Corporation of the City of Cambridge
Special Council Meeting - Statutory Public Meeting
Addendum

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.

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

5.2. 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

*5.2.3.2. Dr. Derek Coleman

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
5.4. 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 72 - 89

*5.4.2. Consultant presentation- Terri Johns and Diana Morris, T. Johns Consulting Group 90 - 96

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 97 - 108

*5.5.2. Consultant presentation- Terri Johns and Diana Morris, T. Johns Consulting Group 109 - 114

8. Presentations


9. Correspondence


*9.4. Cambridge Accessibility Advisory Committee re: 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan 165 - 165
Core Areas CIP Programs
What is a CIP?

- A Community Improvement Plans or CIP is a tool that allows a municipality to direct funds and implement policy initiatives toward a specifically defined project area pursuant to the Planning Act (S.28).

- Community Improvement Plans are intended to encourage revitalization initiatives and/or stimulate development and redevelopment. Once implemented, the Plan allows municipalities to provide incentives to assist in the revitalization of lands and/or buildings within the defined Community Improvement Project Area (CIPA).
Core Areas Maps – Galt City Centre
New CIP Programs

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

* These programs are stackable with each other, with the exception of the TIEG program.

** In addition, all programs still qualify for the City of Cambridge Development Charge By-law exemption.
Commercial Property Improvement Grant Program (CPIG)

- Façade improvement program and will be based on the linear square footage of the building.

- 50% matching grants will be given out starting at $15,000 to a maximum of $25,000.

- Corner buildings will have a maximum cap of $30,000.

- An additional $5,000 will be added to the maximum funding for each item listed below:
  - Heritage listed – additional $5,000
  - River frontage – additional $5,000
  - Accessibility features – additional $5,000

- This brings a maximum funding amount of any property to $45,000.
Example #1 – 47 Dickson Street

Before

After Proposal
47 Dickson Street

**BRP Program**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$43,418.53</td>
</tr>
<tr>
<td>Max BRP Funding Amount</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Total Value of Work Eligible</td>
<td>$43,418.53</td>
</tr>
<tr>
<td>Total BRP Funding Eligible</td>
<td>$21,709.27</td>
</tr>
<tr>
<td>35% BRP Grant Amount</td>
<td>$7,598.24</td>
</tr>
<tr>
<td>65% Loan Repayment Amount (3 year)</td>
<td>$14,111.02</td>
</tr>
<tr>
<td>Annual Repayment Amount</td>
<td>$4,703.67</td>
</tr>
</tbody>
</table>

**New CIP Program**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$43,418.53</td>
</tr>
<tr>
<td>Max CPIG Funding Amount</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Total CPIG Funding Eligible</td>
<td>$43,418.53</td>
</tr>
<tr>
<td>50% CPIG Grant Amount</td>
<td>$21,709.27</td>
</tr>
</tbody>
</table>

This property also was granted three Core Areas Fee Waivers for a total of $8,020.
Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG)

- This grant has the potential to leverage significant private sector investment into interior building renovations and improvements for single use commercial properties in the core areas.

- 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 grant amount will be $50,000 per property. If the building is two or more floors of commercial use, the grant amount will be up to $100,000 per property.

- The maximum grant may increase by $5,000 for the inclusion of enhanced accessibility elements. This will be the total maximum funding amount to $105,000.
Example #2 – 89 Main Street

Before

After
### Enhanced BRP Program (No Max Funding Amount)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$1,100,000.00</td>
</tr>
<tr>
<td>Max BRP Funding Amount</td>
<td>$380,900.00</td>
</tr>
<tr>
<td>Total Value of Work Eligible</td>
<td>$380,900.00</td>
</tr>
<tr>
<td>Total BRP Funding Eligible</td>
<td>$190,450.00</td>
</tr>
<tr>
<td>35% BRP Grant Amount</td>
<td>$66,657.50</td>
</tr>
<tr>
<td>65% Loan Repayment Amount (3 year)</td>
<td>$123,792.50</td>
</tr>
<tr>
<td>Annual Repayment Amount</td>
<td>$41,264.17</td>
</tr>
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</table>

### NEW CIP Programs - CPIG

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$1,100,000.00</td>
</tr>
<tr>
<td>Max CPIG Funding Amount</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Total CPIG Funding Eligible</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>50% CPIG Grant Amount</td>
<td>$25,000.00</td>
</tr>
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### NEW CIP Programs - CBRRIG

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Interior Work</td>
<td>$2,000,000.00</td>
</tr>
<tr>
<td>Max CBRRIG Funding Amount</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Total Value of Work Eligible</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>Total CBRRIG Funding Eligible</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>50% CBRRIG Grant Amount</td>
<td>$100,000.00</td>
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</table>

### Total Grant Funding

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% CPIG Grant Amount</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>50% CBRRIG Grant Amount</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Total Funding Received</td>
<td>$125,000.00</td>
</tr>
</tbody>
</table>

This property was granted a Development Charge waiver of $1,643 and Building Permit waivers of $24,024.
The 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.

- The Commercial Restoration portion of the matching grant will be up to 50% of eligible costs up to a grant of $50,000 per property. The maximum grant may increase by $2,500 for the inclusion of enhanced accessibility elements to $52,500 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 on the upper floors of an existing mixed use building, up to a grant of $100,000 per property. The maximum grant may increase by $2,500 per unit for the creation of accessible residential units up to a maximum of $125,000 per property.

- The total amount combined of the grant of the eligible costs is up to a maximum grant of $150,000 per property. The total amount for projects that include accessible residential units as well as enhanced accessibility elements on the ground floor is a maximum grant of $177,500 per property.
Example #3 – 35–37 Main Street

Before

After Proposal
**Enhanced BRP Program**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$209,961.40</td>
</tr>
<tr>
<td>Max BRP Funding Amount</td>
<td>$104,980.70</td>
</tr>
<tr>
<td>Total Value of Work Eligible</td>
<td>$209,961.40</td>
</tr>
<tr>
<td>Total BRP Funding Eligible</td>
<td>$104,980.70</td>
</tr>
<tr>
<td>35% BRP Grant Amount</td>
<td>$36,743.25</td>
</tr>
<tr>
<td>65% Loan Repayment Amount (3 year)</td>
<td>$68,237.46</td>
</tr>
<tr>
<td>Annual Repayment Amount</td>
<td>$22,745.82</td>
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</table>

**NEW CIP Programs - CPIG**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$209,961.40</td>
</tr>
<tr>
<td>Max CPIG Funding Amount</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Total Value of Work Eligible</td>
<td>$209,961.40</td>
</tr>
<tr>
<td>Total CPIG Funding Eligible</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>50% CPIG Grant Amount</td>
<td>$30,000.00</td>
</tr>
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</table>

**NEW CIP Programs - MUCRG**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Eligible Work</td>
<td>$996,114.80</td>
</tr>
<tr>
<td>Max MUCRG Funding Amount</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>Total Commercial Funding Eligible</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Total Residential Funding Eligible</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>Total MUCRG Funding Eligible</td>
<td>$130,000.00</td>
</tr>
<tr>
<td>Total Value of Work Eligible</td>
<td>$260,000.00</td>
</tr>
<tr>
<td>50% MUCRG Grant Amount</td>
<td>$130,000.00</td>
</tr>
</tbody>
</table>

**Total Grant Funding**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% CPIG Grant Amount</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>50% MUCRG Grant Amount</td>
<td>$130,000.00</td>
</tr>
<tr>
<td>Total Funding Received</td>
<td>$160,000.00</td>
</tr>
</tbody>
</table>

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**35–37 Main Street**
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 CIP.

- This waiver will only be applicable to mixed used, commercial and high density housing, and will not be for single family/duplex homes.

- The waivers will be eligible for the following: Minor Variance, Sign Permits, Sign Variances and Building Permits.
The Tax Increase–based Equivalent Grant Program offers grants to eligible applicants whose City property tax has increased as a result of development.

Annual grants may be equal to 75% of the City’s portion of the property tax increase over a 5 year period.
New Property Assessment Values

<table>
<thead>
<tr>
<th>Previous Assessment</th>
<th>$1,564,775.00</th>
<th>Region Portion</th>
<th>35.60%</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Assessment Residential</td>
<td>$30,668,826.00</td>
<td>School Portion</td>
<td>39.27%</td>
</tr>
<tr>
<td>New Assessment Commercial</td>
<td>$355,600.00</td>
<td>City Portion</td>
<td>25.13%</td>
</tr>
</tbody>
</table>

TOTAL CITY TIEG $303,232.47

NEW CIP Programs - TIEG Program

| 2016 Tax | $50,812.00 | City Portion | $12,769.06 |
| 2017 Tax | $372,586.74 | $93,631.05 | $80,861.99 | $60,646.49 |
| 2018 Tax | $372,586.74 | $93,631.05 | $80,861.99 | $60,646.49 |
| 2019 Tax | $372,586.74 | $93,631.05 | $80,861.99 | $60,646.49 |
| 2020 Tax | $372,586.74 | $93,631.05 | $80,861.99 | $60,646.49 |
| 2021 Tax | $372,586.74 | $93,631.05 | $80,861.99 | $60,646.49 |

This property was granted a Development Charge waiver of $1,362,470 and Building Permit waivers of $81,928.
Thank You!

Questions or Comments?
211-215 Queen St W
OR01/21
May 25, 2021 – Special Council Meeting
Public Meeting – 211-215 Queen St W Phone Number: 519-623-1340 x4799
Malcolm Duncan, Planner 1: duncanm@cambridge.ca
Purpose of Meeting

• Formally introduce proposed Planning Application to Council and the public

• Notice was mailed to assessed owners within 120 metres (394 ft) of the subject property.

• Notice was provided in the Cambridge Times.

• Please contact Malcolm Duncan, Planner 1 at duncanm@cambridge.ca in order to receive future notification
Changes to the proposal may change between the public meeting and recommendation to Council.

Anyone interested in staying informed are required to request to be on the mailing list for this application.
• North side of Queen St West, South of the Speed River.
Proposal

• The applicant is proposing to develop the subject properties in two phases.

• Phase 1: Retention and redevelopment of the existing factory building and one-storey buildings to accommodate 140 residential condominium units, commercial units, amenity areas, a waterfront trail and 260 parking spaces.

• Phase 2: Construction of a 4-storey and 8-storey residential building with approximately 130 condominium units.

• All together, the proposal is for 952m² (10,247.24ft²) of commercial space with 270 residential units.
Proposal

• Official Plan and Zoning By-law amendments are proposed to permit the development.

• The proposed tenure is condominium and development will be subject to site plan approval and a future condominium application, if the application is eventually approved.

• The existing factory building is proposed to be retained and redeveloped. The existing one-storey buildings are also to be retained; however the later additions connecting the two buildings and at the rear are to be demolished.

• No affordable units are proposed.
Official Plan Amendment

• The Official Plan Amendment has been requested to re-designate the subject properties from ‘Business Industrial’ and ‘Natural Open Space System’ to ‘High Density Residential’.

• The subject properties are within a ‘regeneration area’ where a transition of use is anticipated during the planning horizon of the Official Plan.

• Lands within a ‘regeneration area’ are not subject to employment land conversion.
Zoning By-law Amendment

• A zoning by-law amendment has been requested to rezone the subject properties from M3, M3 S.4.1.24.1 and OS1 to RM3CS5 with a site specific provision for the following:

<table>
<thead>
<tr>
<th>Regulation</th>
<th>Required</th>
<th>Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interior side yard</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>
<tr>
<td>Use: Micro-brewery</td>
<td>Not permitted</td>
<td>Permitted</td>
</tr>
</tbody>
</table>
Considerations:

- 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
Considerations (cont.):

- Potential impacts from the Floodplain
- Affordable housing
- Record of site condition
- Heritage implications
- Comments received from Council, the public and agency circulation
• **THAT** application OR01/21, report No. 21-115(CD), 211-215 Queen Street West be referred back to staff for a subsequent report and recommendation.
CONTACT INFORMATION

Name: Malcolm Duncan
Title: Planner 1 – Site Development/Zoning
Phone: 519-623-1340 ext. 4280
Email: duncanm@cambridge.ca
Blacks Point Development
211 and 215 Queen Street West
Official Plan Amendment and Zoning By-law Amendment

May 25, 2021 – Planning and Development Committee
SUMMARY OF PROPOSAL

• Adaptive reuse of existing textile factory and worker house buildings
• Mixed use development with residential and commercial uses
• 2 new residential buildings proposed
  – 4 storey and 8 storey buildings
• 270 residential units
• Vehicle access from Queen St W and surface parking proposed
• Trails and connections to the Speed River
DESIGN VISION & PRINCIPLES

VISION - A high quality, vibrant mixed-use redevelopment that: places emphasis on the protection and enhancement of cultural heritage features; introduces a dynamic public realm and provides for a unique destination and gateway to the Hespeler core area.

PRINCIPLES

1. Cultural Heritage Integration
2. Community Connectivity and Public Realm
3. Built Form & Architectural Elements
4. Embracing Natural Character
5. Community Identity & Placemaking
CONCEPTUAL RENDERING
View South to Queen Street West
CONCEPTUAL RENDERING
View North to Speed River
CONCEPTUAL RENDERING
4-Storey Residential and Courtyard Amenity
CONCEPTUAL RENDERING

Riverside View Illustrating Transition of Heights and Use
CONCEPTUAL RENDERING
Adaptive Reuse of Existing Buildings for Amenity Space
POLICY FRAMEWORK

Official Plan

- Urban Area and Built-Up Area
- Business Industrial and Regeneration Area
  - Vision to transition to non-employment uses
- Amendment to redesignate to ‘High Density Residential’ to permit mixed use redevelopment and implement the Regeneration Area policies

Zoning By-law

- Zoned General Industrial (M3) with site specific 4.1.24 and Open Space (OS1)
PROPOSED ZONING

• Mixed high density residential and commercial zone (RM3 CS5) to implement the proposed High Density Residential designation

• Site specific regulations:
  – No minimum required lot frontage
  – No minimum required interior side yard along the western property limit
  – Minimum rear yard of 2 metres
  – Add ‘microbrewery’ as a permitted use
  – No loading spaces required
  – Permit a reduction in the required parking rate and permit shared parking
TECHNICAL REPORTS

- Functional Servicing and Stormwater Management Report
- Stage 1 and Stage 2 Archaeological Assessment
- Planning Justification Report
- Urban Design Brief
- Heritage Impact Assessment
- Noise Study
- Rail Safety Study
- Shadow Study
- Traffic Impact Study
INITIAL CONCERNS

• parking overloads/overflows the site; too many units

• no room for landscaping the green river corridor

• ecological setbacks not provided

• relationship to Lammer property to west
42 Portland St
OR03/21
May 25, 2021 – Special Council Meeting
Public Meeting – 42 Portland St Phone Number: 519-623-1340 x4799
Malcolm Duncan, Planner 1: duncanm@cambridge.ca
Purpose of Meeting

• Formally introduce proposed Planning Application to Council and the public

• Notice was mailed to assessed owners within 120 metres (394 ft) of the subject property.

• Notice was provided in the Cambridge Times.

• Please contact Malcolm Duncan, Planner 1 at duncanm@cambridge.ca in order to receive future notification
Changes to the proposal may change between the public meeting and recommendation to Council.

Anyone interested in staying informed are required to request to be on the mailing list for this application.
Location

Public Meeting – 42 Portland St
Phone Number: 519-623-1340 x4799
Malcolm Duncan, Planner 1: duncanm@cambridge.ca

- Southwest side of Portland Street, north of Brook Street, east of Oxford Street and west of Cambridge Street.
Proposal

• The applicant is proposing to convert the existing place of worship into a four-unit apartment building.

• Official Plan and Zoning By-law amendments are proposed to facilitate the development.

• The proposed tenure is rental.

• No affordable units are proposed.

• No additions or exterior alterations to the existing building or site are proposed.
Official Plan Amendment

• The subject property is designated ‘low/medium density’ in the City’s Official Plan, which permits a maximum density of 40 units per hectare.

• An Official Plan Amendment has been requested to increase the maximum density to 80 units per hectare in order to facilitate the proposed development.

• A maximum of two units is permitted under the current density, whereas four units are proposed.
Zoning By-law Amendment

• A zoning by-law amendment has been requested to rezone the subject property from N1 S.4.1.165, to RM1 with a site specific provision for the following:

<table>
<thead>
<tr>
<th>Regulation</th>
<th>Required</th>
<th>Provided</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>Minimum interior side yard</td>
<td>3m (9.84ft)</td>
<td>2.9m (9.51ft) and 1.7m (5.8ft) - existing</td>
</tr>
<tr>
<td>Planting strips and fencing</td>
<td>1.5m (4.92ft) planting strip with a 1.5m (4.92ft) high solid fence</td>
<td>0m planting strip - existing</td>
</tr>
</tbody>
</table>
Considerations:

• Proposed density and number of residential units
• The proposed parking arrangement
• Changes to the proposed zoning category (RM1 site specific or RM3 site specific)
• Compatibility with the surrounding residential neighbourhood
• Comments received from Council, the public and agency circulation
• **THAT** application OR03/21, report No. 21-116(CD), 42 Portland Street, Nadam Investment Inc. be referred back to staff for a subsequent report and recommendation.
CONTACT INFORMATION

Name: Malcolm Duncan
Title: Planner 1 – Site Development/Zoning
Phone: 519-623-1340 ext. 4280
Email: duncanm@cambridge.ca
1285 Speedsville Rd, 1455 Speedsville Rd & Part of 800 Briardean Rd
OR08/20 & 30T-21101
May 25, 2021 Special Council Meeting
Purpose of Meeting

• Formally introduce proposed Planning Application to Council and the public.

• Notice was mailed to assessed owners within 120 metres (394 ft) of the subject property and anyone else requesting notification.

• Notice was provided in the Cambridge Times.

• Interested parties are encouraged to contact me for further information and future notification.
Changes to the proposal may change between the public meeting and recommendation to Council.

Anyone interested in staying informed are required to request to be on the mailing list for this application.
• South side of Maple Grove Rd, east side of Speedsville Rd, west side of Briardean Rd and north side of Equestrian Way

• The majority of the lands were subject to previous land use approvals in 2015 for an adult lifestyle community as part of the River Mill (former Hunt Club) subdivision
Proposal

- The applicant is proposing approximately 1,864 dwelling units
- Higher density residential is proposed along Speedsville Rd to a maximum of 12 storeys in building height
- A Mixed-use area is proposed at intersection of Speedsville Rd and Equestrian Way
- Low and medium density is proposed interior to the development area
- Official Plan and Zoning By-law amendments are proposed to permit the development
- A draft plan of subdivision has been submitted to subdivide the land
- Tenure of the apartment and cluster townhouse units have not been determined
Proposal

- A minimum of 387 cluster townhouses proposed
- A minimum of 1,077 apartment dwelling units proposed
- A minimum of 1,500 m² (16,145ft²) of commercial space
- 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
- Site specific zoning amendments are requested to modify the existing zoning permitted in the River Mill subdivision
- No parking reductions proposed
Key Map

Low Density (freehold) Blocks in Yellow

1285 Speedsville Rd, 1455 Speedsville Rd & Part of 800 Briardean Rd
Committee Phone Number: 519-623-1340 x4799
greener@cambridge.ca
Block 1: 275 units
Block 2: 144 units

Key Map

Page 81 of 165
Block 4:
43 units

Key Map

1285 Speedsville Rd, 1455 Speedsville Rd & Part of 800 Briardean Rd
Committee Phone Number: 519-623-1340 x4799
greener@cambridge.ca
Block 8:
84 Townhouse units
185 Apartment units
Block 9:
230 units
Blocks 20 & 21: Mixed-Use
Block 26: 116 units

Key Map
Considerations:

• Land use compatibility with the surrounding existing development

• Appropriateness of proposed changes to the zoning and official plan regulations

• Traffic

• Affordable housing

• Environmental considerations

• Record of Site Condition

• Comments received from Council, the public and agency circulation
• THAT report 21-0104(CD) be received;

• AND THAT applications OR08/20 & 30T-21101 for 1285 Speedsville, 1455 Speedsville & Part of 800 Briardean Rd be referred back to staff for a subsequent report and staff recommendation.
CONTACT INFORMATION

Name: Rachel Greene
Title: Senior Planner
Phone: 519-623-1340 ext. 4612
Email: greener@cambridge.ca
River Mill Community – Past Approvals / New Acquisitions

- 875 BRIARDEAN ROAD
- 800 BRIARDEAN ROAD
- 1285 SPEEDSVILLE ROAD

MAPLE GROVE ROAD
MIDDLE CREEK

LAND USE
- LOW/MEDIUM DENSITY RESIDENTIAL
- MIXED USE
- EMPLOYMENT - LIGHT / MEDIUM
- ENVIRONMENTAL PROTECTION

TRAILS
- PRIMARY MULTI-USE TRAIL - 3M WIDE ASPHALT
- SECONDARY TRAIL - 3.0M WIDE LIMESTONE
- BIKE LANES
- PHASE LINE (CURRENT DRAFT PLAN)
River Mill Community – Phase 4 Concept Plan

- **Density and Height** focused on Speedsville Road
- No vehicular access to Briardean Road
- Lower density townhomes
- Mixed-use lands
- Created wetland
- Park
OFFICIAL PLAN AMENDMENT
• To establish Low/Medium/High Density Residential with range of densities

ZONING BYLAW AMENDMENT
• To create building regulations

DRAFT PLAN OF SUBDIVISION
• Introduce public roadways
• Park
• Storm Water Pond
• Blocks for Residential
• Blocks of Natural Areas for dedication
Part of 800 Briardean Rd & 875 Briardean Rd
OR08/20 & 30T-21101
May 25, 2021 Special Council Meeting
Purpose of Meeting

• Formally introduce proposed Planning Application to Council and the public.

• Notice was mailed to assessed owners within 120 metres (394 ft) of the subject property and anyone else requesting notification.

• Notice was provided in the Cambridge Times.

• Interested parties are encouraged to contact me for further information and future notification.
Changes to the proposal may change between the public meeting and recommendation to Council.

Anyone interested in staying informed are required to request to be on the mailing list for this application.
Part of 800 Briardean Rd & 875 Briardean Rd
Committee Phone Number: 519-623-1340 x4799
greener@cambridge.ca

- South side of Maple Grove Rd, on both the east and west side of Briardean Rd
- Part of Briardean Road was closed at the intersection of Maple Grove Rd in September 2020
- Access is maintained from Pointer St
Proposal

• The applicant is proposing a total of 170 dwelling units
• 152 townhouse units are proposed on 800 Briardean Rd
• 18 townhouse units are proposed on 875 Briardean Rd
• Total of 221 Parking spaces required
• 170 parking spaces (one per dwelling unit) and 51 dedicated visitor parking spaces (0.3 per dwelling unit) required
• No parking reductions are proposed
• Official Plan and Zoning By-law amendments are proposed to permit the development
• A draft plan of subdivision has been submitted to subdivide the land
• Tenure of cluster townhouse units has not been determined
Part of 800 Briardean Rd & 875 Briardean Rd
Committee Phone Number: 519-623-1340 x4799
greener@cambridge.ca
800 Briardean Rd
Block 1:
152 units
875 Briardean Rd
Block 2:
18 units
Considerations:

- Land use compatibility with the surrounding existing development
- Appropriateness of proposed changes to the zoning regulations
- Traffic
- Environmental considerations
- Fencing
- Affordable Housing
- Comments received from Council, the public and agency circulation
• THAT report 21-0105(CD) be received;

• AND THAT applications OR09/20 & 30T-21102 for Part of 800 Briardean Rd & 875 Briardean Rd be referred back to staff for a subsequent report and staff recommendation.
CONTACT INFORMATION

Name: Rachel Greene
Title: Senior Planner
Phone: 519-623-1340 ext. 4612
Email: greener@cambridge.ca
River Mill Community – Phase 5 Concept

EXISTING NATURAL AREA

STORMWATER POND

MIDDLE CREEK

EXISTING NATURAL AREA

Page 112 of 165
River Mill Community – Phase 5 Required Approvals

OFFICIAL PLAN AMENDMENT
• To establish Low/Medium Residential with a density of 50 u/ha

ZONING BYLAW AMENDMENT
• To create building regulations

DRAFT PLAN OF SUBDIVISION
• To create a Registered Block necessary to create Condo ownership

PRIVATE
STORMWATER
POND

DEVELOPMENT LIMIT
OUTSIDE OF
ENVIRONMENTALLY
SENSITIVE AREAS
AND BUFFERS

RIGHT-OF-WAY (ROAD)
WIDENING WITH CUL-DE-SAC

SERVICING CONNECTIONS TO
EXISTING POINTER STREET
River Mill Community

T. Johns Consulting  Website – Community Portal
tjohnsconsulting.com/project/river-mill-east-phase-5/
Consolidated Financial Statements
For the year ended December 31, 2020
Revenues
For the year ended December 31, 2020

Expenses
For the year ended December 31, 2020
Accumulated Surplus
As at December 31, 2020

Total Accumulated Surplus $774,907,776

Operating surplus $8,090,273

Invested in Energy Plus $91,371,489

Total reserve funds & reserves $104,075,540

Invested in tangible capital assets & land held for resale $689,869,997

Long-term debt $(45,776,720)

Employee & post-employment ben. $(72,722,803)
Reserve and Reserve Funds
for the year ended December 31, 2020
(in thousand dollars)

- Capital: $35,753
- Core Areas Transformation: $19,319
- Tax-Supported Operating: $15,797
- Future Employee Benefits & WSIB: $13,929
- Economic Development: $10,393
- Water Utilities Operating: $8,227
- Library: $658

by $5.9 mil from 2019
by $1.6 mil from 2019
CONTACT INFORMATION

Name: Mirna Raponi
Title: Supervisor of Accounting and Financial Reporting
Phone: 519-740-4680 x 4449
Email: raponim@cambridge.ca
The Corporation of the City of Cambridge

Audit Findings Report for the year ended December 31, 2020

Chartered Professional Accountants, Licensed Public Accountants

Prepared April 21, 2021, for the Council Meeting May 25, 2021

kpmg.ca/audit
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</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

Courtney Cheal
Senior Manager
Tel: 519-747-8884
ccheal@kpmg.ca

Nicholas Deane
Manager
Tel: 519-747-8850
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.

What's new in 2020

There have been significant changes in 2020 which impacted financial reporting, the Entity’s internal control over financial reporting and our audit:

- COVID-19 pandemic – see pages 4-5

Finalizing the audit

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:

- Completing our discussions with the Council
- Obtaining evidence of the Council’s approval of the financial statements
- Obtaining a signed management representation letter
- Receipt of legal letters

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.

Changes from the audit plan

There have been no significant changes regarding our audit from the Audit Planning Report previously presented to you.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

Control deficiencies

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

Independence

We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.

---

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 by 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>
<tbody>
<tr>
<td>Company's financial reporting impacts</td>
<td>— 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.</td>
</tr>
<tr>
<td></td>
<td>— 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.</td>
</tr>
<tr>
<td></td>
<td>— The areas of the financial statements most affected included:</td>
</tr>
<tr>
<td></td>
<td>o Government grants recorded as part of the Safe Restart Funding programs</td>
</tr>
<tr>
<td>Company's internal control over financial reporting</td>
<td>— 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.</td>
</tr>
<tr>
<td></td>
<td>— As a result of the Entity’s remote working environment, it was necessary to assess the impact to the Entity’s internal controls.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>Materiality</td>
<td>— We considered impacts to financial reporting on both the determination and the re-assessment of materiality for the audit of the financial statements.</td>
</tr>
<tr>
<td></td>
<td>— No adjustment to materiality was considered necessary.</td>
</tr>
</tbody>
</table>
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>Working remotely</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. 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><strong>Risk of material misstatement due to fraud resulting from management override of controls</strong></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)

### Other areas of focus

<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:

| **Form, arrangement, and content of the financial statements** | The form, arrangement, and content of the financial statements are appropriate for the size, scope, and industry of the organization. |
| **Significant qualitative aspects of financial statement presentation and disclosure** | 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. |
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>KPMG remains independent of the entity in accordance with the CPA Ontario rules of professional conduct.</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><strong>Audit &amp; Assurance Insights</strong></td>
<td>Curated thought leadership, research and insights from subject matter experts across KPMG in Canada.</td>
<td>Learn more</td>
</tr>
<tr>
<td><strong>The business implications of</strong></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>Learn more</td>
</tr>
<tr>
<td><strong>coronavirus (COVID 19)</strong></td>
<td>Financial reporting and audit considerations: The impact of COVID-19 on financial reporting and audit processes.</td>
<td>Learn more</td>
</tr>
<tr>
<td></td>
<td>KPMG Global IFRS Institute - COVID-19 financial reporting resource center.</td>
<td>Learn more</td>
</tr>
<tr>
<td><strong>Accelerate 2020</strong></td>
<td>Perspective on the key issues driving the audit committee agenda.</td>
<td>Learn more</td>
</tr>
<tr>
<td><strong>IFRS Breaking News</strong></td>
<td>A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.</td>
<td>Learn more</td>
</tr>
<tr>
<td><strong>Momentum</strong></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>Sign-up now</td>
</tr>
<tr>
<td><strong>Current Developments</strong></td>
<td>Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities &amp; Auditing Matters and US Outlook reports.</td>
<td>Learn more</td>
</tr>
<tr>
<td><strong>Board Leadership Centre</strong></td>
<td>Leading insights to help board members maximize boardroom opportunities.</td>
<td>Learn more</td>
</tr>
</tbody>
</table>
Background

- The strategic plan update began in January 2020
- Council approved goals and objectives in January 2021
- In total 2,099 responses were received through surveys, focus groups, workshops or one-on-one
- Goal was to achieve a focused and actionable plan to inform decision making for the next 3 years
## Cambridge Connected Roadmap

<table>
<thead>
<tr>
<th>Phase 1: CONNECT</th>
<th>Phase 2: Identifying the Potential</th>
<th>Phase 3: CREATE Moving Forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand where we have been</td>
<td>Key Question: Why is strategic planning important and what did we accomplish with the last one?</td>
<td>Key Question: How are we going to move forward as a community?</td>
</tr>
<tr>
<td>Key Question: Why is strategic planning important and what did we accomplish with the last one?</td>
<td>Key Question: Where do we want to go as a community?</td>
<td>Making choices between all the options and priorities identified earlier in the process.</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></td>
</tr>
<tr>
<td>Phase 1 Summary Report/Presentation - Staff Report 20-067(CRE)</td>
<td>Phase 2 Summary Report/Presentation - Staff Report 21-008(CRE)</td>
<td>Phase 3 Summary Report/Presentation - Staff Report 21-131(CRE)</td>
</tr>
</tbody>
</table>
### Cambridge Connected Engagement

<table>
<thead>
<tr>
<th>Phase 1: CONNECT</th>
<th>Phase 2: COLLABORATE</th>
<th>Phase 3: CREATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand where we been</td>
<td>Identifying the Potential</td>
<td>Moving Forward</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Engagement Activities</th>
<th>Engagement Activities</th>
<th>Engagement Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community:</strong> Community Satisfaction Survey (telephone survey &amp; Engage Cambridge online); Presentations; Public launch event (Feb. 26)</td>
<td>Community: Engage Cambridge surveys; Virtual focus groups; Virtual presentations; Paper survey</td>
<td>Community: Engage Cambridge survey; Printed handout at IdeaExchange (w/ phone option); Virtual focus groups with City advisory committees/board representatives</td>
</tr>
<tr>
<td>Council: Council workshop (Mar. 9)</td>
<td>Staff: Online survey (w/ paper option); Zoom drop-ins; Virtual presentations &amp; workshops; Peer interviews</td>
<td>Staff: Online survey (w/ phone option); Zoom drop-in; Virtual workshops</td>
</tr>
</tbody>
</table>

**Total # engaged:**
- **1,024**
- **830**
- **245**
Delivering Public Value

We will emphasize the importance of **sustainability**, **leadership**, **collaboration**, **transparency** and **engagement** as we deliver service excellence and promote pride of place.

**Principles**

**SUSTAINABILITY** - responsible fiscal and environmental decisions

**LEADERSHIP** - working together towards a common good

**COLLABORATION** - working with others on mutual goals

**TRANSPARENCY** - share progress and show how input is used

**ENGAGEMENT** - ensure information is shared in many ways
Approved Goals and Objectives

PEOPLE
Foster a community with heart, where everyone belongs and is cared for

WELLBEING – Connect people to services that support individual and community wellbeing

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

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

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

PLACE
Embrace and celebrate our city’s unique character while enhancing the spaces where people connect

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

GREEN SPACES – Protect, enhance and steward our parks, green spaces and environmental areas

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

PROSPERITY
Build a vibrant and resilient city where current and future generations will live well

STRONG CORES – Create an inviting downtown that connects and complements core areas and neighbourhoods where people want to live and visit

GETTING AROUND – Emphasize connectivity and active transportation choices to help people travel in and beyond the city without a car

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

RESILIENCY – Use a future-oriented, proactive approach to climate action and emergency preparedness
Proposed Action Items (Lead)

The City would **lead** the implementation for the

- Create and activate spaces that offer things for people to do
- Provide age-friendly services that are accessible to all
- Establish our core areas as attractive destinations
- Enhance equity and inclusion efforts
- Lay the foundation for future community building
- Enhance opportunities to enjoy built and natural heritage
Proposed Action Items (Collaborate)

The City would **collaborate** on the implementation of the following proposed actions:

- Enable small business to succeed
- Increase housing options
- Encourage safe and healthy neighbourhoods
- Improve access to social supports
- Take action to combat climate change
- Prepare for emergency prevention and recovery
- Promote and develop more transportation options
Next Steps: Implementation

- Communicating the plan (internal/external)
- Working to align budget, business plans, and work plans
- Ongoing reporting and monitoring aligned with new strategic plan
CONTACT INFORMATION

Name          Brooke Lambert
Title         Director, Corporate Strategy
Phone         519-740-4683 ext. 4711
Email         lambertb@cambridge.ca

Visit the project page:
www.engage.cambridge.ca
Hi Rachel, we do have comments about the proposal that we would like you to put forward on our behalf at the meeting and have them addressed. Unfortunately we are working during the meeting so we will not be able to virtually attend for the whole meeting.

Firstly regarding The applicant may also be required to monitor surrounding wells during and after construction as a condition of draft approval. Conditions will be recommended to Council prior to any decisions being made. This says nothing about our septic bed that is located at the front of the property. This is very possibly going to be an issue as the construction of all this development is going to cause plenty of vibrations in the ground, not to mention all the increased traffic this is going to cause in the area. There is also the issue of the road widening and how it will all affect it as well. We would like to see monitoring of the septic system added to the conditions, as well as a traffic study in regards to the septic system.

Secondly, the proposal has a "high density, mixed use development" does not really seem fair to existing home owners on Speedsville Rd. Having such a building right across from the existing homes can be disruptive to the accustomed lifestyle of people who have been living in this location for many years and who choose these locations for those reasons. Multi use means businesses on the main floor correct? So what type of hours would these businesses be permitted to operate from. We potentially will now have traffic noise, AND whatever other noises these businesses will produce, at all hours of the day?? We understand development has to happen but consideration has to be given to the existing property owners and this mixed use building will be located directly across from our home. Why is that not being proposed in a different location away from the existing homeowners? There is a whole section of Speedsville Rd to the north, that is across from the lite industrial, why can't it be placed there away from the existing homes.

Where is the Noise feasibility study for the existing homes on Speedsville Rd, at ground level. All that I found in the noise study conducted was regarding the proposed development, which recommended "acoustic barriers for rear yards of lots adjacent to Maple Grove Rd and Speedsville Rd" There is nothing mentioned about the existing homes and how they will be affected by all this noise that comes from the High Density, mixed use development (box 20 & 21) or the increased traffic from all this.

Our third concern is the road widening of Speedsville Rd. This road can barely handle the amount of traffic there is now with development phases that have already taken place. There are times when we can't pull out of our driveway because of all the extra traffic that has occurred from the residential development as well as the Industrial behind us. When is the road widening going to take place in comparison to all this proposed development. Speedsville Rd can't possibly handle any more traffic. (Is this going to be another disaster like Maple Grove Rd when the houses went up, people moved in and the road was not equipped to handle all the traffic causing delays as people tried to enter the subdivision).

Please let us know if you have any questions/comments regarding our concerns.

Thanks
Jen & Dave
Dear Mayor and Members of Cambridge City Council:

Re: City of Cambridge Core Areas CIP program update:

We are in full support of the set of CIP programs targeted for core area redevelopment. We have worked for decades in various communities and can bear witness to the value and effectiveness of these various incentive programs.

Infill development, particularly in historic core areas face many additional complexities vs development in green field areas. CIP programs help level the playing field and encourage development in these targeted growth zones.

Core areas, with their naturally dense configurations, deliver many times more tax revenue than most other forms of development, so it is appropriate that a portion of those revenues be reinvested back to further intensify these neighbourhoods and encourage development that contributes to authentic placemaking.

We will be more likely to pursue additional development opportunities in Cambridge with the addition of these programs.

Sincerely, Tom Lammer
President – Lammer Development Group
May 21st, 2021

Mayor Kathryn McGarry and Members of Council
Council City of Cambridge
50 Dickson Street
PO Box 669
Cambridge, ON, N1R 5W8

Dear Mayor McGarry and Members of Council,

RE: City of Cambridge Core Areas Community Improvement Plan

As the owner and operator of the Cambridge Mill Restaurant and the developer behind the proposed Cambridge Mill Hotel and Residences project, we would like to confirm our support for the new Community Improvement Plan and programs being proposed for the City of Cambridge core areas.

The programs being proposed are necessary to attracting investment into Cambridge and will contribute to making necessary development projects feasible. Cambridge needs more people living, working, and playing in it’s core areas and the programs being brought forward will encourage this.

The Cambridge Mill has utilized core area programs in the past for the redevelopment of the Cambridge Mill Restaurant and intend on utilizing programs as we move ahead with plans for the Cambridge Mill Hotel and Residences.

The Cambridge Mill is looking forward to participating in the revitalization of the City of Cambridge’s core areas and strongly support the new CIP and programs being proposed to stimulate new growth within the City.

Sincerely,

Mackenzie Meek
Planner/ Project Manager
Cambridge Mill – c/o Pearle Hospitality

Cc: Aaron Ciancone – President
Cambridge Mill – c/o Pearle Hospitality
Dear Mayor and Council Members:

On May 12, 2021, James Goodram, Director of Economic Development for the City of Cambridge, made a presentation to the Cambridge Accessibility Advisory Committee regarding the proposed Community Improvement Plan (CIP). While the CAAC was generally supportive of the plan, the committee had a few recommendations regarding the accessibility implications of the potential developments and the accompanying incentives.

1. The CAAC would like to see some validation with regards to ensuring that the developments and/or reconstruction that would be receiving CIP grants would at the minimum be compliant within the requirements of the *Ontario Building Code* and the *Accessibility for Ontarians with Disabilities Act* in terms of accessibility features. The concern being that many of the buildings in the proposed enhancement plan area (the three downtown cores) include many old and heritage buildings which often allow for exclusions under the legislation. Wherever possible, the CAAC would like to see these buildings reconstructed to be as accessible as possible and that exclusions be permitted in limited cases.

2. While we are very supportive of the additional incentives that would be allocated to businesses who include “enhanced accessibility features” the CAAC would like to see some clarification around what constitutes an “enhanced accessibility feature” and would like to play a role in the advising of this determination. This would also include site plans being reviewed by the CAAC and/or accessibility staff within the city to decide whether the accessibility features included in a design do in fact warrant the business receiving the additional grants.

3. The CAAC feels that the additional grant for improved accessibility under the CIP is a great start towards creating a more accessible Cambridge for all residents. The CAAC would like to pursue the possibility of a more robust incentive program in the future for redevelopment and construction to ensure that some of the financial burden of including increased accessibility features is not a hindrance to creating businesses that are inclusive spaces.

Overall, the CIP looks like a great program and we think it will be a beneficial support to businesses opening up in our downtown cores. This program is a wonderful starting point to ensuring our city continues to grow in a meaningful way that allows all residents to productively participate and be engaged in all that Cambridge has to offer.

Best Regards,

Dan Lajoie and Sheri Roberts
Chair and Vice-Chair of the Cambridge Accessibility Advisory Committee