional Municipality of Waterloo and Province of Ontario, (formerly in the City of Galt), and being composed of Blocks A and B, Registered Plan 448, known municipally as Galt Collegiate Institute and Vocational School, 210 Water Street North, Cambridge, Ontario.
SCHEDULE "B" TO BY-LAW NO. 16-83

OF THE

CORPORATION OF THE CITY OF CAMBRIDGE

The Galt Collegiate Institute and Vocational School is designated for historic and architectural reasons.

The Galt Grammar School was founded in 1852 by Michael C. Howe as a private school for boys and it attained continent wide distinction under his successor William Tassie, noted as a strict disciplinarian and classical scholar. Among its outstanding graduates were Sir Adam Beck and Canon the Hon. H. C. Cody. The name changed to the Galt High School in 1869 and then to Galt Collegiate Institute in 1872 when it headed the list of only six schools in Ontario on which were conferred the name and privileges of Collegiate Institutes (Local Colleges). Its students were often prominent in athletics and its Cadet Corps was much noted.

The plain, symmetrical building of 1854 with later additions - principally in 1859, 1874, 1905 and 1923 are of fossilized limestone quarried from the river banks, is of a style commonly called Scottish Baronial and incorporates many architectural features, including crow step gables, Romanesque arches, broken-arch pediment, crenellation and buttresses. The City skyline is dominated by two stone towers, and two decorative cupola-like ventilator hoods. The interior entrance Memorial Tablet of gray marble was erected in 1920 and was extended in 1954 to include casualties of World War II. The addition of 1963 and later changes are not included in the designation.
Recommendation(s)

THAT report 21-133(CRS) re: 2020 Financial Report be received;

AND THAT the audited consolidated financial statements for the Corporation of the City of Cambridge be approved for the year ended December 31, 2020.

Executive Summary

Purpose

- Consolidated audited financial statements are required under sections 294.1 and 296(1) of the Municipal Act, 2001. The statements are the responsibility of management and prepared by staff. The 2020 audited consolidated financial statements for the Corporation of the City of Cambridge is attached for approval.

Key Findings

- KPMG LLP, the City’s appointed external auditors, have audited the consolidated financial statements. Staff are pleased to report that the City has received an unqualified audit opinion, meaning that in the auditor’s opinion the statements are fairly and appropriately presented in accordance with Public Sector Accounting Board (PSAB) standards.

- A representative of KPMG will present their audit findings, attached as Appendix B, and will be available to answer any question that members of Council may have related to the audit.
Financial Implications

- The consolidated financial statements indicate that the City is fiscally strong as of December 31, 2020, with net financial worth of $774.9 million. As at December 31, 2020, total financial assets were $310.0 million, total liabilities were $199.0 million and non-financial assets were $663.9 million.

- In comparison, at December 31, 2019, accumulated surplus was $736.0 million, total financial assets were $304.4 million, total liabilities were $194.0 million, and non-financial assets were $625.6 million.

- Below summarizes comparative information from the prior fiscal year:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td>$310,001,686</td>
<td>$304,425,023</td>
<td>$5,576,663</td>
</tr>
<tr>
<td>Liabilities</td>
<td>199,021,067</td>
<td>193,957,902</td>
<td>5,063,165</td>
</tr>
<tr>
<td>Net financial assets</td>
<td>110,980,619</td>
<td>110,467,121</td>
<td>513,498</td>
</tr>
<tr>
<td>Non-financial assets</td>
<td>663,927,157</td>
<td>625,628,139</td>
<td>38,299,018</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>$774,907,776</td>
<td>$736,095,260</td>
<td>$38,812,516</td>
</tr>
</tbody>
</table>

Background

The City is required to prepare annual audited financial statements under sections 294.1 and 296(1) of the Municipal Act, 2001. Statements must be prepared in accordance with generally accepted accounting principles as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

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 audited financial statements of the Corporation of the City of Cambridge transparently disseminate information to the public about the financial affairs of the City of Cambridge for the year 2020.
Comments

Year End Audit

The auditors have full and free access to management and Council and their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards. The auditors perform tests and other procedures as they consider necessary to obtain reasonable assurance that the consolidated financial statements are free of material misstatements and present fairly the financial position and results of operations of the City in accordance with Canadian public sector accounting standards.

Management Involvement

The consolidated financial statements are reviewed and approved by management prior to their submission to Council. Management meets periodically with the external auditor to approve the scope and timing of their respective audits, to review their findings, and to satisfy itself that their responsibilities have been properly discharged.

Financial Statements

There are four required Financial Statements: Statement of Financial Position, Statement of Operations and Accumulated Surplus, Statement of Change in Net Financial Assets and Statement of Cash Flows. These Financial Statements provide information on the cost of all City activities, how they were financed, investing activities, as well as the assets and liabilities of the City. Below is a summary of the purpose of each statement:

- **Statement of Financial Position:** Reports the resources, obligations, and ownership details as at a specific day. This statement includes the assets, liabilities, and accumulated surplus.
- **Statement of Operations:** For a reporting period, reports the revenues/gains, expenses/losses, and net income and results.
- **Statement of Change in Net Financial Assets:** For a reporting period, this statement explains the difference between annual surplus and the change in net financial assets; reports spending to acquire non-financial assets; and reports disposal or use of non-financial assets.
- **Statement of Cash Flow:** For a reporting period, this statement reports the City’s major sources and uses of cash by identifying where cash came from and shows where cash was used.
**Basis of Consolidated Statements**

The consolidated financial statements reflect the financial assets, liabilities, operating revenues and expenses, reserve funds and reserves, changes in investment in tangible capital assets and cash flows and include the activities of all governmental functions controlled and exercised by the City. The consolidated statements include the following boards which are under the control of Council:

- The Cambridge Public Library Board
- Preston Towne Centre Business Improvement Area
- Downtown Cambridge Business Improvement Area
- Hespeler Village Business Improvement Area

The Cambridge and North Dumfries Energy Plus Inc. and its affiliates are not consolidated, but are accounted for on the modified equity basis, which reflects the City's investment in the enterprise and its share of net income or loss less dividends received since acquisition.

**Financial Statements vs. Budget**

The Audited Financial Statements are prepared to meet the requirements of PSAB. In comparison, the Budget is prepared to meet the requirements of the *Municipal Act, 2001*, and its related regulations. Both begin on the same basic framework of accrual-based accounting, but then there are exceptions in treatment of specific items. Please see below of a summary between the consolidated financial statements and the budget:

<table>
<thead>
<tr>
<th>Differences</th>
<th>Audited Financial Statements</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers to/from Reserve and Reserve Funds</td>
<td>Netted out.</td>
<td>Included.</td>
</tr>
<tr>
<td>Long-term Debt</td>
<td>Interest payments are recorded as an expense.</td>
<td>Interest and principal payments recorded as an expense.</td>
</tr>
<tr>
<td>Energy Plus</td>
<td>The City's portion of Energy Plus' income is recorded.</td>
<td>The dividend collected is recorded as revenue.</td>
</tr>
<tr>
<td>Tangible Capital Assets - Repairs and Maintenance</td>
<td>Recorded as an expense.</td>
<td>Excluded from the operating budget, but part of the capital budget.</td>
</tr>
<tr>
<td>Depreciation</td>
<td>Recorded as an expense.</td>
<td>Excluded, but the transfer to the capital budget is included as an expense.</td>
</tr>
<tr>
<td>Post-Employment Benefits</td>
<td>Annual change in actuarial estimate is recorded as an expense.</td>
<td>Excluded.</td>
</tr>
</tbody>
</table>
Financial Highlights

The consolidated financial statements indicate that the City is fiscally strong as of December 31, 2020, with net financial worth of $774.9 million. As at December 31, 2020, total financial assets were $310.0 million, total liabilities were $199.0 million and non-financial assets were $663.9 million.

In comparison, as at December 31, 2019, accumulated surplus was $736.0, total financial assets were $304.4 million, total liabilities were $194.0 million, and non-financial assets were $625.6 million.

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Reserve and Reserve Funds

Total revenues and other income for 2020 is $210.8 million compared to total expenses of $172.0 million resulting in annual surplus of $38.8 million which is used to fund capital assets and contribute to reserves and reserve funds. Reserve and reserve funds balances increased from $97.3 million in 2019 to $104.1 million in 2020. The main sources of increases are as follows:

**Tax-Supported Operating:** Tax-supported operating reserve and reserve funds totalled $15.8 million in 2020, an increase of $5.9 million from 2019 of $9.9 million. The majority of this increase is the result of funding received through the Safe Restart Agreement. In 2020, the Provincial and Federal Governments partnered to provide one-time emergency assistance to Ontario’s municipalities with the support they need to respond to COVID-19 operating costs and pressures. As per the agreement, excess funding will be placed into reserves to support future COVID-19 financial pressures. In 2020, the City implemented cost containment measures to help with the uncertainty surrounding the city’s financial position in 2020. These measures resulted in sufficient savings in order for the Safe Restart Funding to be used in future years. Therefore in 2020, the City received $4.4 million in Safe Restart funding, which was then transferred to the Rate Stabilization Reserve in 2020 and will be used as a source of funding in the 2021 operating budget to mitigate ongoing financial pressures the City is anticipating.
In addition, the increase in the tax-supported operating reserve and reserve funds is also due to the 2019 year end surplus transferred to the rate stabilization reserve funds in 2020. Per Special Emergency Council Meeting on May 7, 2020 through motion 20-068, the tax-supported operating surplus of $1.4 million was transferred to the Rate Stabilization Reserve.

**Water Utilities Operating:** Water utilities operating reserve funds totalled $8.2 million in 2020, an increase of $1.6 million from 2019 of $6.6 million. The increase is mainly due to the 2019 year end surplus transferred to the rate stabilization reserve funds in 2020. Per Special Emergency Council Meeting on May 7, 2020 through motion 20-068, the water surplus of $0.6 million was transferred to the Water Rate Stabilization Reserve Fund, and the wastewater surplus of $0.5 million was transferred to the Wastewater Rate Stabilization Reserve fund. The increase in the water utilities operating reserve funds is also due to the investment income earned in these reserve funds totalling $0.1 million in 2020.

The graph below shows the reserve and reserve fund balances for the year ended December 31, 2020.

**Reserve and Reserve Funds**

for the year ended December 31, 2020

(in thousand dollars)

Revenues

Total revenue reported for the year 2020 was $189.7 million, an increase of $2.9 million from 2019 of $186.8 million. Various increases and decreases in revenue offset each other in a year over year comparison. The main sources of increases are as follows:

- **Government Transfers:** Government transfers (federal and provincial) totalled $6.00 million in 2020, an increase of $4.3 million from 2019 of $1.7 million. This
was mainly due to the funding received from the Safe Restart Agreement totalling $4.4 million in 2020.

- **Taxation:** Taxation revenue totalled $94.5 million in 2020 an increase of $4.0 million from 2019 of $90.5 million. This was mainly due to the tax levy increase of $4.2 million ratified by Council during the 2020 budget approval process based on projected operating requirements. This tax levy increase was offset by an increase in tax write-offs and rebates (which reduces taxation revenue). The increase in taxation write-offs is mainly due to an increase in industrial and commercial appeals that have been settled in 2020. These industrial and commercial appeals have increased in 2020 due to a combination of the timing of the settlements as well as the years that were appealed.

The main source of decrease in total revenues relate to the following:

- **Land Sales and Other:** Land sales and other revenue totalled $3.2 million in 2020, a decrease of $3.8 million from 2019 of $7.0 million. This was mainly due to no industrial land sales taking place in 2020. In comparison, the Boxwood Business Campus industrial land sales took place in 2019, totalling 37.31 acres sold.
Expenses

Total expenses reported for the year was $172.0 million, a decrease of $13.9 million from last year’s amount of $185.9 million. The main sources of decreases are as follows:

- **General Government:** General government expenses totalled $26.2 million in 2020, a decrease by $5.6 million compared to the 2019 amount of $31.8 million. This was mainly due to reduced waived development charges recognized in 2020 of $0.6 million, compared to $5.6 million in 2019 (including the water and sewer portions). As the City waives or discounts any development charge, the City is then obligated to make up for that amount of waived development charges.

- **Recreation and Cultural Services:** Recreation and cultural services expenses totalled $28.7 million in 2020, a decrease by $4.9 million compared to the 2019 amount of $33.6 million. This was mainly due to the closure of recreation facilities, Idea Exchange locations, as well as the cancellation of recreation programming in response to the COVID-19 pandemic. This resulted in a reduction in expenses in part-time salaries and employee benefits, program supplies and materials, general maintenance, and professional services.

- **Transportation Services:** Transportation services totaled $17.8 million in 2020, a decrease of $4.6 million compared to the 2019 amount of $22.4 million. This was mainly due to a reduction in capital expenditures in 2020 totalling $0.6 million, in comparison to 2019 totalling $3.3 million. This reduction in capital expenses in 2020 is primarily due to the capital project A/00083-40 LED Streetlight Installation expenditure which was incurred in 2019. In addition, the decrease in Transportation services expenses was also driven by Roads division. In 2020, the Roads division had lower costs in winter city and regional roads as a result of a lighter winter season.

The main source of increase in total expenses relate to the following:

- **Protection to Persons and Property:** Protection to persons and property expenses totalled $31.1 million in 2020, an increase by $1.1 million compared to the 2019 amount of $30.0 million. This was mainly due to COVID-19 direct costs incurred in 2020 which includes increased salaries wages and benefits for essential services such as Fire Suppression and By-Law; as well as increased materials and contracted services such as cleaning costs and personal protective equipment.
Existing Policy/By-Law

As a municipality in the province of Ontario, the Corporation of the City of Cambridge complies with the requirements of the Municipal Act, 2001. Section 294.1 of the Municipal Act, 2001 requires that for each fiscal year, the municipality prepare annual financial statements in accordance with generally accepted accounting principles as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Section 296(1) requires that the municipality appoint an auditor who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements.

Financial Impact

The Financial Statements are prepared in accordance with the Canadian public sector accounting standards published by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.
There are four required Financial Statements: Statement of Financial Position, Statement of Operations and Accumulated Surplus, Statement of Change in Net Financial Assets and Statement of Cash Flows. These Financial Statements provide information on the cost of all City activities, how they were financed, investing activities, as well as the assets and liabilities of the City.

The Independent Auditor’s Report which is included in the statements provides an unqualified “clean” opinion on the City’s Consolidated Financial Statements for the year ended December 31, 2020.

Although it is a regulatory requirement to prepare annual Financial Statements, this requirement creates an increase in the credibility to the financial affairs of the City. In addition, the City is able to continue to be awarded the Canadian Award for Financial Reporting (CAnFR) from the GFOA, which exemplifies transparency, accountability, and reporting excellence.

**Public Input**

As per section 295(1) of the *Municipal Act, 2001*, the audited financial statements will be made available to the public following their approval.

**Internal/External Consultation**

An audit involves performing procedures, as determined by the auditors, to obtain audit evidence about the amounts and disclosures in the financial statements. An audit also includes an evaluation of the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

The external auditors have full and free access to management and Council in order to complete their duties. As the preparers of the financial statements, staff in the Financial Services division of the City coordinates the audit, arranging meetings or obtaining evidence and documentation from departments throughout the City as determined necessary by the auditors.

**Conclusion**

At the completion of the audit, the auditors provide an opinion as to whether the consolidated financial statements present fairly, in all material respects, the financial position of the City at year-end and the results of its operations, net financial assets, and cash flows for the year. The opinion provided by the auditors as at December 31, 2020 and for the year ended thereof is an unqualified opinion, or in other words a clear opinion.
Signature

Division Approval

Name: Sheryl Ayres, CPA, CGA
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

Appendix A – Consolidated Financial Statements
Appendix B – Audit Findings Report
Consolidated Financial Statements

Year Ended December 31, 2020
<table>
<thead>
<tr>
<th>Consolidated Financial Statements</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility for Financial Reporting</td>
<td>1</td>
</tr>
<tr>
<td>Auditors’ Report</td>
<td>2-5</td>
</tr>
<tr>
<td>Consolidated Statement of Financial Position</td>
<td>6</td>
</tr>
<tr>
<td>Consolidated Statement of Operations and Accumulated Surplus</td>
<td>7</td>
</tr>
<tr>
<td>Consolidated Statement of Change in Net Financial Assets</td>
<td>8</td>
</tr>
<tr>
<td>Consolidated Statement of Cash Flows</td>
<td>9</td>
</tr>
<tr>
<td>Notes to the Consolidated Financial Statements</td>
<td>10-26</td>
</tr>
</tbody>
</table>

| Audit Findings Report                                           | 27-56       |
The accompanying Consolidated Financial Statements and all other information contained in this Annual Report are the responsibility of the management of The Corporation of the City of Cambridge. The preparation of periodic financial statements involves the use of estimates and approximations because the precise determination of financial information frequently depends on future events. These Consolidated Financial Statements have been prepared by management within the reasonable limits of materiality and within the framework of Canadian generally accepted accounting principles for governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

Prior to their submission to Council, the Consolidated Financial Statements are reviewed and approved by the Corporate Leadership Team. In addition, management meets periodically with the City's external auditors to approve the scope and timing of their respective audits, to review their findings and to satisfy itself that their responsibilities have been properly discharged.

KPMG LLP, as the City's appointed external auditors have audited the Consolidated Financial Statements. The external auditors have full and free access to management and Council. The Auditors' Report is dated May 25, 2021 and appears on the following pages. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the Consolidated Financial Statements are free of material misstatements and present fairly the financial position and results of operations of the City in accordance with Canadian public sector accounting standards.

David Calder
City Manager

Sheryl Ayres, CPA, CGA
Chief Financial Officer
INDEPENDENT AUDITORS’ REPORT

To the Mayor and Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Cambridge

Opinion

We have audited the consolidated financial statements of the Corporation of the City of Cambridge (the Entity), which comprise:

- the consolidated statement of the financial position as at December 31, 2020
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “consolidated financial statements”).

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2020, and its consolidated results of operations, its changes in consolidated net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.
Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

Auditors’ Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

- The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Waterloo, Canada
## Consolidated Statement of Financial Position

**As at December 31, 2020**

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<tr>
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<th>2020</th>
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<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$59,577,966</td>
<td>$60,544,881</td>
</tr>
<tr>
<td>Taxes and grants-in-lieu receivable (Note 5)</td>
<td>16,349,530</td>
<td>18,379,281</td>
</tr>
<tr>
<td>Trade and other receivables (Note 5)</td>
<td>14,661,426</td>
<td>16,646,298</td>
</tr>
<tr>
<td>Land held for resale</td>
<td>383,252</td>
<td>-</td>
</tr>
<tr>
<td>Investments (Note 6)</td>
<td>219,029,512</td>
<td>208,854,563</td>
</tr>
<tr>
<td><strong>Total Financial assets</strong></td>
<td>$310,001,686</td>
<td>$304,425,023</td>
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<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>42,662,936</td>
<td>34,693,309</td>
</tr>
<tr>
<td>Employee future benefits (Note 7)</td>
<td>72,722,803</td>
<td>71,305,417</td>
</tr>
<tr>
<td>Deferred revenue - obligatory reserve funds (Note 8)</td>
<td>36,270,803</td>
<td>42,776,522</td>
</tr>
<tr>
<td>Deferred revenue - other</td>
<td>1,587,805</td>
<td>3,605,819</td>
</tr>
<tr>
<td>Long-term debt (Note 9)</td>
<td>45,776,720</td>
<td>41,576,835</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$199,021,067</td>
<td>$193,957,902</td>
</tr>
<tr>
<td><strong>Net financial assets</strong></td>
<td>$110,980,619</td>
<td>$110,467,121</td>
</tr>
<tr>
<td><strong>Non-financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible capital assets (Note 10)</td>
<td>661,698,396</td>
<td>623,367,616</td>
</tr>
<tr>
<td>Inventories of supplies</td>
<td>609,139</td>
<td>763,188</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,619,622</td>
<td>1,497,335</td>
</tr>
<tr>
<td><strong>Total Non-financial assets</strong></td>
<td>$663,927,157</td>
<td>$625,628,139</td>
</tr>
<tr>
<td><strong>Accumulated surplus (Note 14)</strong></td>
<td>$774,907,776</td>
<td>$736,095,260</td>
</tr>
</tbody>
</table>

Approved by

............................................................

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The accompanying notes are an integral part of these financial statements
Consolidated Statement of Operations and Accumulated Surplus
For the year ended December 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020 Budget (Note 13)</th>
<th>2020 Actual</th>
<th>2019 Actual (Note 15)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>$ 94,418,200</td>
<td>$ 94,505,403</td>
<td>$ 90,463,238</td>
</tr>
<tr>
<td>User fees and charges</td>
<td>85,144,600</td>
<td>80,862,512</td>
<td>81,071,814</td>
</tr>
<tr>
<td>Penalties and interest on taxes</td>
<td>2,550,000</td>
<td>2,493,156</td>
<td>2,978,059</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,557,800</td>
<td>1,654,533</td>
<td>2,592,498</td>
</tr>
<tr>
<td>Fines</td>
<td>714,000</td>
<td>463,705</td>
<td>818,063</td>
</tr>
<tr>
<td>Government transfers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>72,000</td>
<td>164,242</td>
<td>308,438</td>
</tr>
<tr>
<td>Ontario</td>
<td>1,310,200</td>
<td>5,789,374</td>
<td>1,384,911</td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>210,200</td>
<td>567,534</td>
<td>202,000</td>
</tr>
<tr>
<td>Land sales and other</td>
<td>274,900</td>
<td>3,244,756</td>
<td>6,965,410</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>186,251,900</td>
<td>189,745,215</td>
<td>186,784,431</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and transfers related to capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td></td>
<td>6,220,975</td>
<td>3,757,934</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td></td>
<td>84,105</td>
<td>58,509</td>
</tr>
<tr>
<td>Government transfers - Federal</td>
<td></td>
<td>7,841,896</td>
<td>4,225,780</td>
</tr>
<tr>
<td>Donated tangible capital assets (Note 10)</td>
<td></td>
<td>-</td>
<td>675,000</td>
</tr>
<tr>
<td>Share of net income for the year from Cambridge and North Dumfries Energy Plus Inc. (Note 6)</td>
<td></td>
<td>5,070,162</td>
<td>6,219,084</td>
</tr>
<tr>
<td>Interest earned on reserves</td>
<td></td>
<td>1,816,963</td>
<td>1,204,416</td>
</tr>
<tr>
<td><strong>Total other income</strong></td>
<td></td>
<td>21,034,101</td>
<td>16,140,723</td>
</tr>
<tr>
<td><strong>Total revenues and other income</strong></td>
<td>186,251,900</td>
<td>210,779,316</td>
<td>202,925,154</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General government</td>
<td>31,299,253</td>
<td>26,229,298</td>
<td>31,822,711</td>
</tr>
<tr>
<td>Protection to persons and property</td>
<td>30,565,988</td>
<td>31,067,976</td>
<td>30,013,580</td>
</tr>
<tr>
<td>Transportation services</td>
<td>23,164,198</td>
<td>17,827,950</td>
<td>22,409,366</td>
</tr>
<tr>
<td>Environmental services</td>
<td>64,851,416</td>
<td>60,468,060</td>
<td>59,636,539</td>
</tr>
<tr>
<td>Health services</td>
<td>1,545,976</td>
<td>1,395,230</td>
<td>1,569,493</td>
</tr>
<tr>
<td>Social and family services</td>
<td>1,889,400</td>
<td>1,263,188</td>
<td>1,781,697</td>
</tr>
<tr>
<td>Recreation and cultural services</td>
<td>34,938,734</td>
<td>28,689,992</td>
<td>33,639,623</td>
</tr>
<tr>
<td>Planning and development</td>
<td>4,587,194</td>
<td>5,025,106</td>
<td>5,002,027</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>192,842,159</td>
<td>171,966,800</td>
<td>185,875,036</td>
</tr>
<tr>
<td><strong>Annual surplus</strong></td>
<td>(6,590,259)</td>
<td>38,812,516</td>
<td>17,050,118</td>
</tr>
<tr>
<td>Accumulated surplus, beginning of year</td>
<td>736,095,260</td>
<td>719,045,142</td>
<td>736,095,260</td>
</tr>
<tr>
<td><strong>Accumulated surplus, end of year</strong></td>
<td>$ 774,907,776</td>
<td>$ 736,095,260</td>
<td>736,095,260</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
Consolidated Statement of Change in Net Financial Assets  
For the year ended December 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020 Budget (Note 13)</th>
<th>2020 Actual</th>
<th>2019 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual surplus</td>
<td>$ (6,590,259)</td>
<td>$ 38,812,516</td>
<td>$ 17,050,118</td>
</tr>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>(60,176,109)</td>
<td>(25,977,407)</td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>21,576,987</td>
<td>20,308,531</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>186,187</td>
<td>1,335,564</td>
</tr>
<tr>
<td>Proceeds on disposal of tangible capital assets</td>
<td>-</td>
<td>82,155</td>
<td>-</td>
</tr>
<tr>
<td>Donated tangible capital assets</td>
<td>-</td>
<td>-</td>
<td>(675,000)</td>
</tr>
<tr>
<td>Change in supplies inventories</td>
<td>-</td>
<td>154,049</td>
<td>104,303</td>
</tr>
<tr>
<td>Change in prepaid expenses</td>
<td>-</td>
<td>(122,287)</td>
<td>(484,031)</td>
</tr>
<tr>
<td></td>
<td>(6,590,259)</td>
<td>513,498</td>
<td>11,662,078</td>
</tr>
<tr>
<td>Change in net financial assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>110,467,121</td>
<td>110,467,121</td>
<td>98,805,043</td>
</tr>
<tr>
<td>Net financial assets, end of year</td>
<td>$ 103,876,862</td>
<td>$ 110,980,619</td>
<td>$ 110,467,121</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements
### Consolidated Statement of Cash Flows
For the year ended December 31, 2020

#### Operating

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual surplus</td>
<td>$38,812,516</td>
<td>$17,050,118</td>
</tr>
<tr>
<td>Sources (uses)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes and grants-in-lieu receivable</td>
<td>2,029,751</td>
<td>(1,353,292)</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,984,872</td>
<td>(1,828,321)</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>7,969,627</td>
<td>800,577</td>
</tr>
<tr>
<td>Employee future benefits</td>
<td>1,417,386</td>
<td>2,157,075</td>
</tr>
<tr>
<td>Deferred revenue - obligatory reserve funds</td>
<td>(6,505,719)</td>
<td>11,693,600</td>
</tr>
<tr>
<td>Deferred revenue - other</td>
<td>(2,018,014)</td>
<td>1,494,045</td>
</tr>
<tr>
<td>Inventories of supplies</td>
<td>154,049</td>
<td>104,303</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(122,287)</td>
<td>(484,031)</td>
</tr>
<tr>
<td>Land held for resale</td>
<td>(383,252)</td>
<td>6,519,669</td>
</tr>
<tr>
<td><strong>Items not involving cash</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>21,576,987</td>
<td>20,308,531</td>
</tr>
<tr>
<td>Donated tangible capital assets</td>
<td>-</td>
<td>(675,000)</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>186,187</td>
<td>1,335,564</td>
</tr>
<tr>
<td><strong>Cash provided from operations</strong></td>
<td>65,102,103</td>
<td>57,122,838</td>
</tr>
</tbody>
</table>

#### Capital

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>(60,176,109)</td>
<td>(25,977,407)</td>
</tr>
<tr>
<td>Proceeds on disposal of tangible capital assets</td>
<td>82,155</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net investment in tangible capital assets</strong></td>
<td>(60,093,954)</td>
<td>(25,977,407)</td>
</tr>
</tbody>
</table>

#### Investing

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net change in investments</td>
<td>(10,174,949)</td>
<td>(49,940,584)</td>
</tr>
</tbody>
</table>

#### Financing

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt issued</td>
<td>9,778,000</td>
<td>10,706,000</td>
</tr>
<tr>
<td>Debt principal repayment</td>
<td>(5,578,115)</td>
<td>(4,508,228)</td>
</tr>
<tr>
<td><strong>Net increase in cash from financing activities</strong></td>
<td>4,199,885</td>
<td>6,197,772</td>
</tr>
</tbody>
</table>

#### Net change in cash

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net change in cash</strong></td>
<td>(966,915)</td>
<td>(12,597,381)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents, beginning of year</td>
<td>60,544,881</td>
<td>73,142,262</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents, end of year</strong></td>
<td>$59,577,966</td>
<td>$60,544,881</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
1. Municipal status

The Corporation of the City of Cambridge ("the City") was created on January 1, 1973 when the three municipalities of Galt, Preston, and Hespeler and the settlement of Blair were amalgamated into a single legal entity under a new name.

The City operates as a lower tier government in the Province of Ontario, Canada. Cambridge provides municipal services such as fire protection, public works, water distribution, urban planning, recreation and cultural services, and other general government services. The City owns 92.1% of its subsidiary, Cambridge and North Dumfries Energy Plus Inc. and its affiliates.

2. Summary of significant accounting policies

The consolidated financial statements of the City are the representation of management, prepared in accordance with local government accounting standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The following is a summary of the significant accounting policies followed in the preparation of these financial statements:

(a) Basis of consolidation

(i) Consolidated entities

These consolidated statements reflect the financial assets, liabilities, operating revenues and expenses, reserve funds and reserves, changes in investment in tangible capital assets and cash flows and include the activities of all governmental functions controlled and exercised by the City and the following boards which are under the control of Council:

- The Cambridge Public Library Board
- Preston Towne Centre Business Improvement Area
- Downtown Cambridge Business Improvement Area
- Hespeler Village Business Improvement Area

All inter-organizational transactions and balances between these entities have been eliminated.

(ii) Government Business Enterprises

The Cambridge and North Dumfries Energy Plus Inc. and its affiliates are not consolidated but are accounted for on the modified equity basis which reflects the City's investment in the enterprises and its share of net income or loss less dividends received since acquisition. Under the modified equity basis, the enterprises’ accounting principles are not adjusted to conform with those of the City and inter-organizational transactions and balances are not eliminated.

(iii) Accounting for Region and School Board transactions

The taxation, other revenues, expenses, assets and liabilities, with respect to the operations of the School Boards and the Regional Municipality of Waterloo, are not reflected in these consolidated financial statements.

(iv) Trust funds

Trust funds and their related operations administered by the City are not consolidated, but are reported separately on the Trust Funds Statement of Financial Position and Statement of Continuity (see Note 4).
2. Summary of significant accounting policies - Continued

(b) Basis of accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the legal obligation to pay.

(c) Non-financial assets

Non-financial assets are not normally available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess revenues over expenses, provides the consolidated change in net financial assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Amortization Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>Not Amortized</td>
</tr>
<tr>
<td>Buildings</td>
<td>40 to 50 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td></td>
</tr>
<tr>
<td>Specialty and fire trucks</td>
<td>9 to 20 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td>5 years</td>
</tr>
<tr>
<td>Computer hardware and software</td>
<td>5 years</td>
</tr>
<tr>
<td>Water and waste plants and networks</td>
<td></td>
</tr>
<tr>
<td>Underground networks</td>
<td>40 to 80 years</td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Roads</td>
<td>25 to 35 years</td>
</tr>
<tr>
<td>Bridges and structures</td>
<td>30 to 50 years</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>3 to 15 years</td>
</tr>
<tr>
<td>Land improvements</td>
<td>15 to 50 years</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>24 years</td>
</tr>
</tbody>
</table>

The full amount of annual amortization is charged in year of disposal. Assets under construction are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets (donated)

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Interest capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.
2. Summary of significant accounting policies - Continued

(c) Non-financial assets - Continued

(iv) Works of art and cultural and historic assets

These non-operational heritage assets are not recorded in these financial statements.

(v) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(vi) Inventories and prepaid expenses

Inventories held for consumption are recorded at the lower of cost and replacement cost.

Prepaid expenses relate to expenditures incurred in the current period which relate to and will be expensed in a future fiscal period.

(d) Employee future benefits

The contributions to a multi-employer, defined benefit plan are expensed when the contributions are due. The costs of post-employment benefits are recognized when the event that obligates the City occurs. Costs include projected future income payments, health care continuation costs, and fees paid to independent administrators of these plans, calculated on a present value basis.

The costs of post-employment benefits are actuarially determined using the projected benefits method prorated on service and management's best estimate of retirement ages of employees, salary escalation, and expected health care costs. Any gains or losses from changes in assumptions or experience are amortized over the average remaining service period for active employees.

(e) Cash and cash equivalents

Cash and cash equivalents are comprised of accounts maintained at chartered financial institutions with an original maturity of three months or less.

(f) Investments

Investments generally consist of high grade bonds, guaranteed investment certificates, and interest rate savings accounts, and are recorded at the lower of cost plus accrued interest and market value. Investment income is reported as revenue in the period earned. Investment income earned on obligatory reserve funds is considered deferred until the funds are applied.
2. Summary of significant accounting policies - Continued

(g) Revenue recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recorded as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Government transfers, contributions, and other amounts are received from third parties pursuant to legislation, regulation, or agreement and may only be used in the conduct of certain programs, in the completion of specific work, or the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible assets are acquired.

Tax revenue is recognized when it is authorized and in the period for which the tax is levied. Tax revenue reported relates to property taxes.

(h) Land held for resale

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

(i) Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all the following criteria are met:

i. an environmental standard exists;
ii. contamination exceeds the environmental standard;
iii. the City:
   is directly responsible; or
   accepts responsibility; and

iv. a reasonable estimate of the amount can be made.

A liability for contaminated sites has not been accrued for as of December 31, 2019.

(j) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. These estimates and assumptions, including employee benefits payable, taxation assessment appeals, legal claims provisions, liability for contaminated sites, the valuation of tangible capital assets and their related useful lives and amortization, are based on management's best information and judgement and may differ significantly from future actual results.
3. Operations of School Boards and the Region of Waterloo

Further to note (2) (a) (iii), the taxation, other revenues, and requisitions of the School Boards and the Regional Municipality of Waterloo are comprised of the following:

<table>
<thead>
<tr>
<th></th>
<th>School Boards</th>
<th>Region of Waterloo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxation and user charges</td>
<td>$ 66,970,312</td>
<td>$ 171,900,359</td>
</tr>
<tr>
<td>Share of payments in lieu of taxes</td>
<td>64,287</td>
<td>690,837</td>
</tr>
<tr>
<td>Amounts requisitioned</td>
<td>$ 67,034,599</td>
<td>$ 172,591,196</td>
</tr>
</tbody>
</table>

4. Trust funds

Trust funds administered by the City amounting to $11,084,311 (2019 - $10,741,563), have not been included in the Consolidated Statement of Financial Position nor have their operations been included in the Consolidated Statement of Operations and Accumulated Surplus. The trust funds under administration are composed of the following:

<table>
<thead>
<tr>
<th>Trust Fund</th>
<th>Balance, beginning of year</th>
<th>Receipts</th>
<th>Expenditures</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Care and Maintenance Fund</td>
<td>$ 6,450,926</td>
<td>$ 379,599</td>
<td>$ 119,859</td>
<td>$ 6,710,666</td>
</tr>
<tr>
<td>Cemetery Care and Maintenance Monuments</td>
<td>564,425</td>
<td>24,219</td>
<td>10,419</td>
<td>578,225</td>
</tr>
<tr>
<td>Cemetery Charges Prepaid</td>
<td>3,279,338</td>
<td>181,726</td>
<td>110,431</td>
<td>3,350,633</td>
</tr>
<tr>
<td>Election Surplus</td>
<td>4,264</td>
<td>78</td>
<td>-</td>
<td>4,342</td>
</tr>
<tr>
<td>Arthur White Scholarship Fund</td>
<td>15,436</td>
<td>282</td>
<td>400</td>
<td>15,318</td>
</tr>
<tr>
<td>C.I.T.C. Training Cambridge</td>
<td>17,199</td>
<td>315</td>
<td>-</td>
<td>17,514</td>
</tr>
<tr>
<td>Prepaid Rent</td>
<td>10,143</td>
<td>186</td>
<td>-</td>
<td>10,329</td>
</tr>
<tr>
<td>School of Architecture Bursary</td>
<td>54,289</td>
<td>992</td>
<td>1,386</td>
<td>53,895</td>
</tr>
<tr>
<td>Ancient Mariners Canoe Club Fund</td>
<td>27,831</td>
<td>491</td>
<td>1,500</td>
<td>26,822</td>
</tr>
<tr>
<td>Allan Reuter Centre Renovation</td>
<td>29,857</td>
<td>618</td>
<td>-</td>
<td>30,493</td>
</tr>
<tr>
<td>Fiddlesticks Neighbourhood Association</td>
<td>184,858</td>
<td>3,385</td>
<td>-</td>
<td>188,243</td>
</tr>
<tr>
<td>Cambridge Rowing Club</td>
<td>1,496</td>
<td>27</td>
<td>-</td>
<td>1,523</td>
</tr>
<tr>
<td>David Durward Centre</td>
<td>36,027</td>
<td>650</td>
<td>4,998</td>
<td>31,679</td>
</tr>
<tr>
<td>G.E. (Ted) Wake Lounge Seniors Fund</td>
<td>13,662</td>
<td>225</td>
<td>2,000</td>
<td>11,887</td>
</tr>
<tr>
<td>Arts Guild Improvement</td>
<td>51,235</td>
<td>938</td>
<td>-</td>
<td>52,173</td>
</tr>
<tr>
<td>Cambridge Arts Guild</td>
<td>559</td>
<td>10</td>
<td>-</td>
<td>569</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 10,741,563</strong></td>
<td><strong>593,741</strong></td>
<td><strong>250,993</strong></td>
<td><strong>$ 11,084,311</strong></td>
</tr>
</tbody>
</table>
4. Trust funds - Continued

<table>
<thead>
<tr>
<th>2019</th>
<th>Balance, beginning of year</th>
<th>Receipts</th>
<th>Expenditures</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Care and Maintenance Fund</td>
<td>$6,108,409</td>
<td>$506,936</td>
<td>$164,419</td>
<td>$6,450,926</td>
</tr>
<tr>
<td>Cemetery Care and Maintenance Monuments</td>
<td>$548,525</td>
<td>$30,477</td>
<td>$14,577</td>
<td>$564,425</td>
</tr>
<tr>
<td>Cemetery Charges Prepaid</td>
<td>$3,204,173</td>
<td>$213,236</td>
<td>$138,071</td>
<td>$3,279,338</td>
</tr>
<tr>
<td>Election Surplus</td>
<td>4,155</td>
<td>109</td>
<td>-</td>
<td>4,264</td>
</tr>
<tr>
<td>Arthur White Scholarship Fund</td>
<td>15,444</td>
<td>392</td>
<td>-</td>
<td>15,436</td>
</tr>
<tr>
<td>C.I.T.C. Training Cambridge</td>
<td>16,760</td>
<td>439</td>
<td>-</td>
<td>17,199</td>
</tr>
<tr>
<td>Prepaid Rent</td>
<td>9,884</td>
<td>259</td>
<td>-</td>
<td>10,143</td>
</tr>
<tr>
<td>School of Architecture Bursary</td>
<td>52,903</td>
<td>1,386</td>
<td>-</td>
<td>54,289</td>
</tr>
<tr>
<td>Ancient Mariners Canoe Club Fund</td>
<td>20,457</td>
<td>7,374</td>
<td>-</td>
<td>27,831</td>
</tr>
<tr>
<td>Allan Reuter Centre Renovation</td>
<td>21,768</td>
<td>10,669</td>
<td>2,562</td>
<td>29,875</td>
</tr>
<tr>
<td>Fiddlesticks Neighbourhood Association</td>
<td>120,539</td>
<td>64,319</td>
<td>-</td>
<td>184,858</td>
</tr>
<tr>
<td>Cambridge Rowing Club</td>
<td>1,458</td>
<td>38</td>
<td>-</td>
<td>1,496</td>
</tr>
<tr>
<td>David Durward Centre</td>
<td>33,353</td>
<td>6,970</td>
<td>4,296</td>
<td>36,027</td>
</tr>
<tr>
<td>G.E. (Ted) Wake Lounge Seniors Fund</td>
<td>13,313</td>
<td>349</td>
<td>-</td>
<td>13,662</td>
</tr>
<tr>
<td>Arts Guild Improvement</td>
<td>43,445</td>
<td>7,790</td>
<td>-</td>
<td>51,235</td>
</tr>
<tr>
<td>Cambridge Arts Guild</td>
<td>545</td>
<td>14</td>
<td>-</td>
<td>559</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 10,215,131</strong></td>
<td><strong>$ 850,757</strong></td>
<td><strong>$ 324,325</strong></td>
<td><strong>$ 10,741,563</strong></td>
</tr>
</tbody>
</table>

5. Taxes and accounts receivable

Taxes receivable and accounts receivable are reported net of a valuation allowance of $6,484,591 (2019 - $5,438,110) and $317,442 (2019 - $285,452) respectively.

6. Investments

Investments are comprised of the following:

<table>
<thead>
<tr>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in Cambridge and North Dumfries Energy Plus Inc.</td>
<td></td>
</tr>
<tr>
<td>Capital stock</td>
<td>$ 37,792,000</td>
</tr>
<tr>
<td>Increase in equity since inception</td>
<td>53,579,489</td>
</tr>
<tr>
<td></td>
<td><strong>91,371,489</strong></td>
</tr>
<tr>
<td>Marketable securities</td>
<td>127,658,023</td>
</tr>
<tr>
<td>Total investments</td>
<td><strong>$ 219,029,512</strong></td>
</tr>
</tbody>
</table>

 Marketable securities have a market value of $128,576,023 (2019 - $120,048,604).
6. Investments - Continued

On August 1, 2000, pursuant to requirements of the Ontario Government's Electricity Competition Act (Bill 35), the net assets of the Hydro Electric Commission of Cambridge and North Dumfries were transferred to Cambridge and North Dumfries Energy Plus Inc. ("Energy Plus") and affiliated companies. Energy Plus and affiliates will carry on the former business of the Commission with all its rights, duties, obligations and responsibilities from the date of transfer. The City of Cambridge owns 92.1% of Energy Plus and the change in the cost of the original investment by return of capital and its proportionate share of the consolidated net income of Energy Plus for the year ended December 31, 2020 is as follows (see note 2(a) (ii)):

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment, beginning of year</td>
<td>$89,241,216</td>
<td>$86,176,128</td>
</tr>
<tr>
<td>Increase in equity for year:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share of net income for year</td>
<td>5,070,162</td>
<td>6,219,084</td>
</tr>
<tr>
<td>Dividends received during year</td>
<td>(2,939,889)</td>
<td>(3,153,996)</td>
</tr>
<tr>
<td>Net increase for year</td>
<td>2,130,273</td>
<td>3,065,088</td>
</tr>
<tr>
<td>Investment, end of year</td>
<td>$91,371,489</td>
<td>$89,241,216</td>
</tr>
</tbody>
</table>

The following table provides condensed financial information in respect of Energy Plus for its fiscal 2020 year:

<table>
<thead>
<tr>
<th></th>
<th>2020 (000's)</th>
<th>2019 (000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$58,689</td>
<td>$42,256</td>
</tr>
<tr>
<td>Capital assets</td>
<td>193,011</td>
<td>181,121</td>
</tr>
<tr>
<td>Goodwill</td>
<td>18,965</td>
<td>18,965</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,055</td>
<td>3,328</td>
</tr>
<tr>
<td>Total assets</td>
<td>276,720</td>
<td>245,670</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>40,923</td>
<td>72,614</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>144,588</td>
<td>81,248</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>185,511</td>
<td>153,862</td>
</tr>
<tr>
<td>Net assets</td>
<td>91,209</td>
<td>91,808</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement of operations</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>256,388</td>
<td>234,183</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(249,004)</td>
<td>(226,851)</td>
</tr>
<tr>
<td>Non-operating revenues (expenses)</td>
<td>(97)</td>
<td>1,361</td>
</tr>
<tr>
<td>Payments in lieu of corporate income taxes</td>
<td>(1,782)</td>
<td>(1,940)</td>
</tr>
<tr>
<td>Net income</td>
<td>5,505</td>
<td>6,753</td>
</tr>
<tr>
<td>City's share of net income - 92.1%</td>
<td>$5,070</td>
<td>$6,220</td>
</tr>
</tbody>
</table>
7. Employee and post employment benefits

The City provides certain employee benefits which will require funding in future periods. An actuarial estimate of future liabilities has been completed and forms the basis for the estimated liability reported in these financial statements. All liabilities were estimated by an actuarial update as at December 31, 2019.

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-employment benefits</td>
<td>$60,976,666</td>
<td>$60,141,156</td>
<td>$835,510</td>
</tr>
<tr>
<td>Sick leave benefits</td>
<td>$7,077,342</td>
<td>$6,831,414</td>
<td>$245,928</td>
</tr>
<tr>
<td>Workplace safety &amp; insurance benefits</td>
<td>$4,668,795</td>
<td>$4,332,847</td>
<td>$335,948</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$72,722,803</strong></td>
<td><strong>$71,305,417</strong></td>
<td><strong>$1,417,386</strong></td>
</tr>
</tbody>
</table>

The significant actuarial assumptions adopted in measuring the City's accrued benefit obligations for the accumulated sick leave and post-employment benefit entitlements at December 31, 2020, are as follows:

- **Sick leave and post-employment benefits**
  - Future cost of long term debt: 3.75% vs. 3.00%
  - Future inflation rates: 1.75% vs. 1.75%
  - Future salaries escalations: 2.75% vs.
  - Future dental premium rates escalations: 3.75% vs.
  - Future health care premium rates:
    - 2020: 6.42% vs. 6.08%
    - Declining by:
      - 2028 to 3.75% vs.
      - 2027 to 3.75%

Information about the City's benefit plan is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Liability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of the year</td>
<td>$71,305,417</td>
<td>$69,148,342</td>
</tr>
<tr>
<td>Current service cost</td>
<td>$1,948,908</td>
<td>$2,166,799</td>
</tr>
<tr>
<td>Plan amendment</td>
<td>-</td>
<td>$1,117,560</td>
</tr>
<tr>
<td>Interest cost</td>
<td>$2,740,755</td>
<td>$2,769,259</td>
</tr>
<tr>
<td>Amortization of net actuarial loss</td>
<td>$124,472</td>
<td>(238,324)</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>(3,396,749)</td>
<td>(3,658,219)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$72,722,803</strong></td>
<td><strong>$71,305,417</strong></td>
</tr>
</tbody>
</table>

a) Pension Plan

The City makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of members of its staff. The Plan is a defined benefit plan, which specifies the amount of retirement benefit to be received by the employees based on the lengths of service and rates of pay. Employee contributions are matched by the City.

The amount contributed to OMERS for 2020 was **$6,109,071** (2019 - $5,918,336) for current service and is included as an expense on the consolidated statement of operations.
7. Employee and post employment benefits - Continued

a) Pension Plan - Continued
The OMERS pension plan has a deficit. The last available report for the OMERS plan was on December 31, 2020. At that time the plan reported a $3.2 billion actuarial deficit (2019 - $3.4 billion), based on actuarial liabilities of $113.1 billion (2019 - $107.7 billion) and actuarial net assets of $109.8 billion (2019 - $104.3 billion). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions will be required in the future.

b) Post-employment benefits
The City makes available to qualifying employees who retire before the age of 65, the opportunity to continue their coverage for such benefits as extended health and drugs, dental care, and life insurance. Coverage ceases at the age of 65 except for life insurance and extended health and drugs. In addition, changes in assumptions, and experience gains and losses are amortized on a straight-line basis over 11 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year of occurrence of the actuarial gains or losses. In fiscal 2019, an actuarial valuation report estimated the actuarial loss for the above mentioned post-employment benefits to be $5,834,084 which is being amortized at $486,174 per year.

The actuarial valuation report estimated the liability for the above mentioned employee future benefits to be $60,976,666 (2019 - $60,141,156) at year end based on present value of the current obligation for past and current employees.

c) Sick leave
Under the sick leave benefit plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment when they leave the City's employment. In addition, adjustments arising from the plan amendment, changes in assumptions, and experience gains and losses are amortized on a straight-line basis over 12 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year of occurrence of the actuarial gains or losses. In fiscal 2019, an actuarial valuation report estimated the actuarial gain for the above mentioned sick leave to be $1,710,318 which is being amortized at $131,563 per year.

The liability for these accumulated days based on an actuarial assessment, to the extent that they have vested and could be taken in cash by an employee on termination or retirement, amounted to $7,077,342 (2019 - $6,831,414) at the end of the year. An amount of $430,787 (2019 - $723,501) was paid to employees who either changed union groups or left the City's employment during the current year.

The reserve fund was established to fund the cost of future employee benefits provided by the City. The balance at the end of the year was $11,302,127 (2019 - $10,442,213).

d) Workplace safety & insurance
In 1996, in order to decrease workers' compensation expense, the City assumed the risk of workers' compensation coverage.

The potential liability, based on an actuarial valuation update for all existing claims as at December 31, 2020 amounted to $4,668,795 (2019 - $4,332,847).

A self-insurance Reserve Fund for Workers' Compensation was established which, at December 31, 2020, amounted to $2,626,993 (2019 - $2,540,818). Premiums which otherwise could be paid to Workplace Safety & Insurance Board are paid into the fund and workers' compensation claims are charged to the fund.
8. Deferred revenue - obligatory reserve funds

A requirement of the Public Sector Accounting Board, of the Chartered Professional Accountants of Canada, is that obligatory reserves be reported as deferred revenue, as these are restricted revenue. This requirement is in place as provincial legislation restricts how these funds may be used and under certain circumstances these funds may be refunded. Deferred revenue balances are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development charges and user fees</td>
<td>$ 4,921,059</td>
<td>$ 13,524,575</td>
</tr>
<tr>
<td>Gas tax funding</td>
<td>3,941,283</td>
<td>8,053,516</td>
</tr>
<tr>
<td>Investment income</td>
<td>657,844</td>
<td>84,610</td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td>9,520,186</td>
<td>21,662,701</td>
</tr>
<tr>
<td>Deferred revenue recognized and other adjustments</td>
<td>(16,025,905)</td>
<td>(9,969,101)</td>
</tr>
<tr>
<td><strong>Change in deferred revenue</strong></td>
<td>(6,505,719)</td>
<td>11,693,600</td>
</tr>
<tr>
<td><strong>Deferred revenue, beginning of year</strong></td>
<td>42,776,522</td>
<td>31,082,922</td>
</tr>
<tr>
<td><strong>Deferred revenue, end of year</strong></td>
<td>36,270,803</td>
<td>42,776,522</td>
</tr>
</tbody>
</table>

Represented as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development charges</td>
<td>28,925,420</td>
<td>31,137,395</td>
</tr>
<tr>
<td>Recreational land</td>
<td>(182,352)</td>
<td>176,429</td>
</tr>
<tr>
<td>Building permits</td>
<td>3,131,469</td>
<td>3,387,208</td>
</tr>
<tr>
<td>Gas tax funding</td>
<td>4,396,266</td>
<td>8,075,490</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 36,270,803</td>
<td>$ 42,776,522</td>
</tr>
</tbody>
</table>

9. Long-term debt

The City has assumed the responsibility for the payment of principal and interest charges on certain debt issued by the Region of Waterloo, which in fiscal 2020 amounted to $9,778,000 (2019 - $10,706,000).

The City has assumed responsibility for the payment of principal and interest charges on certain long-term debt issued by the Region of Waterloo. At the end of the year, the total outstanding principal amount of this liability is $45,776,720 (2019 - $41,576,835). This debt bears interest at rates ranging from 1.15% to 3.95% per annum.

Principal repayments required over the next 5 years and thereafter are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$ 5,360,760</td>
</tr>
<tr>
<td>2022</td>
<td>4,376,760</td>
</tr>
<tr>
<td>2023</td>
<td>4,438,760</td>
</tr>
<tr>
<td>2024</td>
<td>4,512,760</td>
</tr>
<tr>
<td>2025</td>
<td>4,531,760</td>
</tr>
<tr>
<td>Thereafter</td>
<td>22,555,920</td>
</tr>
</tbody>
</table>

**Total** | $ 45,776,720

Interest charges for fiscal 2020 relating to long-term debt were $1,092,103 (2019 - $981,743).

The City has enacted and passed by-laws in authorizing the issue of debentures, not to exceed $24.54 million, for the rehabilitation of existing assets and construction or purchase of new assets contained in the Capital Funding Program.
## 10. Tangible capital assets

### 2020

<table>
<thead>
<tr>
<th></th>
<th>Land improvements</th>
<th>Buildings</th>
<th>Leasehold improvements</th>
<th>Infrastructure</th>
<th>Information technology</th>
<th>Machinery &amp; equipment</th>
<th>Vehicles</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>$ 94,465,880</td>
<td>$ 86,295,348</td>
<td>$ 179,229,144</td>
<td>$ 4,776,537</td>
<td>$ 508,694,213</td>
<td>$ 16,249,414</td>
<td>$ 19,168,706</td>
<td>$ 20,752,125</td>
<td>$ 977,766,678</td>
</tr>
<tr>
<td>Additions</td>
<td>642,790</td>
<td>2,671,064</td>
<td>2,662,111</td>
<td>-</td>
<td>21,485,473</td>
<td>2,689,383</td>
<td>938,027</td>
<td>957,015</td>
<td>62,745,271</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>179,878</td>
<td>-</td>
<td>438,412</td>
<td>1,813,789</td>
<td>173,565</td>
<td>804,875</td>
<td>537,541</td>
<td>34,615,025</td>
</tr>
<tr>
<td><strong>Cost, end of year</strong></td>
<td>95,108,670</td>
<td>88,786,534</td>
<td>181,891,255</td>
<td>4,338,125</td>
<td>528,365,897</td>
<td>18,765,232</td>
<td>19,301,858</td>
<td>21,171,599</td>
<td>76,265,557</td>
</tr>
<tr>
<td><strong>Accumulated amortization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>179,878</td>
<td>-</td>
<td>280,096</td>
<td>1,707,568</td>
<td>173,565</td>
<td>801,070</td>
<td>537,541</td>
<td>-</td>
</tr>
<tr>
<td>Amortization expense</td>
<td>-</td>
<td>2,101,011</td>
<td>4,096,175</td>
<td>161,500</td>
<td>8,655,321</td>
<td>3,334,386</td>
<td>1,930,541</td>
<td>1,298,053</td>
<td>-</td>
</tr>
<tr>
<td><strong>Accumulated amortization, end of year</strong></td>
<td>-</td>
<td>43,788,200</td>
<td>80,093,062</td>
<td>1,043,058</td>
<td>215,666,888</td>
<td>11,009,849</td>
<td>8,563,779</td>
<td>12,131,495</td>
<td>-</td>
</tr>
</tbody>
</table>

### 2019 (Note 15)

<table>
<thead>
<tr>
<th></th>
<th>Land improvements</th>
<th>Buildings</th>
<th>Leasehold improvements</th>
<th>Infrastructure</th>
<th>Information technology</th>
<th>Machinery &amp; equipment</th>
<th>Vehicles</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>2,519,040</td>
<td>3,218,848</td>
<td>23,915,357</td>
<td>337,718</td>
<td>47,837,676</td>
<td>3,835,710</td>
<td>10,316,151</td>
<td>4,726,354</td>
<td>30,366,121</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>230,513</td>
<td>-</td>
<td>-</td>
<td>2,038,973</td>
<td>821,690</td>
<td>523,259</td>
<td>1,410,447</td>
<td>100,492,850</td>
</tr>
<tr>
<td><strong>Cost, end of year</strong></td>
<td>94,465,880</td>
<td>86,295,348</td>
<td>179,229,144</td>
<td>4,776,537</td>
<td>508,694,213</td>
<td>16,249,414</td>
<td>19,168,706</td>
<td>20,752,125</td>
<td>977,766,678</td>
</tr>
<tr>
<td><strong>Accumulated amortization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>230,513</td>
<td>-</td>
<td>-</td>
<td>1,627,985</td>
<td>821,690</td>
<td>519,904</td>
<td>561,508</td>
<td>-</td>
</tr>
<tr>
<td>Amortization expense</td>
<td>-</td>
<td>1,985,591</td>
<td>3,774,514</td>
<td>153,496</td>
<td>8,184,324</td>
<td>2,378,204</td>
<td>2,621,546</td>
<td>1,210,856</td>
<td>-</td>
</tr>
<tr>
<td><strong>Accumulated amortization, end of year</strong></td>
<td>-</td>
<td>43,788,200</td>
<td>80,093,062</td>
<td>1,043,058</td>
<td>215,666,888</td>
<td>11,009,849</td>
<td>8,563,779</td>
<td>12,131,495</td>
<td>-</td>
</tr>
</tbody>
</table>

Notes to the Consolidated Financial Statements
For the year ended December 31, 2020

Page 288 of 464
10. Tangible capital assets - Continued

(a) During the year, roads and underground networks contributed to the City totalled $\text{Nil} (2019 - $675,000) and were capitalized at their fair value at the time of receipt.

(b) Amortization expense for the year amounts to $21,576,987 (2019 - $20,308,531).

11. General insurance coverage

In order to decrease insurance premiums, the City has undertaken a portion of the risk through increased deductibles. The deductibles generally range up to $50,000 depending on the types of claims. Insurance coverage is in place for claims in excess of these deductibles up to various policy limits.

The City has made provision for a Reserve for Self-Insurance for various types of insurance, the balance of which at December 31, 2020 amounted to $2,021,485 (2019 - $2,183,498), and is reported in Note 14 under Reserves. The City budgets annually for claims related to self-insurance and the difference between budgeted and actual claims during the year is drawn from the reserve fund. In 2020 the amount drawn from the reserve was $\text{Nil} (2019 - $\text{Nil}). Claims for all forms of self-insurance during the year amounting to $519,970 (2019 - $391,491), including adjusters’ fees and costs, are reported as an expenditure on the Consolidated Statement of Operations and Accumulated Surplus.

The City has an agreement with members of the Waterloo Region municipalities to purchase property damage and public liability insurance on a group basis and share a retained level of risk. The members pay an annual levy to fund insurance coverage, losses, and contribute to a surplus. The pool has purchased insurance to fund losses above a pre-determined deductible and any losses above a pre-determined total in any year.

12. Contingent liabilities

The City is involved in several legal suits of varying dollar amounts, the outcome of which is not presently determinable. No provision for possible liability has been recorded in these financial statements.

In the event the City is found liable, any amounts not recoverable from City’s insurers will be adjusted against future revenues.
13. Budget figures, unaudited

Budget figures reported on the Consolidated Statement of Operations and Accumulated Surplus are based on the 2020 municipal operating and water/wastewater budgets as approved by Council on February 3, 2020 and December 12, 2019 respectively, and include subsequent amendments.

Approved budget figures have been reclassified and adjusted for the purposes of these financial statements to comply with Public Sector Accounting Board (“PSAB”) reporting requirements. The chart below reconciles the approved operating budgets to the amended budget figures:

<table>
<thead>
<tr>
<th>Budget Amount</th>
<th>Approved operating budget revenues $ 194,213,100</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget amendments and reallocations</td>
</tr>
<tr>
<td></td>
<td>PSAB reporting adjustments:</td>
</tr>
<tr>
<td></td>
<td>Dividends from Cambridge and North Dumfries Energy Plus Inc. (3,745,000)</td>
</tr>
<tr>
<td></td>
<td>Contributions from reserves and reserve funds (4,216,200)</td>
</tr>
<tr>
<td>Net operating budget revenues</td>
<td>$ 186,251,900</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget Amount</th>
<th>Approved operating budget expenses $ 194,213,100</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget amendments and reallocations</td>
</tr>
<tr>
<td></td>
<td>PSAB reporting adjustments:</td>
</tr>
<tr>
<td></td>
<td>Amortization of tangible capital assets 20,308,531</td>
</tr>
<tr>
<td></td>
<td>Non-tangible capital asset expenditures 7,481,553</td>
</tr>
<tr>
<td></td>
<td>Unfunded accrual for employee future benefit obligation 2,157,075</td>
</tr>
<tr>
<td></td>
<td>Contribution to reserves and reserve funds (25,413,300)</td>
</tr>
<tr>
<td></td>
<td>Debt principal repayments (5,904,800)</td>
</tr>
<tr>
<td>Net operating budget expenses</td>
<td>192,842,159</td>
</tr>
</tbody>
</table>

Net expenses before other income (6,590,259)
14. Accumulated surplus

Accumulated surplus consists of individual surpluses, reserve funds, and reserves as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserve funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Works</td>
<td>$5,748,042</td>
<td>$5,434,953</td>
</tr>
<tr>
<td>Capital Works Debt Retirement</td>
<td>1,065,352</td>
<td>970,988</td>
</tr>
<tr>
<td>Capital Works Committed</td>
<td>1,189,345</td>
<td>1,166,622</td>
</tr>
<tr>
<td>Wastewater Capital</td>
<td>7,355,214</td>
<td>8,846,916</td>
</tr>
<tr>
<td>Wastewater Rate Stabilization</td>
<td>4,038,534</td>
<td>3,219,358</td>
</tr>
<tr>
<td>Water System Capital</td>
<td>10,395,628</td>
<td>9,397,207</td>
</tr>
<tr>
<td>Water Rate Stabilization</td>
<td>4,188,547</td>
<td>3,398,519</td>
</tr>
<tr>
<td>Heritage Conservation</td>
<td>79,117</td>
<td>69,147</td>
</tr>
<tr>
<td>Cemetery</td>
<td>606,445</td>
<td>525,681</td>
</tr>
<tr>
<td>Equipment</td>
<td>4,178,358</td>
<td>4,305,109</td>
</tr>
<tr>
<td>Facility Maintenance</td>
<td>3,912,100</td>
<td>4,398,737</td>
</tr>
<tr>
<td>Archives</td>
<td>39,999</td>
<td>39,209</td>
</tr>
<tr>
<td>Election</td>
<td>301,813</td>
<td>272,101</td>
</tr>
<tr>
<td>Winter Maintenance</td>
<td>293,512</td>
<td>22,326</td>
</tr>
<tr>
<td>Soccer Facility Capital</td>
<td>229,886</td>
<td>216,334</td>
</tr>
<tr>
<td>Library</td>
<td>658,139</td>
<td>694,809</td>
</tr>
<tr>
<td>Public Art</td>
<td>221,186</td>
<td>192,076</td>
</tr>
<tr>
<td>Energy Conservation</td>
<td>1,643,780</td>
<td>1,590,807</td>
</tr>
<tr>
<td>Economic Development</td>
<td>10,392,796</td>
<td>10,594,263</td>
</tr>
<tr>
<td>Cash in Lieu of Parking</td>
<td>25,832</td>
<td>25,322</td>
</tr>
<tr>
<td>Self Insurance</td>
<td>2,021,485</td>
<td>2,183,498</td>
</tr>
<tr>
<td>Future Employee Benefits</td>
<td>11,302,127</td>
<td>10,442,213</td>
</tr>
<tr>
<td>Workplace Safety and Insurance</td>
<td>2,626,993</td>
<td>2,540,818</td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>17,389</td>
<td>17,045</td>
</tr>
<tr>
<td>Replacement Tree Planting</td>
<td>122,276</td>
<td>129,572</td>
</tr>
<tr>
<td>Municipal Accommodation Tax</td>
<td>365,553</td>
<td>161,086</td>
</tr>
<tr>
<td>Core Areas Transformation</td>
<td>19,318,523</td>
<td>20,133,532</td>
</tr>
<tr>
<td>Jacob Hespeler Field Capital</td>
<td>247,276</td>
<td>226,834</td>
</tr>
<tr>
<td><strong>Total reserve funds</strong></td>
<td>92,585,249</td>
<td>91,215,082</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydro Dividend Stabilization</td>
<td>$1,040,821</td>
<td>$2,049,432</td>
</tr>
<tr>
<td>Contaminated Sites Grant Program</td>
<td>547,980</td>
<td>547,980</td>
</tr>
<tr>
<td>Building Revitalization Program</td>
<td>327,014</td>
<td>218,950</td>
</tr>
<tr>
<td>Rate Stabilization</td>
<td>9,574,476</td>
<td>3,222,606</td>
</tr>
<tr>
<td><strong>Total reserves</strong></td>
<td>11,490,291</td>
<td>6,038,968</td>
</tr>
<tr>
<td><strong>Total reserve funds and reserves</strong></td>
<td>104,075,540</td>
<td>97,254,050</td>
</tr>
</tbody>
</table>
14. Accumulated surplus - Continued

<table>
<thead>
<tr>
<th>Surpluses</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in tangible capital assets</td>
<td>661,698,396</td>
<td>623,367,616</td>
</tr>
<tr>
<td>Invested in repair and replacement of assets</td>
<td>27,788,349</td>
<td>35,877,954</td>
</tr>
<tr>
<td>Invested in Government Business Enterprise</td>
<td>91,371,489</td>
<td>89,241,216</td>
</tr>
<tr>
<td>Sanitary sewage systems</td>
<td>3,163,899</td>
<td>862,490</td>
</tr>
<tr>
<td>Water supply system</td>
<td>857,589</td>
<td>711,999</td>
</tr>
<tr>
<td>General revenue fund</td>
<td>3,220,027</td>
<td>969,225</td>
</tr>
<tr>
<td>Library board</td>
<td>726,503</td>
<td>620,111</td>
</tr>
<tr>
<td>Business improvements areas</td>
<td>122,255</td>
<td>72,851</td>
</tr>
<tr>
<td>Land held for resale</td>
<td>383,252</td>
<td>-</td>
</tr>
<tr>
<td>Amounts to be recovered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee and post-employment benefits</td>
<td>(72,722,803)</td>
<td>(71,305,417)</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>(45,776,720)</td>
<td>(41,576,835)</td>
</tr>
<tr>
<td><strong>Total surplus</strong></td>
<td><strong>670,832,236</strong></td>
<td><strong>638,841,210</strong></td>
</tr>
</tbody>
</table>

**Accumulated surplus**  

$774,907,776  

$736,095,260

15. Comparative figures

Certain of the prior year's comparative figures have been restated to conform to the current year's presentation.

16. Segmented information

The City of Cambridge is a diversified municipal government institution that provides a wide range of services to its citizens, including fire, road, water distribution, sewer collection/conveyance, storm sewer, libraries, and community services.

Segmented information has been prepared by major functional classification of activities provided, consistent with the Consolidated Statement of Operations and Accumulated Surplus and provincially legislated requirements.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 2.
16. Segmented information - Continued
For the year ended December 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>General Government</th>
<th>Protection Services</th>
<th>Transportation Services</th>
<th>Environmental Services</th>
<th>Health Services</th>
<th>Social and Family Services</th>
<th>Recreation and Cultural Services</th>
<th>Planning and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>$ 29,734,281</td>
<td>$ 26,039,700</td>
<td>$ 11,291,700</td>
<td>$ 776,622</td>
<td>$ 471,900</td>
<td>$ 418,800</td>
<td>$ 22,186,400</td>
<td>$ 3,586,000</td>
<td>$ 94,505,403</td>
</tr>
<tr>
<td>User fees and charges</td>
<td>1,604,444</td>
<td>3,035,916</td>
<td>2,308,998</td>
<td>69,575,298</td>
<td>833,988</td>
<td>102,751</td>
<td>2,380,359</td>
<td>1,020,758</td>
<td>80,862,512</td>
</tr>
<tr>
<td>Penalties and interest on taxes</td>
<td>2,493,156</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,493,156</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,638,512</td>
<td>-</td>
<td>16,021</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,654,533</td>
</tr>
<tr>
<td>Fines</td>
<td>-</td>
<td>-</td>
<td>3,920</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>463,705</td>
</tr>
<tr>
<td>Government transfers - Canada</td>
<td>16,682</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>164,242</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>136,879</td>
<td>4,367,100</td>
<td>44,643</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,789,374</td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>32,000</td>
<td>357,334</td>
<td>168,200</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>567,534</td>
</tr>
<tr>
<td>Land sales and other</td>
<td>268,680</td>
<td>-</td>
<td>617,383</td>
<td>(73,206)</td>
<td>394,450</td>
<td>-</td>
<td>1,138,561</td>
<td>898,888</td>
<td>3,244,756</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>35,924,634</strong></td>
<td><strong>33,870,641</strong></td>
<td><strong>14,843,979</strong></td>
<td><strong>70,278,714</strong></td>
<td><strong>1,700,338</strong></td>
<td><strong>1,505,449</strong></td>
<td><strong>26,104,991</strong></td>
<td><strong>5,516,469</strong></td>
<td><strong>189,745,215</strong></td>
</tr>
<tr>
<td>Other Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and transfers related to capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>(82,719)</td>
<td>(32,035)</td>
<td>1,040,313</td>
<td>3,266,051</td>
<td>-</td>
<td>-</td>
<td>1,324,252</td>
<td>705,113</td>
<td>6,220,975</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>-</td>
<td>-</td>
<td>84,105</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>84,105</td>
</tr>
<tr>
<td>Government transfers - Federal</td>
<td>-</td>
<td>-</td>
<td>3,420,731</td>
<td>3,916,155</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,841,896</td>
</tr>
<tr>
<td>Share of net income for the year from</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cambridge &amp; North Dumfries Energy Plus Inc.</td>
<td>5,070,162</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,070,162</td>
</tr>
<tr>
<td>Interest earned on reserves</td>
<td>504,573</td>
<td>-</td>
<td>167,273</td>
<td>493,142</td>
<td>9,232</td>
<td>-</td>
<td>29,551</td>
<td>613,192</td>
<td>1,816,963</td>
</tr>
<tr>
<td><strong>Total other income</strong></td>
<td><strong>5,492,016</strong></td>
<td><strong>(32,035)</strong></td>
<td><strong>4,712,422</strong></td>
<td><strong>7,675,348</strong></td>
<td><strong>9,232</strong></td>
<td><strong>-</strong></td>
<td><strong>1,858,813</strong></td>
<td><strong>1,318,305</strong></td>
<td><strong>21,034,101</strong></td>
</tr>
<tr>
<td><strong>Total revenues and other income</strong></td>
<td><strong>41,416,650</strong></td>
<td><strong>33,838,606</strong></td>
<td><strong>19,556,401</strong></td>
<td><strong>77,954,062</strong></td>
<td><strong>1,709,570</strong></td>
<td><strong>1,505,449</strong></td>
<td><strong>27,963,804</strong></td>
<td><strong>6,834,774</strong></td>
<td><strong>210,779,316</strong></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th></th>
<th>General Government</th>
<th>Protection Services</th>
<th>Transportation Services</th>
<th>Environmental Services</th>
<th>Health Services</th>
<th>Social and Family Services</th>
<th>Recreation and Cultural Services</th>
<th>Planning and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries wages and employee benefits</td>
<td>20,474,847</td>
<td>26,603,552</td>
<td>8,111,605</td>
<td>5,662,431</td>
<td>992,552</td>
<td>1,143,179</td>
<td>14,135,379</td>
<td>3,644,225</td>
<td>80,767,764</td>
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<tr>
<td>Long term debt charges</td>
<td>89,809</td>
<td>-</td>
<td>228,095</td>
<td>300,653</td>
<td>-</td>
<td>-</td>
<td>473,546</td>
<td>-</td>
<td>1,092,103</td>
</tr>
<tr>
<td>Materials</td>
<td>4,810,896</td>
<td>1,458,192</td>
<td>2,546,732</td>
<td>4,184,911</td>
<td>112,134</td>
<td>42,737</td>
<td>3,603,195</td>
<td>632,745</td>
<td>17,390,542</td>
</tr>
<tr>
<td>Contracted services</td>
<td>2,993,110</td>
<td>1,869,308</td>
<td>2,050,590</td>
<td>37,344,922</td>
<td>86,398</td>
<td>61,972</td>
<td>2,663,025</td>
<td>252,821</td>
<td>47,322,146</td>
</tr>
<tr>
<td>Rents and financial expenses</td>
<td>930,594</td>
<td>133,766</td>
<td>215,394</td>
<td>(89,493)</td>
<td>-</td>
<td>-</td>
<td>33,045</td>
<td>71,409</td>
<td>1,294,715</td>
</tr>
<tr>
<td>External transfers</td>
<td>341,732</td>
<td>-</td>
<td>4,700</td>
<td>-</td>
<td>-</td>
<td>1,765,067</td>
<td>411,044</td>
<td>-</td>
<td>2,522,543</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>3,134,526</td>
<td>714,232</td>
<td>5,296,576</td>
<td>7,069,177</td>
<td>54,021</td>
<td>-</td>
<td>5,308,455</td>
<td>-</td>
<td>21,576,987</td>
</tr>
<tr>
<td>Interfunctional adjustments</td>
<td>(6,546,216)</td>
<td>(286,926)</td>
<td>(624,742)</td>
<td>5,995,459</td>
<td>150,125</td>
<td>15,300</td>
<td>708,286</td>
<td>12,862</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>26,229,298</strong></td>
<td><strong>31,067,976</strong></td>
<td><strong>17,827,950</strong></td>
<td><strong>60,468,060</strong></td>
<td><strong>1,395,230</strong></td>
<td><strong>1,263,188</strong></td>
<td><strong>28,689,992</strong></td>
<td><strong>5,025,106</strong></td>
<td><strong>171,966,800</strong></td>
</tr>
</tbody>
</table>

**Annual surplus (deficit)**

|                                    | $ 15,187,352       | $ 2,770,630         | $ 1,728,451           | $ 17,486,002       | $ 314,340       | $ 242,261                   | (726,188)                    | $ 1,809,668   | $ 38,812,516 |

Notes to the Consolidated Financial Statements
For the year ended December 31, 2020

Page 293 of 464
16. Segmented information - Continued
For the year ended December 31, 2019 (Note 15)

<table>
<thead>
<tr>
<th>Service</th>
<th>General Government</th>
<th>Protection Services</th>
<th>Transportation Services</th>
<th>Environmental Services</th>
<th>Health Services</th>
<th>Social and Family Services</th>
<th>Recreation and Cultural Services</th>
<th>Planning and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>27,621,842</td>
<td>25,082,600</td>
<td>10,578,100</td>
<td>885,296</td>
<td>353,800</td>
<td>385,500</td>
<td>22,009,100</td>
<td>3,547,000</td>
<td>90,463,238</td>
</tr>
<tr>
<td>User fees and charges</td>
<td>1,886,062</td>
<td>4,381,180</td>
<td>2,509,123</td>
<td>64,956,470</td>
<td>1,006,346</td>
<td>452,889</td>
<td>5,055,584</td>
<td>824,160</td>
<td>81,071,814</td>
</tr>
<tr>
<td>Penalties and interest on taxes</td>
<td>2,978,059</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,978,059</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,592,498</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,592,498</td>
</tr>
<tr>
<td>Fines</td>
<td>(11,336)</td>
<td>100,807</td>
<td>728,592</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>818,063</td>
</tr>
<tr>
<td>Government transfers - Canada</td>
<td>54,634</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>538,438</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>242,479</td>
<td>-</td>
<td>2,930</td>
<td>-</td>
<td>-</td>
<td>1,044,807</td>
<td>84,286</td>
<td>10,409</td>
<td>1,384,911</td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>32,000</td>
<td>-</td>
<td>160,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,000</td>
<td>-</td>
<td>202,000</td>
</tr>
<tr>
<td>Land sales and other</td>
<td>183,719</td>
<td>(848,939)</td>
<td>278,806</td>
<td>(40,807)</td>
<td>425,230</td>
<td>-</td>
<td>2,165,705</td>
<td>4,801,696</td>
<td>6,965,410</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>35,579,957</strong></td>
<td><strong>28,715,648</strong></td>
<td><strong>14,257,551</strong></td>
<td><strong>65,800,959</strong></td>
<td><strong>1,785,376</strong></td>
<td><strong>1,883,196</strong></td>
<td><strong>29,578,479</strong></td>
<td><strong>9,183,265</strong></td>
<td><strong>186,784,431</strong></td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and transfers related to capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>(1,396,598)</td>
<td>391,899</td>
<td>2,577,094</td>
<td>792,565</td>
<td>-</td>
<td>-</td>
<td>1,769,921</td>
<td>(376,947)</td>
<td>3,757,934</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>-</td>
<td>-</td>
<td>56,509</td>
<td>1,900</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>56,509</td>
</tr>
<tr>
<td>Government transfers - Federal</td>
<td>268,757</td>
<td>-</td>
<td>1,582,749</td>
<td>1,937,390</td>
<td>-</td>
<td>-</td>
<td>436,884</td>
<td>-</td>
<td>4,225,780</td>
</tr>
<tr>
<td>Donated tangible capital assets (Note 10)</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>675,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>675,000</td>
</tr>
<tr>
<td>Share of net income for the year from Cambridge &amp; North Dumfries Energy Plus Inc.</td>
<td>6,219,084</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,219,084</td>
</tr>
<tr>
<td>Interest earned on reserves</td>
<td>275,250</td>
<td>-</td>
<td>104,236</td>
<td>313,870</td>
<td>5,636</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,204,416</td>
</tr>
<tr>
<td><strong>Total other income</strong></td>
<td><strong>5,356,493</strong></td>
<td><strong>391,899</strong></td>
<td><strong>4,322,588</strong></td>
<td><strong>3,043,825</strong></td>
<td><strong>5,636</strong></td>
<td>-</td>
<td><strong>2,901,199</strong></td>
<td><strong>109,083</strong></td>
<td><strong>16,140,723</strong></td>
</tr>
<tr>
<td><strong>Total revenues and other income</strong></td>
<td><strong>40,946,450</strong></td>
<td><strong>29,107,547</strong></td>
<td><strong>18,580,139</strong></td>
<td><strong>68,844,764</strong></td>
<td><strong>1,791,012</strong></td>
<td><strong>1,883,196</strong></td>
<td><strong>32,479,678</strong></td>
<td><strong>9,292,348</strong></td>
<td><strong>202,925,154</strong></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Expense</th>
<th>General Government</th>
<th>Protection Services</th>
<th>Transportation Services</th>
<th>Environmental Services</th>
<th>Health Services</th>
<th>Social and Family Services</th>
<th>Recreation and Cultural Services</th>
<th>Planning and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries wages and employee benefits</td>
<td>18,124,056</td>
<td>24,977,407</td>
<td>8,414,693</td>
<td>5,915,721</td>
<td>1,165,503</td>
<td>1,455,767</td>
<td>16,312,844</td>
<td>3,547,785</td>
<td>79,723,776</td>
</tr>
<tr>
<td>Long term debt charges</td>
<td>97,933</td>
<td>-</td>
<td>211,834</td>
<td>138,991</td>
<td>-</td>
<td>-</td>
<td>532,985</td>
<td>-</td>
<td>981,743</td>
</tr>
<tr>
<td>Materials</td>
<td>6,975,719</td>
<td>2,501,448</td>
<td>6,151,581</td>
<td>3,348,842</td>
<td>63,871</td>
<td>179,735</td>
<td>5,149,407</td>
<td>435,277</td>
<td>24,805,880</td>
</tr>
<tr>
<td>Contracted services</td>
<td>3,776,897</td>
<td>1,676,498</td>
<td>2,773,205</td>
<td>36,585,406</td>
<td>124,422</td>
<td>141,146</td>
<td>3,476,090</td>
<td>558,559</td>
<td>49,112,223</td>
</tr>
<tr>
<td>Rents and financial expenses</td>
<td>5,661,979</td>
<td>132,278</td>
<td>216,190</td>
<td>1,539,272</td>
<td>-</td>
<td>-</td>
<td>29,675</td>
<td>68,287</td>
<td>7,647,681</td>
</tr>
<tr>
<td>External transfers</td>
<td>933,378</td>
<td>-</td>
<td>4,700</td>
<td>-</td>
<td>-</td>
<td>1,729,043</td>
<td>628,081</td>
<td>-</td>
<td>3,295,202</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>2,725,057</td>
<td>573,203</td>
<td>4,931,636</td>
<td>6,544,177</td>
<td>35,176</td>
<td>-</td>
<td>5,499,282</td>
<td>-</td>
<td>20,308,531</td>
</tr>
<tr>
<td>Interfunctional adjustments</td>
<td>(6,472,308)</td>
<td>152,746</td>
<td>(294,473)</td>
<td>5,564,130</td>
<td>180,521</td>
<td>5,049</td>
<td>910,297</td>
<td>(45,962)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>31,822,711</strong></td>
<td><strong>30,013,580</strong></td>
<td><strong>22,409,366</strong></td>
<td><strong>59,636,539</strong></td>
<td><strong>1,569,493</strong></td>
<td><strong>1,781,697</strong></td>
<td><strong>33,639,623</strong></td>
<td><strong>5,002,027</strong></td>
<td><strong>185,875,036</strong></td>
</tr>
<tr>
<td><strong>Annual surplus (deficit)</strong></td>
<td><strong>$ 9,123,739</strong></td>
<td><strong>(906,033)</strong></td>
<td><strong>(3,829,227)</strong></td>
<td><strong>$ 9,208,245</strong></td>
<td><strong>$ 221,519</strong></td>
<td><strong>$ 101,499</strong></td>
<td><strong>$ (1,159,945)</strong></td>
<td><strong>$ 4,290,321</strong></td>
<td><strong>$ 17,050,118</strong></td>
</tr>
</tbody>
</table>
# Table of contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
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<td>How do we deliver audit quality?</td>
<td>2</td>
</tr>
<tr>
<td>Executive summary</td>
<td>3</td>
</tr>
<tr>
<td>Changes from the audit plan</td>
<td>3</td>
</tr>
<tr>
<td>What's new in 2020</td>
<td>4</td>
</tr>
<tr>
<td>Audit risks and results</td>
<td>7</td>
</tr>
<tr>
<td>Significant accounting policies and practices</td>
<td>12</td>
</tr>
<tr>
<td>Financial statement presentation and disclosure</td>
<td>13</td>
</tr>
<tr>
<td>Other matters</td>
<td>14</td>
</tr>
<tr>
<td>Uncorrected differences and corrected adjustments</td>
<td>15</td>
</tr>
<tr>
<td>Control deficiencies</td>
<td>17</td>
</tr>
<tr>
<td>Appendices</td>
<td>18</td>
</tr>
<tr>
<td>Appendix 1: Other Required Communications</td>
<td>19</td>
</tr>
<tr>
<td>Appendix 2: Management Representation Letter</td>
<td>20</td>
</tr>
<tr>
<td>Appendix 3: Draft Auditors’ Report</td>
<td>24</td>
</tr>
<tr>
<td>Appendix 4: Technology in the audit</td>
<td>26</td>
</tr>
<tr>
<td>Appendix 5: Audit and Assurance Insights</td>
<td>27</td>
</tr>
</tbody>
</table>
KPMG contacts

The contacts at KPMG in connection with this report are:

Matthew Betik
Lead Audit Engagement Partner
Tel: 519-747-8245
mbetik@kpmg.ca

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Senior Manager
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Nicholas Deane
Manager
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nicholasdeane@kpmg.ca

Our refreshed Values

What we believe

☆ Integrity
We do what is right.

☆ Excellence
We never stop learning and improving.

☆ Courage
We think and act boldly.

☆ Together
We respect each other and draw strength from our differences.

☆ For Better
We do what matters.
How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

‘Perform quality engagements’ sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our quality value drivers are the cornerstones to our approach underpinned by the supporting drivers and give clear direction to encourage the right behaviours in delivering audit quality.

We define ‘audit quality’ as being the outcome when:

- audits are executed consistently, in line with the requirements and intent of applicable professional standards within a strong system of quality controls; and
- all of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics, and integrity.

Doing the right thing. Always.
Executive summary

Purpose of this report

The purpose of this Audit Findings Report is to assist you, as a member of Council, and staff of the City of Cambridge in your review of the results of our audit of the consolidated financial statements as at and for the period ended December 31, 2020. This Audit Findings Report builds on the Audit Plan we presented to the Council.

<table>
<thead>
<tr>
<th>What's new in 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>There have been significant changes in 2020 which impacted financial reporting, the Entity’s internal control over financial reporting and our audit:</td>
</tr>
<tr>
<td>• COVID-19 pandemic – see pages 4-5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finalizing the audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of April 19, 2021, we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures, which include amongst others:</td>
</tr>
<tr>
<td>– Completing our discussions with the Council</td>
</tr>
<tr>
<td>– Obtaining evidence of the Council’s approval of the financial statements</td>
</tr>
<tr>
<td>– Obtaining a signed management representation letter</td>
</tr>
<tr>
<td>– Receipt of legal letters</td>
</tr>
<tr>
<td>We will update Council, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures. Our auditors’ report, a draft of which is provided in Appendix 4, will be dated upon the completion of any remaining procedures.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Changes from the audit plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>There have been no significant changes regarding our audit from the Audit Planning Report previously presented to you.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Significant accounting policies and practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Control deficiencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.</td>
</tr>
</tbody>
</table>

1 This Audit Findings Report is intended solely for the information and use of Management, Council, and staff of the City and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.
What’s new in 2020

**COVID-19 pandemic**
On November 18, 2020, our audit plan highlighted potential impacts of the COVID-19 pandemic. We adapted our audit to respond to the continued changes in your business, including the impacts on financial reporting and internal control over financial reporting.

<table>
<thead>
<tr>
<th>Area of Impact</th>
<th>Key Observations</th>
</tr>
</thead>
</table>
| Company’s financial reporting impacts  | — We considered impacts to financial reporting due to COVID 19 pandemic and the increased disclosures needed in the financial statements as a result of the significant judgements.  
— In areas of the financial statements where estimates involved significant judgements, we evaluated whether the method, assumptions and data used by management to derive the accounting estimates, and their related financial statement disclosures were still appropriate per the relevant financial reporting framework given the changed economic conditions and increased estimation uncertainty.  
— See page 8 and 10 under Audit Risk and Results.  
— The areas of the financial statements most affected included:  
  o Government grants recorded as part of the Safe Restart Funding programs  |
| Company’s internal control over financial reporting | — As part of our risk assessment we examined the financial reporting risks, including fraud risks, given possible new pressures on management or new opportunities to commit fraud given changes in the Entity’s internal controls over financial reporting.  
— As a result of the Entity’s remote working environment, it was necessary to assess the impact to the Entity’s internal controls.  
  o In areas of the audit where we are evaluating controls, we obtained an understanding of any changes to processes and controls during the year to assess if there was a need to change the extent of testing. No changes were noted that had a significant impact on the scope of audit work.  |
| Materiality                            | — We considered impacts to financial reporting on both the determination and the re-assessment of materiality for the audit of the financial statements.  
— No adjustment to materiality was considered necessary. |
COVID-19 pandemic
On November 18, 2020, our audit plan highlighted potential impacts of the COVID-19 pandemic. We adapted our audit to respond to the continued changes in your business, including the impacts on financial reporting and internal control over financial reporting.

<table>
<thead>
<tr>
<th>Area of Impact</th>
<th>Key Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Assessment</td>
<td>We performed a more thorough risk assessment specifically targeted at the impacts of the COVID-19 pandemic, including an assessment of fraud risk factors (i.e., conditions or events that may be indicative of an incentive/pressure to commit fraud, opportunities to commit fraud, rationalizations of committing fraud).</td>
</tr>
<tr>
<td>Working remotely</td>
<td>We used virtual work rooms, video conferencing, and internally shared team sites to collaborate in real-time, both amongst the audit team as well as with management.</td>
</tr>
<tr>
<td></td>
<td>We increased our professional skepticism when evaluating electronic evidence received and performed additional procedures to validate the authenticity and reliability of electronic information used as audit evidence.</td>
</tr>
<tr>
<td>Direction and Supervision of the audit</td>
<td>The managers and partner were actively involved in determining the impact that the COVID-19 pandemic had on the audit (as discussed above), including the impact on the Company’s financial reporting and changes in the Company’s internal control over financial reporting.</td>
</tr>
<tr>
<td></td>
<td>Managers and partner implemented new supervision processes to deal with working in a remote environment, and our audit approach allowed us to manage the audit using meaningful milestones and frequent touch points.</td>
</tr>
</tbody>
</table>
# New auditing standards

The following new auditing standards that are effective for the current year had an impact on our audit.

<table>
<thead>
<tr>
<th>Standard</th>
<th>Key observations</th>
</tr>
</thead>
</table>
| CAS 540, Auditing Accounting Estimates and Related Disclosures | — The new standard was applied on all estimates within the financial statements that had a risk of material misstatement due to estimation uncertainty and not just “key estimates”, “critical accounting estimates”, or “estimates with significant risk”.  
— The granularity and complexity of the new standard along with our interpretation of the application of that standard necessitated more planning and discussion and increased involvement of more senior members of the engagement team.  
— We performed more granular risk assessments based on the elements making up each accounting estimate such as the method, the assumptions used, the data used and the application of the method.  
— We considered the potential for management bias.  
— We assessed the degree of uncertainty, complexity, and subjectivity involved in making each accounting estimate to determine the level of audit response; the higher the level of response, the more persuasive the audit evidence was needed.  
— We involved professionals with appropriate skills and knowledge to assist us in auditing certain estimates as appropriate.  
— See pages 8 and 10 under Audit Risk and Results for estimates that related to significant risk or other areas of focus, which are a subset of all the estimates subject to the new standard. |
Audit risks and results

We highlight our significant findings in respect of **significant financial reporting risks** as identified in our discussion with you in the Audit Plan, as well as any additional significant financial reporting risks identified.

<table>
<thead>
<tr>
<th>Significant financial reporting risk</th>
<th>Why is it significant?</th>
</tr>
</thead>
</table>
| Risk of material misstatement due to fraud resulting from fraudulent revenue recognition. | This is a presumed risk of material misstatement due to fraud under Canadian auditing standards. However, the audit team has rebutted this presumption due to the following reasons:  
  — The presumed fraud risk is ordinarily associated with for-profit enterprises  
  — The majority of revenue is calculated based on MPAC data, approved property tax rates, utility rates, and user fees, as well as funding agreements with senior levels of governments, and is not subject to complexity or judgement at the reporting level;  
  — KPMG does not believe that the use of inappropriate cut-off would be utilized to perpetuate fraud. |

**Our response**

Not applicable.

<table>
<thead>
<tr>
<th>Significant financial reporting risk</th>
<th>Why is it significant?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of material misstatement due to fraud resulting from management override of controls</td>
<td>This is a presumed risk of material misstatement due to fraud under Canadian auditing standards. We have not identified any specific additional risks of management override relating to this audit.</td>
</tr>
</tbody>
</table>

**Our response**

As the risk is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures included testing of journal entries and other adjustments, performing a retrospective review of estimates, and evaluating the business rationale of significant unusual transactions.  
— KPMG performed various substantive based procedures examining journal entries that were being posted to the general ledger.  
— Journal entries were selected using various criteria to identify journal entries that could possibly be related to override activities.

No findings were identified in our testing performed.
Audit risks and results

We highlight our significant findings in respect of areas of focus as identified in our discussion with you in the Audit Plan, as well as any additional areas of focus identified.

<table>
<thead>
<tr>
<th>Area of focus</th>
<th>New or changed?</th>
<th>Estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-employment benefits</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

These amounts are determined through actuarial valuations and involve complex accounting guidance involving judgments.

Our response & significant findings

Our procedures included:
- Communicated with management’s actuarial specialists.
- Management’s process for identification and making accounting estimates are consistent with prior year.
- Assessed the reasonableness of assumptions used, and tested the appropriateness of the underlying data, including employee populations.
- Discount rate used in calculating the employee future benefits in 2020 of 3.50%, considered to be reasonable, and consistent with similar term borrowing rate.
- We used the work of the Nexus Actuarial Consultants Ltd. (Actuarial Consultant) in our audit of the accounts and disclosures.

KPMG did not find any issues identified through our audit procedures.
## Audit risks and results (continued)

<table>
<thead>
<tr>
<th>Area of focus</th>
<th>New or changed?</th>
<th>Estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obligatory reserve funds revenue and deferred revenue</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

### Our response and significant findings

Our procedures included:
- Tested controls around the recording of revenues/cash receipts
- Obtained management’s continuity schedule for deferred development charges and ensured the spreadsheet was accurate
- Vouched a sample of development charges collected from developers during the current fiscal year
- Performed substantive testing over amounts being recognized as revenue by ensuring the expenditure meets the criteria as a “growth-related” project.

We note that the City has agreed to exempt certain development charges (“DC”) via By-Law 19-094. At the time of a waived DC, the City records the value of the waived DC in the appropriate DC Reserve Fund and records a corresponding expense.

Typically, when DC funds are expended, there is a resulting revenue recorded for the DC received (recall that DC revenues are recorded not when cash is collected, but when actual expenditures are incurred as it is a restricted revenue source). However, for waived DCs it is not appropriate to present these as revenues as there was no increase to economic resources of the City. The City appropriately recorded these exempted DCs as a contra-revenue.

KPMG did not find any issues identified through our audit procedures.
Audit risks and results (continued)

<table>
<thead>
<tr>
<th>Area of focus</th>
<th>New or changed?</th>
<th>Estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible capital assets (TCA)</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The useful lives used to calculate the net book value of the City's assets are estimated ranges, though based on historical data. Risk of error in inappropriately recognizing costs as either capital or operating.

Our response and significant findings

Our procedures included:
- Discussion over capitalization policies and their application with management
- Substantive test of details approach, vouching samples of additions and retirements in fiscal 2020.
- Review of expense accounts to ensure that items related to tangible capital assets were not inappropriately expensed in 2020.
- Testing of the reasonableness of amortization expense.

KPMG did not find any issues identified through our audit procedures.
## Audit risks and results (continued)

<table>
<thead>
<tr>
<th>Other areas of focus</th>
<th>Our audit approach and findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments and related income</td>
<td>— Confirmation of details with investment managers</td>
</tr>
<tr>
<td>Taxation Revenue</td>
<td>— Performed a substantive analytical procedure using MPAC data and budgeted tax rates</td>
</tr>
<tr>
<td>User Fees and Service Charge Revenue</td>
<td>— Analytical procedures were performed comparing current year’s revenues on a disaggregated basis to the current year budget and the prior year, adjusting for known changes in assumptions</td>
</tr>
<tr>
<td>Expenses</td>
<td>— Analytical procedures comparing current year’s expenses on a disaggregated basis to the prior year, adjusting for known changes in assumptions</td>
</tr>
<tr>
<td></td>
<td>— Substantive procedures to test the existence and accuracy of expenses</td>
</tr>
<tr>
<td></td>
<td>— Testing the completeness, existence, and accuracy of yearend accruals, most notably those that contain areas of estimate of judgment</td>
</tr>
<tr>
<td>Government Transfers</td>
<td>— Review agreements to ensure proper revenue recognition criteria is followed. To ensure transfers are authorized and all eligibility criteria and any stipulations were met.</td>
</tr>
<tr>
<td></td>
<td>— Perform test of details on significant transfers</td>
</tr>
</tbody>
</table>

KPMG did not find any issues through our audit procedures on the above noted areas of focus.
Significant accounting policies and practices

Changes

There have been no changes to significant accounting policies and practices during the year.

Future Implementation

There are no accounting standards or pronouncements that are issued but not yet effective that are applicable to the Entity in the next year.
Financial statement presentation and disclosure

Misstatements, including omissions, if any, related to financial statement presentation and disclosure items are in the management representation letter. We also highlight the following:

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form, arrangement, and content of the financial statements</td>
<td>The form, arrangement, and content of the financial statements are appropriate for the size, scope, and industry of the organization.</td>
</tr>
<tr>
<td>Significant qualitative aspects of financial statement presentation and disclosure</td>
<td>There are no concerns with respect to the presentation or disclosure of the financial statements; the financial statement presentation and disclosure is considered appropriate for the organization.</td>
</tr>
</tbody>
</table>
Other matters

Professional standards require us to communicate to the Council other matters. We have highlighted the following that we would like to bring to your attention:

<table>
<thead>
<tr>
<th>Matter</th>
<th>KPMG comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe Restart Funding (COVID-19)</td>
<td>As a result of COVID-19, the City received funding from the province under the Safe Restart Agreement. We reviewed agreements to ensure proper revenue recognition criteria was followed.</td>
</tr>
</tbody>
</table>
Uncorrected differences and corrected adjustments

Differences and adjustments include disclosure and presentation differences and adjustments.

Professional standards require that we request of management and the Council that all identified differences be corrected. We have already made this request of management.

Uncorrected differences

See the following page for a schedule of the impact on the current year.

Corrected adjustments

We did not identify any adjustments that were communicated to management and subsequently corrected in the financial statements.
### Uncorrected differences summary

<table>
<thead>
<tr>
<th>Description of differences</th>
<th>Income effect</th>
<th>Financial position</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Decrease) Increase</td>
<td>Assets (Decrease) Increase</td>
</tr>
<tr>
<td>Carry forward of prior year unadjusted differences</td>
<td>(1,263,951)</td>
<td>–</td>
</tr>
<tr>
<td>To record invoice not accrued for at the end of the year</td>
<td>(114,512)</td>
<td>–</td>
</tr>
<tr>
<td>Total differences</td>
<td>(1,378,463)</td>
<td>–</td>
</tr>
</tbody>
</table>
Control deficiencies

In accordance with professional standards, we are required to communicate to the Council significant deficiencies in internal control over financial reporting (ICFR) that we identified during our audit.

The purpose of our audit is to express an opinion on the financial statements.

Our audit included consideration of ICFR in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of ICFR.

The matters being reported are limited to those deficiencies that we have identified during our audit and that we have concluded are of sufficient importance to merit being reported to the Council and to meet professional standards.

**Significant deficiencies**

We have not identified any significant deficiencies in internal controls.

**Other observations**

We did not identify any control deficiencies that we consider to be other internal control deficiencies.
Appendices

Content

Appendix 1: Other Required communications
Appendix 2: Management Representation Letter
Appendix 3: Draft Auditors’ Report
Appendix 4: Technology in the Audit
Appendix 5: Audit and Assurance Insights
### Appendix 1: Other Required Communications

<table>
<thead>
<tr>
<th>Report</th>
<th>Engagement terms</th>
</tr>
</thead>
<tbody>
<tr>
<td>The conclusion of our audit is set out in our draft auditors’ report attached to the draft financial statements.</td>
<td>A copy of the engagement letter and any subsequent amendments has been provided to the Council.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reports to the Council</th>
<th>Representations of management</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have provided our audit planning report to the Council on November 18, 2020.</td>
<td>A copy of the management representation letter is attached.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Audit Quality in Canada</th>
<th>Matters pertaining to independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>The reports available through the following links were published by the Canadian Public Accountability Board to inform Councils and other stakeholders about the results of quality inspections conducted over the past year:</td>
<td></td>
</tr>
<tr>
<td>KPMG remains independent of the entity in accordance with the CPA Ontario rules of professional conduct.</td>
<td></td>
</tr>
<tr>
<td>• CPAB Audit Quality Insights Report: 2020 Interim Inspection Results</td>
<td></td>
</tr>
<tr>
<td>• CPAB Audit Quality Insights Report: 2019 Annual Inspections Results</td>
<td></td>
</tr>
<tr>
<td>Visit our <a href="#">Audit Quality Resources page</a> for more information including access to our <a href="#">Transparency report</a></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2: Management Representation Letter

KPMG LLP
115 King Street South 2nd Floor
Waterloo, ON N2J 5A3

April 21, 2021

Ladies and Gentlemen:

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as “financial statements”) of Corporation of the City of Cambridge (“the Entity”) as at and for the period ended December 31, 2020.

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in Attachment I to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated October 4, 2019, including for:
   a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
   b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements (“relevant information”), such as financial records, documentation and other matters, including:
      — the names of all related parties and information regarding all relationships and transactions with related parties;
      — the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
   c) providing you with unrestricted access to such relevant information.
   d) providing you with complete responses to all enquiries made by you during the engagement.
   e) providing you with additional information that you may request from us for the purpose of the engagement.
   f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
   g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

Internal control over financial reporting:

2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which management is aware.

Fraud & non-compliance with laws and regulations:

3) We have disclosed to you:
   a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
   b) all information in relation to fraud or suspected fraud that we are aware of that involves:
      — management;
      — employees who have significant roles in internal control over financial reporting; or
      — others
      where such fraud or suspected fraud could have a material effect on the financial statements.
   c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
   d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
   e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

5) We have disclosed to you the identity of the Entity's related parties.

6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.

7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern:

9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.

10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

Misstatements:
11) The effects of the uncorrected misstatements described in Attachment II are immaterial, both individually and in the aggregate, to the financial statements as a whole.

Non-SEC registrants or non-reporting issuers:

12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).

13) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

_________________________________________
Sheryl Ayres, Chief Financial Officer

cc: Council
Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material. Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity’s own circumstances.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity’s assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Related parties

In accordance with Public Sector Accounting Board (PSAB) related party is defined as:

• A related party exists when one party has the ability to exercise control or shared control over the other. Two or more parties are related when they are subject to common control or shared control. Related parties also include key management personnel and close family members.

In accordance with Public Sector Accounting Board (PSAB) a related party transaction is defined as:

• A transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party. These transfers are related party transactions whether or not there is an exchange of considerations or transactions have been given accounting recognition. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.
INDEPENDENT AUDITORS’ REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the City of Cambridge

We have audited the consolidated financial statements of The Corporation of the City of Cambridge (the Entity), which comprise:

- the consolidated statement of financial position as at December 31, 2020
- the consolidated statements of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2020, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.
Auditors’ Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors’ report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors’ report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Waterloo, Canada
Appendix 4: Technology in the audit

As previously communicated in our Audit Planning Report, we have utilized technology to enhance the quality and effectiveness of the audit.

<table>
<thead>
<tr>
<th>Technology</th>
<th>Areas of the audit where Advance Technology routines were used</th>
<th>Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Extraction &amp; Analytics Tools</td>
<td>Our KAAP tool was utilized to facilitate a direct extraction of all journal entries from the SAP system at the Organization.</td>
<td>This tool was successful in extracting the large data from the system so we can efficiently test journal entries.</td>
</tr>
</tbody>
</table>
## Appendix 5: Audit and Assurance Insights

Our latest thinking on the issues that matter most to Audit committees, Boards and Management.

<table>
<thead>
<tr>
<th>Featured insight</th>
<th>Summary</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit &amp; Assurance Insights</td>
<td>Curated thought leadership, research and insights from subject matter experts across KPMG in Canada.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td>The business implications of coronavirus (COVID 19)</td>
<td>Resources to help you understand your exposure to COVID-19, and more importantly, position your business to be resilient in the face of this and the next global threat.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td></td>
<td>Financial reporting and audit considerations: The impact of COVID-19 on financial reporting and audit processes.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td></td>
<td>KPMG Global IFRS Institute - COVID-19 financial reporting resource center.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td>Accelerate 2020</td>
<td>Perspective on the key issues driving the audit committee agenda.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td>IFRS Breaking News</td>
<td>A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td>Momentum</td>
<td>A quarterly Canadian newsletter which provides a snapshot of KPMG’s latest thought leadership, audit and assurance insights and information on upcoming and past audit events – keeping management and board members abreast on current issues and emerging challenges within audit.</td>
<td><a href="#">Sign-up now</a></td>
</tr>
<tr>
<td>Current Developments</td>
<td>Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities &amp; Auditing Matters and US Outlook reports.</td>
<td><a href="#">Learn more</a></td>
</tr>
<tr>
<td>Board Leadership Centre</td>
<td>Leading insights to help board members maximize boardroom opportunities.</td>
<td><a href="#">Learn more</a></td>
</tr>
</tbody>
</table>
Recommendation(s)

THAT Report 21-131(CRE) regarding the Cambridge Connected 2020-2023 Phase 3 Final Report and Action Plan be received;

AND THAT Council approve the strategic actions (Appendix A), with supporting initiatives to be identified as part of the annual budget and business planning process.

Executive Summary

Purpose

- In December 2019, Council approved the work plan for the 2020-2023 Cambridge Connected Strategic Plan. The work plan consisted of three phases: connect, collaborate and create. The Phase 1 summary report (20-067(CRE)) was delayed due to the onset of the COVID-19 pandemic and was received by Council in July 2020. The Phase 2 summary report (21-008(CRE)) was received by Council in January 2021.

- Phase 3 (Create) took place from January to April 2021.

- Work focused on two key aspects: how to integrate the public value approach with the implementation of the strategic plan, and refining the input received to establish strategic actions that would have the most impact on achieving our goals of People, Place and Prosperity.

- The purpose of this report is to bring the proposed action plan to Council for approval prior to moving forward with the implementation of the plan.

- The purpose of a strategic plan is to inform decision making in order to balance community priorities with resource allocation.
Key Findings

- The City’s commitment to deliver Public Value is an opportunity to build on current practices and enhance efforts related to fiscal and environmental sustainability, engagement, leadership, collaboration and transparency.

- This report identifies 13 strategic actions for the City to either lead or collaborate on in order to achieve the goals and objectives set out in Cambridge Connected (Appendix A).

- Implementation initiatives will be linked to each action as part of the regular budget and business planning cycle of the City’s work in order to report on the progress of these items.

- Community and stakeholder engagement have been critical to the successful development of this plan in all phases. In Phases 2 and 3, consultation activities were primarily through digital engagement. Since the start of the project, more than 2,000 responses were received.

- Due to the COVID-19 pandemic, the timing of the strategic plan update was extended into early 2021. As a result, the timeframe of the plan (2020-2023) is short and the implementation period for some initiatives may require longer to be completed.

Financial Implications

- There are no financial implications as a result of this report.

- The 2020-2023 Strategic Plan was part of the approved Capital Budget for 2019 (A/00689-20). The project has been completed under budget.

- The strategic plan supports the City’s annual budget and business planning cycle by ensuring financial and human resources are appropriately allocated to achieve the vision of the plan.

Figure 1: Cambridge Connected Vision, Mission and Values
Background

Why Strategic Planning is Important

Strategic planning is important because it provides an opportunity to check in with the community and stakeholders, and results in a framework that can inform decision-making in order to balance community priorities with resource allocation.

Project Foundations

In 2016, Council adopted a new strategic plan, Cambridge Connected: Our Voice, Our Vision. This four-year plan articulated the vision, mission and values of the City of Cambridge and identified the longer-term strategic themes, goals and objectives.

In December 2019, Council approved the work plan for the 2020-2023 Strategic Plan update in response to Staff Report 19-199(CRE). As an update, this project builds on the strong foundation of the work completed during the previous four years and the vision, mission and values remain unchanged (Figure 1). The direction for this update was to achieve a more focused plan.

Significant work related to the City’s internal processes and service delivery has been completed in recent years. In addition, the Service Delivery Review completed in early 2019 has created a better understanding of the core services that the City offers, allowing this update to Cambridge Connected to focus on community-centred strategic priorities while knowing that core service delivery will continue to be important.

Project Process

The work plan consisted of three phases: connect, collaborate and create (Appendix B). As part of that work plan, staff indicated that reports would be brought to Council at the end of each project phase to ensure maximum transparency and encourage ongoing communication about the strategic plan development. Public engagement was critical at all points of the plan’s development, and engagement activities were adapted in response to the ongoing COVID-19 pandemic. The work plan also ensured that that Council would have the opportunity to participate in the process at key milestones, thus having an active role in its formation.

In Phase 1, staff reviewed the progress and achievements of the previous plan and initiated community consultation in order to establish a foundation for moving forward. As part of this phase, the City also conducted its first statistically significant community satisfaction survey.

In Phase 2, the focus was on identifying priorities and potential focus areas and themes through stakeholder consultation. This phase resulted in the Public Value Statement and the updated goals and objectives of the Plan being approved in January 2021.
Project Governance

The project governance structure was established as part of the scope of work approved in December 2019. Both the Steering Committee and Project Team have been instrumental in the leadership and development of this plan, and should be commended for keeping the project moving forward during a challenging year. The composition of the Steering Committee and Project Team is detailed in Appendix C.

Staff presented the Phase 1 summary report [20-067(CRE)] to Council in July 2020. At the end Phase 2, Council approved the public value statement and updated goals and objectives of the plan as presented in report [21-008(CRE)] in January 2021.

Openly Inc. was retained to assist the City in developing the strategic plan through Phases 2 and 3 of this project. In Phase 3, Openly’s scope of work focused on the implementation of a Public Value approach, as detailed in the approved public value statement and definitions, and their findings inform the recommendations presented here. The Phase 3 engagement report from Openly is attached as Appendix D and summarizes the feedback received.

Public Value Statement & Principles

Public Value emerged early on as a key theme in the strategic plan. Stakeholders emphasized certain themes and expectations that cut across all of the goals and objectives, resulting in a set of shared Public Value principles being adopted as part of the Public Value Statement in January:

We will emphasize the importance of sustainability, leadership, collaboration, transparency and engagement as we deliver service excellence and promote pride of place.

More detailed definitions of these principles and their implications can be found in Appendix A.

During Phase 3, a Public Value Approach (PVA) emerged as a strategic model to use in implementation of the goals and the broader creation of public benefit, as will be discussed later in this report.

Updated Goals and Objectives

The three goals and eleven objectives of Cambridge Connected 2020-2023 were updated in January 2021. The goals align with the plan’s previous themes of People, Place and Prosperity. Full descriptions of the objectives can be found in Appendix A.

**PEOPLE:** Foster a community with heart, where everyone belongs and is cared for.

**Objectives:**

Wellbeing; Belonging; Inclusion; Vibrant Neighbourhoods
PLACE: Embrace and celebrate our city’s unique character while enhancing the spaces where people connect.

Objectives:
Placemaking; Green Spaces; Planning for Growth

PROSPERITY: Build a vibrant and resilient city where current and future generations will live well.

Objectives:
Strong Cores; Getting Around; Economic Inclusion & Support; Resiliency

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 5.3 Develop a strategic approach to programs and services that tie investments/resources to community outcomes.

The updated strategic plan aligns with multiple goals and objectives, and provides new opportunities for strategic alignment. In order to achieve the greatest impact, the proposed strategic actions are those that will support achieving more than one goal or objective.

Staff are already working to update Council reports to align with the updated strategic goals and objectives.

Comments

In Phase 3, work focused on two key aspects of the strategic plan: how to integrate the public value approach with plan implementation; and refining all of the input received into impactful strategic actions.

A Public Value Approach

The public value statement adopted by Council in January is a new element of the strategic plan. As a result, additional work was completed in order to assess how a Public Value Approach could be applied in the implementation of Cambridge
Connected. A focus group and two workshops were conducted with Council, staff and the strategic plan steering committee, focusing on Public Value principles and management in a municipal setting. Detailed analysis can be found in the consultant’s report (Appendix D).

Initial assessment prepared by Openly confirms that while there are already examples of current approaches within the City’s work that are consistent with the Public Value principles, there are also opportunities to build from these as the City proceeds with implementation. Recommendations include:

- establishing the scope to maximize a Public Value Approach that is aligned with the City’s mandate and where it will be most effective
- scanning and building from existing practice, maximizing internal skills, knowledge and corporate culture through organizational development and continuous improvement, and
- establishing a standard engagement strategy and supporting practices for both broad and targeted usage for strategic and core priorities and services.

By maximizing the implementation of the City’s Public Value commitment to sustainability, leadership, collaboration, engagement and transparency, staff are able to continue expanding on the core work that has already been established to: effectively and efficiently manage financial resources in a transparent way; engage and retain a strong staff team; and strengthen communications and engagement activities.

**Proposed Strategic Actions**

As a lower-tier municipality, the City of Cambridge leads service delivery in some areas, and collaborates closely with other municipal partners and agencies in others. Based on over 2,000 responses to stakeholder and community outreach, as well as a review of existing plans and strategies already in place, thirteen strategic actions are proposed. Six of these are actions that the City has the mandate and capacity to lead, and seven actions are those where we will collaborate with others. Appendix A provides additional details about the proposed actions, including the City’s role and a target statement for what it is intended to accomplish.

The City will be the lead for the following proposed actions:

**Create and activate spaces that offer things for people to do** - This action focuses on creating intentional community hubs in neighbourhoods, green spaces and core areas, in a way that safely connects people and attracts diverse, multi-generational audiences. This includes promoting volunteerism, working with neighbourhood associations and community centres, and investigating opportunities to leverage public art and creating pedestrian only areas.
Provide age-friendly services that are accessible to all - This action focuses on striving to meet the unique needs of seniors, youth and equity-seeking groups, using multi-use recreation and cultural facilities to provide multi-generational, diverse and inclusive programs; and embracing universal design for accessibility.

Establish our core areas as attractive destinations - This action focuses on promoting the core areas as a destination for residents and tourists and using disciplined and consistent messaging to reinforce Cambridge as a single city with multiple core areas/hubs and rivers. It will also focus on planning and economic development initiatives that create the conditions to support having more businesses and residents downtown.

Enhance equity and inclusion efforts - This action will focus on initiatives that reach out to new residents and newcomers so they will choose to stay in Cambridge and building capacity to deliver services delivering services that meet the needs of equity-seeking groups.

Lay the foundation for future community building - This action will focus on the creation of a growth management strategy that includes a vision for growth and considers future impacts to core services, planning for infrastructure needs, and preparing for the LRT (Phase 2 ION).

Enhance opportunities to enjoy built and natural heritage - This action focuses on making rivers and parks more useable and accessible, addressing ongoing resources and maintenance requirements, increasing community participation in the ongoing care of our parks, natural spaces and environmental areas, and working with partners to improve and protect our natural heritage features.

The City will collaborate with others to achieve the following proposed actions:

Enable small business to succeed - This action focuses on supporting small, local businesses and working to strengthen the local economic ecosystem through partnerships, growth readiness supports and COVID-19 recovery initiatives. It also provides opportunities to support newcomer entrepreneurship, creative industries, and enhance relationships with post-secondary institutions and community training programs.

Increase housing options - This action focuses on identifying tangible ways that the City of Cambridge can support and create innovative supports for attainable and affordable housing.

Encourage safe and healthy neighbourhoods - This action focuses on addressing safety concerns through neighbourhood-level initiatives such as
traffic safety. It will also include opportunities for community members to come together through initiatives that enhance and celebrate the unique personalities of our neighbourhoods.

**Improve access to social supports** - This action focuses on partnerships opportunities to provide supports outside of the City’s mandate and supporting our most vulnerable residents by using the means at the City’s disposal to respond to homelessness, mental health and addictions needs to support our most vulnerable residents.

**Take action to combat climate change** - This action focuses on initiatives that enable the City to meet the existing commitments and targets established by Council, including the “80 by 50” target for reduction of greenhouse gases. This includes maintaining innovative proactive asset management practices; promoting and expecting ‘green development’ as a demonstration of the city’s commitment to address climate change; and demonstrating leadership and cooperation in preparing our community for the effects of climate change.

**Prepare for emergency prevention and recovery** - This action focuses on initiatives that ensure the City is ready to respond to emergency situations and has plans in place that will support the continuity of City services and safety of all residents.

**Promote and develop more transportation options** - This action focuses on initiatives that increase transportation options, including preparing for the LRT and related development; enhancing and connecting multi-use trails and other active transportation such as buses; investing in cycling infrastructure, improving walkability in and between downtown and community hubs; and advocating and preparing for GO Transit.

When the engagement for the draft actions was conducted in March 2021, respondents were asked to rank which of these actions would have the greatest impact on achieving the City’s goals of People, Place and Prosperity. In separate surveys, community members and staff demonstrated significant alignment in their rankings. In particular, both groups ranked the same four actions as the most impactful (though in different orders). These are:

- Encourage safe and healthy neighbourhoods
- Create and activate spaces that offer things for people to do
- Increase housing options
- Enable small business to succeed

If there is a need or desire to further streamline strategic priorities, it is worth noting that these items are considered important by both community members and staff who responded. These are also items that have the potential to be strategically significant to the City’s COVID-19 response.
Implementation & Monitoring

A main focus of the coming years will be to fully implement the Public Value approach with the City’s work. Implementation of the plan will be a continuous process of engagement and involvement with staff, advisory committees, boards, community partners and citizens.

Monitoring the progress of the overall plan is critical to measuring progress and addressing community priorities. Regular reporting intervals will also be established as part of ongoing implementation. As previously noted, specific initiatives to support each action will be identified as part of the annual budget and business planning cycle. In addition, the timing of the plan was delayed due to the COVID-19 pandemic, and therefore the implementation period is shorter than anticipated. In order to manage resources responsibly and allow the City to focus on priority issues and pandemic recovery efforts, it is understood that some initiatives may require a longer timeframe in order to be fully implemented.

Existing Policy/By-Law

There is no existing policy/by-law.

Financial Impact

Funding for the 2020-2023 Strategic Plan in the amount of $100,000 was approved as part of the 2019 Capital Budget process (Capital Project A/00689-20). The project is on target to be completed under budget, with a surplus of $26,500.

The strategic plan envisions the direction and goals of the City and establishes guidelines and actions to achieve those goals. It sets the direction for how the City will grow and prosper in future years, provide relevant and efficient services to the community, be effective in its governance and respond to challenges posed by the current global pandemic. This information will support the City’s annual budget and inform future financial decisions.

Public Input

Public input has been incredibly important to the entire process of updating the strategic plan in all phases of the project. A high-level summary of the engagement activities can be found in Appendix B.

In Phase 3, the following opportunities for public input occurred:

- Engage Cambridge survey on proposed strategic actions
- Printed handout at Idea Exchange (with option to complete survey by phone)
- Virtual focus groups with City advisory committees/board representatives
Engage Cambridge was the primary tool for public outreach, and the Engage surveys were promoted through the City’s social media accounts and paid social media advertising to extend the reach of the survey. Paper copies of the consultation materials were distributed through Idea Exchange, however the subsequent province-wide lockdown did affect the number of people who would have had access to those.

Engagement and transparency are key principles of the City’s commitment to Public Value, and ongoing community input and information-sharing will be integral to the implementation of the plan. The strategic plan dashboard is a public-facing tool on the City’s website that tracks the status of the strategic goals and actions, and other communication tools will be used to share progress updates as well.

Internal/External Consultation

As with Public Input, internal and external consultation is critical to the success of this project. In total, 245 contributions were received in response to internal and external consultation activities. See Appendix B for a summary of engagement activities in each phase.

Staff across the corporation have been informed and engaged in the project through the Steering Committee, Project Team and internal communications channels. In Phase 3, staff had the opportunity to contribute through an online survey as well as virtually in a focus group and Zoom drop-in session.

The Council workshop held on March 23, 2021 provided Council members an opportunity to consider a Public Value Approach from Council’s perspective. Council also had an opportunity to comment on the proposed actions during consultation.

Conclusion

The update of the Cambridge Connected strategic plan is an opportunity to identify current and emerging priorities for the City to address over the next few years.

Consultation and involvement of key stakeholder groups, including staff, Council and the community has informed all stages of plan development. Adopting the thirteen strategic actions identified in this report will address the updated goals and objectives of Cambridge Connected. The strategy will provide a useful framework for decision making and increase transparency.

Ongoing engagement and communication about the plan during its implementation will be important for ensuring that results are shared and the plan continues to prioritize community needs during the economic recovery period resulting from the COVID-19 pandemic and into the future.
Signature

Division Approval

Name: Brooke Lambert
Title: Director of Corporate Strategy

Departmental Approval

Name: Cheryl Zahnleiter
Title: Deputy City Manager, Corporate Enterprise

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

Appendix A: Cambridge Connected 2020-2023 – Full Draft (Goals, Objectives, Actions)
Appendix B: Strategic Planning Roadmap and Engagement Summary
Appendix C: Strategic Plan Steering Committee and Project Team
Appendix D: Openly Inc. Final Report: Considering a Public Value Approach
Appendix A: Cambridge Connected Strategic Plan (2020-2023)

In January 2020, the City of Cambridge began the process of updating its strategic plan, Cambridge Connected. The aim was to develop a focused plan based on community priorities that would help to inform decision making over the term of the plan. The City’s vision, mission and values remain unchanged from those adopted in 2016.

The strategic plan update includes five components:

**GOALS** are a ‘big picture’, long-term description of what we want to achieve, **OBJECTIVES** are specific priority areas that work towards our goals, **ACTIONS** are the measurable steps we will take to achieve these objectives, **INITIATIVES** are individual projects that, together, accomplish each action, and the **PUBLIC VALUE STATEMENT** makes a commitment to principles of sustainability, engagement, leadership, collaboration and transparency in all aspects of this plan.

The public value statement and principles (Table 1) and the goals and objectives of the plan (Table 2) were approved in January 2021. The final phase was to identify the thirteen strategic actions that the City will focus on to achieve these goals. A key recognition of this plan is that the strategic goals are interrelated (Figure 1), and therefore focusing on actions which address all of the goals in some way with have the highest impact. As a result, all of the actions help to achieve more than one objective (Table 3).
Table 1: Cambridge Connected Public Value Statement *(Approved January 2021)*

Every goal, objective and action of Cambridge Connected will be considered within the context of delivering PUBLIC VALUE. We heard clearly that financial and environmental sustainability, leadership, collaboration, transparency and engagement were important to the community and our stakeholders. This statement means that we commit to considering the “big picture” impact of all strategic actions and communicating how we are delivering public value through our work.

We will emphasize the importance of sustainability, leadership, collaboration, transparency and engagement as we deliver service excellence and promote pride of place.

<table>
<thead>
<tr>
<th><strong>Sustainability</strong> means that we will:</th>
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<tbody>
<tr>
<td>• focus on the responsible management of financial resources, ensuring transparency and accountability</td>
</tr>
<tr>
<td>• ensure that environmental sustainability principles are embedded in city decision-making processes and encourage innovative approaches to address environmental challenges</td>
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<tr>
<td>• set a corporate example by aligning messaging, spending and decision-making with this strategy</td>
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<table>
<thead>
<tr>
<th><strong>Leadership</strong> means that we will:</th>
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<tr>
<td>• deliver a consistent, positive and unified narrative about Cambridge as a single, world class city that contains many unique areas</td>
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<tr>
<td>• act as an accelerant and enabler of corporate and community stakeholder efforts to achieve this vision of pride of place</td>
</tr>
<tr>
<td>• lead with conviction and authenticity around a bold, integrated vision for public good</td>
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<tr>
<td>• recognize that we have an active role to play when other partners take the lead</td>
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<tr>
<th><strong>Collaboration</strong> means that we will:</th>
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<tbody>
<tr>
<td>• actively work together with our partners and the community to achieve common goals and ensure representation of community interests</td>
</tr>
<tr>
<td>• encourage a culture of innovation and engagement that allows all staff to contribute to the ongoing renewal of city services, programs and resources</td>
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</table>

<table>
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<tr>
<th><strong>Transparency</strong> means that we will:</th>
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<tbody>
<tr>
<td>• communicate often and openly and make sure messages are clear, timely and delivered consistently in a variety of ways</td>
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<tr>
<td>• demonstrate how feedback is considered in the decision-making process</td>
</tr>
<tr>
<td>• hold ourselves accountable by sharing the ongoing progress and results of this strategy</td>
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<tr>
<th><strong>Engagement</strong> means that we will:</th>
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<tbody>
<tr>
<td>• provide the public with a wide range of ways that they can be involved in decision making</td>
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<tr>
<td>• invest in ongoing community engagement and be responsive to emerging local concerns</td>
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<tr>
<td>• participate in constructive two-way dialogue with our stakeholders</td>
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<tr>
<td>• work to ensure inclusive participation</td>
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Table 2: Cambridge Connected Goals & Objectives *(Approved January 2021)*

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>PLACE</th>
<th>PROSPERITY</th>
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<tbody>
<tr>
<td>Foster a community with heart, where everyone belongs and is cared for</td>
<td>Embrace and celebrate our city’s unique character while enhancing the spaces where people connect</td>
<td>Build a vibrant and resilient city where current and future generations will live well</td>
</tr>
<tr>
<td><strong>WELLBEING</strong></td>
<td><strong>PLACEMAKING</strong></td>
<td><strong>STRONG CORES</strong></td>
</tr>
<tr>
<td>Connect people to services that support individual and community wellbeing</td>
<td>Promote and create a wide range of destinations and activities that capitalize on the beauty of the rivers and heritage buildings</td>
<td>Create an inviting downtown that connects and complements core areas and neighbourhoods where people want to live and visit</td>
</tr>
<tr>
<td><strong>BELONGING</strong></td>
<td><strong>GREEN SPACES</strong></td>
<td><strong>GETTING AROUND</strong></td>
</tr>
<tr>
<td>Be known as a safe and welcoming community where everyone feels like they matter</td>
<td>Protect, enhance and steward our parks, green spaces and environmental areas</td>
<td>Emphasize connectivity and active transportation choices to help people travel in and beyond the city without a car</td>
</tr>
<tr>
<td><strong>INCLUSION</strong></td>
<td><strong>PLANNING FOR GROWTH</strong></td>
<td><strong>ECONOMIC INCLUSION &amp; SUPPORT</strong></td>
</tr>
<tr>
<td>Deliver accessible, diverse and inclusive services, programs and infrastructure for all ages and abilities</td>
<td>Provide for a mix of development, uses and amenities in order to meet the needs of a changing and diverse population</td>
<td>Establish and extend inclusive programs to support business readiness and workforce development and help local businesses to thrive</td>
</tr>
<tr>
<td><strong>VIBRANT NEIGHBOURHOODS</strong></td>
<td></td>
<td><strong>RESILIENCY</strong></td>
</tr>
<tr>
<td>Promote, facilitate and participate in the development of safe and healthy neighbourhoods with a range of housing options</td>
<td></td>
<td>Use a future-oriented, proactive approach to climate action and emergency preparedness</td>
</tr>
</tbody>
</table>
STRATEGIC ACTIONS *(Proposed April 2021)*

As a lower-tier municipality, the City of Cambridge leads service delivery in some areas, and collaborates closely with other municipal partners and agencies in others. Based on over 2,000 responses to stakeholder and community outreach, there are six actions that the City has the mandate and capacity to lead and seven where we will collaborate with others.

We are the LEAD for the following proposed actions

<table>
<thead>
<tr>
<th>Action statement (What we will do)</th>
<th>Our Role (How we do this)</th>
<th>Target (What we aim to achieve)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create and activate spaces that offer things for people to do</strong>&lt;br&gt; This action focuses on creating intentional community hubs in neighbourhoods, green spaces and core areas, in a way that safely connects people and attracts diverse, multi-generational audiences. This includes promoting volunteerism, working with neighbourhood associations and community centres, and investigating opportunities to leverage public art and creating pedestrian only areas.</td>
<td>We design, build and operate community spaces and implement programs and events.</td>
<td>To increase satisfaction, participation and enjoyment of the programs, events and facilities available in Cambridge</td>
</tr>
<tr>
<td><strong>Provide age-friendly services that are accessible to all</strong>&lt;br&gt; This action focuses on striving to meet the unique needs of seniors, youth and equity-seeking groups, using multi-use recreation and cultural facilities to provide multi-generational, diverse and inclusive programs; and embracing universal design for accessibility.</td>
<td>We develop and deliver high-quality programs for children, youth and adults that meet the needs of a diverse and changing population.</td>
<td>To enable all residents to participate in civic life and increase service area satisfaction and participation rates</td>
</tr>
<tr>
<td><strong>Establish our core areas as attractive destinations</strong>&lt;br&gt; This action focuses on promoting the core areas as a destination for residents and tourists and using disciplined and consistent messaging to reinforce Cambridge as a single city with multiple core areas/hubs and rivers. It will also focus on planning and economic development initiatives that create the conditions to support having more businesses and residents downtown.</td>
<td>We plan for growth and make decisions and investments that encourage people to live and work in core areas.</td>
<td>To increase feelings of safety and enjoyment of core areas for residents, businesses and visitors and leverage the economic potential of these unique assets</td>
</tr>
</tbody>
</table>
### Enhance equity and inclusion efforts

This action will focus on initiatives that reach out to new residents and newcomers so they will choose to stay in Cambridge and building capacity to deliver services delivering services that meet the needs of equity-seeking groups.

| We demonstrate and champion equity and inclusion through our actions, while serving all members of the community in an equitable way. |
| To increase the number of people agreeing that Cambridge is an inclusive community and reduce the amount of people experiencing discrimination |

### Lay the foundation for future community building

This action will focus on the creation of a growth management strategy that includes a vision for growth and considers future impacts to core services, planning for infrastructure needs, and preparing for the LRT (Phase 2 ION).

| We develop clear, integrated plans to shape development activity with environmental, economic and social considerations in mind. |
| To plan and prepare Cambridge for future development and population growth, ensuring a strong shared vision for growth |

### Enhance opportunities to enjoy built and natural heritage

This action focuses on making rivers and parks more useable and accessible, addressing ongoing resources and maintenance requirements, increasing community participation in the ongoing care of our parks, natural spaces and environmental areas, and working with partners to improve and protect our natural heritage features.

| We preserve, maintain and program natural and built heritage assets. |
| To increase residents' ability to enjoy and access these assets, and to leverage these assets to attract tourism and new opportunities |

We will COLLABORATE on the following proposed actions

| Action statement (What we will do) | Our Role (How we do this) | Target (What we aim to achieve) |
| Enable small business to succeed | We deliver small business services through INVEST Cambridge and work with area BIAs, Chamber of Commerce, and regional partners to be responsive to needs. | To maintain and recover a healthy business environment and secure employment opportunities. |

This action focuses on supporting small, local businesses and working to strengthen the local economic ecosystem through partnerships, growth readiness supports and COVID-19 recovery initiatives. It also provides opportunities to support newcomer entrepreneurship, creative industries, and enhance relationships with post-secondary institutions and community training programs.
<table>
<thead>
<tr>
<th><strong>Increase housing options</strong></th>
<th>We create local conditions that make it possible for Regional and other partners to diversify and create the types of housing available in the City.</th>
<th>To identify ways that the City can diversify housing types and make Cambridge a more affordable place to live</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Encourage safe and healthy neighbourhoods</strong></td>
<td>We establish and support neighbourhoods by delivering services and partnering with community organizations.</td>
<td>To increase feelings of safety and pride of place in neighbourhoods throughout Cambridge</td>
</tr>
<tr>
<td><strong>Improve access to social supports</strong></td>
<td>We advocate for, communicate information about, and facilitate the establishment of social support services within Cambridge.</td>
<td>To improve quality of life and access to the services that people need</td>
</tr>
<tr>
<td><strong>Take action to combat climate change</strong></td>
<td>We participate in Climate Action WR partnership and take meaningful actions at the municipal level to reduce GHG emissions and prepare for the future.</td>
<td>To make a meaningful contribution to mitigate the effects of climate change and meet our commitments</td>
</tr>
<tr>
<td>Prepare for emergency prevention and recovery</td>
<td>We operate Fire Services and partner with others to prepare for unexpected events and keep the community safe.</td>
<td>To have robust plans in place and be able to respond in order to keep people safe in the event of emergencies</td>
</tr>
<tr>
<td>Promote and develop more transportation options</td>
<td>We plan responsibly for growth, support and facilitate local connections and infrastructure, and participate in regional advocacy for large-scale transit infrastructure.</td>
<td>Increase the availability of transit options and increase the number of people who are able to get around without a car</td>
</tr>
</tbody>
</table>

This action focuses on initiatives that ensure the City is ready to respond to emergency situations and has plans in place that will support the continuity of City services and safety of all residents.

This action focuses on initiatives that increase transportation options, including preparing for the LRT and related development; enhancing and connecting multi-use trails and other active transportation such as buses; investing in cycling infrastructure, improving walkability in and between downtown and community hubs; and advocating and preparing for GO Transit.
Table 3: Actions and Objectives Matrix

<table>
<thead>
<tr>
<th>Actions</th>
<th>People</th>
<th>Place</th>
<th>Prosperity</th>
<th>WELLBEING</th>
<th>BELONGING</th>
<th>INCLUSION</th>
<th>VIBRANT NEIGHBOURHOODS</th>
<th>PLACEMAKING</th>
<th>GREEN SPACES</th>
<th>PLANNING FOR GROWTH</th>
<th>STRONG CORES</th>
<th>GETTING AROUND</th>
<th>ECONOMIC INCLUSION &amp; SUPPORT</th>
<th>RESILIENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Cambridge Connected actions aim to focus the strategic work of the City on the items that will have the greatest impact on achieving our goals of People, Place and Prosperity. Each action and its related initiatives have the potential to positively impact multiple objectives in a measurable way. This matrix identifies opportunities for alignment between the actions and objectives.</td>
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<tr>
<td>Create and activate spaces that offer things for people to do</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Provide age-friendly services that are accessible to all</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Establish our core areas as attractive destinations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Enhance equity and inclusion efforts</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Lay the foundation for future community building</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Enhance opportunities to enjoy built and natural heritage</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Enable small business to succeed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td></td>
<td></td>
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<tr>
<td>Increase housing options</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Encourage safe and healthy neighbourhoods</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Improve access to social supports</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td></td>
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<tr>
<td>Take action to combat climate change</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Prepare for emergency prevention and recovery</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Promote and develop more transportation options</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>
Cambridge Connected
2020-2023 Strategic Planning Roadmap

<table>
<thead>
<tr>
<th>Phase 1: CONNECT</th>
<th>Phase 2: COLLABORATE</th>
<th>Phase 3: CREATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Understand where we have been</strong></td>
<td><strong>Identifying the Potential</strong></td>
<td><strong>Moving Forward</strong></td>
</tr>
<tr>
<td><strong>Key Question:</strong> Why is strategic planning important and what did we accomplish with the last one?</td>
<td><strong>Key Question:</strong> Where do we want to go as a community?</td>
<td><strong>Key Question:</strong> How are we going to move forward as a community?</td>
</tr>
<tr>
<td>Providing an overview of the process and the existing foundations that the plan will be built on</td>
<td>Identifying priorities and potential focus areas/themes through stakeholder consultation</td>
<td>Making choices between all the options and priorities identified earlier in the process.</td>
</tr>
</tbody>
</table>

**Engagement Activities**

**Community:**
- Community Satisfaction Survey (telephone survey & Engage Cambridge online)
- Presentations
- Public launch event

**Council:**
- Council workshop

**Total # engaged:** 1,024

**Timeline:**
January – March 2020

**Phase 1 Summary Report/Presentation**
- Staff Report 20-067(CRE)

**Engagement Activities**

**Community:**
- Engage Cambridge surveys
- Virtual focus groups
- Virtual presentations
- Paper survey
- Online survey (w/ paper option)
- Zoom drop-ins
- Virtual presentations & workshops
- Peer interviews

**Council:**
- Virtual Council workshop (Oct. 26)

**Total # engaged:** 830

**Timeline:**
April – December 2020
(*Delay due to COVID-19 pandemic*)

**Phase 2 Summary Report/Presentation**
- Staff Report 21-008(CRE)

**Engagement Activities**

**Community:**
- Engage Cambridge survey
- Printed handout at IdeaExchange (w/ phone option)
- Virtual focus groups with City advisory committees/board representatives

**Staff:**
- Online survey (w/ phone option)
- Zoom drop-in
- Virtual workshops

**Council:**
- Virtual Council workshop (Mar. 23)

**Total # engaged:** 245

**Timeline:**
January – April 2021

**Phase 3 Summary Report/Presentation**
- Staff Report 21-131(CRE)
Appendix C: Strategic Plan Steering Committee and Project Team

The project governance structure was established as part of the scope of work approved by Council in December 2019 [Staff Report 19-199(CRE)].

Steering Committee Membership

The Steering Committee met 1-2 times each month and provided leadership and direction throughout the project.

David Calder, City Manager
Hardy Bromberg, Deputy City Manager, Community Development
Dave Bush, Deputy City Manager, Corporate Services
Yogesh Shah, Deputy City Manager, Infrastructure Services,
Cheryl Zahnleiter, Deputy City Manager, Corporate Enterprise
Susanne Hiller, Director of Communications
Brooke Lambert, Director of Corporate Strategy (Project Sponsor)
Ashton Patis, Chief of Staff
Deborah Ingraham, Executive Assistant to the City Manager

Previous Members: Andrew Donnachie, Chief of Staff (to March 2020)

Project Team Membership

A cross-departmental project team was established in February 2020 to leverage the enthusiasm and expertise of staff and assist resourcing the work that needed to be accomplished. This included assisting with outreach activities, analyzing feedback, and ensuring different perspectives and ideas were considered. The project team met biweekly during Phases 2 and 3 of the project.

Brooke Lambert, Director of Corporate Strategy (Project Sponsor)
Angela Black, Executive Assistant, Corporate Enterprise
Matt Black, Firefighter (Cambridge Professional Firefighters Association)
Jennifer Blanchard, Friendly Visiting Coordinator
Lisa Chominiec, Sustainable Transportation Coordinator
Nicole Drake, Strategic Initiatives & Policy Specialist (Project Manager)
Nav Gill, Administrative Assistant, Corporate Strategy & Risk and Compliance
Mike Gregorasz, Gardener - Lead Hand (CUPE Local 32)
Erin Haase, Communications Advisor
Tyler Harding, Financial Analyst
Matt Holland, Project Engineer
Wanda Schaefer, Supervisor of Arts & Culture
Johanne Simpson, Water Systems Technologist III (CUPE 1882)

Previous Members: Devanne Kripp, Council & Committee Services Coordinator (to March 2020), Sue Weare, Diversity Coordinator (to January 2021), Darrell Mast, Assistant City Solicitor (to March 2021)
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Reflections on a Public Value Approach ............................................................................... 4  
Opportunity ............................................................................................................................ 4  
Implementation ...................................................................................................................... 4  
Anticipated Benefits .............................................................................................................. 5  
Concluding Thoughts ............................................................................................................ 7  
Appendices ............................................................................................................................. 8  
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Appendix 4: Council Public Value Workshop Summary ....................................................... 12
City of Cambridge (the City) began updating its strategic plan, *Cambridge Connected*, in January 2020. As part of this process, the City retained Openly to conduct community engagement. In 2020, stakeholders provided input and consideration to the plan through more than 1,850 survey, focus group, workshop and 1-1 interview contributions. Council approved goals, objectives, and a public value statement in January 2021.

Public Value emerged as a key theme in the strategic plan. Stakeholders emphasized maximizing the creation of public value creation by prioritizing actions that simultaneously impact multiple strategic plan goals, and working with partners, the public, and stakeholders in defining and implementing action.

As such, *Cambridge Connected* includes the following:

### Public Value Principles

- **Sustainability** – responsible fiscal and environmental decisions
- **Leadership** – working together towards a common goal
- **Collaboration** – working with others on mutual goals
- **Transparency** – sharing progress and showing how input is used
- **Engagement** – Information is shared in a variety of ways, and

### Public Value Statement

“We will emphasize the importance of sustainability, leadership, collaboration, transparency and engagement as we deliver service excellence and promote pride of place.”

The goals and objectives of the strategic plan define the results that are prioritized for the lifespan of *Cambridge Connected*. A Public Value Approach (PVA) has emerged as a strategic model to utilize in implementation of the goals and the creation of public benefit.
Assessing a Public Value Approach

Over February and March 2021, work was undertaken to assess how a Public Value Approach (PVA) could be applied in the implementation of *Cambridge Connected*. Council, staff, and the strategic plan steering committee examined the approach from unique perspectives. A focus group and two workshops were conducted, focusing on Public Value principles and management in a municipal setting:

**Staff Public Value Focus Group**
A cross-section of more than 40 staff from across the corporation participated in a webinar to consider the use of a PVA in the City’s work. Participants identified examples of current methods aligned with PVA principles, and how to expand this approach in project planning, implementation & adjustment, and evaluation.

**Steering Committee Public Value Management Workshop**
Steering committee members took part in a workshop to examine a PVA in the City’s work. Participants assessed main elements of the approach, contributions it could make to existing public administration, and creating specific corporate strategy to define its use.

**Council Public Value Workshop**
Council members took part in a workshop information session to reflect upon a PVA. Members identified potential outcomes and important considerations for the use of the approach.

These sessions provided an opportunity to consider the use of Public Value principles and management for the implementation of the City’s strategic plan. Results of this assessment and reflection are combined and summarized below. Session summaries are included as appendices.
Reflections on a Public Value Approach

Opportunity

In common with other approaches to public administration, a PVA is focused on the sustainable use of resources, consistent delivery of quality services and initiatives, and satisfaction with the benefit and experience that they provide. As part of this mix, reflection suggests that a PVA’s greatest contribution for the City may be its emphasis on the engagement of stakeholders. The approach builds from a simple truth that value is in the eye of the beholder, and that public value is what stakeholders agree is in the common good.

A PVA seeks to engage stakeholder perception and create public benefit through municipal activities by systematically involving stakeholders in dialogue and choice-making to balance:

- What is valuable to the community
- Utilization of available capacity
- Service delivery

This provides opportunity for stakeholder involvement through the full lifecycle of projects, services, and initiatives (planning, official decision-making, implementation, ongoing adjustment, evaluation, and making sense of results).

This kind of participation allows stakeholders to suggest ideas and priorities, participate in weighing options, and contribute to making choices within available means. Reflection suggests that implementing this kind of lifecycle approach could be a beneficial contribution to the City’s methods for public engagement, budgeting, and business and service planning.

Implementation

Initial assessment confirms that there are examples of existing approaches within the City’s work that are consistent with the Public Value principles identified in the Strategic Plan.

Methods like these, and others, provide a sample of practices that can be learned from:
**Sustainability:**  A current shift to electric vehicles (relates to the principle of sustainability)

**Leadership:**  The “pulse” survey for staff

**Collaboration:**  Consulting with other municipalities

**Transparency:**  Public practices for financial reporting and budget process (changes made with public feedback)

**Engagement:**  Usage of the Engage Cambridge online platform

Many existing examples highlight strong practices for consultation during the planning stage of project lifecycles. There is opportunity to build from these experiences to expand a PVA through full project lifecycles across the City’s work. (Appendix 1)

There appears to be agreement that the PVA should engage stakeholders in open process to balance wishes and capacity through informed, inclusive choice-making. Engagement methods should seek to foster open participation, a willingness to interact, the respectful exchange of opinions and ideas, and broad, representative engagement for the project at-hand.

Further consideration suggests that the broad implementation of a PVA may be supported through the creation of a consistent corporate engagement strategy with supporting tools and methods. Actual engagement approaches may vary depending upon factors such as the diversity of perspectives, and the scope, timelines, lifecycle stage, and priority of a project. An engagement strategy can also include and leverage existing structures, such as advisory committees. Through a robust corporate strategy, the City’s Public Value principles can be taken into consideration, in advance, in project plans and budgets.

**Anticipated Benefits**

A Public Value Approach could deliver benefits to balancing what is valuable to the community, utilization of available capacity, and service delivery in the municipality’s creation of public good. These benefits have application to the implementation of the strategic plan, in implementing
goal related projects and initiatives in a manner that is consistent with the public value principles identified by the community, and may extend to core municipal services that offer value to the community on an ongoing basis.

Three broad benefits emerge from the consideration of a PVA:

**Building Common Expectations**
For instance, greater range of input may yield a more representative breadth of community perspective, and increased dialogue may permit stakeholders to become more aware of other stakeholder views.

**Linking Investment to What the Public Values**
For instance, greater participation may not find consensus, but can help determine which criteria are most valued in important choices or decisions, and greater opportunity for dialogue can lead to opportunities for compromise and prioritization of options.

**Robust Planning, Implementation, and Evaluation**
For instance, stakeholder participation through the full project lifecycle can yield deeper insights about project aims, choices, and outcomes, the emergence of community solutions, and may reduce gaps between expectations and feasibility, and allow stakeholders to take greater ownership over projects and project choices.

Taken together, these benefits yield greater understanding of stakeholder wishes. Stakeholders and official decision-makers may feel confident that decisions and choices are informed by representative stakeholder voices. And public satisfaction and ownership with municipal public value creation may increase.
Concluding Thoughts

Current assessment suggests that adopting a Public Value Approach in Cambridge augments existing practices for public engagement, budgeting, and business and service planning in the creation of public benefit. This process can be developed over time, but can start with the implementation of *Cambridge Connected*, in alignment with its Public Value principles and statement.

Further implementation, to expand to include core services, would tie into the development of a corporate engagement strategy. Efforts in these directions could begin with:

- establishing scope to maximize a PVA, aligned with the City’s mandate and where it will be most effective
- scanning and building from existing practice; maximizing internal skills, knowledge and corporate culture
- establishing a standard engagement strategy and supporting practices for both broad and targeted usage for strategic and core priorities and services.

This represents a path to further establish and enhance a culture and strategy of dialogue and participatory process between diverse community stakeholders, Council, and staff to define value, common goals, and make decisions on broad strategic issues and specific projects, initiatives, and services, alike.
## Appendix 1: Practices for Expanding a Public Value Approach

The following practices for expanding a Public Value Approach (PVA) are consolidated from three Staff, Steering Committee, and Council sessions. This summarized list provides options of potential PVA practices, some of which might be considered for incorporation in future PVA application.

### Expanding a Public Value Approach (PVA)

<table>
<thead>
<tr>
<th>Project Lifecycle</th>
<th>Practices</th>
</tr>
</thead>
</table>
| Planning          | o plan for PVA practices and account for them in timelines, and budgets  
|                   | o set proactive standards for public value principles from Cambridge Connected                                     |
|                   | o engage stakeholders throughout entire lifecycle to maintain stakeholder’s investment and ownership            |
|                   | o foster open participation, a willingness to interact, respectful exchange of opinions and ideas, and broad, representative engagement for the project at-hand |
|                   | o take stock of internal and external stakeholders                                                                   |
|                   | o utilize proactive, two-way communication                                                                            |
|                   | o engage on priorities, feasibility and potential strategies                                                           |
|                   | o obtain stakeholder authorization for existing and legacy services and activities without clear, current support |
|                   | o involve stakeholders in making choices within capacity                                                              |
|                   | o Involve stakeholders in monitoring implementation, assessing early progress, and in choosing adjustments        |
|                   | o Make change taking stakeholder will into consideration                                                              |
|                   | o Provide regular updates on important and strategic items, milestones and progress                                    |
|                   | o Plan for evaluation with metrics, reporting milestones, points of stakeholder voice                                |
|                   | o Use engagement in evaluation as a tool in continuous improvement                                                  |
|                   | o Close the loop - involve stakeholders in interpreting evaluation results and recommendations                        |
|                   | o Engage advice of City advisory committees in assessing results                                                     |
|                   | o determine a scope for use of a PVA, in relation to the City’s mandate, and where it will deliver the greatest impact for investment |
|                   | o scan and build from existing practice - adapt and extend existing strong consultation practices (planning) to expand engagement to include stakeholder involvement in making choices throughout project lifecycles |
|                   | o maximize skills, knowledge, and culture, related to PVA                                                            |
|                   | o develop a standard engagement strategy, with supporting tools and practices                                          |
|                   | o embed PVA in planning, implementation & adjustment, and evaluation, for strategic and core priorities               |
Appendix 2: Staff Public Value Focus Group Session Summary

City of Cambridge, Strategic Planning Project - Staff Public Value Focus Group Session

City of Cambridge began a strategic plan update in January 2020. Council approved goals, objectives, and a public value statement in January 2021. This followed more than 1,850 contributions through surveys, focus groups, workshops, and 1-1 interviews.

Public Value Focus Group

The Public Value Statement in the strategic plan emphasizes key principles for sustainability, leadership, collaboration, transparency, and engagement as the City delivers service and promotes pride of place. On February 24th, a cross-section of 40+ staff from across the corporation participated in a Public Value focus group webinar to reflect upon the use of a public value approach in the City’s work. A summary of results from this session follows.

Examples of Current Methods that are Aligned with the Public Value Principles

| Sustainability                | o  the utilization of a Continuous Improvement Framework |
|                              | o  the shift to electric vehicles in the Building Division |
|                              | o  efforts to align capital investment with the strategic plan |
| Leadership                   | o  the Pulse survey for staff |
| Collaboration                | o  consulting with other municipalities, on approaches to similar work |
| Transparency                 | o  completion of a Service Review to examine all services |
|                              | o  practices for public financial reporting and budget process (plain language and visual adaptations, based on public feedback) |
| Engagement                   | o  community involvement survey |
|                              | o  public consultation for capital work projects |
|                              | o  budget consultation / input process |
|                              | o  public consultation using Engage Cambridge |
# Beginning & Expanding Public Value Management in Planning, Implementation & Evaluation

## Planning

**Beginning Use of PVM**
- take stock of stakeholders (internal/external)
- scope capacity/feasibility early
- engage community early
- connect with other departments and take stock of impacts before plan approval
- use available resources (Engage Cambridge, Comms Team, social media, front-line, Advisory Committees)

**Expanding Use of PVM**
- utilize proactive two-way communication
- engage on priorities, feasibility, strategy
- expand stakeholder role in decisions
- obtain input during project lifecycle
- obtain stakeholder authorization for existing services without clear support
- account for PVA in timelines and budgets

## Implementation & Adjustment

**Beginning Use of PVM**
- provide updates on strategic items
- ensure that messages are clear, timely

**Expanding Use of PVM**
- engage throughout the project lifecycle, including adjustments in real time
- change based on stakeholder will

## Evaluation

**Beginning Use of PVM**
- measure transparently, on the plan
- measure success and input, output

**Expanding Use of PVM**
- engage the advice of City Advisory Committees in assessing evaluation results
- close the loop - engage stakeholders in identifying learnings

## Increasing the Strategic Plan Principles of Sustainability, Collaboration, and Engagement for Public Value (in Implementation and Evaluation):

### In Implementation & Adjustment

**Sustainability**
- set proactive policies and practices for sustainable implementation (e.g. sustainable sourcing)

### In Evaluation

**Sustainability**
- build service delivery metrics into budget approvals
- assess available resources and stakeholder support to assess project lifespan
- analyze and determine if steps in business processes add value

**Collaboration**
- support the delivery of team goals
- identify impacted internal and external partners; look for synergy

**Collaboration**
- examine what other municipalities have done to learn, and to see if there are opportunities to leverage
Engagement

- engage through project lifecycle to maintain stakeholder investment
- practice transparency on capacity; engage stakeholders to make choices
- use macro engagement tools (such as Engage Cambridge) and micro-engagement (e.g. onsite at construction projects; direct service users) through implementation

- plan for evaluation with metrics, reporting milestones, points of stakeholder voice
- close the loop with stakeholders, involving them in evaluation
- use engagement and evaluation as tools in continuous improvement
- gather feedback from multiple sources, strive for fair representation

Appendix 3: Steering Committee Public Value Workshop Summary

City of Cambridge, Strategic Planning Project
Steering Committee Public Value Management Workshop

City of Cambridge began a strategic plan update in January 2020. Council approved goals, objectives, and a public value statement in January 2021. This followed more than 1,850 contributions through surveys, focus groups, workshops, and 1-1 interviews.

Public Value Management Workshop

A Public Value Statement emerged in the strategic plan from community consultation emphasizing key principles for sustainability, leadership, collaboration, transparency, and engagement as the City delivers service excellence and promotes pride of place.

Members of the Strategic Plan Steering Committee participated in a Public Value Management (PVM) workshop to reflect upon public value approaches in the City’s work. A summary of results from this session follows.

Assessing a Public Value Management Approach

Main Elements

- establishing a culture and strategy of dialogue and participatory process between diverse community stakeholders, Council, and staff to define value, common goals, and make decisions on broad strategic issues and specific projects, initiatives, and services, alike
- seeking continuous stakeholder involvement through the lifecycle of initiatives (planning, official decision-making, implementation, ongoing adjustment, evaluation, and making sense of results)
- using methods for engagement, budgeting, and business planning for public value, balancing legitimacy, resources, and good delivery

Benefits to Strategic Planning and the City

- continually build understanding of stakeholder wishes
- link investment to what stakeholders value most
- confident decision-making with broad, meaningful engagement
- robust planning, implementation, and evaluation, measuring effectiveness, stakeholder perceptions of value, and financial performance
### Corporate Strategies for Using PVM

- **establishing common expectations** through consistency
- **establish scope** to maximize public value management, aligned with the City’s mandate and where it will be most effective
- **scan and build from existing practice**, aligned with public value principles
- **maximize skills, knowledge, and culture** for public value management
- **establish standard engagement strategy** for broad & targeted usage
- embed public value practice in **planning, implementation & adjustment, and evaluation** for strategic and core priorities

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### Appendix 4: Council Public Value Workshop Summary

#### Council Public Value Workshop (Information Session)

City of Cambridge began a strategic plan update in January 2020. Council approved goals, objectives, and a public value statement in January 2021. This followed more than 1,850 contributions through surveys, focus groups, workshops, and 1-1 interviews.

#### Council Public Value Workshop

On March 23rd, City Council participated in a Public Value Workshop to reflect upon the use of a public value approach in the City’s work. A summary of results from this session follows.

#### Impressions of a Public Value (PV) Approach

<table>
<thead>
<tr>
<th>Observations</th>
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<tbody>
<tr>
<td>a Public Value Approach has emerged as a key strategic theme</td>
</tr>
<tr>
<td>Public Value offers a strategy to balance stakeholder voice, capacity, and service delivery in the creation of public good</td>
</tr>
<tr>
<td>Its contribution may be making stakeholder engagement more systematic</td>
</tr>
<tr>
<td>Increased engagement could reach a broad representation of stakeholders</td>
</tr>
<tr>
<td>Involving stakeholders throughout the lifecycle of a project (planning, delivery &amp; adjustment, and evaluation) allows stakeholders to suggest ideas and priorities, participate in weighing options, and contribute to making choices within means</td>
</tr>
<tr>
<td>Engagement approaches could range within a set of practices, depending upon the scope, timelines and priority of a project, and the diversity of perspectives</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Contribution to Public Administration</th>
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<tbody>
<tr>
<td>Greater breadth of input may yield a more representative breadth of perspective</td>
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<tr>
<td>Greater participation may not find consensus, but could help define which criteria are most valued in important decisions</td>
</tr>
<tr>
<td>Increased dialogue may permit stakeholders to become more aware of other stakeholder views and gain a deeper sense of a project’s context (e.g. resources, timelines, options)</td>
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<tr>
<td>Contributing to a project’s planning, implementation and adjustment, and evaluation may reduce gaps between expectations and feasibility and allow stakeholders to feel greater ownership over projects and project choices</td>
</tr>
<tr>
<td>Dialogue can lead to opportunities for compromise and community solutions</td>
</tr>
<tr>
<td>Decision-makers can be confident that decisions are informed by stakeholders</td>
</tr>
</tbody>
</table>
Important Considerations for Taking a Public Value Approach

- The approach should be taken into consideration, in advance, in project plans and budgets
- The approach should balance wishes and capacity, through choice-making
- Engagement methods should seek to foster open participation, a willingness to interact, respectful exchange of opinions and ideas, and broad, representative engagement for the project at-hand
- The approach may be supported through the creation of a consistent, broad engagement strategy with methods that can be tailored to the project at-hand
- Any engagement strategy should include and leverage existing structures (e.g. advisory committees)
Recommendation(s)

THAT Report 21-150(CRE), re: Enhanced BRP Funding – 15 Main Street be received;

AND THAT Council approves the property at 15 Main Street for a Building Revitalization Program (BRP) grant of $69,970 from the BRP Reserve Fund and interest-free loan of $129,942 from the Core Areas Transformation Fund with a three (3) year term based on a total fundable amount of $199,912 to partially cover the cost of exterior renovations to the building;

AND THAT the appropriate transfers from the BRP Reserve Fund and the Core Areas Transformation Fund be approved;

AND THAT this enhanced funding be available upon Council approval;

AND THAT staff be authorized to execute a Commitment Letter and any required documentation in order to administer this funding;

AND FURTHER THAT the work approved under this enhanced incentive be completed by June 1, 2022 and comply with all other requirements of the City of Cambridge, and upper levels of government.

Executive Summary

Purpose

- To request Council to authorize enhanced Building Revitalization Program (BRP) funding for the redevelopment of the building located at 15 Main Street in Downtown Cambridge.
Key Findings

- As this building is in a Core Area the owner has applied to the Building Revitalization Program (BRP) for funding assistance.
- Under the BRP regulations the building qualifies for up to $30,000 in funding comprised of a $10,500 grant and an optional $19,500 in a 3 year interest free loan.
- The applicant requested the City consider providing additional funding given the scale and significance of the undertaking.
- The BRP program permits such additional funding on a case-by-case basis.

Financial Implications

- The Building Revitalization Program (BRP) grant of $69,970 will be taken from the BRP Reserve Fund and the interest-free loan portion of $129,942 will be taken from Core Areas Transformation Fund. The interest-free loan will be repaid in annual installments over a three (3) year term.
- The total fundable amount of this request is $199,912.
- The total value of the redevelopment project is over $2.8 million. If the funds are not used, they will still be available in both accounts for possible future projects.

Background

Building Revitalization Program

The City provides a Building Revitalization Program to property owners in the City’s three core areas. The program permits property owners or authorized tenants to access loans and grants for the purpose of renovation/redevelopment. The intent of the program is to level the playing field in terms of costs between greenfield development and more expensive downtown development as well as encourage the revitalization of the core areas.

A Building Revitalization Program Reserve is maintained for this purpose. Funding is available to a maximum of $30,000 which is disbursed in part as a grant (35%) and in part as an interest-free loan (65%). Eligibility is determined by the applicant providing plans and cost estimates for eligible works as outlined under the terms and conditions of the BRP program.

Enhanced Funding

Under the terms of the program, funding can exceed the $30,000 cap with additional approval on a case-by-case basis. Factors that would support exceeding this amount
include the impact of the proposed works on the City’s revitalization goals as well as the magnitude in terms of costs and complexity of work.

The City has provided this enhanced funding in the recent past on three occasions, namely for the former Court House property on Main Street that is home to Crunch Fitness, 60 Main Street (Northwest corner of Main and Ainslie Streets) that is now home to Milestone Integrated Marketing as well as most recently 35-37 and 39 Main Street. The result has been greater than $6 million invested in former vacant buildings. The enhanced funding portion of the grant has been drawn from the BRP Reserve and the loan portion from the Economic Development Reserve.

**Subject Property**

In late 2020, Boardwalk Tower Inc purchased the buildings located at 15 Main Street (in the Heritage Conservation District). The current owner of this property plans extensive renovations to the entire building. In addition, the owners have been working diligently with Economic Development and Planning Division staff over the past several months as their plans evolved for these properties. The total cost of renovations to the property that are eligible under the BRP is expected to be $399,820 in exterior renovations. The overall total value of the project is over $2.8 million.

Given the state of the existing building, the owner will be conducting extensive work and have submitted a Building Revitalization Program (BRP) application. Given the location and importance of this structure to the Downtown Cambridge core area, Staff is recommending enhanced BRP funding.

**Analysis**

**Strategic Alignment**

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #6 - Economic Development and Tourism

Objective 6.2 Promote vibrant and inviting downtown cores by encouraging partnerships and creating a wide range of unique, exciting destinations and activities.

The BRP program leverages both public and private dollars to improve the public realm and create a pedestrian friendly and interesting core area.
The Property

Through the years, 15 Main’s life has been serving the surrounding community as a department store. Prior to the addition of the 4th floor with the elegant arched windows, people would park their carriages on the barely paved street and shop at “Wilkinson’s”. Following that, Walkers, then Marks & Spenser with the façade seeing various entrance reconfigurations.

After being left unattended for more than 10 years, the building has fallen into disrepair. The main floor will definitely stay true to its retail roots with a floor plate adaptable to work well as one, two or three suites. The rear suite that fronts Imperial Lane and the parking lot already has two large window openings which allow for amazing light and great exposure.

Surrounding property owners, businesses and the Downtown Cambridge Business Improvement Area have long expressed a desire to see this property renovated and occupied in an effort to revitalize the area. The condition of the buildings and the prominent location has been an outstanding issue in the downtown and the City’s renewal efforts.

Boardwalk Tower Inc (an established Cambridge property development company who have worked on numerous other projects in Downtown Cambridge, such as the properties at 52 Main Street and 60 Main Street) has already retained the services of a construction company and plans major renovations to the building of over $2.8 million.

The building will house additional commercial space on the ground floor, update the existing commercial units and revitalize the upper floors for residential uses. The plans for renovation will visually enhance this historic property and breathe new life into building that has been vacant for more than 10 years. This type of use and the employment and housing it brings, matches the City’s goal of having more people (residents, employees and tourists) in the downtown and will create spill-over effects in terms of support to the surrounding business community.

Enhanced Funding

Such considerations require additional capital to make the structure compatible with the Main Street developments and the Heritage Conservation District. As noted above, similar agreements were made with the former Provincial Courthouse building now Crunch Fitness (89 Main Street), 35-37 and 39 Main Street and the Right House, now Milestone Integrated Marketing (60 Main Street) that ensured good adapted reuse and urban design.
Heritage Conservation District Consideration

The building at 15 Main Street is situated on the South side of Main Street one property in from Water Street to the East. The subject building is a part of an urban street wall condition made up of buildings varying between three and four stories in height fronting onto Main Street that were constructed in the latter half of the 19th century. The 4 storey tower at 15 Main Street is comprised of load bearing stone masonry exterior and parti-walls and timber floors and roofs. It is the largest building in the existing Heritage Conservation district. The front (North) façade of 15 Main Street is identified in the Main Street Heritage Conservation District Plan as having cultural heritage attributes. The first-floor commercial shop fronts have been identified within the Main Street Heritage Conservation District Plan regarding the Granite Block as suitable for redevelopment, provided that the design is sensitive to existing heritage attributes. The renovations have been reviewed and approved by MHAC and are council approved already.

Funding

As noted above, in the past, the enhanced funding portion for the loan component of the funding has been funded from the Economic Development Reserve. However, since that time, the Core Areas Transformation Fund has been approved by Council. A key pillar of that fund is to provide for funding to stimulate private sector investment in privately owned buildings. Accordingly, staff recommends that this reserve be used to fund the loan portion of this application.

The current BRP Program is ending on May 1\textsuperscript{st}, 2021 and a moratorium will be put in place until the new Core Areas Community Improvement Plan is approved. This will mark one of the last projects through the BRP process.

Given the high profile and importance of the location of this asset to Downtown Cambridge and the magnitude of renovations being made, Staff respectfully recommends that Cambridge Council approve the enhanced BRP funding.

Existing Policy/By-Law

As the properties are located in one of the core areas in Cambridge, the applicant is eligible for the Building Revitalization Program (BRP) which provides matching funding for certain improvements to the buildings. The City can provide interest-free and partially forgivable (up to 35%) loan funding for up to 50% of eligible costs. This is in effect, a grant of 17% of the cost of the work, up to a maximum, usually $20,000. However, the Community Improvement Plan also permits the increase of the maximum amount with the permission of Council. Given the magnitude of the proposal and its prominence within the downtown, staff decided to draft a report for Council’s consideration.
**Financial Impact**

The Building Revitalization Program (BRP) grant of $69,970 will be taken from the BRP Reserve Fund and the interest-free loan portion of $129,942 will be taken from Core Areas Transformation Fund and repaid in annual installments over a three (3) year term. The total fundable amount of this request for both properties is $199,912. If the funds are not used, they will still be available in both accounts for possible future projects.

The balance of the BRP reserve is currently $327,013 and the balance of the Core Areas Transformation Fund is $19,350,482. A portion of this reserve is intended to support private sector stimulus, in addition to the fund’s other pillars.

**Public Input**

Posted publicly as part of the report process.

**Internal/External Consultation**

Community Development Department – Planning Services Division and the Senior Heritage Planner was consulted in the development of this request for increased funding as well as the Finance Division.

**Conclusion**

In conclusion, given the building’s prominence in the downtown, the plans for renovation will visually enhance this Historic block of properties and breathe new life into the vacant buildings. Staff recommends that Cambridge Council approve the enhanced BRP funding for both properties as discussed within the body of the report.

**Signature**

**Division Approval**

Reviewed by the CFO
Reviewed by Legal Services

Name: James Goodram
Title: Director of Economic Development

**Departmental Approval**
Name: Cheryl Zahnleiter  
Title: Deputy City Manager Corporate Enterprise

City Manager Approval

[Signature]

Name: David Calder  
Title: City Manager

Attachments

- Appendix A – BRP Calculations for Standard Vs Enhanced Funding
Appendix A

15 Main Street - BRP Calculations for Standard vs Enhanced Funding

<table>
<thead>
<tr>
<th>Standard BRP Funding (Max Funding Amount $30,000)</th>
<th>Enhanced BRP Funding (No Max Funding Amount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work $399,823.54</td>
<td>Total Value of Eligible Work $399,823.54</td>
</tr>
<tr>
<td>Max BRP Funding Amount $30,000.00</td>
<td>Max BRP Funding Amount $199,911.77</td>
</tr>
<tr>
<td>Total Value of Work Eligible $60,000.00</td>
<td>Total Value of Work Eligible $399,823.54</td>
</tr>
<tr>
<td>Total BRP Funding Eligible $30,000.00</td>
<td>Total BRP Funding Eligible $199,911.77</td>
</tr>
<tr>
<td>35% BRP Grant Amount $10,500.00</td>
<td>35% BRP Grant Amount $69,969.12</td>
</tr>
<tr>
<td>65% Loan Repayment Amount (3 year) $19,500.00</td>
<td>65% Loan Repayment Amount (3 year) $129,942.65</td>
</tr>
<tr>
<td>Annual Repayment Amount $6,500.00</td>
<td>Annual Repayment Amount $43,314.22</td>
</tr>
</tbody>
</table>

This is under regular conditions of the BRP Program. This building would qualify for a funding amount of $30,000 because it had two frontages ($25,000) and is a heritage property (an additional $5,000). The owners would have to spend $60,000 to receive maximum funding.

The funding is awarded based on a 35% grant and 65% loan formula. The total funding would be $10,500.00 in a grant and $19,500.00 in a 3-year repayable loan with 0% interest.

This is under the Enhance BRP Program. This building would have no maximum funding amount as it is uncapped. The total spend amount is eligible for 50% funding from the City of Cambridge which is $199,911.77.

The funding is awarded based on a 35% grant and 65% loan formula. The total funding would be $69,969.12 in a grant and $129,942.65 in a 3-year repayable loan with 0% interest.
To: COUNCIL

Meeting Date: 05/11/21

Subject: Cash-in-Lieu of Parking Policy

Submitted By: Kevin De Leebeeck, Director of Engineering

Prepared By: Shannon Noonan, Manager of Transportation

Report No.: 20-031(CD)

File No.: C1101

Recommendations

THAT Report 21-031(CD) – Cash-in-Lieu of Parking Policy be received;

AND THAT Council direct staff to update the Cash-in-Lieu of Parking Policy and report back to Council in 2022.

Executive Summary

Purpose

The purpose of this report is to provide Council an overview of cash-in-Lieu of parking and receive direction related to cash-in-lieu of parking policies in Cambridge.

Key Findings

• Section 40 of the Planning Act allows a municipality to enter into agreements and accept monetary payment for exemptions to the requirement of providing parking in accordance with the applicable Zoning By-law.

• The City has an existing cash-in-lieu of parking policy applying to just the core areas that dates back to 1989, its use of which has not been required until more recently as a result of core area intensification.

• Through the Core Areas Parking Master Plan, approved by Council in 2009, the proposed parking management strategy was based on a balanced approach to parking, meaning the burden of parking should be shared by the municipality, developers and users.
As growth and intensification within the core areas continues, a long-term plan is required to ensure municipal parking supply remains sufficient to accommodate future demand. While there are many ways to achieve this, a commonly used tool in higher density areas is through a cash-in-lieu of parking policy.

At the discretion of the City a cash-in-lieu policy provides developers with an option to apply for cash-in-lieu of parking instead of satisfying the on-site parking requirements of the Zoning By-law.

Cash-in-lieu of parking policies offer advantages to both municipalities and developers including more efficient use of parking spaces, better urban design, greater flexibility for developers, and revenue generation for municipal parking initiatives.

Funds collected through cash-in-lieu of parking are intended to be used for the acquisition of land, improvement, and construction of municipal parking facilities.


As the City continues to support responsible growth, use of the City’s current cash-in-lieu policy, while an updated policy is developed, demonstrates the City’s commitment to provide flexible options for the provision of parking within the Core areas of the City.

In the absence of a cash-in-lieu of parking policy, developers would continue to have the option to apply for parking reductions through a minor variance or Zoning By-law amendment potentially leaving the City in the position of addressing the full burden of additional parking facilities.

Financial Implications

The 2021 Municipal Fees and Charges By-law outlines that the current Cash-in-Lieu of Parking Levy/Space rate is $10,000. The rate was updated in 2012 and consolidated into one rate for all three core areas and was reflective of costs associated with surface parking at that time.

Through the comprehensive municipal user fee review that is being conducted by Watson & Associates Economists Ltd (Watson) on behalf of the City, it has been noted that the City would be justified in increasing the current rate per space.

Furthermore, although the City currently has a reserve fund for Parking Cash-in-Lieu, there has been no activity in this reserve fund since at least 2014 (the furthest date back that activity can be verified) with the exception of accrued interest. As of December 31, 2020, the fund had a closing balance of $25,831.
Background

Section 40 of the Planning Act allows a municipality to enter into agreements with the owners or occupants of a building to grant an exemption to the requirement of providing parking in accordance with the applicable Zoning By-law and allows municipalities to accept monetary payment for the exemption.

In 1985, Council approved a Cash-in-Lieu of Parking policy for the three core areas of Cambridge, namely Downtown Cambridge, Preston Towne Centre and Hespeler Village. The policy was subsequently updated in June 1989 (See Appendix A, Staff Report ET-06/89), its use of which has not been required until more recently as a result of core area intensification development, raising the need to undertake a policy update to better align with emerging trends.

Analysis

Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #7 - Transportation and Infrastructure

Objective 7.3 Provide innovative leadership in the management of city assets to help plan, fund and maintain city assets in a sustainable way.

Updating the City’s Cash-in-Lieu policy demonstrates the City’s commitment to provide flexible options for the provision of parking within the Core Areas of the City in support of intensification and transportation modal shift.

Comments

Recognizing the importance of parking, the City of Cambridge initiated the Core Areas Parking Master Plan (CAPMP) in 2008. The key objective of the Parking Master Plan was to assess existing and future parking needs and develop a forward looking and sustainable parking plan for the next 15-20 years. The proposed parking management strategy was based on the need for a balanced approach to parking, meaning the burden of parking should be shared by the municipality, developers and users. A balanced approach also includes the use of Transportation Demand Management initiatives to shift travel behaviours to more sustainable modes of transportation such as walking, cycling and public transit. While the CAPMP was approved by Council in 2009, its full implementation in 2011 was not endorsed by Council.

As growth and intensification within the core areas continues and more infill development with higher density occurs, along with the introduction of higher order
transit, such as Stage 2 ION, it is becoming apparent that more action needs to be taken to support responsible growth as it relates to parking. As such, it is important to develop policies and tools that will enable the City to achieve a sustainable approach to parking now and in the coming years.

Currently, through the Zoning By-law, the City has a parking exemption in effect in targeted locations within each of the core areas, meaning there is no requirement for a developer to provide parking within these areas. In addition, a 25% reduction to the non-residential parking requirements and relief from residential visitor parking requirements is available within a broader boundary of the core areas. While the intention of these regulations was to encourage development in the core areas, it has led to increased reliance on municipal parking facilities without any funding support.

Based on analysis from the 2019 Transportation Master Plan, the existing parking supply is generally sufficient to meet the current parking demand in the core areas. However, a long-term plan is required to ensure that the municipal parking supply remains sufficient to accommodate future demand. While there are many ways to achieve this, a commonly used tool in medium to larger sized urban municipalities, where the availability of parking spaces may be limited in higher density areas, is through a cash-in-lieu of parking policy.

With a cash-in-lieu policy, developers have the option to apply for cash-in-lieu of parking instead of meeting on-site parking requirements outlined in the Zoning By-law. Funds collected through cash-in-lieu of parking are intended to be used for the acquisition of lands, improvement, and construction of municipal parking facilities. However, the decision to accept cash-in-lieu of parking should be at the full discretion of the City as opposed to some sort of guaranteed approval. This provides the opportunity for the City to ensure that excess parking demand generated by the proposed development can be accommodated by the municipal parking system.

Cash-in-lieu of parking policies offer advantages to both municipalities and developers some of which include:

1. More efficient use of parking spaces: Private parking is only used by patrons of a specific business or facility, while municipal parking is used for various purposes over more hours of the day.

2. Better urban design: Provides the City with the ability to monitor the quantity and accessibility of parking by taking on more responsibility for a greater share of the available parking in the core areas. This can support local businesses/services and improve transportation modal split by encouraging walking, cycling and public transit use.
In addition, over the past several years a paradigm shift in parking trends has been occurring to support better urban design and new lifestyles that focus on alternative travel options. Some key shifts include:

<table>
<thead>
<tr>
<th>Old Paradigm</th>
<th>New Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking problem means inadequate parking supply.</td>
<td>There can be many types of parking problems, including inadequate or excessive supply, too low or high prices, inadequate user information, and inefficient management.</td>
</tr>
<tr>
<td>Transportation parking supply is always desirable.</td>
<td>Travelers may use various modes. Not everybody drives.</td>
</tr>
<tr>
<td>Abundant parking supply is always desirable.</td>
<td>Too much supply is as harmful as too little.</td>
</tr>
<tr>
<td>All parking demand should be satisfied on-site. Motorists should not be forced to walk to their cars.</td>
<td>Parking can often be provided off-site, allowing sharing of parking facilities among various destinations.</td>
</tr>
<tr>
<td>Parking should generally be provided free, funded indirectly, through rents and taxes.</td>
<td>As much as possible, users should pay directly for parking facilities.</td>
</tr>
<tr>
<td>Parking should be available on a first-come basis.</td>
<td>Parking should be regulated to favour higher priority uses and encourage efficiency.</td>
</tr>
<tr>
<td>Parking requirements should be applied rigidly, without exception or variation.</td>
<td>Parking requirements should reflect each particular situation, and should be applied flexibly.</td>
</tr>
<tr>
<td>Innovation faces a high burden of proof and should only be applied if proven and widely accepted.</td>
<td>Innovations should be encouraged, since even unsuccessful experiments can provide useful information.</td>
</tr>
<tr>
<td>Parking management is a last resort, to be applied only if increasing supply is infeasible.</td>
<td>Parking management programs should be widely applied to prevent parking problems.</td>
</tr>
<tr>
<td>Land use dispersion (sprawl) is acceptable or even desirable.</td>
<td>Dispersed, automobile-dependent development can be harmful.</td>
</tr>
</tbody>
</table>

*Source: Evaluating Public Transit Benefits and Costs, Victoria Transport Policy Institute, 2018*

3. Greater flexibility for developers: Allows developers to reduce the amount of land used for on-site parking by designing structures with cash-in-lieu of parking in mind. Flexible parking requirements incentivize efficient use of developable land.

4. Revenue generation for municipal parking initiatives: Provides a revenue source to assist in the provision and management of public parking facilities.

Overall, cash-in-lieu of parking policies allow for better use of urban space by sharing the burden of providing parking and consolidating parking, partially funding construction of municipal parking infrastructure, and supporting alternative modes of transportation. It also acknowledges that parking spaces have explicit costs that are not always recognized. And while cash-in-lieu may not necessarily address immediate parking
needs, it does provide financial assistance to plan for the provision of new or additional municipal parking infrastructure to accommodate future parking needs.

It is important to note that in the absence of a cash-in-lieu of parking policy developers would continue to have the option to apply for parking reductions through a minor variance or Zoning By-law amendment depending on the type of development application. This could potentially leave the City in an undesirable position whereby parking requirements are not satisfied by the developer; the municipal parking supply becomes very limited and funding is not available to address the municipal parking supply deficiency. It could also lead to development moving outwards to suburban areas supressing intensification and economic growth in the core areas.

Given the above information, it is recommended that the City’s existing cash-in-lieu of parking policy continue to be used until such time that a revised cash-in-lieu of parking policy is presented for Council consideration in 2022. It is also recommended that the Cash-in-Lieu of Parking Levy/Space fee be increased as part of the comprehensive municipal user fee review study, once endorsed by Council.

**Next Steps**

It is anticipated that work will begin on the policy update in the fourth quarter of this year and will begin with preparing Terms of Reference to hire a consultant to complete the update. However, this will be subject to future budget approval. The following outlines a preliminary workplan:

- Fall/Winter 2021 – Prepare Project Terms of Reference
- Winter 2022 – Approval of Terms of Reference and begin procurement process to hire a consultant
- Spring/Summer 2022 – Internal and external stakeholder engagement and complete jurisdictional scan
- Fall 2022 – Prepare draft policy and conduct further internal and external stakeholder engagement
- Winter 2022 – Report to Council for approval of final draft policy

**Existing Policy/By-Law**

The City’s current Cash in Lieu of Parking Policy was approved in 1989 through report ET-06/89 (See Appendix A) however, the need to use this policy has not been required until more recently, due to the limited amount and type of development within the core areas until recently. The current policy states the following:
TPW-50.010 Cash-In-Lieu of Parking Policy

a) The Cash-In-Lieu formula for both Surface and Garage Facilities, is detailed in Appendix 'D-1' of Report ET-06/89.

b) The Cash-In-Lieu of Parking Policy only applies to commercial developments within the areas defined in Appendices 'C-1', 'C-2' and 'C-3' of Report ET-06/89.

c) The developer's portion of the levy will be updated every other year or as the economy dictates, as per the Rate Review.

d) A single reserve fund is established for Cambridge, specifically for cash-in-lieu of parking payments. The funds will be used for the construction of municipal parking facilities, as per provincial legislation. (See Current Reserve Fund By-law).

Council June 12, 1989
And Management Committee
October 5, 1994.

Note: Administration of the above Policy is the responsibility of the Planning Services Department Procedure P-80-040.

In addition to the policy, Section 8.3 Community Core Area Designations and Section 10.11 Parking of the City’s Official Plan also support cash-in-lieu of parking.

Section 8.3 (2) states the following:

In order to encourage the development of the Community Core Areas in compact forms, the City may exempt a development from providing all or a portion of private off-street parking facilities where such parking is not required or adequate alternative parking facilities are, or will be made available;

Section 10.11, states that Council may by by-law:

1. c) collect cash-in-lieu of parking to promote a compact urban form in the Urban Growth Centre, Community Core Areas, Regeneration Areas, Nodes, Reurbanization Corridors and Major Transit Station Areas and create a reserve fund for acquisition of lands for strategically-located public parking facilities;

d) enter into an agreement pursuant to the Planning Act, to exempt the owner or occupant from providing required parking or to reduce the parking requirement to the extent specified in the agreement, where such agreement provides for the owner or occupant of the building to make one or more cash-in-lieu of parking payments to the City as consideration for the granting of the exemption or reduction.
Section 10.11, further states that a reduction exemption in required parking facilities may be considered where, in the opinion of the City, any of the following circumstances prevail:

2. e) an owner or occupant of the building provides cash-in-lieu of parking requirements to the City; or

f) the development is part of a comprehensive transportation demand management plan in accordance with the provisions of Section 6.15

The 2009 Core Areas Parking Master Plan approved by Council, but not implemented, supported cash-in-lieu of parking in the core areas and recommended an update to the City’s policy.

Moving Cambridge, the City’s Transportation Master Plan approved by Council in 2019, reaffirmed the findings of the CAPMP and also recommended an update to the City’s cash-in-lieu of parking policy.

Financial Impact

The City currently has a reserve fund for Parking Cash-in-Lieu and as of December 31, 2020 the fund had a closing balance of $25,831. There has been no activity in this reserve fund since at least 2014 (the furthest date back that activity can be verified) with the exception of accrued interest.

As per the 2021 Municipal Fees and Charges Bylaw, the current Cash-in-Lieu of Parking Levy/Space rate is $10,000. The rate was updated in 2012 and consolidated into one rate for all three core areas and is reflective of costs associated with surface parking.

Through the on-going comprehensive municipal user fee review that is being conducted by Watson & Associates Economists Ltd (Watson) on behalf of the City, it has been noted that the City would be justified in increasing the current rate per space based on the replacement costs of parking spaces identified in the City’s 2019 Development Charge Background Study and comparison of Cash-in-Lieu charges in other municipalities.

Typically, Cash-in-Lieu of parking fees should be reflective of the capital cost to build off-street parking facilities and should include relevant costs such as land acquisition, construction, as well as design and engineering fees. These fees would normally be informed by actual recent expansion costs or cost estimates for future expansion. Since the City has limited data in this regard, it is suggested that the fee be updated in the future when more details related to land acquisition for parking and capital costs related to facility type (i.e. surface, above/below grade parking facilities) becomes available.
Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Discussion with Planning Services and Economic Development regarding cash-in-lieu of parking helped to inform this report.

With Councils direction to update the existing Cash-in-Lieu of Parking Policy, continued consultation with Planning Services, Economic Development, and Finance would be central to the policy update process. Other stakeholders that will be consulted includes, but is not limited to, the development community, Economic Development Advisory Committee, Business Improvement Associations, Chamber of Commerce, other municipalities and the public.

A best practice jurisdictional scan will also be completed as part of the policy update to learn from other municipalities and compare policy approaches.

Conclusion

As the City continues to support responsible growth, it is important to develop policies and tools that will enable the City to achieve a balanced and sustainable approach to parking now and into the future.

Use of the City’s current cash-in-lieu of parking policy, while an updated policy is developed, helps achieve a sustainable approach to parking and demonstrates the City’s commitment to provide flexible options for the provision of parking within the Core Areas and the City’s support of growth and intensification.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Kevin De Leebeeck
Title: Director of Engineering
Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager, Community Development

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

- Appendix A: Staff Report ET-06/89, Cash-in-Lieu of Parking Policy Changes
REPORT

To: Public Services Committee
Date of Meeting: June 6, 1989
Prepared By: A. McKee
Department: Engineering and Public Works
Department Head Approval
Supporting Department(s)
Date to Management Committee: May 31, 1989
If Direct to Council/Committee: C.A.O. Approval

Recommendation(s)

1. a) THAT the Cash-in-Lieu of parking rate be increased to:
   i) Downtown Core Area - $5,300/space
   ii) Hespeler Village, Preston Towne Centre and Downtown Fringe Area - $2,250/space

   b) THAT these rates become effective July 1, 1989;

   c) THAT the Cash-in-Lieu boundaries be extended for Preston Towne Centre and Hespeler Village.

   OR

2. a) THAT the Cash-in-Lieu of parking discount factor be changed such that the municipality subsidize 75% of the payment in-lieu instead of the current 50%.

   b) THAT the Cash-in-Lieu of parking rate become:
      i) Downtown Core Area - $2,640/space
      ii) Hespeler Village, Preston Towne Centre and Downtown Fringe Area - $1,120/space,

      as a result of the 75% subsidy by the City.

   c) THAT these rates become effective July 1, 1989.

   d) THAT the Cash-in-Lieu boundaries be extended for Preston Towne Centre and Hespeler Village.
BACKGROUND

The Cash-in-lieu of Parking Levy permits a developer to make payment into a special reserve fund in lieu of providing some or all of the parking that would be required under the zoning by-law. This policy only applies to commercial types of development and the number of spaces being considered under this policy in relationship with the zoning by-law must be mutually agreed to by Council and the developer in the form of an agreement.

On May 27, 1985 Council approved the Cash-in-Lieu of Parking Policy for the three business core areas of Cambridge. The actual construction costs and land values associated with the development of parking facilities were considered when determining the price an owner or occupant should pay the municipality in lieu of providing parking. As the cost of providing structured parking versus surface parking is significantly different, two formulas were developed. The existing cash-in-lieu rate as determined in 1985 is:

a) Downtown Core Area - $4,500/space
b) Hespeler Village, Preston Towne Centre & Downtown Fringe Area - $1,600.00/space

In 1985, presentations of the proposed policy were made to the following organizations:

a) Downtown Business Improvement Association of Cambridge
b) Preston Towne Centre Business Improvement Area
c) Hespeler Village Business Association
d) Civic Development Committee
e) Council/Development/Staff Liaison Committee

Most of these organizations supported the proposal in general in 1985. The opinions of Hespeler Village Business Association members were mixed. The Preston Towne Centre members, although in full support of the cash-in-lieu of parking program, suggested that individual rates be established for the different areas.

PURPOSE

The policy was adopted for the following reasons:

i) One of the major problems facing a developer is finding an economical way to provide the parking required under the zoning by-law in the three main areas. It addresses the needs of developers in the core areas as it permits a developer to make payment into a reserve fund in lieu of providing some or all of the parking that would be required under the zoning by-law. In some cases it is physically impossible for a private developer to provide the required parking and Council is faced with only one alternative, to amend the zoning by-law to reduce or forgive parking requirements, if a development is to proceed.

ii) The monies collected through this policy would be accumulated in a reserve fund to be used towards construction of new municipal parking facilities to meet the parking demands within the three core areas.
REVIEW OF EXISTING POLICY

Boundaries

For many years Cambridge has assumed the obligation to provide public off-street parking in specific areas, namely Downtown Cambridge, Preston Towne Centre and Hespeler Village. The limits of this program have been restricted to the three areas noted on Appendices 'A-1', 'A-2' and 'A-3'. It is believed that any development occurring within these boundaries can be properly serviced by municipal parking facilities if the developer is unable to provide on site parking.

It should be noted that some commercial developments within the areas defined in Appendices 'A-1', 'A-2' and 'A-3' do not require off-street parking or loading as per Section 2.2.2.9 of the zoning by-law and as identified on Zoning Maps Z4, Z5 and Z6. These areas are shown in Appendices 'B-1', 'B-2' and 'B-3' respectively. Thus, cash-in-lieu levies are not applicable in these main core areas. Further, the existing cash-in-lieu boundaries for Preston Towne Centre and Hespeler Village do not refer to the Downtown Fringe as does the existing policy for the Downtown Core Area (See Zoning Maps Z4, Z5 and Z6).

The reason for expanding the boundaries for Preston Towne Centre and Hespeler Village is to correspond to the boundaries in the Downtown Core Area. The present cash-in-lieu area for the Downtown Core Area corresponds with the City Centre Core as identified in the Official Plan. In order to be consistent with the existing core areas for Preston Towne Centre and Hespeler Village, it is recommended the boundaries be expanded as per the Centre Cores identified in the Official Plan. This area is basically where development occurring in these areas could be serviced by municipal parking facilities if the developer is unable to provide parking.

Rates

In 1985 the rates were developed using two formulas in which a discount factor of 50% would apply to the actual cash-in-lieu payment that a developer would be paying.

In conjunction with the change in the cash-in-lieu boundaries, we have reviewed two alternative cash-in-lieu rates:

i) A rate increase on the 50% discount factor and an increase in actual construction costs and land values due to inflation.

ii) A rate change based on a 75% discount factor and an increase in actual construction costs and land values due to inflation (See Appendix 'E').

Funds Accumulated

To date we have collected $1,955 (in Downtown Galt) from the start of implementation of this policy. We are expecting another $1,600 for a total of $3,555 to date.

Over the years, we have accumulated $159,495 in the Parking Reserve Fund. This fund has not received any recent contributions as we have been budgeting at a deficit for the past six years.
CONCLUSION

In view of the needs to:

1. Provide development incentives;
2. Provide for inflationary rate adjustments;
3. Plan for the future in order to be financially capable of constructing and maintaining parking facilities to meet the demands of the three core areas.

the above issues must be addressed by:

1. a) Reviewing the cash-in-lieu of parking rates. An increase in these rates can be justified by increased construction costs and land values associated with the development of parking facilities. They were calculated using the cash-in-lieu formula adopted by Council (Appendix 'D-1').

   b) However, the present rates may be discouraging to potential development at the inquiry stage. Therefore, we are recommending rate increases by either applying the present 50% discount rate or a 75% discount to the developer (See Appendix D-2 and D-3).

2. Reviewing the boundaries for Preston Towne Centre and Hespeler Village (Appendices 'C-1, 'C-2', 'C-3') to cover the entire business area.

Although we have not received a substantial amount of cash-in-lieu of parking payments, we would recommend that the cash-in-lieu of parking policy be maintained in the event of a major development that would adversely affect parking supply and demand in the three areas, particularly in those areas which are exempt from providing parking and/or paying cash-in-lieu of parking.

Presently we have accumulated $159,495 in the Parking Reserve Fund. The central principle of this policy is that future financial contributions from the City will be required for the construction of new parking facilities to meet the demands within the core areas. Thus, Engineering & Public Works staff support recommendation no. 1.

Anna McKee,
Co-ordinator of Traffic.

AM/eik

Att.
ASH IN LIEU OF PROVIDING PARKING PROGRAM

- PRESTON TOWNE CENTRE
[Diagram with various symbols and text boxes]

- Area where no off-street parking or loading are required. (See Sections 2.2.2.9 and 2.3.1)
- Area where required non-residential parking may be reduced by 25%. (See Section 2.2.2.10)
- Area where Commercial may be substituted for Industrial Site development specifications. (See Section 3.4.1.6)
Area where no off-street parking or loading are required. (See Sections 2.2.2.9 and 2.3.1)

Area where required non-residential parking may be reduced by 25% (See Section 2.2.2.10)

Area where Commercial may be substituted for Industrial Site development specifications. (See Section 3.4.1.6)
City of Cambridge
Official Plan

"General City Plan 1981-2001"

FIGURE 8

[Diagram of the City of Cambridge with marked areas shaded in grey, indicating designated Preston Community Central Area.]

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APPENDIX 'D-1' (FORMULA)

FORMULA FOR A SURFACE PARKING LOT

\[(C + (L \times 28 \text{ m}^2)) \times S \times 0.5 = \text{Total Levy Cost, Where:}\]

- **C** - the current estimated cost of constructing one parking space ($1,000)
- **L** - the land value per square metre based on current market value as determined by appraisal or recent sale ($96 to $147)
- **28m}^2\) - the number of square metres allotted to one parking space in a hypothetical surface parking facility including aisle space
- **S** - the number of parking spaces for which the developer is seeking to make a cash payment in lieu of providing parking
- **0.5** - Discount Factor

CASH-IN-LIEU FOR PARKING IN A GARAGE FACILITY

This formula is similar to the one used to determine cash-in-lieu for a surface lot, but it takes into consideration the current estimated cost of one car space in a hypothetical six storey parking garage averaging 30.2 m² a space.

\[(C + (L \times \frac{30.2}{6} \text{ m}^2)) \times S \times 0.5 = \text{Total Levy Cost, Where}\]

- **C** - current estimated structural cost of one parking space ($9,500)
- **L** - the land value per m² based on current market value as determined by appraisal or recent sale ($210)
- **\frac{30.2}{6} \text{ m}^2\) - the number of square metres of land allotted to one parking space in a six level garage (Proven optimum height based on travel distance and control and construction costs)
- **S** - the number of parking spaces for which the developer is seeking to make a payment in lieu of providing parking
- **0.5** - Discount Factor

MUNICIPALITIES' REASONS FOR DISCOUNTS

Reasons to consider discounting the payment in-lieu when payment has been calculated by formula are:

I The developer will not have equality of rights to the municipal parking facility.

II Municipal parking spaces will provide for multiple use of such spaces.

III The locations and timing of providing parking spaces will be at the sole discretion of the Corporation.

IV The applicant or his patrons will not have exclusive use of such space.

V Municipal ownership of the parking facilities provides the municipality with the option of assembling land for redevelopment purposes.
APPENDIX 'D-2'

DETAILED CALCULATIONS FOR EACH AREA OF PAYMENT
IN-LIEU OF PROVIDING PARKING (MARCH, 1989)
WITH 50% DISCOUNT FACTOR

AREA 'A' - DOWNTOWN CORE PARKING AREA (Parking Garage Formula)

\[
\text{Cost Per Space} = \frac{(C + (L \times 30.2 \text{ m})) \times S \times .5}{6} = \text{Total Levy Cost}
\]

\[
\frac{($9,500 + ($210 \times 30.2)) \times 1 \times .5}{6} = $5,279/\text{space}
\]

AREA 'B' - DOWNTOWN FRINGE PARKING AREA (Surface Parking Formula)

\[
\text{Cost Per Space} = \frac{(C + (L \times 28 \text{ m})) \times S \times .5}{6} = \text{Total Levy Cost}
\]

\[
\frac{($1,000 + ($147 \times 28)) \times 1 \times .5}{6} = $2,550/\text{space}
\]

AREA 'C' - PRESTON TOWNE CENTRE (Surface Parking Formula)

\[
\text{Cost Per Space} = \frac{(C + (L \times 28 \text{ m})) \times S \times .5}{6} = \text{Total Levy Cost}
\]

\[
\frac{($1,000 + ($128 \times 28)) \times 1 \times .5}{6} = $2,292/\text{space}
\]

AREA 'D' - HESPELER VILLAGE (Surface Parking Formula)

\[
\text{Cost Per Space} = \frac{(C + (L \times 28 \text{ m})) \times S \times .5}{6} = \text{Total Levy Cost}
\]

\[
\frac{($1,000 + ($96 \times 28)) \times 1 \times .5}{6} = $1,849/\text{space}
\]

RECOMMENDED ALTERNATIVES

Combine the costs of constructing a surface parking facility in Areas 'B', 'C' and 'D' and establish one rate, i.e. $2,231/\text{space}.
APPENDIX 'D-3'

DETAILED CALCULATIONS FOR EACH AREA OF PAYMENT
IN-LIEU OF PROVIDING PARKING (MARCH, 1989)
WITH 75% DISCOUNT FACTOR

AREA 'A' - DOWNTOWN CORE PARKING AREA (Parking Garage Formula)

Cost Per Space = \((C + (L \times 30.2\ m)) \times S \times .25 = \text{Total Levy Cost}\)

\[
\frac{($9,500 + ($210 \times 30.2)) \times 1 \times .25}{6} = $2,640/\text{space}
\]

AREA 'B' - DOWNTOWN FRINGE PARKING AREA (Surface Parking Formula)

Cost Per Space = \((C + (L \times 28\ m)) \times S \times .25 = \text{Total Levy Cost}\)

\[
($1,000 + ($147 \times 28)) \times 1 \times .25 = $1,279/\text{space}
\]

AREA 'C' - PRESTON TOWNE CENTRE (Surface Parking Formula)

Cost Per Space = \((C + (L \times 28\ m)) \times S \times .25 = \text{Total Levy Cost}\)

\[
($1,000 + ($128 \times 28)) \times 1 \times .25 = $1,146/\text{space}
\]

AREA 'D' - HESPELER VILLAGE (Surface Parking Formula)

Cost Per Space = \((C + (L \times 28\ m)) \times S \times .25 = \text{Total Levy Cost}\)

\[
($1,000 + ($96 \times 28)) \times 1 \times .25 = $922/\text{space}
\]

RECOMMENDED ALTERNATIVES

Combine the costs of constructing a surface parking facility in Areas 'B', 'C' and 'D' and establish one rate, i.e. $1,120/\text{space}.
To:        COUNCIL

Meeting Date:  05/25/21

Subject:    Refinements to the Brownfield Financial Incentives Program - Tax Increment Grant (TIG)

Submitted By:  Elaine Brunn Shaw, Chief Planner, MCIP, RPP

Prepared By:  Valerie Spring, former Senior Planner – Reurbanization, MCIP, RPP and Matthew Blevins, Senior Planner – Reurbanization, MCIP, RPP

Report No.:  21-132(CD)

File No.:  18.04.05.02

Recommendations

THAT Cambridge Council receive Report No. 21-132(CD) – Refinements to the Brownfield Financial Incentives Program – Tax Increment Grant (TIG) as information;

AND THAT in order to align with the Region of Waterloo’s Brownfield Financial Incentives Program – Tax Increment Grant, the indirect remediation costs to a maximum of 10% eligible remediation costs awarded through the City of Cambridge’s Brownfield Financial Incentives Program - Tax Increment Grant (TIG) be reduced to 0% effective June 1, 2021.

Executive Summary

Purpose

• To address the financial challenge of redeveloping a contaminated site, the City of Cambridge and Region of Waterloo jointly offer a Tax Increment Grant (TIG) program to provide financial assistance for the remediation and redevelopment of brownfield sites.

• The City’s TIG program applies city-wide to former industrial sites which are contaminated and are referred to as brownfields.

• Currently the City’s TIG program covers a developer’s direct and indirect costs related to the remediation of brownfield sites.
• Indirect remediation costs such as: planning application fees; legal fees; financing costs; insurance premiums; assessment estimates and the preparation of a Record of Site condition to a maximum of 10% of eligible costs were included as part of the Region’s TIG program and removed by the Region of Waterloo in 2019.

• Indirect costs can vary substantially from project to project. For example, the remediation costs at 93 Grand Avenue South were $160,774 while the remediation costs of the former American Standard property at 19 Guelph Avenue were $4,161,270. Indirect costs in these examples ranged from $10,000 to $416,127 with the City paying its portion of the amount.

• In order to bring the City of Cambridge program into alignment with the Region of Waterloo and other area municipalities, staff is recommending a clause be added to each Tax Increment Grant (TIG) report indicating the indirect remediation costs be reduced to 0%. The City’s Brownfield Community Improvement Plan permits this reduction to 0%.

Key Findings

• Given the successful completion of several remediation/redevelopment projects, City staff no longer thinks it is necessary to reimburse a project 100% of direct and 10% of indirect eligible remediation costs. This refinement still makes the TIG program attractive and exceeds many other municipal TIG programs.

• The Regional Brownfield Financial Incentive Program – TIG was amended in 2019 to remove the 10% indirect costs to the program. Both Kitchener and Waterloo are refining their programs to remove the 10% indirect costs.

• Staff is therefore recommending the addition of a clause to each TIG report indicating the maximum 10% indirect costs is reduced to 0% as permitted by the City’s Brownfield Community Improvement Plan. The starting date of June 1, 2021 is recommended for ease of implementation.

Financial Implications

• After development is completed, the property gets reassessed by the Municipal Property Assessment Corporation. The property owner then pays the City and Region the full amount of the reassessed taxes. Then the City and Region grant back an agreed upon portion of the taxes each year (like a rebate) to the property owner. This grant occurs for up to 10 years, or less to cover the cost of remediation (minus any other financial incentives). Residents of the new buildings will be able to use City services paid for by the rest of the tax base until the grant is fully paid. However, that is considered a reasonable outcome based upon a brownfield property being redeveloped.
The tax revenue which results from the increased assessment once the property has been redeveloped is used to fund the City’s share of the annual TIG payment. Remediation costs vary from one project to the next, and so the indirect costs can vary as well from $10,000 to $500,000 depending on the extent of the remediation. The City has been responsible for its portion of the indirect costs and is considered a reasonable outcome based upon a brownfield property being redeveloped.

Background

The purpose of the Tax Increment Grant (TIG) is to encourage brownfield remediation and redevelopment city-wide. A brownfield is defined as a:

“site which contained environmental contamination in the ground or buildings due to the operational activities of a previous land use, where the extent of the contamination rendered the property vacant, under-utilized, unsafe, unproductive or abandoned, and which a Record of Site Condition was filed”.

Brownfields are often located within Built-Up Areas where intensification and redevelopment are desired. The goals of the program are to encourage: the remediation and redevelopment of brownfield sites; to promote Reurbanization; and, to better utilize land and infrastructure within the city.

A TIG is a grant equal to the full amount, or a portion of the amount that municipal property taxes increase after a property is reassessed. The tax increment is calculated using the change in current value assessment following the completion of the remediation and redevelopment of the property. The increase in taxes, or tax increment, is based on the estimated increase in the Cambridge and Regional portion of property taxes and is calculated by subtracting the Cambridge and Regional portion of the property taxes before reassessment. The difference in taxes, or the increment, is used to provide a grant to the applicant for eligible costs associated with the environmental remediation.

Analysis

Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #1 - Community Wellbeing

Objective 1.1 Work with partners to create a safe, inclusive and accessible city.

Goal #2 - Governance and Leadership
Objective 2.4  Work collaboratively with other government agencies and partners to achieve common goals and ensure representation of community interests.

Goal #5 - Parks and Recreation

Objective 5.3 Develop a strategic approach to programs and services that tie investments/ resources to community outcomes.

The Tax Increment Grant (TIG) is a collaboration between the property owner, the City and the Region of Waterloo to remediate and redevelop brownfield sites. The programme represents a strategic approach involving the two levels of local government and seeks to reduce the financial impacts of remediating and redeveloping contaminated sites typically borne by developers. This will result in the remediation of more contaminated sites providing an overall benefit to the community and potentially help to facilitate additional opportunities for developers who may not have otherwise redeveloped a contaminated site.

Comments

Should Council approve the recommended changes to the TIG program, the changes would be effective June 1, 2021. Future applicants would be advised of the changes and information on the Region’s and City’s websites would be updated to reflect the revisions to the program. During the consultation with stakeholders undertaken by the Region in 2018, developers understood the rationale for removing the 10% indirect costs and stated the Tax Increment Grant (TIG) remained an important financial incentive. To developers and their financial partners, the TIG signals a strong financial commitment on the part of the Region and area municipalities to support the remediation and redevelopment of contaminated sites. Without this financial commitment, contaminated sites may not be financially viable for remediation and redevelopment.

City staff no longer thinks it is necessary to reimburse a project 110% of direct and indirect eligible remediation costs. Staff is recommending the 10% indirect costs of the eligible remediation costs be reduced to 0% to bring the City’s program into alignment with the programs offered by the Region and area municipalities. This reduction is also permitted by the City’s Brownfield Community Improvement Plan Indirect costs include: planning fees; legal fees; financing fees; insurance premiums, assessment estimates and the preparation of a Record of Site condition.

Should Council decide to keep the indirect costs at 10%, the City’s program would not be in alignment with the Cities of Kitchener and Waterloo and the Region and would provide the developer with more of a credit than the other municipalities.
Existing Policy/By-Law

The City-Wide Brownfields Community Improvement Plan was approved by Cambridge Council in 2010 which implemented the City-wide Brownfields Tax Increment Grant (TIG). Section 28 of the Planning Act sets out the permissions for upper and lower tier municipalities to establish Community Improvement Plans (CIP) and Section 28(7.1) specifically permits, in part, CIPs for environmental remediation. Ontario Regulation 550/06 then establishes the formal requirements allowing both the City and Regional Official Plans to provide the planning framework for the formulation, adoption and implementation of Community Improvement Plans.

Community Improvement Plans (CIPs) are a component of the community planning tools found in the Planning Act which can help municipalities address some of the challenges associated with growth, intensification, transit-oriented development and environmental pressures. Brownfield CIPs offer financial incentives for the rehabilitation and redevelopment of contaminated sites through the Tax Increment Grant (TIG).

Financial Impact

After development is completed, the property gets reassessed by the Municipal Property Assessment Corporation. The property owner then pays the City and Region the full amount of the reassessed taxes. Then the City and Region grant back an agreed upon portion of the taxes each year (like a rebate) to the property owner. This grant occurs for up to 10 years, or less to cover the cost of remediation (minus any other financial incentives). Residents of the new buildings will be able to use City services paid for by the rest of the tax base until the grant is completed. However, that is considered a reasonable outcome based upon a brownfield property being redeveloped.

Since the inception of the Brownfields TIG, more than 10 properties in the city have been the recipients of financial assistance to remediate and redevelop contaminated sites. Brownfield sites can be costly and complicated to remediate and without the financial incentives offered by the Region and City may not have otherwise occurred. Indirect costs vary from project to project and can range from $10,000 to $500,000 with the City responsible for its portion of the cost. The reduction of the 10% indirect costs of the remediation to 0% will reduce the grant amount to the applicant but will maintain this program as a robust incentive and is considered a reasonable outcome based upon a brownfield property being redeveloped.

Public Input

Posted publicly as part of the report process.
Internal/External Consultation

The Region held stakeholder consultations in 2018 with Area Municipal staff, developers and environmental consultants who indicated that the financial incentives offered by the Region and Cities provided a level of financial certainty to developers wishing to redevelop brownfield sites. Since that time, Regional and Area Municipal staff have met through the Brownfield Coordinators Committee to discuss how to improve the application process and the appropriateness of providing financial assistance above 100%. Proposed changes to this program and the date for implementation have been shared with the Waterloo Region Homebuilders’ Association.

Conclusion

The implementation of a joint Cambridge and Regional TIG has encouraged private investment in brownfield sites for remediation and redevelopment since it was introduced in 2010. Given the success of the program, the Region of Waterloo has removed the 10% indirect costs of eligible remediation costs as part of the grant program. Cambridge City staff is also recommending the 10% indirect costs be reduced to 0% as permitted by the City’s Brownfield Community Improvement Plan.

In accordance with the City’s strategic plan, the Tax Increment Grant (TIG) is a collaboration between the property owner, the City and the Region of Waterloo to remediate and redevelop brownfield sites. The programme represents a strategic approach involving the two levels of local government and seeks to reduce the financial impacts of remediating and redeveloping contaminated sites typically bourn by developers. This will result in the remediation of more contaminated sites providing an overall benefit to the community and potentially help to facilitate additional opportunities for developers who may not have otherwise redeveloped a contaminated site.

Division Approval

Reviewed by the CFO
Reviewed by Legal Services:

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager, Community Development
City Manager Approval

Name: David Calder
Title: City Manager

Attachments

None
To: COUNCIL

Meeting Date: 05/18/21

Subject: Request to Alter a Part V Designated Property – 15 Main Street

Submitted By: Elaine Brunn Shaw, Chief Planner

Prepared By: Chelsey Tyers, BES, MCIP, RPP, Cultural Heritage Specialist, WSP Canada Inc.

Report No.: 21-092(CD)

File No.: R01.02.03

Recommendations

THAT Report 21-092 (CD) – Request to Alter a Part V Designated Property – 15 Main Street – be received for information;

AND THAT Council approve the request to alter the Part V Designated Property, municipally known as 15 Main Street, that includes replacement of damaged window and door trim on the ground floor, replacement of all the upper level windows on the front facade with wood frame windows, enlargement of windows on the rear elevation and installation of aluminum frame windows, replacement of rear doors with aluminum and glass doors, installation of a new door opening on the ground floor of the rear elevation, removal of the rear fire escape, installation of steel guard rails on the rear doors, repointing where required and repair/replacement of sills where necessary, cleaning of the stone, repair and replacement of roof materials as necessary and construction of a new roof bulkhead for the elevator substantially in accordance with the information included within and attached to Report 21-092(CD);

AND THAT Council require a stone mason with demonstrated experience working with heritage buildings to the satisfaction of the Senior Planner Heritage, supervise the enlargement of the window openings on the rear elevation abutting Imperial Lane and the repointing of the stone with hand tools or a handheld rotary saw where appropriate;

AND THAT Council require that the repointing mortar be an appropriate lime-based mix and that a sample patch be completed to the satisfaction of the Senior Planner Heritage;

AND THAT Council require that the stone cleaning be completed with a sponge or soft steel brushes and that any power washing not exceed 300 psi.
AND FURTHER THAT Council require that the new wood windows on the upper levels of the front facade and east side elevation not be clad in aluminum.

**Executive Summary**

**Purpose**

- The property located at 15 Main Street is designated under Part V of the Ontario Heritage Act as part of the Main Street Heritage Conservation District (HCD).

- The property owner is requesting permission to:
  - replace damaged window and door trim on the storefront in kind;
  - replace all the upper level windows on the front facade and east elevation with wood frame windows;
  - enlarge the windows on the rear elevation and install aluminum frame windows;
  - replace the rear doors with aluminum and glass doors;
  - install a new door opening on the rear elevation of the ground floor;
  - remove the rear fire escape and replacement with an internal fire escape;
  - install steel guard rails on the rear upper level doors;
  - repoint where required and repair/replace sills where necessary;
  - clean the stone elevations;
  - repair and replace roof materials; and,
  - construct a new roof bulkhead for the elevator.

- In accordance with the Ontario Heritage Act, the notice of receipt for the application to alter 15 Main Street was issued on March 18, 2021. Council has 90 days to make a decision on whether or not to approve the application, approve the application with conditions or to provide notice that Council is refusing the application. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on June 16, 2021.

**Key Findings**

- There will be some loss of original fabric on the rear elevation, but the proposed works will upgrade the vacant building to align with the recommendations of the Main Street HCD Plan.

**Financial Implications**

- The property owner has not submitted an application for funding under the Building Permit Revitalization Program at this time.
Background

The subject property is designated under Part V of the Ontario Heritage Act as part of the Main Street Heritage Conservation District (HCD) (Attachment 1). The three-storey building is part of the Granite Block constructed between 1851 and 1862 in the classical revival style (Figure 1, Images 1).

Figure 1: Location Map

The property owner has submitted a building permit for interior and exterior renovations which will include renovation of the ground floor and introduction of 12 dwellings units on the upper level floors (See Building Permit Plans in Attachment 2). The building is currently vacant and most of the building has been vacant for more than 10 years. The proposed works will provide a modern function for the entire building (See Brief Overview in Attachment 3).

Proposed works to the whole building include cleaning and repointing the masonry on all elevations and repair or broken stone window sills or replacement if beyond means of repair. Details of how the building will be cleaned and repointed have not been included, therefore, best practices for these works are discussed in the Comments Section.

The configuration of the ground floor will be maintained, but any damaged window or door trim will be replaced in-kind. The windows on the upper floor are one-over-one wood frame windows that are displaying rot and general deterioration. The applicant is
proposing to replace these windows with new wood frame windows clad in aluminum that will match the configuration and profile of the existing windows.

On the rear elevation abutting Imperial Lane, the applicant is seeking to replace the rectangular window openings with larger window openings and to install multi-lit aluminum windows. The rear fire escape will also be removed and will be replaced with an additional interior staircase. The door openings along the rear elevation will remain but the doors will be replaced with black aluminum and glass doors and a steel guard rail will be installed for safety purposes given the fire escape will be removed.

Finally, the roof requires repair as severe leakage problems have occurred around the elevator shaft which has caused damage to the roof rafters and roof decking as well as some structural components on the inside around the elevator shaft. Heritage planning staff worked with Building Staff to issue a permit to make emergency repairs to secure the building from further rain damage. This included replacing rotten joists, removing the roof bulkhead for the elevator and sealing the elevator shaft opening. The current application includes bringing the roof structure up to the Ontario Building Code requirements which may require isolated reinforcing to address the structural conditions of the existing roof framing, replacement of roofing materials and construction of a new roof bulkhead for the elevator. The roof bulkhead for the elevator will match the previous bulkhead that was removed due to water damage.

Heritage planning staff did not require a Heritage Impact Assessment (HIA) to accompany the subject application as the proposed exterior alterations are largely remedial and do not warrant an HIA.

The Municipal Heritage Advisory Committee (MHAC) reviewed the application at their meeting on April 15, 2021 and approved Staff’s recommendations.

In accordance with the Ontario Heritage Act, the notice of receipt for the application to alter 15 Main Street was issued on March 18, 2021. Council has 90 days to make a decision on whether or not to approve the application, approve the application with conditions or to provide notice that Council is refusing the application. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on June 16, 2021.

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 #3 - Arts, Culture, Heritage and Architecture
Objective 3.2 Conserve and make positive contributions to our heritage districts and buildings throughout the community.

The City encourages restoration and use of designated heritage properties to celebrate our built heritage and create attractive, viable neighbourhoods.

Comments

The main recommendations in the Main Street Heritage Conservation District (HCD) Plan are to conserve the historic building stock, strengthen economic viability of the building stock, rehabilitate the upper floor apartments and offices and to foster excellence in building restoration work. For the Granite Block, Section 5.1.ii states that, “The upper facades display a remarkable uniformity of scale, composition and authenticity and the general conservation approach has been to preserve the original fabric and restore missing features. The lower facades which are the store front and sign fascias have undergone considerable change and most are now of modern design…The rear facades …are a haphazard mixture of old and new buildings with little overall aesthetic appeal. Conservation and upgrading of the rear facade is however important in order to upgrade the economic vitality of the block as a whole. It is not the intent to develop a wholly historic appearance to the rear facade but to encourage simply good and attractive design that blends the old and new." The conservation policy for the Granite block “is to retain and restore the historic fabric of the building… Restoration should include the re-instatement of the original proportioned windows which have been replaced, the rebuilding of cornices and fascias to the original design and the repairing, sealing and painting of all woodwork.”

The Ministry of Heritage, Sport, Tourism and Culture Industries’ (MHSTCI) Eight Guiding Principles in the Conservation of Historic Properties (2007) provides several guidelines that relate to heritage conservation projects such as the one for the subject property. Of these, the principles relevant to the subject property include basing restoration on documentary evidence, repairing and conserving building materials and replacing only when necessary, repairing with like materials, reversibility and ongoing maintenance.

Parks Canada’s Standards and Guidelines for the Conservation of Historic Places in Canada (Standards and Guidelines, 2010) also provides a benchmark for heritage restoration practice across Canada. The Standards and Guidelines encourage the repair and restoration of original features or replacement in kind when materials are beyond repair, and has specific recommendations for working with different materials such as masonry and wood.

The general intent to rehabilitate the lower level and introduce new residential units in the upper floors is consistent with the vision stated in the Main Street HCD Plan.
Generally, the components of this work, which are discussed in more detail below, are also consistent with the intent of the Main Street HCD.

**Stone Repair, Cleaning and Repointing**

The intention to clean, repoint, and to the repair or replace the masonry, if necessary, is consistent with ongoing maintenance that is desirable for heritage structures. However, the application did not include details on how the stone will be cleaned or repointed. For cleaning stone, general sponging or scrubbing with soft steel brushes is appropriate and any street level power washing should not exceed 300 psi to prevent deterioration of the stone surfaces. Abrasive cleaning methods such as sandblasting should not be used. If the stone sills cannot be repaired and replacement is necessary they should be replaced with like stone material to match the existing sills.

For the repointing, mortar joints should be raked out using hand tools if only minor spot repair is required to the mortar joints. If large areas of the front facade need to be repointed, hand held rotary saws can be used for partial cutting of horizontal joints under the supervision of a qualified mason. Hand tools should be used for all final cutting out of mortar and all vertical mortar joints. Only hand tools should be used on the rear and side elevations given there is no defined horizontal joint. The mortar mix should be an appropriate lime based mortar and a test patch should be completed and reviewed by Planning Staff to ensure the correct colour. Furthermore, repointing should not be completed in temperatures below 4°C (unless the area is heated) or when the temperature is above 27°C (unless dampened burlap is applied to the mortar).

The removal of the fire escape is also a positive change. Any holes left by the removed fasteners should be repaired with a lime based mortar.

**Window and Door Replacement**

Replacement of the deteriorated windows on the upper levels of the front facade and east elevation is consistent with previously noted best practices. The windows demonstrate rot and water damage, therefore replacement with wood windows that will match the design of the existing windows is appropriate. The Main Street HCD guidelines encourage replacement of windows with the historically appropriate window style; however, the earliest photograph of this property shows one-over-one windows (Attachment 3). Therefore, while the original windows may have been different, the proposed window pattern is consistent with the earliest documentary evidence available. While the application indicates that the windows will be replaced with wood frame windows, the exterior are proposed to be clad in aluminum. The aluminum cladding is inconsistent with the Main Street HCD Plan that states historical materials should be replaced in kind, as such, it is recommended that these new window frames be constructed of wood only (not clad in aluminum).
The intent to replace deteriorated door and window trim on the front facade’s ground floor is also consistent with best practice. While the woodwork on the storefront is not original to the building, the design was reviewed by MHAC and therefore, repair of this design is consistent with the intent of the Main Street HCD Plan.

No documentary evidence was found showing the back of the subject property abutting Imperial Lane; however, the windows on the rear elevation are likely not original to the building. The proposed works include enlarging these windows downwards. As the current window openings are approximately 1.98 m (6.5 ft) from the floor, the enlargement is proposed to provide additional light, a clear sightline out of the windows for residents and easy access to open the windows. The new windows will be approximately 0.91 m (3 ft) from the floor. This will result in the removal of some of the original fabric of the building, but it will also facilitate the conversion of the upper storeys into residential units which is one of the main recommendations in the Main Street HCD Plan. Given these windows are not proposed to replicate original windows and the Main Street HCD Plan notes the intent is not to require a wholly historic appearance on the rear elevations, the use of aluminum frame windows is acceptable.

The doors on the rear elevation will all be replaced with black painted aluminum and glass doors which will allow light into the residential units. There are no concerns with the proposed aluminum and glass doors given the existing doors are solid metal doors that are not original to the building. The fire escape will also be removed and as such a metal guard rail must be installed in front of the doors on the upper level. This type of metal guard rail that resembles a Juliette balcony is not found elsewhere in the HCD, but as a guard is required for safety purposes and as this is proposed on the rear elevation, the guards are considered appropriate in this context. A new door opening will be cut out of the stone on the ground floor to provide access to a separate unit inside. This will result in the removal of some original fabric of the building, but this door will take better advantage of a window opening that has been boarded for an unknown function. Furthermore, there is no concern with the replacement of the existing doors and windows on the rear elevation’s ground floor given these are already aluminum frame doors and windows.

**Roof Repair**

Finally, the additional work required to repair the roof of 15 Main Street is also consistent with best heritage practices. Leakages around the elevator shaft have caused damage to some of the internal structural components around the elevator shaft and some roof joists. As previously noted, staff issued a building permit to address these emergency repairs. As part of this application, the applicant is seeking to finish the roof repairs which will require construction of a new roof bulkhead for the elevator which will match the configuration of the previous bulkhead that was removed and replacement of the roofing materials. Roof maintenance is critical to ensure no further damage occurs to the structural components of this building.
If Council does not accept the recommendation in this report, the proposed alteration would not be permitted. If Council refuses the application or permits the application with terms and conditions, the property owner may appeal to the Local Planning Appeal Tribunal within 30 days after the owner receives notice of Council’s decision.

**Existing Policy/By-Law**

The Main Street Heritage Conservation District Plan identifies guidelines for appropriate alterations within the HCD. Attachment 1 provides relevant excerpts from the Plan. The 2012 Cambridge Official Plan identifies policies in Chapter 4 that support the conservation and restoration of built heritage resources.

Section 42 of the Ontario Heritage Act identifies the process for altering a Part V designated property. The Ontario Heritage Act requires that within 90 days after the notice of receipt is served on the applicant, Council may give the permit applied for, give the permit applied for with conditions or provide notice that Council is refusing the application. The notice of receipt for the subject application was issued on March 18, 2021. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90-day clause for the subject application expires on June 16, 2021.

The Main Street Urban Design Guidelines provide the City architectural guidelines and standards that guide heritage preservation in Section 4.2.

**Financial Impact**

The property owner has not submitted an application for funding under the Building Permit Revitalization Program at this time.

**Public Input**

The Municipal Heritage Advisory Committee (MHAC) meetings are open to the public. This report is posted publicly as part of the agenda process.

**Internal/External Consultation**

The Municipal Heritage Advisory Committee (MHAC) reviewed the application at their meeting on April 15, 2021 and approved Staff’s recommendations.

**Conclusion**

Combined, the proposed works will upgrade the vacant building to align with the recommendations expressed in the Main Street Heritage Conservation District (HCD) Plan. There will be some loss of original fabric on the rear elevation abutting Imperial Lane with the introduction of larger windows on the upper levels and a new door opening on the ground floor, but the Main Street HCD Plan encourages attractive
design for the rear elevations recognizing that the rear elevations are more utilitarian than the front facades. Based on the above analysis, it is recommended that the application for 15 Main Street as outlined in this report and the building permit plans be recommended for approval to City Council. To ensure that the proposed works are completed to high conservation standards, the following recommended conditions are:

- That a stone mason with demonstrated experience working to the satisfaction of the Senior Planner Heritage, with heritage buildings supervise the enlargement of the window openings on the rear elevation, and repointing of the stone with hand tools or a hand held rotary saw where appropriate;
- That the repointing mortar be an appropriate lime-based mix and that a sample patch be completed to the satisfaction of the Senior Planner Heritage;
- That the stone cleaning be completed with a sponge, or soft steel brushes and that any street level power washing not exceed 300 psi;
- That the wood windows frames on the upper levels of the front facade and east side elevation not be clad in aluminum.

This application aligns with the City's Strategic Plan which encourages restoration and use of designated heritage properties to celebrate our built heritage and create attractive, viable neighbourhoods.

Signature

Division Approval

Reviewed by the CFO

Reviewed by Legal Services

Name: Elaine Brunn Shaw
Title: Chief Planner

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager
City Manager Approval

Name: David Calder
Title: City Manager

Attachments

Attachment 1  Relevant Excerpts from the Main Street HCD Plan
Attachment 2  Building Permit Plans for 15 Main Street
Attachment 3  Brief Project Overview
SECTION 1 - INTRODUCTION

The following text and map, noted as Schedule A, shall constitute the Heritage Conservation District Plan for Main Street in the City of Cambridge (Galt).

The policies in this Heritage Conservation District Plan are intended to operate within those already established in the official plan for the City of Cambridge. It is not the intention of this plan to alter the major policy directions of the official plan but to reinforce and refine the basic planning policies as they pertain to the Heritage Conservation District, designated under the Ontario Heritage Act. The limits of this plan are co-incident with the boundaries shown on Schedule A, and designated as a Heritage Conservation District by the City of Cambridge.

The Heritage Conservation District is located in the heart of the city of Galt and bounded by Main Street, Ainslie Street, Imperial Lane and Water Street. The district is distinguished by a block of commercial buildings that collectively form one of the outstanding historic streetscapes in Ontario. While the block exudes visual unity and strength there is a rich variety of architectural style and building age from the masculine stone Granite Block of 1862 to the flamboyant High Victorian Osborne Building of 1895. It is this subtle variation of detail and style within the discipline of the streetscape as a whole that makes the district worthy of long term conservation and enhancement.

The plan that follows is not an end in itself but one step of many to follow to secure the long term conservation of the subject district and others to follow. The plan is modest in ambition. It does not allude to grand new ideas but reaffirms that what exists is of architectural and historical value, and will be conserved by many small steps and activities with a full and profitable use of the building stock.

The main recommendations of the plan may be summarized as follows:

- to conserve the historic building stock;
- to strengthen the economic viability of the building stock;
- to rehabilitate the upper floors for apartments and offices;
- to obtain financial assistance for property owners who renovate;
- to foster excellence in building restoration work.
SECTION 5 - BUILDING PLAN

5.1 CONSERVATION OF THE HERITAGE BUILDING STOCK

i Introduction

This subsection is one of the most important parts of the plan. It addresses the subject of conserving and restoring the heritage building stock in the district. The guidelines that follow are guidelines only and, as proposals are developed for restoring properties, further detailed research and analysis is advised. However, this subsection does provide a basis of the features to consider and the recommendations to follow.

The subject block is one of the most significant architectural compositions in the City of Cambridge. Its central location in the downtown, comparatively large size and architectural presence provides it with an unparalleled stature of architectural and historical importance. The block, above all, typifies the building history and character of Galt, with a visual unity and integrity in the streetscape and a diversity of architectural style and detail. The front and side elevations possess the finest building composition while the rear elevation is an assembly of old and new structures of varying heights, forms and shapes.

ii Conservation

The heritage building stock in the district may be divided into two areas—the upper facades and the lower facades. The upper facades display a remarkable uniformity of scale, composition and authenticity and the general conservation approach has been to preserve the original fabric and restore missing features. The lower facades which are the store fronts and sign fascias have undergone a very considerable change and most are now of a modern design. It is not the intent of this plan to turn the clock back 100 years and have period store fronts. Most store fronts are neat and crisp and provide a good window display. However, the area of low design quality and incompatibility with the historic character of the district is the sign fascia. Most original sign fascias have been removed and replaced by bland austere fascias upon which is mounted the lettering case. The clash with the richly decorative facades above is unattractive. It is advised that the traditional sign fascia with overhead projecting cornice be reinstated. This would provide an effective border between the old upper and the new lower facades.
one of Ontario's finest historic streetscapes
The rear facades were considered the most unsightly aspect of the district. They are a haphazard mixture of old and new buildings with little overall aesthetic appeal. Conservation and upgrading of the rear facade is however important in order to upgrade the economic viability of the block as a whole. It is not the intent to develop a wholly historic appearance to the rear facade but to encourage simply good and attractive design that blends the old and the new.

Conservation of the architectural heritage of the block may be exercised most conveniently by a consideration of each of the five buildings that make up the block. Each building was constructed at a different time and according to the popular style of the time, but collectively they comprise a harmonious composition in the streetscape.

The Granite Block

This classical revival pre-confederation section of Main Street, known as the Granite Block is arguably the most significant building in downtown Galt. Professor Gordon Couling has written that "The south side of Main Street in Galt, with its continuous distinguished stone facades, is an impressive example of the well designed unity of the nineteenth century Ontario business street". It identifies Galt as the granite city. In addition, the history of mercantile Galt can be traced back to this location as it was the site of Absalom Shade's White store. The oldest portion of the Granite Block (#39) dates from 1851 having survived one of Galt's major fires. The remainder was rebuilt after the fire in 1862.

The architectural composition of the Granite Block is one of clarity and fine proportions. The block is mainly three storeys high but with one higher four storey section. The wall material is granite and the windows, that are similar in size and proportion, form two continuous lines at second and third floors. The top line of windows at the fourth floor are arched. There is a slight variation in the treatment of the window lintels, roof cornices and wood detailing across the facade. The whole composition however is of fine visual unity and repose. The rear of the block comprises a series of stone facades of varying set back and height with new and old alterations.
The conservation policy is to retain and restore the historic fabric of the building, most of which is intact. Restoration should include the re-instatement of the original proportioned windows which have been replaced, the rebuilding of cornices and fascias to the original design and the repairing, sealing and painting of all woodwork.

The James Young Building

The James Young Building, though built only seventeen years after its neighbour, the Granite Block, shows the change in taste of early Victorian builders from Classical Revival to Italianate. This change occurred in the late 1840's through to the 1850's and resulted in the Honourable James Young choosing Italianate in 1878-79 for his new building in Galt. Employing brick rather than stone, it was probably considered quite "modern" at the time.

The building continues the heights and architectural composition of the Granite Block but exudes a more decorative and varied style of round arched second floor windows, elliptical arched upper windows, projecting brick piers and banding and elaborate keystones. The whole appearance is more feminine and fancy than the solid masculinity of the Granite Block. The rear of the Young building comprises an original three storey brick facade with a series of like-sized vertical sash windows at the second and third floors with a series of newer additions at first floor.

The conservation policy is to retain and restore the historic fabric of the building, most of which is intact. Restoration should include the cleaning of the brick by water treatment, the rebuilding of the original cornice and the repair, seal and repainting of all wood window frames and sash.

First Osborne Building

The first Osborne building is one of the oldest buildings in the block, and like the Granite Block is built of granite in the Classical Revival style. Its completion is recorded in the Dumfries Reformer on October 29, 1856 and refers to a three storey stone building. The architectural composition and proportions follow closely those of the Granite Block with two rows of vertical sash windows at the second and third storeys surmounted by a projecting roof wood frieze. The rear of the building comprises a stone
BOARDWALK TOWER

Brief Project Overview
At Last, 2021 will see the resurrection of the iconic 15 Main Street building in Downtown Galt!

This overview is not intended to be an in-depth historic overview, or a deep dive into the building plans, but rather a general orientation of the property, and the proposed renovation that will finally breathe new life into the structure, while enhancing the heart of the Downtown Core.

Through the years much if not all of 15 Main’s life has been serving the surrounding community as a department store. Prior to the addition of the 4th floor with the elegant arched windows, people would park their carriages on the barely paved street and shop at “Wilkinson’s”. Following that, Walkers, then Marks & Spenser with the façade seeing various entrance reconfigurations.

Very strange to see the missing 4th floor! Inside on the 3rd floor you can see the former vaulted roof line on the granite party walls of the adjacent buildings, almost like a ghost from the past...
A rather haunting look as well in this photo — note the change in the windows and door design, which may have been the inspiration to the front façade that you see today. The Marks & Spenser storefront below shows the entrance reconfiguration.
This appears to be a photo from the late 60’s/early 70’s — At one point the front entrance was “modernized” by cutting deeper into the building to provide window displays on either side of the doors. You can see the evidence of this today, where the floor and the ceiling inside were augmented. Sad actually, as the still existing elegant tin ceiling stops abruptly where the cut in was made, and the beautiful terrazzo floor at the front has been replaced by poured concrete. The terrazzo floor on the rest of the main floor plate may be salvageable...to be determined.

Note the 3 flag poles on the roof — they have been recovered and are resting peacefully inside!

**Interior**

While the exterior has changed very little over the years, with the exception of the store entrance and sign changes, the same cannot be said of the interior. In fact, save for the staircase and the elevator shaft, all is pretty much gone. Some remnants of old wallpaper is still visible, even pre-dating the decorative tin ceilings.
Taken from roughly the same position — not sure of the year the top photo was taken. Note the terrazzo floors that are still there today, although in need of some serious work.
As the images above and below show, all three of the upper floors were taken back to the raw base building in 2016. Gone are all the plaster walls and ceilings. Yet, there is beauty in the structure itself, and ample evidence of a “rock solid” building which is quite visible.
What is the next Chapter for 15 Main?

After being left derelict for more than 10 years, it will be exciting to see the transformation! The main floor will definitely stay true to its retail roots with a floor plate adaptable to work well as one, two or three suites. The rear suite that fronts Imperial Lane and the parking lot already has two large window openings which allows amazing light and great exposure.

However, the upper three floors will transform into 12 nicely sized one-bedroom apartments, all with very nice views, especially the rear apartments with the southern exposure. The elevator lobby will be appropriately renovated to service the upper floors, and the existing staircase will of course remain in place. Also, there will be an additional staircase added on the west interior wall that will provide an emergency exit for all apartments. This will exit through the existing single doorway at the rear.

What can you expect to see?

Front Façade — There actually will be little changing on the retail level front façade, as it is quite solid and functional. That said, the windows are single glaze, and will need to be updated to double glaze for efficiency. They are and will remain painted wood construction. I am looking into some archive images that show glass transoms along the top of the windows, however there was a narrower sign band then compared to today. Perhaps there is merit in looking at the windowpane in general to mimic an appropriate look.

There may be consideration to enhance the existing decorative woodwork somewhat, but using what is already there as a base. The colour will become more appropriate than the current “battleship grey”.

The upper windows are well beyond salvaging, and of course need replacement. There are 18 in total, with the top 6 arched. I have done a rendering depicting the new windows in black/dark charcoal, seen in the picture below. This was suggested by the architect in 2016. At this point, I am on the fence — it looks good, however for me it interrupts the “block” of building fronts that have the beige/grey windows. Naturally there may be some minor repointing of the mortar joints as well.
**Rear Façade** — There really are only two alterations to the rear façade. The current windows which are also beyond repair will need to be slightly enlarged, lowering the stone sill. This is due solely for the reason that when you are standing in what will be an apartment at the rear, the bottom of the window is well above a 6ft person’s head, much like being in a basement not being able to see outside.

From the outside, the “slit-like” windows look more like a military compound or prison guard house, which is not a very appealing look. The result of lowering the sills by one pane in fact looks infinitely more pleasant and friendly, while at the same time enhancing the historic/heritage feel without losing any integrity whatsoever.

Seven of the ten smaller windows on the east elevation are currently blocked in and will likely remain so as the kitchen is on the opposite side, and the space is need for cupboards. However, they will be filled with inserts that appear to be windows from the outside, maintaining the original look.

A quick rendering to demonstrate the enhanced look with the slightly lowered windows. The old fire escape must be removed as they are currently attached and bolted through the granite block where the window enlargement occurs. The need for the fire escape is mitigated by the new stairwell that leads to the lower door on the left. But the fact is, people climb up that fire escape, and try to enter the building, breaking widows making it a liability.

Overall, the presence of the building will be impressive, while maintaining its aesthetic heritage look. That said, the terrible red brick that was chosen when the Boardwalk was created needs a good long look, in my opinion...
Conceptual of course, but the vision for the rear suite is to also enhance lifestyle in the Downtown Core. This would be a perfect spot for lunch, dinner and a beverage, something we need more of in the Core, and something I am told countless times.

Note the concept of the breezeway — I continue to be curious if there is an opportunity to reveal the original granite block wall, if it is in fact worthy. The original architect suggestion was to at minimum parge over the red brick to bring back an element of a historic look, similar to what was done in the alley way across the street. This might be complicated given the neighboring building is under different ownership.
This a detailed drawing from the permit set better showing the aesthetic balance of the windows. The lower sills will be new and matched to the existing, as it appears, they have been formed and poured on site when constructed.

Below is the second-floor plan showing the 4 apartments, which is the same for the third and fourth floors.

Looking forward to our kick-off discussion on Monday at 11am!

Terry Polyak