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

Date: June 29, 2021, 10:00 a.m. (Statutory Public Meeting) 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 Meeting
   5.1. 21-169(CD) Public Meeting Report – 130 Water Street North & 0 Park Hill Road West – Cambridge Developments Inc. & Grand River
5.1.1. Staff Presentation- Matthew Blevins, Manager of Development Planning

5.1.2. Consultant Presentation- Representatives from The Cambridge Mill, The Planning Partnership, Martin Simmons Architects, and Urban Solutions

5.1.3. Delegations
   5.1.3.1. Dan Clements
   5.1.3.2. Darren Drouillard, Chair, Cambridge Chamber of Commerce
   5.1.3.3. Scott Higgins, President, HIP Developments
   5.1.3.4. Manuel Goncalves
   5.1.3.5. Michael Bean
   5.1.3.6. Brian Kennedy, Executive Director, Downtown Cambridge BIA
   5.1.3.7. Robin Thomas
   5.1.3.8. Douglas Craig, Foxrun Community Group

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

7. **Delegations**
   7.1. Muhammad Faisal Islam re: 21-156 (OCM) 4910 Townline Road – Application for Approval to Expropriate
   7.2. Tamara Hetherington re: 21-156 (OCM) 4910 Townline Road – Application for Approval to Expropriate
   7.3. Tom Hetherington re: 21-156 (OCM) 4910 Townline Road – Application for Approval to Expropriate

8. **Presentations**
   8.2. Mohammed Mamun, Chief Information Officer re: 21-168 (CRS) Disposition of IT Hardware and surplus items
   8.3. Jennifer Shaw, Manager of Council Committee Services/ Deputy City Clerk re: 21-006 (CRS) Advisory Committee Consolidated 2020 Annual Report and 2021 Priorities

9. **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- June 8, 2021  
9.2. Council Information Package- June 11, 2021  
9.3. Municipal Heritage Advisory Committee Minutes- April 15, 2021  
9.4. Committee of Adjustment Minutes- April 20 and April 22, 2021  
9.5. 21-145(IFS) Capital Projects Status and Forecast Update  
9.6. 21-157(CD) 85 Boxwood Drive – Development Charges Deferral  
9.7. 21-160(CRS) 2021 Operating Financial Update – April Forecast  
9.8. 21-182(CD) Waterloo Region Camp Subsidy Program

10. Consideration of Reports
10.1. Office of the City Manager
   10.1.1. 21-156 (OCM) 4910 Townline Road – Application for Approval to Expropriate
10.2. Corporate Services
   10.2.1. 21-168 (CRS) Disposition of IT Hardware and surplus items
   10.2.2. 21-006 (CRS) Advisory Committee Consolidated 2020 Annual Report and 2021 Priorities
10.3. Corporate Enterprise
   10.3.1. 21-151 (CRE) Core Areas Community Improvement Plan (CIP)
10.4. Community Development
   10.4.1. 21-179(CD) Green and Inclusive Community Buildings Program
   10.4.2. 21-186(CD) Additional Design Fees for Preston Auditorium Expansion Project
   10.4.3. 21-187(CD) Amendment to the Memorandum of Understanding between the City of Cambridge and the Waterloo Region District School Board and the Waterloo Catholic District School Board at the Recreation Complex
10.5. Infrastructure Services
   10.5.1. 21-146(IFS) Project Management Office – Status Update

11. Unfinished Business

12. Correspondence
12.1. Mary Shum re: 21-169(CD) Public Meeting Report – 130 Water Street North & 0 Park Hill Road West – Cambridge Developments Inc. & Grand River Conservation Authority

13. Motion
13.1. Councillor Hamilton
WHEREAS projections for the City of Cambridge indicate substantial and increased population growth in upcoming years and decades;

WHEREAS population growth will necessitate increased densification and intensification in core areas of Galt, Preston, and Hespeler;

WHEREAS Cambridge possesses exceptional geographical, historical, and natural attributes that are unique amongst Canadian cities, yet are under-utilized or under-developed, in comparison to their potential and their capacity to delight current and future residents and tourists alike;

WHEREAS 'placemaking' is an essential component, not only of city-building and connecting residents with their built and natural environments, but of Cambridge's Core Area Transformation Fund;

THEREFORE BE IT RESOLVED that staff be directed to provide Council with a report following a review on placemaking projects for future and current members of our Cambridge Community in each Core Areas of Hespeler, Preston, and Galt, which embrace novel, unique, and progressive ways of incorporating the river(s), local businesses, and physical activities such as cycling and walking paths, into the landscape.

14. Motion to Receive Correspondence and Presentations

15. Introduction and Consideration of By-laws

- 21-044 Being a by-law of the Corporation of the City of Cambridge to implement the Core Areas Community Improvement Plan in the City of Cambridge

- 21-045 Being a by-law of the Corporation of the City of Cambridge to amend the Core Areas Community Improvement Project Area in the City of Cambridge

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

(c) a proposed or pending acquisition or disposition of land by the municipality (potential land acquisition)

17. Confirmatory By-law

- 21-046 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: 06/22/21

Subject: Public Meeting Report – 130 Water Street North & 0 Park Hill Road West – Cambridge Developments Inc. & Grand River Conservation Authority

Submitted By: Deanne Friess, Manager of Development Planning MCIP, RPP

Prepared By: Matthew Blevins, Senior Planner Reurbanization, MCIP, RPP and Wendy Chen, Junior Planner

Report No.: 21-169(CD)

File No.: OR05/21

Recommendations

THAT report 21-169(CD) Public Meeting Report – 130 Water Street North & 0 Park Hill Road West – Cambridge Developments Inc. & Grand River Conservation Authority be received;

AND THAT the application OR05/21 for 130 Water Street North & 0 Park Hill Road West be referred back to staff for a subsequent report and staff recommendation.

Executive Summary

Purpose

- The applicant is proposing a residential/commercial mixed-use development with two high-rise buildings. The proposed development is 253 condominium residential units in a 37-storey building and 146 hotel suites in a 28-storey building. The proposal also includes 429 square metres (4,618 square feet) of food service space and 566 square metres (6,092 square feet) of service commercial space within a two-storey podium (building base) connecting the two buildings.

- The property owners have submitted applications for Official Plan and Zoning By-law amendments to facilitate the proposed development.

- This report is for a statutory public meeting required by the Planning Act to introduce the requested amendments to Council and the public.
Key Findings

- The Official Plan designates the subject property as ‘Galt City Centre Community Core Area’ outside the ‘Urban Growth Centre’ but within a ‘Regeneration Area’ and the ‘Floodplain Special Policy Area’. An Official Plan Amendment (OPA) is requested for the property to increase the permitted density from maximum 2.0 Floor Space Index (FSI) to maximum 10.09 FSI and the permitted building height from maximum 8 storeys to maximum 37 storeys. The applicant has requested a blanket height permission for the OPA.

- The property is currently zoned (H)(F) C1RM1 S.4.1.294 (mixed-use commercial and multiple residential; in the Floodplain Management Special Policy Area; with a Holding provision; and a site-specific exception). Zoning By-law Amendments are requested to permit the following new site-specific zoning provisions:
  
  o Increase the maximum permitted density from 250 units per hectare to a maximum density of 404 units per hectare;
  
  o Amend the maximum permitted building height from 54 metres (177 ft) to a maximum building height of 143 metres (469 ft) for the 37-storey tower, 112 metres (367 ft) for the 28-storey tower, and 11 metres (36 ft) for the 2-storey podium;
  
  o Permit a portion of the required parking to be provided off-site in a proposed parking garage at 7 Simcoe Street and 119-129 Water Street North:
    
    ▪ For the uses proposed, a total of 413 parking spaces are required. This property is in the special regulation area in Galt City Centre where no visitor parking is required.
    
    ▪ The proposed development includes 264 parking spaces on-site.
    
    ▪ The remaining 149 parking spaces required are proposed to be provided off-site in a proposed parking garage at 7 Simcoe and 119-129 Water Street North. The proposed off-site parking garage is not included in this application and will undergo review through a site plan review process;
    
    ▪ The Zoning By-law requires all required parking be located on the same lot and in the same zone as the proposed uses and buildings. The applicant has requested to amend this provision regarding the location of parking facilities.
    
    ▪ Due to the issue of ensuring required parking facilities are provided on separate lots in perpetuity, Staff is suggesting a site-specific reduction of required parking be considered.
 Decrease the minimum front yard setback from 4.5 metres (14.8 ft) to 1.5 metres (4.9 ft);

 Decrease the minimum required landscaped open space from 30% to 26%; and

 Decrease the minimum required number of loading spaces from 2 to 1 space.

 This application also includes a Zoning By-law Amendment for 0 Park Hill Road West, the adjacent property west of the subject property, for a site-specific provision to permit a driveway and any site servicing on this OS1 (Open Space) zoned land.

 Prior to development, any environmental clean up of this brownfield site will need to take place and the Holding (H) provision on the subject land will need to be lifted. An acknowledged Record of Site Condition (RSC) will need to be submitted by the applicant prior to lifting the H. Depending on when the RSC is submitted, the applicant may request to lift the H by Council passing a separate by-law in future.

 The land is located in the Floodplain Management Special Policy Area, which will require the buildings to be designed with flood protection features.

 If this application is eventually approved, the proposed development will also require a site plan review process and a draft Plan of Condominium process. Previous Council direction is to bring the site plan for subsequent development on this property to Council for future approval.

 The area for this proposed development is currently a parking lot that provides parking for the Cambridge Mill (CM) restaurant. The parking spaces eliminated are proposed to be replaced in the proposed parking garage.

 The CM restaurant requires 205 parking spaces. The surface parking lot between the CM restaurant and the proposed development provides 58 spaces. The remaining 147 spaces required by the CM restaurant is proposed to be provided in the proposed off-site parking garage at 7 Simcoe and 119-129 Water Street North.

 Affordable housing is being considered and will be provided (number of units is yet to be determined). It will either be provided through affordable condominium ownership units within the building or a cash in lieu contribution made to the City’s Affordable Housing Reserve fund.
Financial Implications

- The property is located within the Community Improvement Plan (CIP) area and is eligible for financial incentives. Full details on the financial incentives will be included in a future recommendation report.

- City application fees and Development Charges (DCs) are waived on core area applications but any other costs of the application (agency review fees, school board DCs, etc.) are borne by the applicant. The future recommendation report will provide additional financial implications.

Background

In 2015, a Zoning By-law Amendment was approved to permit the development of a 12-storey residential condominium and hotel building with 114 condominium units and 90 hotel suites at the subject property. The site-specific zoning regulation that currently apply to this property are listed in the Existing Policy/By-law section below.

Presently, the applicant proposes to develop the property with two high-rise buildings consisting of 253 residential units in a 37-storey building and 146 hotel suites in a 28-storey building. The residential units are proposed to be condominium ownership, which will require a future application for draft Plan of Condominium if this application is eventually approved.

The proposal also includes 429 square metres (4,618 square feet) of food service space and 566 square metres (6,092 square feet) of service commercial space within a two-storey podium connecting the residential and hotel buildings. A portion of the first storey will contain a shared lobby, bar and restaurant. The second storey is proposed to include a wellness lounge, a spa, fitness area, roof terrace, and pool.

A total of 413 parking spaces are required for the proposed development. There are 264 parking spaces proposed on-site to serve the residential units and the spa (service commercial), located in two underground levels and a portion of the first floor of the podium. The 149 parking spaces required for the hotel and restaurant/bar (food services) are proposed to be provided off-site in a proposed parking garage located at the southeast corner of the Water Street North and Simcoe Street intersection. Due to the issue of ensuring required parking facilities are provided on separate lots in perpetuity, Staff is suggesting a site-specific reduction of required parking be considered. The amount and location of parking proposed by the applicant is summarized in the table below.
<table>
<thead>
<tr>
<th>Parking</th>
<th>Parking Rate</th>
<th>Required Parking</th>
<th>Proposed Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential¹: 253 units</td>
<td>1 per unit</td>
<td>253 spaces</td>
<td>253 spaces on-site</td>
</tr>
<tr>
<td>Spa (Service Commercial)²: 566m²</td>
<td>1.875 per 100m²</td>
<td>11 spaces</td>
<td>11 spaces on-site</td>
</tr>
<tr>
<td>Hotel²: 146 Suites</td>
<td>0.75 per suite</td>
<td>110 spaces</td>
<td>110 spaces off-site in parking garage</td>
</tr>
<tr>
<td>Restaurant/bar (Food Service)²:429m²</td>
<td>9 per 100m²</td>
<td>39 spaces</td>
<td>39 spaces off-site in parking garage</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>413 spaces</td>
<td>413 spaces 264 on-site and 149 off-site in parking garage³</td>
</tr>
</tbody>
</table>

(1) Galt City Centre Special Regulation Area where residential visitor parking does not have to be provided.

(2) Galt City Centre Special Regulation Area where non-residential parking may be reduced by 25%.

(3) Staff are proposing a reduction in parking to ensure conformity with the Zoning by-law without Council having to enter into a parking agreement with the applicant.

The parking garage is also proposed to provide the replacement of the parking spaces, for the Cambridge Mill restaurant on a separate site, that will be redeveloped if these applications are approved. A total of 354 spaces are currently proposed in the parking garage. The parking garage is not included in this application and will undergo approval through a Site Plan review process.

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.

Detailed analysis of Provincial, Regional and City Policies and regulations, supporting documents, agency comments and any public submissions will be the subject of a future recommendation report.
Location:

The subject property is legally described as Part of Lots 12 to 14 on Plan D9 and Parts 1 to 13 on 58R16178, in the City of Cambridge, Regional Municipality of Waterloo. The property is municipally known as 130 Water Street North and is located northwest of the Water Street North and Simcoe Street intersection, and east of the Grand River.

130 Water Street North (outlined in red below):

The proposed development is also located on parts of the adjacent property west of the subject property, municipally addressed as 0 Park Hill Road West. This property is legally described as Part of Lots 2 & 3, Galt Concession 11; Part of Lots 10 and 14 on Plan D-9; and Parts 31 to 33 on 58R16178, and is owned by the Grand River Conservation Authority (GRCA). The GRCA has given authorization to the applicant to submit a Zoning By-law Amendment application on their land.
The parts of the GRCA land under application (outlined in red below):

Existing/Surrounding Land Uses:

Abutting the property to the north is developed with the Waterscape residential condominium towers, which are 11 and 12 storeys in height. The Cambridge Mill restaurant and a parking lot are located to the south. East of the property and across Water Street North is a Shoppers Drug Mart store. West of the property is an open space area with a pedestrian trail and the Grand River. The surrounding neighbourhood has a mix of commercial and residential uses.

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 a requirement of the Planning Act, which provides Council and the public an opportunity to review the proposed application and to provide input on the proposal. Any input received at the public meeting will be considered as part of the review of the application.

**Comments**

A statutory public meeting is required by the Planning Act to provide an opportunity for Council 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
- Impacts of the proposed increase in height and density
- Appropriateness of proposed changes to the zoning regulations
- Traffic
- Proposed number and location of parking facilities
- Potential impacts from the Floodplain
- Servicing
- Record of Site Condition and environmental cleanup of this brownfield site
- Urban Design
- Viewshed
- Affordable housing
- 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 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 applicants 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 2012 City of Cambridge Official Plan (OP) designates the subject property as ‘Galt City Centre Community Core Area’ outside the ‘Urban Growth Centre’ but within a ‘Regeneration Area’ and the ‘Floodplain Special Policy Area’.

Development within the Galt City Centre Community Core Area are encouraged to have higher density and mix of land uses. Galt City Centre areas outside the Urban Growth Centre allow a Floor Space Index (FSI - the area of all buildings divided by the area of the lot) of 0.5 to 2.0 and a maximum height of 5 storeys.

The City of Cambridge Official Plan indicates that the City will promote compatible higher density development in locations which meet the criteria for multi-unit residential development outlined in Section 8.4.3 of the OP and the compatibility criteria in Section 8.4.2 of the OP.

A Regeneration Area is where a transition of use is anticipated during the planning horizon of the Official Plan through Secondary Plan studies and subsequent Official Plan amendments. In Regeneration Areas where no Secondary Plans are yet in effect, an FSI of 0.5 to 2.0 and a maximum height of 8 storeys is permitted.

To permit the proposed development, the site-specific Official Plan Amendment is requested by the applicant to increase the maximum permitted FSI to 10.09 and maximum permitted height to 37 storeys on the subject site.

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

The subject property is currently zoned (H)(F) C1RM1 S.4.1.294. C1RM1 is a compound zone of C1 (Commercial) and RM1 (Multiple Residential). Compound zones allow any permitted use exclusively or in combination from all the zones in the compound zone symbol. S.4.1.294 is a site-specific exception to the Zoning By-law that was approved in 2015 to permit the development of a 12-storey hotel and residential apartment building. The ‘H’ Holding provision on the property was also applied by the S.4.1.294 site-specific by-law, which will not be lifted by Council passing a by-law in future until the submission of a Record of Site Condition. The ‘F’ symbol indicates the
land is in the Floodplain Management Special Policy Area, which will require the buildings to be designed with flood protection features.

The following table summarizes the site-specific exceptions approved in 2015 and the new site-specific exceptions to the Zoning By-law the applicant is currently requesting to permit the proposed development:

<table>
<thead>
<tr>
<th>Site-specific Exception S.4.1.294 (passed June 16, 2015 through Bylaw No. 111-15)</th>
<th>Proposed Zoning By-law amendments in this application</th>
</tr>
</thead>
<tbody>
<tr>
<td>250 Units Per Hectare (UPH)</td>
<td>Increase the maximum permitted density from 250 units per hectare to a maximum density of 404 units per hectare.</td>
</tr>
<tr>
<td>Increase in maximum permitted height from 21 m (69 ft) to 42.0 m (138 ft) to the deck line of the roof and 54.0 m (177 ft) to the top of the roof.</td>
<td>Amend the maximum permitted building height from 54 metres (177 ft) to a maximum building height of 143 metres (469 ft) for the 37-storey building, 112 metres (367 ft) for the 28-storey building, and 11 metres (36 ft) for the two-storey podium.</td>
</tr>
<tr>
<td>All parking to be provided on-site.</td>
<td>Permit the required off-street parking to be provided off-site in a proposed parking garage on 7 Simcoe and 119-129 Water Street North.</td>
</tr>
<tr>
<td>Minimum 1.5 m front yard landscaping strip is required.</td>
<td>Decrease the minimum front yard setback from 4.5 (14.8 ft) metres to 1.5 (4.9 ft) metres.</td>
</tr>
<tr>
<td>No landscape strip abutting an Open Space zone.</td>
<td>Decrease the minimum required landscaped open space from 30% to 26%.</td>
</tr>
<tr>
<td>To reduce the required number of loading spaces from 6 to 2.</td>
<td>Decrease the minimum required number of loading spaces from 2 to 1 space.</td>
</tr>
<tr>
<td>To reduce the minimum required rear yard setback from 7.5 m (24.6 ft) to 0.5 m (1.6 ft),</td>
<td>No amendment regarding rear yard and interior side yards proposed in this application.</td>
</tr>
</tbody>
</table>
Site-specific Exception S.4.1.294 (passed June 16, 2015 through Bylaw No. 111-15)  

<table>
<thead>
<tr>
<th>Proposed Zoning By-law amendments in this application</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reduce the minimum southerly interior yard setback from 7.5 m (25 ft) to 3.0 m (10 ft),</td>
</tr>
<tr>
<td>To reduce the minimum northerly interior yard setback from 7.5 m (25 ft) to 3.0 m (10 ft).</td>
</tr>
<tr>
<td>The minimum northerly interior side yard setback for a portion of the building in excess of 2 storeys is 20.0 m (65.61 ft).</td>
</tr>
</tbody>
</table>

A Holding provision is applied which will not be lifted until the submission of Record of Site Condition (RSC).  

| The Holding provision still applies to the site and will not be lifted until submission of Record of Site Condition (RSC). |

Portions of the driveway and site servicing of the proposed development are located on 0 Park Hill Road West, the adjacent property west of the subject property. 0 Park Hill Road West is zoned OS1 (Open Space), which does not allow the development of a driveway and site servicing. To permit the proposed development, the applicant is requesting a site-specific provision to permit a driveway and any site servicing on the lands zoned OS1.

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 June 22nd, 2021 and official notification was provided to the Cambridge Times on May 27, 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 June 22nd, 2021 public meeting. All public and Council 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 and supporting information has been circulated to the departments and agencies listed in Attachment No. 5 below.

Conclusion

Staff will provide further comments and analysis regarding this application as part of the future recommendation report to Council including a discussion about conformity with the City of Cambridge Strategic Plan.

A statutory public meeting is a requirement of the Planning Act, which provides Council and members of the community an opportunity to review the proposed application and to provide input on the proposal. Any input received at the public meeting will be considered as part of the review of the application.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Deanne Friess
Title: Manager of Development Planning

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager Community Development

City Manager Approval

Name: David Calder
Title: City Manager
Attachments

- Attachment No. 1 – Proposed Site Plan and Site Context Plan
- Attachment No. 2 – Concept Massing Models & Viewsheds
- Attachment No. 3 – Existing Official Plan Map
- Attachment No. 4 – Existing Zoning Map
- Attachment No. 5 – Internal/External Consultation & List of Supporting Studies/Documents
Attachment No. 1

- **Hotel building** – requesting 28 storeys and 112 metres in height

- **Residential building** – requesting 37 storeys and 143 metres in height

- **Decrease minimum required landscaped open space from 30% to 26%**

- **Increase maximum permitted density from 250 to 404 units per hectare.**

- **Decrease minimum required number of loading spaces from 2 to 1**

- **Reduced minimum front yard setback of 1.5 metres**

Site Context Plan
Requesting some required parking be provided off-site in proposed garage at 7 Simcoe and 119-129 Water Street North

Proposed pedestrian overpass. (not part of this application)
Attachment No. 2

Concept Massing Models:

View of the northwest elevation from the Grand River:

View of the east elevation:
View of the southwest elevation and the building entrance:

View of the southeast elevation and the proposed parking garage with pedestrian overpass:
Viewsheds:

North view of the proposed Cambridge Mill towers and the existing Waterscape development:

South view from Water Street North:
East view:

View looking west from Market Street:
Attachment No. 3
Existing Official Plan Map

Extract from Map 2 of the City of Cambridge Official Plan

- SITE
- Land Use
  - Galt City Centre; Preston Towne Centre; Hespeler Village
  - Regeneration Area
  - GRCA Floodplain - Special Policy Area
Existing Zoning Map – Portions of 0 Park Hill Road West Proposed for Zoning By-law Amendment
Attachment No. 5

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 the Planning & Development Committee for consideration.

- City of Cambridge Engineering and Transportation Services Division
- City of Cambridge Operations, Forestry & Horticulture Division
- City of Cambridge Fire Department
- City of Cambridge Building Services Division
- City of Cambridge Accessibility Coordinator
- City of Cambridge Economic Development Division (Downtown Cambridge BIA)
- Regional Municipality of Waterloo
- 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
- Energy+ Inc. (Hydro)

List of Supporting Studies/Documents

- Planning Justification Report
- Planning Justification Addendum
- Site Plan
- Site Context Plan
- Urban Design Brief
- Massing Model
- East-West Section
- Elevations with Materials
- Floorplates
- Viewshed Study
- Shadow Study
- Pedestrian Wind Assessment
- Noise and Vibration Study
- Archeological Stage 1 Report
- Archeological Stage 1 Confirmation Letter
- Notice of Source Water Protection
- Traffic Impact Assessment
- Easement Graphic
• Existing Conditions Plan
• Conceptual Grading Plan
• Conceptual Servicing Plan
• Functional Servicing Report
• Hydrogeologic Characterization and Preliminary Dewatering Assessment Report
• Finished Floor Elevation
• Contaminated Site Screening Form
• GRCA Confirmation Letter
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. Deputy Mayor Mann welcomes everyone present and calls the meeting to order at 5:01 p.m.

2. Indigenous Territory Acknowledgement

3. Disclosure of Pecuniary Interest

None.

4. Presentations
4.1 Patrick Gaskin, President and CEO; David Pyper, Chair, Board of Directors - Cambridge Memorial Hospital re: CMH: A Community Update

4.2 Tova Davidson, Executive Director- Sustainable Waterloo Region re: 2019 Year End Report on Sustainability

4.3 Yogesh Shah, Deputy City Manager- Infrastructure Services and John Cook, Vice President -Buckingham Sports Properties re: 21-191(IFS) Cambridge Sports Park Expansion Update


4.5 Tova Davidson, Executive Director- Sustainable Waterloo Region; REEP; ClimateActionWR re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

5. **Delegations and Consideration of Related Reports**

5.1 Scott Morton Ninomiya, 50by30 Waterloo Region re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

5.2 Randy Saad re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

5.3 Lesley Johnston, Fossil Free UW re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

5.4 Bruce Taylor, Enviro-Stewards Inc. re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

5.5 Allen Schiedel re: 21-095(CD) 4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd.

5.6 Dave Aston, MHBC Planning re: 21-095(CD) 4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd.

5.7 Luxon Burgess, Cambridge Greens re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation
6. **Correspondence**

6.1 Jessica Fisher re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

7. **Consent Agenda**

Motion: 21-174
Moved by Councillor Wolf
Seconded by Councillor Reid

THAT all items listed under the heading of Consent Agenda for June 8, 2021 be adopted as recommended.

7.1 Special Council Minutes- May 25, 2021
7.2 Council Information Package- May 29, 2021
7.3 Economic Development Advisory Committee Minutes- April 14, 2021
7.4 Youth Advisory Committee Minutes- April 8, 2021
7.5 21-158(CD) Archery Canada National Training Center Location
7.6 21-166(CRS) Queen’s Square Library Roof Replacement Project Forecast Change
7.7 21-163(CRS) Fire Station 4 Re-roofing
7.8 21-162(CRS) Hespeler Arena Roof Replacement
7.9 21-127(CD) – Request to Alter a Part V Designated Property – 28 Fallbrook Lane
7.10 21-167(CD) – 40km/h Speed Limit Pilot Project By-law Amendment
7.11 21-171(CD) Building Permit Statistics – First Quarter 2021
7.12 21-055 (CD) Agreements for the North Cambridge Business Park and East Side Lands
7.13 21-172 (CRS) Requests for Exemption to Noise By-law for 2021 Special Events

In Favour (9): Mayor McGarry, Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Carried (9 to 0)

8. **Consideration of Reports**

8.1 21-155 (CD) Beverly Street Pedestrian Underpass

Note: this item was pulled from the Consent Agenda.
Motion: 21-181
Moved by Councillor Liggett
Seconded by Councillor Wolf

THAT Report 21-155 (CD) Beverly Street Pedestrian Underpass be received;

AND THAT Mayor and Clerk be authorized to execute the required Construction and Maintenance agreements with Canadian Pacific Railway for the Beverly Street Pedestrian Underpass, to the satisfaction of the City Solicitor.

In Favour (9): Mayor McGarry, Councillor Reid, Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Carried (9 to 0)

8.2 21-149(CRS) 2022 Budget Timeline and Guidelines

Note: this item was pulled from the Consent Agenda.

Motion: 21-182
Moved by Councillor Devine
Seconded by Councillor Wolf

THAT report 21-149(CRS), re: 2022 Budget Timeline and Guidelines be received;

AND THAT staff prepare the 2022 budget including operating forecasts for years 2023 through 2025 and capital forecasts for years 2023 through 2031;

AND THAT staff be directed to prepare the 2022 tax-supported operating budget with a target base budget increase generally in line with the Consumer Price Index inflation rate;

AND THAT any impacts from approved capital projects, growth and new service level initiatives be submitted as part of the budget for consideration;

AND THAT staff be directed to prepare the 2022 water utility budget consistent with the rates forecast through the approved 2021 budget and in accordance with the approved long-range financial plan;
AND THAT the water and wastewater utility fees and charges increase consistent with the rates forecast through the approved 2021 budget and in accordance with the approved long-range financial plan;

AND THAT in accordance with the Downtown Business Improvement Area (BIA) ByLaw 21-016, each BIA submit its 2022 budget to City staff by October 1, 2021;

AND FURTHER THAT the 2022 budget timeline as set out in report 21-149(CRS) be approved.

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

Opposed (1): Councillor Ermeta

Carried (8 to 1)

At this time, (7:10 p.m.) Mayor McGarry left the meeting.

8.3 Infrastructure Services

8.3.1 21-191(IFS) Cambridge Sports Park Expansion Update

Motion: 21-175
Moved by Councillor Ermeta
Seconded by Councillor Devine

THAT Report 21-191(IFS), re: Cambridge Sports Park Improvement and Expansion– Potential to purchase Ice time be received;

AND THAT Council direct staff to negotiate the terms and conditions of an agreement that allows for the purchase of ice time on two new proposed ice pads at the Cambridge Sports Park in accordance with the parameters outlined in Report 21-191(IFS);

AND FURTHER THAT Council direct staff to prepare the required agreements and bylaw for execution by the Mayor and Clerk, subject to the City Solicitor's satisfaction, to be presented to Council at a future date for approval.
In Favour (7): Councillor Devine, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Deputy Mayor Mann

Absent (2): Mayor McGarry, and Councillor Reid

Carried (7 to 0)

Motion: 21-176
Moved by Councillor Ermeta
Seconded by Councillor Devine

Direct the City Clerk and staff to review Closed Session financial information related to this project for release to the public when the project is before Council for final approval.

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 21-139(IF) Drinking Water Quality Management Report for 2020

Motion: 21-177
Moved by Councillor Adshade
Seconded by Councillor Hamilton

THAT the 2020 City of Cambridge Drinking Water Quality Management Report be received for information.

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 Corporate Enterprise

8.4.1 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation

Motion: 21-178
Moved by Councillor Hamilton
Seconded by Councillor Reid

THAT Report 21-141(CRE) be received;
AND THAT the attached TransformWR strategy (Appendix A to report 21-141(CRE)) be endorsed;
AND THAT Council direct staff across the organization to develop detailed plans to implement the strategy. For Cambridge, this direction includes that: the TransformWR strategy be referred to staff responsible for the City’s various strategies that incorporate sustainability initiatives for review;
AND THAT staff responsible for these existing plans incorporate the TransformWR action items where appropriate into future business planning and/or budget processes;
AND THAT Council recognizes that, although the TransformWR target of a 30% reduction in GHG emissions is laudable, with additional support from the Federal and Provincial governments, Cambridge should endorse in principle an interim absolute community GHG emissions reduction target of 50% by 2030, and strive for bolder and more immediate local actions to combat GHG emissions.
AND THAT Council direct staff to work with local partners on implementation, monitoring, and reporting progress on the goals outlined in the strategy;
AND FURTHER THAT Cambridge advocate for provincial and federal support and action to achieve the community transformation outlined in TransformWR (Appendix A) and the goal of a 50% reduction in GHG emissions by 2030.

In Favour (6): Councillor Reid, Councillor Devine, Councillor Wolf, Councillor Adshade, and Councillor Hamilton
Opposed (2): Councillor Liggett, Councillor Ermeta, and Deputy Mayor Mann

Absent (1): Mayor McGarry

Carried (6 to 2)

8.5 Community Development

8.5.1 21-095(CD) 4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd.

Motion: 21-179
Moved by Councillor Reid
Seconded by Councillor Devine

THAT report 21-095(CD) 4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd. be received;

AND THAT Council request the Region of Waterloo amend condition 9 from report 19-063 (CD) at 4045 Maple Grove Road to remove the reference to exemption from development charges from clause e. so that it reads as follows:

e. the payment of the affordable housing contribution by the Owner pursuant to this condition shall be in full satisfaction of any and all requirements respecting the contribution to or provision of affordable or social housing in respect of the development of the lands within the plan, and, for greater certainty, the lands shall not be subject to any inclusionary zoning by-law.

AND THAT application of condition 9 from report 19-063(CD) at 4045 Maple Grove Road be applied as follows:

9. THAT the Owner agrees to make an affordable housing contribution to the City for each residential unit developed within the plan, which contribution will be paid and used in accordance with the following:

a. the affordable housing contribution shall be $500 per residential unit, regardless of unit type, and shall not be subject to indexing or any other increase;
b. the affordable housing contribution is payable for each residential unit in the plan, and shall be collected by the City, upon a building permit being issued for the unit;

c. the affordable housing contribution shall not be payable in respect of second suites within a single detached, semi-detached or townhouse unit, or in respect of any non-residential development;

d. the affordable housing contributions paid by the Owner will be used by the City toward the capital costs of a planned affordable housing project that is otherwise fully funded and approved, and may be given by the City to a not-for-profit affordable housing corporation for that purpose or used by the City to acquire land to be conveyed to such a corporation for that purpose; and

e. the payment of the affordable housing contribution by the Owner pursuant to this condition shall be in full satisfaction of any and all requirements respecting the contribution to or provision of affordable or social housing in respect of the development of the lands within the plan, and, for greater certainty, the lands shall not be subject to any inclusionary zoning by-law.

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

Opposed (1): Councillor Liggett

Absent (1): Mayor McGarry

Carried (7 to 1)

8.5.2 21-164(CD) Extension of Interim Control By-law – River Rd Neighbourhood

Motion: 21-180
Moved by Councillor Devine
Seconded by Councillor Ermeta

THAT Council receives report 21-164(CD) Extension of Interim Control By-law – River Rd Neighbourhood for information;

AND THAT as previously directed by Council to apply an Interim Control By-law in order to complete a study of the River Rd. area,
By-law 19-100 for the River Road be amended to allow for the extension of the By-law until September 23, 2021;

AND FURTHER THAT By-law 21-040 be passed.

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)

8.6 Corporate Services

None.

9. Other Business

None.

10. Closed Session

Motion: 21-183
Moved by Councillor Liggett
Seconded by Councillor Hamilton

THAT in accordance with Section s.239 (2) (e) and (f) of the Municipal Act, 2001, Council convene in Closed Session at 9:43 p.m. to consider the following subject matter:

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

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (verbal legal update on a planning matter- LVH Developments Moffat Creek).

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: 21-184
Moved by Councillor Hamilton
Seconded by Councillor Liggett

THAT Council rise from Closed Session and reconvene in Open Session at 10:04 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)

11. Notice of Motion

11.1 Councillor Hamilton

WHEREAS projections for the City of Cambridge indicate substantial and increased population growth in upcoming years and decades;

WHEREAS population growth will necessitate increased densification and intensification in core areas of Galt, Preston, and Hespeler;

WHEREAS Cambridge possesses exceptional geographical, historical, and natural attributes that are unique amongst Canadian cities, yet are under-utilized or under-developed, in comparison to their potential and their capacity to delight current and future residents and tourists alike;

WHEREAS 'placemaking' is an essential component, not only of city-building and connecting residents with their built and natural environments, but of Cambridge's Core Area Transformation Fund;

THEREFORE BE IT RESOLVED that staff be directed to provide Council with a report following a review on placemaking projects for future and current members of our Cambridge Community in each Core Areas of Hespeler, Preston, and Galt, which embrace novel, unique, and progressive ways of incorporating the river(s), local businesses, and physical activities such as cycling and walking paths, into the landscape.
12. **Motion to Receive and File**

   Motion: 21-185  
   Moved by Councillor Liggett  
   Seconded by Councillor Ermeta  
   THAT all presentations and correspondence at the June 8, 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: 21-186  
   Moved by Councillor Devine  
   Seconded by Councillor Wolf  
   • 21-040 Being a by-law to amend Interim Control By-law 19-100  
   • 21-041 Being a by-law to amend By-law 187-06, being a by-law for the regulation of Traffic and Parking  
   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: 21-087  
   Moved by Councillor Hamilton  
   Seconded by Councillor Adshade  
   • 21-042 Being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge at it's meeting held on June 8, 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)

15. Adjournment

Motion: 21-088
Moved by Councillor Adshade
Seconded by Councillor Wolf

THAT the Council meeting does now adjourn at 10:09 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)

_________________________
Mayor

_________________________
Clerk
# COUNCIL INFORMATION PACKAGE

**June 11, 2021**

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Comment

As part of the approval for ION implementation in 2011, Regional Council approved an annual allocation of $1,000,000 for a period of ten years to implement a Transit Supportive Strategy (TSS) for Cambridge. The ultimate goal of the TSS is to accelerate the implementation of Stage 2 ION LRT through initiatives that improve transit ridership and/or encourage transit supportive development, specifically within the Central Transit Corridor (CTC) in Cambridge.

Each year, the TSS Working Group, which consists of City of Cambridge and Regional staff representatives, identifies initiatives that best meet the goals of the TSS and develops an implementation plan for Regional Council’s consideration as public transit falls under the jurisdiction of the Region of Waterloo.

2021 Implementation Plan Update

This year is the final year of the Regional Transit Supportive Strategy for Cambridge with approximately $788,000 of unallocated funds remaining. Since 2012, TSS funding has been directed towards initiatives such as:

- Various types of studies
- Active transportation infrastructure
- Transit service improvements and infrastructure; and
- Transportation Demand Management Programs (i.e. CarShare, Travelwise)

While investment in these initiatives has been worthwhile, it was agreed by Region and City staff that other types of opportunities for the remaining funds should be explored. Using this approach, staff focused on the link between public transit and affordable housing.
Research has shown that there is a strong correlation between affordable housing and public transit. Connected communities are places with affordable housing options, pedestrian-friendly street designs, public spaces, and transportation options to access major employment centers, key goods and services, and amenities. Furthermore, the growing need for affordable housing is becoming a key priority and has highlighted the importance of strategic investments to create housing stability and achieve affordability for all.

With this in mind, aligning future affordable housing development with Stage 2 ION not only maximizes the opportunity to create a connected community, but also aligns with the objectives of the Transit Supportive Strategy for Cambridge. Investing in the development of affordable housing projects in close proximity to transit stations is likely to support an increase in transit access and ridership. As such, allocating majority of the remaining TSS funding to affordable housing development will assist in responding to the critical need for affordable housing in our community while also promoting sustainable transportation.

Based on the above, as part of the 2021 TSS Implementation plan both Region and City staff are proposing that the majority of remaining TSS funds be directed towards facilitating Regional Affordable Housing projects in Cambridge that support transit ridership along the Central Transit Corridor. If approved, these funds would be intended to be used for items such as, but not limited to:

a) Consulting fees related to site selection/feasibility studies and other technical studies/work; and/or
b) Land acquisition

A full report on the 2021 TSS Implementation Plan will be presented to Regional Council later this summer/early fall for approval with a follow-up report provided to City Council for information.

This memo has been prepared ahead of the follow-up report in order to provide City of Cambridge Council an opportunity to comment and provide feedback on directing majority of the remaining TSS funds towards affordable housing projects in Cambridge.

Attachments

N/A

Approvals:
☒ Manager/Supervisor ☒ Deputy City Manager ☒ City Manager
Date: (06/11/2021) Internal Memo #: IM21-013(CD)

To: Council

Circulated to: By-law Enforcement

Department: Community Development

Division: Engineering & Transportation

From: Shannon Noonan, Manager of Transportation

Subject: Core Area Parking Enforcement Update for New Provincial Pandemic Framework

Comments

On March 16, 2021 Council approved Report 21-010 (CRE), Cambridge Economic Response Plan which recommended that modifications to core area parking lot regulations and fees be adopted when a Provincial lockdown or similar order is in place.

At that time the province was using the colour-coded control framework and it was intended that normal parking operations would resume once the Region entered the Orange control level. The approved parking modifications were as follows:

Red Zone, Lockdown (or similar) Modifications

- Parking permit fees suspended.
- Unrestricted daytime parking in City operated core area public lots (no time limits or fees).
- Late night parking enforcement continues to ensure proper use of the parking lots and effective winter maintenance. While fees are suspended it will still be necessary to display Residential parking permits. In the absence of paid overnight guest parking the 5 night guest exemption used in Downtown Hespeler will be available in all core areas.
- On-street parking regulations and enforcement remain in effect to ensure easy access for curbside pickup.

Orange, Yellow & Green Zones (or similar)

- Normal parking operations.
The province has since switched to the 3-step Re-opening Plan in which Steps 1 and 2 place restrictions on retail, restaurants and personal service similar to the previous Red and Grey controls. Therefore, in keeping with Council’s intention, the above parking modifications will remain in place until Step 3 of the current framework.

In addition, with the conclusion of winter maintenance activities, late night parking enforcement will also be suspended except for the following Parking Lots as these lots are either leased or unsuitable for overnight parking:

- Barradell’s Loft (170 Water Street South, Galt)
- Market Square (40 Dickson Street, Galt)
- Queen’s Square Library (1 North Square, Galt)
- Dover Street (417 King Street East, Preston)
- St. James Church lots (21 Cooper Street, Hespeler)

All lots will continue to be enforced for illegally parked or derelict vehicles.

Staff will continue to monitor the Provincial framework and public health requirements for any further changes and will follow up with Council accordingly, as required.

Attachments

N/A

Approvals:

☒ Manager/Supervisor ☒ Deputy City Manager ☒ City Manager
The purpose of this memo is to provide additional information about community engagement feedback received as part of the Cambridge Connected Strategic Plan update, and to follow up on staff report 21-131(CRE) regarding the Phase 3 final report.

Community Engagement and Community Safety

Community engagement for the strategic plan began in February 2020 with the Community Satisfaction survey. The survey asked respondents what they felt was the most important issue facing the community, with the top two responses being ‘Homelessness’ and ‘Drug Use and Addiction’ (tied with 19% of responses). ‘Crime and violence’ was the 7th most common response (5%) and ‘Safety of the residents’ was tied at 10th with ‘Population growth’ (2%). This information was included as part of the Phase 1 staff report 20-067(CRE), which was approved by Council on July 14, 2021.

Each phase of the strategic plan built upon the feedback of the previous phases, allowing us to ‘dig deeper’ and narrow the focus to the actions that would have the greatest impact on the community. In order to better understand the specific actions that the City could take to best respond to concerns specifically related to safety and other social issues, a Community Priorities survey was conducted on Engage Cambridge from November 11-18, 2020. The survey gauged community response to actions that are within the City’s mandate, in order to better understand which actions community members wanted to see reflected in the plan. It received 215 responses. The following list of statements are those that more than 70% of respondents agreed with:

- Communicate more information about the work that is already being done (87%)
- Work more closely with service providers located in Cambridge, including the hospital (74%)
• Advocate more strongly for social services at the provincial/national level (73%)
• Advocate more strongly for social services in the community at the Regional level (72%)
• Review zoning, by-laws and/or regulations for impacts on the availability of affordable housing (71%)
• Work to address and planning or building regulations that may create barriers for developing affordable housing (71%)

The same survey also asked respondents to select the ‘top 3’ actions the City could take that would best support the respondents’ perception or experience of community safety (feeling safe and being safe). The most frequently selected responses by far were “advocate at the regional level for additional policing in Cambridge” (45%) and “maintenance and cleanliness of public spaces” (44%). The next most common responses were “more visibility of safety measures in downtown cores” (30%) and “proactive by-law enforcement” (29%). Attachment 1 shows an image of the community safety responses. The full results of this survey were appended to the Phase 2 staff report 20-011(CRE), which was approved by Council on January 12, 2021.

These responses directly informed the list of strategic actions developed in Phase 3. From March 31 to April 9, 2021 a survey on Engage Cambridge asked the public to provide feedback on thirteen proposed strategic actions. Respondents were asked to rank the proposed actions based on how much of an impact they would have on achieving the City’s goals for People, Place and Prosperity. “Encourage safe and healthy neighbourhoods” was ranked highest by community members. In a separate survey, staff were asked the same thing and also ranked “Encourage safe and healthy neighbourhoods” quite high at #3. Similarly, “Establish our core areas as attractive destinations” was ranked 6th by both community and staff respondents.

Looking Ahead

As noted in the Phase 3 final report [(21-131(CRE)], specific projects and 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 the strategic actions.

With regards to community safety, the City has taken several actions to improve safety and security over the past year. Currently, the Region of Waterloo is in the process of developing the 2021 Region of Waterloo Community and Safety Wellbeing Plan (CSWP). Earlier this year, Regional Council approved an updated strategy for developing a new CSWP with a collaborative approach and the City of Cambridge will have an opportunity to provide input into its development.
Attachment 1: Community Priorities Survey – Safety (Question #4)

Question 4 - Tell Us About: Feeling Safe in Your Community

Actions to improve community safety may include several different activities intended to support community members in both feeling safe and being safe in their community. What actions could the City take that would best support you? (Please select your top three responses)
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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 19, 2021

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

Dear Ms. Manton:

RE: Support for Paid Sick Leave

Council, at its Regular Meeting held on May 13, 2021, passed the following resolution:

Res. #21-242 Moved by Councillor Sayne
Seconded by Deputy Mayor Schell

Be it resolved that Council supports the resolution from the City of Cambridge regarding the request for Paid Sick Leave dated April 21, 2021;

And further that the Township of Minden Hills forward this resolution to the City of Cambridge; the Association of Municipalities of Ontario; Rural Ontario Municipal Association; the Honourable Minister of Labour; and the Honourable Doug Ford, Premier of Ontario.

CARRIED

If you have any questions or concerns, please feel free to contact Vicki Bull, at vbull@mindenhills.ca or 705-286-1260 ext. 515.

Yours truly,

Vicki Bull

Vicki Bull
Deputy Clerk
May 14, 2021

The Honourable Doug Ford  
Premier's Office, Room 281  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1

Dear Premier Ford:

**RE: Urge Provincial Government Require Ontario Employers to Provide No Less than Five Paid Sick Days Annually to Workers**

8.c.3.e) Belleville City Council Meeting, May 10, 2021

This is to advise you that at the Council Meeting of May 10, 2021, the following resolution was approved.

"THAT Belleville City Council supports the following resolution of The Corporation of the City of Cambridge:

‘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 work places, 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 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.”

Thank you for your attention to this matter.

Yours truly,

Matt MacDonald
Director of Corporate Services/City Clerk

MMacD/nh
Pc: AMO
Todd Smith, MPP Prince Edward-Hastings
Daryl Kramp, MPP Hastings – Lennox & Addington
Danielle Manton, City Clerk, City of Cambridge
Monte McNaughton, Minister of Labour, Training & Skills Development
The Honourable Doug Ford, Premier of Ontario  
Legislative Building  
Queen’s Park  
Toronto, ON M7A 1A1

Honourable and Dear Sir:

Re: Support of the Corporation of the Town of Perth’s Resolution - Provincial Hospital Funding of Major Capital Equipment

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of May 31, 2021 received and supported correspondence from the Corporation of the Town of Perth dated April 30, 2021 requesting that further consideration be given to having the Province be financially responsible for the replacement costs associated with all major capital equipment in hospitals or alternatively assume full responsibility for funding local hospitals completely.

Attached please find a copy of the Corporation of the Town of Perth’s correspondence dated April 30, 2021.

Thank you for your attention to this matter.

Yours very truly,

Carol Schofield, Dipl.M.A.  
Manager, Legislative Services/Clerk  
cschofield@forterie.ca  
CS:dk  
Attach  
c.c.  Ontario Municipalities  
AMO@amo.on.ca  
John Fenik, Mayor of Perth  adminclerk@perth.ca
April 30, 2021

Honourable Premier Doug Ford
Premier of Ontario
Legislative Building
Queens Park
Toronto, ON M7A 1A1

Dear Premier Ford:

Sent via Email: premier@ontario.ca

Re: Provincial Hospital Funding of Major Capital Equipment

The Town of Perth is requesting that further consideration be given to having the province be financially responsible for the replacement costs associated with all major capital equipment in hospitals, as municipalities across the province are facing major shortfalls in meeting their financial obligations. As set out in their asset management plans and cannot afford to directly absorb the financial responsibility for the replacement costs of the hospitals’ major capital equipment without jeopardizing their financial sustainability.

As well, if the province is unwilling to assume the full responsibility for funding local hospitals completely, the Town of Perth requests that the province must develop a legislative framework as to how counties and municipalities should best address the financial shortfalls facing hospitals throughout Ontario, specifically the funding of major capital equipment;

Sincerely,

John Fenik
Mayor of Perth

c:
Ontario Municipalities
AMO – amo@amo.on.ca
May 26, 2021

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen’s Park
Toronto ON M7A 1A1

Dear Honourable Premier:

Please be advised our Council adopted the following support resolution at their meeting of May 10, 2021:

**SUPPORT RESOLUTION RE PAID SICK DAYS**

RESOLUTION # 2021-5-116

MOVED BY: Frederic Diebel
SECONDED BY: Rod MacDonald

RESOLVED: that the Corporation of the Township of Nairn and Hyman endorse and supports the resolution of the City of Cambridge urging the 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, or through a different mechanism to ensure that all Ontario workers have access to protected and paid emergency leave.

**AND FURTHER THAT:** a copy of this motion be sent to the Premier, the Association of Municipalities of Ontario, the Provincial Minister of Labour and the City of Cambridge.

CARRIED

**RECORDED VOTE:**

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<tr>
<td>Bourrier, Katherine</td>
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<td>Diebel, Frederic</td>
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<td>Gingras, Brigita</td>
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<td>MacDonald, Rod</td>
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<td>Falldien, Laurier</td>
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(The Mayor will circle the name of the council member deemed to have requested the recorded vote.)

Page 57 of 452
Sincerely Yours,

Belinda Ketchabaw
CAO Clerk - Treasurer

BK/mb

Cc: AMO
    Provincial Minister of Labour
    City of Cambridge
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
Second: 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 work places, 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,

[Signature]

Danielle Manton
City Clerk
May 17, 2021

The Honourable Justin Trudeau
Prime Minister of Canada
Email: pm@pm.gc.ca

Re: Requesting Consideration of Tax Breaks on 2020 CERB payments

Please be advised that at its regular meeting held, May 11, 2021 the Council of the Township of McKellar passed the following resolution:

Resolution No. 21-195

Moved by: Marco Ancinelli
Seconded by: Don Carmichael

WHEREAS the Government of Canada has implemented the Canada Emergency Response Benefit (CERB) to financially assist those in dire need during the Covid-19 pandemic;

AND WHEREAS the CERB grant has helped many Canadians in dire need;

AND WHEREAS many of those that applied were single women, single parents, lower income citizens without employment and lacking in tax knowledge;

AND WHEREAS the Government of Canada did not initially inform CERB recipients that CERB was a taxable benefit;

AND WHEREAS when the CERB was merged with Employment Insurance Benefits (EI) in the fall of 2020, the Federal Government stated that they would have tax withheld similar to EI;

AND WHEREAS the Federal Government did not withhold tax on CERB for the second time as promised;

AND WHEREAS CERB recipients are surprised to learn that they are expected to pay income tax on CERB funds;
AND WHEREAS these recipients were never advised of this issue;

AND WHEREAS these recipients are now faced with an added burden of paying unexpected taxes on CERB, which they can ill afford;

AND WHEREAS the Federal Government has, in the past, found ways to assist businesses and corporations through difficult times by forgiving large loans and debts to the Government;

AND WHEREAS many businesses and corporations have the means to find ways to reduce their tax obligations;

AND WHEREAS those most in need do not have the means or understanding of how the tax system and are simply trying to survive and cope with the effects of Covid-19, feed their families and put a roof over their head;

NOW THEREFORE, since the Federal Government did not inform the recipients of the CERB grant that it is taxable;

AND FURTHER when the CERB grant and EI were merged, the Federal Government did not, as they stated, withhold tax from CERB as they did on EI, and are now insisting CERB recipients repay as much as $3,000.00 to $4,000.00 in tax, which they can ill afford to pay;

THEREFORE we urge the Federal Government to address this serious issue and consider giving disadvantaged CERB recipients a tax break for 2020, or giving them a tax credit for 2021;

AND FURTHER, that this resolution be forwarded to the Prime Minister of Canada, the Federal Minister of Finance, Parry Sound-Muskoka MP Scott Aitchison, and Ontario Municipalities.

Carried.

Sincerely,

[Signature]

Ina Watkinson
Acting Deputy Clerk
Township of McKellar

Encl.

cc: Chrystia Freeland, Minister of Finance
    Scott Aitchison, MP, Parry Sound-Muskoka
    Ontario Municipalities
TOWNSHIP OF MCKELLAR

DATE: May 11, 2021

RESOLUTION No. 21-195

Moved by: Marco Ancinelli Seconded by: Marco Ancinelli
Don Carmichael
Morley Haskim
Mike Kekkonen

WHEREAS the Government of Canada has implemented the Canada Emergency Response Benefit (CERB) to financially assist those in dire need during the Covid-19 pandemic; and

WHEREAS the CERB grant has helped many Canadians in dire need; and

WHEREAS many of those that applied were single women, single parents, lower income citizens without employment and lacking in tax knowledge; and

WHEREAS the Government of Canada did not initially inform CERB recipients that CERB was a taxable benefit; and

WHEREAS when the CERB was merged with Employment Insurance Benefits (EI) in the fall of 2020, the Federal Government stated that they would have tax withheld, similar to EI; and

WHEREAS the Federal Government did not withhold tax on CERB for the second time, as promised; and

WHEREAS CERB recipients are surprised to learn that they are expected to pay income tax for 2020 on CERB funds; and

WHEREAS these recipients were never advised of this issue; and

WHEREAS these recipients are now faced with an added burden of paying unexpected taxes on CERB, which they can ill afford; and

WHEREAS the Federal Government has, in the past, found ways to assist businesses and corporations through difficult times by forgiving large loans and debts to the Government; and

WHEREAS many businesses and corporations have the means to find ways to reduce their tax obligations; and

WHEREAS those most in need do not have the resources, means or understanding of the tax system and are simply trying to survive and cope with the effects of Covid-19, feed their families and put a roof over their head;
NOW THEREFORE, since the Federal Government did not inform the recipients of the CERB grant that it is taxable;

AND FURTHER, when the CERB grant and EI were merged, the Federal Government did not, as they stated, withhold tax from CERB as they did on EI, and are now insisting CERB recipients repay as much as $3,000.00 to $4,000 in tax, which they can ill afford to pay;

THEREFORE, we urge the Federal Government to address this serious issue and consider giving disadvantaged CERB recipients a tax break for 2020, or giving them a tax credit for 2021;

AND FURTHER, that this resolution be forwarded to the Prime Minister of Canada, the Federal Minister of Finance, Parry Sound Muskoka MP Scott Atchison, and Ontario Municipalities.

Carried  
Defeated  
Deferred  

Peter Hopkins, Mayor

DIVISION VOTE

Councillor Marco Ancinelli  
Councillor Don Carmichael  
Councillor Morley Haskim  
Councillor Mike Kekkonen  
Mayor Peter Hopkins

YEA  
NAY  

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THAT Council hereby supports the attached resolution from the Township of McKellar regarding the Tax Relief on CERB Payments, dated May 11, 2021

AND FURTHER THAT Council directs the Clerk to forward this resolution to Hon. Justin Trudeau, Prime Minister of Canada, Chrystia Freeland, Federal Minister of Finance, Marcus Powlowski, MP Thunder Bay-Rainy River, Patty Hadju, MP Thunder Bay-Superior North and other Municipalities.
May 7, 2021

Premier Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Premier Ford:

At the meeting held on April 7, 2021, the Council of the Corporation of the Township of Matachewan passed Resolution 2021-064 requesting that the Province of Ontario reverse their decision on the closure of Youth Justice Facilities in Northeastern communities.

A copy of Resolution 2021-064 is attached. Your consideration and support of this resolution would be greatly appreciated.

Sincerely,

Barbara Knauth
Deputy Clerk Treasurer

Cc: Honourable Todd Smith, Minister of Children, Community and Social Services
Honourable Sylvia Jones, Minister of Indigenous Affairs
All Municipalities with the Province of Ontario
THE CORPORATION OF THE TOWNSHIP OF MATACHEWAN

P.O. Box 177, Matatchewan, Ontario  P0K 1M0

DATE: April 7, 2021

RESOLUTION #: 2021-064

Moved by: [Signature]
Seconded by: [Signature]

WHEREAS the MeeQuam Youth Residence in Cochrane is one of the facilities that will be closing effective April 30; and

WHEREAS children aged 12 to 17 from the northeastern communities will be impacted by this closure. These are children who have increased needs yet limited access to much needed set of services and support that assist them with their transition to productive and flourishing adulthood; and

WHEREAS with the closure of the MeeQuam Youth Residence, these vulnerable children will find themselves in a facility hundred and thousands of kilometers away from their community and their families; and

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Matachewan requests that the Province of Ontario reverse their decision to close the youth justice facility in Cochrane, known as MeeQuam Youth Residence, as these vulnerable children need to be as close as possible to their families and communities.

BE IT FURTHER RESOLVED THAT this Resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Todd Smith, Minister of Children, Community and Social Services; Honourable Sylvia Jones, Minister of Indigenous Affairs; and all municipalities within the Province of Ontario.

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<td>Ms. A. Commando-Dubé Mayor</td>
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<td>Mr. N. Costello Deputy Mayor</td>
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Certified to be a true copy of the original.

Anne Commando-Dubé
Mayor
Barbara Knauth
Deputy Clerk Treasurer
"Via Email: premier@ontario.ca

May 19, 2021
The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen’s Park
Toronto, ON
M7A 1A1

Dear Premier Ford:

Re: Reopening of Greenwater Provincial Park

This will serve to advise you that Council, at its regular meeting held Tuesday, May 11th, 2021 passed the following resolution pertaining to the above noted:

"Resolution No.: 123-2021
Moved by: Councillor Daniel Bélisle  Seconded by: Councillor Robert Hutchinson

WHEREAS the pandemic has caused people to stay indoors for an extended period of time; and

WHEREAS there is an extreme demand for camping and RVing from Ontarians wanting to go and enjoy our great outdoors; and

WHEREAS in 2013 approximately 10 Provincial Parks were closed by the Ministry of Natural Resources (MNR) in the North; and

WHEREAS Northerners have very little areas to be able to enjoy the outdoors, as the closest Provincial Park are Kettle Lakes and Rene Brunelle; and

WHEREAS these Provincial Parks will be fully booked with nowhere for Cochranites to go camping nearby;
THEREFORE BE IT RESOLVED THAT the Corporation of the Town of Cochrane call on Premier Ford and the Minister of Natural Resources to reopen the Greenwater Provincial Park;

AND FURTHER THAT the Council of the Corporation of the Town of Cochrane establish an Ad Hoc Committee to petition the Provincial Government;

AND FURTHER THAT a copy of this resolution be forwarded to the MP, Charlie Angus, MPP John Vanthof and the Federation of Northern Ontario Municipalities for their endorsement and support

CARRIED

Your attention to this matter is greatly appreciated!

Yours truly,

THE CORPORATION OF THE TOWN OF COCHRANE

Alicé Mercier
Clerk

/c.c./

Charlie Angus, MP, Timmins – James Bay
John Vanthof, MPP, Timiskaming - Cochrane
Federation of Northern Ontario Municipalities
May 19, 2021

Premier Doug Ford
Queen's Park,
Toronto, ON
M7A 1A1

Sent via email: doug.fordco@pc.ola.org

Dear Honourable Sir:

Re: Durham Dead-End Road Kids

Please be advised that the Committee of the Whole of the Township of Brock received a delegation at their meeting held on May 10, 2021 and adopted the following resolution:

Resolution Number 05-6

MOVED by Lynn Campbell

That Dead-End Road delegations be received from parents, video, site www.durhamdeadendroadkids.ca and attached correspondence and;

Whereas Dead-End Road Kids (cul-de-sacs, private roads) busing is being moved from long-time residential pick ups; percentages of 830,000 Ontario bused students impacted as Student Transportation Services (STS) citing buses shouldn’t access private roads, do 3-point turns, or back ups; kids are expected to walk 1-2 km twice daily (caregivers 4x) in the morning dark or narrow road shoulders, and with no “bus stop ahead” warning signage;

Whereas parents report employment/housing is at risk as they must leave work to drop off/pick up children to avoid safety hazards of kids walking on highways unsupervised; secondary school youth reporting education at risk as missing class/affecting grades; children with disabilities are not helped (eg. double amputee who needs bus stop moved 160 ft and parents were told it’s their “responsibility to get kids to bus safely”);

Whereas parents are being told busing policy is schoolboard’s, but schoolboard say its STS, who say it is the Governance Committee of Ministry of Transportation, but Ministry of Education say it’s “tranportation consortia who administer the policy”; and trustee, governance say cannot change policies, so parents appealing to police, press and Councils with respect to the dangers; and that an oncoming car killed 12 year old Cormac and injured his sister while waiting at a newly relocated bus stop at the base of a hill, and;

Whereas STS have advised road improvements are the responsibility of municipalities, yet municipalities do not own the needed land, nor have millions of dollars to create 77m bus turnarounds, and;
Whereas Ontario Transportation Funding is $1 billion: Jan 27/20 Ministry said they’d improve student transportation, review funding formula; and given STS gets their funding by scoring well in reviews, and given Ministry establishing “Student Transportation Advisory Group” to hear STS sector expertise experience, and ideas;

Now Therefore Be it Resolved that the Corporation of the Township of Brock requests;

1. Exceptions to allow 3-point turns or backing up where necessary, to provide safer service to dead-end and private road kids, that policies be amended to reflect; and when not possible,

2. Exceptions to allow indemnification agreements to access private land for bus turnarounds to keep bus stops safer and closer to prescribed 800m distance; and when not possible,

3. “Bus Stop Ahead” warning signage be required to notify oncoming traffic, prior to STS moving common stops to main roadway and,

4. STS be comprised of solutions like mini-buses, vans, taxis or public transit worked into funding formulas so that it does not negatively impact STS funding stats; and,

5. Kid Key Performance Indicator (KPI) be included for Ministry “Effectiveness & Efficiency Follow Up Reviews”, establishing benchmarks for responsive problem solving for kids & parents’ busing concerns, and that this be an STS factor to receive funding; and,

6. That the Province provide a “Parent Portal” for ongoing busing feedback of their STS, so families and kids can review/provide comments, especially during Ministry STS reviews and revisions to funding; and,

7. That the Province have GPS tracking software to notify parents when children picked up/dropped off, and;

That this Motion be distributed to Premier Doug Ford; Honourable Stephen Lecce, Minister of Education; Honourable Caroline Mulroney, Minister of Transportation; Durham MPP Lindsey Park; Haliburton-Kawartha Lakes-Brock MPP Laurie Scott; all Durham MPP’s; Durham Region; all Ontario Municipalities; Rural Ontario Municipal Association (ROMA); Ontario Good Roads Association (OGRA); and Association of Municipalities of Ontario (AMO)

MOTION CARRIED

Should you have any concerns please do not hesitate to contact the Clerk’s Department, clerks@brock.ca.

Yours truly,

THE TOWNSHIP OF BROCK

Deena Hunt
Deputy Clerk
DH:ss

cc. The Honourable Stephen Lecce, Minister of Education, Ontario – stephen.lecce@pc.ola.org
The Honourable Caroline Mulroney, Minister of Transportation – caroline.mulroney@pc.ola.org
Lindsey Park, MPP, Durham – lindsey.park@pc.ola.org
The Honourable Laurie Scott, MPP, Haliburton-Kawartha Lakes-Brock - laurie.scottco@pc.ola.org
All Durham MPP’S
Ralph Walton, Regional Clerk, Durham Region – clerks@durham.ca
All Ontario Municipalities
Rural Ontario Municipal Association –roma@roma.on.ca
Ontario Good Roads Association - thomas@ogra.org
Association of Municipalities of Ontario – amopresident@amo.on.ca
BUS STOP NOTICE OF MOTION:
That Dead-End Road delegations be received: from parents, video, site www.durhamdeadendroadkids.ca and attached correspondence and;

➢ Whereas Dead-End Road kids (cul-de-sacs, private roads) busing being moved from long-time residential to highspeed (some 80km) common stop pickups; percentage of 830,000 Ontario bused students impacted as Student Transportation Services (STS) citing buses shouldn’t access private roads, do 3-point-turns, or back up; kids expected to walk 1-2km twice daily (caregivers 4x) in morning dark, on narrow road shoulders, with no “bus stop ahead” warning signage,

➢ Whereas Parents report employment/housing at risk. Must leave work to drop off/pick up children to avoid safety hazards of kids walking on highways unsupervised; secondary school youth reporting education at risk as missing class/affecting grades; children with disabilities not helped like double amputee who needs stop moved 160ft; parents told it’s their “responsibility to get kids to bus safely”,

➢ Whereas Parents being told busing policy is schoolboard’s, but they say it’s STS’s, who say it’s Governance Committee or Ministry of Transportation, but Ministry of Education say it’s “transportation consortia who administer policy”; and trustee, governance say cannot change policies, so parents appealing to police, press, & councils re dangers then; oncoming car killed 12-yr-old Cormac and injured sister while waiting at newly relocated bus stop at the base of a hill, and

➢ Whereas STS have advised road improvements are responsibility of municipalities, yet municipalities don’t own needed land, nor have $ millions to create 77m bus turnarounds, meanwhile

➢ Whereas Ontario Transportation Funding is $1 billion; Jan 27/20 Ministry said they’d improve student transportation, review funding formula; and given STS gets their funding by scoring well in reviews, and given Ministry establishing “Student Transportation Advisory Group” to hear STS sector expertise, experience and ideas,

Now therefore be it resolved that the Municipality of Scugog requests:

1. Exceptions to allow 3-point turns or backing up where necessary, to provide safer service to dead-end and private road kids, that policies be amended to reflect; when not possible,
2. Exceptions to allow indemnification agreements to access private land for bus turnarounds to keep bus stops safer and closer to prescribed 800m distance; when not possible,
3. “Bus Stop Ahead” warning signage be required to notify oncoming traffic, prior to STS moving common stop to main roadway, and
4. STS be comprised of solutions like mini-buses, vans, taxis, or public transit, worked into funding formula so doesn’t negatively impact STS funding stats; and
5. Kid KPI “Key Performance Indicator” be included for Ministry “Effectiveness & Efficiency Follow Up Reviews”, establishing benchmarks for responsive-problem-solving for kids & parents’ busing concerns, and this be an STS factor to receive funding; and
6. That Province provide “Parent Portal” for ongoing busing feedback of their STS, so families and kids can review/provide comments, especially during Ministry STS reviews and revisions to funding; and
7. That Province have GPS tracking software to notify parents when children picked up/dropped off, and

Motion be distributed to Premier Doug Ford, Honorable Stephen Lecce (Minister of Education), Honorable Caroline Mulroney (Minister of Transport), Durham MPP Lindsey Park, Haliburton-Kawartha Lakes-Brock MPP Laurie Scott, all Durham MPPs, Durham Region, all Ontario Municipalities, Rural Ontario Municipal Association (ROMA), Ontario Good Roads Association (OGRA), and Association of Municipalities of Ontario (AMO).
Honorable Stephen Lecce you told us, “You Are Listening to Parents”. We need your help.

Please help Durham’s Dead End Road Kids, and others around the Province!
Help us Keep Busing as Safe as Possible; Keep Kids off Highspeed Roadways.
*Note: in this report, click on images/links to read more details or watch videos.

April 15, 2021
The Honourable Stephen Lecce, Minister of Education
438 University Ave, 5th Floor, Toronto, ON M7A 1N3
Dear Minister Lecce:
Ontario School Busing is in the news… but not for the right reasons! UPS can do it, garbage trucks, snow plows, fire trucks, ambulances can provide driveway service, but schools can’t?
Remember when school children were picked up by school bus at their driveway?
Now private road, cul-de-sac and dead-end road kids are losing long-time neighborhood school bus pickups. Student Transportation Services (STS) citing “for safety” school buses cannot do, 3-point-turns, back-ups, or access private roadways even though they have been for years!
Children are being dropped on highspeed thoroughfares and high trafficked intersections and this is more-safe? Minister Lecce, Adam died at a driveway highway pickup. Cormac died just before Christmas ‘20 accessing his bus at the base of a hill (see Dad’s public facebook post above). Where bus stops are located is important. Parents around the province feel sick with fear and worry for their dead-end road kids whose bus stops are being moved to higher trafficked high-speed...
roadways. Further, Dead-End Road Kids are expected to walk upwards of 1-2km twice daily (caregivers 4x), in morning dark, on narrow road shoulders (no sidewalks). Parents reporting employment and housing at risk due to losing senior caregivers who can’t walk to new highspeed stops. Parents now having to beg off work daily to drop off/pick up children to avoid safety hazards of then walking alone on highways unsupervised. This puts their employment at risk. Secondary School Youth reporting long distance stops impacting their ability to log back in for afternoon classes, affecting grades.

STS advised parents road improvements are responsibility of municipalities, yet municipalities don’t own land adjacent to roadways needed to create 77m bus turnarounds, nor have $ millions necessary to create turnarounds, so STS keep moving long-time neighborhood pickups to highspeed common stops.

1) Parents request exceptions to allow 3-point turns or backing up where absolutely necessary to provide safer service to dead-end and private road kids, that policies be amended to reflect.

For Durham Region alone, this change in busing policy means 178 dead end roads are not accessed by Durham Student Transportation Services (DSTS), impacting 386 students and their families in Durham Region alone (DSTS letter Dec ‘20)! How many children live on private cottage roads, dead end roads or cul-de-sacs around the province affected by this?

Durham Dead End Road Kids’ Video re: Durham District School Board Bus Stop Changes (Ajax, Brock, Clarington, Oshawa, Pickering, Scugog, Uxbridge, Whitby)

Watch Parents’ Video Fearful of Trillium Lakelands District School Board’s Bus Stop Change (Kawartha Lakes, Haliburton, Muskokas)

Police report filed when daughter was nearly hit by a car. Mother reports “being thrown around like a baton” trying to get answers. “I am looking for a voice who can help me show TLDSB, that it’s common sense not to ask children to stand in an intersection, on an S bend of a busy high traffic area.” Kids stand in snow covered ditch or on road shoulder to wait for bus. No other space. “I need a voice who understands that keeping your children safe is a mother’s job... Help me fight to keep my children safe. I pray daily that our voices will be heard.”

(Mom Tammy Mitchell Lakelands School District).

“I'm afraid it will be too late before they do anything.” News story reports family had one vehicle leaving mom with no choice but to walk 3 children (including baby in stroller) to new dangerous bus stop. Bus used to pick up on private road since '09 but now TLDSB has denied request to keep safer private stop. “Every morning Katie walks with three young children to the bus stop... she fears they’re going to get hit. “It’s a blind corner and there’s nowhere to go. It’s so dangerous, especially with how busy this road is.” (Mom Katie Morris, Huntsville)
“We don’t take responsibility for children, they are the parents’ responsibility up until they get to the bus stop and on the bus,” says Catherine Shedden, District Manager, TLDSB

“The Governance Committee concluded that the DSTS Transportation Policy has been applied… the decision is final and not subject to further consideration. Accordingly, no further action will be taken on this matter,” says Kelly Mechoulan, CAO of DSTS

(Response to Grandfather trying to get his 4-yr-old granddaughter’s bus stop off 80km intersection and back to dead end road.)

2) Parents request exceptions to allow indemnification agreements to access private land for bus turnarounds, to keep bus stops safer and closer to prescribed 800m distance away.

Dad speaks to Council Dec ’19 explaining “My kids have had 10 opportunities to be killed!” at new Highway 60 common stop. Used to be picked up on dead-end Millar Hill Road. Now bus passed by speeding cars potentially hitting kids in morning dark while boarding. Even though Limberlost Forest and Wildlife Reserve has offered their entrance for a bus turnaround, TLDSB says can’t use private land unless they donate it for bus turnaround. (Dad Kevin Miller, Lake of Bays)

A tractor-trailer nearly plowed into the back of kids’ bus stopped on highway. STSCO had moved bus stop to Highway 7 where speed limit is 80km, to avoid dead-end Leanne Avenue. “Buses don’t typically go down dead-end roads… but with the…increased traffic, STSCO recognized change needed.” “It was really traumatic watching (oncoming semi-truck) because there was nothing we could do.” (Parents Lisa & Matt Couture, Peterborough)

3) Parents request “Bus Stop Ahead” warning signage be required to notify oncoming traffic prior to STS moving common stop to main roadway. Durham parents on Dead-End Roads Jack Rabbit Run & William’s Point, whose children being moved to base of hill on Regional Road 57, tried to get bus stop warning signage installed, but DSTS said not warranted.

➤ “Bus stop has been on Jack Rabbit Run for years…I have two small boys ages 4.5 and 6. I live over 1.5km from Reg Rd 57. There’s no possible way we can walk that far twice daily! Multiple vehicles, parents, and children congregating… There’s no parking, no shoulders… I’m a Registered Nurse in critical care. I know accidents can happen without warning! Please take residents’ concerns seriously! I work shift work so my elderly mother takes children to bus, but now will not be impossible! How will I support my family (if I have to leave work to pick them up)?” (Mom Cara Tunney, Registered Nurse Critical Care, Scugog)

➤ “My work takes me around province. Puts all responsibility of taking kids (2- and 4-year-olds) to highway on my wife. What drives me crazy is that it’s been possible for a bus to make a three-point turn in the past… why isn’t a smaller bus not a possibility?” (Dad Steve Anning on Video, Hydro One Safety Officer, Scugog)
“How can this be safe? I am beyond upset that this continues to happen:
* cars stopped on hill behind bus,
* 1 car trying to turn right around bus,
* 1 car honking because came over hill and cars stopped behind bus,
* ALL parents screaming because another car came around William’s Point bend and almost ran over kids boarding! Kids scared… How can this be safe?
Imagine if there were snow or ice on hill?”

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Imagine if there were snow or ice on hill?”

“Please explain Mrs. Mechoulan how you are going to deal with a child getting hit by a car and all of us parents have continued to tell DSTS how unsafe it is?”
(Mom Laura Turnbull, Feb ’21 Email to Trustee Morton & DSTS CAO Mechoulan)

4) Parents request STS be comprised of solutions like taxis, public transit, mini-buses or vans, worked into funding formula so doesn’t negatively impact STS funding stats. Other options could be incorporated not just full-size buses that can’t navigate dead-end roads. Why not use new Durham Transit On-Demand?

“We were informed Friday that the bus stop is again, at Cartwright and Church intersection. This is an unsafe stop for any child… Vehicles are always speeding (over 80km/hr) not to mention when there’s a problem on 7A, they detour through that intersection. Our neighbours are appalled DSTS refuses to send a bus down our road. All their children were picked up at the ends of their driveways. The road is in the best shape it’s ever been. Wilma (Wotten Regional Councillor) had commented that she used to ride the bus that came down this road. In 2017, the town came out and met with DSTS to look at areas where the bus could turn around. Nothing ever came of it (don’t own enough land there to build turnaround). We now have 6 children who live on this road, ages 4-13. None of the families are okay with the current bus stop, only one is using it (while they fight DSTS).” (Mom of Disabled Child, Krista Ormsby, Scugog)

Parents being told busing policy is schoolboard’s but they say it’s STS’s, but STS say busing changes are schoolboard governance & policy of Ministry of Transportation, meanwhile Ministry of Education says it’s “transportation consortia that administer policies”. Parents are spinning in circles trying to figure out who to talk to, since STS not responding to their concerns!

Parents reporting frightening near accidents/deaths to Trustees, School Boards, STS, but continue to be advised “it’s the parents’ responsibility to get children to bus stop safely”, and are forced to appeal to councils, press, make videos, yet appeals largely unresolved and unknown liabilities mounting.

5) Parents request Kid KPI “Key Performance Indicator” be included for future Ministry “Effectiveness & Efficiency Follow Up Reviews”, establishing benchmarks for responsive problem solving for kids & parents’ busing concerns, and this be a factor to receive funding. Viktoria says DSTS, “senseless bureaucratic approach must change.” There’s more to busing than business.

“DSTS picked a community stop but my kids only ones taking bus…which drives right by our house? How does 40-minute walk sound four times a day with a 2 and 4-year-old?”
(Mom Viktoria Brown, Scugog ‘17 Focus Magazine Appeal to DSTS)
We need a “Kid” KPI, where high-level service is rewarded. Rui Webster who’s lost both his legs, uses prosthetic limbs to walk, yet DSTS won’t move bus stop 160 feet to accommodate. “The bus stop was just a couple of houses down the street from him...however busing contractor changed routes...Rui has to cross intersection to reach (new) bus stop (more traffic)... snow plows deposit large banks of snow... Twice last week, Rui slipped and fell... "We just want bus stop put back where it was or to assign Rui to another bus that still goes past our house – either of these things are easy to do,” Kurt says. The busing contractor has steadfastly refused to change route. School district has refused to budge as well.” (Parents Kurt & Melissa Webster, Ajax)

Transport blowing by stopped school buses on area highways a regular occurrence. "It’s so stressful. It’s awful. Every morning I stress out and every afternoon when I know (transport trucks) are coming back." (Mom Cara Smetana, Martin River Nipissing)

6) Province provide “Parent Portal” for ongoing busing feedback of their STS, so families and kids can review/provide comments, especially during Ministry STS reviews and revisions to funding.

Provincial funding for student transportation is projected to be more than $1 billion and Ministry routinely has “Effectiveness and Efficiency Follow-Up Reviews” of STS which is the vehicle of STS funding.

Ontario Government announced January 27, 2020 they’d improve student transportation experience by reviewing funding formula to achieve more efficient and accountable system, reviewing three goals of: 1) equity, 2) fiscal responsibility, accountability, and 3) evidence-based decision making.

Government is establishing a Student Transportation Advisory Group meeting with Parliamentary Assistant and Ministry staff, to hear from STS sector partners expertise, experience and ideas. Parents and children should be included in this review. Given busing is supposed to be for the children, why not give parents and kids a say?

7) Province have GPS tracking software to notify parents where children are when dropped off/picked up, giving evidence of safety.

On behalf of Durham Dead End Road Kids, and William’s Point Cottager’s Association, we hope our website, videos, and this report help explain. We welcome the opportunity to discuss this with you further.

Deborah Kiezebrink, Scugog Ward 4 Councillor
dkiezebrink@scugog.ca

and Wilma Wotten, Scugog Regional Councillor & Deputy Mayor
wwotten@scugog.ca

Brent Clemens, WPCA President
bclemmy@aol.com

and Michelle Burg, WPCA Board Director
michelle.j.burg@gmail.com

cc: Premier Doug Ford, Honorable Stephen Lecce (Minister of Education), Honorable Caroline Mulroney (Minister of Transport), Durham MPP Lindsey Park, Durham Region, all Ontario Municipalities, ROMA, OGRA, and AMO.
Nov. 4, 2020

Good Day,
This letter is to inform whomever can resolve this catastrophe.
My name is Curtis Seward and live at Beacock rd., Nestleton, Ontario. L0B 1L0. I am being told
that my granddaughter is to walk 1.4 km to highway 57 to the bus stop. My granddaughter is 4 and
just started JK. Her mother has no car or drivers license, so both would have to walk. They would have
to leave about 45 minutes before pick up, which would be in the dark during the winter months. Beacock is a dirt road and has no
sidewalks or lights. This is extremely dangerous for such a cute kid.

4 years ago, I was told a similar situation, which meant my grandson would have to walk the 1.2 km to the pick-up point. The reason
was it was not safe for the bus to turn around. After taking measurements, the driveway beside mine is 25 feet wide and at least 50
feet long going to a work shop. I discussed this problem with my neighbor and he had absolutely no problem with the bus turning
around.
The transportation safety inspector from the bus company came to my house and spoke with said neighbor and the bus started
coming with no incidence for the 2 years my grandson was here. I have also had my own 2 children bused to school for their 14
years of public-school education.

Now I am being told someone has determined no bus should turn around on a private driveway? I am not sure where this came
from but my house is on a public road well maintained and plowed. I might add the grader, snowplow and garbage trucks easily use
Beacock rd. If the bus company is not allowed to send the big bus, send the small one but Avrie deserves an education.

This is a problem created with the decision about bus turning, with no plan for the
children. I was never consulted about the losing access to education for anyone living
at my house. Please solve this, do it for the
kids!

If any further information is required, I am always available.
Curtis Seward

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Curtis Seward
L0B 1L0

Re: Email to Durham Student Transportation Services Governance Committee

Dear Mr. Seward,

This letter is in response to your written request for reconsideration of transportation arrangements, received via
email on September 30, 2020.

Your correspondence related to a request for a closer bus stop on Beacock Road was forwarded to Durham
Student Transportation Services (DSTS) in accordance with Section 7.3 of the procedure outlined under the
heading Request for Reconsideration of Transportation Arrangements within the DSTS Transportation Policy. Your
request was reviewed at the most recent Durham Student Transportation Services Governance Committee

meeting held on October 28, 2020.

The Governance Committee concluded that the DSTS Transportation Policy has been applied and administered
appropriately in your situation. As outlined in the DSTS Transportation Policy, Section 3.5, “in circumstances where
buses cannot gain access, students may be required to walk further to bus stops...” beyond the 800 meters.
Additionally Section 7.2 outlines, “DSTS reserves the right to determine if the roadway is suitable for travel, given
road conditions and necessary space requirements factoring turn radius of large school vehicles.” DSTS has
determined that Beacock Road where you reside does not have adequate roadway to safely turn around a school
bus vehicle and the closest available school bus stop location is at Beacock Road on Regional Road 57.

As noted in the DSTS Transportation Policy, the decision of the Governance Committee is final and not subject to
further consideration. Accordingly, no further action will be taken on this matter by DSTS or the Governance
Committee.

Sincerely,

Kelly Mechoulan
Chief Administrative Officer, DSTS

cc: Chairperson and Trustee, DDSB
    Director of Education, DCDSSB
    Director of Education, DDSB
    Chairperson and Trustee, DCDSSB
Good afternoon Mrs. Mechoulan,

I am beyond upset that this continues to happen, this is the first time I finally got it on camera, unfortunately I did not get the car behind the bus because it was so unsafe I cared more for the kids then the pictures, the details of the drop off are as follows:

- parents waiting at the side of Williams point for the bus to arrive 2:54
- bus shows up lights on kids begin to come off bus
- two cars stopped on the hill behind the bus
- as kids coming off bus, car comes around bend on Williams point road and almost runs them over!
- all parents begin yelling “Stop, Stop!” so the kids stop, car stops...
- bus closes doors and carries on
- the first car behind the bus wants to turn right on to Williams point but has to wait for the children to clear so the second and then third car start hammering on their horns so they can get by because they just came up over the hill and a car is parked
- the kids all stop walking again because they don’t know what’s going on with all the horns and they are scared.

How can this be safe? If this bus stop continues, please explain to me Mrs. Mechoulan how you are going to deal with the situation when one of these kids gets hit by a car and all of us parents have continued to tell the bus transportation company how unsafe it is. This is completely unacceptable and please let me remind you it’s a sunny dry day, I can’t even imagine if it were raining or snowing or ice. I will continue to film and take pictures of this very concerning situation.

Laura

From: Laura Turnbull <Laura.Turnbull@durhamregion.on.ca>
Sent: Friday, February 26, 2021 3:20 PM
To: CAROLYN MORTON; Kelly Mechoulan; Deborah Kiezebrink
Cc: DAVIDWRIGHT
Subject: School bus incident at Williams point

Dear Ms. Turnbull,

Thank you for letting us know about the driver at the intersection. Although, DSTS has confirmed with the bus driver that no vehicle has gone through the bus flashing lights at the Regional Road 57 and Williams Point Road, our Safety Officer has reached out to Durham Regional Police to request surveillance in the area at the time of drop off and pick up at the bus stop location.

The car at the stop sign can not legally turn into the bus lights, and the bus driver has been instructed to block as much of the intersection at time of stopping as possible.

DSTS will continue to monitor the bus stop with the bus operator and driver. The current bus stop location is the closest available bus stop location, the next closest available bus stop location is on Regional Road 57 at Park Street.

If you would prefer to use this bus stop location please let me know and DSTS staff will facilitate the change in bus stop location for your family.

Sincerely,

Kelly Mechoulan
Durham Student Transportation Services
AUG 7/20 Laura wrote to Durham District Schoolboard Trustee Carolyn Morton, who is also the Chair of the DDSB Governance Committee:

"Good morning, I might not be the first time you are hearing a complaint regarding this but I haven’t heard of anything changing so I wanted to voice my concern as well.

My house received a letter from the Durham Bus Transportation (DSTS)... starting this school year the bus would no longer come down the road. I am located end of William’s Point 2.4 km from Highway 57 the new pick up. There is no possible way in good weather (let alone bad weather) my kids are going to be able to make it down there and back, so that leaves me no choice now but to drive them.

Due to Covid if I have to already drive them down the road I might as well drive them right to the school. However upon review of the back-to-school guidelines, I see that the board is discouraging parent drop offs as the area is not built for that many cars.

I can completely understand this, but honestly now that they took the bus away, I’ll have no choice. I also would like to know what the guidelines are distance wise as a tax payer for children to receive a bus pick up?

There are kids even further past me down Jack Rabbit Run that also will no longer get bus service. Are we not entitled to bus service after a certain mileage away? Also I would like to complain that the bus has been travelling past my house for over 14 years that I’ve lived here with the same turn around so why now?

I understand times right now are challenging for all. I just can’t sit back and say it’s ok that they don’t have a bus anymore knowing I pay my taxes and they had one every other year. Any guidance regarding this would be much appreciated."

Laura

From: Carolyn Morton (Trustee)
Sent: Friday, February 5, 2021 5:59 PM

I am sorry, but I have no authority to change decisions made by the CEO of DSTS. That would be out of my hands.

Sorry, Carolyn

Minister Lecce, who should this mom and others like her go to, who have authority to help?
I am writing on behalf of the deeply concerned parents and community members of Williams Point. Monday, February 8, 2021 was the first pick up and drop off at the new bus stop located on the highway. Most parents found alternative measures to get their children to school as they are not willing to risk their children's physical safety by having them congregate at the bottom of a blind hill with no signage, sidewalks, or designated waiting area. Those who did send their children by bus were frightened. Other families have decided to move their children to online schooling, being forced to make a choice between their children's physical safety and their mental health. Our parents are losing sleep regarding this ongoing dispute particularly following the death of a student in Port Hope December 2/2020. Read news story. Support the Kerin family here.

The parallels that can be drawn between the two bus stops are uncanny and downright terrifying to the parents of 22 kids who are expected to stand in the middle of an intersection on a highway at the base of a hill in winter to board the bus...
I would like to share with you direct quotes and feedback we have received from our community to better illustrate:

* "There is no stop sign here and the bus is stopping on the bottom of a blind hill where visibility is impossible. The snow and ice makes this dangerous spot even more dangerous. There are no sidewalks and cars are speeding in this area. As a critical care nurse, I am very concerned that this change was made and ultimately puts our children’s lives at risk."

* "Pick up and drop off spot at the HWY 57 and William’s Point Intersection is not an appropriate alternative. It isn’t safe, it’s not suitable for family routines and not good for overall community. The proposed stop is on the downhill side of a blind hill, where vehicles are often travelling well over the posted speed limit. This is very similar to the spot in Northumberland County where a boy tragically lost his life at a school bus stop just this school year. Again, add snow, ice or slippery conditions to this situation and it becomes even more unsafe."

* "We made the difficult decision to move our daughter to online. We cannot take this risk for something that should be as simple as getting to school safely. The impacts this will have on her mental health keep me up at night."

We understand that representatives from the Township of Scugog have subcontracted engineers to survey and create a design for a 77 metre turnaround for the bus at the location where it previously did a 3-point-turn, at Jack Rabbit Run and William’s Point intersection. This is a very private and safe location and close for families who’s children have disabilities to access. Our community has rallied together offering to donate land from our park if need to be construct a bus turnaround, to start a fundraising campaign, volunteer time, and some have even offered to build the bus turnaround themselves if need be, anything to keep our children safe.

We have requested that DSTS explore alternatives that could be available such as committing to send the mini-buses like before, having a parent or a second bus driver act as a spotter for the bus driver to turn around safely. We are aware that Councillor Kiezebrink sent letters to DSTS, our School Board Trustee Carolyn Morton, and Norah Marsh, Director of Education just last week, requesting that the bus stop remain in place in our community until the end of the school year so we can work tougher towards providing a suitable solution and allocate the appropriate amount of time and resources to have the solutions executed.
Each of our solutions, letters, and requests, have been dismissed as not possible. DSTS actions have made it clear that there is no intention to collaborate, have open dialogue or to work to resolve our very valid concerns. They have only restated what the policy is, in any email, meeting, or letter; that it’s the parents’ responsibility to get the children to the bus stop safely, that roadways are the municipality’s responsibility, that it’s not a hill, not a highway, that sight lines are met and “bus stop ahead” signage is not required (but we wonder where the measurements were taken from because the bus driver stopped mid-hill as it’s the only place to stand for the students).

Parents and community members are asking when will DSTS be open and transparent with us? When will our concerns be responded to? Some parents have written letters or emails only to still receive no reply. How is this an acceptable practice of a Tax Funded Agency to simple ignore the very people who pay their taxes that provide the funding? Our families and members feel abandoned and ignored due to our rural status.

Minister Stephen Lecce, our elected Councillors (Ward Councillor Deborah Kiezebrink and Regional Councillor Wotten) have done everything they can think of to assist us. We are now asking that they engage you to investigate not only our concerns for our children's safety but how unfairly this community feels this matter has been handled by DSTS.

We wish to thank you in advance for your assistance and advocacy both on our behalf and on behalf of every Dead-End Road Child in Durham facing this same circumstance. Thank you for taking our concerns seriously and thank you to our Councillors for being safety ambassadors within Scugog Township.

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Sincerely,

Michelle Burg, WPCA Director

cc. Brent Clemens, WPCA President

READ BLOG POST:

Page 84 of 452
April 21, 2021

To Whom It May Concern:

We are deeply concerned about there no longer being a bus route on our dead-end street with the safety concerns that it raises for the future of our two children. My wife and I have two young children, a daughter starting school in September and a son who will be starting 2 years behind her. We’re not the only ones impacted... The Williams Point Cottagers Association is quickly growing and the number of children on the street is steadily increasing. These concerns only multiply the further away the residence is down the street from the new bus stop.

The loss of the long-time bus route on William’s Point Road will force my wife to walk our daughter to the top of our street and will also force her to bring our son along 2.2km (twice daily) as my work requires that I am often on the road very early or on call while working around the province for the Ministry of Labour, Training and Skills Development and there would be no supervision for him in that time period. You can imagine the difficulties this would present for her. Tying into this, if the snowplow is no longer coming down the street early enough to accommodate for the bus route, you can envision how difficult it would be for two young children walking through unplowed streets with no sidewalk in the morning dark, as well as sharing roads with commuters on their way to work.

Though it breaks our hearts, we will have to consider leaving our beautiful community as this once proposed bus stop change has now become reality.

The challenges and safety concerns this presents for what seems like a minor issue of a three-point turn for the bus as compared to the frightful alternative of children walking up to 2.2 kilometres to reach a bus stop that impedes live traffic coming down a blind hill should really be reconsidered.

If you force parents to drive their children to the bus stop, not only will it congest narrow roadways during commuting hours, but it will also increase emissions from idling vehicles. In many cases this is not even a possibility for parents who would be unable to modify their hours of work to accommodate this. The possible economic impact of having to put off working to accommodate an amended bus route seems very inconsiderate to taxpayers who I guarantee will see no decrease in their taxation in response to the change.

I hope I have provided enough information to allow for thorough debate into this issue and I do hope that the safety of the children residing on Williams Point Road is considered the paramount concern by the school board and the Durham Student Transportation Services. I strongly urge you to reconsider this change.

We are available to discuss our concerns further at [Contact Information] and [Contact Information] or by phone at [Contact Information] and [Contact Information]. We hope you reach out.

Sincerely,

Concerned Parents Residing at [Address] Williams Point Road,
Steven and Kayla Anning
Date: April 19, 2021

To: greenbeltconsultation@ontario.ca
From: Gravel Watch Ontario, info@gravelwatch.org
Re: Consultation on Growing the Size of the Greenbelt, ERO number 019-3136

OVERVIEW

The following is a submission by Gravel Watch Ontario (GWO; gravelwatch.org) in response to the request for feedback on the Consultation on Growing the Size of the Greenbelt ERO 019-3136. Gravel Watch Ontario is a province-wide coalition of citizen groups and individuals that acts in the interests of residents and communities to protect the health, safety, quality of life of Ontarians and the natural environment in matters that relate to aggregate resources.

Gravel Watch Ontario recognizes the obligation to protect our agricultural lands, water resources and natural environment, all of which are essential for building a climate resilient Ontario for future generations. Gravel Watch Ontario has commented on government planning and aggregate policies for over 15 years and works with our members to ensure that policies regulating gravel extraction do not result in permanent loss of farmland or rural landscape amenities and do not damage the integrity of the water resources supplied by the rural landscape.

The consultation on ways to grow the size of Ontario’s Greenbelt is especially timely as the COVID 19 pandemic has highlighted the critical need for food security from local sources during crisis periods and as one of the key factors in the subsequent economic recovery. Ontario has some of the best agricultural land in Canada, much of which is not protected by current land-use planning policies. These lands are a finite, non-renewable resource, and the foundation of one of the province’s largest economic sectors, agri-food. Expansion of the Greenbelt will provide permanent protection of the farmland, water sources and natural ecosystems within the proposed Plan area as well as an opportunity for Ontario to become a world leader in farmland conservation. To mitigate the impact of the leapfrogging of development and aggregate extraction beyond the four Provincial Plans, Gravel Watch Ontario believes that more restrictive development policies are required throughout the province.

Overall, Gravel Watch Ontario supports the proposed expansion of the Greenbelt as outlined in the Initial Study Area of the Paris Galt Moraine and Urban River Valleys.
Gravel Watch Ontario agrees with the province that the Paris Galt Moraine is a valuable groundwater system that must be protected. The moraines continue to be under pressure for aggregate development, water takings (including below-water-table extraction), growth as well as the impacts of a changing and variable climate.

Recently an interim licence approval was granted for aggregate extraction of 750,000 tonnes of dolostone per year (for +25 years) in an ecologically rich area of the Paris Galt Moraine in Rockwood, Ontario (Hidden Quarry). Studies have shown that the quarry will impact both municipal and private wells and a provincially significant wetland. Gravel Watch Ontario is concerned that the quarry will serve as a precedent for unlimited extension to adjacent properties and an expansion into a mega quarry site.

In determination of the boundary for the expanded Greenbelt, GWO believes that the following points must be addressed:

- That the Greenbelt boundaries be significantly expanded to include more of Ontario’s agricultural land
- That below-water table aggregate extraction be prohibited in the Greenbelt (refer to Bill 71, Paris Galt Moraine Conservation Act, 2019)
- That there be broader moraine protection across the province (i.e. The Oak Ridges Moraine Conservation Act) in addition to the Greenbelt Plan
- That the Moffat Moraine (part of the Paris, Galt and Moffat Moraines ANSI) be included in the Initial Study Area and mapping
- That the Greenbelt Plan policy 4.3.2 (2) (Non-Renewable Resource Policies) which restricts municipal official plans and zoning bylaws from containing provisions that are more restrictive than the policies of the Greenbelt Plan be removed and replaced with 1.4.1 (How to Read This Plan) which states that if the plans, regulations or standards are more restrictive than this Plan, the more restrictive provision shall prevail
- That provincial policy leadership is required to analyze the extent to which the cumulative effect of aggregate extraction negatively impacts groundwater recharge in the moraine areas
- That the province assess the cumulative impacts of water taking and/or permitting in the Greenbelt Plan Study Areas and across the province
- That the outwash gravel deposits adjacent to the moraine that store and transmit groundwater recharged in the moraine to river valleys, and the river valleys that contain the high-baseflow streams fed by discharge from the moraine be included in the mapped area
- Clarification is needed as to how the identification and future protection of the designated areas relate to either the Natural Heritage System or the Agricultural System for the Greater Golden Horseshoe Growth Plan
- Clarification is needed as to how the identification and future protection of the water features relates to existing source water protection policies. For example, how does Greenbelt designation of river valleys compliment and reinforce the source water protection area for the Eramosa River Valley
In keeping with the directives of the consultation proposal that stipulates the provincial government will not remove lands from the Greenbelt, we request that the government cancel plans to build Highway 413 (GTA West) and the Bradford Bypass (Holland Marsh Highway).

The above relates to the overall protection of the agricultural land base and the connectivity of the natural heritage and water resource systems that sustain ecological and human health and form the environmental framework in south-central Ontario. As requested in the consultation document, we have outlined in detail our answers to your specific questions below.

QUESTION 1
What are your thoughts on the initial focus area of the Study Area of the Paris Galt Moraine?

The Initial Focus Area of the Paris Galt Moraine indicates that the government has a clear understanding of the need to expand the Greenbelt and to protect water resource systems for future generations. Recent investigative studies show that the contributions of the moraine to groundwater recharge and discharge extend well beyond the physical land form and that they influence water flow, temperatures, quality and associated terrestrial and aquatic habitats in the water system. It has been pointed out in submissions by the City of Guelph and the Grand River Conservation Authority (GRCA) that the current mapping fails to consistently include all the glacial outwash areas next to the moraine that provide the groundwater flow linkages between the moraine features and the rivers which are sustained by moraine recharge (i.e. the Eramosa River and other streams identified by the GRCA in their submission).

Both urban development and rural land-use practices such as below-water-table aggregate extraction continue to be at risk to the integrity of the hydrologic and ecological functions of the moraine. The cumulative impacts of both aggregate extraction and water taking must be considered in relation to growth and development.

GWO recommends that a Moraine Protection Act for all moraines in the Province of Ontario be established in addition to the policies of the Greenbelt Plan. We also recommend that the mapping of the Initial Study Area include outwash areas and spillways.

GWO is concerned that the Greenbelt Plan may provide less protection from aggregate extraction than current municipal plans due to the wording of Section 4.3.2 (2) of the Plan. The Grand River Conservation Authority, the Township of North Dumfries, the City of Cambridge and the Region of Waterloo oppose any extension of the Greenbelt Legislation at this time. The Region of Waterloo requests enhanced municipal consultation prior to establishment of final mapping associated with the proposed Greenbelt expansion. They advise that unless policies (language and framework) are
revised, they oppose any extension. Their response to the Province’s Consultation on Growing the Size of the Greenbelt is as follows:

“The Greenbelt Plan does not limit municipalities from adopting policies that are more stringent than the requirements of the Greenbelt Plan, except in relation to agricultural uses and mineral aggregate resources. On those topics, the policies of the Greenbelt Plan prevail and municipalities cannot adopt policies that are more stringent.”

“The Regional Official Plan also prohibits aggregate extraction in Core Environmental Features. The Greenbelt Plan does not include this prohibition.”

“Given that a large share of the region’s groundwater recharge areas also overlap with some of the region’s largest aggregate deposits, Regional staff have consistently recommended a precautionary approach when considering the extraction of mineral aggregate resources. As noted above, some of these policies are more stringent than the requirements in the Greenbelt Plan.”

**QUESTION 2**

What are the considerations in moving from a Study Area to a more defined boundary of the Paris Galt Moraine?

We agree with the Ontario Federation of Agriculture that the province clarify how defining a boundary to bring the Paris Galt Moraine into the Greenbelt will have regard for other provincial policy directives such as emphasizing a watershed-based approach to water-resource planning and giving recognition to the moraine’s role in hydrological functions.

Development of a Paris Galt Moraine Conservation Plan in addition to the Greenbelt Plan would address and protect the features and functions of a more defined Moraine Study Area. GWO recommends that these Moraine Plans be applied province-wide and that:

- they must prohibit below-water-table extraction in clear, straightforward language
- aggregate extraction is not permitted in natural core areas (as in the Oak Ridges Moraine Conservation Plan)

The province must adhere to Section 1.4.1 of the Greenbelt Plan and not have exception for mineral aggregate resources.

**QUESTION 3**

What are your thoughts on the initial focus area of adding, expanding and further protecting Urban River Valleys?

Both public and private lands must be included to provide protection, avoid fragmentation and act as corridors for wildlife. We do agree with the Ontario Federation of Agriculture that including the Urban River Valleys in the total Greenbelt land area should not be used in order to balance the loss of protected agricultural lands to development and aggregate extraction.
QUESTION 4
Do you have suggestions for other potential areas to grow the Greenbelt?

We believe that Ontario’s Greenbelt should be expanded to include more agricultural land. In addition to the Greenbelt Plan, the moraines require a broader province wide Conservation Plan with more restrictive aggregate policies that include no below water table extraction.

Identifying ‘food belts’ in various regions of the province and by branding the goods produced there encourages Ontarians to grow and buy locally which will contribute to Ontario’s economy and promote tourism comparable to the evolution of the Niagara Region’s vineyards.

GWO supports Ontario Nature in that the following water resource areas should be protected:

- All moraines within the GGS, given their vital role in providing clean drinking water and mitigating floods;
- Private lands within urban river valleys, since it is primarily private lands, not public lands, that are threatened with urbanization and development;
- Coldwater streams, wetlands and headwaters of river systems since they improve water quality, provide critical habitat for fish and other wildlife and afford many further benefits such as flood control, carbon storage, groundwater recharge and recreational opportunities;
- Former glacial Lake Algonquin and Iroquois Shorelines and Plain since they feature significant groundwater discharge zones and are the headwaters of many cold water streams; and
- The Lake Simcoe Basin and Northern Simcoe County where many important ecological and hydrological features are vulnerable to land speculation and intensive development.

QUESTION 5
How should we balance or prioritize any potential Greenbelt expansion with the other provincial priorities?

As noted by the Ontario Federation of Agriculture, it is important to acknowledge that less than 5% of Ontario’s land base can support any agricultural production. From 2011 to 2016, the Census of Agriculture indicated that Ontario lost 319,700 acres of Ontario farmland. That’s 175 acres of farmland per day. The current system is resulting in incremental loss of agricultural lands due to the prioritization of aggregate extraction, development and growth, over farmland preservation.

Several studies have suggested that enough aggregate supply is available currently to fuel economic growth for at least 50 years. Rather than continue to prioritize the extraction of new sources of aggregate, it would be in the province’s best interest to create incentives to maximize reuse and reprocessing of aggregate materials under
safe and appropriate industrial conditions. A recent study completed by The National Farmers’ Union, McMaster University and Gravel Watch Ontario revealed that 77% of aggregate extraction occurs on prime agricultural lands. Given that agricultural lands are a key economic driver in Ontario, they must be protected and prioritized from invasive industrial development such as mining, pits and quarries. The Ontario Federation of Agriculture stated that the ‘interim use’ of aggregate extraction as considered by the aggregate industry, undermines Ontario’s food sustainability and arguably permanently alters agricultural land. This finite, non-renewable resource must be permanently protected.

Aggregate extraction below the water-table results in a permanent water surface when extraction is finished. This situation results in direct exposure of the groundwater system to contamination from airborne sources and spills, as well as removes the possibility of rehabilitation of the site to resumed agricultural use. Prior to the late 1980’s, Section 3.16 of the Ministry of Agriculture and Food Guidelines Policy did not permit mineral extraction on Class 1 to 3 agricultural lands unless agricultural rehabilitation of the site was carried out. Gravel Watch Ontario believes that in conjunction with growing the Greenbelt consultation, below water table aggregate extraction should be prohibited on and full rehabilitation of all extraction sites to agricultural use is necessary. More effective and extensive monitoring and transparent reporting of existing pits and quarries is required.

**QUESTION 6**
**Are there other priorities that should be considered?**

We must consider that while the Greenbelt Plan protects the countryside, it also offers green space for urban dwellers. A key consideration is the positive contribution of urban residents to rural economies through recreational uses, purchases of goods and services, visits to restaurants, farmers’ markets, fairs, festivals and bed and breakfast establishments. From field to fork, the agri-food sector contributes $47.3B to Ontario’s economy and supports over 860,000 jobs.

With its general hummocky nature, sand and gravel deposits and permeable soils, the Paris Galt Moraine provides and purifies water at no cost to citizens. Establishing a Moraine Conservation Act is an opportunity to address water management concerns in a fiscally responsible manner now before the situation becomes dire. Failing to properly protect the moraine and in turn preserve the region’s source of fresh water will lead to massive investments for infrastructure to provide water for the region. Furthermore, local business, farmers and industry depend upon this water source for local jobs and prosperity.
CONCLUSION

Gravel Watch Ontario is optimistic that the outcome of this consultation process will lead to the permanent protection of the Paris-Galt Moraine. It is essential at this time that the province moves forward with the permanent protection of Ontario’s agricultural lands, natural heritage and water resources through both the Greenbelt Plan and a Moraine Conservation Act with more restrictive aggregate policies. Thank you for the opportunity to comment on the proposed Greenbelt expansion in the Initial Study Area. Gravel Watch Ontario looks forward to continuing to work with the province during the next stages of this consultation and we welcome any questions you may have.

REFERENCES AND FURTHER LINKS


Mike Schreiner, MPP, Guelph Leader of the Green Party of Ontario.

https://www.sierraclub.ca/en/node/2844


www.gravelwatch.org

https://www.tarba.org/leaders-and-laggards/


https://ofa.on.ca/resources/ofa-consolidated-land-use-policy/

https://drive.google.com/file/d/12hNeqgxbn66-TToSMuaXz7aFuryF-jLf/view
Dear Mayor and Council,

Gravel Watch Ontario acts in the interests of residents and communities to protect the health, safety, quality of life of Ontarians and of the natural environment in matters that relate to aggregate resources. Today, we share our comments (attached) which we have submitted to the Ontario government. It addresses several issues that concern you and communities across the province. They include the following:

- Cumulative impacts on communities of extraction industries, specifically of aggregate i.e., rock, gravel, sand, and clay;
- Preservation of prime farmland and of water resources necessary for food sustainability and renewable industries;
- Local planning to preserve natural capital through good policy, and practices;
- Resilience in the face of the twin threats of COVID-19 and climate change.

Gravel Watch Ontario recognizes the obligation of communities to protect our agricultural lands, water resources and natural environment, all of which are essential for building a climate-resilient Ontario for future generations. Gravel Watch Ontario has commented on government planning and aggregate policies for over 15 years and works with our members to ensure that policies regulating gravel
extraction do not result in permanent loss of farmland or rural landscape amenities and do not damage the integrity of the water resources supplied by the rural landscape.

We thank you for your significant work on these, offer the attached to assist you, ask you to link us to local community groups facing aggregate issues, and invite you to continue this dialogue.

Sincere wishes for good health.

Bryan Smith, President
Gravel Watch Ontario
info@gravelwatch.org
www.gravelwatch.org
ph: 289 270 7535
Ministry of Government and Consumer Services
777 Bay St., 5th Floor
Toronto, ON
M5B 2H7

May 27th 2021

To Whom it May Concern:

Please be advised that at the Town of Plympton-Wyoming Council Meeting held Wednesday, May 26th 2021, the following resolution was adopted:

**Motion 10**
Moved by Gary Atkinson
Seconded by Muriel Wright
That Council support item 'L' of correspondence from the Township of Terrace Bay regarding Advocacy for Reform MFIPPA.

*Carried.*

If you have any questions regarding the above motion, please do not hesitate to contact me by phone or email at ekwarcia@plympton-wyoming.ca.

Sincerely,

Erin Kwardiak
Clerk
Town of Plympton-Wyoming
546 Niagara Street
Wyoming, ON N0N 1T0
p. 519-845-3939
ekwarcia@plympton-wyoming.ca

Cc: All Ontario Municipalities
May 18, 2021

Ministry of Government and Consumer Services
777 Bay St., 5th Floor
Toronto, ON
M5B 2H7

To Whom it May Concern:

At the Township of Terrace Bay Regular Council Meeting held on Monday May 17, 2021, the following resolution of support was passed.

RE: Advocacy for Reform MFIPPA

Resolution: 122-2021
Moved by: Councillor St.Louis
Seconded by: Councillor Moore

WHEREAS the Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990 (MFIPPA) dates back 30 years;

AND WHEREAS municipalities, including the Township of Terrace Bay, practice and continue to promote open and transparent government operations, actively disseminate information and routinely disclose public documents upon request outside of the MFIPPA process;

AND WHEREAS government operations, public expectations, technologies, and legislation surrounding accountability and transparency have dramatically changed and MFIPPA has not advanced in line with these changes;

AND WHEREAS the creation, storage and utilization of records has changed significantly, and the Municipal Clerk of the Municipality is responsible for records and information management programs as prescribed by the Municipal Act, 2001;

AND WHEREAS regulation 823 under MFIPPA continues to reference antiquated technology and does not adequately provide for cost recovery, and these financial shortfalls are borne by the municipal taxpayer;

AND WHEREAS the threshold to establish frivolous and/or vexatious requests is unreasonably high and allows for harassment of staff and members of municipal councils, and unreasonably affects the operations of the municipality;

AND WHEREAS the Act fails to recognize how multiple requests from an individual; shortage of staff resources or the expense of producing a record due to its size, number or physical location does not allow for time extensions to deliver requests and unreasonably affects the operations of the municipality;
AND WHEREAS the name of the requestor is not permitted to be disclosed to anyone other than the person processing the access request, and this anonymity is used by requesters to abuse the MFIPPA process and does not align with the spirit of openness and transparency embraced by municipalities;

AND WHEREAS legal professionals use MFIPPA to gain access to information launch litigation against institutions, where other remedies exist;

AND WHEREAS there are limited resources to assist administrators or requestors to navigate the legislative process;

AND WHEREAS reform is needed to address societal and technological changes in addition to global privacy concerns and consistency across provincial legislation;

BE IT RESOLVED THAT the Ministry of Government and Consumer Services be requested to review the MFIPPA, and consider recommendations as follows:

1. That MFIPPA assign the Municipal Clerk, or designate to be the Head under the Act;

2. That MFIPPA be updated to address current and emerging technologies;

3. That MFIPPA regulate the need for consistent routine disclosure practices across institutions;

4. That the threshold for frivolous and/or vexatious actions be reviewed, and take into consideration the community and available resources in which it is applied;

5. That the threshold for frivolous and/or vexatious also consider the anonymity of requesters, their abusive nature and language in requests to ensure protection from harassment as provided for in Occupational Health and Safety Act;

6. That the application and scalability of fees be designed to ensure taxpayers are protected from persons abusing the access to information process;

7. That administrative practices implied or required under the Act, including those of the IPC, be reviewed and modernized;

8. That the integrity of the Act be maintained to protect personal privacy and transparent governments.

Sincerely,

Jon Hall
CAO/Clerk

CC: Ontario Municipalities
June 10, 2021

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON K1A 0A6
Sent via email to: Justin.trudeau@parl.gc.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen’s Park
Toronto, ON M7A 1A1
premier@ontario.ca

Re: Correspondence received from the Town of Fort Erie regarding Capital Gains tax on Primary Residence

Honourable and Dear Sirs:

At the last regular General Purpose and Administration Committee meeting of the Township of Scugog held June 7, 2021, the Committee received and endorsed correspondence from the Town of Fort Erie dated June 1, 2021 with respect to Capital Gains Tax on Primary Residence. Attached please find a copy of the Town of Fort Erie’s correspondence dated June 1, 2021.

Please be advised that Committee approved the following recommendation:

"THAT the correspondence received from the Town of Fort Erie regarding Capital Gains Tax on Primary Residence, be endorsed."

Please note that all recommendations made by the Committee are subject to ratification at the next Council meeting of the Township of Scugog, scheduled to take place on June 28, 2021.

Should you have any concerns, please do not hesitate to contact the undersigned.

Yours truly,

Becky Jamieson
Director of Corporate Services/Municipal Clerk
Encl.
cc: Carol Schofield, Dipl.M.A. Manager, Town of Fort Erie, Manager, Legislative Services/Clerk
All Members of Parliament
All Members of Provincial Parliament
The Regional Municipality of Niagara
Ontario Municipalities
Community Services

Legislative Services

June 1, 2021
File #120203

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON K1A 0A6
Justin.trudeau@parl.gc.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1
premier@ontario.ca

Honourable and Dear Sirs:

Re: Capital Gains Tax on Primary Residence

The Municipal Council of the Town of Fort Erie at its meeting of May 31, 2021 passed the following resolution:

Whereas primary residences are currently exempt from a capital gains tax, and

Whereas currently secondary and additional non-primary properties are subject to capital gains, and

Whereas the Federal Government is currently looking into a primary residence capital gains tax as they have recognized that affordable housing has become a serious issue in Canada, and

Whereas smaller communities including the Town of Fort Erie are seeing unprecedented higher selling prices that are outpacing prices in larger cities, and

Whereas many hard-working Canadians who have only a primary residence with no additional non-primary homes count on their home equity as financial aid to apply to upsizing or downsizing their home depending on their personal situation, and

Whereas a change in taxation to primary residences would be a significant financial blow to Canadians and would create an unfair, two-tiered taxation which could lead to depleted savings, inter-generational disparities, disparities among diverse groups such as seniors who may have a significant portion of their savings vested in their primary residence, as well as, reducing the ability of home ownership thereby a further, higher need for rentals, and

Whereas the Federal government could look at other means to slow down the rapidly escalating housing costs to improve housing affordability;

...2
Now therefore be it resolved,

That: The Federal Government cease further consideration of eliminating capital gains tax exemptions on primary residences, and further

That: A copy of this resolution be circulated to The Right Honourable Justin Trudeau, The Honourable Doug Ford, Premier of Ontario, All Members of Parliament, All Members of Provincial Parliament, The Regional Municipality of Niagara, and all Municipalities, for their support.

Thank you for your attention to this matter.

Yours very truly,

Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca
CS:dlk
c.c. All Members of Parliament
    All Members of Provincial Parliament
    The Regional Municipality of Niagara
    Ontario Municipalities
June 11, 2021

Premier of Ontario
Hon. Doug Ford
Legislative Building
Queen’s Park
Toronto, Ontario
M7A 1A1

Honorable Premier:

RE: Resolution Passed by Woolwich Township Council – City of Kitchener Resolution:
Housing Support for People Experiencing Homelessness

This letter is to inform you that the Council of the Township of Woolwich endorsed the following resolution at their meeting held on June 8, 2021:

That the Council of the Township of Woolwich endorse the following resolution from the City of Kitchener passed on Monday, May 17, 2021 regarding housing support funding for people experiencing homelessness:

That the City of Kitchener support the Regional Municipality of Waterloo and other area municipalities in their collective call for funding to respond to the urgent and growing need for housing support funding to end homelessness in Waterloo Region, as outlined in Region of Waterloo report CSD-HOU-21-06 – Housing Support Funding to End Homelessness, dated May 11, 2021; and further,

That Kitchener City Council request the provincial government to dedicate specific and sustained health funding for housing supports to help people experiencing homelessness achieve housing stability and recover from homelessness; and finally,

That the City Clerk be directed to send a copy of this resolution to the Honourable Doug Ford, Premier of Ontario; the Honourable Christine Elliott, Minister of Health; the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario (AMO); the Ontario Municipal Social Services Association (OMSSA); the Federation of Canadian Municipalities (FCM); local Members of the Provincial Legislature (MPPs); Federal Members of Parliament (MPs); and area municipalities within Waterloo Region.
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
MINUTES
Municipal Heritage Advisory Committee
Meeting #04 - 21
April 15, 2021
Virtually via Zoom
7:30 p.m.

Committee Members in Attendance: Sue Brown, Nelson Cecilia, Michelle Goodridge, Mark Leclair, Kimberly Livingstone, John Oldfield, Scott Roberts, and Councillor Pam Wolf with Amy Barnes in the Chair

Regrets: Nancy Woodman

Staff in Attendance: Laura Waldie, Senior Planner - Heritage, Abraham Plunkett-Latimer, Senior Planner - Heritage, Karin Stieg-Drobig, Recording Secretary and Ayesh Da Silva, Network Administrator

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 7:30 p.m. and the meeting adjourned at 8:46 p.m.

Declarations of Interest - NIL

Presentation:

Delegations:

It was noted the delegates attending this evening’s meeting were primarily present to answer the questions of the Committee regarding their applications.

Dale Wideman, Project Coordinator, WRDSB and Ed Schuck, Project Coordinator, VG Architects were present to answer questions of the Committee regarding the Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute).

Greg Mosiadz, Owner and Sev Palazov, Architect, were present to answer questions of the Committee regarding the Request to Alter a Part V Designated Property – 29 Main Street. There were no questions from the Committee.

Terry Polyak, Owner and Jesse French, Architect, Martin Simmons, were present to answer questions of the Committee regarding the Request to Alter a Part V Designated Property – 15 Main Street.

ECM\Planning Services\Committees\MHAC\MHAC Agendas and Minutes\Minutes\2021 Minutes\04_15_2021 MHAC Minutes
Rachel Redshaw, Heritage Planner, MHBC Planning was present to answer questions of the Committee regarding the 234 Eagle Street South Heritage Impact Assessment. She noted the proposed building is consistent with the neighbourhood and is not designated Part IV or Part V; therefore she requested, on behalf of the owner, that recommendations three to five be eliminated. The Committee thanked Ms. Redshaw for the thorough HIA and for noting the importance of the tin ceiling tiles. The Committee confirmed with Staff that the recommendations will go to the Committee of Adjustment and that the delegate will have an opportunity to speak to the items there.

**Minutes of Previous Meeting**

Moved by: Councillor Wolf  
Seconded by: Michelle Goodridge

**THAT** the minutes of the March 18, 2021 meeting of the Cambridge Municipal Heritage Advisory Committee be considered for errors and omissions and be adopted.

CARRIED

1. **Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute)**

Moved by: Nelson Cecilia  
Seconded by: Kimberly Livingstone

The Committee noted they are happy to see the boards covering the original openings will be gone and replaced with new windows.

**THAT** Report 21-007(MHAC) – Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute) – be received;

**AND THAT** the Municipal Heritage Advisory Committee (MHAC) recommend Council approve replacement of the windows on the south elevation and east elevation of the Tassie Hall at 200 Water Street North as outlined in Report 21-007 (MHAC);

**AND FURTHER THAT** the MHAC recommend Council require a sample of the window for the south elevation of Tassie Hall be provided to the satisfaction of the Senior Planner Heritage prior to the manufacturing of the replacement windows.

CARRIED
2. Request to Alter a Part V Designated Property – 29 Main Street.

Moved by: John Oldfield
Seconded by: Scott Roberts

THAT Report 21-010 (MHAC) - Request to Alter a Part V Designated Property – 29 Main Street – be received;

AND THAT the Municipal Heritage Advisory Committee (MHAC) recommend Council approve construction of an enclosure on the second storey level at the back of the property at 29 Main Street for a fire escape as outlined in Report 21-010 (MHAC).

CARRIED

3. Request to Alter a Part V Designated Property – 15 Main Street

Moved by: Councillor Wolf
Seconded by: John Oldfield

The Committee noted they are pleased to see the building being restored and that adaptive reuse work will bring more tenants and shoppers to the Galt Core area.

THAT Report 21-011 (MHAC) – Request to Alter a Part V Designated Property – 15 Main Street – be received;

AND THAT the Municipal Heritage Advisory Committee (MHAC) recommend Council approve 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 at 15 Main Street as outlined in Report 21-011 (MHAC);

AND THAT MHAC recommend 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 and the repointing of the stone with hand tools or a handheld rotary saw where appropriate;
AND THAT MHAC recommend 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 MHAC recommend that Council require the stone cleaning to be completed with a sponge or soft steel brushes and that any power washing not exceed 300 psi;

AND FURTHER THAT MHAC recommend 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.

CARRIED

4. 234 Eagle Street South Heritage Impact Assessment

Moved by: Kimberly Livingstone
Seconded by: John Oldfield

The Committee discussed the thoroughness of the HIA, the request by the delegate to eliminate the third, fourth and fifth recommendations and that the recommendations were based upon the findings within the HIA.

THAT the Municipal Heritage Advisory Committee (MHAC) accepts the Heritage Impact Assessment (HIA) and its findings as submitted by MHBC Planning dated January 5, 2021 for the development proposed for the listed property at 234 Eagle Street South;

AND THAT the MHAC recommends that the property owner salvage for reuse the interior tin ceiling tiles located in the property’s outbuilding;

AND THAT the MHAC recommends to the Committee of Adjustment that the design of the new dwelling be a two storey design with a gabled roof, covered front porch and garage to the rear of the streetscape which is keeping with the current character of the neighbourhood;

AND THAT the MHAC recommends to the Committee of Adjustment that the new construction use similar building materials and use design elements of the early Edwardian and Queen Anne periods, which are character defining elements of the neighbourhood;

AND THAT the MHAC recommends to the Committee of Adjustment that the colour palette be a neutral colour from a heritage palette from a major paint company such as Benjamin Moore;
AND FURTHER THAT the MHAC be circulated on the building permit application to review and comment on the building design of the new dwelling on the proposed new building lot.

After a fulsome discussion, an amendment was proposed.

Moved by: Councillor Wolf
Seconded by: Michelle Goodridge

AND THAT the MHAC recommends to the Committee of Adjustment that the colour palette be a neutral colour from a heritage palette.

CARRIED AS AMENDED

Correspondence - NIL

Other Business – NIL

Chair’s Comments:

John Oldfield noted he has no comments specifically; only that he hopes everyone is careful and vigilant to stay safe as the Covid variants are spreading.

Council Report/ Comments:

Councillor Wolf echoed the Chair’s comments and added that she is pleased that Council passed the heritage grant requests at the last meeting.

Staff/Senior Planner- Heritage comments:

Abraham Plunkett- Latimer advised an informal public meeting on the Galt Core HCD study was held on April 12th and another is planned for April 20th to allow for any public engagement. He invited Committee members to reach out to community members that would be interested in contributing.

Laura Waldie did not have any comments this month.

General Heritage Matters – Updates by Committee Members:

Amy Barnes noted there are many interesting workshops and information sessions available at this time of year and she is happy to share the links for these.
Next Meeting

Date & Time: May 20, 2021, 7:00 p.m.
Location: Virtually via Zoom

Close of Meeting

Moved by: John Oldfield  
Seconded by: Michelle Goodridge

THAT the Municipal Heritage Advisory Committee meeting does now adjourn at 8:46 p.m.

CARRIED

Chairperson
Amy Barnes

Recording Secretary
Karin Stieg-Drobig
Committee Members in Attendance: Gerald Menezes, Amal Charif, Frances Seward, and Don Drackley, Chair.

Regrets: Sandi Nicholls

Staff Members in Attendance: Rachel Greene, Senior Planner, Maria Skara, Recording Secretary, and Ayesh Lokumalage, IT Services

Meeting Called to Order

The regular meeting of the Committee of Adjustment of the City of Cambridge was held on Zoom and live streamed on the City of Cambridge YouTube channel. Don Drackley, Chair, welcomed the Committee and everyone present and called the meeting to order at 6:00 p.m. and the meeting adjourned at 7:36 p.m.

Disclosure of Interest:

N/A

Committee Business

Adoption of Committee Minutes

Moved by: Gerald Menezes

Seconded by: Amal Charif

THAT the Committee of Adjustment minutes from the December 9, 2020 and March 10 2021 meeting be approved.

CARRIED

Notice

The Secretary-Treasurer provided the Committee Chair with sworn declarations of circulation for the applications being considered.

Applications
Committee of Adjustment  
Tuesday April 20, 2021  
Page 2

Application No.:  A15/21

Property:  
167 Water St S  
PLAN D11 PT LOT 6 AND;58R14115 PART 4

Property Owner:  Ken Zayd  
Applicant:  Gerrard’s Design & Drafting

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary provided an overview of the minor variance application.

Delegations

1. Mackenzie Caroll of Gerrard’s Design and Drafting, the agent, was present to speak to the application.
2. Sandra Mackenzie, delegate was present to speak to the application. Lives in the dwellings behind the proposal. Feels the proposal is aggressive for the area, concerned about the water melt as they are located in a floodplain. Line of site to the river is diminished in the summer because of the trees but still has a view to the river.
3. Patricia Davey, delegate was present to speak to the application. Believes will create parking issues for the adjacent building. Does not believe this proposal shows good design.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.:  A15/21

DECISION:  
167 Water St S  
PLAN D11 PT LOT 6 AND;58R14115 PART 4

Moved By: Gerald Menezes  
Seconded By: Frances Seward

That the applicants request for the following minor variances from Zoning By-law 150-85:
1. A minimum front yard of approximately 1.22 m (4.0 ft.) whereas the by-law requires a minimum of 4.5 m (14.7 ft.),

2. A minimum north interior side-yard of approximately 1.5 m (4.92 ft.) whereas the by-law requires a minimum of 4.5 m (14.7 ft.) based on tiered setback requirements,

3. A minimum rear yard of 4.14 m (13.5 ft.) whereas the by-law requires a minimum of 4.5 m (14.7 ft.) based on tiered setback requirements.

4. A minimum planting strip width of 0.61 m (2 ft.) adjacent to residential whereas the by-law requires a minimum of 3 m (9.8 ft.), and

5. Zero planting strips adjacent to the proposed parking lot whereas the by-law requires a minimum 3 m (9.8 ft.) planting strip adjacent to any residential or open space for commercial use.

be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. The application is refused, as it is the opinion of the Committee of Adjustment that the massing, parking and planting strip issues were not addressed and that the variances are not considered minor in nature nor desirable for the subject property.

Application No.: A21/21

Property: 237 River Forks Lane
PLAN 58M-582 LOT 291

Property Owner: Rafique Shahida

Applicant: Saumil Bhatt

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.
Delegations

1. Saumil Bhatt, agent, was present to speak to the application.

No further persons come forward to speak to the minor variance application.

DECISION

Application No.: A21/21

DECISION: 237 River Forks Lane
PLAN 58M-582 LOT 291

Moved By: Gerald Menezes
Seconded By: Frances Seward

That the applicants request for a minor variance from the Zoning By-law 150-85 to permit a minimum lot area of approximately 353 m² (3,799 ft²) whereas the by-law requires a minimum of 450 m² (4,843.00 ft²) for an accessory dwelling unit,

be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is refused, as the Committee is of the opinion that the request to have an accessory unit with a lot of only 353 m² is not considered minor as it does not provide enough area for an accessory dwelling unit and does not meet two of the four tests. The Committee has been consistent within the R6 zone which has been further intensified, by reduced lot size, reduced frontage and reduced setbacks in an already high density neighbourhood. The over-intensification does not represent good planning and results in undesirable health outcomes.

Application No.: A22/21

Property: 155 Robinson Rd
CON 10 PT LOT 1 RP 67R1649; PART 2

Property Owner: Mark Andrew Houselander & Catherine Houselander
Applicant: Mark Andrew Houselander & Catherine Houselander

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Mark Hauslander was present to speak for the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: A22/21

DECISION: 155 Robinson Rd

CON 10 PT LOT 1 RP 67R1649; PART 2

Moved By: Gerald Menezes

Seconded By: Frances Seward

That the applicants request for the following minor variances from the Zoning By-law 150-85 to:

1. Permit an accessory structure with a maximum height of approximately 4.8 m (16 ft.) whereas the by-law permits a maximum height of 4.5 m (14.76 ft.); and

2. Permit a lot coverage of 14.8% for all accessory buildings whereas the by-law permits a maximum lot coverage of 10% for accessory structures

be approved with the following conditions:

1. That the garage be substantially in keeping with the plans submitted and that any windows be removed from the garage plans.

2. That the accessory structure be limited to one storey.

3. That the detached garage not be used for a home occupation or any other commercial use without a building permit.
4. That the detached garage not be used for human habitation without a building permit.

CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No. A23/21

Property: 63 Woodland Dr
             PLAN 1053 LOT 36

Property Owner: Michael Lee Byma & Sara Byma

Applicant: Michael Lee Byma & Sara Byma

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Sara Byma, the owner, was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No. A23/21

DECISION: 63 Woodland Dr
            PLAN 1053 LOT 36

Moved By: Gerald Menezes
Seconded By: Amal Charif
That the applicants request for a minor variance from Zoning By-law 150-85 to permit the location of the required parking space in front of the regulatory building line (6m (19.68 ft.) from the front property line), whereas the by-law does not permit the required parking space to be located in front of the regulatory building line,

be approved with the following conditions:

1. That the minor variance be substantially in keeping with the plans submitted with the application;

2. That the applicant obtains an access permit through Transportation Engineering prior to the removal of, alteration to or construction of any new accesses;

3. That no exterior alteration to the dwelling unit shall be made to appear that it is to be used for any purpose other than a single detached dwelling unit to the satisfaction of the Planning Services Division; and

4. That a grading plan be prepared, to the satisfaction of City of Cambridge Development Engineering, for the overall development, including locations of roof leaders, proposed driveway grades, and swales.

CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No.: A25/21

Property: 30 George St S
PLAN 473 BLK E LOTS 1 AND 2; PLAN 456 PT LOT 46 AND RP; 58R12163 PART 1

Property Owner: DNK Development Corporation

Applicant: DNK Development Corporation
Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Dan Janus of DNK Development was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: A25/21

DECISION: 30 George St S

PLAN 473 BLK E LOTS 1 AND 2; PLAN 456 PT LOT 46 AND RP; 58R12163 PART 1

Moved By: Gerald Menezes

Seconded By: Frances Seward

That the applicants request for the following minor variances from Zoning By-law 150-85 to permit:

1. A minimum amenity area of 18.5 m² per unit whereas the by-law requires 20 m² per unit; and

2. 0.92 parking stalls per unit whereas the by-law requires 1 parking stall per unit,

be approved with the following conditions:

1. That the plans submitted with the variance application be substantially in keeping with the site plan submission and limited to 42 units to the satisfaction of the Planning Services Division; and

2. The applicant enters into a Service Agreement with Energy+ to establish the terms and conditions to service the proposed rental unit apartment building to the satisfaction of Energy+ Inc.
CARRIED

REASONS:

The Committee considered staff’s recommendation and the applicant’s oral comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No.: A27/21

Property: 187 Ridge Rd
PLAN 58M-617 LOT 103

Property Owner: Patel Meerkumar

Applicant: Zulhash Uddin, PW Team

Presentation
Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Zulhash Uddin, the agent, was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: A27/21

DECISION: 187 Ridge Rd
PLAN 58M-617 LOT 103

Moved By: Gerald Menezes
Seconded By: Frances Seward
That the applicants request for a minor variance from the Zoning By-law 150-85 to permit a minimum lot area of approximately 352 m² (3,788 ft²) whereas the by-law requires a minimum of 450 m² (4,843.00 ft²) for an accessory dwelling unit, be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicants’ oral comments in relation to the application. The application is refused, as the Committee is of the opinion that the request to have an accessory unit with a lot of only 352 m² is not considered minor as it does not provide enough area for an accessory dwelling unit and does not meet two of the four tests. The Committee has been consistent within the R6 zone which has been further intensified, by reduced lot areas, reduced frontage, and reduced setbacks in an already high density neighbourhood. The over intensification does not represent good planning and results in undesirable health outcomes.

Application No.: B04/21

Property: 234 Eagle St S
PLAN 522 PT LOT 5 PT LOT 6

Property Owner: Tyler Malott, Urbe Developments Inc.

Applicant: Tyler Malott, Urbe Developments Inc.

Presentation
Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Tyler Malott from Urbe Developments was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: B04/21
DECISION: 234 Eagle St S
PLAN 522 PT LOT 5 PT LOT 6

Moved By: Gerald Menezes
Seconded By: Amal Charif

That the applicants request to sever a residential property to create a new parcel with an approximate lot area of 364 m² (3,918 ft²) and a frontage of 10.86 m (35.6 ft.) along Eagle Street South, be approved subject to the following conditions:

1. That prior to final approval, the owner/applicant submits a copy of the deposited reference plan indicating the boundaries of the parcels, any easements/rights-of-way and building locations, to the satisfaction of the Planning Services Division.

2. Approval of minor variance application A21/21.

3. That the applicant demolishes the existing garage on site with a demolition permit obtained from the Building Division to the satisfaction of the Planning Services Division.

4. That prior to final approval, the owner/applicant submit the consent review fee of $350.00 to the Region of Waterloo.

5. That the applicant submits a spatial separation report to the satisfaction of the Building Division to verify that the requirements of the Ontario Building Code are met for the amount of unprotected opening area (or window area for single family dwellings) of the existing dwelling unit permitted to face the new property line.

6. That a servicing plan be prepared, to the satisfaction of City of Cambridge Development Engineering and Building Divisions, detailing the location of the existing and proposed services for each lot. Where services cross property lines easements and/or servicing agreements shall be registered on title.

7. That a grading plan be prepared, to the satisfaction of City of Cambridge Development Engineering, for the overall development, including proposed locations of roof leaders, rear yard catch basins (if required) and swales on both the severed and retained parcels.

8. That the owner/applicant submit a legal survey showing the existing property, existing easements, existing dwelling, existing hydro pole(s), anchors, secondary hydro wire-feed to the existing dwelling, proposed severance, proposed dwellings, proposed driveway, and proposed electric plant to the satisfaction of Energy+ Inc. The survey must include dimensions. All easements (will be determined once satisfactory legal plan has been submitted) must be approved and registered at customer’s cost.
9. That prior to final approval, the owner/applicant pay cash-in-lieu of parkland at 5% of the value of the severed land. The applicant shall provide an opinion of value from a qualified appraiser, to the satisfaction of Realty Services, in determining the value of the severed land.

10. Confirmation of payment of outstanding taxes to the satisfaction of the Financial Services Division.

11. That the above noted conditions must be fulfilled and the document for conveyance be presented with the required fee for signing on or before **April 30, 2022**, after which time this consent will lapse.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is **approved with eleven (11) conditions**, as it is in the opinion of the Committee of Adjustment, that with the approved conditions, the application meets the criteria of Section 51(24) of the Planning Act to which all consent applications must adhere.

DECISION

Application No.: A20/21

DECISION: 234 Eagle St S

        PLAN 522 PT LOT 5 PT LOT 6

Moved By: Gerald Menezes
Seconded By: Amal Charif

That the applicants request for the following minor variances from the Zoning By-law 150-85 for:

1. A reduced front yard of 3.63 m (11.9 ft.) whereas the by-law requires a minimum of 6 m (19.6 ft.),

2. A reduced frontage of 10.86 m (35.6 ft.) whereas the by-law requires a minimum of 12 m (39.3 ft.), and
3. A front yard encroachment of 1.5 m (4.9 ft.) for an enclosed porch whereas the by-law requires a minimum of 3.5 m (11.4 ft.).

be approved with the following conditions:

1. That the new dwelling be limited to a maximum of two storeys in building height.

2. That the minimum front yard setback for the proposed dwelling be 3.63 m (11.9 ft.) and a maximum front yard setback of 4 m (13.1 ft.) to keep in character with the neighbourhood.

3. That the design of the new dwelling be a two storey design with a gabled roof, covered front porch and garage to the rear of the streetscape which is keeping with the current character of the neighbourhood;

4. That the new construction use similar building materials and use design elements of the early Edwardian and Queen Anne periods, which are character defining elements of the neighbourhood;

5. The colour palette be a neutral colour from a heritage palette from a major paint company such as Benjamin Moore.

CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is approved with 5 conditions, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No.: B05/21

Property: 105 Allendale Road
Part of Lot 14 Beasley’s Broken Front Concession Being Parts 1, 2 and 3, Plan 58R-20094 City of Cambridge, Regional Municipality of Waterloo

Property Owner: Intermarket CAM Ltd.
Applicant: Peter Markine, Intermarket CAM Ltd.

Presentation
Using a Power Point presentation, Rachel Greene, Senior Planner, provided an overview of the minor variance application.

Delegations

1. Peter Markine from Intermarket CAM Ltd. was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: B05/21

DECISION: 105 Allendale

Part of Lot 14 Beasley’s Broken Front Concession Being Parts 1, 2 and 3, Plan 58R-20094 City of Cambridge, Regional Municipality of Waterloo

Moved By: Gerald Menezes
Seconded By: Frances Seward

be approved subject to the following conditions:

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<tr>
<th>No.</th>
<th>Condition</th>
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<tbody>
<tr>
<td>1</td>
<td>Prior to final approval, the owner/applicant submits a copy of the deposited reference plan indicating the boundaries of the parcels, any easements/rights-of-way and building locations, to the satisfaction of the Planning Services Division.</td>
</tr>
<tr>
<td>2</td>
<td>That prior to final approval, the owner/developer enter into agreements with all willing land owners who derive their domestic water supply from private wells within a 75m radius of the subject lands (Blocks 4 and 5 as shown on the Severance Sketch attached to the recommendation report for application B05/21) to monitor both quality and volume of water supply in the landowner’s wells for a period of two years from the issuance of the final building permit on lots or blocks entirely or partially within 75 m of the landowner’s well indicating that the owner/developer be responsible for any corrective action deemed necessary where monitoring indicates the proposed severance is causing unacceptable quality and/or volume of water supply impacts, to the satisfaction of the Community Development Department.</td>
</tr>
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</table>
| 3   | That the applicant agrees to dedicate Block 8 Open Space as shown on the Severance Sketch attached to the recommendation report for application B05/21 to }
the City of Cambridge at no cost and free of debris prior to final approval. The applicant shall provide a Phase 1 Environmental Site Assessment report to the City for blocks to be conveyed to the City to the satisfaction of the Property Services Division.

4 That the owner/developer enters into a development agreement with the City of Cambridge to acknowledge the need for a Cultural Heritage Impact Assessment for any proposed development on lands adjacent to the stone farmhouse at 215 Allendale Road to be determined for submission of a Site Plan application for the severed parcel to the satisfaction of the Senior Planner – Heritage.

5 That the Owner enters into a development agreement with the City of Cambridge to acknowledge the requirement for an easement across the retained parcel (Block 5) to be conveyed to the City of Cambridge to access Block 8 Open Space as shown on the Severance Sketch attached to the recommendation report for application B05/21 for maintenance purposes to be determined at Site Plan application stage to the satisfaction of the Planning Services Division.

6 That prior to final approval, the owner/developer submits a detailed Buffer Management Plan or Planting Plan (Enhancement Plan) prepared in accordance with the recommendations of the Cambridge IP Park Phase 2: Business Park Environmental Impact Study (Natural Resource Solutions Inc., February 2020) and Cambridge IP Park Phase 2: Business Park Environmental Impact Study Addendum (Natural Resource Solutions Inc., October 2020) to the satisfaction of the Planning Services Division and Region of Waterloo in consultation with the Grand River Conservation Authority.

7 The owner/developer will provide cost estimates in order to inform a security in a development agreement for implementation of the enhancement plan work prior to final approval.

8 The owner/developer will enter into a development agreement with the City of Cambridge prior to final approval to maintain the enhancement plan works during the Maintenance Period, address any deficiencies identified by the City following inspections, and provide As-Constructed drawings prior to the final Assumption Inspection. Following assumption, securities will be released by the City in accordance with the terms in the development agreement.

9 That prior to final approval, the owner/developer will provide a cost estimate for implementing the recommendations of the Cambridge IP Park Phase 2: Business Park Environmental Impact Study (Natural Resource Solutions Inc., February 2020) and Cambridge IP Park Phase 2: Business Park Environmental Impact Study Addendum (Natural Resource Solutions Inc., October 2020) to the Satisfaction of the Planning Services Division and Region of Waterloo in consultation with the Grand River Conservation Authority. The cost estimate will inform the security to be included in a Development Agreement.

10 That the owner/developer will enter into a development agreement with the City of Cambridge prior to final approval to provide a certification that the recommendations have been implemented and following a review and inspection by the City will address any deficiencies as identified prior to securities being released by the City.

11 That the Owner/Developer submits a pre-development monitoring report prior to final approval to the satisfaction of the Planning Services Division and Region of Waterloo in consultation with the Grand River Conservation Authority.
<table>
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<tr>
<th>12</th>
<th>That the owner/developer enters into a development agreement with the City of Cambridge to submit a during construction monitoring report following the completion of grading and a post-development monitoring report prepared in accordance with the recommendations of the Cambridge IP Park Phase 2: Business Park Environmental Impact Study (Natural Resource Solutions Inc., February 2020) and Cambridge IP Park Phase 2: Business Park Environmental Impact Study Addendum (Natural Resource Solutions Inc., October 2020). Securities will be released for the post-development monitoring report subject to the satisfaction of the City of Cambridge.</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>That the owner/developer enters into a development agreement with the City of Cambridge to install fencing to City Standards as per the approved fence plan where private property will abut future City-owned property. Securities for fencing are to be provided at the time of future Site Plan approval by the applicant. Securities will be released after City Inspection of the fence to the satisfaction of Parks Operations.</td>
</tr>
<tr>
<td>14</td>
<td>That the owner/developer provide confirmation of payment of outstanding taxes to the satisfaction of the Financial Services Division.</td>
</tr>
<tr>
<td>15</td>
<td>That all conditions must be fulfilled and the document for conveyance be presented with the required fee for signing on or before <strong>April 30, 2022</strong>, after which time this consent will lapse.</td>
</tr>
<tr>
<td>16</td>
<td>That prior to final approval, the owner/applicant submit the consent review fee of $350.00 per new lot created to the Region of Waterloo.</td>
</tr>
<tr>
<td>17</td>
<td>That Block 8 consisting of Core Environmental Feature and Buffer, as identified on the draft approved Plan of Subdivision 30T-18102 (by Intermarket CAM Limited in the City of Cambridge, File No. 0667A by MHBC Planning, dated November 16, 2020) be conveyed to the City of Cambridge for open space purposes (further referenced as “the Open Space block”). Prior to such conveyance, a draft reference plan identifying the Open Space block must be submitted to the Region for review and approval.</td>
</tr>
<tr>
<td>18</td>
<td>A detailed stormwater management plan and lot grading and drainage plan shall be submitted for the severed and retained lands. Further, that the Owner/Developer enters into a development agreement with the Regional Municipality of Waterloo and the City of Cambridge to submit, to the satisfaction of the Region and the City a detailed Stormwater Management Report for each business park block as part of a future Site Plan application. All infiltration galleries are to be oversized by 15% to account for decreased performance and/or disconnections in the future.</td>
</tr>
<tr>
<td>19</td>
<td>That the Owner/Applicant enters into a development agreement with the City of Cambridge to ensure that no clearing of vegetation on the severed and retained lands occur during the breeding bird season of March 31st to August 31st in compliance with the Migratory Birds Convention Act, unless it can be ascertained in writing by a qualified expert to the satisfaction of the Regional Municipality of Waterloo that no birds covered by the Act are observed to be breeding in or adjacent to the affected area.</td>
</tr>
<tr>
<td>20</td>
<td>That the Owner/Applicant enters into a development agreement with the City of Cambridge to ensure that no tree removal occur during the active season for bats, between the period of April 1st to September 30th, unless approval is granted by the Ministry of Environment, Conservation and Parks (MECP).</td>
</tr>
</tbody>
</table>
| 21 | That the Owner/Applicant submits a detailed Erosion and Sediment Control Plan to }
prevent sedimentation into the Open Space block to the satisfaction of the Regional Municipality of Waterloo.

22 That the owner/applicant enters into a development agreement with the City of Cambridge to implement the Erosion and Sediment Control Plan for the severed and retained lands as part of a future Site Plan application.

23 That the Owner/Applicant submits for the Open Space block to be conveyed to the City, a detailed Buffer Management Plan or Planting Plan (Enhancement Plan) prepared in accordance with the recommendations of the Cambridge IP Park Phase 2: Business Park Environmental Impact Study (Natural Resource Solutions Inc., February 2020) and Cambridge IP Park Phase 2: Business Park Environmental Impact Study Addendum (Natural Resource Solutions Inc., October 2020), to the satisfaction of the Regional Municipality of Waterloo and the City of Cambridge, in consultation with the Grand River Conservation Authority, and that the Owner/Developer enters into a development agreement with the City of Cambridge to implement the approved Plan.

24 That the Owner/Applicant submits a detailed Monitoring Plan for the Open Space block to be conveyed to the City as outlined in the Cambridge IP Park Phase 2: Business Park Environmental Impact Study (Natural Resource Solutions Inc., February 2020) and Cambridge IP Park Phase 2: Business Park Environmental Impact Study Addendum (Natural Resource Solutions Inc., October 2020), to the satisfaction of the Regional Municipality of Waterloo and the City of Cambridge, in consultation with the Grand River Conservation Authority, and enters into a development agreement with the City of Cambridge to implement the approved Plan.

25 That the Owner/Applicant prepares interpretive, educational signage which provides information about the natural heritage features contiguous to the severed and retained lands along with advice to avoid induced impacts, with sign content and location(s) to the satisfaction of the City of Cambridge and the Regional Municipality of Waterloo, AND enters into a development agreement with the City of Cambridge and/or Regional Municipality of Waterloo to install the signage at the time of a future Site Plan application for the severed and retained lands.

26 That the Owner/Applicant enters into a development agreement with the City of Cambridge and/or the Regional Municipality of Waterloo to ensure, as part of site plan approval, that any lighting to be installed on the severed and retained lands is directed away from the Open Space block.

27 That the Owner/Applicant enters into a development agreement with the City of Cambridge to complete, prior to site plan approval, a detailed Stationary Noise Study for the severed lot, if required, to assess potential stationary noise impacts from the future industrial use/operation on the adjacent residence and, if required, provide any necessary recommended mitigation measures, to the satisfaction of the Regional Municipality of Waterloo. If necessary, the Owner/Developer shall enter into a subsequent development agreement with the City of Cambridge to provide for implementation of the approved noise attenuation measures.

28 That the Owner/Applicant enters into a development agreement with the Regional Municipality of Waterloo and the City of Cambridge to complete and implement a Salt Management Plan for the severed and retained lands as part of a future Site Plan application.

29 That the Owner/Applicant enters into a development agreement with the Regional Municipality of Waterloo.
Municipality of Waterloo and the City of Cambridge to submit, to the satisfaction of the Region, a Spill Prevention, Management and Containment Plan as part of a future Site Plan application for the severed and retained lands where chemical storage is proposed to occur (including fuel storage and/or retail fuel storage).

30 That the Owner/Applicant enters into a development agreement with the Regional Municipality of Waterloo and the City of Cambridge to complete during- and post-construction monitoring, in accordance with the Groundwater Monitoring Program included in a letter entitled “Proposed Groundwater Monitoring Program for IP Park Phase 2 Lands, Cambridge, Ontario” prepared by EXP Services Inc. and dated October 28, 2020. Post-construction monitoring will be required for two years following 90% build-out.

31 That prior to final approval the owners or their agents submit detailed final Stormwater Management Report in accordance with the 2003 Ministry of the Environment Report entitled “Stormwater Management Planning and Design Manual” and the “East Side Lands (Stage 1) Master Environmental Servicing Plan” (December 2013), as well as in keeping with the IP Park Phase 2 Stormwater Management Report (exp Services Inc, August 25, 2020) to the satisfaction of the Development Engineering Division.

32 That the owner/developer enters into a development agreement with the City of Cambridge to include an appropriate warning clause for the severed block be provided explicitly indicating the block’s SWM requirements (including water quality, allowable discharge rates, and LID/infiltration requirements) in accordance with the approved IP Park Phase 2 Stormwater Management Report (exp Services Inc, August 25, 2020), be included in all offers of purchase and sale of all applicable blocks, to the satisfaction of the Development Engineering Division.

33 That the Owner/Developer enters into an agreement with the City of Cambridge to provide soil tests by certified geotechnical engineer that confirms the soil is suitable for water infiltration where infiltration galleries are proposed, and agrees to provide details for all proposed infiltration facilities (i.e. block level infiltration galleries, etc.) in order to achieve subdivision water balance requirements outlined in the IP Park Phase 2 Stormwater Management Report (exp Services Inc, August 25, 2020) to the satisfaction of the Director of Engineering.

34 That the Owner/Developer will pay the constructed cost of local services (local sanitary sewer accommodating flows from Block 1, 2, 3 and the severed block and storm sewer oversizing required to accommodate flows from Blocks 1, 2, 3 and the portion of the severed block contributing flows to the Intermarket Road storm sewer), utilities within Intermarket Road and towards the cost of oversizing of the IP Park Phase 2 SWM facility to accommodate the required detention storage for Blocks 1, 2 and the portion of the severed block that is designed to drain to the IP Park Phase 2 SWM facility. The method of determining the amounts that the owner/developer will be required to contribute shall be to the satisfaction of the Director of Engineering.

35 That in accordance with the IP Park Phase 2 Stormwater Management Report (exp Services Inc, August 25, 2020) a private storm sewer/drainage easement will be required as a portion of the severed block is required to drain via private sewer and overland through the adjacent IP Park Phase 2 Block (immediately to the south) in order to outlet to Pond 130 prior to final approval.

36 That in accordance with the IP Park Phase 2 Stormwater Management Report (exp Services Inc, August 25, 2020) a private storm sewer/drainage easement will be required as a portion of the severed block is required to drain via private sewer and overland through the adjacent IP Park Phase 2 Block (immediately to the south) in order to outlet to Pond 130 prior to final approval.
Services Inc, August 25, 2020) a private storm sewer/drainage easement will be required as a portion of the severed block is required to drain via private sewer and overland through the adjacent IP Park Phase 2 Block (immediately to the south) in order to outlet to Pond 130 prior to final approval.

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<tr>
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<tbody>
<tr>
<td>37</td>
<td>That prior to final approval the owner/developer provide a legal survey showing the existing property, existing easements, existing dwelling, existing hydro pole(s), anchors, secondary hydro wire-feed to the existing dwelling, proposed severance, proposed dwellings, proposed driveway, proposed electric plant to the satisfaction of Energy+ Inc. The survey must include dimensions. All easements (will be determined once satisfactory legal plan has been submitted) must be approved and registered at customer's cost.</td>
</tr>
<tr>
<td>38</td>
<td>That prior to final approval, the owner/developer provide Energy+ required easements for the hydro poles on the East side of Intermarket rd. Contact Energy+ for early consultation.</td>
</tr>
<tr>
<td>39</td>
<td>That prior to final approval, the applicable review fee of $430 is paid to the Grand River Conservation Authority.</td>
</tr>
<tr>
<td>40</td>
<td>That the owner/developer receive approval of a minor modification from the Region of Waterloo to remove the severed and retained land from the draft plan of subdivision 30T-18102 prior to final approval of consent application B05/21.</td>
</tr>
</tbody>
</table>

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant's oral comments, and delegate comments in relation to the application. Therefore, the application is approved with 40 conditions, as it is in the opinion of the Committee of Adjustment, that with the approved conditions, the application meets the criteria of Section 51(24) of the Planning Act to which all consent applications must adhere.

Committee Business

- Applicant for 148 Wheatland Drive withdrew appeal
- LPAT hearing for 16-20 George has been set for June 15, 2021.

Close of Meeting

Moved By: Frances Seward
Seconded By: Amal Charif

THAT the Committee of Adjustment Committee meeting does now adjourn at 7:36 p.m.

CARRIED
Don Drackley, Chair

Maria Skara, Recording Secretary
Committee Members in Attendance: Gerald Menezes, Amal Charif, Frances Seward, and Don Drackley, Chair.

Regrets: Sandi Nicholls

Staff Members in Attendance: Deanne Friess, Manager of Development Planning, Maria Skara, Recording Secretary, and Ayesh Lokumalage, IT Services

Meeting Called to Order

The regular meeting of the Committee of Adjustment of the City of Cambridge was held on Zoom and live streamed on the City of Cambridge YouTube channel. Don Drackley, Chair, welcomed the Committee and everyone present and called the meeting to order at 6:00 p.m. and the meeting adjourned at 8:36 p.m.

Disclosure of Interest:

N/A

Committee Business

Adoption of Committee Minutes

N/A

Notice

The Secretary-Treasurer provided the Committee Chair with sworn declarations of circulation for the applications being considered.

Applications

Application No.: A24/21

Property: 36 Greenbank Drive

PLAN 58M192 LOT 86
Committee of Adjustment  
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Property Owner: Lorne Shiaman & Michelle Heald
Applicant: Caliber Contracting

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary provided an overview of the minor variance application.

Delegations

1. Marc Chiarenza of Caliber Contracting, the agent, was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: A24/21

DECISION: 36 Greenbank Drive

PLAN 58M192 LOT 86

Moved By: Gerald Menezes
Seconded By: Frances Seward

That the applicants request for a minor variance from Zoning By-law 150-85 to permit the location of the required parking space in front of the regulatory building line (6m (19.68 ft.) from the front property line), whereas the by-law does not permit the required parking space to be located in front of the regulatory building line,

be approved with the following conditions:

1. That the minor variance be substantially in keeping with the plans submitted with the application, and

2. That no exterior alteration to the dwelling unit shall be made to indicate that it is to be used for any purpose other than a single detached dwelling unit to the satisfaction of the Planning Services Division.
CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No.: A28/21

Property: 404 Freure Drive
PLAN 58M-603 LOT 71

Property Owner: Ganesh Adhikari

Applicant: Tajinder Kainth

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Tajinder Kainth, agent, was present to speak to the application.
2. Ganesh Adhikari, home owner was present to speak to the application.
3. Lee, delegate was present to speak to the application. Has concerns with the accessory dwelling unit, it is a single family neighbourhood.
4. Barrie, delegate was present to speak to the application. Has concerns with the spacing between the units, located adjacent to property. Believe the side entrance will prohibit the access to the backyard.

No further persons come forward to speak to the minor variance application.

DECISION

Application No.: A28/21
DECISION: 404 Freure Drive
PLAN 58M-603 LOT 71

Moved By: Gerald Menezes
Seconded By: Frances Seward

That the applicants request for the minor variance from the Zoning By-law 150-85 to permit a minimum lot area of approximately 405 m² (4,359 ft²) whereas the by-law requires a minimum of 450 m² (4,843.00 ft²) for an accessory dwelling unit be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. The application is refused, as the Committee is of the opinion that the request to have an accessory unit with a lot of only 405 m² is not considered minor as it does not provide enough area for an accessory dwelling unit and does not meet two of the four tests. The Committee has been consistent within the R6 zone which has been further intensified, by reduced lots, reduced frontage, and reduced setbacks in an already high density neighbourhood. Adding a two-bedroom accessory unit only exacerbates the high density challenges within the neighbourhood.

Application No.: A29/21

Property: 21 Mill Creek
CON 12 PT LOT 7

Property Owner: Costa Jose Manuel Da & Costa Lyssa Ann Da

Applicant: Dennis Ashley, Strightlines For U

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations
1. Lyssa Da Costa, home owner was present to speak for the application.

No further persons came forward to speak to the minor variance application.

**DECISION**

**Application No.:** A29/21

**DECISION:** 21 Mill Creek Road

CON 12 PT LOT 7

Moved By: Gerald Menezes

Seconded By: Amal Charif

That the applicant’s request the following minor variances from Zoning By-law 150-85 to permit:

1. An accessory structure with a maximum height of 5.49m (18 ft.) whereas the by-law permits a maximum height of 4.5 m (14.76 ft.); and

2. An accessory structure with a second level with stairs whereas the by-law permits only one storey,

be refused.

**CARRIED**

**REASONS:**

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is refused, as the Committee is of the opinion that the request for a two storey detached garage is not maintaining a scale subordinate to the main dwelling. The Committee is of the opinion that the applicant should revise their plans to accommodate an addition.

**Application No.:** A30/21

Property: 1532 Eagle St N

PLAN 1364 LOT 16
Committee of Adjustment  
Thursday April 22, 2021  
Page 6

Property Owner: Palimar Investments Limited

Applicant: Pawel Wiecek

**Presentation**

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

**Delegations**

1. Paul (Pawel) Wiecek, the agent, was present to speak to the application.

No further persons came forward to speak to the minor variance application.

**DECISION**

**Application No.:** A30/21

**DECISION:** 1532 Eagle St N

PLAN 1364 LOT 16

Moved By: Gerald Menezes
Seconded By: Amal Charif

That the applicant’s request for a minor variance from Zoning By-law 150-85 to permit an extension to a legal non-conforming side-yard setback of 0 m (0 ft.)

be approved with the following conditions:

1. That the proposed addition be substantially in keeping with the plans submitted with the application.

2. That there be no new doors, windows, or other openings on the side of the dwelling with the reduced 0.6 m (1.9 ft.) side yard.

3. That the setback from the interior property line to the foundation and wall of the addition maintain a minimum of 0.6m (1.9ft).

4. That the shed that is encroaching into the neighbouring property be located on the subject property in compliance with the 0.6 m (1.9 ft.) accessory structure setbacks.

**CARRIED**
The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No.: A33/21

Property: 86 Chimney Hill Drive
PLAN 1457 LOT 41

Property Owner: Perry Wilbert Hagerman & Barbara Jane Graveline

Applicant: Perry Wilbert Hagerman & Barbara Jane Graveline

Presentation

Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Perry Hagerman and Barbara Graveline, the home owners, present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: A33/21

DECISION: 86 Chimney Hill Drive
PLAN 1457 LOT 41

Moved By: Gerald Menezes
Seconded By: Amal Charif
That the applicants request for a minor variance from Zoning By-law 150-85 to permit a maximum driveway width of 8.15 m (26.7 ft.) whereas the by-law permits a maximum driveway width of 7 m (22.9 ft.),

be deferred for a maximum of 60 days.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is deferred for a maximum of 60 days to give the applicant additional time to fully investigate other possible solutions that do not involve ripping out the existing driveway.

Application No.: A35/21

Property: 15 Main St
RPLAN 615 PT LOT 1 S MAIN ST; E WATER ST RP 67R1535 PART 2

Property Owner: Boardwalk Tower Inc.

Applicant: Boardwalk Tower Inc.

Presentation
Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Terry Polyak of Boardwalk Tower Inc, the property owner, was present to speak to the application.
2. Jesse French, the architect for the project, was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION
Application No.: A35/21

DECISION: 15 Main St
RPLAN 615 PT LOT 1 S MAIN ST; E WATER ST RP 67R1535
PART 2

Moved By: Gerald Menezes
Seconded By: Frances Seward

That the applicant’s request for the following minor variances from Zoning By-law 150-85 to permit:

1. A minimum frontage of 13.4 m (43.9 ft.) whereas the by-law requires a minimum of 30 m (98.4 ft.),
2. Density of 295 units/hectare, whereas the zoning by-law requires 250 units/hectare;
3. A minimum front yard of approximately 0 m (0 ft.) whereas the by-law requires a minimum of 4.5 m (14.7 ft.),
4. Minimum interior side-yard setbacks on east and west side of approximately 0 m (0 ft.) whereas the by-law requires a minimum of 6 m (19.6 ft.),
5. A minimum rear yard of 0 m (13.5 ft.) whereas the by-law requires a minimum of 6 m (19.6 ft.),
6. Zero planting strips whereas the by-law requires a minimum 3 m (9.8 ft.) planting strip adjacent to any residential or open space for commercial use,
7. Minimum landscaped open space of 0% whereas the by-law requires a minimum of 30%, and
8. Minimum amenity space of 0 m² (0 ft²) whereas the by-law requires 20 m² (215.28 ft²) per one bedroom unit.

be approved with the following conditions:

1. That the plans submitted with the variance application be substantially in keeping with the future site plan submission to the satisfaction of the Planning Services Division.
2. That prior to receiving support for this minor variance application, the Grand River
Conservation Authority (GRCA) requires that the applicant clearly address the applicable Special Policy Area floodplain policies of the City of Cambridge. More specifically, the applicant is required to provide geodetic elevations for the floor levels and elevation sketches for the proposed residential units.

3. That the owner/applicant pays the applicable Grand River Conservation Authority Plan Review Fee of $625.00.

CARRIED

REASONS:

The Committee considered staff’s recommendation, and the applicant’s oral comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Application No.: B06/21

Property: 150 Holiday Inn Drive

PLAN 907 PT LOT 6 PLAN 908; PT LOT 8 PT RESERVE LOT C

Property Owner: Plaza Holiday Inn Drive (Cambridge) Investments

Applicant: Oz Kemal, MHBC Planning

Presentation
Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Oz Kemal of MHBC Planning, the agent, was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: B06/21

DECISION: 150 Holiday Inn Drive
Moved By: Gerald Menezes
Seconded By: Frances Seward

That the applicant’s request to sever a commercial property to create a new parcel with an approximate lot area of 5,544.19 m² (59,677 ft²) and a frontage of 48.63 m (159.5 ft.) along Groh Avenue, and an access easement in favour of the severed parcel over the retained parcel,

be approved subject to the following conditions:

1. That prior to final approval, the owner/applicant submits a copy of the deposited reference plan indicating the boundaries of the parcels, any easements/rights-of-way and building locations, to the satisfaction of the Planning Services Division.

2. That prior to final approval, the owner/applicant submit the consent review fee of $350.00 to the Region of Waterloo.

3. That prior to final approval, the owner/applicant submit a Functional Servicing Report to the satisfaction of the Region of Waterloo.

4. That the applicant submits a spatial separation report to the satisfaction of the Building Division to verify that the requirements of the Ontario Building Code are met for the amount of unprotected opening area of the existing building permitted to face the new property line.

5. That the applicant verifies the location of any existing sanitary, storm and water services on the property to the satisfaction of the Building Division in order to confirm that no services will cross over any proposed property lines or are shared with any adjacent properties. Where services cross property lines easements and/or servicing agreements shall be registered on title.

6. That prior to final approval, the owner/applicant pay cash-in-lieu of parkland at 5% of the value of the severed land. The applicant shall provide an opinion of value from a qualified appraiser, to the satisfaction of Realty Services, in determining the value of the severed land.

7. Confirmation of payment of outstanding taxes to the satisfaction of the Financial Services Division.

8. That the above noted conditions must be fulfilled and the document for conveyance be presented with the required fee for signing on or before April 30, 2022, after which time this consent will lapse.

CARRIED
REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is approved with eight (8) conditions, as it is in the opinion of the Committee of Adjustment, that with the approved conditions, the application meets the criteria of Section 51(24) of the Planning Act to which all consent applications must adhere.

Application No.: B07/21

Property: 29 Crombie St
          PLAN 462 LOT 84 PT LOT 85

Property Owner: Elizabeth Holohan & Patrick Joseph Holohan

Applicant: Tajinder Kainth

Presentation
Using a Power Point presentation, Rachel Greene, Senior Planner, provided an overview of the minor variance application.

Delegations

1. Tajinder Kainth, agent was present to speak to the application.
2. Elizabeth Holohan, property owner was present to speak to the application.

No further persons came forward to speak to the minor variance application.

DECISION

Application No.: B07/21

DECISION: 29 Crombie St
          PLAN 462 LOT 84 PT LOT 85

Moved By: Gerald Menezes
Seconded By: Frances Seward

That the applicant’s request to sever a residential property to create a new parcel with an approximate lot area of 297 m² (3,196 ft²) and a frontage of 14.61 m (47.9 ft.) along Middleton Street,
be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is refused, as it is in the opinion of the Committee of Adjustment, that the proposed severance to create one new lot does not create a compatible and appropriate new residential lot and is not compatible with the existing neighbourhood.

DECISION

Application No.:  A31/21

DECISION:  29 Crombie St
PLAN 462 LOT 84 PT LOT 85

Moved by:  Gerald Menezes
Seconded by:  Frances Seward

That the applicant’s request for the following minor variances from Zoning By-law 150-85 for the retained parcel to permit:

1. A reduced corner lot area of 404 m² (4,348 ft².) whereas the by-law requires a minimum of 540 m² (5,812 ft²),

2. A reduced rear yard setback of 4.73 m (15.51 ft.) whereas the by-law requires a minimum of 7.5 m (24.6 ft.),

be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is refused, as it is in the opinion of the Committee of Adjustment, that the proposed minor variances are not compatible with the existing neighbourhood and do not meet the four tests under the Planning Act and therefore do not represent good planning.

DECISION
Application No.: A32/21

DECISION:  

29 Crombie St  
PLAN 462 LOT 84 PT LOT 85

Moved by: Gerald Menezes  
Seconded by: Frances Seward

That the applicant’s request for a minor variance from Zoning By-law 150-85 to permit a reduced lot area of 297 m² (3,196 ft²) whereas the by-law requires a minimum of 450 m² (4,843 ft²), be refused.

CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is refused, as it is in the opinion of the Committee of Adjustment, that the proposed minor variance is not compatible with the existing neighbourhood and does not meet the four tests under the Planning Act and therefore does not represent good planning.

Application No.: B08/21

Property: 39 Newman Dr  
PLAN 853 PT LOT 1 PT LOT 2

Property Owner: Liam Parrott & Mary Ryan

Applicant: Victor Labreche, IBI Group

Presentation  
Using a Power Point presentation, Maria Skara, Recording Secretary, provided an overview of the minor variance application.

Delegations

1. Victor Labreche from IBI Planning, the agent, was present to speak to the application and gave a presentation.
2. Charles Germann, delegate was present to speak to the application.
3. Tomasz and Izabella Olemski, delegates were present to speak to the application.

No further persons came forward to speak to the minor variance application.

**DECISION**

**Application No.: B08/21**

**DECISION:**

**39 Newman Drive**

PLAN 853 PT LOT 1 PT LOT 2

Moved By: Gerald Menezes
Seconded By: Amal Charif

That the applicant’s request to sever a residential property to create a new parcel with an approximate lot area of 851 m² (9,160 ft²) and a frontage of 18.17 m (59.6 ft.) along Newman Drive, be approved subject to the following conditions:

1. That prior to final approval, the owner/applicant submits a copy of the deposited reference plan indicating the boundaries of the parcels, any easements/rights-of-way and building locations, to the satisfaction of the Planning Services Division.

2. Approval of minor variance application A34/21.

3. That prior to final approval, the owner/applicant submit the consent review fee of $350.00 to the Region of Waterloo.

4. That the owner/applicant pays the applicable Grand River Conservation Authority Plan Review Fee of $1,105.00.

5. That the portion of the existing driveway and portion of the existing interlock brick patio located on the severed parcel are removed.

6. That the applicant submits a spatial separation report to the satisfaction of the Building Division to verify that the requirements of the Ontario Building Code are met for the
amount of unprotected opening area (or window area for single family dwellings) of the existing dwelling unit permitted to face the new property line.

7. That a servicing plan be prepared, to the satisfaction of City of Cambridge Development Engineering, detailing the location of the existing and proposed services for each lot.

8. That a grading plan be prepared, to the satisfaction of City of Cambridge Development Engineering, for the overall development, including proposed locations of roof leaders, rear yard catch basins (if required) and swales on both the severed and retained parcels.

9. That an access permit through Transportation Engineering will be required prior to the removal of, alteration to or construction of any new accesses.

10. That the owner/applicant submit a legal survey showing the existing property, existing easements, existing dwelling, existing hydro pole(s), anchors, secondary hydro wire-feed to the existing dwelling, proposed severance, proposed dwellings, proposed driveway, and proposed electric plant to the satisfaction of Energy+ Inc. The survey must include dimensions. All easements (will be determined once satisfactory legal plan has been submitted) must be approved and registered at customer's cost.

11. That all easements (will be determined once satisfactory legal plan has been submitted) must be approved and registered at customer's cost. Easement's will be required if the existing service cannot be relocated. Energy+ will need a survey showing the existing underground service to 39 Newman Dr for accurate easement location or relocation may be required.

12. That prior to final approval, the owner/applicant pay cash-in-lieu of parkland at 5% of the value of the severed land. The applicant shall provide an opinion of value from a qualified appraiser, to the satisfaction of Realty Services, in determining the value of the severed land.

13. Confirmation of payment of outstanding taxes to the satisfaction of the Financial Services Division.

14. That the above noted conditions must be fulfilled and the document for conveyance be presented with the required fee for signing on or before April 30, 2022, after which time this consent will lapse.
CARRIED

REASONS:

The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. Therefore, the application is approved with fourteen conditions, as it is in the opinion of the Committee of Adjustment, that with the approved conditions, the application meets the criteria of Section 51(24) of the Planning Act to which all consent applications must adhere.

DECISION

Application No.: A34/21

DECISION: 39 Newman Drive

PLAN 853 PT LOT 1 PT LOT 2

Moved by: Gerald Menezes

Seconded by: Amal Charif

That the applicant’s request for a minor variance from Zoning By-law 150-85 to permit a reduced frontage of 18.17 m (59.6 ft.) on the severed lot whereas the by-law requirement is 25 m (82 ft.),

be approved subject to the following conditions:

1. That the new dwelling be limited to a maximum of two storeys in building height,

2. That the minimum west side yard setback to a new dwelling on the severed parcel be a minimum of 2.4 m (7.87 ft.),

3. That the minimum front yard setback be 9 m (29.5 ft.) to a new dwelling on the severed parcel,

4. That the driveway to leading to a dwelling on the severed parcel be located on the east side of the new parcel

CARRIED

REASONS:
The Committee considered staff’s recommendation, the applicant’s oral comments, and delegate comments in relation to the application. The application is approved, as it is the opinion of the Committee of Adjustment, that the proposal meets the general intent of the Zoning By-law and Official Plan, is minor and will result in the appropriate development of the site.

Committee Business

N/A

Close of Meeting

Moved By: Frances Seward
Seconded By: Amal Charif

THAT the Committee of Adjustment Committee meeting does now adjourn at 8:36 p.m.

CARRIED

Don Drackley, Chair

Maria Skara, Recording Secretary
Recommendation(s)

THAT Report 21-145(IFS) re: Capital Projects Status and Forecast Update as of April 30, 2021 be received;

AND THAT the closure of capital projects identified to be closed in report 21-145(IFS) be approved;

AND THAT the capital forecast changes requiring approval under the Budget Control By-law as identified in report 21-145(IFS) be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in report 21-145(IFS) be approved.

Executive Summary

Purpose

- This report provides a summary of capital portfolio performance through April 30, 2021.

- As per the City’s Budget Control By-Law, Council is to be provided updates related to capital forecast and status twice a year.

Key Findings

As of April 30, 2021 there are 236 open projects. This includes:

- 177 active projects underway (Approved, In Progress, Delayed)
• 40 projects where work is substantially complete (In Maintenance, Project work complete)

• 18 projects ready for closure

• 1 project to be cancelled

Since 2017, the City of Cambridge has approved 371 capital projects with an original approved community investment of $266 million to maintain existing infrastructure and build new infrastructure. Of the projects approved in 2017, 2018, 2019, 2020, and 2021 the average percent complete for the portfolio of projects is 92%, 88%, 76%, 58% and 4%, respectively.

Based on current forecast (April 2021) the estimated cost to implement the approved 2017 - 2021 capital program is $259.5 million. This current forecast is 3.2% lower than the original approved budget.

**Financial Implications**

The forecast changes as reported in the Comments section resulted in transfers to and from reserve funds as well as changes to other sources of funding such as debenture and external recoveries. The funding impacts of the forecast changes are as follows:

• Overall net decrease of $809,365 in required funding.

• Net return of $1,747,040 to various reserve funds as shown in Appendix A

• Net increase of $1,194,558 in growth debt financing due to change in funding source for A/00150-10 Land Acquisition and additional funding requirement in A/00394-40 Dover St Pumping St Construction, as previously reported.

• Net decrease of $39,800 in tax supported debt financing in project A/00420-40 Preston Auditorium Expansion, as a result of transferring these funds to the Design Project A/00420-30 as reported in December 2020.

• Net increase of $90,000 in Provincial Grant funding for project A/01162-20 Technology Services Budget & Process Review.

• Net decrease of $307,083 in funding from external sources due to change in funding sources in A/00150-10 Land Acquisition, and additional external funding recognition in A/00202-10 P25 Radio Compliance, A/00215-40 Southeast Galt Sanitary & Watermain Growth Related, and A/00735-40 Newman Drive Sidewalk Installation
Background

The purpose of the capital investment program is to replace and maintain existing infrastructure and build new infrastructure required to support growth and intensification. Infrastructure built and maintained through the capital investment program supports and improves existing services provided by the City. Each year Council provides approval to fund a portfolio of projects, and reviews a nine-year forecast for future projects.

It is the mandate of the Project Management Office (PMO) to keep Cambridge’s management team and the project management community informed. This is achieved by providing a variety of regular updates ranging from monthly status of projects to an annual report on the organization’s progress at institutionalizing project management. Further, the PMO seeks to deliver successful capital projects by providing project management mentoring and coaching, and oversight for capital projects.

To enable project managers to operate efficiently and effectively while remaining accountable and transparent, the Budget Control By-Law (By-Law 152-14) identifies policies pertaining to budget control, including the requirement for status and forecast change updates to Council.

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.

Regular status reports provide an update on capital project status to Council and the community. This update is in addition to the project specific communication being provided to council by various project managers through the project life-cycle.

Comments

Status of Projects Deferred – Covid-19 Pandemic (May 2020)

In May of 2020, the capital project portfolio was reviewed and re-prioritized as a result of the Covid-19 pandemic and its impact to the City’s operations, staff and financial resources. At that time, 8 projects were cancelled and 24 projects were identified for deferral to Fall of 2020 or into 2021. Appendix B summarizes the current status of the deferred projects. Of the projects:
• 7 continue to be in Delayed status as work is planned for Summer/Fall of 2021 or later. In some cases technology projects are being delayed until priorities are further assessed.

• 2 were cancelled:
  o A/00429-10 Station Alerting System – the necessary work was completed through the P25 Radio Compliance project (A/00202-10).
  o A/00342-20 Digital Strategy Initiation – this scope of work needs to be reviewed and aligned with current Technology Services priorities. As appropriate, new projects will be included in the 2022 capital budget for consideration.

• The remaining 15 projects are in progress.

Ongoing impacts of Covid-19 Pandemic to Capital Projects

The ongoing pandemic is having effects on some projects of the capital portfolio. Notably some construction materials and products are difficult to obtain, or are more expensive than estimated in prior years. Also, many new health and safety and work protocols have been implemented to keep workers safe.

Facilities

In particular, the facilities portfolio has had three roof repair and replacement tenders come in considerably over the project budget. The projects were reported to Council June 8, 2021 and in each case staff recommended that project budgets be increased to accommodate completing the work in 2021. It is anticipated that construction costs will continue to escalate in the near future, and recent condition assessment information indicates that these roof sections are in very poor or poor condition. Delaying the work would compound the number of roof replacement projects in future years. The impacted projects are:

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Name</th>
<th>Original budget</th>
<th>Increase to budget</th>
<th>New approved budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00626-40</td>
<td>Queen’s Square Library Roof Project</td>
<td>$275,000</td>
<td>$340,000</td>
<td>$615,000</td>
</tr>
<tr>
<td>A/00982-40</td>
<td>Fire Hall Station 4 Replacement</td>
<td>$165,000</td>
<td>$133,667</td>
<td>$298,667</td>
</tr>
<tr>
<td>A/00459-40</td>
<td>Hespeler Arena – Roof Replacement, Rink 2</td>
<td>$827,000</td>
<td>$91,826</td>
<td>$918,826</td>
</tr>
</tbody>
</table>
It should be noted that increased costs for facility related construction projects may have an impact on the 2022 Capital Budget. City staff are working to update estimates for forecasted projects to obtain current cost information to support budget development.

**Road Reconstruction**

Interestingly, while the Covid-19 pandemic has resulted in several health and safety and work practice changes on large reconstruction projects, the City has not seen increased costs associated with road reconstruction projects. Average cost per kilometer in recent years based on tenders received are summarized below:

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of projects</th>
<th>Total length</th>
<th>Average cost/m of reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>6</td>
<td>2.86km</td>
<td>$4,042</td>
</tr>
<tr>
<td>2020</td>
<td>5</td>
<td>3.28km</td>
<td>$4,177</td>
</tr>
<tr>
<td>2021</td>
<td>4</td>
<td>2.24km</td>
<td>$4,046</td>
</tr>
</tbody>
</table>

This average is for standard road reconstruction projects and does not include the more complex projects (downtown projects etc.), watermain only replacements, unique site conditions (constrained access etc.), large infrastructure, or that are deemed to be higher risk.

**Status of Key Projects – as of May 2021**

**2021 Road and underground infrastructure construction**

Construction is underway on 8 City streets. Work on watermain rehabilitation and asphalt resurfacing is also underway.

Up to date information about project scope, construction schedule, current status and contact information for respective projects can be found on the Current Projects website at: [www.cambridge.ca/construction](http://www.cambridge.ca/construction)

**Regional Projects**

Regional reconstruction of King Street in Preston has restarted for the 2021 construction season and includes: reconstruction of underground infrastructure between Montrose Street and Bishop Street and completion of surface works (curb, sidewalk, asphalt, streetscaping) between Lowther Street and Bishop Street. Reconstruction of Dundas Street between Beverly Street and Elgin Street is underway. Work along
Coronation Boulevard to create a new water pressure zone within Cambridge has started, with the partial closure of Coronation Boulevard.

**Major Projects**

Recreation Complex – Site preparation and Servicing – A/00463-40, Design – A00463-30

Construction of Wesley Boulevard and Faith Street is underway which will provide access to the future site of the Recreation Complex.

A project governance structure for the Recreation Complex project has been established and the project team is preparing a Request for Proposal to retain a Project Management Firm to oversee the design and construction of the facility.

Preston Auditorium Expansion Design – A/00420-30

As directed by Council in May, 2021 staff are revisiting the conceptual design for improvements and expansion to the Preston Memorial Auditorium. Further user group engagement is planned for the immediate future.

Significant budget impacts to this project were reported to Council with the conceptual designs that were presented in May. Further public engagement has the potential to increase the budget impact. Staff will present a range of options for Council consideration and will attempt to mitigate the impact on the City’s debt capacity limit as permitted by the Province.

Fountain Street Soccer Facility Design – A/00471-30

Work continues on the site layout and design, as well as construction cost estimate development.

Advanced Metering Infrastructure (AMI) Implementation – A/00238-40

As of May 21, 2021, there are now approximately 28,150 residents and businesses transmitting water meter data on the City's network. The COVID-19 pandemic has continued to delay the installation schedule. COVID-19 restrictions have limited the ability to enter homes to complete the necessary water meter exchanges. With the current restrictions, outside Smart Point installations continue where no access to the inside water meter is required. With new health and safety protocols in place, customers are encouraged to book an appointment for in-home meter replacement.

Installations completed are as follows: Commercial (52%), West Galt (88%), Preston (88%), South Galt (76%), East Galt (65%), North Galt (43%), Hespeler (42%).
Trails, Active Transportation and Playgrounds

Recent staff turnover has resulted in a gap in Landscape Architecture and Active Transportation project advancement. The trails, active transportation and playground replacement portfolios encompass a large volume of very publicly visible work. Two seasoned staff members moved on to new roles within the City and are being replaced. A new Landscape Architect started with the City in early June, and will require time to become familiar with the portfolio of projects. Recruitment for a new Sustainable Transportation Coordinator is underway. Appendix C provides an update on the projects that are impacted by these staffing changes, a few of these projects were pushed to 2021 as a result of the Covid-19 pandemic project deferrals creating a workload bottleneck.

Portfolio Status – April 30, 2021

As of April 30, 2021 there are 236 open projects. This includes:

- 177 active projects underway (Approved, In Progress, Delayed)
- 40 projects where work is substantially complete (In Maintenance, Project work complete)
- 18 projects ready for closure
- 1 project to be cancelled

Appendix D: Capital Project Status Report provides detailed information for all active and substantially complete projects. The following graphic summarizes percent complete as reported by project managers, organized by project approval year.

Observations from this analysis include:

- As would be expected, projects from earlier approval years are closer to completion than more recent approval years.
- Most 2021 approved projects are in the early planning or procurement phase and little funding has been spent to date.
Budget Summary

Since the 2021 budget was approved in December 2020, one additional project has been approved for funding. Project A/01162-20 Technology Services Budget & Process Review was created and funded following award of $90,000 via the Audit and Accountability Fund, this is summarized in report 21-099(CRS).

Another project was also added to the 2020 list of approved projects, project A/01163-20 Consulting Services – Planning was approved by Closed Council in March of 2020 via report 20-097(CD). The project was created and funded in March 2021, as such this is the first time it is appearing in this report.

As noted above, as of April 30, 2021 there were 177 active projects in the early planning phase (approved status), in progress or delayed.

Since 2017, the City of Cambridge has approved $265.8M for community investments to maintain existing infrastructure and build new infrastructure. This includes capital projects approved during the annual capital budget process, as well as supplementary projects approved throughout the year, for a total of 371 capital projects approved over five years. Infrastructure built and maintained through the capital program supports and improves services provided by the City. Total approved capital projects by budget year are 85, 78, 79, 72 and 57 for the budget years 2017, 2018, 2019, 2020, and 2021 respectively.

The following graphic shows the average percent expended for the full project portfolio by approval year as of April 30, 2021. The dollar values in brackets provide the approved capital budget (as at Apr 30, 2021) by approval year (excludes forecast changes included in this report for approval).

Notes about active projects include:

- 2020 projects that are less than 25% complete include:
  - Recreation Complex and Preston Auditorium design. These are large multi-year design projects and will ramp up in 2021.
  - Dover Street Sanitary Pumping Station Construction. Construction commenced in April of 2021.
  - Several projects that were deferred in May of 2020 which are now getting underway.
Budget Comparison

The following chart illustrates approval year original budget and current forecast budget including the forecast changes proposed in this report. Based on the current forecast (April 2021) the estimated cost to implement the approved 2017 - 2021 capital program is $259.5 million. This current forecast is 3.2% lower than the original approved budget. By approval year, the current plan cost is 2.5% less, 12.6% less, 1.0% less, 3.6% less, and 3.5% more than original approved budgets for 2017, 2018, 2019, 2020, and 2021, respectively. Guidelines suggest that a variance of within +/- 5% of the approved budget is an indication of efficient budget estimates.

As illustrated in the chart below, according to the current forecast 59%, 69%, 76%, 71% and 100% of projects are expected to be completed within the original approved budget for the approval years 2017, 2018, 2019, 2020, and 2021. It should be noted that 2021 projects are in the early stages of planning and procurement and there will likely be fluctuation in this group of projects similar to other approval years as time passes.
Projects to be cancelled

There is one project to be cancelled in this reporting period. Project A/00437-20 Sanitary Sewer Model Calibration was funded in 2019, to complete model update and field calibration. Recent decisions regarding planning initiatives, such as the Light Rail Transit (LRT), Major Transit Station Areas (MTSA), and other large redevelopments need to be incorporated into sanitary sewer modeling. This work will support next the Sanitary Master Plan update. Model update and calibration work will be re-budgeted in 2022 with appropriate scope of work and cost estimate.

Ready for Financial Close

There are a total of 18 projects to be closed during this reporting period with a net savings of $478,806. For these projects:

- 16 projects were completed below previous forecast amounts. A total of $480,399 is being returned to reserves and reserve funds from these projects that were completed within budget. Construction efficiencies, receipts of grants, savings realized for provisional items and contingency allowed for the projects to be completed under budget.

- 2 projects require Council approval to draw additional funds from reserve funds as per the Budget Control By-Law.
<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost</th>
<th>Over / (Under)</th>
<th>Funding Source / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00356-40 18G005 Fire Hall Infrastruct Station 1 (18G005)</td>
<td>350,000</td>
<td>326,900</td>
<td>327,189</td>
<td>289</td>
<td>Previously closed project with new transaction. Draw $290 from Facility Mtce RF and close project.</td>
</tr>
<tr>
<td>A/00688-30 Historic City Hall Belfry Restoration Design - Phase I</td>
<td>50,000</td>
<td>50,000</td>
<td>51,304</td>
<td>1,304</td>
<td>Draw $1304 from Cap Works RF and close this project</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,593</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Overspending</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost</th>
<th>Over / (Under)</th>
<th>Funding Source / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00102-42 Old Post Office - Snow Guards</td>
<td></td>
<td>85,000</td>
<td>75,409</td>
<td>(9,591)</td>
<td>Return $9,591 to Facility Mtce RF and close out project.</td>
</tr>
<tr>
<td>A/00107-50 New Financial System (15F004)</td>
<td>6,500,000</td>
<td>9,350,000</td>
<td>9,345,165</td>
<td>(4,835)</td>
<td>Return $4,835 to Cap Works RF and close this project</td>
</tr>
<tr>
<td>A/00257-40 Pumping Station Security Access Control (15Y009)</td>
<td>100,000</td>
<td>100,000</td>
<td>62,397</td>
<td>(37,603)</td>
<td>Return $37,603 to Wastewater Reserve and close project</td>
</tr>
<tr>
<td>A/00304-30 EAST SIDE LANDS 3401 STAGE 1 LANDS PUMPI (17S014)</td>
<td>100,000</td>
<td>327,211</td>
<td>303,472</td>
<td>(23,739)</td>
<td>Return $23,739 to DC Wastewater RF and close this project</td>
</tr>
<tr>
<td>A/00311-40 Sports Facility Infra Rev (18K007)</td>
<td>389,700</td>
<td>389,700</td>
<td>381,530</td>
<td>(8,170)</td>
<td>Return $8,170 to Gas Tax RF to close this project</td>
</tr>
<tr>
<td>A/00339-10 18F055 Rep. Equip. Crew Cab Truck (18F055)</td>
<td>57,600</td>
<td>57,600</td>
<td>56,090</td>
<td>(1,510)</td>
<td>Return $1,510 to Equip RF and close this project</td>
</tr>
<tr>
<td>A/00344-40 18F067 Security &amp; Monitoring Enhancement (18F067)</td>
<td>174,000</td>
<td>176,725</td>
<td>176,440</td>
<td>(285)</td>
<td>Previously Closed project with a new credit invoice. Return $285 to Cap Works RF and close project</td>
</tr>
<tr>
<td>A/00370-40 W.G.Johnson Roof Replacement (18H016)</td>
<td>90,000</td>
<td>90,000</td>
<td>14,799</td>
<td>(75,201)</td>
<td>Return $75,201 to Facility Mtce RF and close project</td>
</tr>
<tr>
<td>A/00382-10 18R003 Library Computer Equipment (18R003)</td>
<td>203,000</td>
<td>203,000</td>
<td>198,292</td>
<td>(4,708)</td>
<td>Return $4,708 to Cap works RF to close this project</td>
</tr>
<tr>
<td>A/00390-40 Main Street Streetscaping (19C023)</td>
<td>2,920,000</td>
<td>2,454,697</td>
<td>2,454,697</td>
<td></td>
<td>Reduce $30 in External Recovery and Draw $30 from Wastewater RF to close this project. Previously closed in December forecast correction</td>
</tr>
</tbody>
</table>
Forecast Changes Requiring Approval

Under the Budget Control By-Law 152-14, if the project is anticipated to have an overage exceeding the lesser of 10% or $250,000 then that additional spending requires Council approval. Additionally, when funds are required to be drawn from a reserve or reserve fund, this draw requires Council approval.

There are four forecast changes for this reporting period that require approval due to the need for additional funding from reserves. Forecast change(s) requiring approval are itemized in the following table, as detailed in the Status of Project Changes section above.

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost</th>
<th>Over / (Under)</th>
<th>Funding Source / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00424-40 Fire Station #3 - Roof Replacement (19H009)</td>
<td>150,000</td>
<td>150,000</td>
<td>115,411</td>
<td>(34,589)</td>
<td>Return $34,589 to Facility Mtce RF and close this project</td>
</tr>
<tr>
<td>A/00475-10 LIBRARY MATERIALS (20R001)</td>
<td>105,000</td>
<td>105,000</td>
<td>105,000</td>
<td>-</td>
<td>Project complete, no forecast change required to close this project</td>
</tr>
<tr>
<td>A/00681-40 Hespeler Arena Entrance Improvement</td>
<td>150,000</td>
<td>150,000</td>
<td>98,158</td>
<td>(51,842)</td>
<td>Return $51,842 to Cap Works RF and close out this project</td>
</tr>
<tr>
<td>A/00691-40 Elgin St Storage Building Air Exhaust System</td>
<td>100,000</td>
<td>118,372</td>
<td>108,859</td>
<td>(9,513)</td>
<td>Return $9,513 to Cap Works RF and close project</td>
</tr>
<tr>
<td>A/00696-40 Historic City Hall Restoration - Phase II</td>
<td>490,000</td>
<td>429,428</td>
<td>428,430</td>
<td>(998)</td>
<td>Return $998 to Facility Mtce RF and close project</td>
</tr>
<tr>
<td>A/00753-40 Burnett Sanitary Pumping Station</td>
<td>433,700</td>
<td>433,700</td>
<td>215,885</td>
<td>(217,815)</td>
<td>Return $217,815 to Wastewater RF and close project</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(480,399)</strong></td>
<td><strong>Underspending</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Project forecast changes requiring Council approval

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost To December 2020</th>
<th>Forecast Increase / (Decrease)</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00064-30 INFRASTRUCTURE DESIGN (16C017)</td>
<td>750,000</td>
<td>967,292</td>
<td>829,385</td>
<td>75,000</td>
<td>Draw $22,694 from Cap Works RF, Draw $26,056 from Wastewater RF, and Draw $26,250 from Water RF, due to Elgin St North needing design updates and additional public consultation.</td>
</tr>
<tr>
<td>A/00215-40 SE Galt San &amp; W/M Grth Related (09S005)</td>
<td>650,000</td>
<td>448,445</td>
<td>420,451</td>
<td>172,608</td>
<td>Recognize additional $172,608 in revenue from Greengate subdivision to complete remaining work of this project.</td>
</tr>
<tr>
<td>A/00490-30 Infrastructure Design (2021)</td>
<td>250,000</td>
<td>250,000</td>
<td>-</td>
<td>80,000</td>
<td>Draw $24,320 from Cap Works RF, Draw $27,840 from Wastewater RF, and Draw $27,840 from Water RF. Forecast increase is due to O.Reg 406 requiring additional geotechnical and environmental testing. Overall net draw of $30K from reserves and remaining $50K is reallocated from reduction in A/00389-30 Infrastructure Design (2019).</td>
</tr>
<tr>
<td>A/00947-20 Rates &amp; Fees Study (2020)</td>
<td>100,000</td>
<td>100,000</td>
<td>86,850</td>
<td>18,000</td>
<td>Draw $18,000 from CWRF due to project delays as a result of COVID19 Pandemic</td>
</tr>
</tbody>
</table>

### Forecast Changes Not Requiring Approval

During this reporting period, there were 13 forecast changes made within the limits of staff delegated authority under the Budget Control By-law. These are reported for information only and do not require Council approval.

Additionally, during the reporting period 7 forecast changes were made through separate reports to Council. These are included in this report for information only, in support of financial transparency by consolidating all forecast change impacts to reserve funds during the reporting period.

These forecast changes not requiring approval and previously approved by Council are returning total funds of $562,167 and are reported in Appendix E.

### Existing Policy/By-Law

The Budget Control By-Law 152-14 provides necessary guidelines to ensure accountability and controls for the financial management of the city. The By-Law includes Capital budget financial controls.
Financial Impact

The forecast changes as reported in the Comments section result in transfers to and from reserve and reserve funds as well as changes to other sources of funding such as debenture and external recoveries. The funding impacts of the forecast changes are as follows:

Overall net decrease of $809,365 in required funding.

- Net return of $1,747,040 to various reserve funds as shown in Appendix A
- Net increase of $1,194,558 in growth debt financing due to change in funding source for A/00150-10 Land Acquisition and additional funding requirement in A/00394-40 Dover St Pumping St Construction, as previously reported.
- Net decrease of $39,800 in tax supported debt financing in project A/00420-40 Preston Auditorium Expansion, as a result of transferring these funds to the Design Project A/00420-30 as reported in December 2020.
- Net increase of $90,000 in Provincial Grant funding for project A/01162-20 Technology Services Budget & Process Review.
- Net decrease of $307,083 in funding from external sources due to change in funding sources in A/00150-10 Land Acquisition, and additional external funding recognition in A/00202-10 P25 Radio Compliance, A/00215-40 SE Galt San & W/M Growth Relate, and A/00735-40 Newman Drive Sidewalk Installation

Public Input

No public input was sought in the preparation of this report. Report posted publicly as part of the report process.

Internal/External Consultation

This report is prepared using information provided by respective project managers through the project management software. The PMO Analyst and Budget Analysts meet regularly with project managers to review the status of their projects and to provide mentoring and coaching.

The PMO provides the Capital Project Status Report to the members of the Corporate Leadership Team and Senior Management Team on a monthly basis.
Conclusion

This report provides a summary of capital portfolio performance through April 30, 2021. After closing of 18 projects and cancellation of 1 project, the current capital project portfolio includes 217 ongoing projects. Of the projects approved in 2017, 2018, 2019, 2020, and 2021, the work for 92%, 88%, 76%, 58% and 4% is complete, respectively. Forecast changes are reported in accordance with the Budget Control By-law, and result in transfers to and from reserve funds as well as changes to other sources of funding such as debenture and external recoveries.

Signature

Division Approval

Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval

Name: Dave Bush
Title: Deputy City Manager, Corporate Services

Name: Yogesh Shah,
Title: Deputy City Manager, Infrastructure Services
City Manager Approval

Name:  David Calder
Title:  City Manager

Attachments

- Appendix A – Impact to Capital Reserve Funds
- Appendix C – Trails, Active Transportation and Playground Projects
- Appendix D – Capital Project Status Report as of April 30, 2021
- Appendix E – Forecast Changes Not Requiring Approval
<table>
<thead>
<tr>
<th>Reserve Fund</th>
<th>Actual Current Balance as of April 30, 2021</th>
<th>Committed to Capital Projects</th>
<th>Uncommitted Balance</th>
<th>Forecast Change Impact</th>
<th>Revised Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Works Reserve Fund</td>
<td>$2,980,353</td>
<td>$</td>
<td>$2,980,353</td>
<td>$836,003</td>
<td>$3,816,356</td>
</tr>
<tr>
<td>Wastewater Capital Reserve Fund</td>
<td>$8,890,211</td>
<td>$</td>
<td>$8,890,211</td>
<td>$(13,554)</td>
<td>$8,876,657</td>
</tr>
<tr>
<td>Water System Capital Reserve Fund</td>
<td>$15,587,536</td>
<td>$</td>
<td>$15,587,536</td>
<td>$240,339</td>
<td>$15,827,875</td>
</tr>
<tr>
<td>Equipment Reserve Fund</td>
<td>$5,259,026</td>
<td>$</td>
<td>$5,259,026</td>
<td>$1,510</td>
<td>$5,260,536</td>
</tr>
<tr>
<td>Facility Mtce RF</td>
<td>$3,063,602</td>
<td>$</td>
<td>$3,063,602</td>
<td>$(261,234)</td>
<td>$2,802,368</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$8,754,839</td>
<td>$</td>
<td>$8,754,839</td>
<td>$333,231</td>
<td>$9,088,070</td>
</tr>
<tr>
<td>Gas Tax Reserve Fund</td>
<td>$4,407,278</td>
<td>$(7,694,057)</td>
<td>$(3,286,779)</td>
<td>$473,006</td>
<td>$(2,813,773)</td>
</tr>
<tr>
<td>Development Charges-San. Sewer</td>
<td>$(5,663,148)</td>
<td>$(2,311,520)</td>
<td>$(7,974,668)</td>
<td>$23,739</td>
<td>$(7,950,929)</td>
</tr>
<tr>
<td>Development Charges-Studies</td>
<td>$1,448,210</td>
<td>$(870,950)</td>
<td>$577,260</td>
<td>$114,000</td>
<td>$691,260</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$44,727,906</strong></td>
<td><strong>$(10,876,527)</strong></td>
<td><strong>$33,851,379</strong></td>
<td><strong>$1,747,040</strong></td>
<td><strong>$35,598,419</strong></td>
</tr>
</tbody>
</table>
## Appendix B
### Status of Projects Deferred – Covid-19 Pandemic (May 2020)

<table>
<thead>
<tr>
<th>Project Id</th>
<th>Project Name</th>
<th>Comments for Council Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00186-40</td>
<td>Neighbourhood Park Dev - Limerick</td>
<td>Park grading was completed in December 2020. Topographic survey has been ordered, design to commence following receipt of survey.</td>
</tr>
<tr>
<td>A/00276-20</td>
<td>Asset Life Cycle Planning Tool Expansion</td>
<td>Work underway on Request for Information to collect market information on alternative asset renewal systems May - July 2021 Decision support implementation delayed to Fall 2021</td>
</tr>
<tr>
<td>A/00342-20</td>
<td>Digital Strategy Initiation</td>
<td>Cancelled. To be reassessed and appropriate projects put into 2022 capital budget.</td>
</tr>
<tr>
<td>A/00429-10</td>
<td>Station Alerting System</td>
<td>Project cancelled as scope of work was encompassed in P25 Radio Compliance project.</td>
</tr>
<tr>
<td>A/00468-40</td>
<td>Gail St Park - Playground Replacement</td>
<td>Design to be completed fall 2021.</td>
</tr>
<tr>
<td>A/00470-40</td>
<td>Northview Heights Lookout - Playground</td>
<td>Design to be completed fall 2021.</td>
</tr>
<tr>
<td>A/00476-10</td>
<td>Library Computer Equipment</td>
<td>Project planning underway</td>
</tr>
<tr>
<td>A/00479-10</td>
<td>Library Website Upgrade</td>
<td>Needs assessment underway</td>
</tr>
<tr>
<td>A/00626-40</td>
<td>Library Roof Replacement - QS 1968</td>
<td>Tenders received, working to procure roof and skylight replacement.</td>
</tr>
<tr>
<td>A/00669-40</td>
<td>Old Mill Road Culvert Rehabilitation</td>
<td>Work underway to finalizing Agreement with subject property owners and Complete design work and construction by Summer 2021.</td>
</tr>
<tr>
<td>A/00690-40</td>
<td>Security Cameras Phase 3</td>
<td>Procurement process underway.</td>
</tr>
<tr>
<td>A/00695-40</td>
<td>Gore Fountain</td>
<td>Work underway.</td>
</tr>
<tr>
<td>A/00735-40</td>
<td>Newman Drive Sidewalk Installation</td>
<td>Detailed design in Spring and construction Summer 2021.</td>
</tr>
<tr>
<td>Code</td>
<td>Project Title</td>
<td>Status</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>A/00739-20</td>
<td>Galt Core Heritage Conservation District</td>
<td>Work underway, expect to present draft study to Council in July 2021</td>
</tr>
<tr>
<td>A/00788-40</td>
<td>ActiveNet Roadmap Implementation 2019</td>
<td>Assessment ongoing for other ActiveNET opportunities. This will be part of a long term ActiveNET plan.</td>
</tr>
<tr>
<td>A/00796-40</td>
<td>Fire Technology Strategy Implementation</td>
<td>Short and long term priorities have been established and work has started.</td>
</tr>
<tr>
<td>A/00797-40</td>
<td>GIS Strategy implementation 2019</td>
<td>Work has restarted with Fire Department and Planning Division.</td>
</tr>
<tr>
<td>A/00861-20</td>
<td>Parkland Strategy</td>
<td>Request for Proposal in development.</td>
</tr>
<tr>
<td>A/00866-40</td>
<td>Special Event Public Safety Barricades</td>
<td>Procurement process underway.</td>
</tr>
<tr>
<td>A/00949-40</td>
<td>DDC &amp; Arts Centre Roof &amp; Heritage</td>
<td>Tender awarded, construction to commence in Spring 2021.</td>
</tr>
<tr>
<td>A/01001-40</td>
<td>City-Wide Maximo Implementation 2020</td>
<td>Assessment ongoing for future Maximo work, including investigation of Maximo work management for operations.</td>
</tr>
<tr>
<td>A/01015-30</td>
<td>Outdoor Pool Infrastructure</td>
<td>Work is underway.</td>
</tr>
<tr>
<td>A/01030-20</td>
<td>Milling Rd Conceptual Development</td>
<td>Work underway to revise and finish conceptual designs, complete draft streetscape and urban design guidelines package, and present at Public Information Centre.</td>
</tr>
</tbody>
</table>
### Trails, Active transportation and Playground Projects

<table>
<thead>
<tr>
<th>Project Id</th>
<th>Project Name</th>
<th>Comments for Council Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00002-30</td>
<td>Hespeler Trail Project - Queen to Guelph</td>
<td>Design of the trail is 60% complete, next step is to complete public consultation. This work is on hold until Sustainable Transportation Coordinator vacancy is filled.</td>
</tr>
<tr>
<td>A/00384-41</td>
<td>Dunbar Rd Active Transportation Phase 1</td>
<td>Project under construction, 80% complete. Reassigned within Transportation Engineering.</td>
</tr>
<tr>
<td>A/00465-40</td>
<td>Multi-Use Trail Development (2020)</td>
<td>Work will progress once new Landscape Architect is up to speed.</td>
</tr>
<tr>
<td>A/00762-40</td>
<td>Trail Bridge Replace - Riverside Park</td>
<td>Design is complete, tender issuance is awaiting contract Landscape Architect backfill assignment.</td>
</tr>
<tr>
<td>A/01112-40</td>
<td>Trail Develop - South Point Phase 1</td>
<td>This work is developer dependent. Current staff resource limitations due to project volume risk delaying project.</td>
</tr>
<tr>
<td>A/01130-30</td>
<td>Trail Bridge Design 1</td>
<td>Project is delayed due to staff resource limitations.</td>
</tr>
<tr>
<td>A/00180-40</td>
<td>Neighbourhood Park Dev - Chrisview</td>
<td>Substantially complete.</td>
</tr>
<tr>
<td>A/00464-40</td>
<td>Neighbourhood Park Dev - Highland Ridge</td>
<td>Installation planned for summer 2021, dependent on contractor scheduling, and available staff resources for contract administration and inspection.</td>
</tr>
<tr>
<td>A/00468-40</td>
<td>Gail St Park - Playground</td>
<td>Project delayed due to staff resource limitations. Design commencement potentially</td>
</tr>
<tr>
<td>Project Code</td>
<td>Project Description</td>
<td>Status</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>A/00470-40</td>
<td>Northview Heights Lookout - Playground</td>
<td>Project delayed due to staff resources. Design commencement potentially in Fall 2021 depending on available staff resources.</td>
</tr>
<tr>
<td>A/00503-40</td>
<td>Playground Replacement - Lincoln Park</td>
<td>Project delayed due to staff resources. Design commencement potentially in Fall 2021 depending on available staff resources.</td>
</tr>
<tr>
<td>A/00186-40</td>
<td>Limerick Park Design and Construction</td>
<td>Project delayed due to staff resources. Design commencement potentially in Fall 2021 depending on available staff resources.</td>
</tr>
<tr>
<td>A/00683-30</td>
<td>Mill Race Amphitheatre Consult &amp; Design</td>
<td>Project on hold. Design work will progress once contract Landscape Architect is up to speed. Bookings for 2022 have been cancelled to allow for construction which is a project risk.</td>
</tr>
</tbody>
</table>

Cemetery Projects

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Project Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00504-40</td>
<td>Parklawn Cemetery – Scattering Garden</td>
<td>Design is complete, tender issuance is awaiting contract Landscape Architect backfill assignment</td>
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</tbody>
</table>
### Cemetery

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
<th>Project Manager</th>
<th>Work Completed</th>
<th>Project Status</th>
<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00425-40 - Cemetery Improvements</td>
<td>Community Improvement</td>
<td>Shane Taylor</td>
<td>All project work completed. Maintenance period to end May 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Apr-2019 to May-2021</td>
<td>$396,515.00</td>
<td>$8,393.09</td>
</tr>
<tr>
<td>A/00473-40 - Mount View Columbarium (2020)</td>
<td>Community Improvement</td>
<td>Shane Taylor</td>
<td>Units were installed November 11, 2020. 1-year warranty inspection to take place early November 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Mar-2020 to Nov-2021</td>
<td>$130,000.00</td>
<td>$19,392.00</td>
</tr>
</tbody>
</table>

**Cemetery:**

- Work completed: $526,515.00
- Unexpended: $27,785.09

### Development Engineering

<table>
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<tr>
<th>Project Id - Project Name</th>
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<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00009-40 - Reg Pj Back to River 1555 Fountain St</td>
<td>Reconstruction</td>
<td>Sarah Austin</td>
<td>Surface asphalt has been completed.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Jun-2016 to Dec-2020</td>
<td>$1,450,000.00</td>
<td>$323,902.62</td>
</tr>
<tr>
<td>A/00215-40 - SE Galt San &amp; W/M Grth Related</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Balance of Phase 4 &amp; Phase 5 cost sharing items have been paid with the exception of the future Wesley Boulevard extension to the Bosdale Subdivision. This remaining work is to be complete in 2021.</td>
<td>In maintenance</td>
<td>95%</td>
<td>Jan-2017 to May-2021</td>
<td>$448,445.00</td>
<td>$30,003.48</td>
</tr>
<tr>
<td>A/00221-40 - SE Galt 2102 Infra Upsize Wesley Blvd, F</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Draft Plan Approval has been received. Cost Sharing Agreement has been executed and pre-servicing agreement executed. Servicing work to commence in late 2020 and continue in 2021.</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$3,806,157.00</td>
<td>$3,718,257.03</td>
</tr>
<tr>
<td>A/00225-30 - SE Galt 3236 Dundas St Water Gravity Sew</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>GM Blueplan has working through approvals with MTO and GRCA.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-2017 to Dec-2021</td>
<td>$1,080,600.00</td>
<td>$1,080,600.00</td>
</tr>
<tr>
<td>A/00226-40 - East Side 3134 San Pump Station Royal Oak</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Most minor deficiencies have been addressed. Still awaiting MOE approval of RSC.</td>
<td>In maintenance</td>
<td>98%</td>
<td>Jan-2017 to Apr-2021</td>
<td>$10,471,338.00</td>
<td>$274,447.44</td>
</tr>
<tr>
<td>A/00304-30 - East Side Stage 1 Pump Station Design</td>
<td>Design</td>
<td>Alex Nichols</td>
<td>Negotiating extras and awaiting final invoice from consultant.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Feb-2018 to Oct-2020</td>
<td>$327,211.00</td>
<td>$124,167.19</td>
</tr>
<tr>
<td>A/00305-30 - SE Galt 3237 Dundas St PS, FM &amp; WM</td>
<td>Design</td>
<td>Adam Ripper</td>
<td>Subdivision approvals are working towards a pre-servicing agreement. 90% design submission has been made for the pumping station.</td>
<td>In progress</td>
<td>20%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>A/00326-30 - 18C042 Dover St Pumping Station Design</td>
<td>Design</td>
<td>Alex Nichols</td>
<td>Tender documents complete.</td>
<td>In progress</td>
<td>100%</td>
<td>Mar-2019 to Nov-2020</td>
<td>$300,000.00</td>
<td>$26,115.82</td>
</tr>
<tr>
<td>A/00393-40 - Region-Dundas St –Ph1 (Shade-Briercrest)</td>
<td>Reconstruction</td>
<td>Adam Ripper</td>
<td>2020 Phase 1A and Phase 1B construction work has been completed. Phase 2 work (from Lowell St to Shade St) to commence in spring 2021.</td>
<td>In progress</td>
<td>50%</td>
<td>Apr-2020 to Dec-2021</td>
<td>$3,002,200.00</td>
<td>$1,584,445.95</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>Project Status</td>
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</tr>
<tr>
<td>A/00394-40 - Dover Street PS - Construction</td>
<td>Renewal</td>
<td>Alex Nichols</td>
<td>Construction yet to begin.</td>
<td>Approved</td>
<td>0%</td>
<td>Nov-2020 to Nov-2021</td>
<td>$4,080,000.00</td>
<td>$4,080,000.00</td>
</tr>
<tr>
<td>A/00431-30 - East side EW and NS Collector Rd Design</td>
<td>Design</td>
<td>Alex Nichols</td>
<td>Design continues for EW Road and a submission has been made to CP for the grade separated rail crossing.</td>
<td>In progress</td>
<td>80%</td>
<td>Sep-2018 to Feb-2021</td>
<td>$1,265,000.00</td>
<td>$228,996.30</td>
</tr>
<tr>
<td>A/00431-40 - East Side EW Collector Rd</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction has yet to begin.</td>
<td>Delayed</td>
<td>0%</td>
<td>Mar-2021 to Oct-2021</td>
<td>$2,692,000.00</td>
<td>$2,692,000.00</td>
</tr>
<tr>
<td>A/00432-40 - East Side NS Collector (EW Rd-Allendale)</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Municipal servicing and road construction (curb and base asphalt) complete north of the creek, with construction of the creek crossing underway.</td>
<td>In progress</td>
<td>55%</td>
<td>Sep-2019 to Jun-2021</td>
<td>$13,502,374.00</td>
<td>$6,725,423.19</td>
</tr>
<tr>
<td>A/00433-40 - EastSide Stage 1 Interim SPS - Construct</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction continues on the pumping station (T2019-60)</td>
<td>In progress</td>
<td>80%</td>
<td>Sep-2019 to Nov-2020</td>
<td>$3,978,000.00</td>
<td>$1,252,239.97</td>
</tr>
<tr>
<td>A/00437-20 - Sanitary Sewer Model Calibration</td>
<td>Study</td>
<td>Sarah Austin</td>
<td>Preparation of a Terms of Reference has begun.</td>
<td>In progress</td>
<td>1%</td>
<td>Mar-2020 to Sep-2021</td>
<td>$114,000.00</td>
<td>$114,000.00</td>
</tr>
<tr>
<td>A/00449-40 - East Side Allendale Rd (Fountain St-NS)</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction is underway on installation of sanitary and storm sewers.</td>
<td>In progress</td>
<td>10%</td>
<td>Oct-2020 to Jul-2021</td>
<td>$5,945,182.00</td>
<td>$5,484,637.22</td>
</tr>
<tr>
<td>A/00879-30 - CamWest - Blenheim Road Design</td>
<td>Design</td>
<td>Alex Nichols</td>
<td>Design of railway crossing is being reviewed for approval by CP. The Developers have closed tenders for road construction.</td>
<td>In progress</td>
<td>90%</td>
<td>Sep-2019 to Nov-2020</td>
<td>$1,051,600.00</td>
<td>$1,051,600.00</td>
</tr>
<tr>
<td>A/00736-40 - Radford Road Cul-de-Sac - Construction</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Will be completed by the developer. The developer's schedule for this work is unknown at this time.</td>
<td>Delayed</td>
<td>0%</td>
<td>Apr-2021 to May-2021</td>
<td>$83,000.00</td>
<td>$83,000.00</td>
</tr>
<tr>
<td>A/00909-20 - Stormwater Management Funding Review</td>
<td>Study</td>
<td>Sarah Austin</td>
<td>Work is ongoing on the establishment of the existing SWM program and the development of the desired SWM programs.</td>
<td>In progress</td>
<td>40%</td>
<td>Dec-2018 to Jun-2021</td>
<td>$164,161.00</td>
<td>$120,931.76</td>
</tr>
<tr>
<td>A/01032-20 - River Road Nhood - Plan &amp; Service Study</td>
<td>Study</td>
<td>Adam Ripper</td>
<td>2nd Public Open House was held in October where Preliminary Development Options were presented.</td>
<td>In progress</td>
<td>35%</td>
<td>Nov-2019 to Jul-2021</td>
<td>$100,000.00</td>
<td>$40,576.30</td>
</tr>
</tbody>
</table>

**Development Engineering**

- $54,061,268.00
- $29,241,404.27

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<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
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<th>Schedule</th>
<th>Plan Cost</th>
<th>unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/0001-30 -Beaverdale Rd Recons Slg 3-Storm</td>
<td>Reconstruction</td>
<td>Wood Environmental has completed their design portion of the project and has submitted their final design expectations.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Aug-2008 to Dec-2020</td>
<td>$61,909.00</td>
<td>$5,291</td>
</tr>
<tr>
<td>A/0004-30 -Infrastructural Design 2016</td>
<td>Design</td>
<td>Five (5) 2018 Design Assignments have been awarded. Three Design Assignments Complete. Elgin St. Design and Design Assignment 1 still in progress. Elgin Street Design ongoing with change to multi use trail from bike lanes being reviewed to reduce utility.</td>
<td>In progress</td>
<td>90%</td>
<td>Sep-2016 to Jun-2021</td>
<td>$967,292.00</td>
<td>$142,769.23</td>
</tr>
<tr>
<td>A/0008-20 -Beverly St EA/Design</td>
<td>Study</td>
<td>Receive/reviewed 60 % Beverly street design submission.</td>
<td>In progress</td>
<td>70%</td>
<td>Feb-2018 to May-2021</td>
<td>$459,482.00</td>
<td>$203,563.95</td>
</tr>
<tr>
<td>A/0029-30 -Black Bridge Road and Bridge, Design</td>
<td>Design</td>
<td>Additional funding was approved by Council and the design assignment has been awarded.</td>
<td>In progress</td>
<td>41%</td>
<td>May-2018 to Apr-2022</td>
<td>$1,300,000.00</td>
<td>$748,597.00</td>
</tr>
<tr>
<td>A/0039-30 -Queen Street Pumping Station Design 3412</td>
<td>Design</td>
<td>Design work completed. Contract administration/inspection continues until construction ends. Construction complete 100%. Expecting one last invoice early in the new year from Aecom.</td>
<td>In progress</td>
<td>100%</td>
<td>Jun-2017 to Dec-2020</td>
<td>$300,284.00</td>
<td>$13,090.93</td>
</tr>
<tr>
<td>A/0039-30 -Infrastructure Design 2018</td>
<td>Design</td>
<td>Dickson Streetscape Design is at 60%. Stakeholder 1 meeting held, stakeholder 2 meeting and virtual PIC held summer 2020. Awaiting 90% design submission expected late Fall 2020. Design Assignment 1 is 90% complete, reviewing consultant 90% packages.</td>
<td>In progress</td>
<td>85%</td>
<td>May-2018 to Feb-2021</td>
<td>$500,000.00</td>
<td>$107,856.75</td>
</tr>
<tr>
<td>A/0039-30 -Infrastructure Design 2019</td>
<td>Reconstruction</td>
<td>Design Assignment 2 awarded to AECOM. 30% Review completed. PIC's ongoing via virtual Engage Cambridge Fall 2020. Design proceeding to 60%.</td>
<td>In progress</td>
<td>40%</td>
<td>Nov-2019 to Jun-2021</td>
<td>$449,868.00</td>
<td>$226,975.90</td>
</tr>
<tr>
<td>A/0039-40 -Region - King Street (Dover to Bishop)</td>
<td>Reconstruction</td>
<td>Underground work is completed in Stage 3 and portions of Stage 4, with road construction complete in the same areas.</td>
<td>In progress</td>
<td>75%</td>
<td>Jun-2019 to Aug-2021</td>
<td>$7,844,000.00</td>
<td>$3,206,845.64</td>
</tr>
<tr>
<td>A/0039-40 -Regional Project - Franklin Blvd Improve</td>
<td>Reconstruction</td>
<td>Project is in maintenance period. Awaiting final invoice from Region.</td>
<td>In maintenance</td>
<td>99%</td>
<td>May-2019 to Jun-2021</td>
<td>$1,868,000.00</td>
<td>$971,927.01</td>
</tr>
<tr>
<td>A/0039-40 -Elliott St and Burrows St Reconstruction</td>
<td>Reconstruction</td>
<td>Construction completed</td>
<td>In maintenance</td>
<td>90%</td>
<td>Jan-2019 to Oct-2021</td>
<td>$2,258,003.00</td>
<td>$294,743.81</td>
</tr>
<tr>
<td>A/0043-40 -Queen St Pumping Station Upgrade</td>
<td>Renewal</td>
<td>100% of upgrade work complete. All deficiency work completed. Expecting one invoice from the contractor in the new year</td>
<td>In maintenance</td>
<td>100%</td>
<td>Mar-2019 to Dec-2020</td>
<td>$2,056,444.00</td>
<td>$113,907.75</td>
</tr>
<tr>
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</tr>
<tr>
<td>A/00440-40 -Wright Ave and Goldie Ave Reconstruction</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>Final inspection was completed and final payment certificate issued.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jan-2019 to Oct-2020</td>
<td>$1,969,298.00</td>
</tr>
<tr>
<td>A/00442-40 -Blair Road Culvert DV2162 Renewal</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Project Complete</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-2020 to Mar-2021</td>
<td>$560,742.00</td>
</tr>
<tr>
<td>A/00444-30 -Infrastructure Design (2020)</td>
<td>Design</td>
<td>Jamie Croft</td>
<td>Moving towards 30% design on various streets Assignment 3. Virtual consultation starting Fall 2020, into Winter 2021. Design Assignment 4 RFP released and pending award.</td>
<td>In progress</td>
<td>20%</td>
<td>May-2020 to Jun-2022</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>A/00607-40 -Forest Rd Reconstruction</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Forest Road Stage 1 (Churchill to Cedar St) 100% complete. Stage 2 (Cedar St to Victoria St) 98% complete</td>
<td>In maintenance</td>
<td>98%</td>
<td>May-2020 to Dec-2021</td>
<td>$1,634,039.00</td>
</tr>
<tr>
<td>A/00689-40 -Old Mill Rd Culvert Rehabilitation</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Still continues discussions with subject properties(ACL). Continue finalizing Agreement with subject property owners and Complete design work and construction by Summer 2021.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jul-2019 to Dec-2021</td>
<td>$400,000.00</td>
</tr>
<tr>
<td>A/00870-40 -Trenchless Sanitary Sewer Rehabilitation</td>
<td>Renewal</td>
<td>Prasad Samarakoon</td>
<td>Tender awarded to a Contractor November 2020.</td>
<td>In progress</td>
<td>0%</td>
<td>Mar-2021 to Jun-2021</td>
<td>$750,000.00</td>
</tr>
<tr>
<td>A/00874-40 -Lutz St Reconstruction and Mill St Lot</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction completed</td>
<td>In maintenance</td>
<td>90%</td>
<td>May-2020 to Oct-2021</td>
<td>$1,334,034.00</td>
</tr>
<tr>
<td>A/00875-10 -Elgin St N Utility Easement Acquisition</td>
<td>Land/Property</td>
<td>Paul Kan</td>
<td>Realty Services is securing easements from 9 properties. 8 of the property owners have agreed to terms and Realty Services is preparing agreements and reference plans. The 9th property owner has yet to respond. Realty Services is investigating further.</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2020 to Nov-2021</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00747-40 -SWM Pond 155 &amp; 163 - Design and Rehab</td>
<td>Renewal</td>
<td>Walter Buettel</td>
<td>Design for Ponds 155 and 157 is being completed by Wood Engineering, design for Pond 163 is complete</td>
<td>In progress</td>
<td>40%</td>
<td>Aug-2020 to Aug-2021</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>A/00751-40 -SWM Pond 118 - Design &amp; Rehab</td>
<td>Renewal</td>
<td>Walter Buettel</td>
<td>Pond Rehab is now complete, restoration is complete. Outstanding issue at outfall of pond.</td>
<td>In progress</td>
<td>95%</td>
<td>Sep-2020 to Oct-2020</td>
<td>$650,000.00</td>
</tr>
<tr>
<td>A/00911-40 -Retaining Wall Maintenance (50 Queen St)</td>
<td>Reconstruction</td>
<td>James Lawson</td>
<td>Work completed, in maintenance.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Feb-2019 to Jul-2021</td>
<td>$94,000.00</td>
</tr>
<tr>
<td>A/00915-40 -Clarence and Tannery Street Reconstruct</td>
<td>Reconstruction</td>
<td>Walter Buettel</td>
<td>Terracon has completed all site works</td>
<td>In maintenance</td>
<td>100%</td>
<td>Apr-2020 to Oct-2021</td>
<td>$2,306,164.00</td>
</tr>
<tr>
<td>A/00916-40 -Selkirk and Tait Reconstruction</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Selkirk St is completed to base asphalt. Tait St is completed to base asphalt. Surface paving planned for next year.</td>
<td>In maintenance</td>
<td>95%</td>
<td>Apr-2020 to Oct-2021</td>
<td>$2,818,805.00</td>
</tr>
<tr>
<td>A/00917-40 -Cambridge and Park Hill Rd East Reconstr</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>Phase 2 is substantially complete.</td>
<td>In progress</td>
<td>65%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$4,142,578.00</td>
</tr>
<tr>
<td>A/00919-40 -Lansdowne Watermain Replacement</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>in maintenance</td>
<td>In maintenance</td>
<td>90%</td>
<td>Apr-2020 to Oct-2021</td>
<td>$502,006.00</td>
</tr>
<tr>
<td>A/00964-40 -Fearnwood St, Shaw Ave and Trillium Ave</td>
<td>Reconstruction</td>
<td>Walter Buettel</td>
<td>Fearnwood, Trillium and Shaw undergrounds, services and base asphalt is complete</td>
<td>In progress</td>
<td>85%</td>
<td>Aug-2020 to Jul-2021</td>
<td>$3,108,141.00</td>
</tr>
<tr>
<td>A/00973-40 -King Street Decorative Lighting</td>
<td>Community Improvement</td>
<td>Sarah Austin</td>
<td>Design and installation to be completed in 2021.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$630,000.00</td>
</tr>
<tr>
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</tr>
<tr>
<td>A000998-40 -Francis and John St Waterman Reconstruction</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>In maintenance</td>
<td>In maintenance</td>
<td>90%</td>
<td>Apr-2020 to Oct-2021</td>
<td>$479,324.00</td>
</tr>
<tr>
<td>A000987-40 -Cooper Street Relief Storm Sewer</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Consultant is finished setting up storm model and will be sharing for review shortly with preliminary findings. Meeting to be set up to discuss consultant findings.</td>
<td>In progress</td>
<td>40%</td>
<td>Jan-2020 to May-2021</td>
<td>$270,000.00</td>
</tr>
<tr>
<td>A000999-20 -Dam Safety Assessments &amp; Implementation</td>
<td>Study</td>
<td>Scott Macdonald</td>
<td>Waiting for technical memo from Sanchez.</td>
<td>In progress</td>
<td>30%</td>
<td>Jul-2020 to Sep-2021</td>
<td>$72,000.00</td>
</tr>
<tr>
<td>A01030-20 -Milling Rd Conceptual Development</td>
<td>Study</td>
<td>Matt Holland</td>
<td>Background information gathering complete. Contact with owners has been made and first stakeholder meeting has been set up for January 7th.</td>
<td>In progress</td>
<td>40%</td>
<td>Feb-2020 to Aug-2021</td>
<td>$50,000.00</td>
</tr>
</tbody>
</table>

**Infrastructure Engineering**

$40,989,660.00 | $15,185,627.23

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<tbody>
<tr>
<td>A000002-30 -Hespeler Trail Project - Queen to Guelph</td>
<td>Active Transportation</td>
<td>Lisa Chominiec</td>
<td>Design contract awarded.</td>
<td>In progress</td>
<td>15%</td>
<td>Aug-2020 to Mar-2021</td>
<td>$142,211.00</td>
<td>$140,684.60</td>
</tr>
<tr>
<td>A00178-40 -Riverside Park - Sports Netting</td>
<td>Infrastructure Development</td>
<td>Christopher Ziemski</td>
<td>Negotiations ongoing with MTO to recoup costs. Realty Services now has legal counsel dealing with the matter and legal discussions taking place.</td>
<td>Project work complete</td>
<td>99%</td>
<td>Sep-2019 to Dec-2020</td>
<td>$142,449.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>A00150-40 -Neighbourhood Park Dev - Chrisview</td>
<td>Park Development</td>
<td>Shane Taylor</td>
<td>Park signage destroyed in car accident, to be replaced. Replacement sign has been ordered. All other site work now completed.</td>
<td>In progress</td>
<td>99%</td>
<td>Jan-2018 to Dec-2020</td>
<td>$115,000.00</td>
<td>$8,251.09</td>
</tr>
<tr>
<td>A00184-40 -Centennial Park - Relandscape/Lights</td>
<td>Park Development</td>
<td>Christopher Ziemski</td>
<td>Dry stone wall re-build arranged delayed until Oct. Lighting option review to be completed in Oct.</td>
<td>In progress</td>
<td>90%</td>
<td>Jun-2015 to Jun-2021</td>
<td>$200,000.00</td>
<td>$123,668.81</td>
</tr>
<tr>
<td>A00186-40 -Neighbourhood Park Dev - Limerick</td>
<td>Park Development</td>
<td>Shane Taylor</td>
<td>Developer delays - park block not ready - soils need to be graded before seeding can happen. Anticipate grading to be completed by developer in 2020. Capital funding deferred to 2021.</td>
<td>Delayed</td>
<td>15%</td>
<td>Jan-2018 to Nov-2021</td>
<td>$115,000.00</td>
<td>$113,319.94</td>
</tr>
<tr>
<td>A00193-20 -Special Events Strategy</td>
<td>Study</td>
<td>Lesley Head</td>
<td>Report is completed. Under review by DCM.</td>
<td>Project work complete</td>
<td>98%</td>
<td>Jan-2016 to Mar-2019</td>
<td>$75,000.00</td>
<td>$10,019.23</td>
</tr>
<tr>
<td>A00311-40 -Sports Facility Infra Rev</td>
<td>Park Development</td>
<td>Christopher Ziemski</td>
<td>Finance still working on the contribution funding within discussions over the language of the agreement. A report to go to council early 2021 for approval of new contribution agreement.</td>
<td>Project work complete</td>
<td>100%</td>
<td>May-2018 to Mar-2021</td>
<td>$389,700.00</td>
<td>$8,170.28</td>
</tr>
<tr>
<td>A00464-40 -Neighbourhood Park Dev - Highland Ridge</td>
<td>Park Development</td>
<td>Christopher Ziemski</td>
<td>Playground installation to take place late spring of 2021 following review of Playground submissions to the developer.</td>
<td>In progress</td>
<td>80%</td>
<td>Apr-2020 to Apr-2021</td>
<td>$292,700.00</td>
<td>$292,700.00</td>
</tr>
<tr>
<td>A00465-40 -Multi-Use Trail Development (2020)</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>Phase 1 construction complete and in maintenance. Environmental studies and design of future phases not yet underway.</td>
<td>In progress</td>
<td>30%</td>
<td>Apr-2020 to Aug-2021</td>
<td>$204,000.00</td>
<td>$135,877.44</td>
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**Parks, Recreation and Culture**

$40,989,660.00 | $15,185,627.23

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<td>In progress</td>
<td>15%</td>
<td>Aug-2020 to Mar-2021</td>
<td>$142,211.00</td>
<td>$140,684.60</td>
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<td>Christopher Ziemski</td>
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<td>Project work complete</td>
<td>99%</td>
<td>Sep-2019 to Dec-2020</td>
<td>$142,449.00</td>
<td>$0.00</td>
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<td>A00150-40 -Neighbourhood Park Dev - Chrisview</td>
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<td>Christopher Ziemski</td>
<td>Dry stone wall re-build arranged delayed until Oct. Lighting option review to be completed in Oct.</td>
<td>In progress</td>
<td>90%</td>
<td>Jun-2015 to Jun-2021</td>
<td>$200,000.00</td>
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<td>A00186-40 -Neighbourhood Park Dev - Limerick</td>
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<td>Shane Taylor</td>
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<td>Delayed</td>
<td>15%</td>
<td>Jan-2018 to Nov-2021</td>
<td>$115,000.00</td>
<td>$113,319.94</td>
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<td>A00193-20 -Special Events Strategy</td>
<td>Study</td>
<td>Lesley Head</td>
<td>Report is completed. Under review by DCM.</td>
<td>Project work complete</td>
<td>98%</td>
<td>Jan-2016 to Mar-2019</td>
<td>$75,000.00</td>
<td>$10,019.23</td>
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<tr>
<td>A00311-40 -Sports Facility Infra Rev</td>
<td>Park Development</td>
<td>Christopher Ziemski</td>
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<td>Project work complete</td>
<td>100%</td>
<td>May-2018 to Mar-2021</td>
<td>$389,700.00</td>
<td>$8,170.28</td>
</tr>
<tr>
<td>A00464-40 -Neighbourhood Park Dev - Highland Ridge</td>
<td>Park Development</td>
<td>Christopher Ziemski</td>
<td>Playground installation to take place late spring of 2021 following review of Playground submissions to the developer.</td>
<td>In progress</td>
<td>80%</td>
<td>Apr-2020 to Apr-2021</td>
<td>$292,700.00</td>
<td>$292,700.00</td>
</tr>
<tr>
<td>A00465-40 -Multi-Use Trail Development (2020)</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>Phase 1 construction complete and in maintenance. Environmental studies and design of future phases not yet underway.</td>
<td>In progress</td>
<td>30%</td>
<td>Apr-2020 to Aug-2021</td>
<td>$204,000.00</td>
<td>$135,877.44</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
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</tr>
<tr>
<td>A/00468-40 -Gail St Park - Playground Replacement</td>
<td>Park Development</td>
<td>Shane Taylor</td>
<td>Currently on ‘pause’ due to COVID-19 restrictions</td>
<td>Delayed</td>
<td>0%</td>
<td>Jun-2020 to Nov-2021</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/00470-40 -Northview Heights Lookout - Playground</td>
<td>Park Development</td>
<td>Shane Taylor</td>
<td>Currently on ‘pause’ due to COVID-19 restrictions</td>
<td>Delayed</td>
<td>0%</td>
<td>Jun-2020 to Nov-2021</td>
<td>$85,000.00</td>
<td>$95,000.00</td>
</tr>
<tr>
<td>A/00471-30 -Fountain St Soccer Facility Design</td>
<td>Design</td>
<td>Shane Taylor</td>
<td>Concept/schematic design underway.</td>
<td>In progress</td>
<td>20%</td>
<td>Mar-2020 to Apr-2021</td>
<td>$614,390.00</td>
<td>$604,621.04</td>
</tr>
<tr>
<td>A/00687-40 -Witmer Park Improvement</td>
<td>Park Development</td>
<td>Shane Taylor</td>
<td>Construction complete and accepted into maintenance September 30, 2020. 1-year warranty inspection to be completed September 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jul-2019 to Sep-2021</td>
<td>$258,340.00</td>
<td>$31,927.82</td>
</tr>
<tr>
<td>A/00758-40 -Trail Bridges Replacement (2019)</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>All site work now completed. In maintenance until August 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Feb-2019 to Sep-2021</td>
<td>$637,000.00</td>
<td>$22,030.80</td>
</tr>
<tr>
<td>A/00861-20 -Parkland Strategy</td>
<td>Study</td>
<td>Brian Geerts</td>
<td>Request for Proposal being drafted for review and release by year end or into Jan 2021.</td>
<td>In progress</td>
<td>20%</td>
<td>Aug-2019 to Oct-2020</td>
<td>$227,300.00</td>
<td>$227,300.00</td>
</tr>
<tr>
<td>A/00910-20 -Blair/Preston Pedestrian Bridge - EA</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>Archaeological stage 1 &amp; 2 completed, stage 3&amp;4 will be required. Public consultation was run on the Engage platform for the month of November</td>
<td>In progress</td>
<td>80%</td>
<td>Apr-2019 to Jul-2021</td>
<td>$179,052.00</td>
<td>$43,949.55</td>
</tr>
<tr>
<td>A/00955-40 -Devil’s Creek Trail - Retaining Wall</td>
<td>Reconstruction</td>
<td>Shane Taylor</td>
<td>Construction completed October 2020. 1-year warranty inspection in October 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jan-2020 to Oct-2021</td>
<td>$56,163.00</td>
<td>$13,198.59</td>
</tr>
<tr>
<td>A/01025-40 -Grand River Access Point Improvement</td>
<td>Community Improvement</td>
<td>Christopher Ziems</td>
<td>Awaiting the scheduling of the design review. Following up with RT04 on funding concerns. Tree inventory and survey now complete.</td>
<td>In progress</td>
<td>38%</td>
<td>Sep-2019 to Feb-2022</td>
<td>$150,000.00</td>
<td>$145,675.13</td>
</tr>
<tr>
<td>A/01037-40 -Grand Trunk Blar Trail Upgrade</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>Trail construction completed, safety fence and service gate installation taking place early December 2020.</td>
<td>In progress</td>
<td>95%</td>
<td>Aug-2020 to Nov-2021</td>
<td>$60,000.00</td>
<td>$29,721.46</td>
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**Parks, Recreation and Culture**

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<tr>
<td>A/01039-20 -Zoning By-Law Update</td>
<td>Study</td>
<td>Deanne Friess</td>
<td>Project underway. Final draft comments sent to consultant. Waiting for final draft from consultant. Work still to be done internally to revise 2019 and 2020 site specifics.</td>
<td>In progress</td>
<td>69%</td>
<td>Jul-2019 to Dec-2020</td>
<td>$209,437.00</td>
<td>$120,596.31</td>
</tr>
<tr>
<td>A/00007-20 -Assessing Infilling &amp; Intensification</td>
<td>Study</td>
<td>Valerie Norris</td>
<td>Percentage of work completed remains unchanged as staff and consultant are working to complete review/revisions of the final draft of the Hespeler Road Corridor Secondary Plan</td>
<td>In progress</td>
<td>75%</td>
<td>Apr-2015 to Dec-2020</td>
<td>$305,226.00</td>
<td>$12,778.14</td>
</tr>
<tr>
<td>A/00010-20 -Urban Design - Galt Height Guidelines</td>
<td>Study</td>
<td>Deanne Friess</td>
<td>Draft guidelines prepared and provided to steering committee. Next steps to do visualizations and schedule public consultation. Visualization proposals submitted by consultant and to be added to workplan</td>
<td>In progress</td>
<td>75%</td>
<td>Jun-2018 to Dec-2020</td>
<td>$50,000.00</td>
<td>$4,909.63</td>
</tr>
<tr>
<td>A/00223-20 -East Side Lands MESP</td>
<td>Study</td>
<td>Katherine Padgett</td>
<td>Hearing scheduled for Feb 25, 2021 for five weeks and and will be de novo under the new LPAT rules</td>
<td>In progress</td>
<td>73%</td>
<td>Jan-2016 to Jun-2021</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
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<tr>
<td>A/00738-20 -Growth Management Study Update (2019)</td>
<td>Study</td>
<td>Elaine Brunn Shaw</td>
<td>This work will commence in Q4 2020 to allow time for the Region’s OP update to inform the City’s Growth Management Study. ROP completion is delayed.</td>
<td>Delayed</td>
<td>5%</td>
<td>Mar-2019 to Mar-2020</td>
<td>$250,000.00</td>
<td>$219,750.33</td>
</tr>
<tr>
<td>A/00739-20 -Galt Core Heritage Conservation District</td>
<td>Study</td>
<td>Abraham Plunkett Latimer</td>
<td>A temporary Senior Planner - Heritage has been hired. A RFQ was released. The Project Steering Committee met on December 21st and approved the hiring of ASI as project consultants to begin work on the project in January subject to the required approvals.</td>
<td>In progress</td>
<td>5%</td>
<td>Oct-2020 to May-2021</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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Planning Services

$1,115,707.00  $473,997.73

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<tr>
<td>A/00257-40 -Pumping Station Security Access Control</td>
<td>Facility Renovation</td>
<td>Jason Alexander</td>
<td>All stations security systems have been installed. Electrical modifications almost complete and programming of system complete. Final invoicing for work should be received by the end of November.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Sep-2016 to Dec-2019</td>
<td>$100,000.00</td>
<td>$37,603.23</td>
</tr>
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A/00261-20 -Pumping Station Operating Procedure Dev

Study | Harpreet Sumra | Received 50% Draft report for Review. | In progress | 50%            | Mar-2020 to Mar-2021 | $246,661.00 | $161,478.76 |

A/00307-40 -McGovern Pump Station Upgrade 3403

Reconstruction | Harpreet Sumra | Under warranty period. | In progress | In maintenance | 100%         | Oct-2019 to Nov-2020 | $873,339.00 | $8,964.85 |

A/00380-40 -White Oak Pump Station Renewal

Renewal | Harpreet Sumra | Work in Progress | In progress | In maintenance | 90%          | Sep-2020 to Dec-2021 | $852,700.00 | $105,408.48 |

A/00753-40 -Burnett Pumping Station Renewal

Renewal | Harpreet Sumra | Work in Progress | In progress | In maintenance | 90%          | Feb-2020 to Jan-2021 | $433,700.00 | $235,299.28 |

Public Works - Sanitary

$2,506,400.00  $530,824.90

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<td>A/00238-40 -AMI Implementation</td>
<td>Renewal</td>
<td>Walter Malcolm</td>
<td>As of December 29 2020 17,768 meters are transmitting on the network. Completion by district are as follows: East Galt (26.5%), South Galt (62.7%), Preston (98.2%), West Galt (87.9%).</td>
<td>In progress</td>
<td>63%</td>
<td>Jun-2018 to Jun-2021</td>
<td>$11,921,000.00</td>
<td>$3,418,447.80</td>
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Public works - Water

$11,921,000.00  $3,418,447.80
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<tr>
<th>Project Id - Project Name</th>
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<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
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<tbody>
<tr>
<td>A/000384-40 -LED Street Lighting Installation</td>
<td>Renewal</td>
<td>In progress</td>
<td>55%</td>
<td>Dec-2019 to Aug-2021</td>
<td>$412,724.00</td>
<td>$360,397.83</td>
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<tr>
<td>A/00044-40 -Railway Improvements</td>
<td>Renewal</td>
<td>In progress</td>
<td>65%</td>
<td>Jan-2019 to Oct-2021</td>
<td>$100,000.00</td>
<td>$97,849.68</td>
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<tr>
<td>A/00734-20 -Hespeler Village Core Area Parking Study</td>
<td>Study</td>
<td>Delayed</td>
<td>12%</td>
<td>Mar-2020 to Dec-2021</td>
<td>$57,000.00</td>
<td>$57,000.00</td>
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<tr>
<td>A/00735-40 -Newman Drive Sidewalk Installation</td>
<td>Infrastructure Development</td>
<td>In progress</td>
<td>55%</td>
<td>Mar-2019 to Aug-2021</td>
<td>$70,000.00</td>
<td>$58,001.20</td>
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<tr>
<td>A/00960-40 -Traffic Calming Implementation</td>
<td>Community Improvement</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$200,000.00</td>
<td>$105,140.70</td>
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Transportation Engineering

Total Plan Cost: $4,239,724.00
Total Unexpended: $2,337,182.49
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<td>Corporate Enterprise</td>
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### Asset Management & PMO

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</thead>
<tbody>
<tr>
<td>A/00149-10 - Recreation Complex - Feasibility Study</td>
<td>Study</td>
<td>Mary Kennedy</td>
<td>Preston Memorial Auditorium Improvement and Expansion Project detailed design is underway - project A/00420-30. Negotiations with Buckingham to accommodate a quad pad arena at Cambridge Sports Park and purchase ice time at two new pads continues.</td>
<td>In progress</td>
<td>80%</td>
<td>Mar-2015 to Dec-2021</td>
<td>$1,000,000.00</td>
<td>$361,534.96</td>
</tr>
<tr>
<td>A/00278-20 - Asset Life Cycle Planning Tool Expansion</td>
<td>New Enterprise Application</td>
<td>Johannes Krijnen</td>
<td>Upgrade to asset renewal planning system delayed to 2021; Reviewing existing Inframodex system and evaluating other systems available for upgrades.</td>
<td>Delayed</td>
<td>45%</td>
<td>Oct-2017 to Dec-2020</td>
<td>$70,000.00</td>
<td>$53,299.15</td>
</tr>
<tr>
<td>A/00968-40 - Sanitary Forcemain Inspection</td>
<td>Condition Assessment</td>
<td>Matthew Zevenbergen</td>
<td>Field work for the Sanitary Forcemain inspection for the two (2) forcemains at Dover Pump Station has been completed. Review of the final results is underway.</td>
<td>In progress</td>
<td>70%</td>
<td>Jan-2020 to Dec-2020</td>
<td>$200,000.00</td>
<td>$102,773.46</td>
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### Corporate Strategy

<table>
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<tr>
<th>Project Id - Project Name</th>
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</thead>
<tbody>
<tr>
<td>A/00889-20 - Strategic Plan (2020-2023)</td>
<td>Strategy &amp; Governance</td>
<td>Nicole Drake</td>
<td>Phase 2 final report to Council on January 12; Proceeding with action and implementation planning (Phase 3) in Q1</td>
<td>In progress</td>
<td>70%</td>
<td>Oct-2019 to Mar-2021</td>
<td>$100,000.00</td>
<td>$32,695.13</td>
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### Economic Development

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<th>Project Id - Project Name</th>
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<th>Plan Cost</th>
<th>Unexpended</th>
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</thead>
<tbody>
<tr>
<td>A/00660-40 - Security Cameras Phase 3</td>
<td>Security &amp; Risk Mgmt</td>
<td>Trevor McWilliams</td>
<td>Project to be initiated in 2021 after completion of King Street Streetscaping.</td>
<td>Delayed</td>
<td>0%</td>
<td>May-2020 to Dec-2020</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>A/01036-20 - Sponsorship &amp; Advertising Strategy</td>
<td>Community Improvement</td>
<td>Trevor McWilliams</td>
<td>Project to be initiated in 2021 after completion of King Street Streetscaping.</td>
<td>Approved</td>
<td>0%</td>
<td></td>
<td>$50,000.00</td>
<td>$42,724.16</td>
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### Economic Development

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<thead>
<tr>
<th>Project Id - Project Name</th>
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<tbody>
<tr>
<td></td>
<td></td>
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<td>Economic Development</td>
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<thead>
<tr>
<th>Project Id - Project Name</th>
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</thead>
<tbody>
<tr>
<td>A/00352-10 - Green Fleet Initiative</td>
<td>Community Improvement</td>
<td>Andrew Corstorphine</td>
<td>NRCan approved project, Waterloo region to start planning.</td>
<td>In progress 40%</td>
<td>May-2018 to Apr-2021</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/00417-40 - Energy Management - Galt Arena</td>
<td>Facility Renovation</td>
<td>Andrew Corstorphine</td>
<td>Plumbing fixture install 85% complete, lighting install 50% complete, waiting on Air Handling units to arrive</td>
<td>In progress 50%</td>
<td>Mar-2019 to Jun-2021</td>
<td>$381,000.00</td>
<td>$254,289.92</td>
</tr>
<tr>
<td>A/00651-40 - Elgin St Storage Building Air Exhaust System</td>
<td>Facility Renovation</td>
<td>Andrew Corstorphine</td>
<td>Close out Documents received</td>
<td>Project work complete 95%</td>
<td>Mar-2019 to Dec-2020</td>
<td>$118,372.00</td>
<td>$9,512.72</td>
</tr>
<tr>
<td>A/00655-40 - Gore Fountain</td>
<td>Community Improvement</td>
<td>Andrew Corstorphine</td>
<td>Quote awarded</td>
<td>In progress 25%</td>
<td>Apr-2020 to Sep-2021</td>
<td>$55,000.00</td>
<td>$55,000.00</td>
</tr>
<tr>
<td>A/00785-20 - Corp Facilities Master plan &amp; Fuel study</td>
<td>Study</td>
<td>Lisa Keys</td>
<td>Memo developed for CLT review in the new year - direction to be received regarding status at this point.</td>
<td>In progress 7%</td>
<td>Aug-2019 to Sep-2021</td>
<td>$250,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/01004-40 - EV Charging Infrastructure</td>
<td>Community Improvement</td>
<td>Andrew Corstorphine</td>
<td>Contractor selected</td>
<td>In progress 30%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01015-30 - Outdoor Pool Infrastructure</td>
<td>Design</td>
<td>Andrew Corstorphine</td>
<td>Pumps replaced at Hancock Pool, pump installation at Soper delayed. Additional investigations for off-season work being completed.</td>
<td>Delayed 65%</td>
<td>Feb-2020 to Dec-2021</td>
<td>$100,000.00</td>
<td>$92,491.43</td>
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**Total Cost:** $1,054,372.00 **Unexpended:** $811,294.07

<table>
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</thead>
<tbody>
<tr>
<td>A/01036-10 - Rep. Equip. - 3/4 Ton Crew Cab Service Truck</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Cab: Chassis requirements have been identified. Custom service body specifications in development. Creating Specification documents.</td>
<td>In progress 30%</td>
<td>Feb-2017 to Jun-2021</td>
<td>$125,000.00</td>
<td>$125,000.00</td>
</tr>
<tr>
<td>A/00277-10 - AVL System expansion</td>
<td>Technology Upgrades</td>
<td>Michael Hewlett</td>
<td>Piloting Geotab Public Works salt management integration with our spreader control systems. Pilot and GIS development in progress.</td>
<td>In progress 90%</td>
<td>Jun-2017 to Jan-2021</td>
<td>$64,700.00</td>
<td>$9,796.62</td>
</tr>
<tr>
<td>A/00333-10 - 2-Way Radio Equipment Replacement</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Identifying repeater locations (one confirmed, 2nd site in review). Preparing application for frequency licensing with the regulating authority. RFQ development in progress.</td>
<td>In progress 40%</td>
<td>Jan-2018 to Sep-2021</td>
<td>$250,000.00</td>
<td>$155,777.85</td>
</tr>
<tr>
<td>A/00337-10 - Rep. Equip. 3 Ton Roll Off Unit (7968)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>End user requirements identified. Equipment specification development in early draft.</td>
<td>In progress 15%</td>
<td>Feb-2018 to Jul-2021</td>
<td>$125,300.00</td>
<td>$125,300.00</td>
</tr>
<tr>
<td>A/00339-10 - Rep. Equip. Crew Cab Truck (8980)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Vehicle has been awarded and ordered. Awaiting delivery.</td>
<td>In progress 95%</td>
<td>Feb-2018 to Jan-2021</td>
<td>$57,600.00</td>
<td>$57,600.00</td>
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<tr>
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</tr>
<tr>
<td>A/00348-10 -Traffic Control Truck (Asset 10406)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Cab and chassis awarded January 2020 delivery. Custom body design complete, RFQ specification under development. Specifications defined, currently RFQ in draft.</td>
<td>In progress</td>
<td>30%</td>
<td>May-2018 to Jun-2021</td>
<td>$72,600.00</td>
</tr>
<tr>
<td>A/00351-20 -Remote Fuel Storage Tank Assessment</td>
<td>Condition Assessment</td>
<td>Michael Hewlett</td>
<td>Storage tank reviews ongoing. Parklawn diesel tank planning in progress.</td>
<td>In progress</td>
<td>30%</td>
<td>May-2018 to Jun-2021</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>A/00889-10 -Equipment Growth (2019)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Ice Resurfacer and ATV are remaining replacements to be completed. All other assets identified in this project have been completed. ATV needs under review (electric vs gas)</td>
<td>In progress</td>
<td>80%</td>
<td>May-2019 to Dec-2021</td>
<td>$819,100.00</td>
</tr>
<tr>
<td>A/00895-10 -Equipment Replacement (2019)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Multiple replacement pickup trucks have been ordered with an anticipated January delivery, up-fit will follow. Traffic truck body design has been developed and specification under development for RFQ. Chassis ordered with January delivery.</td>
<td>In progress</td>
<td>70%</td>
<td>May-2019 to Jul-2021</td>
<td>$1,035,567.00</td>
</tr>
<tr>
<td>A/00896-10 -Fleet Equipment Replacement 2020</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Pickup trucks in this project awarded. Other specifications under development. Specification development for other assets identified in this project are under development.</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$3,190,285.00</td>
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<tr>
<td><strong>Fleet</strong></td>
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<td><strong>$5,815,852.00</strong></td>
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<tbody>
<tr>
<td>A/00329-20 -Enterprise Risk Management</td>
<td>Security &amp; Risk Mgmt</td>
<td>Olu Ojikutu</td>
<td>Project is in progress with the ERM Software purchased, configured and live for incidents and certificates of insurance. The ERM framework has been documented and approved. Consultants to do operational risk assessments will be initiated fall 2020.</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$75,000.00</td>
<td>$56,000.00</td>
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<tbody>
<tr>
<td>A/00102-40 -Historic Post Office Renovations</td>
<td>New Facility</td>
<td>Slobodanka Lekic</td>
<td>In the heritage stairwell contractor installed drywall over waterproofing.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Mar-2015 to Dec-2021</td>
<td>$14,984,597.00</td>
<td>$729,029.23</td>
</tr>
<tr>
<td>A/00102-42 -Historic Post Office - Snow Guards</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Snow guards on the west elevation is installed. The contractor obtain a permit from the Region of Waterloo to close sidewalk.</td>
<td>In progress</td>
<td>50%</td>
<td>Jun-2020 to Mar-2021</td>
<td>$85,000.00</td>
<td>$85,000.00</td>
</tr>
<tr>
<td>A/00142-10 -17 Cambridge Street</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Electrical, mechanical, canopy structural work, flooring and paint work are done.</td>
<td>In progress</td>
<td>90%</td>
<td>Mar-2020 to Mar-2021</td>
<td>$955,664.00</td>
<td>$86,455.73</td>
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<tr>
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<tr>
<td>A/00173-40 - Forbes Park Revitalization Phase I</td>
<td>Park Development</td>
<td>Steven Ruffini</td>
<td>substantial performance achieved</td>
<td>In progress</td>
<td>97%</td>
<td>Apr-2016 to Jun-2021</td>
<td>$375,000.00</td>
<td>$57,263.22</td>
</tr>
<tr>
<td>A/00195-30 - Station 6 Design</td>
<td>New Facility</td>
<td>Steven Ruffini</td>
<td>LEED submission review</td>
<td>Project work complete</td>
<td>98%</td>
<td>Aug-2016 to Dec-2020</td>
<td>$300,000.00</td>
<td>$6,060.71</td>
</tr>
<tr>
<td>A/00196-40 - Station 6 Construction</td>
<td>New Facility</td>
<td>Steven Ruffini</td>
<td>maintenance manuals review, electrical info for leading</td>
<td>In maintenance</td>
<td>99%</td>
<td>Nov-2016 to Jun-2021</td>
<td>$4,272,470.00</td>
<td>$212,903.72</td>
</tr>
<tr>
<td>A/00359-30 - Farmers' Market Design</td>
<td>Design</td>
<td>Slobodanka Lekic</td>
<td>Electrical work, ceiling and windows are complete.</td>
<td>In progress</td>
<td>90%</td>
<td>Feb-2018 to Jun-2021</td>
<td>$100,000.00</td>
<td>$9,154.41</td>
</tr>
<tr>
<td>A/00362-40 - Riverside Grandstand Roof Replacement</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>Capital project change form completed</td>
<td>Delayed</td>
<td>30%</td>
<td>Feb-2018 to Dec-2020</td>
<td>$150,000.00</td>
<td>$134,814.17</td>
</tr>
<tr>
<td>A/00414-40 - Fire Hall Infrastructure - Station 2</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Restoration is completed. Substantial performance is achieved.</td>
<td>In maintenance</td>
<td>97%</td>
<td>Mar-2019 to Jun-2021</td>
<td>$247,989.00</td>
<td>$46,318.59</td>
</tr>
<tr>
<td>A/00420-30 - Preston Auditorium - Design</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>Schematic design approval</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-2020 to Dec-2022</td>
<td>$984,365.00</td>
<td>$958,524.50</td>
</tr>
<tr>
<td>A/00421-40 - Market Building Renovations</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Electrical work, ceiling and windows are complete.</td>
<td>In progress</td>
<td>85%</td>
<td>May-2020 to Jun-2021</td>
<td>$562,188.00</td>
<td>$130,699.44</td>
</tr>
<tr>
<td>A/00463-30 - Recreation Complex - Design</td>
<td>New Facility</td>
<td>Slobodanka Lekic</td>
<td>A feasibility study to investigate opportunities to share amenities and facilities with the School Board and library is underway as a part of project A/00149-10. Approved</td>
<td>5%</td>
<td>Jan-2020 to Jul-2025</td>
<td>$5,585,000.00</td>
<td>$5,584,400.00</td>
<td></td>
</tr>
<tr>
<td>A/00463-40 - Rec Complex - Site Prep &amp; Servicing</td>
<td>New Facility</td>
<td>Slobodanka Lekic</td>
<td>Grading is complete.</td>
<td>In progress</td>
<td>35%</td>
<td>Sep-2019 to Dec-2021</td>
<td>$4,400,000.00</td>
<td>$3,682,070.25</td>
</tr>
<tr>
<td>A/00681-40 - Hespeler Arena Entrance Improvement</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Construction is complete.</td>
<td>In maintenance</td>
<td>96%</td>
<td>May-2019 to Jan-2021</td>
<td>$150,000.00</td>
<td>$74,313.58</td>
</tr>
<tr>
<td>A/00688-30 - Historic City Hall Belfry Restore Design</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Scaffolding is removed and deficiencies corrected. Installation of storm windows near completion. Substantial performance certificate is achieved.</td>
<td>In maintenance</td>
<td>97%</td>
<td>Jul-2019 to Jun-2021</td>
<td>$50,000.00</td>
<td>$815.38</td>
</tr>
<tr>
<td>A/00693-30 - Design - Facility Renovations</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Due to project manager’s workload this project is on hold.</td>
<td>Delayed</td>
<td>5%</td>
<td>May-2020 to Dec-2021</td>
<td>$70,000.00</td>
<td>$70,000.00</td>
</tr>
<tr>
<td>A/00696-40 - Historic City Hall Restoration</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Scaffolding is removed, storm windows are near completion. Substantial completion certificate is achieved.</td>
<td>In maintenance</td>
<td>97%</td>
<td>Jan-2020 to May-2022</td>
<td>$429,428.00</td>
<td>$103,054.04</td>
</tr>
<tr>
<td>A/00761-40 - Heritage restoration, flat roof CCA/DDC</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>All deficiencies of heritage restoration work are completed. As built documentation is submitted and approved.</td>
<td>In maintenance</td>
<td>96%</td>
<td>Feb-2019 to Jun-2021</td>
<td>$417,000.00</td>
<td>$3,138.10</td>
</tr>
<tr>
<td>A/00949-40 - DDC &amp; Arts Centre Roof &amp; Heritage</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>RFP for prequalification of heritage contractors is closed.</td>
<td>Delayed</td>
<td>1%</td>
<td>Jan-2020 to May-2022</td>
<td>$355,000.00</td>
<td>$355,000.00</td>
</tr>
<tr>
<td>A/00951-40 - Hespeler Arena Skylights</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>shop drawings, construction</td>
<td>In progress</td>
<td>20%</td>
<td>Feb-2020 to Jun-2021</td>
<td>$196,722.00</td>
<td>$188,929.39</td>
</tr>
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</table>

**Sustainable Design & Dev**

$34,670,423.00 $12,557,331.70
### Emergency Management

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
<th>Project Manager</th>
<th>Work Completed</th>
<th>Project Status % Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00866-40 -Special Event Public Safety Barricades</td>
<td>Security &amp; Risk Mgmt</td>
<td>Guenevere Cliffe</td>
<td></td>
<td>Delayed</td>
<td>50%</td>
<td>Apr-2019 to Jun-2021</td>
<td>$120,000.00</td>
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</table>

### Financial Services

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
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<th>Work Completed</th>
<th>Project Status % Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00305-40 -Service Cambridge - Customer Care Portal</td>
<td>Technology Upgrades</td>
<td>Ahmed Kassad</td>
<td></td>
<td>In progress</td>
<td>50%</td>
<td>May-2019 to Jun-2021</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00948-20 -Community Benefits Charge Study</td>
<td>Study</td>
<td>Sheryl Ayres</td>
<td></td>
<td>Delayed</td>
<td>0%</td>
<td>Jul-2020 to Sep-2021</td>
<td>$102,000.00</td>
</tr>
<tr>
<td>A/00947-20 -Rates &amp; Fees Study</td>
<td>Study</td>
<td>Deborah Andrade</td>
<td></td>
<td>In progress</td>
<td>0%</td>
<td>Jan-2020 to Mar-2021</td>
<td>$100,000.00</td>
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### Fire Services

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
<th>Project Manager</th>
<th>Work Completed</th>
<th>Project Status % Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00202-10 -P25 Radio Compliance</td>
<td>Technology Upgrades</td>
<td>Damond Jamieson</td>
<td></td>
<td>Successful switchover to new P25 system.</td>
<td></td>
<td>$412,000.00</td>
<td>-$51,908.05</td>
</tr>
<tr>
<td>A/00378-10 -Intergraph Computer Aided Dispatch</td>
<td>Technology Upgrades</td>
<td>Damond Jamieson</td>
<td></td>
<td>ICAD installation has completed at Kitchener Fire Department Headquarters.</td>
<td></td>
<td>$742,000.00</td>
<td>$30,180.15</td>
</tr>
<tr>
<td>A/00506-10 -Fire Apparatus 2020</td>
<td>Equipment Purchase</td>
<td>Damond Jamieson</td>
<td></td>
<td>Pre-build completed.</td>
<td>2%</td>
<td>Oct-2020 to Dec-2021</td>
<td>$1,430,000.00</td>
</tr>
<tr>
<td>A/01229-40 -Fire Services Dispatch Renovations</td>
<td>Facility Renovation</td>
<td>Damond Jamieson</td>
<td></td>
<td>Phase I of work complete.</td>
<td>50%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$137,500.00</td>
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</table>

**Total Cost:** $302,000.00  **Total Unexpended:** $232,167.24

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### Technology Services

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
<th>Project Manager</th>
<th>Work Completed</th>
<th>Project Status</th>
<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00275-50 -Employee Intranet Development</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Project on hold. Evaluating project timeline. Initial stakeholder consultation complete.</td>
<td>Delayed</td>
<td>10%</td>
<td>Jan-2017 to Dec-2021</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00282-50 -TS Data architecture and Process review</td>
<td>Networks &amp; Information Mgmt</td>
<td>Kirby Childerhose</td>
<td>Initial scope defined. Infositech is engaged as a partner and the project charter is currently being worked on and will be delivered by the end of the quarter.</td>
<td>In progress</td>
<td>40%</td>
<td>May-2017 to Dec-2020</td>
<td>$200,000.00</td>
<td>$54,550.14</td>
</tr>
<tr>
<td>A/00341-40 -Amanda Roadmap Implementation (2018)</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Digitalization plan is complete. Currently working on requirements for updates to film permit, trade licenses and permit rebates.</td>
<td>In progress</td>
<td>80%</td>
<td>Mar-2018 to Jun-2021</td>
<td>$175,000.00</td>
<td>$116,474.05</td>
</tr>
<tr>
<td>A/00347-10 -Disaster Recovery Site Enhancements</td>
<td>Security &amp; Risk Mgmt</td>
<td>Mohammad Mamun</td>
<td>Recruitment for the emergency planning coordinator is ongoing, interviews to be completed by Feb 7th.</td>
<td>In progress</td>
<td>60%</td>
<td>Feb-2018 to Jun-2021</td>
<td>$150,000.00</td>
<td>$73,044.07</td>
</tr>
<tr>
<td>A/00407-10 -Relational Database -Oracle MSQL Upgrad</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td></td>
<td>In progress</td>
<td>5%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$100,000.00</td>
<td>$149,681.10</td>
</tr>
<tr>
<td>A/00788-40 -ActiveNet Roadmap Implementation 2019</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>SAP/ActiveNet refund integration complete. Other ActiveNET project plans currently being validated with stakeholders. Discussions with business units has started in regards to a long term plan for ActiveNET.</td>
<td>In progress</td>
<td>30%</td>
<td>Mar-2019 to Jun-2021</td>
<td>$75,000.00</td>
<td>$71,787.44</td>
</tr>
<tr>
<td>A/00791-40 -Corporate BI, Dashboard and Reporting 20</td>
<td>New Enterprise Application</td>
<td>Kirby Childerhose</td>
<td></td>
<td>In progress</td>
<td>20%</td>
<td>Jan-2020 to Dec-2020</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>A/00793-20 -Corporate Payment System Assess/Upgrad</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>We are working on moving all online payments to 3rd party vendor to reduce the risk. This work is ongoing.</td>
<td>In progress</td>
<td>35%</td>
<td>Mar-2019 to Jun-2021</td>
<td>$75,000.00</td>
<td>$44,817.98</td>
</tr>
<tr>
<td>A/00795-40 -Enterprise Content Mgmt Implementation</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Implementation of base ECM system is still ongoing and further work under this project will commence upon its completion. Decommissioning of Documentum has begun.</td>
<td>In progress</td>
<td>70%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$125,000.00</td>
<td>$74,455.57</td>
</tr>
<tr>
<td>A/00796-40 -Fire Technology Strategy Implementation</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Planning has been completed.</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2019 to Jun-2021</td>
<td>$100,000.00</td>
<td>$40,073.54</td>
</tr>
<tr>
<td>A/00797-40 -GIS Strategy implementation 2019</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Planning underway, continuing through 2020. Work will be initiated in 2021. No funds are currently being spent.</td>
<td>Delayed</td>
<td>10%</td>
<td>Jan-2021 to Jun-2022</td>
<td>$100,000.00</td>
<td>$87,439.74</td>
</tr>
<tr>
<td>A/00798-40 -Service Desk Configuration Management an</td>
<td>Technology Upgrades</td>
<td>Ryan Small</td>
<td>Implementation for tracking hardware assets in the IT Service Management application is ongoing.</td>
<td>In progress</td>
<td>70%</td>
<td>Oct-2019 to Jun-2021</td>
<td>$90,000.00</td>
<td>$37,911.60</td>
</tr>
<tr>
<td>A/00803-40 -cityONE (SAP) Enhancements 2020</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td></td>
<td>In progress</td>
<td>90%</td>
<td>Jan-2020 to Mar-2021</td>
<td>$350,000.00</td>
<td>$94,419.88</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>Project Status</td>
<td>% Completed</td>
<td>Schedule</td>
<td>Plan Cost</td>
<td>Unexpended</td>
</tr>
<tr>
<td>--------------------------</td>
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<td>---------------</td>
</tr>
<tr>
<td>A/00922-10 -IT Security Enhancements 2020</td>
<td>Technology Upgrades</td>
<td>Ryan Small</td>
<td>Security roadmap, gap analysis and solution testing work is ongoing. Identity and Access Management solution procurement is in its ongoing.</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$400,000.00</td>
<td>$300,000.00</td>
</tr>
<tr>
<td>A/00923-10 -MS Office and Exchange- End of Life 2020</td>
<td>Technology Upgrades</td>
<td>Ryan Small</td>
<td>Currently rolling out Office with users receiving the updated software. Exchange environment has been install, configured and integrated into the current environment.</td>
<td>In progress</td>
<td>70%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$400,000.00</td>
<td>$89,517.00</td>
</tr>
<tr>
<td>A/01000-40 -Amanda Roadmap Implementation 2020</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>In progress</td>
<td>15%</td>
<td>Jan-2020 to Apr-2021</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
<td></td>
</tr>
<tr>
<td>A/01001-40 -City-Wide Maximo Implementation 2020</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>In progress</td>
<td>30%</td>
<td>Jan-2020 to Jun-2021</td>
<td>$300,000.00</td>
<td>$155,428.04</td>
<td></td>
</tr>
<tr>
<td>Technology Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,154,000.00</td>
<td>$1,737,330.90</td>
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<tr>
<td>Project Id - Project Name</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>Project Status</td>
<td>% Completed</td>
<td>Schedule</td>
<td>Plan Cost</td>
<td>Unexpended</td>
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<td>------------</td>
</tr>
<tr>
<td>A/00362-10 - Library Computer Equipment (18R003)</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Work completed</td>
<td>In progress</td>
<td>100%</td>
<td>Feb-2018 to Oct-2020</td>
<td>$249,000.00</td>
<td>$499,994.35</td>
</tr>
<tr>
<td>A/00383-40 - Library Queen Sq Boiler Replace</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Boiler installed and commissioned. Air intake system installed.</td>
<td>In progress</td>
<td>95%</td>
<td>Feb-2018 to Nov-2020</td>
<td>$203,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>A/00475-10 - Library Materials</td>
<td>Community Improvement</td>
<td>Mirna Raponi</td>
<td>Complete.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Jan-2020 to Dec-2020</td>
<td>$105,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>A/00476-10 - Library Computer Equipment</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Project planning.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-2020 to Mar-2021</td>
<td>$112,000.00</td>
<td>$112,000.00</td>
</tr>
<tr>
<td>A/00479-10 - Library Website Upgrade</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Project planning</td>
<td>In progress</td>
<td>5%</td>
<td>Jan-2020 to Mar-2021</td>
<td>$66,000.00</td>
<td>$66,000.00</td>
</tr>
<tr>
<td>A/00828-40 - Library Roof Replacement - QS 1968</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Roof condition assessment.</td>
<td>Delayed</td>
<td>0%</td>
<td>Oct-2020 to Oct-2021</td>
<td>$275,000.00</td>
<td>$275,000.00</td>
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</table>

**Library**

<table>
<thead>
<tr>
<th>Library</th>
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<tbody>
<tr>
<td>$1,160,000.00</td>
<td>$615,075.63</td>
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<tr>
<td>Project Id - Project Name</td>
<td>Project Type</td>
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<tr>
<td>--------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>A/00150-10 - Fountain St Soccer Field Land Acquisition</td>
<td>Land/Property Acquisition</td>
</tr>
<tr>
<td>A/00263-10 - Sanitary Sewer Easement Acquisition</td>
<td>Land/Property Acquisition</td>
</tr>
<tr>
<td>A/00666-10 - Land Acquisition 1 - Confidential</td>
<td>Land/Property Acquisition</td>
</tr>
<tr>
<td>A/00746-10 - Land Acquisition 2 - Confidential</td>
<td>Land/Property Acquisition</td>
</tr>
<tr>
<td><strong>Realty and Property Services</strong></td>
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### Project forecast changes not requiring Council approval

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost To December 2020</th>
<th>Forecast Increase / Decrease</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00202-10 P25 Radio Compliance (17Q006)</td>
<td>300,000</td>
<td>825,196</td>
<td>805,230</td>
<td>10,289</td>
<td>Recognize additional $10,289 in revenue from Kitchener</td>
</tr>
<tr>
<td>A/00389-30 INFRASTRUCTURE DESIGN (19C014)</td>
<td>500,000</td>
<td>449,868</td>
<td>268,085</td>
<td>(50,000)</td>
<td>Return $15,200 to Cap Works RF, Return $17,400 to Wastewater RF, and Return $17,400 to Water RF</td>
</tr>
<tr>
<td>A/00398-40 Goddard Cres &amp; Heroux Devtek Dr Top-coat</td>
<td>575,000</td>
<td>575,000</td>
<td>-</td>
<td>(259,471)</td>
<td>Return $259,471 to Ec Dev RF as per approved tender T21-26</td>
</tr>
<tr>
<td>A/00420-40 Preston Auditorium Expansion - Construction</td>
<td>13,015,600</td>
<td>13,015,600</td>
<td>-</td>
<td>(39,800)</td>
<td>Transfer Debenture funds of $39,800 to Design Project A/00420-30 for feasibility study as per approved Project change form</td>
</tr>
<tr>
<td>A/00676-40 Railway Improvements</td>
<td>350,000</td>
<td>350,000</td>
<td>-</td>
<td>(50,000)</td>
<td>Return $50K to Cap Works RF</td>
</tr>
<tr>
<td>A/00695-40 Gore Fountain</td>
<td>55,000</td>
<td>55,000</td>
<td>24,876</td>
<td>2,244</td>
<td>Draw $2,244 from Cap Works RF as per approved project change form</td>
</tr>
<tr>
<td>A/00984-40 Asphalt Resurfacing Program (2021)</td>
<td>670,000</td>
<td>670,000</td>
<td>-</td>
<td>(282)</td>
<td>Return $282 to Gas Tax RF as per approved tender T21-26</td>
</tr>
<tr>
<td>A/01039-40 Salisbury Avenue Reconstruction</td>
<td>4,300,000</td>
<td>4,300,000</td>
<td>1,321</td>
<td>(538,159)</td>
<td>Return $137,317 to Cap Works RF, Return $64,802 to Wastewater RF, Return $111,195 to Water RF, and Return $224,845 to Gas Tax RF as per approved tender T21-19</td>
</tr>
<tr>
<td>A/01044-40 Rooshill Av and Millvue St Reconstruction</td>
<td>1,890,000</td>
<td>1,890,000</td>
<td>76</td>
<td>(545,782)</td>
<td>Return $26,175 to Cap Works RF, Return $128,915 to Wastewater RF, Return $150,751 to Water RF, and Return $239,941 to Gss Tax RF as per approved tender T21-20</td>
</tr>
<tr>
<td>A/01045-40 Sheldon Drive Reconstruction</td>
<td>1,395,000</td>
<td>1,395,000</td>
<td>76</td>
<td>(385,724)</td>
<td>Return $385,724 to Cap Works RF as per approved tender T21-10</td>
</tr>
<tr>
<td>A/01046-40 Highridge Crt Reconstruction</td>
<td>420,000</td>
<td>420,000</td>
<td>-</td>
<td>(105,746)</td>
<td>Return $105,746 to Cap Works RF as per approved tender 21-08</td>
</tr>
<tr>
<td>A/01064-40 Boxwood Dr Reconstruction</td>
<td>300,000</td>
<td>300,000</td>
<td>-</td>
<td>(73,760)</td>
<td>Return $73,760 to Ec Dev RF as per approved tender 21-08</td>
</tr>
<tr>
<td>A/01163-20 Consulting Services - Planning</td>
<td>-</td>
<td>50,000</td>
<td>-</td>
<td>5,000</td>
<td>Draw $5,000 from Cap Works RF</td>
</tr>
</tbody>
</table>

### Project forecast changes previously approved by Council

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost To December 2020</th>
<th>Forecast Increase / Decrease</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00142-10 Land Acquisition - 17 Cambridge St (16G100)</td>
<td>800,000</td>
<td>870,000</td>
<td>1,000,013</td>
<td>138,883</td>
<td>Draw $138,883 ($85,664 + $53,219) from Facility Mtce Reserve as per previously approved Reports 20-089(CRE) and 21-033(CRE)</td>
</tr>
<tr>
<td>A/00150-10 Land Acq Confidential (1SH008)</td>
<td>500,000</td>
<td>1,471,100</td>
<td>1,464,689</td>
<td></td>
<td>Return $600K in Contribution from Others and issue $600K in Growth Debenture as per approved report 21-047(CD)</td>
</tr>
<tr>
<td>A/00362-40 18G013 Riverside Grandstand Roof Replace (18G013)</td>
<td>150,000</td>
<td>150,000</td>
<td>15,186</td>
<td>242,440</td>
<td>Draw $242,440 from Facility Mtce RF as per approved report 21-084(CRE)</td>
</tr>
<tr>
<td>Project</td>
<td>Original Budget</td>
<td>Previous Forecast</td>
<td>Actual Cost To December 2020</td>
<td>Forecast Increase / (Decrease)</td>
<td>Funding Source &amp; Comments</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>------------------------------</td>
<td>--------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A/00394-40 Dover Street PS - Construction</td>
<td>4,080,000</td>
<td>4,080,000</td>
<td>-</td>
<td>990,930</td>
<td>Issue additional growth debenture of $594,558 and Draw $396,372 from Wastewater RF as per approved report 21-112 CRS</td>
</tr>
<tr>
<td>A/00489-40 Centre, Short Reconstruction</td>
<td>2,130,000</td>
<td>2,130,000</td>
<td>2,005</td>
<td>(103,229)</td>
<td>Return $117,937 to Cap Works RF, Return $15,113 to Water RF, and Draw $29,821 From Wastewater RF as per approved report 21-051(CRS) Tender T20-82</td>
</tr>
<tr>
<td>A/00735-40 Newman Drive Sidewalk Installation</td>
<td>70,000</td>
<td>70,000</td>
<td>11,999</td>
<td>110,000</td>
<td>Recognize $110K in additional recovery from developer as per approved report 21-071(CD)</td>
</tr>
<tr>
<td>A/01162-20 Technology Services Budget &amp; Process Review</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>90,000</td>
<td>Recognize $90K in grant revenue as per approved report 21-099</td>
</tr>
<tr>
<td><strong>Total net project decrease</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>(562,167)</strong></td>
<td></td>
</tr>
</tbody>
</table>
Recommendations

THAT Council receive Report 21-157(CD) for information;

AND THAT Council authorize the Mayor and Clerk to enter into an agreement, subject to City Solicitor approval, pursuant to the Development Charges By-Law with Radha Krishna Mandir & Cultural Centre Inc. (Cambridge Hindu Society) to defer payment of the City of Cambridge’s Development Charges applicable to the proposed development located at 85 Boxwood Drive to allow 6 installments to be payable over a period of 5 years from the time of building permit issuance;

AND FURTHER THAT the repayment of the deferred development charges incurs annual interest fees of 4.45%.

Executive Summary

Purpose

- The Radha Krishna Mandir & Cultural Centre Inc (RKMCC), formerly known as the Cambridge Hindu Society, is requesting a deferral of City of Cambridge development charges on their new temple to be built at 85 Boxwood Drive.

Key Findings

- Radha Krishna Mandir & Cultural Centre Inc. (RKMCC), previously known as the Cambridge Hindu Society, is a place of worship and a registered charitable organization. RKMCC is currently under the Site Plan Approval process for a new Mandir (Hindu Temple) to be located at 85 Boxwood Drive under application
SP35/20. City, Regional and School Board development charges are payable at the time of building permit issuance.

- RKMCC is requesting a deferral on the City portion of Development Charges due to the negative impacts on their attendance and donations as a result of the COVID-19 pandemic. The current Temple has been closed for most of the last year, and as such the usual fundraising events have not been able to occur.

- Section 12.3 of the Development Charges By-law No. 19-094 permits the City to enter into an agreement to defer development charges that are otherwise payable, subject to interest.

Financial Implications

- The development charges applicable for the development, subject to change based on final floor area on the approved site plan, are $117,905. This is based on rates in effect at the time of site plan application in December 2020, in accordance with section 26.2 of the Development Charges Act which freezes the rates at date of application.

- Under the City’s Development Charges Interest Policy, interest at a rate of 4.45% (Prime + 2%) will apply between the date of application and the date of building permit issuance.

- RKMCC is requesting a deferral of City development charges for the proposed Temple building. Staff recommends that Council authorize staff to prepare the necessary agreement to defer City development charges to allow six (6) equal instalments to be payable over five (5) years with an interest rate of Prime +2% based on the Prime rate in effect at time of building permit issuance.

Background

Radha Krishna Mandir & Cultural Centre Inc. (RKMCC), previously known as the Cambridge Hindu Society, is a place of worship and a registered charitable organization. The RKMCC currently operates out of their temple on 67 Old Mill Rd.

After 20 years of owning a 2.24-acre piece of land at 85 Boxwood Drive, RKMCC is currently under the Site Plan Approval process for a new Mandir (Hindu Temple) under application SP35/20 which is expected to be completed shortly. A building permit will be required for the proposed development. City, Regional and School Board development charges are payable at the time of building permit issuance.

The site is located at 85 Boxwood Drive, formerly 0 Royal Oak Road, on a 2.24-acre triangular shaped parcel at the intersections of Cherry Blossom Road (North), Royal Oak Road (South east-west) and Boxwood Drive (West). The parcel is legally described as Part of Lot 27, Beasley’s Broken Front Concession, Part 11 Plan 67R-2561, City of...
Cambridge, and Regional Municipality of Waterloo. The property is currently vacant and sparsely vegetated. The proposed development will be 1,982.33 m² (21,337.62 ft²) in size. A copy of the site plan (second submission, not final) showing the location of the building can be found on Attachment A.

![Figure 1 - 85 Boxwood Drive](image)

Recent legislative changes to the Development Charges Act and the Planning Act included two new provisions allowing developers to modify their typical development charges. The new provisions allow qualifying developments to:

- Freeze development charge rates through the development process (section 26.2);
- Defer development charge payments over multiple years (section 26.1)

The new legislation also allows municipalities to charge interest when either of these provisions is employed. The City’s Development Charges Interest Policy aims to ensure that the City is able to continue funding capital investments required to maintain the delivery of services to a growing population and businesses community.

This development is eligible for the freeze in the development charge rates, based on their site plan application submission date occurring in December 2020. It does not meet the criteria under the Development Charges Act to automatically (without Council approval required) defer payments over multiple years. However, section 12.3 of the City’s Development Charges By-Law 19-094 allows the City to enter into an agreement to defer the development charges, and to charge interest on the amount deferred.
RKMCC is requesting a deferral on the City portion of Development Charges due to the negative impacts on their attendance and donations as a result of the COVID-19 pandemic. The current Temple has been closed for most of the last year, and as such the usual fundraising events have not been able to occur.

**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.

Supporting the development of a new Mandir (Hindu Temple) on this vacant site promotes the development of welcoming and vibrant neighbourhoods in the City.

**Comments**

Planning staff are supportive of the applicant’s request to enter into an agreement pursuant to the Development Charges By-law for the deferral of the City of Cambridge portion of the development charges for the proposed place of worship to be located at 85 Boxwood Drive.

A deferral agreement with the City will not defer Regional and school board development charges and the applicant will be required to either pay these fees at the time of building permit issuance or enter into an agreement to defer payment with these agencies.

Staff recommends that Council authorize staff to prepare the necessary agreement to defer City development charges to allow for (6) equal instalments to be payable over five (5) years with an interest rate of Prime +2% based on the Prime rate in effect at building permit issuance. This approach is similar to section 26.1 of the Development Charges Act if the development had been eligible under the definition of an institutional development.

**Existing Policy/By-Law**

The City must follow the legislation permitted through the Development Charges Act and the City’s Development Charges Bylaw 19-094 that was approved in 2019.
Section 12.3 of the City’s Development Charges Bylaw 19-094, ‘Agreement for Earlier or Later Payment’ and Section 27 of the Development Charges Act permits a municipality to enter into an agreement to be paid before or after it would otherwise be payable. Section 12.3.3 of the Bylaw also states that the City may charge interest, at a rate stipulated in the agreement, on that part of the development charge payable after it would otherwise be payable.

The City’s Development Charges Interest Policy establishes the rules and procedures for the City of Cambridge to enter into an agreement with a developer to charge interest on certain types of developments, as permitted under sections 26.1 and 26.2 of the Development Charges Act. The policy aims to ensure that the City is able to continue funding capital investments required to maintain the delivery of services to a growing population and businesses community.

Financial Impact

Under section 26.2 of the Development Charges Act, the development charges are calculated based on the rates in effect at the date of site plan application which occurred in 2020. Total City development charges are therefore based on the December 2020 rate of $59.48 per m² which equates to approximately $117,905. The total amount owing is subject to change based on the final floor area on the approved site plan.

Additionally, the City’s Development Charges Interest Policy applies interest at a rate of Prime + 2%, from the date of site plan application to the date development charges are otherwise due at building permit issuance. Based on the 2.45% Prime rate in effect at application time, this equates to an annual interest rate of 4.45%.

The applicant is requesting a deferral of City development charges for the proposed Temple building. Staff recommends that Council authorize staff to prepare the necessary agreement to defer City development charges for six (6) instalments over five (5) years with an interest rate of Prime +2%, based on the Prime rate in effect at time of building permit issuance. The first payment, equal to 1/6th of the total development charges owing, would be due at building permit issuance. Payments, including accrued interest, would then continue for the following five (5) anniversaries of that date. This approach is similar section 26.1 of the Development Charges Act if the development had been eligible under the definition of an institutional development.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Internal discussions have been had with the City’s Legal Department, Engineering and Finance. The applicant had also requested a reduction in DC’s owing for the sanitary
sewer works; however, discussions with Engineering Services indicated that the work required for this development is not eligible for a reduction in DC’s since any connections would be for the sole purpose of the development and it is therefore a developer responsibility rather than the City.

**Conclusion**

Radha Krishna Mandir & Cultural Centre Inc. (RKMCC), previously known as the Cambridge Hindu Society, is a place of worship and a registered charitable organization. RKMCC is currently under the Site Plan Approval process for a new Mandir (Hindu Temple) to be located at 85 Boxwood Drive under application SP35/20. City, Regional and School Board development charges are payable at the time of building permit issuance. RKMCC is requesting a deferral of City development charges for the proposed Temple building. Staff recommends that Council authorize staff to prepare the necessary agreement to defer City development charges for a period of six (6) instalments over five (5) years with an interest rate of Prime +2%, based on the Prime rate in effect at time of building permit issuance. This approach is similar to section 26.1 of the Development Charges Act if the development had been eligible under the definition of an institutional development.

**Signature**

**Division Approval**

Reviewed by the CFO

Reviewed by Legal Services

Name: Deanne Friess
Title: Manager of Development Planning

**Departmental Approval**

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

Name: David Calder
Title: City Manager

Attachments

- Attachment A: SP35/20 Second Submission Site Plan (not final submission)
SITE STATISTICS

SITE AREA

PRAYER AREA

PARKING

PRAYER AREA  350 m

@   0.75 person /m

No of persons = 447

1 space for every 5 persons

No. of spaces required = 89

No provided                 = 120

No. of Handicap spaces required  = 2
To: COUNCIL  
Meeting Date: 06/29/21  
Subject: 2021 Operating Financial Update – April Forecast  
Submitted By: Sheryl Ayres, Chief Financial Officer  
Prepared By: Debbie Andrade, Supervisor of Financial Planning  
Report No.: 21-160(CRS)  
File No.: C1101

Recommendation(s)

THAT report 21-160(CRS) re: 2021 Operating Financial Update – April Forecast be received;

AND THAT operating forecast changes for the April 2021 reporting period that are reportable to Council under the Budget Control By-Law be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in report 21-160(CRS) be approved.

Executive Summary

Purpose

- As per the City’s budget control by-law, Council is to be provided with regular updates related to operating budget variances. This report is an update on the City’s operations for 2021, both tax-supported and in the water and wastewater operations.

Key Findings

- The tax-supported operations are forecasting a surplus for 2021 of $92,517 which includes $752,300 in loss of revenue and $1,457,400 in additional expenses directly related to Covid-19, offset by cost containment savings of $549,437, savings from the Idea Exchange of $130,000 and $1,660,263 in funding from the Safe Restart Agreement. Other small variances unrelated to Covid-19 totalled $37,483.

- For this reporting period the City is not projecting a year-end surplus or deficit for its Water Utility operations.
Financial Implications

- The following table summarizes the forecasted surplus as it relates to the COVID-19 pandemic and the City’s operations:

<table>
<thead>
<tr>
<th>Tax-Supported Operating Financial Update</th>
<th>Current Forecast (As at April 30th)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COVID-19 Related Impacts:</strong></td>
<td></td>
</tr>
<tr>
<td>Loss in revenues</td>
<td>$ 752,300</td>
</tr>
<tr>
<td>Additional expenses related to COVID-19</td>
<td>$ 1,457,400</td>
</tr>
<tr>
<td>Savings related to Cost Containment strategies</td>
<td>$(549,437)</td>
</tr>
<tr>
<td>Total COVID-19 Related Impacts</td>
<td>$ 1,660,263</td>
</tr>
<tr>
<td>Less: Safe Restart Funding</td>
<td>$(1,660,263)</td>
</tr>
<tr>
<td>Variances unrelated to COVID-19</td>
<td>$ 37,483</td>
</tr>
<tr>
<td>Idea Exchange Savings</td>
<td>$(130,000)</td>
</tr>
<tr>
<td><strong>Net Forecasted Surplus</strong></td>
<td>$(92,517)</td>
</tr>
</tbody>
</table>

Background

Economic Outlook

Although Canada is experiencing a difficult third wave of the Covid-19 pandemic, the outlook has improved for both the global and Canadian economies.

Global economic growth is stronger than was forecast in the Bank of Canada’s January Monetary Policy Report, although the pace varies considerably across the country. The Bank of Canada now projects global gross domestic product (GDP) to grow by just over 6 ¾ percent in 2021, about 4 percent in 2022, and almost 3 ½ percent in 2023. The global recovery has lifted commodity prices, including oil, contributing to the strength of the Canadian dollar.

While growth in the first quarter was stronger than the Bank’s January forecast, new lockdowns will pose another setback and the labour market remains difficult for many Canadians, especially low-wage workers, young people and women. As vaccines roll out and the economy reopens, consumption is expected to rebound strongly in the second half of this year. Housing construction and resales are at historic highs, driven by the desire for more living space, low mortgage rates, and limited supply. Additionally, federal and provincial fiscal stimulus will contribute importantly to growth.

The Consumer Price Index (CPI), a key measure of inflation in the economy, was 3.4 percent in April 2021 based on year-over-year comparison. While inflation is higher than typical currently, the Bank of Canada expects CPI inflation to ease back toward 2 percent over the second half of 2021.
Safe Restart Funding

On July 16, 2020 the federal government announced the Safe Restart Agreement which would provide funding to help provinces and territories safely restart their economies and for municipalities to continue to deliver essential services. As part of the Phase 1 funding allocation, the City of Cambridge received $3,069,100 based on a per household basis to support COVID-19 operating costs and pressures.

Subsequently, in December 2020 the City received notification of an additional $1,298,000 in safe restart funding. As per the Minister of Municipal Affairs and Housing, "This joint funding will help Ontario's municipalities recover from the impacts of COVID-19 faster, by helping them to enter into 2021 without operating deficits from this year, by ensuring our municipal partners are in a sound financial position to begin the new year, they can focus on keeping their capital projects on track while continuing to provide the critical services their residents rely on."

Additionally, the City has been informed that the federal government will provide an additional $2,491,652 in safe restart funding to the City of Cambridge based on the proportion of COVID-19 cases in the Public Health Unit for our respective Municipality during the period of January 1, 2021 to February 18, 2021. Any amount of the funding received in excess of the current COVID-19 operating costs shall be placed into a reserve to be accessed to support any future COVID-19 operating costs and pressures.

The table below summarizes the City’s share of the Safe Restart Agreement and the forecasted use as of the April reporting period.

<table>
<thead>
<tr>
<th>Funding Commitments from Province:</th>
<th>Date</th>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 12/20</td>
<td>Phase 1 Safe Restart</td>
<td>$3,069,100</td>
<td></td>
</tr>
<tr>
<td>December 6/20</td>
<td>Phase 2 Safe Restart</td>
<td>$1,298,000</td>
<td></td>
</tr>
<tr>
<td>March 4/21</td>
<td>COVID-19 Recovery Funding</td>
<td>$2,491,652</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$6,858,752</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding Allocation:</th>
<th>Date</th>
<th>Initiative</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2/20</td>
<td>2021 Budget (including Idea Exchange $116,500)</td>
<td>$2,773,800</td>
<td></td>
</tr>
<tr>
<td>April 30/21</td>
<td>Spring Summer Program Reinstatement &amp; Other Covid-19 Variances</td>
<td>$1,660,263</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$4,434,063</td>
<td></td>
</tr>
<tr>
<td>Remaining Balance of Safe Restart Funding as at April 30, 2021</td>
<td></td>
<td>$2,424,689</td>
<td></td>
</tr>
</tbody>
</table>

Cost Containment Plan

In response to the COVID-19 global pandemic that began in late 2019, on April 16, 2020 Council approved report 20-118(CRS) which outlined a cost containment plan that was implemented to ensure financial sustainability of the City through controlling costs to the greatest extent possible and to offset lost revenues due to COVID-19.
Many of the cost containment strategies implemented in 2020 carried forward into the 2021 budget process and were included as one-time reductions to departmental budgets in order to bring forward an affordable 2021 tax rate increase for citizens.

Some 2020 service levels which were adjusted due to COVID-19 are simply not cost effective and achievable on an ongoing basis and throughout 2021. Examples of this include reduced grass cutting and trail maintenance, and delaying minor capital improvements and general maintenance contracts such as sidewalk restoration.

Additionally, there has been a great deal of public feedback in the form of comments regarding service availability and service levels – specifically, the lack of, in 2020 when Cambridge reduced staffing levels and corresponding service levels in public spaces, sports facilities, and recreation spaces. As such, a separate report outlining the spring/summer program and service plan was received and supported by Council on April 6, 2021 and was developed based on public feedback in 2020, feedback from various sports and recreation groups with respect to the demand for these services to be available, along with keeping in line with the City’s regional partners and their current service levels.

Therefore, the 2021 cost containment plan requires some flexibility and shifts in the guidelines to staff. The financial impact due to COVID-19 is still expected to be mitigated through cost containment savings and the funding received from the Provincial Government through the Safe Restart Agreement.

Staff have included the financial implications as a result of the revised 2021 cost containment plan in their April forecasting.

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.

Providing updates to council on the operating budget supports responsible oversight of financial resources. It also ensures program managers and departments are held accountable for the programs they manage and provide transparency as to where public dollars are spent.
Comments

Tax-Supported Variance

The COVID-19 pandemic continues to provide unprecedented challenges to the City’s operations and service delivery. Staff remain resilient and adaptive to the changing restrictions to ensure the correct balance of services are being provided to the community while managing financial sustainability.

The following table summarizes the forecasted surplus as it relates to the COVID-19 pandemic and the City’s operations:

<table>
<thead>
<tr>
<th>Tax-Supported Operating Financial Update</th>
<th>Current Forecast (As at April 30th)</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>Savings related to Cost Containment strategies</td>
<td>(549,437)</td>
</tr>
<tr>
<td>Total COVID-19 Related Impacts</td>
<td>$ 1,660,263</td>
</tr>
<tr>
<td>Less: Safe Restart Funding</td>
<td>(1,660,263)</td>
</tr>
<tr>
<td>Variances unrelated to COVID-19</td>
<td>$ 37,483</td>
</tr>
<tr>
<td>Idea Exchange Savings</td>
<td>(130,000)</td>
</tr>
<tr>
<td><strong>Net Forecasted Surplus</strong></td>
<td>$ (92,517)</td>
</tr>
</tbody>
</table>

Loss of Revenues

The majority of the $752,300 in forecasted revenue losses are as a result of decreased parking revenues, reduced program revenues due to the extended closures in Parks and Arenas and decreased parking enforcement fines. The revenues related to parking enforcement has been significantly affected during the pandemic as City staff made an adjustment during the 2021 budget process to reflect this revenue loss and subsequently for April forecasting.

COVID-19 Direct Costs

The additional costs relating to COVID-19 are forecasted to be $1,457,400.

This includes the estimated forecast of $862,000 as outlined in report 21-123(CD) 2021 Spring/Summer Program and Service Update which was to endorse the modified program and service delivery to provide sports, recreation trails and outdoor services under pandemic conditions, including additional by-law enforcement and operational needs, as well as, unanticipated overtime costs relating to essential services such as Fire Suppression and information technology overages in Enterprise WebEx Licensing which were not budgeted for.
Cost Containment Plan

Staff continue to focus on cost containment strategies in 2021 and have included forecasted savings related to cost containment of $549,437 for the April reporting period.

Variance Unrelated to COVID-19

Additional variances unrelated to COVID-19 total $37,483 which includes $70,000 in salary gapping savings in Fire Services as a result of vacancies offset by an additional $22,000 in Public Safety for advanced cleaning and inspection of bunker gear and an additional $9,000 required in general maintenance at Dickson Park Arena due to a replaced hot water heater for the ice resurfacer.

Safe Restart Funding

The city is forecasting a draw from the Safe Restart Funding of $1,660,263 to offset the net of the additional COVID-19 expenses, loss in revenues and cost containment savings.

Idea Exchange Savings

Due to closures and cost containment as a result of the Covid-19 pandemic, Idea Exchange is forecasting savings of $300,000 for 2021. Of this amount, $170,000 is requested to be transferred to the Facility Maintenance Reserve Fund to offset funding taken for the Queens Square Library roof project, as per report 21-166(CRS) on June 8th 2021.

Variance Analysis By Department

The following summary shows the variance between the annual Council approved budget and year to date actuals for each department, for tax-supported operations:

<table>
<thead>
<tr>
<th>Department</th>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>Current Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As at April 30th</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor and Council</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$1,180,700</td>
<td>339,589</td>
<td>28.8%</td>
<td></td>
</tr>
<tr>
<td>Office of the City Manager</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$2,279,100</td>
<td>686,450</td>
<td>30.1%</td>
<td></td>
</tr>
<tr>
<td>Corporate Services</td>
<td>$43,127,900</td>
<td>$30,400</td>
<td>$43,158,300</td>
<td>$43,177,400</td>
<td>15,545,247</td>
<td>36.0%</td>
<td></td>
</tr>
<tr>
<td>Corporate Enterprise</td>
<td>$7,440,700</td>
<td>($9,200)</td>
<td>$6,900,500</td>
<td>($44,950)</td>
<td>$6,855,550</td>
<td>36.0%</td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>$9,169,600</td>
<td>$169,500</td>
<td>$9,259,300</td>
<td>($212,235)</td>
<td>$9,047,065</td>
<td>23.6%</td>
<td></td>
</tr>
<tr>
<td>Infrastructure Services</td>
<td>$19,253,500</td>
<td>($160,300)</td>
<td>$18,994,700</td>
<td>($283,475)</td>
<td>$19,278,175</td>
<td>37.7%</td>
<td></td>
</tr>
<tr>
<td>Corporate Expenditures</td>
<td>($90,077,500)</td>
<td>($30,400)</td>
<td>($89,398,600)</td>
<td>($207,907)</td>
<td>($89,606,507)</td>
<td>48.2%</td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>$7,626,000</td>
<td>$0</td>
<td>$7,626,000</td>
<td>($130,000)</td>
<td>$7,496,000</td>
<td>42.2%</td>
<td></td>
</tr>
<tr>
<td>Total City of Cambridge Tax Supported</td>
<td>$0</td>
<td>$0</td>
<td>$0 ($92,517)</td>
<td>($92,517)</td>
<td>($12,337,207)</td>
<td>42.2%</td>
<td></td>
</tr>
</tbody>
</table>

The 2021 tax-supported operations is reporting a forecasted surplus of $92,517 for the April reporting period.
Further details on the variance by division are provided below.

**Mayor and Council**

<table>
<thead>
<tr>
<th>Division</th>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>Current Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As at April 30th</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor and Council</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$339,589</td>
<td>28.8%</td>
</tr>
<tr>
<td>Total</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$339,589</td>
<td>28.8%</td>
</tr>
</tbody>
</table>

The Mayor and Council area is not projecting a year-end surplus or deficit for this reporting period.

**Office of the City Manager**

<table>
<thead>
<tr>
<th>Division</th>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>Current Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As at April 30th</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. City Manager</td>
<td>$499,900</td>
<td>$0</td>
<td>$499,900</td>
<td>$0</td>
<td>$499,900</td>
<td>$148,897</td>
<td>29.8%</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>$861,200</td>
<td>$0</td>
<td>$861,200</td>
<td>$0</td>
<td>$861,200</td>
<td>$260,798</td>
<td>30.3%</td>
</tr>
<tr>
<td>Legal Services</td>
<td>$918,000</td>
<td>$0</td>
<td>$918,000</td>
<td>$0</td>
<td>$918,000</td>
<td>$276,755</td>
<td>30.1%</td>
</tr>
<tr>
<td>Total</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$686,450</td>
<td>30.1%</td>
</tr>
</tbody>
</table>

The Office of the City Manager area is not projecting a year-end surplus or deficit for this reporting period.

**Corporate Services**

<table>
<thead>
<tr>
<th>Division</th>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>Current Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As at April 30th</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Corporate Services</td>
<td>$467,400</td>
<td>$0</td>
<td>$467,400</td>
<td>$0</td>
<td>$467,400</td>
<td>$149,637</td>
<td>32.0%</td>
</tr>
<tr>
<td>City Clerk</td>
<td>$2,818,800</td>
<td>$0</td>
<td>$2,818,800</td>
<td>$0</td>
<td>$3,097,600</td>
<td>$1,044,363</td>
<td>37.0%</td>
</tr>
<tr>
<td>Community Emergency Planning</td>
<td>$408,800</td>
<td>$0</td>
<td>$408,800</td>
<td>$0</td>
<td>$408,800</td>
<td>$147,163</td>
<td>36.0%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>$3,380,000</td>
<td>$0</td>
<td>$3,380,000</td>
<td>$5,300</td>
<td>$3,385,300</td>
<td>$1,288,053</td>
<td>38.1%</td>
</tr>
<tr>
<td>Fire Services</td>
<td>$26,820,100</td>
<td>$0</td>
<td>$26,820,100</td>
<td>($65,000)</td>
<td>$26,755,100</td>
<td>$9,328,573</td>
<td>34.8%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$2,530,800</td>
<td>$0</td>
<td>$2,530,800</td>
<td>$0</td>
<td>$2,530,800</td>
<td>$724,454</td>
<td>28.6%</td>
</tr>
<tr>
<td>Technology Services</td>
<td>$6,702,000</td>
<td>$30,400</td>
<td>$6,732,400</td>
<td>$0</td>
<td>$6,732,400</td>
<td>$2,863,004</td>
<td>42.5%</td>
</tr>
<tr>
<td>Total Corporate Services</td>
<td>$43,127,900</td>
<td>$30,400</td>
<td>$43,158,300</td>
<td>$219,100</td>
<td>$43,377,400</td>
<td>$15,545,247</td>
<td>36.0%</td>
</tr>
</tbody>
</table>

Corporate Services department is projecting a deficit of $219,100 as a result of decreased parking enforcement fines of $230,000 as well as increased advertising and overtime as a result of additional meetings due to Covid-19, which is offset by projected salary savings in Fire Services due to vacancies.
Corporate Enterprise

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTATED BUDGET</th>
<th>CURRENT FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT APRIL 30TH</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Enterprise</td>
<td>$366,400</td>
<td>$0</td>
<td>$366,400</td>
<td>($650)</td>
<td>$365,750</td>
<td>$124,265</td>
<td>33.9%</td>
</tr>
<tr>
<td>Admin. Corporate Enterprise</td>
<td>$301,100</td>
<td>$0</td>
<td>$301,100</td>
<td>$0</td>
<td>$301,100</td>
<td>$69,851</td>
<td>23.2%</td>
</tr>
<tr>
<td>Building Design &amp; Construction</td>
<td>$550,300</td>
<td>$0</td>
<td>$550,300</td>
<td>($3,600)</td>
<td>$546,700</td>
<td>$91,374</td>
<td>16.6%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$925,000</td>
<td>($9,200)</td>
<td>$925,000</td>
<td>($4,100)</td>
<td>$920,900</td>
<td>$138,250</td>
<td>14.9%</td>
</tr>
<tr>
<td>Facilities</td>
<td>$5,022,100</td>
<td>($9,200)</td>
<td>$4,832,900</td>
<td>($36,000)</td>
<td>$4,445,900</td>
<td>$1,107,392</td>
<td>24.7%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>$275,800</td>
<td>$0</td>
<td>$275,800</td>
<td>($600)</td>
<td>$275,200</td>
<td>$95,958</td>
<td>34.8%</td>
</tr>
<tr>
<td><strong>Total Corporate Enterprise</strong></td>
<td><strong>$7,440,700</strong></td>
<td><strong>($9,200)</strong></td>
<td><strong>$6,900,500</strong></td>
<td><strong>($44,950)</strong></td>
<td><strong>$6,855,550</strong></td>
<td><strong>$1,627,090</strong></td>
<td><strong>23.6%</strong></td>
</tr>
</tbody>
</table>

The forecasted surplus in the Corporate Enterprise area is primarily due to COVID-19 cost savings of $36,000 from reduced janitorial contracts in Facilities for City Hall and Historic City Hall.

Community Development

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTATED BUDGET</th>
<th>CURRENT FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT APRIL 30TH</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>$598,700</td>
<td>($53,100)</td>
<td>$545,600</td>
<td>$0</td>
<td>$545,600</td>
<td>$120,790</td>
<td>22.1%</td>
</tr>
<tr>
<td>Admin. Community Development</td>
<td>($860,000)</td>
<td>$0</td>
<td>($860,000)</td>
<td>$0</td>
<td>($860,000)</td>
<td>($573,459)</td>
<td>66.7%</td>
</tr>
<tr>
<td>Building Services</td>
<td>$3,836,000</td>
<td>$58,800</td>
<td>$3,894,800</td>
<td>$21,548</td>
<td>$3,916,348</td>
<td>$1,557,348</td>
<td>40.0%</td>
</tr>
<tr>
<td>Engineering &amp; Transportation Services</td>
<td>$1,672,400</td>
<td>$0</td>
<td>$1,672,400</td>
<td>$0</td>
<td>$1,672,400</td>
<td>$428,366</td>
<td>25.6%</td>
</tr>
<tr>
<td>Planning Services</td>
<td>$3,922,500</td>
<td>$163,800</td>
<td>$4,086,300</td>
<td>($233,783)</td>
<td>$3,752,717</td>
<td>$658,177</td>
<td>16.4%</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td>$9,169,600</td>
<td>$169,500</td>
<td>$9,259,100</td>
<td>($212,235)</td>
<td>$9,047,065</td>
<td>$2,191,222</td>
<td>23.7%</td>
</tr>
<tr>
<td><strong>Total Community Development</strong></td>
<td><strong>$9,169,600</strong></td>
<td><strong>$169,500</strong></td>
<td><strong>$9,259,100</strong></td>
<td><strong>($212,235)</strong></td>
<td><strong>$9,047,065</strong></td>
<td><strong>$2,191,222</strong></td>
<td><strong>23.7%</strong></td>
</tr>
</tbody>
</table>

Community Development department is projecting a surplus of $233,783 from savings in part-time wages in Recreation and Culture as a result of COVID-19 extended closures, partially offset with lost parking revenue in Engineering and Transportation Services.

Infrastructure Services

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTATED BUDGET</th>
<th>CURRENT FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT APRIL 30TH</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Services</td>
<td>$586,400</td>
<td>($91,000)</td>
<td>$495,400</td>
<td>($5,900)</td>
<td>$489,500</td>
<td>$382,257</td>
<td>77.2%</td>
</tr>
<tr>
<td>Asset Management &amp; Project Management</td>
<td>$765,100</td>
<td>$0</td>
<td>$765,100</td>
<td>$0</td>
<td>$765,100</td>
<td>$102,950</td>
<td>13.5%</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>$17,902,000</td>
<td>($445,200)</td>
<td>$17,456,800</td>
<td>$289,375</td>
<td>$17,647,175</td>
<td>$6,678,466</td>
<td>38.5%</td>
</tr>
<tr>
<td>Operations</td>
<td>$19,253,500</td>
<td>($160,300)</td>
<td>$19,094,200</td>
<td>$283,475</td>
<td>$19,377,675</td>
<td>$7,163,673</td>
<td>37.7%</td>
</tr>
<tr>
<td><strong>Total Infrastructure Services</strong></td>
<td><strong>$19,253,500</strong></td>
<td><strong>($160,300)</strong></td>
<td><strong>$18,994,200</strong></td>
<td><strong>$283,475</strong></td>
<td><strong>$19,278,175</strong></td>
<td><strong>$7,163,673</strong></td>
<td><strong>37.7%</strong></td>
</tr>
</tbody>
</table>
The department of Infrastructure Services is projecting a deficit of $289,475 as a result of its Operations division and the expected loss in revenues due to COVID-19 closures in Parks and Arenas.

### Corporate Expenditures

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTATED BUDGET</th>
<th>CURRENT FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT APRIL 30TH</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Financing</td>
<td>$13,630,800</td>
<td>$0</td>
<td>$14,340,100</td>
<td>$203,574</td>
<td>$14,543,674</td>
<td>$6,397,718</td>
<td>44.6%</td>
</tr>
<tr>
<td>External Funding</td>
<td>$1,993,800</td>
<td>$0</td>
<td>$1,993,800</td>
<td>$2,956</td>
<td>$1,996,756</td>
<td>$1,529,950</td>
<td>76.7%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$1,061,200</td>
<td>$0</td>
<td>$1,061,200</td>
<td>$0</td>
<td>$1,061,200</td>
<td>$66,625</td>
<td>6.3%</td>
</tr>
<tr>
<td>Income From Investment</td>
<td>($3,204,600)</td>
<td>$0</td>
<td>($3,204,600)</td>
<td>$0</td>
<td>($3,204,600)</td>
<td>$362,668</td>
<td>(11.3%)</td>
</tr>
<tr>
<td>Taxation Revenue</td>
<td>($97,782,500)</td>
<td>($30,400)</td>
<td>($97,812,900)</td>
<td>$0</td>
<td>($97,812,900)</td>
<td>($48,384,839)</td>
<td>49.5%</td>
</tr>
<tr>
<td>Payment in Lieu</td>
<td>($969,700)</td>
<td>$0</td>
<td>($969,700)</td>
<td>$0</td>
<td>($969,700)</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Corporate Grants</td>
<td>($113,900)</td>
<td>$0</td>
<td>($113,900)</td>
<td>$0</td>
<td>($113,900)</td>
<td>($160,363)</td>
<td>140.8%</td>
</tr>
<tr>
<td>Corporate Allocations</td>
<td>($4,692,600)</td>
<td>$0</td>
<td>($4,692,600)</td>
<td>($414,437)</td>
<td>($5,107,037)</td>
<td>($2,917,987)</td>
<td>62.2%</td>
</tr>
<tr>
<td><strong>Total Corporate Expenditures</strong></td>
<td>($90,077,500)</td>
<td>($30,400)</td>
<td>($89,398,600)</td>
<td>($207,907)</td>
<td>($89,606,507)</td>
<td>($43,106,228)</td>
<td>48.2%</td>
</tr>
</tbody>
</table>

The forecasted surplus of $207,907 in the Corporate Expenditures area is from the additional draw in Corporate Allocations from the rate stabilization reserve fund to offset the additional covid-19 related expenses and loss of revenues identified within Corporate Financing and various City departments.

Corporate Expenditures also includes two forecast changes for transfers of funding between reserve funds which have no overall result on the 2021 operating forecast, as follows.

Certain capital projects previously approved for debt funding to be covered from the Hydro Dividend Reserve were completed under-budget and with better than anticipated interest rates. The funds totalling an amount of $162,000 were drawn from the Hydro Reserve in 2020 in accordance with the budget but were not utilized, which added incorrectly to the City’s 2020 surplus contributed into the Rate Stabilization. Given the status and forecast of the Hydro Dividend Reserve, these funds are required in that Reserve. As such, the funds are recommended to be transferred from the Rate Stabilization Reserve to the Hydro Dividend Reserve. This has no overall impact to the City’s 2021 forecast, but will result in a transfer between the reserves.

In 2013 the City entered into an agreement for a tax increment grant for the Waterscape developments. The developments of the Waterscape 1 and Waterscape 2 buildings have yielded incremental taxes (assessment growth) for the City, making the developers eligible to recover certain of their brownfield cleanup costs up to this maximum increment amount. As such, the City’s budget includes this grant as an expense. However, to access the funds the developers must yet meet certain development milestones and conditions, and therefore the funds were not actually paid
out in 2020 and were added to the City’s 2020 surplus which was placed into the Rate Stabilization Reserve. However, instead of contributing to the surplus, the City would typically set aside these funds in the Capital Works Committed Reserve Fund in order to specifically earmark them as committed and not available for use since the developers are still eligible to access them so long as they yet meet the criteria per the agreement. Therefore, the funds are recommended to be transferred from the Rate Stabilization Reserve to the Capital Works Committed Reserve Fund. This also has no overall impact to the City’s 2021 forecast, but will result in a transfer between the reserve funds.

**Water Utility Variance**

The following summary shows the variance between the annual Council approved budget and year to date actuals for each department, for water utility operations.

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>Current Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As at April 30th</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Expenses</td>
<td>$37,516,200</td>
<td>($20,000)</td>
<td>$37,496,200</td>
<td></td>
<td></td>
<td>15,178,575</td>
<td>40.5%</td>
</tr>
<tr>
<td>Water Revenues</td>
<td>($37,516,200)</td>
<td></td>
<td>($37,496,200)</td>
<td>($8,911,168)</td>
<td></td>
<td>($8,911,168)</td>
<td>23.8%</td>
</tr>
<tr>
<td>Total Water</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$6,267,407</td>
<td></td>
</tr>
<tr>
<td>Sewer Expenses</td>
<td>$33,370,900</td>
<td></td>
<td>$33,370,900</td>
<td></td>
<td></td>
<td>6,547,896</td>
<td>19.6%</td>
</tr>
<tr>
<td>Sewer Revenues</td>
<td>($33,370,900)</td>
<td></td>
<td>($33,370,900)</td>
<td>($8,334,549)</td>
<td></td>
<td>($8,334,549)</td>
<td>25.0%</td>
</tr>
<tr>
<td>Total Sewer</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>($1,786,653)</td>
<td></td>
</tr>
<tr>
<td>Total City of Cambridge Water and Sewer</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$4,480,754</td>
<td></td>
</tr>
</tbody>
</table>

For April 2021 reporting period, the City is not projecting a surplus or deficit for either of its water and wastewater operations. Variances of actuals spent to date compared to budget are expected to be due to timing only.

**Existing Policy/By-Law**

The Budget Control By-Law 152-14 identifies roles, responsibilities and spending authorities for accountability around the City’s financial management. It also identifies reporting requirements to ensure both accountability and transparency around the City’s finances. Under the by-law, Council approval is required for the following operating spending deviations:

- Transfers between divisions exceeding the lesser of 10% or $100,000;
- Any net overall deficit within a department.

The Reserve Fund By-Law 2-17, as amended by By-law 19-144, and corporate policy COR-260.010 identify how tax-supported operating surpluses are to be treated.
Financial Impact

This report provides a comprehensive financial update on the City’s operations as at April 30th 2021, for both tax-supported and the water and wastewater operations. While tax-supported operations are forecasting $752,300 in loss of revenue due to COVID-19 and additional expenses directly related to COVID-19 of $1,457,400, with a cost containment strategy in place and funding from the Safe Restart Agreement the City is forecasting a surplus of $92,517 for 2021.

Should the projected surplus materialize at year-end it will be transferred according to the reserve fund by-law.

For the April 2021 reporting period the City is not projecting a year-end surplus or deficit for its water utility operations.

Additional forecast changes with impacts to draws from or contributions to reserve funds are reported in Appendix A.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Staff delegated with budget responsibility have prepared, in consultation with Finance, their forecasted revenues and expenses for 2021 included in this report.

Conclusion

This report provides a comprehensive financial update on the City’s operations as at April 30th 2021, for both tax-supported and the water and wastewater operations. While tax-supported operations are forecasting $752,300 in loss of revenue due to COVID-19 and additional expenses directly related to COVID-19 of $1,457,400, with a cost containment strategy in place and funding from the Safe Restart Agreement the City is forecasting a surplus of $92,517 for 2021.

For the April 2021 reporting period the City is not projecting a year-end surplus or deficit for its water utility operations.
Name: Sheryl Ayres  
Title: Chief Financial Officer

Name: Dave Bush  
Title: Deputy City Manager, Corporate Services

Name: Dave Bush  
Title: Acting City Manager

Attachments

- Appendix A: Impacts to Reserve and Reserve Funds
<table>
<thead>
<tr>
<th>Reserve &amp; Reserve Fund</th>
<th>Reserve Fund Balance as of April 30, 2021</th>
<th>Increase (Decrese) to Reserve Fund</th>
<th>Revised Balance Following Forecast Changes</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate Stabilization Reserve Fund</td>
<td>$6,568,976</td>
<td>($376,224)</td>
<td>$6,192,752</td>
<td>Draw of $380,400 as a result of the 2020 year end adjustments, partially offset by a reduced draw in the amount of $4,176 as a result of the true up to the Smart Cities invoice.</td>
</tr>
<tr>
<td>Economic Development Reserve Fund</td>
<td>$8,685,860</td>
<td>$4,000</td>
<td>$8,689,860</td>
<td>Increase in accordance with the license agreement entered into.</td>
</tr>
<tr>
<td>Replacement Tree Planting Reserve Fund</td>
<td>$122,585</td>
<td>($21,467)</td>
<td>$101,118</td>
<td>Contribution for natural heritage trees to offset expenses in Forestry.</td>
</tr>
<tr>
<td>Capital Works Committed Fund</td>
<td>$1,192,324</td>
<td>$218,400</td>
<td>$1,410,724</td>
<td>Committed funds for the 2020 installment of the tax increment grant for the Waterscape developments, reallocated from the Rate Stabilization Reserve.</td>
</tr>
<tr>
<td>Hydro Dividend Stabilization Reserve Fund</td>
<td>($422,679)</td>
<td>$162,000</td>
<td>($260,679)</td>
<td>Return unused debt repayment funds from 2020, reallocated from the Rate Stabilization Reserve.</td>
</tr>
<tr>
<td>Facility Maintenance Reserve Fund - Library</td>
<td>$450,842</td>
<td>$170,000</td>
<td>$620,842</td>
<td>Transfer a portion of the Library’s forecasted 2021 surplus to the Library Facility Maintenance Reserve Fund to offset funding taken for the Queens Square Library roof project, report 21-166(CRS) June 8th 2021. (Note: balance as at April 30th is prior to the draw for the Queens Square Library roof project).</td>
</tr>
</tbody>
</table>
Recommendations

THAT Report 21-182(CD) Waterloo Region Camp Subsidy Program be received;

AND THAT Council approve the service agreement between the Corporation of the City of Cambridge, and the Region of Waterloo for the delivery of the regional subsidy program for the duration of a yearly renewable contract;

AND FURTHER THAT the Mayor and the City Clerk sign the agreement pertaining to the regional subsidy program, subject to the satisfaction of the City Solicitor.

Executive Summary

Purpose

- The City of Cambridge strives to facilitate and deliver a wide range of accessible, inclusive, and affordable programs and services, for all individuals and families.

- This service agreement will provide an opportunity for families with low income to apply for financial aid, and upon approval by the Region of Waterloo, families will be able to register at zero or minimal cost, into camp programs offered by the Recreation & Culture department.

- All approved funding will be paid directly to the City of Cambridge by the Region of Waterloo.

Key Findings

- The City of Cambridge currently offers an Activities for Less Program, in which families upon meeting eligibility and criteria can receive $300 per individual within...
the household. This is a yearly application for which families need to apply and submit documentation.

- Kids Can Play, a Cambridge based charity which also assists families to pay for camp programs, has closed their doors effective Summer 2021, and is no longer a financial aid option for our residents.

- When reviewing local agencies and organizations that offer financial aid to City of Cambridge residents, the Region of Waterloo funding was identified as a key stakeholder that could benefit our families seeking financial aid, and provide inclusive childcare options.

- The Waterloo Region Children’s Services Department offers financial aid to families that meet their eligibility and criteria. Funding is available to families who choose to register their child(ren) into camp programming, as camp programming is viewed as a form of childcare service.

**Financial Implications**

- There are no financial implications as funding is provided by the Region of Waterloo.

- Implementation of the program will reduce barriers to those of lower socio-economic background that require child care opportunities.

**Background**

- The Child Care Fee Subsidy (CCFS) is a program offered by the Region of Waterloo that helps qualifying families cover the cost of licensed child care for children 12 years of age and younger. By partnering with the Region to offer this subsidy, the City is helping to ensure that we are providing an equal opportunity for all children to attend camp.

- The Region of Waterloo provides funding to service providers to support the vision of a vibrant, comprehensive system of early learning and childcare that supports the healthy development of all children within the Region of Waterloo.

- Funding is used to:
  - Foster early learning and child development
  - Support children being cared for in a safe, nurturing environment
  - Support the inclusion of children with special needs
  - Support Parents to work, or take education or training courses that will lead up to employment opportunities
Analysis

Strategic Alignment

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

Goal #5 - Parks and Recreation

Objective 1.1 Work with partners to create a safe, inclusive and accessible city.

Camp Programs and the Region of Waterloo’s Financial Aid program collaboratively support the objective to create a safe, inclusive, and accessible City by reducing financial barriers to families so they can access childcare services such as camp programming.

Comments

Should Council support and approve the service agreement between the City and the Region of Waterloo, internal staff will begin training on the Region’s database to ensure all records, and documentation are submitted in accordance with the Region’s deadlines.

Compliance checklists and in person visits from a Waterloo Region representative, as well as monthly documentation submissions are mandatory to ensure criteria is met and adhered to. We anticipate the service agreement will be a long-term partnership between both parties.

All approved funding will be paid directly to the City of Cambridge by the Region of Waterloo.

Existing Policy/By-Law

There is no existing policy/by-law.

Financial Impact

Costs associated with the City’s financial assistance program - Activities For Less - is allocated as part of the Recreation & Culture Division annual operating budget.

Costs associated with the Regional Subsidy Program are covered by the Region of Waterloo and are funded through the Region of Waterloo Children’s Services Department.
Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Internal Consultation was completed with staff from both the Legal and the Finance Divisions.

Staff will consult with Corporate Communications to ensure messaging of this new program is relayed to all residents, including emails, updating the website, and other platforms.

Conclusion

It is staff’s recommendation that Council review and approve the Service Agreement between the City of Cambridge and the Region of Waterloo. Providing financial aid programs to our residents aligns with our mission and core values as this agreement creates opportunity, inclusiveness, and superior service.

Signature

Division Approval

Reviewed by the CFO

Reviewed by Legal Services:

Name: Lesley Head
Title: Director of Recreation & Culture

Departmental Approval

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

City Manager Approval

Inclusiveness  •  Respect  •  Integrity  •  Service

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Name: David Calder
Title: City Manager

**Attachments**

- Appendix A – Service Agreement between Region of Waterloo and the Corporation of the City of Cambridge

- Appendix B - Camp Compliance Checklist
SERVICE CONTRACT

This Agreement made

on the 1st day of May 2021 (the “Effective Date”)

BETWEEN:

The Regional Municipality of Waterloo

(the "Region")

- and -

City of Cambridge

(The "Service Provider")

WHEREAS the Region has the authority, pursuant to the Child Care and Early Years Act, 2014, to enter into this Agreement for the provision of child care services;

AND WHEREAS the Region receives funding (the “Provincial Funding”) pursuant to the Ontario Transfer Payment Agreement between Her Majesty the Queen in Right of Ontario as represented by the Minister of Education dated January 1, 2018, as amended from time to time, and any successor funding agreement between those parties (the “Provincial Funding Agreement”). The Region is providing flow through funding, using the Provincial Funding, to the Service Provider pursuant to the terms of this Agreement;

AND WHEREAS the Service Provider has agreed to provide child care services described in the attached Schedule “A” (Program Description Schedule(s)) as applicable, Schedule “B” (Fee Subsidy Rates Schedule), if applicable, Schedule “C” (Payment Schedule), Schedule “D” (Reports Schedule), and Schedule “E” (Budget Schedule), all in accordance with the terms and conditions of this Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual covenants and agreements herein the receipt and sufficiency of which are expressly acknowledged, and subject to the terms and conditions set out in this Agreement, the parties agree as follows:

Section 1 Interpretation and Definitions

1.1 For the purposes of interpretation:

(a) Words in the singular include the plural and vice-versa;
(b) Words in one gender include all genders;

(c) The background and the headings do not form part of the Agreement; they are for reference only and shall not affect the interpretation of the Agreement;

(d) any reference to dollars or currency shall be to Canadian dollars and currency; and

(e) “include”, “includes and “including” denote that the subsequent list is not exhaustive.

1.2 In the Agreement, the following terms shall have the following meanings:

“Agreement” means this Agreement entered into between the Region and the Service Provider, and including all of the schedules listed in Section 19 of this Agreement, at the date hereof and as amended from time to time, pursuant to provisions hereof;

“Budget” means the payment attached to the Agreement as Schedule “E”, as amended from time to time;

“Business Day” means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year’s Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Region has elected to be closed for business;

“Central Wait List Registry” means an on-line registry for the purpose of registering for Licensed or approved child care, such as OneList Waterloo Region or any other registry as defined by the Region;

“Child” or “Children” means a child or children who is younger than 13 years old and who receives child care services pursuant to this Agreement;

“Child Care and Early Years Act, 2014” means the Child Care and Early Years Act, 2014, S.O. 2014, Chapter 11, Schedule 1 or any successor legislation thereto;

“Child Care Expansion Funding” means 1) Child Care Expansion Plan funding issued by the Province for the purpose of increasing access to affordable child care for children age 0–4; and 2) funding issued as a result of the Canada-Ontario Early Learning and Child Care Agreement to increase quality, accessibility, affordability, flexibility, and inclusivity, with prioritization for children aged 0-6 years old, with some funding available for ages 0–12;

“Child Care Fee Subsidy” means a subsidy to assist a family with the cost of Licensed child care as detailed in Program A2, Schedule A, if applicable;

“College of Early Childhood Educators” means the body that regulates the practice of
early childhood education in Ontario in accordance with the Early Childhood Educators Act, 2007, S.O. 2007, Chapter 7, Schedule 8 and the regulations and by-laws made under that Act, or any successor legislation thereto;

“Confirmation of Fee Assistance Letter” means the letter provided by the Region to the Service Provider, confirming the rate and the number of days a Child is eligible for under Child Care Fee Subsidy;

“Consolidated Municipal Service Manager (CMSM)” means a municipality designated by the regulations as a service system manager, in accordance with section 65 Child Care and Early Years Act, 2014;

“Core Services Delivery Allocation” means the funding that is intended to: 1) support the availability of Licensed child care programs that contribute to healthy development of Children, 2) provide a Child Care Fee Subsidy to eligible families to access Licensed child care, approved recreation programs and before and after school programs, and 3) support Children with special needs to participate in these programs;

“Director” means the Director of Children’s Services at the Region or their designate;

“Early Learning and Child Care Programs” means the provision of services that includes Licensed/regulated child care;

“Effective Date” means the date set out at the top of the Agreement;

“Fee Reduction Pilot Funding Guidelines” means the guidelines developed by the Region, as amended from time to time, to assist Service Providers in the application for and distribution of funding for the Fee Reduction Pilot;

“FTE” or “Full Time Equivalent” means the number produced by dividing the total number of hours actually worked by a Service Provider’s employee during a period of time, as specified by the Region, by the number of full-time basis working hours, as specified by the Region. For the purposes of the calculation of FTE in regard to Operating Funding the time period shall be one (1) week and the full-time basis working hours shall be thirty-five (35) hours per week. The following example is provided for illustrative purposes only for the calculation of FTE in regard to Operating Funding;

- 1 employee who actually worked 30 hours a week =30/35= 0.86 FTE
- 1 employee who actually worked 35 hours a week =35/35= 1 FTE
- 1 employee who actually worked 37.5 hours a week =37.5/35= 1.07 FTE
- 1 employee who actually worked 40 hours a week =40/35 1.14 FTE
For the purposes of the calculation of FTE in regard to Wage Enhancement Funding the time period shall be one (1) year and the full-time basis working hours shall be one thousand seven hundred and fifty four (1,754) hours per year. The following example is provided for illustrative purposes only for the calculation of FTE in regard to Wage Enhancement Funding;

- 1 employee who actually worked 1,512 hours a year = 1,512/1,754 = 0.86 FTE
- 1 employee who actually worked 1,754 hours a year = 1,754/1,754 = 1 FTE
- 1 employee who actually worked 1,890 hours a year = 1,890/1,754 = 1.08 FTE
- 1 employee who actually worked 2,086 hours a year = 2,086/1,754 = 1.19 FTE

“Funding Year” means:

(a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following December 31; and

(b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on January 1 following the end of the previous Funding Year and ending on the following December 31;

“Funds” means the maximum amount of funds and payment frequency for programs identified in Schedule “E” and provided to the Service Provider as set out in Schedule “E”, as amended from time to time;

“Home Child Care” means in-home care provided by a child care provider that is under contract with an agency Licensed by the Province;

“Home Child Care Enhancement Grant” means Wage Enhancement Funding available to Home Child Care providers under contract with a Licensed Home Child Care agency as detailed in Program A4, Schedule A, if applicable;

“Home Child Care Enhancement Grant Administration Funding” means funding available to support the administrative effort associated with implementing the Home Child Care Enhancement Grant;

“Home Visitor” means a member of the College of Early Childhood Educators who is in good standing with the College of Early Childhood Educators and provides support and supervision at a Home Child Care premises, on behalf of a Licensed Home Child Care agency;

“Inclusive Child Care” means the provision of early learning and child care services to all Children regardless of diversity or need;

“License” or “Licensed” means a license issued by the Province under the Child Care and Early Years Act, 2014;

“License Documents” means documents produced by the Province to support the License or Provisional License, including, but not limited to a Licensing Letter, Child Care Licensing Checklist, Summary of Child Care Centre Licensing Requirements and Recommendations, and Licensing Inspection Summary Posting Report;

“Licensed Home Child Care Interim Funding” means funding provided by the Province to support the provision of stable, predictable funding to assist agencies with forecasting, planning, and actively recruiting more caregivers as detailed in Program A*, Schedule A, if applicable;

“Memorandum of Understanding, Special Needs Collaborative” means the signed agreement between the Region and the Special Needs Resourcing Agencies that outlines how the collaborative works together to support Children with developmental concerns in Licensed child care;

“Mitigation Funding” means funds provided by the Region, at its discretion, to reduce the impact to the Service Provider, caused by a reduction in funding pursuant to this Agreement;


“Notice” means any communication given or required to be given pursuant to this Agreement;

“Operating Funding” means the annual base funding and incentive grants, as detailed in Program A1, Schedule A, if applicable;

“Operating Funding Guidelines” means the guidelines developed by the Region, as amended from time to time, to assist Service Providers in the application for and distribution of Operating Funding;

"Parent” means the person or persons who are the natural parents of a Child or the person or persons having legal custody or guardianship of a Child;

“Pay Equity Funding” means funding from the Province for eligible non-profit Service Providers, who have a proxy order from the Pay Equity Commission of the Province as detailed in Program A7, Schedule A, if applicable;
“Pay Equity Memorandum of Settlement” means the agreement between the Province and the Region as part of the Core Services Delivery Allocation requiring the Region to flow the Pay Equity Funding to the Service Provider to meet their Pay Equity Funding obligations;

“Professional Resource Centre” means the Early Childhood Professional Resource Centre located at Conestoga College, Kitchener, Ontario;

“Province” means the Ministry of Education for the Province of Ontario or any successor ministry, department or government body;

“Provincial Guidelines” means the Ontario Child Care and Family Support Program Service Management and Funding Guidelines, or any successor document, provided by the Province to municipalities, for the applicable funding year, to guide them in their role as Consolidated Municipal Service Manager (CMSM);

“Quality Initiatives” means the Region’s sanctioned quality initiatives program, such as Early Years Engage or any other program defined by the Region, which requires full participation by all Service Providers in receipt of public funds;

“Registered Early Childhood Educator” means an early childhood educator that is a member in good standing with the College of Early Childhood Educators;

“Regional Staff” means the staff of The Regional Municipality of Waterloo authorized to exercise the rights and perform the duties under this Agreement;

“Reports” means the reports provided by the Service Provider to the Region pursuant to the terms of this Agreement including, but not limited to, s. 6 and s. 7 as well as Schedule “A” and in accordance with the timelines described in Schedule “D”;

“Special Needs Resourcing Agencies” means the agencies who receive Special Needs Resourcing Funding as part of the Special Needs Resourcing Collaborative to support the inclusion of Children with developmental concerns in Licensed child care settings and at no additional cost to Parents within Waterloo Region;

“Special Needs Resourcing Collaborative” means a group of agencies who receive Special Needs Resourcing Funding to support the inclusion of Children with developmental concerns in Licensed child care settings and at no additional cost to Parents within Waterloo Region;

“Special Needs Resourcing Funding” means funding used to support the inclusion of Children with special needs in Licensed child care settings and approved recreation programs at no additional cost to Parents as detailed in Program A5, Schedule A, if applicable;
“Special Purpose Expenses Funding” means funding that aligns with the Province’s priorities to support, supplement or transform the delivery of child care services Licensed by the Province, including Transformation, Capacity Building, Repairs and Maintenance and Small Water Works categories as detailed in Program A6, Schedule A, if applicable;

“Supplemental Grant” means the additional grant of $150 for each eligible Licensed child care centre based FTE or Home Visitor FTE under Wage Enhancement Funding and $50 for each eligible home child care provider under Home Child Care Enhancement Grant. The following example is provided for illustrative purposes only for the calculation of the Supplement Grant for a Licensed child care centre based FTE or Home Visitor FTE under Wage Enhancement Funding:

- 0.86 FTE = $129.27 Supplemental Grant
- 1 FTE = $150 Supplemental Grant
- 1.08 FTE = $161.58 Supplemental Grant
- 1.19 FTE = $178.34 Supplemental Grant

“Teaching Staff” means staff in Licensed child care programs, who are either Registered Early Childhood Educators or other employees of the Service Provider, who work directly with the Children and count toward ratios as specified in the Child Care and Early Years Act, 2014;

“Timelines” means the specific timelines as set out in Schedule “D”; and

“Wage Enhancement Funding” means the Provincial investment to benefit low-income child care program staff and Home Child Care providers as detailed in Program A3, Schedule A, if applicable;

“Wage Enhancement Administration Funding” means funding available to support the administrative effort associated with implementing the Wage Enhancement Funding.
Section 2  Provision of Service

2.1 The Service Provider agrees:

(a) to provide services in accordance with this Agreement in relation to the services detailed in Schedule “A” (the Program Description Schedule(s)), as amended from time to time; and, if applicable, to enable families in receipt of subsidy to attend the Service Provider’s early learning and child care program.

For clarity while there are nine potential sub-schedules included in Schedule “A”, being Programs A1, A2, A3, A4, A5, A6, A7, A8, and A9 of Schedule A, as well as any subsequent sub-schedules to Schedule “A” added pursuant to 4.5(e) of this Agreement, only the sub-schedules of Schedule “A” listed in s.19.1 of this Agreement and attached hereto as part of Schedule “A” and executed by both parties shall be applicable to this Agreement. For further clarity, should Program A2, Schedule A not be included in s.19.1 of this Agreement, then Schedule “B” (Child Care Fee Subsidy Rates) shall not be applicable to this Agreement.

(b) to participate, in a meaningful way, in the Region’s Quality Initiatives program;

(c) to participate as an active user of the Central Wait List Registry as detailed in OneList Waterloo Region – Being an ‘Active User’

(d) to provide Inclusive Child Care, using appropriate resources;

(e) to participate as an on-going member of the Professional Resource Centre; and

(f) to comply with all terms and obligations of this Agreement.

Section 3  Term and Termination

3.1 (a) This Agreement will be in force from the Effective Date to December 31, 2021 or until terminated in accordance with the provisions of section 3.2.

(b) Notwithstanding subsection (a) of this section, the term of the Agreement may be renewed on the same terms and conditions as the initial term of the Agreement for two (2) additional one (1) year terms with 30 days’ written Notice by the Region to the Service Provider prior to the expiry of the then current term.

3.2 (a) This Agreement shall be terminated immediately by the Region by giving written notice to the Service Provider if,

   (i) the Service Provider has become insolvent, committed an act of bankruptcy, or purported to assign the benefit of this Agreement without approval from the Region;
(ii) The Provincial Funding Agreement is Terminated for any reason whatsoever;

(iii) as stated in section 4.2 (d) of this Agreement, the Region does not receive the necessary appropriation from the Province for any or all of the payments under the Agreement;

(iv) as stated in section 13.3 of this Agreement, the Service Provider breaches the Conflict of Interest provisions of s. 13 of this Agreement; or

(v) the Region determines upon reasonable grounds that the Service Provider is in breach of a material term of this Agreement.

(b) Notwithstanding subsection (a) of this section, either party may terminate the whole or part of this Agreement by giving the other party thirty (30) days notice in writing.

3.3 In the event that this Agreement is terminated under section 3.2, the Service Provider shall, during the notice period, provide only those services which the Director determines are reasonably required to complete the service in progress and shall forthwith refund to the Region any and all monies advanced by the Region to the Service Provider that the Service Provider has not expended in accordance with the approved Budget or the terms of this Agreement. If the Agreement is terminated in part, all obligations with respect to the provision of all other services continue in full force and effect.

Section 4 Funding and Consideration

4.1 The Region shall:

(a) provide to the Service Provider the Funds for the purpose of carrying out the services contemplated under this Agreement and in accordance with the payment schedule specified in Schedule “C”;

(b) In addition to the Funds, provide the Service Provider with the Child Care Fee Subsidy as detailed in Program A2, Schedule A, if applicable

(c) deposit the Funds and/or Child Care Fee Subsidy into an account designated by the Service Provider provided that the account:

(i) resides at a Canadian financial institution; and

(ii) is in the name of the Service Provider.
4.2 Notwithstanding any other provisions herein contained, including without limitation Section 4.1:

(a) the Region is not obligated to provide any Funds and/or Child Care Fee Subsidy to the Service Provider until the Service Provider provides an insurance certificate, as required under Section 15 of this Agreement, or other proof as the Region may request;

(b) the Region is not obligated to provide installments of Funds in the event that the Service Provider is in default of the provisions of this Agreement;

(c) the Region may adjust the amount of Funds it provides to the Service Provider in any Funding Year based upon the Region’s assessment of the information provided by the Service Provider pursuant to this Agreement; and

(d) if, the Region does not receive the necessary appropriation from the Province for any or all payments under the Agreement, the Region is not obligated to make any such payment, and, as a consequence, the Region may:

(i) reduce the amount of the Funds; or

(ii) terminate the Agreement pursuant to s. 3.2(ii) of this Agreement.

4.3 The Service Provider shall:

(a) provide services in accordance with the terms and conditions of this Agreement;

(b) use the Funds only for the purpose contemplated by this Agreement, the applicable legislation and funding guidelines issued by the Province including without limitation the Provincial Guidelines; and

(c) spend the Funds only in accordance with the terms of this Agreement.

4.4 The Service Provider shall not make any changes to the provision of service, the Timelines, or the Budget contemplated by this Agreement without the prior written consent of the Region.

4.5 (a) The Region will pay to the Service Provider, for admissible expenditures incurred pursuant to this Agreement, an annual amount not to exceed the amount stipulated in Schedule “E” (Budget Schedule). The Region reserves the right to determine the amounts, times and manner of such payments.
(b) Notwithstanding any other provisions of this Agreement, the parties agree that the approved Schedule “C” (Payment Schedule) and Schedule “E” (Budget Schedule) will be as determined by the Region from time to time for the applicable Funding Year for the duration of this Agreement and any renewal term thereof. Upon the Region providing the Service Provider with the amended Schedules “C” and “E” (Payment Schedule; Budget Schedule) pursuant to the Notice provisions of s. 27 of this Agreement and the Service Provider signing it, then the previous Schedule “C” and “E” (Payment Schedule; Budget Schedule) will be replaced by the amended Schedule “C” and “E” (Payment Schedule; Budget Schedule) provided and shall be in full force and effect as of the date specified in each Schedule “C” and Schedule “E”. The Service Provider shall execute the amended Schedule “C” and Schedule “E” and return the executed copy to the Region within fourteen (14) days of the amended Schedule “C” and Schedule “E” being provided to them.

(c) Notwithstanding any other provisions of this Agreement, the parties agree that the approved Schedule “B” (Child Care Fee Subsidy Rates), if applicable, will be as determined by the Region on an annual basis for the applicable Funding Year for the duration of this Agreement and any renewal term thereof. Should the Region choose not to amend Schedule “B” (Child Care Fee Subsidy Rates) pursuant to this section 4.5(c), then Child Care Fee Subsidy Payments will continue to be made in accordance with the approved Schedule “B” (Child Care Fee Subsidy Rates) for the immediately preceding Funding Year. Upon the Region providing the Service Provider with the amended Schedule “B” (Child Care Fee Subsidy Rates) pursuant to the Notice provisions of s. 27 of this Agreement and both parties executing it, then the previous Schedule “B” (Child Care Fee Subsidy Rates) will be replaced by the amended Schedule “B” (Child Care Fee Subsidy Rates) provided and shall be in full force and effect for the applicable Funding Year the Service Provider shall execute the amended Schedule “B” and return the executed copy to the Region within fourteen (14) days of the amended Schedule “B” being provided to them.

(d) Notwithstanding any other provisions of this Agreement, the parties agree that the approved Program A5, Schedule A (Special Needs Resourcing Funding) if applicable, will be as determined by the Region on an annual basis for the applicable Funding Year for the duration of this Agreement and any renewal term thereof. Should the Region choose not to amend Program A5, Schedule A (Special Needs Resourcing Funding) pursuant to this section 4.5(d), then Special Needs Resourcing Funding payments will continue to be made in accordance with the approved Program A5, Schedule A (Special Needs Resourcing Funding) for the immediately preceding Funding Year. Upon the Region providing the Service Provider with the amended Program A5, Schedule A (Special Needs Resourcing Funding) pursuant to the Notice provisions of s. 27 of this Agreement and both parties executing it, then the previous Program A5, Schedule A (Special Needs Resourcing Funding) will be replaced by the amended Program A5, Schedule A...
(Special Needs Resourcing Funding) provided and shall be in full force and effect for the applicable Funding Year. The Service Provider shall execute the amended Program A5, Schedule A (Special Needs Resourcing Funding) and return the executed copy to the Region within fourteen (14) days of the amended Program A5, Schedule A (Special Needs Resourcing Funding) being provided to them.

(e) Should a new type of funding become available to the Region from the Province, then the Region shall prepare a new sub-schedule (“New Funding Schedule”) for that program to add to Schedule “A”, and upon both parties executing such Schedule, the new Funding Schedule shall be automatically incorporated into this Agreement without any need for a further amendment to the Agreement.

(f) It is agreed and understood that the Region may withhold any payments made pursuant to this Agreement if the Service Provider is in breach of any of its obligations under this Agreement.

(g) If either the FTE target, or the number of Children to be served target, as contained in Special Needs Resource Funding, Program A5, Schedule “A”, if applicable, are not achieved to the levels indicated therein, the Region may require that funds be returned to the Region on a proportionate basis, based on the applicable funding formulas as prescribed from time to time by the Province or the Region.

(h) If Program A2, Schedule “A” for the Child Care Fee Subsidy, of this Agreement is applicable, and it is determined that the Service Provider is or has charged a fee to any third party during the term of this Agreement that is below the fee set out in Schedule “B” (Child Care Fee Subsidy Rates), then the Service Provider shall be deemed to have received an overpayment from the Region in regard to each Child cared for under Schedule “A”, Program A2 in an amount equal to the difference between the fee charged to the third party and the applicable fee prescribed in the Schedule “B” (Child Care Fee Subsidy Rates). If an overpayment is deemed to have been made under this subsection 4.5(h), then the Service Provider shall forthwith repay the same to the Region.

4.6 Should the Service Provider not spend the Funds in accordance with the terms and conditions of this Agreement, then upon written Notice from the Region to the Service Provider notifying the Service Provider of such violation of the Agreement, the Service Provider shall within ten (10) Business Days return the Funds noted in the Notice to the Region by way of a cheque made payable to the Region. Furthermore, such violation may, at the Region’s discretion, cause the Service Provider to be ineligible to receive to receive future Funding from the Region.

4.7 In no circumstance shall the Service Provider receive any more Funds than the total amount of Funds listed in Schedule “E”: Budget Schedule.
Section 5  Region Access and Consultation

5.1 The Service Provider will permit Regional Staff to enter at reasonable times, with twenty-four hours (24) Notice, any premises used by the Service Provider in connection with the provision of services pursuant to this Agreement and under its control in order to observe and evaluate the services provided pursuant to this Agreement.

5.2 The Service Provider agrees that its staff providing services pursuant to this Agreement will, upon reasonable request, be available for consultation with Region Staff.

Section 6  Reports

6.1 In addition to any other reporting provisions herein contained in the Agreement, the Service Provider shall:

(a) maintain service records respecting each site where service is being provided and prepare and submit at such intervals as indicated in Schedule “D” (Reports Schedule), or other reports as required by the Region from time to time respecting the services being provided pursuant to this Agreement, acceptable to Regional Staff which shall include program data such as funding declarations, the number of staffing, statistics on target achievements and such other information as the Region requires;

(b) also prepare and submit to the Region, annually, or at any time upon reasonable request, Reports or other reports, acceptable to the Region respecting the services being funded by the Region and provided for under this Agreement; and

(c) shall ensure that all Reports and other reports are signed on behalf of the Service Provider by an authorized signing officer.

Section 7  Financial Records and Reports

7.1 (a) The Service Provider will maintain financial records and books of account in a manner consistent with generally accepted accounting principles, respecting services provided pursuant to this Agreement for each site where service is being provided and will allow Regional Staff, or such other persons as may be appointed by the Region from time to time, to inspect and audit such books and records at all reasonable times both during the term of this Agreement and for a reasonable period subsequent to its expiration or termination.

(b) The Region, its authorized representatives or an independent auditor identified by the Region, may, upon twenty-four hours (24) Notice to the Service Provider and during normal business hours, enter upon the Service Provider’s premises to review the provision of service as per the Agreement and the Service Provider’s allocation and expenditure of the Funds and/or Child Care Fee Subsidy and, for these purposes, the Region, its authorized representatives or an independent auditor identified by the Region may take one or more of the following actions:

(i) Inspect and copy the records and documents referred to in Section 7.1;
(ii) Remove any copies made pursuant to subsection (a) from the Service Provider’s premises; and

(iii) Conduct an audit or investigation of the Service Provider in respect of the expenditure of the Funds and/or Child Care Fee Subsidy, the provision of service or both.

(c) The cost of any financial or operational audit or review required or conducted by the Region will be borne by the Service Provider if the audit or review:

(i) was made necessary because the Service Provider did not comply with a requirement under this Agreement; or

(ii) determines that the Service Provider has not fulfilled its obligations under this Agreement, the Education Act, R.S.O. 1990, Chapter E.2, the Child Care and Early Years Act, 2014 or the Regulations made thereunder.

(d) The Service Provider will, unless the Region indicates otherwise, submit to the Region annually an audited financial statement and reconciliation report with respect to the funding and services provided pursuant to this Agreement within four (4) months of the Service Provider’s financial year end.

(e) The Service Provider will retain the records and books of account referred to in Section 7.1 (a) for a period of seven (7) years.

(f) The Service Provider shall prepare and submit such further and other staffing and financial information or reports as reasonably requested from time to time by the Region.

(g) The Service Provider will adhere to any additional financial reporting requirement as specified in any of the Schedules attached hereto.

(h) The Service Provider will comply with the Region’s policies on the treatment of revenues and expenditures, as amended from time to time.

7.2 To assist in respect of the rights set out in Section 7.1, the Service Provider shall disclose any information requested by the Region, its authorized representatives or an independent auditor identified by the Region, and shall do so in the form requested by the Region, its authorized representatives or an independent auditor identified by the Region, as the case may be.
Section 8 Disclosure

8.1 To assist in the respect of the rights set out in Section 7, the Service Provider shall disclose any information requested by the Region, its authorized representatives or an independent auditor identified by the Region, and shall do so in the form requested by the Region, its authorized representatives or an independent auditor identified by the Region, as the case may be.

8.2 No provision of the Agreement shall be construed so as to give the Region any control whatsoever over the Service Provider's records.

Section 9 Service Records

9.1 In the event the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the services provided for under this Agreement without the prior written consent of the Region, which may be given subject to such conditions as the Region deems advisable.

Section 10 Confidentiality

10.1 (a) The Service Provider acknowledges and agrees that the Region shall be bound by the Municipal Freedom of Information and Protection of Privacy Act in the performance of this Agreement.

(b) Each of the Region and the Service Provider agrees to disclose to the other all such information as may be required to facilitate and complete the services pursuant to the terms of this Agreement.

(c) The provisions of this Agreement and any information disclosed by the Region or the Service Provider to the other in furtherance of this Agreement shall be regarded as confidential. Such information may only be disclosed to individuals within the Service Provider and the Region with a “need to know” in order to carry out the services under this Agreement, and may only be disclosed to a third party upon the written consent of the other party; provided, however, that the obligation to keep information confidential shall not apply to information which:

(i) is already known to the recipient when disclosed;

(ii) becomes part of the public domain without breach of this Agreement;

(iii) is developed by the recipient independently and without reference to the received confidential information; or

(iv) is required to be disclosed under operation of law.

The provisions of this section shall survive the expiration or termination of this Agreement.
Section 11  Communication Requirements

11.1 The Service Provider shall indicate acknowledgement of the Funds from the Region, in any of its publications, of any kind, including written, oral, or visual, relating to the provision of services that are provided under this Agreement in a form approved in writing by the Region.

Section 12  Consent to Share Information

12.1 The Service Provider acknowledges the Region will communicate with the Province where one or more of the following occurs in accordance with the Child Care and Early Years Act, 2014, S.O. 2014, Chapter 11, Schedule 1, Section 50 (2):

(a) Inappropriate use of Funds from the Province and distributed to the Service Provider under this Agreement;

(b) Violation of the Child Care and Early Years Act, 2014, S.O. 2014, Chapter 11, Schedule 1 and regulations;

(c) Contraventions of the Region’s Quality Initiatives policies; or

(d) Contravention of Section 2.1 (f) of this Agreement.

12.2 The Service Provider further acknowledges the Region will communicate regarding improvement of quality and/or services provided for the purposes set out in Schedule “A”, resulting in training or remedial action, with,

(a) The Professional Resource Centre;

(b) The Special Needs Resourcing Agencies; and

(c) The Region’s Quality Initiatives program.

12.3 The Service Provider further acknowledges the Region will communicate with the College of Early Childhood Educators where the Region becomes aware that a Registered Early Childhood Educator is in violation of their membership with the College of Early Childhood Educators, in regard to professional misconduct, as detailed in Ontario Regulation 223/08 of the Early Childhood Educators Act, 2007.

Section 13  Conflict of Interest

13.1 The Service Provider shall carry out the provision of services and use the Funds and/or the Child Care Fee Subsidy without an actual, potential or perceived conflict of interest.

13.2 For the purposes of this section, a conflict of interest includes any circumstances where:
(a) the Service Provider; or

(b) any person who has the capacity to influence the Service Provider’s decisions has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Service Provider’s objective, unbiased and impartial judgement relating to the provision of service, the use of the Funds and/or the Child Care Fee Subsidy, or both.

13.2 The Service Provider shall disclose to the Region,

(a) without delay any actual or potential situation that may be reasonably interpreted as either a conflict of interest or a potential conflict of interest; and

(b) comply with any terms and conditions that the Region may prescribe as a result of the disclosure.

13.3 A breach of the provisions of this Section 13 by the Service Provider shall entitle the Region to terminate this Agreement immediately, in addition to any other remedies that the Region may have in law or in equity.

Section 14 Liability and Indemnification

14.1 The Service Provider, both during and after the term of this Agreement, shall indemnify, defend and hold harmless the Region, its elected officials, officers, employees, volunteers, agents, contractors, administrators, executors, successors and assigns from any and all losses, damages (including, but not limited to, incidental, indirect, special and consequential damages, or any loss of use, revenue or profit by any person, organization or entity), fines, penalties and surcharges, liabilities (including, but not limited to, any and all liability for damages to property and injury to persons, including death), judgments, claims, demands, causes of action, contracts, suits, actions of other proceedings of any kind (including, but not limited to, proceedings or a criminal, administrative or quasi-criminal nature) and expenses (including, but not limited to, legal fees on a solicitor and client basis) which the indemnified persons or person may suffer or incur, howsoever caused, arising out of or in connection with, in any way related to, or as a result of acts or omissions, whether negligent or otherwise, of the Service Provider, its employees, sub-contractors, agents and permitted successors and assigns in the performance of the services required by or to be carried out under this Agreement.

Section 15 Insurance

15.1 The Service Provider shall insure its undertaking, business and equipment under the following coverage so as to protect and indemnify and save harmless the Region:

(a) General Liability Insurance: The Service Provider shall maintain liability insurance acceptable to the Region throughout the term of this Agreement. Coverage shall
consist of a comprehensive policy of public liability and property damage insurance in an amount of not less than $2,000,000 per occurrence. Such insurance shall name The Regional Municipality of Waterloo as an additional insured thereunder and shall be endorsed to include a Cross-Liability Endorsement with a Severability of Interests Clause, Premises and Operations Liability, Blanket Contractual Liability, Personal Injury Liability and Abuse and Sexual Misconduct Liability;

(b) Automobile Liability Insurance: The Service Provider shall maintain automobile liability insurance on all Owned and Leased Automobiles to a limit of $2,000,000 throughout the term of this Agreement, if transporting Children.

(c) The Service Provider shall verify that they have risk management and/or financial integrity protocols in place to protect the use of public funds. The Service Provider shall also take out and keep in force until this Agreement is no longer in effect, a Comprehensive Crime Insurance policy to cover the Service Provider from one or more Fraudulent or Dishonest Acts committed by an employee or volunteer, acting alone or in collusion with others. Coverage shall be underwritten on an “Employee Dishonesty Coverage – Form “A” for the monthly allocation of Funds received from the Region pursuant to this Agreement as follows: coverage of up to $50,000 for Service Providers receiving less than $100,000 in Funds on average each month for the applicable year of the Term of this Agreement; and $100,000 in coverage for Service Providers receiving over $100,000 in Funds on average each month for the applicable year of the Term of this Agreement.

(d) Provisions: The Service Provider shall forward a Certificate of Insurance, evidencing this insurance with the executed Agreement. The Certificate shall state that coverage will not be suspended, voided, cancelled, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail to the Region.

It is also understood and agreed that in the event of a claim any deductible or self-insured retention under this policy of insurance shall be the sole responsibility of the Service Provider and that this coverage shall be primary insurance as respects the Region. Any insurance or self-insurance maintained by the Region shall be considered excess of the Service Provider’s insurance and shall not contribute with it.

The Region reserves the right to modify these insurance requirements as deemed suitable.

Section 16  Acquisition of Goods and Disposition

16.1  If the Service Provider acquires goods, services, or both with the Funds, it shall do so through a process that promotes the best value for money.

16.2  The Service Provider shall not, without the Region’s and/or Province’s prior written consent, sell, lease or otherwise change the use, dispose of any asset, item,
furnishing or equipment purchased or created with the Funds for which Funds were provided, the total cost of which exceeds $100,000 at the time of purchase.

Section 17 Amendments

17.1 This Agreement and its Schedules may be amended from time to time through an amendment made in writing and duly signed by the parties to this Agreement.

Section 18 Non-Assignment and Change in Ownership

18.1 The Service Provider will not assign this Agreement, or any part thereof, without the prior written approval of the Region, which approval may be withheld by the Region in its sole discretion or given subject to such conditions as the Region may impose.

18.2 The Service Provider will provide the Region with at least sixty (60) days written notice of any pending transfer, sale or other conveyance of the Service Provider's child care operations or any anticipated change in current ownership of the Service Provider. In the event of a change in current ownership the Region will, notwithstanding any other provisions herein contained, determine at its sole discretion whether any or all funding to the Service Provider under this Agreement shall continue thereafter. For the purposes of this Agreement “change in current ownership” means when any person (including any individual, corporation, association, firm, partnership, joint venture, trust or unincorporated organization), other than a person or a combination of persons presently owning, directly or indirectly, more than 20% of existing voting securities of the Service Provider, acquires or becomes the beneficial owner of, or a combination of persons acting jointly and in concert acquires or becomes the beneficial owner of, directly or indirectly, more than 50% of the voting securities of the Service Provider, whether through the acquisition of previously issued and outstanding voting securities, or of voting securities that have not been previously issued, or any combination thereof, or any other transaction having similar effect.

Section 19 Schedules

19.1 All the terms of the Schedules attached hereto are incorporated into this Agreement except where they are inconsistent with this Agreement. This Agreement and the following Schedules embody the entire Agreement and supersede any other understanding or agreement, collateral, oral or otherwise, existing between the parties at the date of execution and relating to the subject matter of this Agreement:

Schedule “A” – Program Description

A2. Child Care Fee Subsidy

Schedule “B” – Child Care Fee Subsidy Rates, if applicable
Section 20  Laws

20.1 The Service Provider agrees that the Service Provider and its employees, agents and representatives, if any, shall at all times in respect of the performance of this Agreement comply with any and all applicable federal, provincial and municipal laws, ordinances, statutes, rules, regulations and orders, including but not limited to the Child Care and Early Years Act, 2014 and its regulations, the Human Rights Code, as they may be amended from time to time, and all policies, procedures, guidelines and requirements as set by the Region and the Ministry from time to time and also, if applicable:

(a) pursuant to section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005, the Service Provider shall ensure that all Service Provider employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of the goods and services contemplated herein to persons with disabilities; and (ii) pursuant to section 7 of Ontario Regulation 191/11, Integrated Accessibility Standards made under the Accessibility for Ontarians with Disabilities Act, 2005, the Service Provider shall ensure that training is provided on the requirements of the accessibility standards referred to in such Regulation and on the Human Rights Code as it pertains to persons with disabilities, as set out in such Regulation.

Section 21  Waivers

21.1 Any waiver by the Region of the strict compliance by the Service Provider with a term, covenant or condition in this Agreement, or any indulgence granted by the Region to the Service Provider is not considered to be a waiver of a subsequent default or breach by the Service Provider, nor entitle the Service Provider to a similar indulgence.

Section 22  Independent Contractor

22.1 The parties acknowledge and agree that the Service Provider shall provide child care services as an independent contractor and not as an agent or employee of the Region and the Service Provider’s officers, directors, employees and agents shall not be deemed to be the employees, agents, partners or, or in joint venture with the Region.

Section 23  Funds at the End of a Funding Year

23.1 Notwithstanding anything contained elsewhere in this Agreement, if the Service Provider has not spent all of the Funds allocated for the Funding Year as provided for in the Agreement including but not limited to Schedule “A” and its sub-schedules, the Region may take one or both of the following actions:
(a) Demand the return of any unspent Funds; and
(b) Adjust the amount of any further instalments of Funds accordingly.

Section 24  Funds upon Expiry

24.1 The Service Provider shall, upon expiry of the Agreement, return to the Region any Funds remaining in its possession or under its control.

Section 25  Overpayment

25.1 If for any reason the Service Provider is overpaid under this Agreement, the Region will deduct the amount of the overpayment from any future monies owing to the Service Provider or require the Service Provider to return the funds to the Region by way of a cheque to the Region or the Region will collect the overpayment from the Service Provider through a court of competent jurisdiction.

Section 26  Return of Funding as Requested by Province

26.1 In the event that the Province demands to the Region, in accordance with the Provincial Funding Agreement, repayment of Funding (as that terms is defined in the Provincial Funding Agreement), (including any interest) including without limitation in accordance with Section A11, A12 and A13 of the Provincial Funding Agreement, the Service Provider will be responsible for such repayment of Funding that was paid to the Service Provider in accordance with this Agreement save and except where such repayment is demanded by the Province as a result of the negligence of, or a breach of the Provincial Funding Agreement by the Region, its agents, employees, contractors, or representatives (provided that such breach of the Provincial Funding Agreement did not arise directly or indirectly from an act or omission of the Service Provider), in which case the Service Provider will be solely responsible for such repayment of Funding to the Region.

Section 27  Notice

27.1 Any Notice given by the Service Provider to the Region under this Agreement or any other document as prepared by the Service Provider for the Region shall be served by personal delivery, or by sending same by regular lettermail, courier, facsimile, email, or similar form of transmitted message to:

Tyla Fullerton
Manager, Early Years Funding Administration
The Regional Municipality of Waterloo
Children’s Services
99 Regina Street South, 5th floor
Waterloo, Ontario, N2J 4G6
E-mail: TFullerton@regionofwaterloo.ca
Fax: 519-884-7158
Or such other address as the Region may from time to time designate by written notice to the Service Provider.

(a) Any Notice given by the Region to the Service Provider under this Agreement or any other document as prepared by the Region for the Agency shall be served by personal delivery, or by sending same by regular lettermail, courier, facsimile, email, or similar form of transmitted message to:

Danielle Ciccarelli  
Recreation Coordinator - Child & Youth  
City of Cambridge  
50 Dickson St  
Cambridge ON  
N1R 8S1  
Email: ciccarellid@cambridge.ca

Or such other address as the Service Provider may from time to time designate by written notice to the Region.

(b) Any Notice or other communication delivered personally or by courier shall be deemed to have been given and received on the day it is so delivered, provided that if such day is not a business day such notice or other communication shall be deemed to have been given and received on the next following business day. Any notice or other communication sent by regular lettermail shall be deemed to have been given and received on the third business day following the date of mailing. Any notice or other communication transmitted by facsimile or email shall be deemed given and received on the day of its transmission provided that such day is a business day and such transmission is completed before 4:30 p.m. on such day, failing which such notice or other communication shall be deemed given and received on the first business day after its transmission.

27.2 Despite Section 27.1, in the event of a postal disruption:

(a) Notice by postage-prepaid mail shall not be deemed to be received; and

(b) The Party giving Notice shall provide Notice by e-mail, personal delivery or by fax.

27.3 Despite Section 27.1, if either Party receives a Notice on a non-Business Day, or after 5 p.m. on a Business Day, the Notice shall be deemed to have been received on the next Business Day.
Section 28  Provincial Funding Agreement Amendment

28.1 The parties hereto acknowledge and agree that the terms of this Agreement are subject to the terms of the Provincial Funding Agreement. In the event that there are additional terms and conditions placed on the use of the Funding under the Provincial Funding Agreement or the Provincial Funding Agreement is amended (each a "Provincial Funding Agreement Amendment") this Agreement shall be amended by the parties as required to implement such Provincial Funding Agreement Amendment.

Section 29  General

29.1 The Service Provider hereby covenants and agrees:

(a) that it has and shall continue to hold a License under the Child Care and Early Years Act, 2014 and that it shall produce the Licence, License Documents and any renewal thereof to the Region upon request;

(b) that it is a not-for profit corporation incorporated pursuant to Corporations Act, R.S.O. 1990, c. C.38 or Canada Not-for-Profit Corporations Act or is a for profits corporation governed by the Business Corporations Act, R.S.O. 1990, c. B.16 and will abide by all requirements of the such applicable act in providing the services specified in this Agreement;

(c) that it will manage the corporation in a commercially prudent manner, including without limitation ensuring compliance with s. 29.1 (b) above;

(d) that each site where child care services are provided under this Agreement shall be supervised by a graduate of a recognized Early Childhood Education program and registered with the College of Early Childhood Educators, or equivalent as determined by the Province or an agent thereof; and

(e) that not less than 75% of the Teaching Staff of the site where child care services are provided under this Agreement shall be graduates of a recognized Early Childhood Education program and registered with the College of Early Childhood Educators, or equivalent as determined by the Province or an agent thereof. If the teaching staff are less than 75%, the Service Provider shall complete and submit for approval the “Temporary RECE Exemption Form.” School-Age, Youth Development and French-Language early learning and child care programs are exempt from this requirement.

For greater clarity, Section 29.1 of this Agreement is not applicable to Service Providers that are Special Needs Resourcing Agencies.

29.2 The Service Provider reserves the right to provide services to any and all persons notwithstanding that such persons are or were eligible for a subsidy from the Region under this Agreement or any other program as provided by the Region.
29.3 The Service Provider acknowledges and agrees it has read and understands the terms and covenants of this Agreement and that it has obtained or had the opportunity to obtain independent legal advice prior to the execution thereof.

29.4 Each party, at the request of the other, shall execute and deliver such assurances and do such other acts as may be reasonably required or desirable to give full effect to the provisions and intent of this Agreement.

29.5 Time shall be of the essence of this Agreement and shall be deemed to remain so notwithstanding any extension of any time limit.

29.6 All obligations of the Service Provider shall expressly or by their nature survive termination or expiration of this agreement and shall continue in full force subsequent to and notwithstanding such termination or expiration until and unless they are satisfied or by their nature expire.

29.7 This Agreement shall endure to the benefit of and be binding upon the respective successors and permitted assigns of the parties.

29.8 This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.

29.9 This Agreement may be executed in counterpart in writing or by electronic signature and delivered by mail, facsimile or other electronic means, including in Portable Document Format (PDF), no one copy of which need be executed by all of the parties, and all such counterparts together shall constitute one agreement and shall be a valid and binding agreement among the parties hereto as of the date first above written.
IN WITNESS WHEREOF this Agreement has been signed by an authorized Regional official on behalf of the Region and the Service Provider by its proper signing officers.

CITY OF CAMBRIDGE

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I/We have the authority to bind the corporation.

THE REGIONAL MUNICIPALITY OF WATERLOO

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Barbara Cardow  
Director, Children’s Services  
(By-Law 18-036, Schedule A, s. 48)

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Tyla Fullerton  
Manager, Early Years Funding Administration  
(By-Law 18-036, s 2.5 and Schedule A, s. 48)

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We have the authority to bind the Corporation.
SCHEDULE A: PROGRAM DESCRIPTION SCHEDULES

Legislation

Child and Family Services Act, R.S.O. 1990, Chapter C.11
Child Care and Early Years Act, 2014, S.O. 2014, Chapter 11, Schedule 1
Early Childhood Educators Act, 2007, S.O. 2007, Chapter 7 Schedule 8
Education Act, R.S.O. 1990, Chapter E.2
Ministry of Community and Social Services Act, R.S.O. 1190, c. M.20

This Schedule ‘A” outlines the services that the Region is funding in relation to the Agreement, including specific expectations and conditions that apply.

Service Objectives

Service Programs:

A2. Child Care Fee Subsidy

The Region provides funding to Service Providers to support the vision of a vibrant, comprehensive system of early learning and child care that supports the healthy development of all children in our community.

Funding is used to:

- foster early learning and Child development;
- support Children being cared for in a safe, nurturing environment;
- support the inclusion of Children with special needs;
- support the Service Provider’s staff who work in Licensed child care;
- enable Parents to work, or undertake training or education leading to employment; and
- provide linkages to other programs and services; and
- enable an increased number of families have access to affordable licensed child care.

Region Expectations

Expectations of the Service Provider are included for each program area in the following sub-schedules as well as the Agreement.
VENDOR NUMBER:  

ORGANIZATION NAME:  City of Cambridge  

LEGISLATION:  Child Care and Early Years Act, 2014  

SERVICE NAME:  Child Care Fee Subsidy  

Service Description

1. A Child Care Fee Subsidy provides financial assistance towards the cost of Licensed centre-based and Home Child Care, children's recreation programs, and third party and board-operated before and after school programs, on behalf of eligible families. Parents of children with special needs may be eligible for fee subsidies for children under the age of 13 and, in some situations, under the age of 18.

Service Objectives

2. To foster early learning and healthy Child development by supporting access to licensed child care for Children, regardless of diversity or need.

3. To support equitable access to quality child care on behalf of eligible Parents.

Service Requirements

4. Without limiting any other provisions of the Agreement, the Service Provider shall provide child care services for such Children as are approved from time to time by the Region through a Confirmation of Fee Assistance Letter provided by Regional Staff, and the child care services shall be carried out in accordance with the terms of such letter, and in accordance with this Program A2, Schedule A. The Region can reduce the number of Children approved, from time to time, based on the Service Provider’s License and its terms and conditions or non-compliance with the Region’s Quality Initiatives.

5. (a) In addition to the payment provided for in subsection 4.1(a) of the Agreement, the Region shall pay to the Service Provider, in respect of each Child cared for under section 4 of this Program A2, Schedule “A”, the difference between:

   (i) the per diem rate as prescribed by the applicable Schedule B: Child Care Fee Subsidy Rates; and

   (ii) the fees, as determined by the Region, in accordance with the regulations under the *Child Care and Early Years Act, 2014* to be paid by the Parent for the child care services.

   (b) The Service Provider acknowledges and agrees that the Region shall in no way be
responsible or liable for any monies, fees or damages that may be owing by a Parent to the Service Provider.

For the purposes of this section, the per diem rates as prescribed in the Schedule B: Child Care Fee Subsidy Rates shall be deemed to cover all of the costs related to a Child cared for under Section 4 of this Program A2, Schedule “A” and no additional charges, such as registration fees, fees for extra-curricular activities or additional daily fees, shall be made separately by the Service Provider to the Parent and as such, a child’s choice to participate in activities shall not be negatively impacted.

(c) The Service Provider shall ensure that the Child or the family receiving Child Care Fee Subsidy shall, in no way be treated differently than another Child, on the basis of their Child Care Fee Subsidy.

6. (a) For the purposes of section 5 of this Program A2, Schedule “A”, within five (5) business days after the end of each month in which child care services are provided under section 4 of this Program A2, Schedule “A”, the Service Provider shall submit to the Region:

(i) an invoice in a form as prescribed by the Region from time to time; and

(ii) copies of all attendance records with respect to child care services rendered in the preceding month.

(b) The Region shall make payment to the Service Provider for each proper and complete invoice within twenty-five (25) days of receipt thereof.

(c) In the event of anticipated delays in the making of payment by the Region, written notice shall be made to the Service Provider within the time allotted under section 6(b) of this Program A2, Schedule “A”, of this section and with such, the Region shall have such time as necessary, without paying interest to the Service Provider, to make the required payment.

7. For the purposes of section 6 of this Program A2, Schedule “A”:

(a) Only those amounts which are in accordance with the rates prescribed in Schedule “B” shall be invoiced by the Service Provider and only those invoices relating to Children who are in actual daily attendance shall be permitted.

(b) Notwithstanding the foregoing, the Region shall make payment to the Service Provider for a maximum of thirty (30) days of absenteeism per Child per year to include vacation days, statutory holidays and other occasional days of absence. Absenteeism due to Children’s illness will be paid in addition to the thirty (30) days.

(c) The Service Provider shall require Parents to give at least two (2) weeks notice to the Service Provider before withdrawing their Child from the Service Provider's care. If, however, notice is not given, the Region shall make payment to the Service Provider
for a maximum of two (2) additional weeks of care in lieu of notice, unless the space can be filled by the Service Provider before the two (2) week period lapses. In this case, payment shall be made only until the space is filled by another Child.

(d) Save as set out in subsection (c) of this section, all payments to be made to the Service Provider by the Region for a Child cared for under section 4 of this Program A2, Schedule “A”, shall end as of the date of the Child’s withdrawal from the Service Provider’s care.

8. The Service Provider shall, for the purposes of section 7 of this of this Program A2, Schedule “A”, accurately, faithfully and truly record the days of absence taken by each Child and shall obtain an explanation for such absence from the Parent as part of the record, which record shall be submitted to the Region, as may be required by the Region from time to time.

9. Requests by the Service Provider for rate increases related to the Child Care Fee Subsidy for the upcoming Funding Year shall be made to the Region by such date as specified by the Region from time to time.

Policies and Procedures

10. Approved days and care codes are confirmed in a Confirmation of Fee Assistance Letter provided by the Region, or other methods as determined by the Region, provided on behalf of each subsidized Child.

11. Days of care that are used in addition to days approved in the Confirmation of Fee Assistance Letter are the financial responsibility of the Parent and the Service Provider shall not bill the Region for those days. This includes,

- days used before the first day of care and after the last day of care approved by Child Care Fee Subsidy; and/or
- days of care used during a week that are not approved by Child Care Fee Subsidy.

Service Providers understand that care provided outside of Child Care Fee Subsidy approved dates is a private agreement between the Service Provider and the Parent and not the responsibility of Child Care Fee Subsidy.

12. Service Providers are responsible to track the Child Care Fee Subsidy placement end date and vacation/absent days for each Child placed. Parents are responsible to pay the full cost of any vacation/absent days used that exceed the allotted maximum. The Service Provider shall not bill the Region for days used that exceed the allotted maximum.

13. The Service Provider,

(a) Is responsible to collect the Parent contribution, if applicable, as per their
program’s policies;

(b) Will complete their Web Enabled Record of Attendance (“WEBROA”) by the end of the 5th business day of each month;

(c) Will receive payment from the Region for a Child’s absence due to illness and vacation/absent days on approved days, if there are sufficient days in the Child’s Vacation/Absent Days bank;

(d) Will contact the subsidy office when:
   
   (i) the Child stops attending without notice;

   (ii) the Child is absent due to illness for 5 days in a row or for a large number of days in a month; or

   (iii) the Child is absent without reason for 3 days in a row or for a large number of days in a month.

14. Withdrawal without notice occurs when a Child:

   (a) Stops attending and the Parent does not provide notice to the program; or

   (b) The Child does not start on the approved start date and the Parent does not provide notice to the program.

When Withdrawal without notice occurs, the program will,

a) Notify the Subsidy office within 3 business days; and

b) Bill the Region 2 weeks or until the space is filled by another Child, whichever is less.

If the Service Provider notifies or does not notify the Region that a child stopped attending, a maximum of 2 weeks from the date the child stopped attending shall be paid in lieu of notice.

15. Any billing discrepancies will be brought to the Region’s attention within 30 days of receipt of a final payment for the month in question.

16. Service Providers must issue receipts to Parents who are required to pay a Parent contribution to the program.

17. The Service Provider shall comply with all terms and conditions of the Agreement.

18. Failure to comply with any of the conditions herein may result in a claim for recovery of Child Care Fee Subsidy as well as the ineligibility to receive future funding from the Region.

Head Office Administration for Web Enabled Record of Attendance (WEBROA)
19. **NOTE:** One person from the Service Provider should be designated as the head office administrator for the WEBROA (the “Head Office Administrator”). The Head Office Administrator’s name must be provided to the Region of Waterloo, Children’s Services Administration.

The Head Office Administrator is responsible for:

- assigning rights to the Service Provider’s staff who will input the Web Enabled Record of Attendance;
- ensuring the Web Enabled Record of Attendance is submitted on time each month;
- providing attendance information/clarification to the Region when necessary;
- notifying the Region’s Staff with changes to the designated Head Office Administrator.

**Name of Designated Head Office Administrator:**

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IN WITNESS WHEREOF this Agreement has been signed by an authorized Regional official on behalf of the Region and the Service Provider by its proper signing officers.

CITY OF CAMBRIDGE

Signature ________________________________ Name/Title ________________________________ Date ________________________________

Signature ________________________________ Name/Title ________________________________ Date ________________________________

I/We have the authority to bind the corporation.

THE REGIONAL MUNICIPALITY OF WATERLOO

Barbara Cardow
Director, Children’s Services
(By-Law 18-036, Schedule A, s. 48)

Signature ________________________________ Name/Title ________________________________ Date ________________________________

Tyla Fullerton
Manager, Early Years Funding Administration
(By-Law 18-036, s 2.5 and Schedule A, s. 48)

Signature ________________________________ Name/Title ________________________________ Date ________________________________

We have the authority to bind the Corporation.
SCHEDULE B: CHILD CARE FEE SUBSIDY RATES

VENDOR NUMBER:

ORGANIZATION NAME: City of Cambridge

LEGISLATION: Child Care and Early Years Act, 2014

SERVICE NAME: Child Care Fee Subsidy Rates

Rate Schedule Applicable to:

1. For – Dolson Centre Camp - <Vendor Code> the rate shall be:

   Summer Camp – (Primary/Junior School Age)
   (i) 6 hours or more (SmmrS), a maximum of $30.78

2. For – Sunblast/Imagination Inclusion Camp - <Vendor Code> the rate shall be:

   Summer Camp – (Primary/Junior School Age)
   (i) 6 hours or more (SmmrS), a maximum of $35.98

3. For – Ultimate Sports Camp - <Vendor Code> the rate shall be:

   Summer Camp – (Primary/Junior School Age)
   (i) 6 hours or more (SmmrS), a maximum of $30.78
   (ii) 6 hours or more (SmrS2), a maximum of $47.25

4. For – WG Johnson Camp - <Vendor Code> the rate shall be:

   Summer Camp – (Primary/Junior School Age)
   (i) 6 hours or more (SmmrS), a maximum of $30.78

2. The Service Provider acknowledges the rates listed in s. 1 of this Schedule B: Child Care Fee Subsidy Rates.
IN WITNESS WHEREOF this Agreement has been signed by an authorized Regional official on behalf of the Region and the Service Provider by its proper signing officers.

CITY OF CAMBRIDGE

<table>
<thead>
<tr>
<th>Signature</th>
<th>Name/Title</th>
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I/We have the authority to bind the corporation.

THE REGIONAL MUNICIPALITY OF WATERLOO

Barbara Cardow
Director, Children’s Services
(By-Law 12-017, Schedule A, s. 49)

<table>
<thead>
<tr>
<th>Signature</th>
<th>Name/Title</th>
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Tyla Fullerton
Manager, Early Years Funding Administration
(By-Law 18-036, s 2.5 and Schedule A, s. 48)

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<th>Signature</th>
<th>Name/Title</th>
<th>Date</th>
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</tbody>
</table>
Recreation / Camp Program: ____________________________________________

Contact Name: _______________________________________________________

Title / Position: ______________________________________________________

Phone Number: ______________________________________________________

Date of 1st (Scheduled) visit: (June) ______________________________________

Site Visit Conducted by (Name and Title): ________________________________

Date of 2nd (Un-announced) visit: (July-mid August) _______________________

2nd Visit Conducted by: (Name and Title) ________________________________
## Visit # 1 – Information and Policy Review:

<table>
<thead>
<tr>
<th>General</th>
<th>On File</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Insurance Certificate ($2 – 5 million)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proof of High Five Quality Assurance / Confirmation of submission of evaluation to Parks and Recreation Ontario&lt;br&gt;Or Accreditation by Ontario Camping Association (OCA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water testing protocols</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policies</th>
<th>On File</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Safe Arrival &amp; Dismissal Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Abuse Reporting Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behaviour Guidance Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Reference Check Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medication Dispensing Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serious Occurrence Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp is aware they must notify the RoW in the event of a Serious Occurrence involving fee assisted children. A Serious Occurrence is defined as:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Death</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Serious injury</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Alleged abuse / mistreatment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Missing child</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Disaster on premises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Complaint about services standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Conditions Policy (ie: anaphylaxis, allergies, severe medical conditions etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratios and Group Size</td>
<td>Record All Reported Ratios &amp; Group Sizes</td>
<td>Comments</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
<td>-----------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>*Recommended ratio to maintain: 1 staff to each group of 10 children, aged 6-12 (consider any special needs of children and type/size of program) Other camps have reported: 1:6 (ages 4 &amp; 5) 1:10 (ages 6-9) 1:12 (ages 10-13)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enrollment and Records (fee-assisted children only)</th>
<th>Random Review of 5 files</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up-to-date records exist for each child and contain:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Application signed by parent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Child's name, date of birth, Address</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Parent / Guardian name, address, day, cell and home phone numbers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Name of person(s) child may be released to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Information and Training Records</td>
<td>On File</td>
<td>Comments</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td>Name, Address, Home Phone Number, Emergency Contact Information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Medical and immunization record</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Record of Qualifications and Training: ei. High 5 / Quest etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Reference Check *for all staff 18 years and older</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review of all Policies &amp; Procedures (Sign off)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Performance Appraisal &amp; Monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff are trained regarding responsibilities in event of fire, tornado etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff are trained in First Aid and CPR (Standard vs. Emergency)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inclusion training for staff (Children with special needs) Explain:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Follow-Up Required</th>
<th>Date Competed</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Visit # 2 – Observation and Camp Tour:

<table>
<thead>
<tr>
<th>Item</th>
<th>General Overall Comments / Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Space and Facility</strong></td>
<td></td>
</tr>
<tr>
<td>(Adequate space, shade, tables etc.)</td>
<td></td>
</tr>
<tr>
<td><strong>Program Plan</strong></td>
<td></td>
</tr>
<tr>
<td>(Daily activities, materials: variety &amp; plentiful etc.)</td>
<td></td>
</tr>
<tr>
<td><strong>Child to Child Interactions</strong></td>
<td></td>
</tr>
<tr>
<td>(Cooperative, engaged, happy, belonging, positive relationships etc.)</td>
<td></td>
</tr>
<tr>
<td><strong>Staff Behaviour &amp; Interactions</strong></td>
<td></td>
</tr>
<tr>
<td>(Supporting children, child guidance, inquisitive engaged etc.)</td>
<td></td>
</tr>
</tbody>
</table>
### Emergency Information Posted

<table>
<thead>
<tr>
<th>Emergency Information Posted</th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire procedures are posted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Drills are conducted monthly and recorded</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Aid Kit and Manual are readily available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff have access to a phone at all times</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Allergy Lists posted</td>
<td></td>
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</table>

### Follow-Up Required

<table>
<thead>
<tr>
<th>Follow-Up Required</th>
<th>Date Competed</th>
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### Helpful Links:


Reviewed by Manager / Supervisor: ____________________________ Date: ____________________________

Director Approval: ____________________________ Date: ____________________________

Document Number: 2185988
Recommendation(s)

THAT Council authorize the initiation of the expropriation process by way of approving the application for approval to expropriate the property municipally known as 4910 Townline Road, Cambridge, ON N3C 2V3, and legally described as PT LT 13 CON 4 BEASLEY’S LOWER BLK TWP OF WATERLOO BEING PT 1 ON 58R-15448. CAMBRIDGE (the “Property”);

AND THAT the Manager of Realty Services be authorized to execute and serve the Form 1 - Notice of Application for Approval to Expropriate Land (the “Notice”) on the registered owner(s) of the Property, and to publish the Notice in a local newspaper, subject to the satisfaction of the City Solicitor and in accordance with the Expropriations Act.

Executive Summary

Purpose

4910 Townline Road is required for the Black Bridge Road Project (the “Project”). Negotiations between the City and the owner of the Property have been ongoing since 2019. However, commencing the expropriation process is now required in order to protect the current Project schedule.

Key Findings

4910 Townline Road

1. 4910 Townline Road is located at the southwest corner of the intersection of Black Bridge Road and Townline Road, and is a critical path to the successful delivery of the Project. (see Attachment “A”)
2. The Property is approximately .664 acres (2,687 m²) and is improved with a 1,560 sf (145 m²) house and a two bay detached garage / workshop.

3. The Property is currently uninhabited, however it is possibly being used by the property owner as a workshop and/or for storage purposes.

4. The environmental assessment study for the Project identifies the Property as a whole property acquisition, and the house located on the Property will be demolished and removed to accommodate the new road alignment.

The Black Bridge Road Project

1. The Project involves:
   a. Constructing a new high-load capacity two-lane bridge to accommodate two-way traffic on Black Bridge Road;
   b. Converting the existing one-lane bridge to be part of a multi-use path;
   c. Constructing a multi-use path including canoe launch and cycling amenities;
   d. Reconstructing a portion of Townline Road, Black Bridge Road, and the intersection of Townline Road, Black Bridge Road, and Roszell Road; and
   e. Demolition and removal of the house located at 4910 Townline Road to accommodate the new road alignment at Black Bridge Road, and the reconstruction of the intersection.

2. The Municipal Class Environmental Assessment Study (the “EA”) which included the recommendation for the whole property acquisitions of 4910 Townline Road and 1000 Black Bridge Road was completed and accepted in June 2016.

3. Public Information Centres (“PIC”) were held during preliminary design in which comments were received from hiking and canoeing groups confirming the need for parking.

4. The Preliminary Concept Design was completed in 2020.

5. Detailed Design work commenced in 2021 and is currently ongoing.

6. Utility relocation work will commence in 2022.

7. The acquisition of properties required for the Project commenced in 2019, and 4910 Townline Road remains as the only property owned by private land owners still to be acquired.
The Expropriation Process

1. The Municipal Act grants municipalities the power to acquire land including the power to expropriate land in accordance with the Expropriations Act.

2. The Expropriations Act sets out prescribed steps and timelines to be taken as part of the expropriation process. Attachment “B” is a high-level flowchart outlining the expropriation process up to the time of possession of a property.

3. Possession of a property by way of expropriation will generally take between 9 and 12 months depending on if the property owner requests a Hearing of Necessity. Possession could also occur anytime during the expropriation process if a negotiated settlement is achieved.

4. Expropriating authorities generally follow an approach referred to as the “parallel expropriation-negotiation” approach whereby the expropriation process is initiated and followed through its prescribed steps as set out in the Expropriations Act while, in parallel, negotiations continue with the property owner(s).

Financial Implications

Total cost to acquire the Property by way of expropriation is within the budget and will be funded from Project A00666-10 - Land Acquisition.

In August 2020, Council approved the funding required to complete property acquisitions for the Black Bridge Road and Townline Road Projects including the potential expropriation of the whole property at 4910 Townline Road.

Background

The City completed the Municipal Class Environmental Assessment study (the “EA”) in June 2016 that determined a preferred infrastructure management plan for Black Bridge Road and Townline Road. In the EA, the property municipally known as 4910 Townline Road was identified as a whole property acquisition necessary for the new road and bridge alignment, and ancillary infrastructure for the Project. The Property is a critical path to the successful delivery of the Project. Preliminary design was completed in 2020 which enabled staff to move forward with securing property requirements for the Project. In August 2020, Council approved the budget and funding necessary to acquire property requirements for the Project including the whole property at 4910 Townline Road. To date, all property requirements owned by private land owners have been acquired for the Project with the exception of 4910 Townline Road. Formal negotiations with the property owner has been ongoing since 2019 and to date there is no agreement to the terms of an acquisition of the Property by the City. The current Project schedule requires properties by Fall 2022. As such, it is now necessary to commence
the expropriation process for 4910 Townline Road in order to protect the Project schedule.

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.

Proceeding with the acquisition of the Property will support the successful delivery of the Project which is part of the City’s ongoing improvements of City infrastructure including travel corridors within the City.

Comments

Next Steps

Upon Council authorizing the initiation of the expropriation of 4910 Townline Road, the following steps will occur over the next three to six months:

1. Form 1 – Notice of Application for Approval to Expropriate Land (the "Notice") will be prepared and served on the registered owner(s) of the Property.

2. The Notice will be published once a week for three consecutive weeks in a newspaper having general circulation in the City of Cambridge.

3. The property owner(s) will have thirty (30) days from the date of being served the Notice to request for a Hearing of Necessity.

4. If a Hearing of Necessity is not requested by the property owner(s), then City Staff will report back to Council and recommend that the Mayor and City Clerk be authorized to sign the Certificate of Approval signifying approval to allow City Staff to continue with the expropriation process to completion in accordance with the Expropriations Act.

5. If a Hearing of Necessity is requested by the property owner(s), then City Staff will make arrangements for a hearing date, and at the hearing present to the inquiry officer why the whole property acquisition is fair, sound, and reasonably necessary in the achievement of the Project.
6. Shortly thereafter, City Staff will receive the inquiry officer’s report which will outline the inquiry officer’s findings of fact, and opinion on the merits of expropriating the whole Property.

7. City Staff will report back to Council with the recommendation to approve the continuation of the expropriation of the Property, and will include the inquiry officer’s report for Council’s consideration as part of Council’s decision to either continue or not to continue with the expropriation process.

8. If Council approves the continuation of the expropriation of the Property, then a Certificate of Approval will be prepared for the Mayor and the City Clerk to sign.

Throughout this process, City Staff will continue to negotiate with the property owner(s) with the goal of achieving a negotiated settlement for the acquisition of the Property. The property owner(s) have expressed their desire to retain a portion of the site and City Staff, at the request of the property owner(s), have explored the feasibility of this option. However through further investigation and analysis, it has been reconfirmed that a whole property acquisition is still necessary for the successful implementation of the Project.

**Existing Policy/By-Law**

By-law 74-95 sets out provisions, procedures, and guidelines with respect to authority and due diligence for property acquisitions.

**Financial Impact**

The total cost to acquire the Property is within the budget of Project A00666-10 – Land Acquisition.

**Public Input**

Posted publicly as part of the report process.

**Internal/External Consultation**

The following internal stakeholders were consulted:

- Engineering and Transportation Services in regards to identification and justification of property interests required.
- Finance in regards to budget and funding.

The following external stakeholders were consulted:
• Antec Appraisal Group in regards to property valuations.

• BT Engineering in regards to identification and justification of property interests required.

• Public Information Centres (“PIC”) were held during preliminary design to receive comments from the community, including comments from hiking and canoeing groups identifying the need for parking.

Conclusion

The acquisition of 4910 Townline Road is critical path to the successful completion of the Black Bridge Road Project. Negotiations with the Owner are ongoing however commencement of the expropriation process at this point in time is required to ensure project schedule certainty. City Staff will follow the “parallel expropriation-negotiation” process and will continue to negotiate with the property owner(s) with the goal to achieve an amicable negotiated settlement for the acquisition of the Property.

Signature

Division Approval

Reviewed by the CFO

Name: Lisa Shields
Title: City Solicitor

Departmental Approval

<Insert scanned signature file>

Name: David Calder
Title: City Manager

City Manager Approval

Name: David Calder
Title: City Manager
Attachments

- Attachment “A” – 4910 Townline Road
- Attachment “B” – Expropriation Process Flowchart
Attachment “B”

Expropriation Process Flowchart (to Possession)

Legend

- Hearing is requested.
- Hearing is not requested.

Month 1

- Application for Approval to Expropriate Land is approved by Council.

Month 2

- Notice of Application for Approval to Expropriate is served on property owner(s) and published in a local newspaper.

- Property owner(s) has 30 days to request a Hearing of Necessity.

Month 1

- Hearing is requested.

Month 2

- No

Hearing Requested?

Legend

- Recommendations Approved?

Yes

Month 3

- Report to Council with recommendations to authorize the Mayor and Clerk to sign the Certificate of Approval package, and authorize the Manager of Realty Services to continue with the process in accordance with the Expropriations Act including signing and serving on the property owner(s) subsequent notices.

Month 6

- No

- Yes

- Register Plan of Expropriation.

Months 7, 8

- Serve Notices of Expropriation, Election, and Possession on the property owner(s).

Months 9, 10, 11

- Serve Section 25 Offer and updated appraisal on the property owner(s).

Month 12

- Take possession of the property.

Months 6, 7, 8

- Review alternatives again.

Months 3, 4, 5

- Arrive for Hearing date.

- Prepare for Hearing.

- Serve Notice of Grounds on which the City intends to rely on at the Hearing.

- Prepare Affidavit of Service.

- Attend Hearing.

- Receive Inquiry Officer’s report.
To: COUNCIL
Meeting Date: 06/29/21
Subject: Disposition of IT hardware and surplus items
Submitted By: Mohammad Mamun, Chief Information Officer
Prepared By: Ryan Small, Manager Technology Systems & Support
Report No.: 21-168(CRS)
File No.: C1101

Recommendation(s)
THAT report 21-168 (CRS) Disposition of IT Hardware and surplus items be received for information.

Executive Summary

Purpose

- As requested by Council during the budget presentation in 2020, this report outlines the City's practices for IT hardware that are surplus to the City's needs.

- This report also includes other municipality processes for comparison purposes.

Key Findings

- The following are key findings from neighbouring Municipalities and Townships—Waterloo, Waterloo Regional Police (WRPS), City of Kitchener, Township of Wilmot, Region of Waterloo, Township of Wellesley, Township of Woolwich:

  1. Most of the Municipalities dispose of their hardware at end of life (EOL) by utilizing www.govdeals.ca or through an e-waste (electronic waste) disposal company.

  2. Surplus desktops/laptops (mostly desktops) are restored to factory default and once a year offered to staff for purchase.

  3. Donated the hardware to non-profit organizations.

- We determined that many of our practices are similar to other municipalities within our area. Our existing processes already reduce e-waste from being sent
to landfill sites and allow for recycling of working equipment back into the community for little cost. As opposed to many other municipalities, our process incurs no costs beyond staff resources.

Financial Implications

- The current process of donating e-waste to the Working Centre incurs no costs beyond staff resources. Alternatives of selling used equipment to either staff or through public auction would realize additional revenue for the City. These revenues could be used to help offset the capital costs of replacing IT infrastructure at the end of its life. The revenues would be dependent on the timing, quantity and quality of the used equipment and is difficult to estimate at this time, but is anticipated to be minimal relative to the City’s IT infrastructure budgets.

Background

- During the Budget meetings in December 2020, it was requested that Technology Services prepare a report on the disposition of surplus hardware. A quick, informal survey was sent to the heads of IT for local municipalities and partner organizations and their responses were used for comparison to our own, existing processes.
- This is the first time this issue has been brought before Council.
- Previously Technology Services worked with Procurement and decided to use The Working Centre, a non-profit registered Ontario e-waste site.

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.

Our current internal hardware life-cycles balance replacement costs, the hardware performance needs of our employees, warranty periods, and potential downtime. Our practices for replacing equipment are in line with other municipalities although there are a variety of avenues for disposal.
Our current process in Technology Services is to donate our e-waste (servers, computers, phones, network equipment, monitors, keyboards, etc.) to the Working Centre (https://www.theworkingcentre.org/access-technology/173). The Working Centre provides their services to the City at no cost to us including onsite ewaste pickup making this is a very prudent option. Due to their mission to provide low-cost hardware back into the community, this also benefits our citizens who couldn’t otherwise afford to purchase it new.

The Working Centre collects old computers, printers, monitors, phones, and other electronics, repairing items to make them available for re-use in the Region of Waterloo. The Working Centre responsibly recycles any remaining items through registered recycling businesses, generating funds to help subsidize their other “Access to Technology” projects.

**Comments**

**Priority Concerns**

Even though the City uses storage encryption to protect our data, since confidential and sensitive information is stored on our hardware, it must be disposed of in a secure fashion. As many of our items are damaged at the time of their disposition, it’s important that they are securely mechanically shredded and that the components are recycled properly.

Reducing waste, reusing equipment and the promotion of recycling is important to Technology Services and the City.

**End of life hardware options that some municipalities use:**

- Sell to employees.
- Public Auction (www.govdeals.ca)
- Disposal of it though a e-Waste/scrap (and some even garbage).
- Donate it to a registered refurbisher for redistribution and e-waste recovery.
- Returning/trading in of equipment.

**Current City Processes**

Our current process in Technology Services is to donate our e-waste (servers, computers, phones, network equipment, monitors, keyboards, etc.) to the Working Centre (https://www.theworkingcentre.org/access-technology/173). They offer a free pick up service and as a registered Ontario Electronic Waste site they attempt to repair or reuse technology where possible and responsibly recycle the remaining components. They are also a Microsoft Registered Refurbisher and can provide licensed software at low cost for people living on a limited income.
Benefits of using the Working Centre

- Their programs make use of many volunteers searching for work so they provide on-the-job training as part of the refurbishing process.
- They have a documented processes in which they wipe drives, dispose of e-waste properly, etc. Any equipment which could contain sensitive data is secured until it can be processed.
- Their processes reduce e-waste and provide low cost computers to those who do not have the means to purchase their own.
- Proceeds from the e-waste disposal goes back into their community programs serving Waterloo Region residents.
- They pick up the items at no cost to the City.

Existing Policy/By-Law

Technology Services' current process aligns with City's current procurement By-Law 19-187, article 23.1.5 (Known as policies for procurement of Goods and Services).

Financial Impact

The current process of donating e-waste to the Working Centre incurs no costs beyond staff resources. Alternatives of selling used equipment to either staff or through public auction would realize additional revenue for the City. These revenues could be used to help offset the capital costs of replacing IT infrastructure at the end of its life. The revenues would be dependent on the timing, quantity and quality of the used equipment and is difficult to estimate at this time, but is anticipated to be minimal relative to the City’s IT infrastructure budgets.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

An external, informal survey of the CIOs and heads of Information technology of other local municipalities was performed and the results summarized in the key findings section of this document.

Internal Technology Services staff were also consulted to gather the processes.

Conclusion
The City of Cambridge's Technology Services division uses best practices and processes for disposing of surplus equipment. In most cases, when the City considers hardware as surplus, it's obsolete, damaged, or we cannot renew support agreements on it. Technology Services also considers trading in equipment, where possible.

Our hardware disposition process uses a certified third-party organization that:

- provide services at no cost to us;
- redirects functional equipment into refurbishing instead of garbage;
- provides refurbished hardware and licensed software to Waterloo Region residents who don't have the means to purchase new equipment;
- disposes of e-waste in an environmentally-responsible manner;
- securely disposes of damaged or other hardware that can't be signed into;
- provides training to volunteers as part of the refurbishing process; and
- invests proceeds from e-waste recycling back into the community programs they offer.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Mohammad Mamun
Title: Chief Information Officer

Departmental Approval

Name: Dave Bush
Title: Deputy City Manager, Corporate Services

City Manager Approval
Attachments

- N/A
Recommendation(s)


AND FURTHER THAT the 2021 work plans outlined in Appendices B and C to Report 21-006 (CRS), be endorsed.

Executive Summary

This report provides a consolidated annual summary highlighting the 2020 accomplishments of the City’s various advisory committees and an outline of their 2021 work plans.

Key Findings

- Through consultation with staff liaisons, Clerks staff have determined that several advisory committees have accomplishments to share from 2020 and have developed work plans for 2021.

- With assistance from Clerks staff, the majority of advisory committees have been successful at transitioning to online meetings and have been meeting regularly since early 2021.

- A preliminary review report on the City’s advisory committees will be brought forward to a subsequent Council meeting to address Terms of Reference changes, recruitment of members, volunteer recognition and training of members, as well as other areas.
Financial Implications

There are no financial implications.

Background

On an annual basis, a number of the City’s advisory committees prepare separate reports to Council outlining their accomplishments from the current year and highlighting their priorities for the coming year in the form of detailed work plans.

Although the majority of the City’s advisory committees were not able to meet for much of 2020 due to the pause in in-person meetings stemming from the COVID-19 pandemic, they do have accomplishments from the year and 2021 work plans to share with Council.

To streamline the reporting process, the Clerk’s Division reached out to staff liaisons to the City’s advisory committees in November 2020 to coordinate a consolidated annual report as Clerks staff were simultaneously working to assist staff liaisons to the various advisory committees in transitioning to an online format for meetings as well as reviewing other aspects of advisory committees such as the recruitment process, volunteer recognition and training of advisory committee members.

As of the writing of this report, all advisory committees have moved to meeting electronically with the exception of the Arthur White Sports Bursary Fund Committee and the Cambridge 50+ Advisory Board.

For consistency in process, the Clerk’s Division will continue to bring forward an annual consolidated report for all advisory committees, with this report providing a model and framework for future reports to Council. As with this report, advisory committee members will have the opportunity to register as delegations to speak to their specific committees’ achievements and work plan items for the year ahead.

As noted a separate preliminary review report will be brought forward to Council to address requests received for Terms of Reference changes for several advisory committees in addition to the aforementioned areas currently under review by the Clerk’s Division.

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 consolidated advisory committee annual report is aligned with the City of Cambridge’s Governance and Leadership goal as boards and committees play a key role in providing advice and feedback to City Council and staff on a variety of city issues. As the pandemic forced many advisory committees to suspend their regularly scheduled meetings, moving to an online format has enabled members to continue to lend their voice and expertise to help shape decisions and services that impact our community.

**Comments**

**Cambridge Accessibility Advisory Committee**

The Cambridge Accessibility Advisory Committee (CAAC) advises Council on matters specific to accessibility, to enhance and improve community services for those residents living with a disability. It manages accessibility planning in accordance with Ontario’s accessibility laws and standards and the Ontario Human Rights Code.

CAAC met four times in 2020 (two in person and two virtual) with its final meeting for 2020 held in December. As a legislated committee, CAAC was given priority to transition to online meetings and with assistance from the Clerk’s Division it resumed meeting virtually in July, 2020.

Project work in 2020 included the following:

- Standard Playground RFP’s – Presentation from Landscape Architect to discuss RFP process for playgrounds, reviewed Annex H requirements and playground committee review process
- Abilities Awareness Group – Presentation from community group seeking support to develop a sub-committee from the CAAC
- Procedures for Advising on Trails – Presentation from Sustainability Planner on review procedures for trails and AODA requirements
- Canadian Hearing Services (CHS) – Received an update from local CHS on new programs available for residents with hearing loss and pandemic support
- Pinebush Trails – Reviewed trail plan and made recommendations
- Hespeler Medical Centre – Reviewed medical centre and provided recommendations for accessible parking and building entrance
- Facility Reopening Plans – Presentation from Facility Manager regarding modified openings during a pandemic and recommendations on accommodating persons with disabilities, i.e. Mask wearing and plexiglass additions
• Independent Living Centre Virtual Programs – Received an update from local agency on new programs and support offered to persons with disabilities during a pandemic

• AODA Compliance Order – Review from Accessibility and Diversity Services Supervisor on compliance order

• Cambridge West Subdivision / Westwood Village Trails – Presentation from Sustainability Planner and Landscape Consultant on the new subdivision and trail. Received recommendations from CAAC

• Ontario Building Code Barrier-Free Design – Presentation from Municipal Building Officer on Ontario Building Code requirements and what is required for accessibility under OBC

• Review of Terms of Reference – Made changes and updated Terms of Reference

• Snow Removal – Established a sub-committee to review the current snow removal process and make recommendations to the City

• Global Migration Film Festival – Participation from members of the CAAC. Update given of the event.

2021 Priorities

The Project work to be completed by the CAAC in 2021 is included in Appendix B to this report.

The Accessibility Advisory Committee has undertaken a review of its Terms of Reference and the proposed changes will be brought forward for Council approval as part of the subsequent preliminary review report.

Archives Board

The Archives Board promotes the collection, restoration, preservation and exhibition of items related to the social and economic history of the city of Cambridge including documents, pictures and manuscripts. In addition, the board advises Council on archival issues and supports the continued physical and financial development of the City of Cambridge Archives.

The board met twice in 2020 with its final meeting of 2020 held in February. With assistance from the Clerk’s Division, the board transitioned to virtual meetings in 2021 and resumed its meetings in February, 2021.

Project work in 2020 included the following:
Development of outreach initiatives and use of Social Media to further raise the profile of the Archives an promote increased usage

- Hosting and attending local history events within the community
- Exploration of partnerships with other local history groups within the community, the Idea Exchange and schools
- Review of the Hall of Fame selection process
- Hosting of virtual events in partnership with Idea Exchange at the Old Post Office including a Virtual Walk of Downtown Galt and a Virtual Tour of the Archives
- Receipt of 20 new donations including a Preston Scout House Band Trophy, an 1860 map of Waterloo county and various vital records of the City of Cambridge for 2019
- On-going review and tracking of statistics on archival usage and visitors throughout the year with totals as follows:
  - Receipt of 317 public requests for information and 61 staff requests
  - 42 requests processed prior to the March 18, 2020 shut down
  - 275 public and 61 staff requests processed after March 2020
  - 218 visitors recorded to have attended the Archives in-person (118) and through virtual events (100) in 2020

2021 Priorities
The board has not developed a work plan for 2021 for inclusion in this report; however, throughout 2021 the Board will continue to explore the many opportunities for the Archives to further promote its collection during the pandemic and beyond. Virtual events will continue with a second Virtual Tour of the Archives planned.

Arthur White Sports Bursary Fund Committee
The Arthur White Sports Bursary Fund Committee provides financial assistance to:

- Athletes who are residents of the City of Cambridge or registered members of a relevant athletic group in the city and are deserving of financial assistance;
- Any team or athletic group representing the city at the provincial, national or international level of competition and who is deserving of financial assistance

The committee did not meet in 2020 as the first quarterly meeting was not scheduled until April 2020. With a pause on sport competition resulting from the COVID-19
pandemic, the committee will continue to be on hold. If needed, with assistance from the Clerk’s Division, the committee will transition to virtual meetings once it is ready to start meeting again.

2021 Priorities

The committee has not developed a work plan for 2021 for inclusion in this report. Once elite level competition resumes it will have applications to review.

Arts and Culture Advisory Committee

The Arts and Culture Advisory Committee makes recommendations and advises Council on matters related to arts and cultural activities in the community. Encouraging cooperation between groups, institutions and individuals involved with arts and culture in Cambridge, the Arts and Culture Advisory Committee helps make decisions to enhance arts and culture opportunities to improve the quality of life for future generations.

The committee met once in 2020 to wrap up the review of its Terms of Reference. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings in 2021. Its first official meeting since the start of the pandemic was held in March, 2021 and the committee is now on recess until September 2021.

2021 Priorities

The committee has not developed a work plan for 2021 for inclusion in this report. Once it resumes meeting in September the committee will finalize its Terms of Reference and they will be brought forward to Council for review and approval.

Cambridge 50+ Advisory Board

Previously known as “Senior’s Central” the Cambridge 50+ Advisory Board was established to provide an opportunity for the four Cambridge Seniors Centres and tri-centre clubs and committees to communicate on matters related to older adults in the community and senior’s services provided by the City. The Committee has typically addressed common issues, made recommendations on policies and advised City staff on matters related to seniors and senior’s services.

The board last met in 2017 and is currently under review as part of the Older Adult Strategy set to commence in 2021. As part of the strategy, staff will be engaging with residents and existing City committees to help develop the plan.

A staff report and revised Terms of Reference for the Cambridge 50+ Advisory Board are forthcoming and will be brought forward for Council’s consideration as part of the strategy’s roll out prior to the development of a work plan.
The Cambridge Farmers' Market Committee

The Cambridge Farmers' Market Committee advises Council on strategies and policies to support the Cambridge Farmers' Market and McIntyre Place. The committee also oversees the implementation of the Cambridge Farmers' Market Strategic Plan.

The Farmers' Market Advisory Committee met twice in 2020, but its work continued throughout the year. With assistance from the Clerk’s Division, the committee will transition to virtual meetings in 2021 once it is ready to start meeting again.

Project work in 2020 included the following:

- Completion of the Indoor Market Renovation consisting of two main priorities:
  - Public Health Upgrades – New flooring, stainless steel tabling, upgrades to plumbing and electrical systems, brick work
  - Structural Upgrades – Bracing of exterior chimneys and attic and wall work

- Re-opening to the public on Saturday June 27, 2020 as an essential service providing fresh local food to Cambridge Residents through the pandemic

- Launch of an on-line ordering platform for quick and convenient pre-ordering through vendors which helps to ensure customers can buy their favourite or in-demand products in advance, making pick-up safer and more efficient by minimalizing contact and line-ups (more information about the on-line platform can be found in Appendix A to this report)

2021 Priorities

The committee has not developed a work plan for 2021 for inclusion in this report. Staff have advised that the focus for 2021 will be on the preparation of a Business Plan for the 2nd Floor. This plan is currently in draft form and will be brought to Council for consideration later this year.

Community Wellbeing Advisory Committee

The Community Wellbeing Advisory Committee was established to examine, advise and assist the City in promoting and facilitating the safety, inclusion, belonging, and wellbeing of Cambridge residents through the guiding principles of Engage, Empower and Educate. The committee advises Council and City staff on complex social issues impacting policies, programs, services and strategies and on the development of integrated community programs and strategies to address those issues.
Through the establishment of the committee, the City recognizes that it has a role to play in engaging residents, community groups, services organizations and other partners in local initiatives to address complex social issues and to be an active partner in the local implementation of these initiatives.

CWAC met twice in person in 2020 before the pandemic halted in-person meetings. In this time the committee had commenced the development of a work plan and governance structure to address its mandate. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings and resumed its meetings in December, 2020.

Project work in 2020 included the following:

- Provision of feedback on the Cambridge Neighbourhood Table
- Completion of training on Human Rights and Equity
- Receipt of presentations from the Cambridge Shelter Corporation, Cambridge Self-Help Food Bank, Waterloo Region Integrated Drugs Strategy, Consumption and Treatment Services (CTS) Site Selection Project and the Cambridge Council on Aging
- Provision of advice facilitation plan for the Consumption and Treatment Services (CTS) Site Selection Project

2021 Priorities

The Project work to be completed by the CWAC in 2021 is included in Appendix B to this report.

The committees’ work for 2021 will be primarily undertaken through its four (4) subcommittees while the larger committee advises on the City of Cambridge Strategic Plan items, as needed, and addresses the impacts of COVID-19 on social isolation, anxiety, mental health, family and domestic violence, homelessness and substance abuse among individuals, families, caregivers, service providers and the community. The committee will work to take a measurement of priorities within the community and will continue to advise Council, City staff and others on areas of improvement related to community wellbeing providing feedback, where requested.

Changes to the committees’ Terms of Reference will be brought forward for Council approval as part of the subsequent preliminary review report.

Culture Awards Committee

The Cultural Awards Committee administers the distribution of awards and expenses of the Bernice Adams Memorial Fund which honours former Alderman Bernice Adams. The Fund provides assistance to individuals or groups within the
communications, arts and culture fields. The special achievements of individuals or groups are recognized at the annual Bernice Adams Memorial Awards Event.

The committees’ last meeting in 2020 was on February 19. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings and resumed meeting in February 2021 to issue a high school scholarship.

2021 Priorities

The committee has not developed a work plan for 2021 for inclusion in this report as the committees’ work is primarily focused on task-oriented responsibilities (reviewing grants, bursaries and scholarships and hosting an annual event). Staff have advised that the focus for 2021 will be on the issuance of scholarships and bursaries, as needed, in addition to finalizing its Terms of Reference.

The Cultural Awards Committee’s revised Terms of Reference will be brought forward for Council approval as part of the subsequent preliminary review report.

Cycling and Trails Advisory Committee

The Cambridge Cycling and Trails Advisory Committee (CTAC) advises Council on policy, planning, development and implementation of public trails and related off-road and on-road cycling and active transportation facilities. The Committee’s main goal is to implement the recommendations of the Trails Master Plan and the Bikeway Network Plan. The CCTAC focuses on existing and proposed neighbourhood trails, community trials, riverbank trials and on-road linkages.

The committee met twice in 2020 with its final meeting of 2020 held in February. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings in 2021 and resumed its meetings in January, 2021.

Project work in 2020 included the following:


- Trail bridges replacement project (Project A/00758-40) – completed construction on new trail bridges at Mill Race Park (Living Levee) and on the Mill Run Trail at Chilligo-Ellis Creek, and a new culvert installed at the Sheffield Street trail head.

- Blair-Preston Municipal Class Environmental Assessment (Project A/00910-20) – work continued on the Schedule B Municipal Class Environmental Assessment, expected to be completed early 2021. Work in 2020 included archaeology, hydrology, natural heritage, ecological studies, First Nations consultation and
public consultation. This study is fully funded by the Region of Waterloo and led by City of Cambridge staff.

- Devil’s Creek retaining wall replacement (Project A/00955-40) – replacement of a failing retaining wall within the Devil’s Creek in Morva Rouse Park, at the George Street underpass.

- North Boxwood Trail – Phase 1 (Project A/00465-40) – new trail constructed in the Boxwood subdivision running between the Maple Grove Rd Dog Park and Boxwood Dr.

- Grand Trunk Trail surface upgrades (Project A/01037-40) – trail surface upgrades were completed on the Grand Trunk Trail between 1680 Blair Road and the Fountain St S/Morningside Drive intersection. Improvements included asphalt surfacing, bench seating, new service gates and new fencing. The work was partially funded by a grant from the Trans-Canada Trail.

- Dunbar Road Multi-Use Trail Design - (Project A/00384-41) – design work completed for Phase 1 of Dunbar Rd multi-use trail from Concession Road to Hespeler Road

- Mill Run Trail at HWY 401 underpass – stabilizing/repair of the stonedust trail south of HWY 401, asphalting surface upgrades on the trail north of HWY 401, and painted lines and arrows under HWY 401 and the north trail section to help with visibility and trail safety concerns.

- Grand Trunk Trail footbridge improvement/repair – re-surfacing bridge deck with grit and epoxy coating, and adding handrails to the footbridge south of the intersection of the Devil’s Creek trail and the Grand Trunk Trail.

- Schiedel Woodlot Trail improvements – grading and drainage improvements to the trail in Schiedel Woodlot to fix continuous washout/flooding/erosion issues.

- Trail repair work – continuous improvement and repair of the trail system throughout the network, including installing signage, fixing washouts, stabilizing surfaces, clearing fallen trees, etc.

- Bike shelters installed in Preston (King St Lot), Galt (Water St N parking lot) and Hespeler (Queens St S, outside parking lot).

- Bike repair stands installed in Preston (King St lot, beside existing shelter) and near entrance of Forbes Park (off Tannery St).
• Shared pathway signs installed along King St and Fountain St MUT

2021 Priorities

The Project work to be completed by CTAC is included in Appendix B to this report. The work plan is based on the suggestions of staff and is subject to change by the committee.

Cambridge Environmental Advisory Committee

The Cambridge Environmental Advisory Committee (CEAC) provides advice and input on ways to protect, maintain and enhance the natural environment in harmony with the built environment. The committees’ work continues to advise and inform Council on various environmental project and initiatives to aid in the decision-making process.

The committee met twice in 2020 with its final meeting of 2020 held in February but members were otherwise kept aware of relevant initiatives via e-mail. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings in 2021 and resumed its meetings in January, 2021.

A more comprehensive listing of project work completed in 2020 by CEAC is included in Appendix A to this report. Highlights include:

• Provided in put on the Black Bridge Road and Townline Road Preliminary Design

• City Green sub-committee hosted a ‘welcome back’ virtual meeting on September 14, 2020 where two new members were welcomed bringing the sub-committee’s total membership to 292

• Dedicated monies held in the Natural Heritage Trust Fund towards the provision of large shade trees around splashpads and playgrounds within the City

• Provided input on the Draft City of Cambridge Cycling Master Plan

• Stayed informed of environmental initiatives taking place throughout Cambridge, the Region and beyond

2021 Priorities

The Project work to be completed by CEAC is included in Appendix B to this report. The work plan items are considered to be the major activities CEAC and its one active standing subcommittee, City Green, will undertake in the year 2021. Continued restrictions due to COVID-19 may impact the completion of various items on the work plans.
Economic Development Advisory Committee

The Economic Development Advisory Committee (EDAC) advises Council on economic development strategies and policies. The committee also offers a forum for discussion and coordination of economic development initiatives and programs with other community groups and agencies.

The committee does not have any updates to share on its achievements for 2020 but did meet three times with its final meeting of 2020 held on March 11. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings in 2021 and resumed its meetings in January.

2021 Priorities

A work plan for 2021 was not provided for inclusion in this report; however, the committee has undertaken a review of its Terms of Reference and the proposed changes will be brought forward for Council approval as part of the subsequent preliminary review report.

Municipal Heritage Advisory Committee

The Municipal Heritage Advisory Committee (MHAC) advises and assists Council on the designation of individual properties and heritage conservation districts related to Parts IV and V of the Ontario Heritage Act including alterations to designated properties and demolitions of cultural heritage resources on the City’s Heritage Properties Register. The committee also advises and assists Council with the implementation of policies and programs related to Built Heritage Resources, such as the City of Cambridge’s Official Plan.

MHAC met eight times in 2020 (two in person and six virtual) with its final meeting for 2020 held in December. As a legislated committee, CAAC was given priority to transition to online meetings and with assistance from the Clerk’s Division resumed meeting virtually in July, 2020.

A more comprehensive listing of project work completed in 2020 by MHAC is included in Appendix A to this report. Highlights include:

- Continued to comment on Heritage Impact Assessments (HIA’s)
- Reviewed demolition applications for properties on the Heritage Properties Register and made recommendations to Council
- Considered requests to alter designated properties and made recommendations to Council
• Received, reviewed and approved applications under the Designated Heritage Property Grant Program

• Reviewed and made recommendations to Council on Heritage Designations

• Participated in various municipal projects including Class Environmental Assessments (EAs).

• Made recommendations on additions to the Heritage Register and worked on updates and corrections to the Register

2021 Priorities

The Project work to be completed by MHAC in 2021 is included in Appendix C to this report.

Youth Advisory Committee of Council

The Youth Advisory Committee of Council (YACC) works with the City of Cambridge Community Services department to raise awareness and organize positive youth action within the community. The YACC also gives input about youth programs to help evaluate existing programs and establish new programs. The Committee actively seeks input and involvement from youth in the community.

The committee met twice in 2020 with its final meeting of 2020 held in February. With assistance from the Clerk’s Division, the committee transitioned to virtual meetings in 2021 and resumed its meetings in January, 2021.

2021 Priorities

The Project work to be completed by YACC in 2021 is included in Appendix B to this report. The completed a review of its Terms of Reference in 2021 but does not have any changes to bring forward for Council approval as part of the subsequent preliminary review report.

Virtual Meetings

As noted, the City’s advisory committees successfully transitioned to virtual meetings in early 2021 in order engage their members through new platforms and to continue to provide advice and recommendations to Council as per their mandates.

To ensure meetings are in compliance with the Municipal Act, 2001, the City’s Procedure By-law 18-15 and By-law 133-18, which defines the mandate and meeting procedures for the City’s various advisory committees, meetings have been live streaming on YouTube. Meetings are not archived on the City’s YouTube page; however, members of the public who wish to observe meetings may do so at the time
the meeting is occurring live on YouTube and similar to in-person advisory committee meetings, may request to speak at an advisory committee meeting by submitting a delegation request form.

Prior to transitioning to a virtual format for meetings, staff liaisons to each advisory committee were provided with a guide and a list of questions to consider and discuss with their members prior to meeting electronically. These minimum requirements had to be met in order to reconvene meetings in 2021. A training session on how to live stream meetings was provided for staff liaisons by the Clerk’s Division.

Existing Policy/By-Law

There are several policies and/or by-laws current in place that govern the calling of advisory committee meetings and/or conduct of members:

- Procedural By-law 15-18, governing the proceedings of Council and its Committees provides general guidelines for citizen committees on how to run and conduct their meetings.

- By-law 18-133, defines the mandate and meeting procedures for the City’s various advisory committees and outlines the reporting relationship of advisory committee’s to Standing Committees of Council.

- The Code of Conduct for Local Boards and Advisory Committees, governs the conduct of appointed members and sub-committee members.

In addition to the above noted by-laws and Code of Conduct, each advisory committee has its own terms of reference that speaks to the mandate of the committee and its responsibilities. Terms of reference also address areas such the membership composition of the committee, voting rights, the selection of Chairs and Vice Chairs, voting rights, minutes, agendas and delegations.

No amendments are being recommended to these items as part of this report; however, a subsequent preliminary review report relating to advisory committees will seek Council approval of revised terms of reference for several committees and bring forward amendments to By-law 18-133 as noted above.

Financial Impact

The City has access to teleconference and video conferencing software and currently manages electronic meetings with a limited number of licences. Based on the recommendations to maintain electronic meetings for Council until the Provincial and Municipal Emergency is lifted, staff are confident that the City’s advisory committees will be able continually meeting virtually with existing resources.
Public Input

Posted publicly as part of the report process.

Internal/External Consultation

On November 13, 2020 communication was sent to staff liaisons seeking input on the 2020 accomplishments of their boards and committees and work plan items for 2021. Staff liaisons were advised that, for efficiency purposes, the Clerks Division would be providing a comprehensive annual report to Council.

As part of the above noted communication, staff liaisons were provided with a Guide to transitioning their boards and committees to an online format in preparation of resuming meetings in 2021 in a virtual format.

Throughout the writing of this report Staff Liaisons have continued to provide input with respect to the activities of their advisory committees and progress on the resumption of meetings and work plan development.

Conclusion

The City’s advisory committees play a key role in providing advice and feedback to Council and staff on a variety of issues affecting the City that fall within the respective mandates of these committees. Citizen representatives, staff liaisons and Council appointees to the City’s advisory committees have adapted well throughout the pandemic and have shown patience, understanding and flexibility to meet in less conventional ways in order to carry on the important work of their committees.

Signature

Division Approval

Reviewed by the CFO

Reviewed by Legal Services

Name: Danielle Manton
Title: City Clerk

Departmental Approval
Name: Dave Bush
Title: Deputy City Manager, Corporate Services

City Manager Approval

Name: Dave Bush
Title: Acting City Manager

Attachments

- Appendix A - Additional Details on 2020 Work Completed
- Appendix B - 2021 Work Plans
- Appendix C - Municipal Heritage Advisory Committee 2021 Work Plan
Appendix A
Additional Details on 2020 Work Completed

Farmer’s Market Advisory Committee (FMAC)

On-line Platform

- Launch of the platform allowed the Market to group multiple vendors together in one convenient place
- Shoppers browse by either scrolling through all products or by searching for a specific vendor or product.
- On-line shop opens each week on Monday at 8 a.m. and closes on Thursday at midnight for same week pickup
- Vendors control if and when their products are available
- The pickup process for online orders follows similar pandemic guidelines as in-person shopping:
  - Customers enter and leave the market area at the designated entrance and exit points, and follow the directional arrows.
  - For contactless pick-up, the vendor places the order on a table and steps back for the shopper to pick it up. The on-line store is available at www.cambridgefarmersmarket.ca/online.

Cambridge Environmental Advisory Committee (CEAC)

Municipal Class Environmental Assessment Reviews

CEAC did not participate in any Municipal Class Environmental Assessments in 2020. CEAC previously participated in the Black Bridge Road Class Environmental Assessment and in 2020 provided input on the Black Bridge Road and Townline Road Preliminary Design noted under “Review of City Initiatives”.

Cambridge City Green

Cambridge City Green has not met since February of 2020 but did have a brief ‘welcome back’ virtual meeting on September 14, 2020 where two new members were welcomed. The www.CambridgeCityGreen.ca group has steadily increased over the months to the present 292 members. A June 13, 2020 event was posted on the site by Reep Green Solutions (‘The Fundamentals of Tree Health’) and is part of public outreach and education around Reep’s partnership with the City on the Backyard Tree Planting program.
While Cambridge City Green’s activities were suspended in 2020, until meetings can resume it will be focusing efforts on acquiring garbage pickers and nitrile gloves and working on the ‘Tree Tag’ project which communicates the dollar value of ecosystem services that trees provide. Members have been meeting virtually every two months in anticipation of resuming environmental projects in the Spring of 2021.

**Cambridge Community Clean Up**

The Cambridge Community Clean Up did not proceed in April of 2020 but City Green did acquire banners as planned for each of the booths in February. The Province’s new “Action Day on Litter” (May 12) did not proceed; this event is scheduled after most of the litter activities and events that City Green hosts (around the end of April) but City Green resolved to support it with supplies should groups organize themselves and approach the City. City Green has been discussing what a ‘COVID-friendly’ clean up event might look like in 2021; this, and any other ‘volunteer services’ will require City permission under the City’s Risk Management protocols and approve process.

**Jane’s Walk**

Jane’s Walk (‘Mill Creek – Lost, Buried, Forgotten’) is normally scheduled the first weekend in May but did not proceed in 2020; it is anticipated that City Green member Andrew Ramsaroop will host his presentation and Jane’s Walk again in May 2021.

**Review of City Initiatives**

1. **Natural Heritage Trust Fund**

   CEAC discussed options for distributing the monies held in the Natural Heritage Trust Fund at their meetings in January and February of 2020. After much discussion, the committee directed staff to use the funds to provide large shade trees around splashpads and playgrounds within the City. A report to Council with this direction was provided on August 25, 2020 which was endorsed. Staff continue to move forward with the logistics of implementing this project.

2. **Black Bridge and Townline Road Preliminary Design**

   The first Public Information Centre (PIC) was held on January 30, 2020. Members Jonas Duarte and Kelly Pritchard have provided comments to the Project Manager on the information presented at the PIC.

3. **City of Cambridge Cycling Master Plan**

   The Draft City of Cambridge Cycling Master Plan was made available for comment on February 18, 2020. Members Connie Cody and Lisa Grbinicek have provided draft comments to the Project Manager, which will be ratified at the next meeting of the CEAC.
4. Cambridge 2020-2023 Strategic Plan

CEAC was to receive a presentation on the Strategic Plan in March 2020; however, this meeting was cancelled due to COVID-19. The committee continues to be made aware of opportunities to participate in the Strategic Plan process.

**Review of Regional Initiatives**

CEAC did not review any Regional initiatives in 2020.

**Review of Provincial Initiatives**

CEAC did not review any Provincial initiatives in 2020.

**Workshops, Information Sharing and Awards**

CEAC nominates members and groups from the community on an annual basis for the Grand River Conservation Authority (GRCA) Conservation Award. This program was paused in 2019 while the GRCA reviewed it.

**Information Exchange with Outside Agencies / Interests**

CEAC members are informed of environmental initiatives taking place not only in Cambridge, but also in the region, the province, nationally and globally. Information such as Regional Ecological and Environmental Advisory Committee (EEAC) agendas and minutes, the Cambridge Cycling and Trails Advisory Committee (CCTAC) agendas and minutes, and information posted to the Environmental Registry of Ontario are distributed to the members through their agenda packages.

**Municipal Heritage Advisory Committee (MHAC)**

**Development Reviews:**

Heritage Impact Assessments (HIAs) for development applications pertaining to heritage properties were reviewed by MHAC in 2020. As the City continues to grow and infill development becomes more prevalent, the MHAC will see an increasing advisory role to Council in development applications related to heritage properties. The City’s Official Plan states that when a development proposal potentially impacts a culture heritage resource that is designated, or is on a listed property on the Heritage Properties Register, an HIA shall be required. An HIA may be scoped or waived by either Council or the MHAC. Between November 2019 and November 2020, the MHAC considered nine HIAs connected to development applications. Eight HIAs were accepted in full; the other was accepted in part. A list of those HIAs, plus the reason the HIA was submitted is as follows:
1. **40 Dickson Street (Farmer’s Market)**  
   Application: Alteration with chimney bracing  
   Heritage Status: Part IV  
   Scoped or Full HIA: Full

2. **134 Kitchener Road**  
   Application: Severance  
   Heritage Status: Listed property on Heritage Register  
   Scoped or Full HIA: Full

3. **22 Harvey Street**  
   Application: Detached garage  
   Heritage Status: Adjacent to Part IV and listed on Heritage Register  
   Scoped or Full HIA: Full (only demolition accepted)

4. **16 George Street North**  
   Application: Demolition and new 7-storey commercial / residential  
   Heritage Status: Listed property on Heritage Register and surrounded by Part V  
   Scoped or Full HIA: Full (only demolition accepted)

5. **171 Guelph Avenue (Forbes Estate)**  
   Application: Development of larger parcel and designating heritage house, demolishing secondary buildings  
   Heritage Status: Listed property on Heritage Register  
   Scoped or Full HIA: Full

6. **1261 Dundas Street South**  
   Application: Development of larger parcel and designating heritage house, demolishing secondary buildings  
   Heritage Status: Listed property on Heritage Register
Scoped or Full HIA: Full (previously reviewed in 2012)

7. **30 George Street South**

   Application: New 5-storey residential on vacant lot

   Heritage Status: Adjacent to Part V

   Scoped or Full HIA: Scoped

8. **2-16 Queen Street West**

   Application: New 5-storey residential / commercial

   Heritage Status: Adjacent to Part IV

   Scoped or Full HIA: Full

9. **22 & 24 Shade Street**

   Application: Severance

   Heritage Status: Listed property on Heritage Register

   Scoped or Full HIA: Full

In addition, several HIAs were waived.

**Demolition Applications**

The MHAC reviewed four demolition applications for properties on the Heritage Properties Register and made recommendations to Council. These properties were:

1. **102 Fountain Street South (Preston Springs)**

   Demolition Application: Full demolition (MHAC objected)

   Heritage Status: Part IV


2. **16 George Street North**

   Demolition Application: Full demolition

   Heritage Status: Listed property on Heritage Register

   Council Decision: Council approved November 3, 2020
3. **1261 Dundas Street South**

   Demolition Application: Demolishing secondary buildings (designating heritage house)

   Heritage Status: Listed property on Heritage Register

   Council Decision: Council approved November 18, 2020

4. **171 Guelph Avenue (Forbes Estate)**

   Demolition Application: Demolishing or relocating secondary buildings (designating heritage house)

   Heritage Status: Listed property on Heritage Register

   Council Decision: Council review 2021

**Requests to Alter**

The MHAC considered 15 requests to alter designated properties from November 2019 to November 2020, and made recommendations to Council for all items except those not required by the sign by-law. Requests were for the following properties:

1. **47 Main Street**

   Alteration Request: Sign

   Heritage Status: Part V

   Council Decision: Not required

2. **46 Dickson Street (City Hall)**

   Alteration Request: Masonry and wood components

   Heritage Status: Part IV

   Council Decision: Approved December 17, 2019

3. **40 Dickson Street (Farmer’s Market)**

   Alteration Request: Chimney bracing

   Heritage Status: Part IV

   Council Decision: Approved January 21, 2020
4. 25 Main Street & 29 Main Street
   Alteration Request: Part wall and roof repair
   Heritage Status: Both Part V
   Council Decision: Approved February 18, 2020

5. 27 Carolinian Lane
   Alteration Request: Remove rear sunroom, alter side addition, extend front porch
   Heritage Status: Part IV
   Council Decision: Approved May 7, 2020

6. 12 Walter Street South (Old Post Office)
   Alteration Request: Snow guards on roof
   Heritage Status: Part IV
   Council Decision: Approved July 28, 2020

7. 850 Fountain Street South (Conestoga College)
   Alteration Request: Sign
   Heritage Status: Part V
   Council Decision: Not required

8. 34 Fallbrook Lane
   Alteration Request: Additions; change of siding
   Heritage Status: Part V
   Council Decision: Approved November 3, 2020

9. 107 Concession Street
   Alteration Request: Sign
   Heritage Status: Part IV in process
   Council Decision: Not required
10. 186 Morningside Drive
   Alteration Request: Replace raised pool deck with cabana
   Heritage Status: Part V
   Council Decision: Approved November 3, 2020

11. 12 Joan Lane
   Alteration Request: New detached pool house
   Heritage Status: Part V
   Council Decision: Approved November 18, 2020

12. 57 Main Street
   Alteration Request: Sign
   Heritage Status: Part V
   Council Decision: Not required

13. Salisbury Avenue
   Alteration Request: Curb bump-out
   Heritage Status: Part V
   Council Decision: Approved November 18, 2020

14. 10 Byng Avenue
   Alteration Request: Change roof material
   Heritage Status: Part IV
   Council Decision: Request December 15, 2020

15. 31 Main Street
   Alteration Request: Sign
   Heritage Status: Part V
   Council Decision: Not required
Funding for Heritage Properties

Since 2004, Council has approved an amount of $30,000 within the Operating Budget which allows for up to six matching grants of $5,000 each to be awarded through the Designated Heritage Property Grant Program. This program is available to eligible conservation projects on Part IV and Part V designated properties throughout the City.

The grant program is usually popular and limited promotion is necessary in order to receive applications. In 2020, a total of four grant applications were submitted to MHAC. Three grant requests were approved in February, although one was initially turned down but approved in July of 2020 for a lesser scope of work. One of the applicants did not complete their work during the year and their project was not funded. A total of $16,586.25 was approved for 2020, but only $11,586.25 is expected to be funded. Unused grant money is placed into the Heritage Conservation Reserve Fund for future projects.

1. **25 Main Street**
   - Grant Request: Party wall repair $2,686.25
   - Heritage Status: Part V
   - Grant Payment: Payment pending complete submittal of receipts

2. **29 Main Street**
   - Grant Request: Roof replacement $5,000.00
   - Heritage Status: Part V
   - Grant Payment: None; work not done

3. **21 Landsdowne Road North**
   - Grant Request: Painting $5,000.00
   - Heritage Status: Part IV
   - Grant Payment: Paid

4. **27 Carolinian Lane**
   - Grant Request: Repairs to original house after sun porch removal
   - Heritage Status: Part IV
   - Grant Payment: Payment pending complete submittal of receipts
Designations

Between November 2019 and November 2020, four designations were completed. Three of these were initiated earlier in 2019; one was held since 2016. Council has requested to remove one designation. Owners have requested two designations initiated in 2020, plus one more recommended by MHAC. An error was found in a 2018 designation; the correction is in process. One designation has been in process since 2017; further action will occur when rehabilitation is substantially completed.

1. 37 Cambridge Street
   Current Status: Designation approved
   By-law: 20-001
   Council Decision: Approved January 21, 2020

2. 20 Lewis Street
   Current Status: Designation approved
   By-law: 20-002
   Council Decision: Approved January 21, 2020

3. 29 Weaver Street
   Current Status: Designation approved
   By-law: 20-061
   Council Decision: Approved July 7, 2020

4. 107 Concession Street Unit 1
   Current Status: Designation approved
   By-law: 20-104
   Council Decision: Approved November 3, 2020 (Notice was in 2016; waited until house moved)

5. 102 Fountain Street South (Preston Springs)
   Current Status: Designation remains in effect
   By-law: 16-92
Council Decision: Council Notice of Intention to remove designation January 28, 2020; on appeal

6. 1261 Dundas Street South
   Current Status: Register listed; Notice of Intention limits permit approvals
   By-law: N/A
   Council Decision: Council Notice of Intention to Designate November 18, 2020

7. 171 Guelph Avenue (Forbes Estate)
   Current Status: Register Listed
   By-law: N/A
   Council Decision: MHAC recommended; no Council decision

8. 22 & 24 Shade Street
   Current Status: Register listed
   By-law: N/A
   Council Decision: MHAC recommended; no Council decision

9. 10 James Street
   Current Status: Designated
   By-law: 134-18
   Council Decision: Council Notice of Intention to amend designation to correct property error November 3, 2020

10. 64 Grand Avenue South (Southworks) - Pending; action before 2020:
   Current Status: Register listed; Notice of Intention limits permit approvals
   By-law: N/A
   Council Decision: Council Notice of Intention to Designate June 13, 2017 (waiting for construction completion)
Municipal Class Environmental Assessment (EA) Reviews

Members of MHAC participate in various municipal projects including Class Environmental Assessments (EAs). MHAC continues to be involved in the following Municipal Class EAs when required:

- **Stage 2 ION – Light Rail Transit (Kitchener to Cambridge)**

  The Region of Waterloo and Cambridge Council endorsed the Stage 2 ION preferred route (Fairway Kitchener to Downtown Cambridge) in June 2019. This included a revised route through Preston. The cultural heritage existing conditions and preliminary impact interim memo for the endorsed route was completed in the spring of 2019 and reviewed by City staff for accuracy of information on listed and designated properties. In 2020 City staff reviewed reports on potential heritage resources likely to be in the path of the proposed route. The MHAC will be involved in the review of this information, once it is publicly available; an Environmental Project Report will be released on December 10, 2020 as part of the next phase of work for Stage 2 ION.

- **Black Bridge Road**

  MHAC received drawings for the location of a new bridge and conservation of the heritage bridge.

**Heritage Properties Register Update**

In 2020, two properties were added to the Heritage Properties Register:

- 33 Park Hill Road East
- 52 Park Avenue

Both properties are parts of buildings where other parts were already listed on the Register. Three of the four newly designated properties were already listed.

Also, in 2020, a major effort to update and correct the Register was undertaken. A total of 28 properties were removed for no longer having an extant heritage resource, non-existent addresses and severances; these required Council approvals. An additional 66 corrections were made that did not need Council approval.

The contents of the Heritage Properties Register were updated in 2020 to achieve compliance with Parts IV and V of the Ontario Heritage Act and with Section 4 of Cambridge’s Official Plan.
Only Council, after MHAC recommendation, may change which properties are included in the Register. Staff will continue to update the information in the Register, as information is located.

References to “Landmarks article” are being retained, now that many of these articles from the Cambridge Times are searchable on the Idea Exchange website. These ran in the 1990s and early 2000s; they provided a brief architectural description and historical information.

Heritage Plaque Program

There are seven plaques remaining in the inventory for which staff continues to make efforts to contact property owners to arrange installation. No new plaques were ordered in 2020.

Grand River Heritage Day Workshop

The Annual Heritage Day Workshop was not held in 2020 due to COVID-19.

Cambridge Heritage Day Event

The Cambridge Heritage Day Event was not held in 2020 due to COVID-19.

Doors Open – Waterloo Region Event

Instead of the usual live event, the annual Doors Open Waterloo Region was held virtually beginning in late August into October. Sixteen videos with different sites were added to the Region’s YouTube channel; one included the Butterfly Conservatory in Cambridge.

Galt Core Heritage Conservation District Planning Study and Plan

On July 28, 2020, Council affirmed funding for the commencement of a Galt Core Heritage Conservation District Study and Plan in 2020. In late October a temporary Senior Planner-Heritage began employment with the City as Project Manager for this Study; his primary assignment is the selection of a consultant for study and creation of one or more districts.

Heritage Permit Review Process

The Senior Planner-Heritage updated Council in June 2019 on the status of the review, which is currently on hold due to a staff absence.
MHAC Volunteers

The MHAC reviewed and advised Council on a variety of cultural heritage matters in 2020. Members are an enthusiastic, hard working group of citizens with expertise from architectural design, heritage consulting, carpentry and woodworking, window glazing, to turn key project management. These volunteers have given their time and expertise to assist the City in efforts to ensure the community’s heritage resources are protected for the future. Although now curtailed by COVID-19, in past years MHAC members participated in more than the monthly meetings by carrying out projects and tasks that would not otherwise be completed, and conducted site visits to meet with developers, members of Council, and property owners on a number of planning issues that involved heritage properties throughout the City.

The committee works as a whole to deal with issues such as: advising Council on planning matters as they relate to heritage properties; assisting property owners through the heritage grant process; and disseminating information about Heritage Conservation Districts. In past years they also were sitting on City of Cambridge project subcommittees which have a strong heritage component. Members of the committee sometimes attended sessions of the Planning and Development Committee and Council as well as Public Information Centre meetings. The value of this volunteer commitment to heritage at the City of Cambridge cannot be overstated.

In 2019, the Provincial Government proposed changes to the Ontario Heritage Act; they were expected to come into force in July 2020 but that has been postponed into 2021. The changes may lead to increased work and introduce certain timelines with respect to heritage by-laws for staff, MHAC and Council. One of the changes is to require municipal councils to notify property owners if their properties are to be included in the Heritage Register due to cultural heritage value or interest. Since this has been standard practice in most cases at the City of Cambridge for several years, there will be changes of procedural details but not of the intent of procedural transparency.
Appendix B – 2021 Work Plans

Cambridge Accessibility Advisory Committee (CAAC)

January 2021

Item:   Parks, Trails and Cemetery Projects
Delegate: Shane Taylor, Landscape Architect and Paul Willms, Sustainability Planner
Action: Parklawn Cemetery, Westwood Village Community Park, Fountain Street Soccer Complex

Item:   Preston Auditorium
Delegate(s): Project Manager, Recreation Facilities
Action: Design Review

Item:   Snow Removal
Delegate: Robyn Hyland, Inclusion Coordinator
Action: Subcommittee Terms of Reference Review

Item:   Introduction
Delegate: Kevin DeLeebeeck, Director of Engineering
Action: Introduction to the Accessibility Advisory Committee

February 2021

Item:   Parks, Trails and Cemetery Projects
Delegate: Shane Taylor, Landscape Architect and Paul Willms, Sustainability Planner
Action(s): Lynn Freure Park / Highland Ridge Subdivision and Guelph Avenue Trail

Item:   Accessibility Plan
Delegate: Megan Lynn, Manager Human Resources, Idea Exchange
Action: Accessibility Plan (Idea Exchange)
March 2021

Item: Parks, Trails and Cemetery Projects
Delegate: Shane Taylor, Landscape Architect and Paul Willms, Sustainability Planner
Action: Playground Replacements (Gail Street Park, Northview Height and Lincoln Parks)

April 2021

Item: Parks, Trails and Cemetery Projects
Delegate: Shane Taylor, Landscape Architect and Paul Willms, Sustainability Planner
Action: Limerick Subdivision

May 2021

Item: Parks, Trails and Cemetery Projects
Delegate: Shane Taylor, Landscape Architect and Paul Willms, Sustainability Planner
Action: Mill Race Amphitheatre Reconstruction

June 2021

Item: Snow Removal Plan Update
Delegate: Subcommittee
Action: Snow Removal Plan

Item: Terms of Reference
Delegate: Robyn Hyland, Inclusion Coordinator
Action: Review Terms of Reference

July and August 2021

No Meetings

September 2021

Item: Parks, Trails and Cemetery Projects
Delegate: Shane Taylor, Landscape Architect and Paul Willms, Sustainability Planner
Action: Stone Tower (Forbes Estate) and Lakeview Morrison Estate Subdivision Trail

October 2021
Item: Legislated Tasks
Delegate: Vanessa Lopak, Supervisor of Accessibility and Diversity Services
Action: Accessibility Plan Status Update and Compliance Report

November 2021
Item: Parks, Trails and Cemetery Projects
Delegate: Paul Willms, Sustainability Planner
Action: Saginaw Subdivision and North Boxwood Trail

December 2021
No Meeting
Community Wellbeing Advisory Committee (CWAC)

The 2021 work plan for the four (4) subcommittees, composed of members of the full committee, will include reporting in on progress and bringing forward recommendations as follows:

**Opportunities for Youth and Older Adults**
- Researching the value of youth and older adult engagement
- Identifying the needs of youth and older adults in support of wellbeing
- Evaluating current local options to address needs in order to identify gaps
- Research and identification of ways to address gaps and with recommendations to the full committee

**Mental Health and Substance Use**
- Research the impact of mental health and issues of problematic substance use
- Identification of current systems and organizations of support
- Identification of gaps in current systems and barriers to overcoming those gaps
- Research and identification of the ways to overcome existing barriers
- Recommendations to the full committee

**Affordable Housing and Homelessness**

To address affordable housing:
- Research into the need for affordable housing, current systems in place to address that need and any gaps
- Identification of barriers to addressing affordable housing and system gaps
- Identification of ways to overcome the barriers
- Recommendations to the full committee.

To address homelessness:
- Research on the impact of homelessness and the needs of those experiencing homelessness
- Identification of current systems and organizations of support
- Identification of gaps in existing systems and barriers to overcoming gaps
- Research into and identification of ways to overcome barriers
- Recommendations to the full committee

**Community Safety**
- Research into safety concerns from the Cambridge community and gathering of facts about community safety
• Identification of resources available to support community safety and innovative solutions
• Undertake community consultation activities, research and analysis.
• Recommended solutions to be brought forward for the full committee’s discussion and consideration
Cycling and Trails Advisory Committee (CTAC)

The committee's work in 2021 will focus on the following:

1. North Boxwood Trail Planning – Phases 2-4 (Project A/00465-40)
   
   Involves completion of the phased plan and detailed design for phases 2-4 of the Boxwood trail from Maple Grove Road to Fountain Street

2. Blair-Preston Trail and Bridge (Project A/00910-20)
   
   Includes the completion of the MCEA study and undertaking of additional environmental and natural heritage studies as required by the GRCA and Ministry agencies

3. Hespeler Pedestrian Bridge Municipal Class Environmental Assessment (Project A/00XXX)

4. Hespeler Trail (Guelph Ave to Queen Street South) (Project A/00002-30)
   
   Design and construction (pending successful grant application) for the construction of a new trail

5. Dunbar Road Multi-Use Trail Construction - (Project A/00384-41)
   
   Includes the construction for Phase 1 of Dunbar Rd multi-use trail from Concession Road to Industrial Road in Spring 2021

6. Soper Park foot bridges - bridge decking replacement

7. Trans-Canada Trail kiosk modifications
   
   Decommissioning of the existing Trans-Canada Trail kiosk at Fountain Street S and Morningside Dr and installation of new information signage
   
   To be funded by a Trans-Canada Trail grant
8. Asphalt trail surfacing replacements

As per asset management assessment and in consultation with the Cambridge Cycling and Trails Advisory Committee

9. Trails accessibility improvements

Sites to be determined in consultation with the Cambridge Cycling and Trails Advisory Committee

10. Trails Mapping Project

Includes design and production of a new map of the City's current trails network for distribution to the public

11. Trail repair work

Includes continuous improvement and repair of the trail system throughout the network, including installing signage, fixing washouts, stabilizing surfaces, clearing fallen trees, etc.

12. Tourism Loop wayfinding

Design and produce wayfinding along the City's tourism loop with input from CCTAC

13. King St and Fountain St MUT pavement markings to be installed in Spring 2021

14. Eagle St MUT pavement markings and signage to be installed in Spring 2021

15. Bicycle Parking Policy to be updated in 2021 to require long-term secure bicycle parking in all developments

16. Comprehensive bicycle count program to begin in 2021

17. Painted sharrows on Main St in downtown Galt in Spring 2021

18. Slow Streets pilot in 2021 Spring – Fall

19. Transit Oriented Development Community Improvement Plan - PIC early 2021

20. E-scooter public consultation (with Region, Kitchener and Waterloo) in January 2021
Cambridge Environmental Advisory Committee (CEAC)

Ongoing Tasks / Duties and Projects:

- Provide input into the Community GHG Reduction Plan
  Timelines: Q1 through Q4
- Provide input into the Stage 2 ION LRT – draft Environmental Study Report
  Timelines: Q1 through Q4
- Provide input to the Region of Waterloo International Airport Impact Assessment
  Timelines: Q1 and Q2
- Advise and participate on Cambridge City Green subcommittee and projects
  Timelines: Q1 through Q4
- Respond to issues (EA’s, Provincial policies, other issues) as they arise
  Timelines: Q1 through Q4
- Attend annual Provincial EAC Symposium (if held)
  Timelines: Q2
- Prepare annual report and workplan
  Timelines: Q3
- Advise Council on issues of general environmental concern
  Timelines: Q1 through Q4

City Green Subcommittee Ongoing Tasks / Duties and Projects:

- Annual Event and Community Outreach opportunities and Partnerships
  Scope: Includes Jane’s Walk (May), Mill Creek Project, Idea Exchange display booths and Reep Green Solutions partnership projects
  Timelines: Q1 through Q4
Budget (Op. or Cap.): $500

- **Litter Clean Ups**
  - **Scope:** Includes Cambridge Community Clean Up (April) and Organize Your Own Clean Up (all year long)
  - **Timelines:** Q1, Q2 and Q4
  - **Budget (Op. or Cap.):** $5,000 and in-kind support from the Litter Reduction Task Force

- **Cambridge Stewardship**
  - **Scope:** Planning events and projects (May)
  - **Timelines:** Q1, Q2 and Q3
  - **Budget (Op. or Cap.):** $3,000 plus project-specific funds from the Urban Forest Renewal Fund

- Develop new outreach and community engagement projects through consensus with the Terms of Reference and as opportunities arise and resources allow
  - **Timelines:** Q1 through Q4
  - **Budget (Op. or Cap.):** N/A

- **Prepare Annual Cambridge City Green Report**
  - **Timelines:** Q4
  - **Budget (Op. or Cap.):** N/A
Youth Advisory Committee of Council (YACC)

January 2021

Items:
- Recognition of youth receiving the Healthy Living award
- Terms of Reference review
- Intergenerational programming planning
- Youth civic participation
- Co-chair roles and responsibility review

February 2021

Items:
- Recognition of youth receiving the Community Leadership Award
- Code of Conduct Review
- City of Cambridge youth program and service delivery overview
- Bill Struck Scholarship

March 2021

Items:
- Recognition of youth receiving the Caring Heart award
- Special Events presentation, Lisa Whelan
- Corporate Strategic Plan developments review and discussion

April 2021

Items:
- Recognition of youth receiving the Individual Achievement award
- 2SLGBTQ+ Youth Recommendations for Change in Ontario review
- Pride Prom 2021

May 2021

Items:
- Recognition of youth receiving the Environmental Stewardship Award
- Cambridge Wellbeing Committee. Youth and Older Adult sub-committee presentation, Bill Kirby
- Coalition of Inclusive Municipalities presentation, Vanessa Lopak and Kaminda Musumbulwa
• OK2Bme and Cambridge Pride Prom discussion, Michelle Watt, KW Counseling

June 2021

Items:
• Recognition of Youth receiving the Youth Arts Appreciating Award
• Presentation from Shane Taylor and Don Crowder providing an update on Recreation Facility development
• Review of Pride Prom and role of YACC members
• Summer programming update

July 2021

Items:
• Review of the Bill Struck Scholarship recipient selection and presentation process
• Summer programming update

August 2021

Items:
• Recognition of Youth receiving the Teamwork Award
• Parks and Recreation Ontario, Youth Friendly City designation review

September 2021

Items:
• Recognition of the youth receiving the Community Innovation Award
• Confirmation of secondary school visit schedules
• Community youth servicing organization panel discussion
• Committee recruitment planning

October 2021

Items:
• Recognition of youth receiving the Multicultural Award
• City of Cambridge, Transportation Strategy presentation
• Cambridge Neighbourhood Association presentation

November 2021

Items:
• Recognition of the youth receiving the Equity Champion award
• Official Plan presentation, to be confirmed
• Community youth servicing organization panel discussion (part 2)

December 2021

Items:

• Recognition of youth receiving the Community Champion award
• A year in review
• 2022 priorities
• Planning for 2022 calendar
# Appendix C

## Municipal Heritage Advisory Committee 2021 Work Plan

<table>
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<tbody>
<tr>
<td><strong>Cambridge Official Plan</strong></td>
<td></td>
<td><strong>ATTEND MONTHLY MHAC MEETINGS</strong></td>
</tr>
<tr>
<td><strong>4.5.1 Council will appoint a Municipal Heritage Advisory Committee (MHAC) pursuant to the Ontario Heritage Act. A key role of MHAC is to prepare and publish the Register of Cultural Heritage Resources described in Policy 4.3.1 and undertake public awareness programs.</strong></td>
<td></td>
<td><strong>Committee members</strong>: read agenda, visit sites, prepare reports for any sub-committees, attend sub-committee meetings as required.</td>
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<td><strong>Staff Liaison (Senior Planner-Heritage)</strong>: attend regular month meetings; prepare agendas and minutes; prepare reports and follow up on actions and special projects as they arise/as directed.</td>
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<td><strong>Other Staff Involvement</strong>: Administrative Services Representative (recording secretary), other staff as required</td>
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<tr>
<td><strong>Heritage Master Plan Action Item #2</strong></td>
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<td><strong>ATTEND COUNCIL MEETINGS AS NEEDED</strong></td>
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<td><strong>Committee members</strong>: register as a delegation, prepare presentation material, make presentation and answer any questions.</td>
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<td><strong>Staff Liaison</strong>: Notify members of upcoming Council meetings and assist in the preparation of presentation materials, make presentations.</td>
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<tr>
<td><strong>Cambridge Official Plan</strong></td>
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<td><strong>RECOMMEND TO COUNCIL INCLUSIONS/DELETIONS FOR THE HERITAGE PROPERTIES REGISTER:</strong></td>
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<tr>
<td><strong>4.3.4</strong> The Cambridge Municipal Heritage Advisory Committee as described in Policy 4.5 will identify properties which may warrant designation under either Part IV or V of the Ontario Heritage Act because of cultural heritage value or interest. These non-designated properties will be included on the Council-adopted Register of Cultural Heritage Resources in accordance with Policy 4.3.3.**</td>
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<td><strong>Committee members:</strong></td>
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<td>• Identify properties in jeopardy/priorities; areas identified for intensification, areas identified as possible transportation corridors, and building types such as industrial buildings.</td>
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<tr>
<td><strong>Heritage Master Plan</strong></td>
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<td><strong>Staff Liaison:</strong></td>
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<tr>
<td>Action #2, 6, 8 and 20</td>
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<td>• Prepare detailed research and then consult with four property owners for inclusion of their properties onto the Register.</td>
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<td>• Provide information regarding policy direction through the Regional Official Plan and the City’s Official Plan; assist in documenting buildings through photographs and mapping and archival research.</td>
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<tr>
<td>Cambridge Official Plan</td>
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<td><strong>RECOMMEND TO COUNCIL PROPERTIES FOR DESIGNATION</strong></td>
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<tr>
<td><strong>4.5.2</strong> Council shall not give notice of its intention to designate a property or to repeal a by-law designating a property or any part of the property in accordance with the Ontario Heritage Act without first consulting with MHAC.</td>
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<td><strong>Committee members:</strong> Communicate with the property owners who request designation, consider report with staff recommendation and forward a recommendation to Council.</td>
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<td><strong>Staff Liaison:</strong> Prepare Cultural Heritage Assessments, request title searches to be completed by Legal Services; co-ordinate timing of reports; prepare reports to MHAC and forward reports to Council, write Notice of Intention to Designate for newspaper, write designation by-law and ensure legislative requirements are met including publications and objection dates.</td>
</tr>
<tr>
<td>Cambridge Official Plan</td>
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<td><strong>RECOMMEND TO COUNCIL ALTERATIONS TO DESIGNATED PROPERTIES</strong></td>
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<tr>
<td><strong>4.5.3</strong> Council will also consult with MHAC when reviewing applications for funding through the Cambridge Heritage Conservation Fund, proposals for signage on designated structures, proposals to alter designated structures, applications to sever designated properties and/or any other development applications potentially affecting a property on the Register.</td>
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<td><strong>Committee members:</strong> Evaluate requests for alterations to designated properties and forward a recommendation to Council.</td>
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<td><strong>Staff Liaison:</strong> Review building permit applications and associated drawings and evaluate the alteration against the property’s identified cultural heritage attributes contained in the designation by-law and Sections 33 or 42 of the Ontario Heritage Act. Write a recommendation report to be considered by the MHAC, notify the property owner of the report, and forward MHAC recommendations to Council.</td>
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<tr>
<td><strong>MHAC Terms of Reference</strong></td>
<td>RECOMMEND TO COUNCIL DEMOLITIONS OF LISTED OR DESIGNATED PROPERTIES</td>
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<tr>
<td>4.I.c) advise Council on all applications to demolish cultural heritage resources which are either listed or designated on the City’s Heritage Properties Register.</td>
<td><strong>Committee members:</strong> Evaluate requests for demolition of listed or designated properties and forward a recommendation to Council.</td>
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<tr>
<td>Heritage Master Plan Action Item #5, 20</td>
<td><strong>Staff Liaison:</strong> Review demolition permit applications and associated drawings and evaluate the demolition against the property’s identified cultural heritage attributes contained in the designation by-law and Sections 33 or 42 of the Ontario Heritage Act. Write a recommendation report to be considered by the MHAC, notify the property owner of the report, and forward MHAC recommendations to Council within legislated timelines. If the property is demolished, remove it from the Heritage Properties Register.</td>
<td></td>
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<table>
<thead>
<tr>
<th><strong>Cambridge Official Plan</strong></th>
<th>MAINTENANCE OF HERITAGE CONSERVATION DISTRICT PLANS</th>
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</thead>
<tbody>
<tr>
<td><strong>4.7.1</strong> The City will regulate as fully as possible the demolition, removal or inappropriate alteration or erection of buildings which, in the opinion of Council, constitute or impact on a cultural heritage resource within a Heritage Conservation District as shown on Schedules 1, 2 and 3.</td>
<td><strong>Committee Members:</strong></td>
<td></td>
</tr>
<tr>
<td>Heritage Master Plan Action Item #10</td>
<td>- Be familiar with the HCD Plans for Main Street, Blair Village and Dickson Hill (City owned properties)</td>
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<td>- Educate property owners about the requirements of the HCD Plans</td>
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<td></td>
<td>- Assist property owners with applications for Heritage Grants and/or alterations in the HCDs</td>
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<tr>
<td></td>
<td><strong>Staff Liaison:</strong> Assist with the implementation of Heritage Conservation District Plans. Consult and give advice to property owners considering development proposals that require the submission of a Heritage Impact Assessment.</td>
<td></td>
</tr>
</tbody>
</table>
Basis/Objective/Terms of Reference

Cambridge Official Plan

4.10.2 The City will determine the need for a Cultural Heritage Impact Assessment in consultation with the owner/applicant. The City will refer the completed Cultural Heritage Impact Assessment to MHAC when the development is major in nature or where the City believes there will be a detrimental impact to the cultural heritage resource.

4.10.5 A completed Cultural Heritage Impact Assessment will first be submitted to the MHAC for review and the recommendation of MHAC will be forwarded to Council for consideration with the proposal. A Cultural Heritage Impact Assessment may be scoped or waived by either Council or MHAC.

Heritage Master Plan Action Item #5, 20

|----------------------------------|------------|---------------------------------------------------------------------------------------------------|
| Cambridge Official Plan          |            | REVIEW CULTURAL HERITAGE IMPACT ASSESSMENTS
|                                  |            | - Stage 2 ION proposed route HIA
|                                  |            | - Riverside Park Dam replacement
|                                  |            | - Plus any other Environmental Assessments that begin in 2021
|                                  |            | - Development applications on or adjacent to listed or designated properties
|                                  |            | Committee members: Review the staff recommendation for the completed Cultural Heritage Impact Assessment and provide a recommendation to Cambridge Council. A Cultural Heritage Impact Assessment may be scoped or waived by MHAC.
|                                  |            | Staff Liaison: Review development proposals that include or are adjacent to a designated property or cultural heritage landscape or that include a non-designated resource of cultural heritage value or interest listed on the Municipal Heritage Register and indicate whether or not a cultural heritage impact assessment is required. Work with the applicant’s consultant to identify information needed for a complete cultural heritage impact assessment. Review the submitted cultural heritage impact assessment and report to MHAC with a recommendation to accept or reject the Cultural Heritage Impact Assessment. |
### IMPLEMENTATION OF HERITAGE MASTER PLAN

The Heritage Master Plan is a strategic plan for identifying, promoting, celebrating and conserving the City’s unique history and architecture. The Heritage Master Plan priorities include education, partnerships and identifying Heritage Character Areas.

**Committee members:** Become familiar with the goals and objectives of the Heritage Master Plan and identify opportunities for implementing the Plan.

**Staff Liaison:** Continue to work to identify action items in the Heritage Master Plan currently being implemented by MHAC.

### DESIGNATED PROPERTY PLAQUE PROGRAM

**Staff Liaison:** Confirm with property owner their desire to receive a heritage designation plaque; order plaques from manufacturer; arrange delivery and installation of plaques.

Seven plaques are remaining in the inventory to be installed.
<table>
<thead>
<tr>
<th>Basis/Objective/Terms of</th>
<th>2021 Budget</th>
<th>Cambridge Municipal Heritage Advisory Committee - 2021 Work Plan – ongoing tasks/duties and projects</th>
</tr>
</thead>
</table>
| Cambridge Official Plan  | $15,000 budget approved | DESIGNATED HERITAGE PROPERTY GRANT PROGRAM  
  **Committee Members**: MHAC will review and provide a recommendation to the Deputy City Manager of Community Development. In order to fully appreciate the scope of the project, the Committee members may meet with the applicant and the architect/contractor. The Committee will attend the site as necessary.  
  **Staff Liaison**: Assess each application to determine eligibility of funding proposal and work with applicant to ensure a complete application is presented to the MHAC. Prepare a report to MHAC, in consultation with the sub-committee, with a recommendation. Be notified when the project commences and will monitor it throughout. Notify MHAC members once a project has started and again when the project is finished. Once completed, conduct a final inspection. Upon approval of the completed work, make the necessary arrangements for payment through the Heritage Grant Program. Document, through photographs and notes, the progress of each project. |
| 4.12 The *City* encourages the restoration or rehabilitation of privately owned properties *designated* in accordance with the provisions of Policies 4.6.1 of this Plan. Pursuant to the Ontario Heritage Act, *Council* may pass by-laws providing for the making of a grant or loan to the owner of such *designated* property for the purpose of paying for the whole or any part of the cost of the alteration of such *designated* property on such terms and conditions as Council may prescribe where such alteration will serve to protect or enhance the heritage characteristics of such *designated* property. |
| Heritage Master Plan     |             | *Heritage Master Plan Action Item #15* |
|                          |             | **Heritage Master Plan** |
|                          |             | Heritage Master Plan Action Item #15 |

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<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>Heritage Master Plan</strong></td>
<td><strong>Funded from $3,000 MHAC Budget budget approved</strong></td>
<td><strong>SEEK OPPORTUNITIES TO PROMOTE HERITAGE CONSERVATION IN CAMBRIDGE</strong></td>
</tr>
<tr>
<td>Action #45</td>
<td></td>
<td><strong>Committee Members:</strong></td>
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<td></td>
<td>• Participate in the Heritage Showcase in February 2021 (location TBD; may be cancelled)</td>
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<td></td>
<td>• Participation in the Grand River Heritage Day in February 2021 (location TBD; may be cancelled)</td>
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<td></td>
<td>• Participate in the Cambridge Heritage Day in May 2021 (date TBD; may be cancelled)</td>
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<td>• Attend workshops/conferences as budget allows, including the Ontario Heritage Conference (late spring date and location TBD)</td>
</tr>
<tr>
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<td></td>
<td>• Participate in Doors Open 2021 (fall date TBD)</td>
</tr>
<tr>
<td><strong>Heritage Master Plan</strong></td>
<td></td>
<td><strong>Environment Assessments – As Required</strong></td>
</tr>
<tr>
<td>Action #20</td>
<td></td>
<td><strong>Task of Committee members:</strong> Act as MHAC representative as needed and attend scheduled meetings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Staff Liaison:</strong> Review and comment on documents as produced through this process. Ensure MHAC is kept apprised as projects proceed. Act as a resource to the Technical Staff Steering Committees.</td>
</tr>
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<tr>
<td><strong>Heritage Master Plan</strong></td>
<td></td>
<td><strong>HERITAGE PERMIT PROCESS UNDER THE ONTARIO HERITAGE ACT</strong></td>
</tr>
<tr>
<td>Action #26</td>
<td></td>
<td><strong>Task of Committee Members:</strong> Participate as members of MHAC in the research phase, any public consultation, assist with defining areas for delegated authority to staff.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Staff Liaison Role:</strong> Continue research into a Heritage Permit process by studying the best practices of six municipalities locally and within the Golden Horseshoe who use the Heritage Permit Process under the Ontario Heritage Act. Conduct public consultations with designated property owners and liaise with MHAC on the Heritage Permit best practices approach as well as suggest items for delegated authority.</td>
</tr>
<tr>
<td><strong>Heritage Master Plan</strong></td>
<td>$100,000</td>
<td><strong>GALT CORE HERITAGE STUDY AND PLAN</strong></td>
</tr>
<tr>
<td>Action #2</td>
<td></td>
<td><strong>Task of Committee Members:</strong></td>
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<tr>
<td><strong>Cambridge Official Plan</strong></td>
<td></td>
<td>- Participate as members of the Steering Committee to represent MHAC</td>
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<tr>
<td><strong>4.7.2</strong></td>
<td></td>
<td>- Assist in educating on the importance of conserving the Galt Core</td>
</tr>
<tr>
<td><strong>Council, after having consulted with MHAC, may pass by-laws pursuant to the Ontario Heritage Act to define one or more potential Heritage Conservation Districts to be examined for future designation as a Heritage Conservation District.</strong></td>
<td></td>
<td><strong>Staff Liaison Role:</strong> The temporary Senior Planner-Heritage is the staff liaison to the Consultant who will oversee the consultants preparing the Galt Core HCD Study and Plan and related public consultation. The outcome of the study will determine if the area should be protected as a Heritage Conservation District under Part V of the Ontario Heritage Act and what policies should be implemented through a district designation by-law.</td>
</tr>
</tbody>
</table>
### Cambridge Municipal Heritage Advisory Committee - 2021 Work Plan – ongoing tasks/duties and projects

<table>
<thead>
<tr>
<th>Basis/Objective/Terms of Reference</th>
<th>2021 Budget</th>
<th>EAST GALT HERITAGE STUDY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage Master Plan</td>
<td>$100,000</td>
<td>In 2012, students at the University of Waterloo’s Ontario Heritage Resource Centre studied this area in east Galt. This study will continue that work to identify the boundaries of the area and determine the level of protection desired for the cultural heritage resources in this area. Community involvement with property owners in this area will be a very important part of this project.</td>
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<tr>
<td>Action #2</td>
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<tr>
<td>Cambridge Official Plan</td>
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<td>4.7.2 Council, after having</td>
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<td>consulted with MHAC, may pass</td>
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<td>by-laws pursuant to the</td>
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<td>Ontario Heritage Act to define</td>
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<td>one or more potential Heritage</td>
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<tr>
<td>Conservation Districts to be</td>
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<td>examined for future designation</td>
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<td>as a Heritage Conservation District.</td>
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<td>East Galt project to commence in</td>
<td></td>
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<td>2021</td>
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</table>

**Task of Committee Members:**

- Participate as members of the Steering Committee to represent MHAC
- Assist in educating on the importance of conserving the East Galt area

**Staff Liaison Role:** The Senior Planner-Heritage is the staff liaison to the Consultant who will oversee the consultants preparing the East Galt Study and related public consultation. The outcome of the study will determine if the area should be protected as a Heritage Conservation District under Part V of the Ontario Heritage Act and what policies should be implemented through a district designation by-law.
Recommendation(s)

THAT Report 21-151 (CRE), Core Areas Community Improvement Plan (CIP) and the accompanying new financial incentive programs be received;

AND THAT Council pass the attached by-law enacting the new Core Areas Community Improvement Plan and repealing the three previous Core Areas Community Improvement Plans; the City Centre Community Improvement Plan, the Central Preston Community Improvement Plan and the West Hespeler Community Improvement Plan and any amendments thereto;

AND THAT Council pass the attached By-law amending the Core Areas Community Improvement Project Areas By-Law No. 20-088 to add additional area to the Hespeler Village Community Improvement Project Area;

AND FURTHER THAT Council approve the transfer of the remaining Business Revitalization Program (BRP) funding accounts to the Core Areas Transformation Fund and the annual payment to the BRP operating account be redirected to the Core Areas Transformation Fund reserve.

Executive Summary

Purpose

- The purpose of this report is present and recommend approval of the Core Areas Community Improvement Plan (CIP) and new financial incentive programs.
This report also requests approval for an amendment to the Core Areas Community Improvement Project Area by adding additional area to the Hespeler Village Community Core Area (see attached draft by-law in Attachment 3).

This report also recommends repeal of the existing City of Cambridge Core Areas Community Improvement Plans namely the City Centre Community Improvement Plan, the Central Preston Community Improvement Plan and the West Hespeler Community Improvement Plan as well as their companion 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 private sector 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 a new suite of financial incentives that are modern to help stimulate private sector investment in the Cores Areas.

Financial Implications

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

- It is proposed that the funding allocated towards the former financial incentive programs (such as the Building Revitalization Program) reserve be added to the Core Areas Transformation Fund (CATF) reserve and that the annual contribution towards the former programs be redirected to the CATF reserve as well.

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 to 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 CIP is the mechanism to achieve this investment pillar goal.

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 Area 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 membership.
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 to the private sector that can be leveraged to encourage partnerships to create a vibrant downtown 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

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 Area 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)

The **City-wide** financial incentives will remain unaffected. As a note to this as well, the proposed extension of the CIP area in Hespeler will only be for the new core areas incentive programs under this CIP. The Development Charge Exemption for the core areas will not be included in the extension as that area is defined by the Official Plan and the program is implemented through the City’s Development Charge By-law.

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. An innovative aspect is the accessibility incentives that are being provided.
- 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 Core Areas Community Improvement Project Area By-law

In addition to the new Core Areas Community Improvement Plan, Staff is also recommending an amendment to the existing Core Areas 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 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 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 is allocated in the former financial incentive programs (such as the Building Revitalization Program) reserve be added to the Core Areas Transformation Fund (CATF) reserve and that annual payments to the former reserve be redirected to the CATF.

The balance of the BRP reserve is currently $327,013 and the balance of the Core Areas Transformation Fund is $19,063,922. A portion of the CATF reserve is intended to support private sector stimulus, in addition to the fund’s 2 other pillars.

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. The mandatory Public Meeting was held on May 25th, 2021 at 10 am. That meeting was advertised in the Cambridge times on April 23rd, 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 addition to the mandatory Public Meeting that was held, twelve (12) public stakeholder meetings were held between February and early May of 2021 to accommodate various community groups, City Advisory Committee to 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.

Accordingly, Staff respectfully recommends approval of the accompanying by-law and Community Improvement Plan attached to this report.

Signature

Division Approval

Reviewed by the CFO

Reviewed by Legal Services

Name: James Goodram
Title: Director, Economic Development Division

Departmental Approval

Name: Cheryl Zahnleiter
Title: Deputy City Manager – Corporate Enterprise

City Manager Approval

Name: Dave Bush
Title: Acting City Manager

Attachments

- Attachment 1 – Consultation and Circulation List
- Attachment 2 – Core Areas Community Improvement Plan
- Attachment 3 – Draft By-Law to Amend Community Improvement Project Areas
- Attachment 4 – Draft By-Law to Enact the 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
- Community Well Being Advisory Committee  Tuesday May 4, 2021
- Accessibility Advisory Committee  Wednesday May 12, 2021

Internal Circulation

- City of Cambridge Financial Services Division
- 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

City of Cambridge

Core Areas Community Improvement Plan

City of Cambridge

Date: June 29, 2021
INTRODUCTION

The Core Areas Community Improvement Plan (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 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.

The Core Areas Community Improvement Plan will 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.

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.

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).
• The Core Area Transformation Fund which provides the funding source for the
programs as outlined within this plan.

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

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

• 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 may be 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 approved by by-law 20-088 as amended.

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.

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 this Core Areas Community Improvement Plan 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 the above-noted goals, the following objectives 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 (25’) or less, 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 may 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.

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 Core Areas 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 Region of Waterloo may also provide similar annual grants if approved by Regional Council without amendment to this plan. The development must meet and incorporate exemplary design standards and contribute to maintaining the heritage character of the Community Improvement Project Area.
The City of Cambridge and the Region of Waterloo 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;
- Accessibility enhancements

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 maximum grant may increase by $5,000 for the inclusion of enhanced accessibility elements.

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 current non-residential vacant or underutilized upper storey space to residential units and renovating the existing ground floor commercial space 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 floors 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 maximum grant may increase by $2,500 for the inclusion of enhanced accessibility elements.

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 floors 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 floors from a non-residential use. 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.

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, Signage and Building Permit application fees may be waived if applications are for properties that are located within the Core Areas Community Improvement Project Areas. This waiver will only be applicable to mixed used, commercial and mid to 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-laws 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 Core Areas 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 Core Areas are seen as the arts and cultural hubs 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 Core Areas, including Cambridge’s BIA’s, 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 Core Areas Community Improvement Project Area. The City may also dispose, including sale, lease, or otherwise, of municipal land and buildings within any Core Areas 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.

Performance measures are based on the desired end results and key activities set out in the Division’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,

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 website 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.
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 may be added to the maximum funding for each item listed below:

- Heritage listed – additional $5,000
- River frontage – additional $5,000
- Accessibility feature – additional $5,000

This brings a maximum funding amount of any property to $45,000.

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 identified cultural heritage attributes on commercial properties designated under the Ontario Heritage Act are eligible under this grant program. However, improvements other than those on cultural heritage attributes not identified in the property’s designation by-law, or Heritage Conservation District Plan, may be eligible subject to the approval of the City of Cambridge Senior Planner - Heritage. Restoration/conservation of some identified cultural heritage attributes may require Council permission.
Economic Development staff will work closely with Heritage 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 and/or heritage planner will perform an initial and final inspection/investigation to confirm compliance with various Acts, Regulations and City By-laws including the Ontario Building Code, Ontario Heritage Act, Property Standards By-Law, Sign By-law, etc.

12. Approval of the grant is at the sole discretion of City Council 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 the City or 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 or 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 Areas; 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 Core Areas 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 and Region of Waterloo 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 Region’s portion of the property tax bill, they may do so without amendment to this plan and 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 or 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 Community Improvement Plan (CIP), a Financial Incentive Program application must be submitted to the City prior to commencing any community improvement works. Complete applications should 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 Core Areas Community Improvement Project Areas, as designated by by-law. As well, all proposed projects must be compatible with the goals and objectives for the City’s Core Areas, as presented in this plan.
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.

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 total of all incentive benefits and grant provided to each applicant for each community improvement proposal for a building or lands within the Core Areas Community Improvement Project Areas 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 this plan other than the Core Areas Waiver of Application Fees program.

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 this plan provided eligibility criteria are met.
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;
- General Retrofitting; and,
- Accessibility enhancements

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. The maximum grant may increase by $5,000 for the inclusion of enhanced accessibility elements.

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 City Council 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 or 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 floors 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. The maximum grant may increase by $2,500 for the inclusion of enhanced accessibility elements.

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 floors 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 floors from a non-residential use. 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.

12. 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.

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 City Council 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 Division. 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 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.
20. Without limiting the discretion as set out in paragraph 15 herein, the City or 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 floor residential units.

  • Adaptive reuse, building rehabilitation and retrofit works;
  • Other improvements, at the discretion of the Director of Economic Development, related to converting upper floor 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 Community Improvement Project Area. This waiver will only be applicable to mixed used, commercial and mid to high density housing, and will not be for single detached/duplex homes.

PROGRAM TERMS

1. Development Applications (Severance; Minor Variance; Official Plan Amendment; Zoning By-law Amendment; Pre-consultation; Plan of Subdivision; Plan of Condominium; Condominium Conversion; Part Lot Control) that can be supported by Planning staff and the decision to approve is made by Council or the Committee of Adjustment will be granted back following final inspection and building permit completion.

2. Site Plan Application, Sign Permits and Sign Variance application fees as well as Building Permit fees will not be collected.
BY-LAW NO. XXX-XX

of the

CORPORATION OF THE CITY OF CAMBRIDGE

Being a By-law of the Corporation of the City of Cambridge to amend the Core Areas Community Improvement Project Area in the City of Cambridge.

WHEREAS Sections 17 and 28 of The Planning Act, R.S.O. 1990, Chapter P.13, as amended, provide for the designation of a Community Improvement Project Areas, and the preparation of Community Improvement Plans;

AND WHEREAS section 10.15 of the City of Cambridge Official Plan allows the City to designate Community Improvement Project Areas;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT By-law No. 20-088 be amended by replacing Schedule C with Appendix “A” to this by-law.

2. THAT this By-law shall come into full force and effect upon the final passing thereof.

Read a First, Second and Third time Passed and Enacted this 22\textsuperscript{nd} day of June 2021.

___________________________

MAYOR

___________________________

CLERK
BY-LAW NO. XXX-XX

of the

CORPORATION OF THE CITY OF CAMBRIDGE

Being a By-law of the Corporation of the City of Cambridge to implement the Core Areas Community Improvement Plan in the City of Cambridge.

WHEREAS Sections 17 and 28 of The Planning Act, R.S.O. 1990, Chapter P.13, as amended, provide for the preparation of Community Improvement Plans;

AND WHEREAS the City may prepare Community Improvement Plans in accordance with the policies in Section 10.15 of the City of Cambridge Official Plan;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT the Core Areas Community Improvement Plan be implemented in the designated Core Areas Community Improvement Project Area, as amended, and as depicted in Schedules A, B, and C of By-law No. 21-xxx.

2. THAT the Financial Incentive Programs be implemented as part of the Core Areas Community Improvement Plan.

3. THAT By-laws, By-Law No. 51-94, By-Law No. 76-08, By-Law No. 86-94, By-Law No. 77-08, By-Law No. 311-90, and By-Law No. 78-08, as amended be repealed.

4. THAT this By-law shall come into full force and effect upon the final passing thereof.

Read a First, Second and Third time Passed and Enacted this 22nd day of June 2021.

__________________________________________
MAYOR

__________________________________________
CLERK
Recommendations

THAT Report 21-179(CD) Green and Inclusive Community Buildings Program be received;

AND THAT Council direct staff to submit an application to the Federal Green and Inclusive Community Buildings Program for the Recreation Complex project for the maximum eligible amount of $25 million;

AND THAT Council waive the Municipal Green Building Policy 30.160 to meet funding criteria required to achieve a net-zero carbon building and approve the estimated cost increase of $4 million to be funded from A/00463-41 Project Construction;

AND THAT should funding through the Green and Inclusive Community Buildings Program not be received that Council maintain the minimum requirement of LEED Gold as per the Municipal Green Policy 30.160;

AND FURTHER THAT the Chief Financial Officer and the City Manager be authorized to sign documentation and/or agreements pertaining to the Green and Inclusive Community Buildings Program application, subject to the satisfaction of the City Solicitor.

Executive Summary

Purpose

- To seek endorsement of the identified funding application under the Federal Green and Inclusive Community Buildings (GICB) Program.
• To provide Council with an overview on the GICB Program and funding opportunity.

• To outline opportunities and impacts of exceeding the existing Municipal Green Building Policy for this project, to look at the approach to building a net-zero ready building which will facilitate a phased investment and avail potential future grant opportunities for solar and/or Geothermal systems.

**Key Findings**

• The GICB program is a national merit-based program with the objective of funding up to $25 million per project to support capital infrastructure retrofits, repairs or upgrades of existing publicly-accessible community buildings and the construction of new publicly-accessible community buildings that serve underserved and high-needs communities across Canada.

• The goal of the program is to stimulate the economy, create good job opportunities, and align to the goals of Canada’s strengthened climate plan.

• The program will work to advance the Government’s climate priorities by improving energy efficiency, reducing Green House Gas (GHG) emissions, and enhancing the climate resilience of community buildings.

• Ineligible projects include: administrative buildings, hospitals, childcare facilities or schools, housing, shelters, health & wellness facilities and federal buildings.

• The GICB program supports the construction of new community buildings. New builds must be of a building/asset that is open and accessible to the public and that will provide non-commercial services to the community.

• City staff have evaluated existing capital retrofit and new build projects and have identified the Recreation Complex as the most suitable project to submit an application for the GICB program grant. The application will include a request to receive a $25 million grant to achieve a net-zero carbon building through incorporating technologies like enhanced building envelop, solar panels and geothermal systems.

• Application submissions are due on or before July 6, 2021. A Council resolution is required in support of the application.

**Financial Implications**

• The City of Cambridge has retained the services of Walter Fedy to support the completion of the application at a cost of $20,000. Funding is available through savings realized during the Recreation Complex Feasibility Study Project A/00149-10.
• Receipt of funding would reduce the project debenture amount, and as a result reduce the future operating impact and potential municipal tax rate increase due to reduced debt servicing costs.

• The GICB program requires that applicants commit to at minimum a net-zero ready design. This could include wiring for solar panels while also making the buildings more energy efficient, lower carbon, resilient, and high performing.

• The City of Cambridge can apply for up to $25 million under the GICB program. No funds in excess of the maximum allocation will be awarded through this program. There is no application fee.

• More than $430 million is available for the construction of new buildings across Canada.

• New build projects are those that range in size from $3M to $25M in total eligible costs.

• There is no Municipal cost sharing required under the GICB.

• The total estimated project cost of the project as calculated
  
  ➢ Design $5,585,000
  ➢ Construction $60,538,000
  ➢ Total Project Budget $66,123,000 (Rec Complex & Idea Exchange)
  ➢ This was presented to Council as part of the Joint Use Campus Feasibility Study completed by CS&P.

• It should be noted that the above estimates for the City Facility include the Facility and associated parking. The estimates do not include outdoor park amenities and park development.

• It is anticipated that there will be opportunity to share in construction costs for outdoor amenities and that savings could be invested back into the campus. This may require that park development funding be moved forward to 2024 or 2025.

• The net impact of operating the recreation facility annually is forecasted to be $1,507,700 with an estimated tax rate impact of 1.7%. This includes savings from the closure of John Dolson Centre, debt repayment and contributions to the facility reserve fund.

• Added costs to bring the building to a net-zero standard from a LEED Gold standard are roughly $4 million
• There will be operating savings realized with the installation of building systems that support a net-zero building. Staff will confirm savings once building systems have been finalized during the design phase of the project and will update operating costs through regular financial processes.

Background

• The Government of Canada announced up to $1.5 billion in federal funding over five years to establish the GICB program. The GICB program support retrofits, repairs or upgrades of existing publicly-accessible community buildings and the construction of new publicly-accessible community buildings that serve underserved and high-needs communities across Canada.

• The GICB program focuses on publicly accessible community buildings with a recognition that these structures and spaces are at the heart of community vitality: they are the places where Canadians gather, access essential services, and learn and play. The quality, availability and location of these spaces – along with the services that they sustain – plays a meaningful role in fostering inclusion in society and combating systemic inequities.

• The construction of new community buildings is eligible under the GICB program in cases where construction will fill a missing, or distinct gap in a, service requirement of high needs communities where critical community infrastructure is lacking.

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.

As the Covid-19 pandemic continues to impact the City of Cambridge it is prudent to review all available funding opportunities, including grant programs. This funding program is eligible to Municipalities, and their community partners, and is in line with the City's funding needs for recreation infrastructure projects.

Comments

The Government of Canada announced up to $1.5 billion in federal funding over five years to establish the GICB program. The GICB program support retrofits, repairs or
upgrades of existing publicly-accessible community buildings and the construction of new publicly-accessible community buildings that serve underserved and high-needs communities across Canada.

Under this initiative, new build projects can receive funding in the range of $3 million to $25 million in total eligible costs. Community buildings that are eligible under this funding stream must be facilities that are accessible to the public and that provide a community service. Projects must be planned to be complete within the timeframe between April 1, 2021 and March 31, 2026.

The grant requires completion of both an application form and business case and further allows for the inclusion of supporting documentation (such as this Council report and supporting resolution).

**Eligible Construction Standards for New Build Projects**

Under the new build project funding option, the focus is to incorporate building systems technologies that will either create net-zero carbon opportunities or will prepare the building to incorporate net-zero opportunities in the future; recognized as net-zero and net-zero ready infrastructure, respectively. The components of these opportunities include:

- **Built to be Net-Zero Carbon**: A net-zero carbon building means a highly energy efficient building that produces onsite, or procures, carbon-free renewable energy or high-quality carbon offsets in an amount sufficient to offset the annual carbon emissions associated with building materials and operation. This requires official certification that is assessed through the Canada Green Building Council. Technologies that support net-zero carbon emissions include:
  - Building Envelope that decreases thermal energy demand intensities
  - Energy Efficient systems to decrease energy use intensity
  - Energy efficient system sourcing from low carbon energy sources (i.e. geothermal) to reduce GHG intensities
  - Additional on-site renewables (i.e. solar panels) to offset on-site energy consumption and carbon emissions

- **Built to be net-zero-carbon-ready**: A net-zero-carbon-ready building is defined as being designed and/or built to a level of performance such that it could achieve net-zero performance in carbon emissions. The plan is typically completed or verified by a certified engineer or other qualified professional. Constructing to a net-zero ready standard includes incorporating infrastructure that will support opportunities to build in energy efficient systems and on-site renewable generation at a future date.
Eligibility also includes highlighting the preferred approach to support climate resiliency, building accessibility and confidence in delivery and risk mitigation measures throughout the course of construction and long-term operations. Some of the considerations under these criteria includes:

- Climate Resiliency: incorporating design standards into new builds that protect against damages related to climate emergencies like flooding or wildfires to mitigate the risks that these events will pose to the building and to the community
- Building Accessibility: Accessibility will exceed the requirement of the highest published accessibility standard in the jurisdiction.

Selection of City Project to Submit for Application

The City of Cambridge is embarking on a number of exciting projects that will improve recreation services and facilities that are in line with the grant program objectives. A working group consisting of staff from Recreation, Arts and Culture, Asset Management and the Project Management Office, Sustainability, Building Design and Construction, and Facilities reviewed the eligibility criteria for the funding grant and compared it to the potential opportunities within existing projects to determine the most suitable project to consider. This review identified the Recreation Complex as the project with the most opportunities under the GICB program, namely:

- Grant funding would reduce the project debenture amount, and as a result reduce the future operating impact and tax rate increase due to reduced debt servicing costs.
- This project provides opportunities to utilize innovative approaches to green building design standards with creative ways to link the campus and the project partners.
- The funding grants aligns with Corporate strategies, including the Energy Conservation, Demand Management Plan and the Corporate Strategic Plan.

Next Steps

City Staff have engaged Walter Fedy to complete the application and undertake the technical documentation required to complete the grant application, including:

- Developing a net-zero carbon strategy for the Recreation Complex, including anticipated construction cost increases
- Completing a RET Screen model to support technical data requirements of the application
- Identifying and providing solutions for risk and mitigation factors
- Recommending solutions for climate resiliency, including the completion of the climate resilience and adaptation worksheet that forms part of the application.
Upon Council approval, City staff will work with senior leadership to finalize the content of the application and confirm submission by the identified July 6, 2021 deadline.

**Existing Policy/By-Law**

**Municipal Green Building Policy 30.160**

The Municipal Green Building Policy 30.160 dictates that all new municipal facilities greater than 5,400 square feet will be required to obtain a LEED Gold certification. This certification ensure that facilities are built to incorporate environmental considerations and sustainable design. This report proposes that, with grant funding, the Recreation Complex would exceed the requirement set out in the policy, and be built to the higher Net Zero standard.

**Financial Impact**

- The City of Cambridge has retained the services of Walter Fedy to support the completion of the application at a cost of $20,000. Funding is available through savings realized during the Feasibility Study Project A/00149-10.

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

- Total Project Budget inclusive of design and construction is $66,123,000 (Rec Complex & Idea Exchange).

- The impact of the Covid-19 pandemic on future construction costs is not known at this time. The pandemic may affect the supply of labour and materials.

- As reported to Council November 5, 2019, the net impact of operating the recreation facility annually, at that time, was forecasted to be $1,507,700. This includes savings from the closure of John Dolson Centre, debt repayment and contributions to the facility reserve fund. Applying the Bank of Canada target inflation rate to this estimate results in a revised operating impact of $1,537,900, or a 1.61% tax rate impact. The operating impact will be updated as design of the facility is underway and communicated to Council through future budgets and reports.

- Added costs to bring the building to a net-zero standard from a LEED Gold standard are roughly $4 million. Further financial analysis will need to be completed to evaluate implications to internal costings as the project evolves.
• There will be operating savings realized with the installation of building systems that support a net-zero building. Staff will confirm savings once building systems have been finalized during the design phase of the project and will update operating costs through regular financial processes.

• Eligible costs are those considered by Infrastructure Canada to be direct and necessary for the successful implementation of an eligible project.

• Ineligible costs include project costs incurred prior to April 1, 2021, or after March 31, 2026 and all expenditures related to a contract signed prior to April 1, 2021.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Staff in Finance, Asset Management and the Project Management Office, Building Design and Construction, and the Corporate Leadership Team contributed to the content of this report.

Staff have also worked closely with the consulting firm of Walter Fedy as sustainable design experts in green building design standards.

Conclusion

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

Signature

Division Approval

Reviewed by Legal Services

Reviewed by the CFO

Name: Lesley Head
Title: Director of Recreation & Culture
Departmental Approval

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

Departmental Approval

Name: Cheryl Zahnleiter
Title: Deputy City Manager- Corporate Enterprise

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

- N/A
To: COUNCIL

Meeting Date: 06/29/2021

Subject: Additional Design Fees for Preston Auditorium Expansion Project

Submitted By: Lesley Head, Director of Recreation & Culture

Prepared By: Shane Taylor, Project Lead – Recreation Services

Report No.: 21-186(CD)

File No.: C1101

Recommendations

THAT Report 21-186(CD) Additional Design Fees for Preston Auditorium Expansion Project be received;

AND THAT as a result of Council direction from the May 11, 2021 meeting to further review design options of the Preston Auditorium Expansion Project, additional design fees will be required;

AND FURTHER THAT Council approve the increase of an additional $18,750 in design fees for project A/00420-30 - Preston Auditorium Design, to be funded from debentures in the amount of $14,160 and Development Charges in the amount of $4,590.

Executive Summary

Purpose

- To seek Council endorsement to support increase in scope of work for design development and further engagement opportunities for the Preston Auditorium Expansion.
- To further review design concepts to explore options based on user group feedback shared at the May 11, 2021 meeting of Council.
- To inform Council of revisions to the original project delivery timelines.
Key Findings

• Public consultation on the initial concept for the future of the Preston Auditorium Expansion ran in August 2018. Further consultation then took place on developed concepts in the fall of 2020.

• During the schematic design phase, the Consultant had been retained to develop alternative schematic designs including minimal renovations to the existing change rooms and an additional arena with ancillary facilities. The proposed expansion of the facility is up to 35,000 square foot including the new and renovated area.

• It was identified that further analysis including a feasibility review was needed to determine: 1) if the project and site could meet the needs/feedback received through a revised concept design and 2) whether the site was suitable to accommodate the revised concepts, and finally, 3) what the cost and overall impact would be to the existing project budget.

• A feasibility study was undertaken within the project budget, at a cost of $39,800, to further evaluate the feedback received through the community consultation process, site suitability and options to address user needs along with revised detailed costing and project plan.

• Staff presented three options for Council consideration as part of 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options at the May 11, 2021 meeting of Council. Council deferred the recommended approach, requesting that staff further review concept plans and further consult with user groups.

Financial Implications

• Council approved capital project A00420- 30 Preston Auditorium Design at a total budget of $1,024,165.

• Total allocated project budget for both construction and design is $13,999,965

• A feasibility study was undertaken within the project budget, at a cost of $39,800, to further evaluate the feedback received through the community consultation process, site suitability and options to address user needs along with revised detailed costing and project plan.

• Costs associated with the additional work required from the consultant are $18,750 + HST to be funded from A/00420-30 Preston Auditorium Design.

• It is unknown what project construction costs will be at this time until further design consultation has taken place.
• Total project budget is funded from both development charges and tax supported debentures.

• The City’s capital budget forecast includes many projects with debt as a source of funding and the overall impact is expected to reach the limits of the City’s policy. Additional debenture funding for the expansion of Preston Auditorium creates further pressure on the City’s policy and debt capacity limits established by the Province.

• Operating impacts associated with the facility expansion will be developed and further reviewed as design development proceeds and will be communicated to Council through future budgets and reports.

Background

• The City retained the services of Architects Tillman, Ruth, Robinson for the design and build of the Preston Auditorium Expansion project.

• During the schematic design phase, the Consultant had been retained to develop alternative schematic designs including minimal renovations to the existing change rooms and an additional arena with ancillary facilities. The proposed expansion of the facility is up to 35,000 square foot including the new and renovated area.

• Staff participated in a variety of engagement methods including meetings with key stakeholders and user groups along with an online opportunity through Engage Cambridge. Through the public engagement, staff heard some recurring themes of amenities and services the community would like to see incorporated to enhance the overall functionality of the facility.

• In January 2021 the Project Steering Committee approved a scope request change to support the further review of schematic design concepts following public user group consultation.

• Two additional conceptual plan options (including site plan showing parking) for each space program was received and staff presented all three options to Council for consideration, recommending Option Two: Optimal Service Level being recommended at a cost of $17,056,908 as part of 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options

• Council deferred the report presented and directed staff to further consult with user groups and complete a review of design options. As a result, staff are requesting Council to support the cost increase for additional design services required to complete this direction.
The added work scope of consultation and additional design options will add time to the project schedule. The previously anticipated project completion target of fall 2023 is no longer feasible. Revised project schedule will be communicated to Council following direction on a preferred design.

**Analysis**

**Strategic Alignment**

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

Goal #5 - Parks and Recreation

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

- Working closely with our community to identify and explore opportunities to ensure our recreation facilities are meeting the needs of users while being mindful of cost and function aligns with the City’s strategic goal of Community Wellbeing through the delivery of shared programs, services and community space to ensure we are providing functional, innovative and beautiful spaces to be active and engaged in.

**Comments**

The development of all conceptual plans for the three approaches presented as part of 21-019 (CD) Preston Auditorium Expansion Project - Scope & Design Options to the Preston Auditorium Expansion were based on: providing the community with an additional ice pad and associated changerooms, improve existing changeroom facilities, improve access and safety and where possible to improve the utility and desirability of the facility for both the residents and user groups as well as a detailed public engagement strategy and site design criteria.

Following approval of the increased scope of work for the project architects, it is recommended that the proceeding steps be undertaken: 1) Consultation with user groups will be undertaken to review feedback from the earlier designs, and to receive more information with respect to needs and desires in the new facility; 2) Revisions will be made to the building program, gross floor areas will be estimated and assigned order of magnitude costs, and a series of design options will be identified; 3) Staff and the project Architect will report back to user groups for feedback on the proposed building program options and make refinements, if necessary; and finally 4) Staff will report back to Council with a record of data analyzed and consultation undertaken, and with several building program options with estimated costs for consideration.
The additional scope of work directed by Council to complete more consultation and design will result in longer timelines for project delivery; a fall 2023 opening date is no longer feasible. At this time, we anticipate full project delivery in 2024, however a revised project schedule will be communicated to Council following direction on a preferred design.

Approval of additional fees at this time is essential to keep the project moving forward. Staff have received feedback from the user groups that having the project architect present during consultation is needed to move the project towards resolution. Council approval of the fee proposal will allow that to occur.

**Existing Policy/By-Law**

There is no existing policy/by-law.

**Financial Impact**

- The project will be funded through a combination of development charges, and tax supported debt financing.

- It is unknown at this time budget implications as a result of potential design revisions and will be reported back to Council once known.

- The additional costs are recommended to be added to the total project budget and funded through the same combination of development charges and tax supported debt financing.

- The City’s capital budget forecast includes many projects with debt as a source of funding and the overall impact is expected to reach the limits of the City’s policy. Additional debenture funding for the expansion of Preston Auditorium creates further pressure on the City’s policy and debt capacity limits established by the Province. The future debt capacity limit is expected to meet a moderate risk level as determined by the Province.

- Options are being explored to support sustainable design to ensure cost savings are considered where feasible.

- The impact of the Covid-19 pandemic on future construction costs is not known at this time. The pandemic may affect the supply of both labour and materials.

**Public Input**

- To date significant public input has been sought and received about the project, including consultation on facility amenities and future use. The public has been engaged and involved in the concept development as presented to Council. Engagement was first initiated with the community in 2018 and was concluded in
December of 2020. Meetings with key stakeholders and facility user groups have been ongoing since October 2020 until the development of this report.

- Facility user groups and key stakeholders have been critical in providing valuable consultation on the design process to inform both the site and facility functionality.

- Ongoing consultation with internal staff teams including communications and planning remain ongoing along with engagement with the Accessibility Advisory Committee.

- Community engagement will remain a priority through the design development phase which will include ongoing consultation and updates to our key stakeholders and identified facility user groups through the project website and ongoing project communication updates.

**Internal/External Consultation**

Both a Project Steering Committee and Project Team has been established consisting of staff in Recreation & Culture, Parks Operations, Facilities, Planning Services, Engineering, Finance and the Project Management Office. Both the Project Steering Committee and Project Team have contributed to the content of this staff report.

Consultation was completed with members of the Preston Auditorium Project Steering Committee and Corporate Leadership Team in the development of this report.

**Conclusion**

At the May 11, 2021 Council meeting, Council directed project staff to undertake additional project consultation with Preston Auditorium facility user groups, to explore additional design options, and to report back. Based on feedback from the user groups, it is requested that Architects Tillman, Ruth, Robinson (aTTR) be involved to ensure meaningful feedback is received and documented. Staff request Council direction to proceed with additional consultation and design at a fee of $18,750.00 + HST. As a result of adding consultation and design to the project scope of work, the original project timelines indicating a fall 2023 facility opening is no longer feasible. A revised timeline will be communicated following Council endorsement of the preferred design.
Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Lesley Head
Title: Director of Recreation & Culture

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager- Community Development Department

City Manager Approval

Name: Dave Bush
Title: Acting City Manager

Attachments

- N/A
To: COUNCIL

Meeting Date: 06/29/2021

Subject: Amendment to the Memorandum of Understanding between the City of Cambridge and the Waterloo Region District School Board and the Waterloo Catholic District School Board at the Recreation Complex

Submitted By: Lesley Head, Director of Recreation & Culture

Prepared By: Shane Taylor, Project Lead – Recreation Services

Report No.: 21-187(CD)

File No.: C1101

Recommendations

THAT Report 21-187(CD) Amendment to the Memorandum of Understanding between the City of Cambridge and the Waterloo Region District School Board and the Waterloo Catholic District School Board be received;

AND THAT Council authorize the Mayor and Clerk to sign the Amendment to the Memorandum of Understanding, subject to the satisfaction of the City Solicitor.

Executive Summary

Purpose

- To notify Council of the general feedback from the School Boards concerning the division of property at the Cambridge Joint Use Campus, or as otherwise known as the Recreation Complex.

- To seek authorization to amend the Memorandum of Understanding (MOU) between the City of Cambridge and the Waterloo Region District School Board and the Waterloo Catholic District School Board.

- To seek authorization from Council for the Mayor and Clerk to sign the Amendment to the MOU.
Key Findings

- Waterloo Region District School Board (WRDSB) and Waterloo Catholic District School Board (WCDSB) have requested an adjustment to the amount of land they will receive in the land severance. This adjustment will result in a net increase in land and cost responsibilities to both Boards, and an equivalent net decrease to the City.

- The proposed land ownership adjustment will not have a negative impact on site functionality and may result in a positive impact to site operations due to clear division of ownership and responsibility.

- WRDSB, WCDSB and City staff will continue to work towards final joint use agreements for all common elements on both sites within the Joint Use Campus site.

- WRDSB and WCDSB are requesting swift resolution to the land ownership question in order to continue moving forward as per their project schedule.

- City staff and the Project Steering Committee are supportive of the request and proceeding with the Amendment to the MOU.

Financial Implications

- The change in land ownership will result in an overall net decrease of City expenditures and an equivalent net increase in the School Boards’ expenditures, of approximately $430,000, subject to finalization of site development costs and exclusive of interest costs, commensurate with the adjustment to the percentage of land ownership. The final costs will be calculated in the Final Agreement.

- City and School Board staff will continue to work together to determine full impacts of the financial commitments of all parties, including ongoing operational expenditures, but will ensure shared costs are appropriately divided according to division of land and future joint use agreements.

Background

Amendment to the Memorandum of Understanding

City staff are seeking Council approval to proceed with an Amendment to the Memorandum of Understanding (MOU) dated June 18, 2020 between the City of Cambridge, the WRDSB and the WCDSB (refer to MOU in Appendix A). The MOU outlines land ownership and financial commitments between all three parties with respect to the Cambridge Joint Use Campus lands, planned to be the future home of a new recreation complex and schools. Both School Boards are requesting the City issue an Amendment to the MOU in order to address an issue identified by the School Boards
concerning division of lands that impacts overall property sizes, programming, construction logistics and ongoing operation of a future sports field and related amenities.

**Reason for Requested Amendment**

Section 5.2 of the MOU, titled “Proportional Share”, outlines the intended proportion of the 32.46-acre site that will be owned by each party. It states:

Each Party shall be responsible for its share of the Feasibility Study Costs and the Land & Development Costs, environmental investigations and studies, and any impact or other costs in relation to adjoining or adjacent lands that may be affected by the Project (that Party’s “Share”), based on the proportion of the total Land intended to be held and used by that Party, as follows:

(a) The WCDSB shall be responsible for 20% of costs based on 6.5 acres of the total Land reserved for a Catholic Elementary School;
(b) The WRDSB shall be responsible for 24.6% of the costs based on 8 acres of the total Land reserved for a Public Elementary School; and
(c) The City shall be responsible for 55.4% of the costs based on 18 acres of the total Lands being reserved for municipal uses.

A feasibility study was subsequently undertaken and identified a total of 25.56 acres that is considered developable, and a total of 6.90 acres that is considered undevelopable (this area includes a wetland and future road allowances). Given the reduction in developable area, the proportionate shares to each party would result in:

- **School Boards Site Area 44.6% = 11.40 Acres**
  - WCDSB 20% = 5.11 Acres
  - WRDSB 24.6% = 6.29 Acres
- **City Site Area 55.4% = 14.16 Acres**
- **Remaining Site Area (unavailable for development) = 6.90 Acres**

In late April 2021 and again in early May 2021, City and School Board staff met to discuss finalizing the severance line within the Cambridge Joint Use Campus property. Topics of discussion included property limits and what operating agreements would be necessary so that each property functions optimally. A summary of the feedback from both Public & Catholic School Boards follows:

- Concerns over logistics that the proposed severance line would split the proposed sports field into joint ownership between the Boards and the City, and could potentially impact field operations;
• Concerns that timing of construction of the sports field relative to different construction schedules for the school versus the Recreation Complex, could result in logistical challenges and funding challenges;

• Desire to maximize developable land allotment in order to support projected number of students, and achieve as closely as possible the total land area as developable land, as contemplated in the MOU.

• The Boards request that the severance line be delineated to include the entire sports field contemplated at the northeast corner of the subject lands and be incorporated into the School Boards lands, which would result in an increase to the lands given to the School Boards.

• Ongoing discussions with respect to joint-use use of spaces will continue, and the Boards’ ownership of the entire field will not preclude public access.

• The Boards are prepared to pay for the additional acreage of land and for the additional shares of feasibility study, land development costs and other related costs in keeping with the intent of the MOU.

• An Amendment to the MOU is required to capture adjustments to the land shares and funding.

• The Boards’ expectation is that the City will retain ownership of the undevelopable 6.90 Acres of land, and that this land will not be included in cost-sharing calculations, as per standard practices.

The Boards’ feedback was shared with the Project Steering Committee, with support to proceed with an Amendment to the MOU.

Calculations of the revised property ownership are expected to be as follows, subject to confirmation by all parties:

- School Boards Site Area 50.16% = 12.82 Acres
  - WCDSB 22.50% = 5.75 Acres
  - WRDSB 27.66% = 7.07 Acres

- City Site Area 49.84% = 12.74 Acres

- Remaining Site Area (unavailable for development) = 6.90 Acres
  - To remain in ownership of the City of Cambridge

**Seeking Direction from Council**
Direction is needed to proceed with an Amendment to the MOU, pursuant to the changes requested by the Boards. Following Council direction, City staff will work with the City Solicitor to complete the Amendment. Authorization is required to allow the Mayor and Clerk to sign the Amendment to the Memorandum of Understanding, subject to the satisfaction of the City Solicitor.

Analysis

Strategic Alignment

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

Goal #5 - Parks and Recreation

Objective 5.3 Develop a strategic approach to programs and services that tie investments/ resources to community outcomes.

Adjusting the land and cost-sharing divisions through an Amendment to the MOU will enable the Joint Use Campus in southeast Cambridge to better align with the interests of all parties and result in better outcomes for the community.

Comments

- Staff have considered implications to the proposed land division adjustment and are supportive of moving forward with an Amendment to the Memorandum of Understanding.

- WRDSB and WCDSB are requesting a timely response in order to be able to move forward with procuring a design consultant.

- Making the proposed change will not adversely impact the operation of the Recreation Complex and Idea Exchange facility.

- Discussions between WRDSB, WCDSB and City staff surrounding joint use and operations are ongoing and will continue until final agreements are completed.

Existing Policy/By-Law

Memorandum of Understanding

Memorandum of Understanding (MOU) June 18, 2020

Between the City of Cambridge, the Waterloo Region District School Board and the Waterloo Catholic District School Board.
• An Amendment to the MOU is required to capture the revised land allocation and financial responsibilities of each party.

Financial Impact

Adjustment of Shared Cost Responsibilities

Allocation of costs will be adjusted according to the share of developable property owned by each party. This will result in an overall net decrease of City costs and a corresponding net increase in costs to both School Boards. The anticipated cost impact will be approximately $430,000 subject to finalizing site development costs and excluding interest. Eligible costs will align with the terms set out in the MOU and include funds required to complete the land purchase, land development and feasibility study, plus interest. Final sharing of costs including any shared operating costs will be outlined in the Final Agreement(s). Savings recognized through the cost sharing adjustment will be held in a contingency fund that will be used on the Recreation Complex project.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

• Joint Use Campus Coordination Team meetings with WRDSB, WCDSB and City staff held on April 27, 2021 and on May 4, 2021 to further review School Boards’ analysis of the proposed division of land and options for consideration.

• City staff delivered a presentation to the Project Steering Committee outlining the School Boards’ comments and the proposed land division change. The Steering Committee was in favour of moving forward with an Amendment to the MOU for Council’s consideration.

Conclusion

City staff are seeking Council approval to proceed with an Amendment to the Memorandum of Understanding (MOU) dated June 18, 2020 between the City of Cambridge, the WRDSB and the WCDSB. Land ownership and financial commitments will be adjusted to reflect feedback received from the Boards that will impact cost sharing between all parties and will result in ease of initial construction and greater operational efficiencies on site for all parties in the future.
Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Lesley Head
Title: Director of Recreation & Culture

Departmental Approval

Name: Hardy Bromberg
Title: Deputy City Manager- Community Development Department

City Manager Approval

Name: Dave Bush
Title: Acting City Manager
Attachments

- Appendix A - Memorandum of Understanding, Dated June 18, 2020
MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING is made this 18th day of June, 2020,

BETWEEN:

THE CORPORATION OF THE CITY OF CAMBRIDGE,
a Municipal Corporation per the Municipal Act, 2001, SO 2001 c. 25 (the "City");

- AND -

THE WATERLOO REGION DISTRICT SCHOOL BOARD,
an English-Language Public District School Board per the Education Act, RSO 1990 c. E.2
(the "WRDSB");

- AND -

THE WATERLOO CATHOLIC DISTRICT SCHOOL BOARD,
an English-Language Separate District School Board per the Education Act, RSO 1990 c. E.2
(the "WCDSB").

RECITALS

WHEREAS the City has acquired certain lands totalling approximately 32.5 acres in area
in South East Cambridge further described in Schedule “A” hereto (the “Lands”) for the
purposes of developing a public recreation complex;

AND WHEREAS the WRDSB may wish to acquire a portion of the Lands for a future
Public elementary school;

AND WHEREAS the WCDSB may, in the future, wish to acquire a portion of the Lands
for a future Catholic elementary School;

AND WHEREAS the City, the WRDSB, and the WCDSB (each a “Party” and collectively
the “Parties”, where appropriate, the WRDSB and the WCDSB may be referred to
together as the "School Boards") agree in principle to cooperate in undertaking a
feasibility study to assess the potential for joint and/or cooperative development,
management, operation, and use of the Lands (the “Feasibility Study”) as an integrated
or master planned educational, recreational and cultural community campus (the “Joint
Use Community Campus”), in order to maximize the use of public resources by sharing
in the costs of land acquisition and site preparation, and by examining the potential for use
of shared space and infrastructure wherever possible;

AND WHEREAS the Parties wish to set forth in this memorandum of understanding
(“MOU”) certain binding covenants and non-binding intentions to work together
cooperatively in establishing the parameters for the Feasibility Study and to set out the
broad parameters of the relationship between each of them in the event the Parties
subsequently elect to proceed with the development of the Joint Community Use Campus,
subject to the terms hereof;

NOW THEREFORE in consideration of the respective covenants and agreements
contained in this MOU and for other good and valuable consideration, the receipt and
sufficiency of which is hereby acknowledged, the Parties hereby agree as follows:

1. INTERPRETATION

1.1 Definitions

The terms defined in the recitals above shall have the same meaning in the body of this
MOU as in the recitals above.

1.2 Headings

The division of this MOU into articles, sections and schedules and the insertion of
headings are for convenience of reference only and shall not affect the construction or
interpretation of this MOU.
1.3 Amendment

This MOU may be amended, modified or supplemented only by a written agreement signed by each Party.

1.4 Intent

(a) It is the intent of this MOU that it set out with sufficient particularity the general nature of the potential relationship between the Parties with respect to the Feasibility Study and also with respect to the potential subsequent development, management, operation, and use of the Joint Use Community Campus.

(b) The Parties will negotiate among themselves, as appropriate, those formal agreements called for in this MOU (being each a “Final Agreement” and collectively the “Final Agreements”).

(c) Except for the matters specifically set out in section 8.1 - Binding Provisions, this MOU is not a binding agreement and neither this MOU nor any subsequent conduct of the Parties shall give rise to, evidence, or create any legally binding obligation of any Party or thereby create any liability on the part of any Party to any other Party hereto, and any binding agreement will result only from execution and delivery of one or more Final Agreements.

(d) This MOU has been prepared based upon the limited information provided to date by the Parties to each other and expressly identifies such further information as may be required to prepare the Final Agreements. To the extent such information identifies further issues that the Parties will need to address in order to prepare the Final Agreements, this MOU will necessarily need to be amended or a supplemental Memorandum of Agreement will need to be entered into.

1.5 Schedules

The following Schedules are appended to this MOU and form part of it:

(a) Schedule “A” – Description of the Lands
(b) Schedule “B” – Feasibility Study Terms of Reference
(c) Schedule “C” – Feasibility Study Schedule
(d) Schedule “D” – Steering Committee Membership

2. PROCESS FOR FEASIBILITY STUDY

2.1 Steering Committee

The Parties agree to strike a Steering Committee composed of the members set out in Schedule “D” hereto, which Committee shall be responsible to oversee and manage the Feasibility Study, including finalization of the Terms of Reference, finalization of the Study Schedule, hiring of a consultant to complete the Feasibility Study, and management and review of consultant deliverables.

The Parties agree that the Terms of Reference and Study Schedule set out in Schedule “B” and Schedule “C” respectively identify important matters to be considered through the Feasibility Study, but the final Terms of Reference and Study Schedule shall be set by the Steering Committee.

3. PRINCIPLES AND GOALS

3.1 Mutual Goals, Benefits and Interests

In addition to those that may be set out more particularly herein, the Parties understand and agree upon the following common principles, mutual goals, benefits and interests with respect to the development of the Joint Use Community Campus (the “Project”):

- To develop a multi-purpose Joint Use Community Campus providing a range of public facilities to serve the citizens of the Cambridge community.
• To encourage stakeholder participation in the design of the Project.

• To engage appropriate agencies and user groups in developing the design elements and specifications for the building(s) and the site for community use.

• To consider sustainable design elements, to the extent each Party is funded to construct, within the Project.

• To incorporate best-value procurement practices.

• To recognize the unique mission, limitations and responsibilities of each Party.

3.2 Cooperation and Phased Construction

The Parties recognize that funding approval for the construction of the component parts of the Joint Use Community Campus by each of the Parties may not coincide. The Parties will cooperate with each other, as necessary and acting reasonably, to ensure that the intent of the Joint Use Community Campus can be achieved through phased construction.

3.3 Final Agreements

Subject to the results of the Feasibility Study, the availability of capital funding, and the approval of their respective authorities (Ministry of Education, Boards of Trustees, and City Council), the Parties agree to consider, at a future time, entering into Final Agreements relating to the development, management, operation, and use of the Joint Use Community Campus. Notwithstanding any other provision of this MOU, no Party shall be required to enter into any Final Agreements relating to the development, management, operation, and use of the Joint Use Community Campus if such Party elects not to continue subsequent to completion of the Feasibility Study.

3.4 Coordination with Other Organization

It is understood by the Parties that the City, the WRDSB, and the WCDSB may wish to coordinate with other organizations in the development and/or future operation of Joint Use Community Campus. If a Party is coordinating with another organization or public body, unless otherwise agreed, then it is understood that they will act as a single entity with respect to this MOU. The introduction of any additional parties may be addressed as part of a Final Agreement.

4. STEERING COMMITTEE

4.1 Establishment and Participation

The Parties will jointly establish and participate in the Steering Committee, with the member composition as set out in Schedule “D”. A Party’s Steering Committee representative may be amended by such Party from time to time, without necessitating re-opening this agreement.

4.2 Staff Support

The Parties will each provide staff support to the Steering Committee to forward the objectives of this MOU.

4.3 Terms of Reference

The membership and duties of the Steering Committee will be defined in terms of reference to be agreed upon by the Parties, and will include investigating any environmental issues that may be relevant to the Project, and reporting on the environmental status of the Lands to the Parties.

4.4 No Commitments Without Approval

The Steering Committee will not make any capital budget commitments, on behalf of the Parties. The Steering Committee will not make any other commitments without approval of all Parties and, where required, their respective authorities.
5. FEASIBILITY STUDY AND LAND COSTS

5.1 Intention to Share Costs

It is the intention of the Parties to share costs related to the Feasibility Study (the “Feasibility Study Costs”). In addition, in the event that the Parties subsequently elect to proceed with the development of the Joint Use Community Campus, then the costs associated with acquisition and development of the Lands shall also be shared (the “Land & Development Costs”) through provisions to be incorporated into the terms of the Final Agreements.

5.2 Proportional Share

Each Party shall be responsible for its share of the Feasibility Study Costs and the Land & Development Costs, environmental investigations and studies, and any impact or other costs in relation to adjoining or adjacent lands that may be affected by the Project (that Party’s “Share”), based on the proportion of the total Land intended to be held and used by that Party, as follows:

(a) The WCDSB shall be responsible for 20% of costs based on 6.5 acres of the total Land reserved for a Catholic Elementary School;

(b) The WRDSB shall be responsible for 24.6% of the costs based on 8 acres of the total Land reserved for a Public Elementary School; and

(c) The City shall be responsible for 55.4% of the costs based on 18 acres of the total Lands being reserved for municipal uses.

5.3 Interest on Shared Costs

The Parties agree to pay, in addition to their Share, interest on the Feasibility Study Costs and, if the Parties elect subsequently to proceed with the Project, Land & Development Costs, incurred by another Party, until repaid, at a rate of interest per annum based on the City’s average rate of return on investments, as reported to Council annually in accordance with Ontario Regulation 438/97, s. 8 (1) or, if the Party paying the cost is borrowing funds to pay for one or more of the other Party’s Share, shall be that Party’s Share of the actual cost of borrowing incurred by the Party paying the cost.

5.4 Record of Expenses

The City agrees to maintain an accounting of all expenses related to the Project, including the Feasibility Study Costs and the Land & Development Costs, which the Parties agree shall be used for all future sharing of costs set out in this MOU. The City agrees to provide the Steering Committee with a report on the status of the expenses incurred for the approval of the Parties twice annually. The first report shall cover the period of September 1 to March 31 and shall be provided no later than April 30 of each year. The second report shall cover the period from April 1 to August 31 and shall be provided not later than September 30 each year. The accounting will be subject to an audit at the request of any Party, at that Party’s sole expense.

6. FEASIBILITY STUDY

6.1 Initiation

The Parties agree to initiate and share proportionately in the costs of the Feasibility Study, which costs shall not exceed $100,000 exclusive of taxes, without approval of the Steering Committee.

6.2 Procurement

The City, in consultation with the other Parties, will lead procurement for the Feasibility Study in accordance with its Purchasing By-law 19-187, as may be amended from time to time.

6.3 Cost Sharing

Unless an alternative formula is agreed to in a Final Agreement, the costs of the Feasibility Study shall be shared between the Parties proportionately as set out in section 5.2 above.
6.4 Costs Included

Costs included in the Feasibility Study shall be agreed upon by the Parties, and shall generally be limited to matters relating to investigation of any environmental matters, concept and site layout for the Project.

6.5 Conduct of the Feasibility Study

The Parties agree that the Feasibility Study shall be initiated upon the Steering Committee’s direction in general conformity with the Terms of Reference and Study Schedule appended hereto as Schedule “B” and Schedule “C” respectively.

The Steering Committee shall carry out the Feasibility Study according to the terms of this MOU. However, if the City chooses to proceed before the Steering Committee authorizes same, the School Boards reserve their right not to contribute to that expense.

6.6 Timeline

The Parties agree to work together cooperatively and in a constructive fashion to achieve the goals set out in this section within timelines agreed upon by the Steering Committee.

6.7 Liability for Costs of Feasibility Study Binding

The Parties agree to be liable for their Share of the costs actually incurred for the Feasibility Study in accordance with this section and sections 6.3 and 6.4 above. The Parties further understand and agree that this obligation is binding and survives any termination of or withdrawal from this MOU.

7. ACQUISITION AND DEVELOPMENT OF THE LAND

7.1 The City will:

(a) Hold title to the Land with the intention to proceed with the Project together with the other Parties; and,

(b) Plan to enter into such Final Agreements with the WRDSB and the WCDSB if and when portions of the Land for school development have been identified and approval and funding for acquisition and construction has been secured by the School Boards or either of them.

7.2 The WRDSB will:

(a) Plan for the acquisition of up to 8 acres of the Land from the City with payment to be made as is mutually agreeable between the City and the WRDSB, and be responsible for all transactional costs related to the said acquisition in accordance with section 7.7, below.

(b) Endeavour to secure approval and funding from the Ministry of Education for the acquisition of land and capital for, if necessary, and construction of an elementary school.

7.3 The WCDSB will:

(a) Plan for the acquisition of up to 6.5 acres of the Land from the City with payment to be made at such time as is mutually agreeable between the City and the WCDSB, and be responsible for all transactional costs related to the said acquisition in accordance with section 7.7, below.

(b) Endeavour to secure approval and funding from the Ministry of Education for the acquisition of land, if necessary, and construction of a Catholic elementary school.

7.4 Development Costs

The City will front end the following costs of developing the Land for the Joint Use Community Campus (the “Development Costs”) for the other Parties until that Party purchases a portion of the land, or until another date determined by Final Agreement:

(a) Topographical studies, land surveys, archaeological surveys, geotechnical analysis, environmental studies, and servicing area studies;
(b) Servicing the Land (municipal roads and sidewalks, sanitary servicing, storm water servicing, potable water, hydro, and natural gas. Servicing may also include monetary contributions to storm water management facilities, not located on the subject Lands, to which the subject Lands contribute flow);

(c) Site grading as may be required to prepare the Lands for development as a school site; and

(d) Any other expense as may be agreed to by all Parties hereto.

7.5 Procurement

The City will lead all procurement for items included in the Development Costs in accordance with its purchasing By-law 19-187, as may be amended from time to time.

7.6 Costs of Acquisition

Unless an alternative formula is agreed to in a Final Agreement, the price of acquisition payable to the City by the School Boards shall be the purchasing Party’s Share, determined in accordance with section 5.2 above, of the Land & Development Costs up to the Date of Purchase inclusive of all related taxes and fees, plus interest on those amounts in accordance with section 5.3 above from the date of the City’s acquisition of the Lands or the date the Development Cost was incurred, respectively, and the date of purchase.

7.7 Transactional Costs

The Parties intend that all transactional costs incurred by any Party relating to any acquisition of a portion of the Lands from the City by the WRDSB or the WCDSB, including but not limited to taxes, registration fees, costs relating to the preparation documents, and the costs of surveys and/or plans shall be solely borne by such Party acquiring an interest in the Lands, provided the City shall remain solely responsible to pay its own legal costs in connection with such transactions.

7.8 No Beneficial Ownership

The Parties understand and agree that nothing in this MOU is to be construed so as to create any beneficial ownership of the Land or any claim to the Land in equity or otherwise by any Party except as may be expressly set out herein or in a Final Agreement.

8. GENERAL

8.1 Binding Provisions

This MOU is not intended to create a binding agreement or enforceable obligations between the Parties hereto save and except for the following provisions which shall be binding:

(a) Sections 6.7, 7.6 and 7.8;

(b) this section 8 (General), including all subsections thereunder; and

(c) Section 9 (Miscellaneous), including all subsections thereunder (collectively, the "Binding Provisions")

Any alleged breach of the Binding Provisions will entitle the injured Party to apply for damages in addition to any appropriate relief, including injunctive and other equitable relief.

8.2 No Partnership

The Parties do not intend to create a form of partnership either by operation of common law or statute, by the execution of this MOU or taking any of the steps contemplated herein. This MOU shall be interpreted consistent with the Parties intentions expressed herein, and no course of action or dealing on the part of any Party hereto shall create any legally binding obligation on, or liability of, any other Party hereto, except as with respect to those parts of this MOU which are listed in section 8.1 herein as being legally binding.
8.3 Confidentiality

The terms of this MOU and any information provided by any Party hereto to the other in connection with this MOU or otherwise with respect to the development of the Joint Use Community Campus shall be kept confidential and shall not be disclosed by any Party hereto without the express written consent of the Party that disclosed such confidential information, excepting that any Party may disclose such information to that Party’s own Trustees, officers and directors, its own legal, financial and accounting advisors, or any key employee thereof designated in writing and jointly agreed to by the Parties to be required by each to give proper effect to the provisions of this MOU.

Notwithstanding the foregoing, no Party is restricted or prohibited from making any disclosure legally required to be made by it. The terms and conditions of any prior agreements between the Parties regarding confidentiality and non-disclosure obligations shall continue in full force and effect and in complement to the terms of this section of the MOU. In the event of any conflict of terms in this regard, the terms of this section of the MOU shall prevail to the extent of the conflict.

8.4 Personal Information

The Parties acknowledge that any Party hereto may come into contact with Personal Information (as such term is defined in the Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. M.56, as amended) of individuals, and agree that they will not, without the prior written consent of the disclosing Party, disclose or make available such Personal Information or any portion thereof to any other person or entity except to designated employees or agents who have a need to access the Personal Information in connection with the terms of this MOU. Regardless of whether the development of the Project or any study related thereto proceeds, the Parties agree that they will destroy or return all Personal Information which has been provided by the disclosing Party to the receiving Party forthwith once it is no longer required by the receiving Party.

8.5 Termination and Survival

This MOU shall commence on the date first set forth above and shall terminate automatically on December 31, 2023, or such earlier date determined through a Final Agreement (the “Term”). The Term may be extended for a further period of up to two (2) years provided all Parties provide their written consent to that extension prior to the expiry of the Term. The Binding Provisions (as herein defined) shall survive any termination of this MOU, except as may be set out in a Final Agreement.

8.6 Withdrawal from MOU

Any Party may withdraw from this MOU upon 30-days written notice to the other(s) Parties.

8.7 Responsibility on Termination of or Withdrawal from MOU

If this MOU is terminated or a Party withdraws from this MOU, Parties shall remain responsible for payment or repayment of their Share of the Feasibility Study Costs described in section 6.7.

If a Party other than the City elects to withdraw from this MOU prior to acquiring a Share of the Land, the City shall be entitled to use or dispose of the Land as it sees fit without limitation. It is understood and agreed that a Party other than the City withdrawing from this MOU relinquishes any rights to acquire a portion of the Land and shall not have any legal interest, beneficial or equitable claim to the Land.

If the City elects to withdraw from this MOU before another Party has acquired a Share of the Land, the City shall be entitled to use or dispose of the Land as it sees fit. It is understood and agreed that upon the City withdrawing from this MOU any remaining Parties who have not acquired a portion of the Land relinquish any rights hereunder to acquire a portion of the Land and shall not have any legal interest, beneficial or equitable claim to the Land.

8.8 Costs of Feasibility Study – City’s Withdrawal from MOU

Notwithstanding section 8.7, above, if the City elects to withdraw from this MOU the City shall reimburse the School Boards for any costs paid by either of them for the Feasibility Study, and, despite section 6.7, above, the School Boards shall not be required to repay
any costs paid by the City for the Feasibility Study on behalf of the School Boards, or either of them, or any interest thereon.

8.9 Disputes

If any dispute arises between the Parties as to whether any Party has complied with its obligations under this MOU or if any dispute or controversy arises between the Parties with respect to the interpretation or implementation of any of the provisions of this MOU (herein referred to as the “Dispute”), the Parties shall make all reasonable efforts to resolve any and all Disputes through amicable negotiations and the Parties shall provide, on a without prejudice basis, full, frank, candid and timely disclosure of relevant facts, information and documents in order to facilitate such negotiations.

Where a Dispute relates to a Binding Provision and a Party is of the reasonable opinion that the Dispute cannot be resolved by such negotiation, that Party may, upon ten (10) days written notice to the other Parties require that the Dispute be referred to a mediator for mandatory non-binding mediation by a mediator selected by the Parties to the Dispute. The format and timing of any such mediation shall be as agreed upon by the Parties and the mediator, and the costs of the mediator shall be borne equally by the Parties.

Where a Dispute relates to a Binding Provision and cannot be resolved through mediation, including where the Parties are unable to agree on a mediator, a Party may give written notice that it requires the Dispute to be resolved through arbitration. Where the other Party or Parties agree to submit to arbitration, the arbitration of the Dispute shall be conducted in accordance with the Municipal Arbitrations Act, RSO 1990 c. M.48, as amended, if applicable, or by a single arbitrator pursuant to the Arbitration Act, 1991, SO 1991, c. 17, as amended or any successor legislation thereto. Any decision of the arbitrator shall be conclusive and binding upon the Parties.

Any mediation or Arbitration of a Dispute shall be conducted in the City of Cambridge, unless the Parties agree otherwise.

Nothing in this section prevents any Party from seeking interim injunctive relief from any court respecting a Dispute at any time, provided that the Dispute shall be finally resolved by Arbitration.

9. MISCELLANEOUS

9.1 Governing Law

This MOU shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

9.2 Expenses

Except as herein provided, no Party shall be responsible for the expenses of the other Party in connection with the transactions contemplated by the MOU.

9.3 Notices

All notices required or permitted to be given hereunder shall be in writing and delivered or sent by prepaid registered mail to the address of the intended recipient set forth below or at such other address as either Party may from time to time notify the other of in writing, or by email to the email address for the intended Party set out below, but in the case of a notice delivered by email, it shall not be considered delivered unless receipt of the notice is provided by the Party’s recipient named below:

Name: Yogesh Shah, Director of Asset Management
Organization: City of Cambridge
Address: 50 Dickson Street, P.O. Box 669, Cambridge ON N1R 5W8
Email: ShahY@cambridge.ca

Name: Lauren Agar, Manager of Planning
Organization: Waterloo Region District School Board
Address: 51 Ardelt Avenue, Kitchener ON N2C 2R5
Email: planning@wrdsb.ca

Name: Jennifer Passy, Manager of Planning
Organization: Waterloo Catholic District School Board
9.4 Enurement

Neither this MOU, nor any rights or obligations hereunder, may be assigned by any Party without the prior written consent of the other Parties and any purported assignment done without such consent shall be of no force or effect.
9.5 Counterparts and Facsimile Execution

This MOU may be executed in any number of counterparts, each of which shall be deemed to be an original, and all of which together shall be deemed to be one and the same instrument and receipt of a facsimile version of an executed signature page of this MOU by a Party shall constitute satisfactory evidence of execution of this MOU by such Party.

IN WITNESS WHEREOF the Parties have executed this MOU as of the date first set forth above.

THE CORPORATION OF THE CITY OF CAMBRIDGE

By: □ □
Name: David Calder
Title: City Manager

I have authority to bind the corporation

THE WATERLOO REGION DISTRICT SCHOOL BOARD

By: □ □
Name: Matthew Gerard
Title: Coordinating Superintendent
Business Services and Treasurer of the Board

I have authority to bind the Board

THE WATERLOO CATHOLIC DISTRICT SCHOOL BOARD

By: □ □
Name: Shnee Maharaj
Title: Chief Financial Officer and Executive Superintendent of Corporate Services

I have authority to bind the Board
SCHEDULE “A”
DESCRIPTION OF THE LANDS

NORTH DUMFRIES CON 10 PT LOT 3 PR 58R15868 PART 1 IRREG 32.54AC FR D,
CITY OF CAMBRIDGE, REGIONAL MUNICIPALITY OF WATERLOO
PROFESSIONAL SERVICES FOR

Joint Use campus Feasibility Study

Terms of Reference P20-52

May 22, 2020
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## ATTACHMENTS

A – Draft Space Needs Assessment
SUPPLEMENTAL DOCUMENTS FOR INFORMATION

WRDSB elementary school space template


WCDSB draft space template

Recreation Complex – Operating Plan


Library: South East Public Library Vision Statement.
1.0 PURPOSE
The City of Cambridge (the City), Idea Exchange (Cambridge Public Library), Waterloo Region District School Board (the WRDSB), and Waterloo Catholic District School Board (the WCDSB) are exploring opportunities for the conceptual design, with considerations for the development and operation, of a Joint Use Facility/Campus in the south end of the City. The Feasibility Study will explore integrating the facilities to maximize community benefits. Results and recommendations from the study will be shared with City Council, and library and school Boards to aid in decision making.

2.0 BACKGROUND
In 2007, the City acquired a 32.5 acre parcel in the southeast of the City. The site was envisioned to host a community centre, public library branch, and two elementary schools. Since 2014, the City has been evaluating the construction of a multi-purpose recreation complex. On June 18, 2019 City Council approved the development of a recreation complex on the 32.5 acre parcel. Further, in February 2020 City Council directed staff to enter into discussions with Idea Exchange, the WRDSB, and the WCDSB with respect to the design, construction, and operation of a joint facility. The site is estimated to be serviced and ready for construction in spring 2021.

To learn more about the City’s Recreation Complex project visit the project website at: https://www.cambridge.ca/en/learn-about/Cambridge-Multiplex.aspx.

3.0 PROJECT SUMMARY
The following amenities are anticipated as part of the project:

Recreation Complex

- About 100,000 square foot facility
- Parking for facility users
- Aquatics
  - A 25-metre, 10 lane competition pool
  - A warm water therapy pool
  - A leisure/learning pool
  - Pool change room facilities
  - Pool office, storage and administrative space
- Dry Land
  - A triple gymnasium
  - An indoor walking/running track
  - Multi-use program rooms/meeting space
  - Capacity to accommodate the Sport Hall of Fame displays
  - Fitness studio
  - Gymnasium/fitness change rooms
  - Storage, office and administrative space

*NOTE: For the purposes of this project, the Recreation Complex is NOT to include ice facilities (rinks/arenas). Council reports and the Operating Plan provided in the Reference Materials reference ice facilities, which are NOT to be contemplated in this Feasibility Study.

Library

- About 14,000 square foot facility
- Integrated in the Recreation Complex
- To include spaces for reading, studying, art, makerspace, collaborating, print collections and digital resources
- Parking for facility users

**Public School**

- School for about 519 students in Junior Kindergarten to Grade 8
- About 57,700 square foot facility
- An additional 6,000 square foot 5 room child care centre
- Outdoor amenities, such as asphalt play area, soccer field, multiuse playing field, creative play structure, outdoor classroom and space for up to 12 portables
- Parking for about 80 vehicles

**Catholic School**

- School for about 354 students in Junior Kindergarten to Grade 8
- Approximately 42,000 square foot facility (based on Ministry of Education space template)
- Potential to accommodate up to 6 classroom addition
- Space for up to 6 portables, complying with Ontario Building Code for fire separation from the main building and area of future addition
- Outdoor amenities, such as asphalt play area
- Parking for about 75 vehicles

Attachment A includes a draft space needs assessment. This space needs assessment is provided as a starting point for evaluation of opportunities to share amenities. This information was developed at a staff level, and is a preliminary draft which is subject to change.

**4.0 SCOPE OF WORK**

The City and its partners are seeking professional services to complete a Feasibility Study for the conceptual design, construction phasing, and operations of a Joint Use Campus (JUC). The JUC is to include a recreation complex, public library branch, and two elementary schools.

The Feasibility Study will succinctly outline the challenges and opportunities associated with a JUC, review site, design, and construction considerations and provide an analysis of operating performance and agreements. The study will include a conceptual design for the following two scenarios:

**Scenario 1:** A fully integrated single building to house all amenities, with the opportunity for construction phasing.

**Scenario 2:** Three separate land parcels for a combined recreation complex and library branch, a public elementary school, and a catholic elementary school.

Opportunities for energy and/or sustainability features, such as geothermal energy, should be explored under both scenarios.
Finally, the Feasibility Study will recommend a preferred approach with a schematic design and provide next steps to move the project forward. A detailed outline of expectations follows in the Deliverables section of this document.

It should be noted that public engagement is not included in this scope of work. Extensive public engagement has been completed to date to identify the location and amenities of the Recreation Complex. Additional public consultation regarding recreation and library amenities will be conducted during the detailed design phase.

5.0 PROJECT TEAM

The successful Proponent (hereinafter referred to as the “Consultant”) will carry out the project under the direction of a Feasibility Study Steering Committee comprised of staff from the City (2 members), Idea Exchange (1 member), the WRDSB (2 members), and the WCDSB (2 members). The Steering Committee coordinator will be the primary point of contact for the Consultant and will administer the contract between the City and the Consultant.

The Consultant’s Project Manager will coordinate all aspects of the project, and as such they will be the primary contact for the Feasibility Study Steering Committee. The Consultant’s Project Manager will have responsibility for:

- Ensuring the goals of the project are met
- Issues management
- Quality assurance
- Project-level issues

The Consultant’s Project Manager and any sub consultants or team members shall not be changed or altered without written consent of the Feasibility Study Steering Committee.

Feasibility Study Steering Committee members will coordinate access to staff and stakeholders at the various organizations. The Consultant will be expected to meet with the Feasibility Study Steering Committee at all major milestones as determined by project schedule. These meetings will be used to report on findings, progress, budget and deliverables.

6.0 DELIVERABLES

The Consultant will control all aspects of the project to achieve prescribed objectives defined in terms of time, quality, and cost. Through the application of appropriate project management techniques, the Consultant will administer and coordinate the efforts of their team (e.g., sub consultants etc.) to achieve the objectives of the project, such as the project being on time and within budget. The Consultant will provide appropriate professional and technical services in order to achieve the following list of deliverables.

The Consultant shall provide the Feasibility Study Steering Committee with an electronic copy of each deliverable and up to 15 hardcopies if requested. Please note that all content must be fully accessible and in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) https://www.ontario.ca/laws/statute/05a11.

If requested, hardcopy reports shall be a standard size of 8.5” X 11”.

All deliverables will be considered final upon approval of the Feasibility Study Steering Committee.
Feasibility Study
The following key areas must be explored and documented in the Feasibility Study:

1. Vision, Needs and Programming – The Consultant shall provide a full understanding of the proposed project and document:
   - Vision and guiding principles;
   - Needs Analysis, including opportunities for sharing of amenities; and
   - Program Development, including a high level summary of the programming to be delivered by each of the project participants.

2. Community and Authority Engagement – The Consultant shall engage in activities (meetings, interviews, policy reviews, etc.) to determine site opportunities and limitations.

   At a minimum the following agencies will be consulted:
   - City Planning Department;
   - Grand River Conservation Authority (GRCA);
   - Cambridge AODA Committee; and
   - Boards of Education, Library Board.

3. Design Considerations – The Consultant shall engage in activities (meetings, interviews, policy reviews, etc.) to determine and summarize:
   - Site considerations, environmental site conditions and necessary next steps for development;
   - Design concept principles;
   - Parking and transit analysis, needs, options and access;
   - Connections to trails and active transportation routes;
   - Life Safety Analysis – opportunities to be a location for community assembly or an emergency operations centre; and
   - Sustainability opportunities, including evaluating campus energy and sustainability features. An evaluation of the following sustainability topics will be included:
     1. Leadership in Energy and Environmental Design (LEED);
     2. Passive House;
     3. Net Zero; and
     4. Capital costs – The funding model should identify any specific grant opportunities.

4. Construction
   - Timing; and
   - Opportunities and plans for phased construction.

5. Operational Analysis – At a minimum this will address the following:
   - Security;
ii. Access;
iii. Maintenance/cleaning;
iv. Hours of operation; and
v. Alterations of improvements.

6. Facility Operating Cost Summary – The funding model should identify any specific grant opportunities as well as any potential investment opportunities from the private sector.

7. Analysis – The Consultant will evaluate how stakeholder needs, regulatory requirements, design considerations, and construction timelines may affect the project.

Information and analysis from the Feasibility Study will be provided to the Feasibility Study Steering Committee in a draft report. Following the workshop and conceptual site plan development as described below, a final report will be generated incorporating all of the above information and conceptual site plan analysis and supporting information.

Workshop
Following a draft report reviewed by the Feasibility Study Steering Committee the Consultant will host a workshop with the Feasibility Study Steering Committee to present the compiled information and analysis. The Consultant will guide a discussion on conceptual site plan opportunities and challenges. The outcome of the workshop will be incorporated into subsequent conceptual site plan development.

Conceptual Site Plan
The Consultant will generate and evaluate a minimum of five conceptual designs (three options for a joint facility and two for separate properties) that meet the vision and needs established as well as regulatory requirements as documented in the Feasibility Study. The following requirements will be met:

1. In each option drawings need to incorporate program elements arranged in several schemes or options addressing adjacency of spaces, circulation and building function.
2. Each option must provide efficient operations and administrative layout, optimal work area operation flow, noise suppression, energy efficiency, low maintenance and grading (approx. elevations of proposed finished grades), etc.
3. Operational/programming efficiencies between facility components are to be explored and evaluated. Meetings with operational facility management must occur to explore and evaluate these efficiencies. The Consultant will determine the most effective meeting schedule to obtain needed information.
4. Each option must include a site evaluation which includes at minimum, grading, flood zone, floor elevation, access, relationship to the street, noise impacts, and other related matters.
5. Each option must be represented in plan format and in three dimensional massing model format. Models shall address solar impacts, glare, warming and other effects, and illustrate day and night conditions from both the interior and exterior perspectives.
6. Pros/cons of each option need to be clear and must include, at a minimum: proximity of amenities, pedestrian/street/public transit access, highly visible, desirable layout, orientation towards natural light, potential to adapt to future needs, safety, security and crime prevention through design, financially feasible, projected footprint/square footage, etc.
Conceptual site plans will be supported by relevant information and design briefs, including but not limited to civil, structural, mechanical, and electrical briefs. The findings will be provided to the Feasibility Study Steering Committee in a draft report and presented in a feedback gathering session. Feedback on the Conceptual Site Plans will be incorporated into a final report encompassing Feasibility Study information and analysis and Conceptual Plans.

Presentation to Council and Boards
The Consultant will generate a presentation slide deck and speaking notes summarizing key information from the Feasibility Study, including but not limited to opportunities and challenges with a joint facility, site and design considerations, construction timelines and conceptual site plans. The Consultant will present the slide deck to the Feasibility Study Steering Committee for feedback and will incorporate comments into a final presentation. The Consultant will complete four presentations, one each to City Council, IDEA Exchange Board, and each of the School Boards.

7.0 PROJECT TIMING

<table>
<thead>
<tr>
<th>Event</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Kick Off</td>
<td>Beginning of July, 2020</td>
</tr>
<tr>
<td>Draft Feasibility Study</td>
<td>6 weeks after project kick off</td>
</tr>
<tr>
<td>Workshop – Conceptual Design</td>
<td>7 weeks after project kick off</td>
</tr>
<tr>
<td>Draft Conceptual Design</td>
<td>11 weeks after project kick off</td>
</tr>
<tr>
<td>Final Feasibility Study and Conceptual Design</td>
<td>14 weeks after project kick off</td>
</tr>
<tr>
<td>Presentation to Council and Boards</td>
<td>October-November 2020</td>
</tr>
</tbody>
</table>

Following selection of the successful Consultant, the City’s will issue a Purchase Order which will form the notice to proceed.

A project kick-off meeting will be arranged with the Feasibility Study Steering Committee and will include discussion of available information, project scope, schedule, expectations, and confirmation and prioritization of the work plan. The Billing/invoicing arrangements will also be confirmed at the project kick-off meeting.

8.0 BUDGET
The high level estimate to design and construct the project as outlined in Section 3 is $88M.

In September 2019 the WCDSB applied for $8.6M in capital priorities funding from the Ministry of Education to construct a 354 pupil place elementary school as further described in Section 3. The Ministry has not announced any funding associated with the September 2019 requests,
and as such, WCDSB does not yet have committed funding for this project. If successful, the benchmark funding is inclusive of all design and construction related costs.

9.0 ADDITIONAL TASKS AND VALUE ADDITION
Should the proponent identify any additional work tasks above the scope or cost included within this Terms of Reference, those individual line items and estimated costs should be identified as ‘optional’ in the proposal.

10.0 REFERENCE MATERIAL
The following background documents are available for the development of the proposal and to the successful consultant as resources:

1. WRDSB elementary school space template
2. WCDSB draft space template
3. Recreation Complex – Operating Plan
4. Council reports
5. Board reports

*NOTE: For the purposes of this project, the Recreation Complex is NOT to include ice facilities (rinks/arenas). Council reports and the Operating Plan reference ice facilities, which are NOT to be contemplated in this Feasibility Study.

11.0 SUBMISSION REQUIREMENTS
The selection of the successful Consultant will be based on the highest rated proposal. Proposals shall be limited to a maximum of twenty (20) pages, excluding the hourly task breakdown chart (time task matrix), project schedule and Appendices. In addition, curriculum vitae, company promotional literature, photographs, etc. may be included in the Appendices. References to the Consultant’s web page and/or any external communication material will not be considered or evaluated as part of the proposal submission.

The proposal must, at a minimum, include the following elements:

- Proposed Project Approach and Methodology
- Declaration of any Conflict of Interest
- Signature of a person with authority to bind the company
- Other necessary relevant information

12.0 FEE SUMMARY

The following table is to be prepared and submitted for comparison of Fee Estimates. It is not intended to represent a detailed description of the full range of services to be provided. The Consultant should also provide a project staff list and indicate hours per task and hourly rates in an hourly task breakdown chart/time task matrix.

The Consultant is to ascertain the degree of detail to be summarized under each category and shall provide the summary for review by the Selection Committee along with any other related information for consideration.
The Consultant’s summary must include each of the tasks listed below for the Fee estimate to be considered for this project.

<table>
<thead>
<tr>
<th>Phase Description / Activity</th>
<th>Schedule</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1 – Project Management, including project meetings (in person and conference calls)</td>
<td></td>
<td></td>
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<tr>
<td>Task 2 – Information gathering and analysis</td>
<td></td>
<td></td>
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<tr>
<td>Task 3 – Draft Feasibility Study report and incorporation of Steering Committee comments (up to 4 sets of comments on draft)</td>
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<tr>
<td>Task 4 – Workshop</td>
<td></td>
<td></td>
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<tr>
<td>Task 5 – Draft Conceptual Plans and documentation, incorporation of Steering Committee comments (up to 4 sets of comments on draft)</td>
<td></td>
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<tr>
<td>Task 6 – Final Report incorporating Feasibility Study and Conceptual Plans</td>
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<tr>
<td>Task 7 – Preparation of Final Presentation, presentation to Steering Committee and incorporation of comments</td>
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<tr>
<td>Task 6 – Presentations to Council and Boards (include a minimum of 4)</td>
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<td></td>
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<tr>
<td>Disbursements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Fee</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>HST (13%)</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>TOTAL FEE</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>
13.0 EVALUATION AND AWARD
For the purpose of developing a short list and/or determining the Proposal that is in the best interest of the City, the following criteria and weighting system shall be used:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Evaluation Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Qualifications and Experience of Firm</td>
<td>20 points</td>
</tr>
<tr>
<td>o Relevant and similar project experience of consultant and all sub-consultants</td>
<td></td>
</tr>
<tr>
<td>o Experience of previous similar projects</td>
<td></td>
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<tr>
<td>o Experience of working on municipal and school Board projects</td>
<td></td>
</tr>
<tr>
<td>o Minimum 3 references for projects of similar scope and budget</td>
<td></td>
</tr>
<tr>
<td>2. Qualifications and Experience of Key Team Members</td>
<td>20 points</td>
</tr>
<tr>
<td>o Qualification and experience of Project Manager and available time commitment for the project</td>
<td></td>
</tr>
<tr>
<td>o Demonstration of experience and qualifications in community development planning, urban and conceptual design</td>
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</tr>
<tr>
<td>o A complete list of project team members with their relevant experience and time commitment in this project</td>
<td></td>
</tr>
<tr>
<td>o Curricula Vitae of key staff outlining technical qualifications and experience relevant to the work with references for related experience (maximum of 2 pages per team member)</td>
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<tr>
<td>o Consideration will be given to proponents who demonstrate experience as a team on projects that align directly with the scope of work.</td>
<td></td>
</tr>
<tr>
<td>3. Overall Proposed Project Approach and Methodology</td>
<td>30 points</td>
</tr>
<tr>
<td>o An understanding of the project objectives, requirements, key deliverables;</td>
<td></td>
</tr>
<tr>
<td>o Proposed project approach and methodology to achieve the project objective;</td>
<td></td>
</tr>
<tr>
<td>o Project Management Plan with detailed approach to manage project scope, schedule, budget, quality, risk and communication processes</td>
<td></td>
</tr>
<tr>
<td>o Detailed project schedule with estimated start and end dates for each phase of the project from initiation to completion of the project</td>
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</tbody>
</table>
4. Financial
   - Time and materials project fees including disbursements
   - Breakdown and cost of major tasks and deliverables (as per the Fee Estimate table)
   - Appropriate fixed hourly rates and rate table for all staff that will be contributing to the project for the duration of the project in the form of an hourly task breakdown chart/time task matrix

<table>
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<tr>
<th>TOTAL SCORE</th>
<th>100 points</th>
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</table>

The City may negotiate any aspect of any RFP submission with one or more of the proponents at any time. Negotiations with any proponent shall not oblige the City to enter into a contract with any proponent or be construed as an acceptance of the RFP submission. All negotiations shall be in writing, in a form satisfactory for inclusion into the contract.

All or any prior agreements, representations, statements, negotiations, understandings, undertakings and proposals, either written or oral, relating to this subject matter are hereby superseded by this RFP.

Proponents are advised that this information is to be provided at their own expense. The City may wish to interview proponents after submissions have been reviewed, for clarification.

Proponents are further advised that no contract may result from the Request for Proposal.

Note: it is expected that Purchase Order (notification to proceed) will be provided within four to five (4 - 5) weeks of closing.

14.0 DECLARATION OF CONFLICT OF INTEREST

Interested parties must carefully consider whether they have an actual, potential or perceived conflict of interest including situations where the Consultant performs work for clients owning property adjacent to the Study Area boundaries. Consultants involved in any activity or matter that could reasonably result in an actual, potential, or perceived conflict between its interest or the interest of its clients, and the interest of the City are required to clearly identify these situations and submit a plan on how they propose to handle these situations so that the City’s interests will not be prejudiced. The City reserves the right to request changes to a conflict management plan to better address its needs. Notwithstanding the City’s right to negotiate changes, where the City in its sole discretion determines a conflict management plan to be inadequate to protect the City’s interests the City may disqualify the Consultant. The proponent should identify in their proposal their assessment of potential conflicts.
15.0 DISCLOSURE OF INFORMATION/RELEASE OF OBLIGATIONS

Any information received by proponents relating to the submission gained through this process or otherwise, is to be treated in strict confidence. Consultants must not disclose any details pertaining to their submission, unless written consent is secured from the City prior to such disclosure. In particular, Consultants shall not issue a news release or other public announcement pertaining to details of their submission or the selection process without prior written approval of the City.

Further, by responding to this Request for Services Consultants commit not to lobby any person either directly or indirectly involved. This includes City Councilors, City Staff, members of the Technical Team and any potential Consultants or advisors.

The City is not bound to accept any submission and may proceed as, in its sole discretion, it determines following receipt of submissions. The City reserves the right to consider any, none or, all submissions received, to accept submissions in whole or in part, or to discuss different or additional terms to those envisaged in these terms of reference, to amend or modify any term and to elect not to proceed with this project.

The City reserves the right to request new or additional information regarding the Consultant and any individuals or other persons associated with their submissions.

The City also reserves the right to disseminate information to the public. The Municipal Freedom of Information Act and the Protection of Privacy Act applies to this process.
PROPOSAL GENERAL TERMS AND CONDITIONS

Proposal Conditions and Provisions

A duly authorized official of the proposing company must sign this proposal response. Full name, address and contact telephone numbers must be included with the proposal for the proposal to be considered valid. The completed and signed proposal (together with all required attachments) must be returned to the Procurement Department on or before the time and date of the receipt of proposals shown on the notice page of this Request for Proposal.

All participating proponents, by their signature hereunder, shall agree to comply with all the conditions, requirements, and instructions of this proposal as stated or implied herein. Any alteration, erasure, or interlineations by the proponent in this Request for Proposal shall constitute cause for rejection by the Procurement Manager. Exceptions or deviations to this proposal must not be added to the proponent's proposal pages, but must be on proponent's letterhead and accompany proponent's proposal. Should the City omit anything from this proposal which is necessary to a clear understanding of the work, or should it appear that various instructions are in conflict, then the proponent shall secure written instructions from the Procurement Manager prior to the time and date of the proposal opening as shown on the notice page of this Request for Proposal.

Typographical errors in entering quotations on proponent's proposal may result in loss of award of contract purchase order, pursuant to the Addenda/Contract Provisions instructions.

Fees stated in the proposal document will be in a “fixed fee” format. The fees quoted will not escalate beyond the fixed fee amount unless approved by the City's project manager and will only be approved if there is a material change in the scope of work. Fees based on a percentage of construction will not be entertained.

Where applicable, unit prices for each item proposed shall be shown and shall be for the unit of measurement indicated. In case of error in extension of prices, the unit price will govern.

The City reserves the right to reject any and all proposals, or to award contract for the items hereon, either in part or whole, or to waive informalities in proposals, if it deems it to be in the best interests of the City to do so.

The successful proponent shall be in complete compliance with all of the specifications, terms and conditions of this proposal as outlined above. The Consultant will report to the project manager. Quality assurance will ultimately rest with the Consultant. Consulting firms are fully responsible for the quality and accuracy of their work.

No proposal shall be accepted from, or no contract will be awarded to, any person, firm or corporation that is in arrears to the City of Cambridge, upon debt (including outstanding fines owed under POA prosecutions) or contract or that is a defaulter, as surety or otherwise, upon any obligation to the City, or that may be deemed irresponsible or unreliable by the City Council. Proponents may be required to submit satisfactory evidence that they have a practical knowledge of the particular work proposal and that they have the necessary financial resources to perform and complete the work outlined in this proposal.

The proponent agrees to abide by all the laws, regulations and administrative rulings of Ontario, and the City, securing all necessary licenses and permits in connection with the proposal.
All materials, supplies and equipment furnished or services performed under the terms of this purchase order or contractual agreement shall comply with the requirements and standards specified in all applicable federal, state and local codes.

Ethical Standards

It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee, or elected official or for any employee or former employee, or elected official to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding of application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime Proponent or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

In the event that any gratuities or kickbacks are offered or tendered to any City official, elected official or employee, the proponent’s submission shall be disqualified and shall not be reinstated.

The Selection Committee will review and evaluate the proposals received. If required, clarification of submissions may be sought by the Selection Committee only. Discussion, clarification, or distributing of any submitted documentation to any employee of the City of Cambridge or Council outside the Selection Committee during this evaluation period (black out period) may result in immediate disqualification.

Non-Collusive Proposal Certification

By the submission of this proposal, the proponent certifies that:
The proposal has been arrived at by the Proponent independently and has been submitted without collusion with any other Proponent. The contents of the proposal have not been communicated by the Proponent, nor, to its best knowledge and belief, by any of its employees or agents, to any person not an employee or agent of the Proponent or its surety on any bond furnished herewith, and will not be communicated to any such person prior to the official opening of the proposal.

No Proponent shall submit more than one proposal for this Request for Proposal. It shall be the responsibility of each Proponent to obtain the prior written permission of the Procurement Director before receipt of proposal in every situation in which the Proponent, due to corporate association or other affiliation, may be found to be impermissibly associated with another Proponent. Failure to observe this requirement could result in all such affiliated proposals being rejected.

Insurance and Indemnification Provisions

Indemnification Provision:

The Consultant, both during and after the term of this Agreement, shall at all times, and at its own cost, expense and risk, indemnify and hold harmless the Corporation of the City of Cambridge, the Waterloo Region District School Board and the Waterloo Catholic District School Board its elected officials, officers, employees, volunteers, agents, contractors, and all respective heirs, administrators, executors, successors and assigns from any and all losses, damages (including, but not limited to, incidental, indirect, special and consequential damages, or any loss of use, revenue or profit by any person, organization or entity), fines, penalties and surcharges, liabilities (including,
but not limited to, any and all liability for damage to property and injury to persons, including death),
judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any
kind (including, but not limited to proceedings of a criminal, administrative or quasi criminal nature)
and expenses (including, but not limited to, legal fees on a substantial indemnity basis), which the
indemnified person or persons may suffer or incur, howsoever caused, arising out of or in
consequence of or directly or indirectly attributable to the Services required to be performed by the
Consultant, its agents, employees and sub-Consultants on behalf of the Corporation of the City of
Cambridge, provided such losses, damages, fines, penalties and surcharges, liabilities, judgments,
claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind and
expenses as defined above are due or claimed to be due to the negligence, breach of contract,
and/or breach of law of the Consultant, its agents, employees or sub-Consultants.

The Corporation of the City of Cambridge agrees to hold harmless, and indemnify the
Consultant from and against any and all claim, losses, damages, liability and costs of defence
arising out of or in any way connected with the presence, discharge, release or escape of
contaminants of any kind, as defined by the Environmental Protection Act, excluding only
such liability as may arise out of the negligence of the Consultant in the performance of
providing consulting services to the Corporation of the City of Cambridge within this
Project.

Insurance Provisions:

It is the responsibility of the Consultant and their Insurance Broker to review all potential operations
and exposures to determine if the coverage and limits noted below are sufficient to address all
insurance related exposures presented by the specifications of the Project, Work or Supply. The
Consultant shall insure its undertaking, business and equipment under the following coverage so as
to protect and indemnify and save harmless the Corporation of the City of Cambridge:

a.) General Liability Insurance: The Consultant shall maintain liability insurance acceptable to the
Corporation of the City of Cambridge throughout the term of this Agreement from the date of
commencement of work until one year from the date of substantial performance of work. Coverage
shall consist of a comprehensive policy of public liability and property damage insurance, with all
applicable coverage extensions/endorsements available, in an amount of not less than $2,000,000
per occurrence. Such insurance shall name Corporation of the City of Cambridge, the Waterloo
Region District School Board, the Waterloo Catholic District School Board and any other person
or party identified in the contract documents, as an additional insured with a cross liability
endorsement and severability of interests provision. The policy SIR/deductible shall not exceed
$100,000 per claim (unless approved by risk management) and if the policy has an aggregate limit,
the amount of the aggregate shall be double the required per occurrence limit. A combination of
primary coverage plus umbrella or excess liability insurance may be used.

b.) Owned and Non-Owned Automobile Liability Insurance: The Consultant shall maintain liability
insurance on all Owned, Non-Owned and Leased Automobiles used in the performance of this work
to a limit of $2,000,000 per occurrence throughout the term of this Agreement from the date of
commencement of work and until one year after the date of substantial performance of work.

c.) Professional Liability Insurance: The Consultant shall take out and keep in force until three (3)
years after this Agreement is no longer in effect, Professional Liability insurance acceptable to the
Corporation of the City of Cambridge in the amount of no less than $2,000,000 per claim providing
coverage for acts, errors and omissions arising from their professional services performed under this
Agreement. The policy SIR/deductible shall not exceed $100,000 per claim (unless approved by risk
management) and if the policy has an aggregate limit, the amount of the aggregate shall be double
the required per claim limit.
d.) Provisions: Prior to commencement of work the Consultant shall forward Certificates of Insurance acceptable to the Corporation of the City of Cambridge evidencing this insurance with the executed Agreement and thereafter on or prior to the expiry of the insurance coverage. These Certificates shall state that coverage will not be suspended, voided, cancelled, reduced in coverage or in limits which may affect required coverage under the Agreement except after thirty (30) days prior written notice by certified mail to the Corporation of the City of Cambridge.

It is also understood and agreed that in the event of a claim any deductible or self-insured retention (SIR) under these policies of insurance shall be the sole responsibility of the Consultant and that this coverage shall preclude subrogation claims against the Corporation of the City of Cambridge and any other person insured under the policy and be primary insurance in response to claims. Any insurance or self-insurance maintained by the Corporation of the City of Cambridge and any other person insured under the policy shall be considered excess of the Consultant's insurance and shall not contribute with it. The minimum amount of insurance required herein shall not modify, waive or otherwise alter the Consultant's obligation to fully indemnify the Corporation of the City of Cambridge under this Agreement.

The Corporation of the City of Cambridge reserves the right to modify the insurance type and limits of coverage requirements as deemed suitable. If the Corporation of the City of Cambridge requests to have the amount of insurance increased or to obtain other special insurance for this Project that is not currently included by the Consultant's policy, then the Consultant shall endeavour forthwith to obtain such increased or special insurance at the Corporation of the City of Cambridge's expense.


e.) Third Party Claim Process

The Corporation of the City of Cambridge's claims process for Third Party claims is to refer the claimant directly to the Consultant and to leave the resolution of the claim with the Consultant. This applies regardless of whether or not it is an insured loss.

Nothing herein shall limit the right of the Corporation of the City of Cambridge to investigate and resolve any such claims notwithstanding the response of the Consultant and/or its Insurer and to seek indemnification from the Consultant or to exercise any other rights under the Contract.

The Corporation of the City of Cambridge may, without breaching this contract, retain from the funds owing to the Consultant an amount that, as between the Corporation of the City of Cambridge and the Consultant, is equal to the balance in the Corporation of the City of Cambridge's favour of all outstanding debts, claims or damages, whether or not related to this contract.

Termination:

Nothing herein shall be construed as giving the Proponent the right to perform the services contemplated under this agreement beyond the time when such services become unsatisfactory to the City; and in the event that the Proponent shall be discharged before all the services contemplated hereunder have been completed, or the services are for any reason terminated, stopped or discontinued because of the inability of the Proponent to serve under this agreement, he shall be paid only for that portion of the work which shall have been satisfactorily completed at the time of termination.

Termination For Convenience Of The City:

The City, upon giving ten (10) days written notice (unless a longer period is given) may terminate this contract, in whole or in part, when it is in the best interest of the City. To the extent that this contract is for services and is so terminated, the City shall be liable only for payment in accordance with the payment provisions of this contract for services rendered prior to the effective date of termination.
Ownership Of Work Product:

All plans, drawings, submittals and other documents submitted to the City by the Consultant become and are the property of the City, and the City may, without restriction, make use of such documents and underlying concepts as it sees fit. The Consultant shall not be liable for any damage that may result from any use of said documents for purposes other than those described in this RFP.

Lobby Restrictions

a) Consultant/Suppliers, their staff members, or anyone involved in preparing Bids shall not engage in any form of political or other lobbying whatsoever or seek to influence the outcome of the Procurement process or subsequent Award. This restriction extends to all of the City’s staff and members of Council.

b) The City may reject any Bid by a Consultant/Supplier that engages in such lobbying, without further consideration, and may terminate that Consultant/Supplier’s right to continue in the Procurement process.

c) After the closing of the Bid Solicitation process, all communications shall be made through Procurement Services. No Consultant/Supplier or person acting on behalf of a Consultant/Supplier or group of Consultants/Suppliers, shall contact any elected official, company or any employee of the City to attempt to seek information or to influence the Award.

d) Elected officials shall refer any inquiries about a Bid Solicitation process to the Chief Financial Officer.


The City is a public institution, and as such, is required to adhere to legislation, including but not limited to the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) R.S.O. 1990, Chapter M.56, as amended. All Quotation, Tender and Proposal responses submitted become the property of the City. Proponents should be aware that any and all documents submitted to the City, including but not limited to Quotations, Tenders, Proposals, correspondence, e-mails and memoranda, will be subject to the protection and disclosure provisions of MFIPPA. Proponents are advised that the City may be required to disclose these documents in part or in their entirety pursuant to the provisions of MFIPPA, unless the disclosure would be harmful to the Proponent’s business interests or would be an unreasonable invasion of personal privacy as defined in MFIPPA. Proponents are reminded to identify in their Quotation, Tender or Proposal material, and in any other documents submitted to the City, any specific financial, scientific, technical, commercial proprietary, or similar confidential information, the disclosure of which could reasonably expect to cause them harm. Complete Quotations, Tenders or Proposals are not to be identified as confidential. Proponents Must Highlight Clearly In Yellow Within Their Quotation, Tender Or Proposal Or Any Other Document Information They Consider To Be Confidential. Quotations, Tenders and Proposals submitted to the City become subject to the laws that govern the operations of a public institution and the City cannot assure Proponents that any portion of a Quotation, Tender, Proposal or other document, can be kept confidential under MFIPPA if the City is required to disclose any such document as a result of direction by the Information and Privacy Commissioner/Ontario or as may
be required by the Municipal Act. The information contained in this document may be utilized by the Proponent’s solely for the purpose of preparing a submission to the City. The Proponent will be advised in the event that the City intends to release any third party information it has received through the Quotation, Tender or Proposal process. Any other use of the information for any other purpose is not authorized by the City.

**AODA Accessibility Standards**

Under the Accessibility for Ontarians with Disabilities Act, 2005, as may be amended from time to time, the Proponent providing the services contemplated herein shall ensure that every person in relation to this contract, who deals with members of the public or other third parties on behalf of the City, or provides goods, services, or facilities on behalf of the City, has received all training required under Section 7 of [Ontario Regulation 191/11, Integrated Accessibility Standards](https://example.com).

**Performance Evaluation**

At project completion, or at any point-in-time during the project, the Project Lead and the Project Buyer reserves the right to conduct an evaluation of the proponents overall performance with input from the City’s staff and/or Consultants if applicable. This evaluation will be forwarded to the proponent and recommendations will be put forward as to the overall suitability for future City work. It must also be noted that while overall performance is being evaluated, the City reserves the right to suspend a proponent for extreme or repeated inadequate grades on any issues related to health and safety and failure to comply with the [City’s Staff Code of Conduct](https://example.com).

**Electronic Fund Transfer (EFT)**

The City of Cambridge’s method of payment will be via electronic funds transfer (EFT) and therefore the successful proponent will be required to submit EFT forms to the Buyer prior to an award.

**COVID-19: Health and Safety measures during COVID-19 Pandemic**

The health and safety of workers is a top concern amid the global COVID-19 pandemic. All measures taken to prevent the spread of COVID-19 should be done in compliance with requirements under the Occupational Health and Safety act and associated regulations and public health directives by the Chief Medical Officer of Health.

In accordance with the terms and conditions of your contract with the City of Cambridge, you are required to comply with all applicable laws including the emergency orders issued by the province of Ontario during the COVID-19 epidemic.
## SCHEDULE “C”

### FEASIBILITY STUDY SCHEDULE

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Kick Off</td>
<td>Beginning of July, 2020</td>
</tr>
<tr>
<td>Draft Feasibility Study</td>
<td>6 weeks after study kick off</td>
</tr>
<tr>
<td>Workshop – Conceptual Design</td>
<td>7 weeks after study kick off</td>
</tr>
<tr>
<td>Draft Conceptual Design</td>
<td>11 weeks after study kick off</td>
</tr>
<tr>
<td>Final Feasibility Study and Conceptual Design</td>
<td>14 weeks after study kick off</td>
</tr>
<tr>
<td>Presentation to Council and Boards</td>
<td>October-November 2020</td>
</tr>
</tbody>
</table>
## SCHEDULE “D”

### STEERING COMMITTEE MEMBERSHIP

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Passy</td>
<td>Manager of Planning</td>
<td>Waterloo Catholic District School Board</td>
</tr>
<tr>
<td>Adrian Frigula</td>
<td>Construction and Renovations Supervisor</td>
<td>Waterloo Catholic District School Board</td>
</tr>
<tr>
<td>Lauren Agar</td>
<td>Manager of Planning</td>
<td>Waterloo Region District School Board</td>
</tr>
<tr>
<td>Todd McDougall</td>
<td>Project Coordinator</td>
<td>Waterloo Region District School Board</td>
</tr>
<tr>
<td>Helen Kelly</td>
<td>Chief Executive Officer</td>
<td>Idea Exchange</td>
</tr>
<tr>
<td>Yogesh Shah</td>
<td>Director of Asset Management &amp; Project Management Office</td>
<td>City of Cambridge</td>
</tr>
<tr>
<td>Rachel Fraser</td>
<td>Manager of Recreation and Culture</td>
<td>City of Cambridge</td>
</tr>
<tr>
<td>Mary Kennedy</td>
<td>Project Management Office Analyst Steering Committee Coordinator</td>
<td>City of Cambridge</td>
</tr>
</tbody>
</table>
Recommendation(s)

THAT report 21-146(IFS) Project Management Office – Status Update be received as information.

Executive Summary

Purpose

- This report is to provide information about the Project Management Office’s (PMO) progress to institutionalize project management practices at the City.

Key Findings

- Significant progress has been made to mentor, train and guide project teams across the organization. The PMO is seen by project teams as a resource centre and standard setting body.

- Clear and effective communication protocols are in place for informing management teams about the capital portfolio.

- The PMO has contributed to improved capital project planning, resulting in better planned projects that are executed in a timely way.

Financial Implications

- Since the implementation of the PMO, in general actual spend on capital projects has been lower on average than the approved budget compared to previous years where actual spend was higher. This positive trend shows the value of the City’s project management practices that have been implemented.
Background

The Project Management Office (PMO) is an operational support division created to ensure that Cambridge’s Capital Investment Program adequately implements corporate strategic objectives and meets the needs of the community as identified in the City’s 10-year Capital Budget. The PMOs primary objectives are:

1. Build project management professionalism: Mentor, train, and guide the organization’s project teams as they learn and then adopt project management best practices for all projects.

2. Keep Cambridge’s management team and the project management community informed. Provide a variety of regular updates ranging from monthly status of projects to an annual report on the organization’s progress at institutionalizing project management.

3. Serve as Cambridge’s authority on capital project management practices.

4. Deliver successful capital projects. Provide project management support and oversight for capital projects.

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 focus of the PMO is institutionalizing the use of best project management practices resulting in the successful execution of projects. In order to increase transparency and accountability, the PMO has established a project status reporting framework that provides easy to use reports to staff and residents.

Comments

The PMO has completed several activities in support of the primary objectives:
Build project management professionalism: Mentor, train, and guide the organization’s project teams as they learn and then adopt project management best practices for all projects.

To support the development of project management skills broadly at the City, the PMO developed a Project Management Certificate Program. The Program includes 3 lessons:

- Project Management Fundamentals: Scope, Schedule and Budget
- Stakeholder and Communication Management
- Risk and Change Management

To date about 90 City staff have completed the full certificate program (30 in 2018, 29 in 2019 and 31 in 2021), with a further 20 or more staff completing one or two of the courses.

Other training opportunities offered by the PMO include training specifically for: Project Sponsors and PMs new to managing capital projects.

Further, the PMO has led two initiatives to build corporate processes and knowledge base. The Provincial government announced a new Construction Act in 2017, to replace the previous Construction Lien Act. This legislation, now in full force, provides a legal framework and requirements for construction projects in Ontario and applies to Municipal projects. The PMO coordinated learning opportunities about the Construction Act, and coordinated the cities response. New City processes were required to record and communicate about liens, to process payments within 28 days of receipt of invoice, and to pay statutory holdbacks. An in-person training program led by staff from the PMO, Accounts Payable and Procurement was held in January 2020. The training materials have also now been adopted in an online learning module for all staff overseeing construction works. The online training was rolled out in June 2021.

With planning for several large-scale recreation projects underway, the PMO investigated alternative project delivery methodologies, and hosted learning sessions for leadership and project staff about Integrated Project Delivery (IPD). Integrated Project Delivery is a collaborative approach to the design and construction of complex construction projects using multiparty contracts. The PMO will continue to advance the knowledge base on various project management delivery methods in collaboration with procurement and project delivery teams.

Keep Cambridge’s management team and the project management community informed.

Early efforts by the PMO to create timely project financial reporting have been enhanced by the implementation of SAP and Business Intelligence reporting tools.
Project managers now provide monthly updates on the status of their projects. The data is automatically compiled and available in real time to all staff. The data can be grouped by Division, Department, or Project Type. The PMO completes analysis of the financial and status data each month and provides a snapshot to senior leaders.

The Current Projects page continues to be updated with real time project information for all active capital projects, and with Featured Project Pages for high profile projects.

*Serve as Cambridge’s authority on capital project management practices.*

A key focus for the PMO each year is the development and evaluation of capital projects for future years. A standard operating procedure has been established in consultation with Financial Services to govern the project proposal and evaluation process. The role of the PMO is to confirm that business units bringing projects forward have fully considered the need for the project as well as their ability to deliver the work, and that the work is in line with the corporate strategy. Further, the PMO supports the staff led Capital Budget Working Group in prioritizing projects from across the corporation. The PMO also plays an important role in coordinating resourcing to projects across Divisions and Departments.

Since 2019, the PMO and Finance have collaborated to report out to Council on the status and financial forecasts for capital projects. This effort continues on a quarterly to tri-annual basis.

*Deliver successful capital projects. Provide project management support and oversight for capital projects.*

Since the inception of the PMO in 2015, more than 20 different tools and templates have been created by the PMO. These tools and templates support all aspects of the project life cycle, including:

- Planning: Business case, project charter, work breakdown structure, stakeholder analysis, responsible-accountable-consult-inform (RACI) matrix, risk management planning tool
- Monitoring & Controlling: Issue log, change log, change request form, cost tracking, weekly tracking logs, project status updates, contractor evaluation
- Closing: Lessons learned, closeout checklist

At present, the PMO is working with Accessibility & Diversity services to improve upon existing practices for consultation with citizen advisory committees. A consultation framework is being developed to make it clear for project managers when they need to engage Accessibility & Diversity services on their projects, and what that engagement should include.
Further, the PMO continues the process to document new and updated standard operating procedures.

**Portfolio Analysis**

Trends in the capital investment portfolio since the inception of the PMO include:

- Business units are completing a greater level of planning, as a result projects are not being approved before they can reasonably be implemented. For example, a construction project is not proposed for approval before at least 60% design has been completed.

- In general, projects are staying in active statuses for shorter durations. Project managers are more prepared to move forward with project execution upon approval.

- Delayed projects are being reviewed and cancelled as warranted. This is a positive indicator, it means that business units and project managers are recognizing when their delayed projects are either no longer needed or the scope has changed substantially and a new project should be created and evaluated for approval.
  
  - Projects are cancelled and re-budgeted if needed for future years with revised scope of work. This ensures that projects are prioritized across the organization each year, and that Council is aware of significant changes to project scope.

  - It should be noted that in particular, the Covid-19 pandemic resulted in technology changes and business process changes that rendered some projects redundant. Also, some projects were cancelled because of staff resources were not available to complete the work. Where appropriate, new projects will be included in future year budgets for evaluation and prioritization.

- Comparing capital forecasts completed in 2018 and 2021 shows that better financial control is occurring across the portfolio.
**Successes in Key Programs**

**Engineering construction projects**

The emphasis on good capital planning, in addition to consistent sustained efforts by the Engineering Division mean that road reconstruction projects are now being substantially completed in the year they are budgeted. Other infrastructure construction projects, such as sanitary pump station and stormwater pond cleanouts, are being executed in two phases with a minimum of 60% engineering design being completed before construction project funds are allocated. Engineering, Finance and the PMO, have worked together to establish reasonable contingencies for complex, small projects in order to reduce the number of forecast changes required throughout the project lifecycle.

**Facilities**

The process for identification and evaluation of building projects has been a key focus for the PMO in recent years. As improved, more complete building asset condition information has been collected, the Facilities business unit has been supported to evaluate and prioritize needed capital projects. The PMO has worked with facilities to put in place best practices developed in the Engineering Division, facility projects are now required to have a minimum of a schematic design and Class D construction cost estimate before construction project funds are allocated.

**Technology**

The Covid-19 pandemic disrupted City services and projects, this disruption was particularly felt in the Technology Services Division. As Technology Services changed course to support both staff working from home and business units in providing online services to the public, the priority of some capital projects changed, and as a result some projects were put on hold for future evaluation. Technology Services has recently launched an IT Steering Committee. The objective of the group is to consolidate requests for technology change projects from across the organization, to allow for consistent evaluation and prioritization of the projects, and to put forward the most
impactful and valuable projects for capital funding. The group will also be reviewing projects that do not require capital funding. Consolidating capital and non-capital project requests together allows for holistic resource planning, and will provide a better understanding of how many projects can reasonably be complete in a timely manner.

**Major Projects**

Since 2019, the PMO has taken an active role in shepparding the Recreation Complex project, including the selection of a site for the facility and completion of the Joint Use Campus feasibility study. As the project transitions into facility design, the PMO maintains important support roles on the Project Team and Steering Committee, and has provided a project governance framework to support open and clear communication and decision making.

Development of a standardized, and yet scalable, governance framework for major projects has been a key focus of the PMO. Projects that have a budget of more than $5M, are complex, or which are of significant community/staff interest are required to have a project governance structure documented, including the formation of a staff Steering Committee.

**Covid-19 Pandemic Response**

City staff, including the PMO, have worked hard over the last 15 months to move capital projects forward through the Covid-19 pandemic. This has meant changing the way we procure goods and services, do public consultation, meet and work with our consultants and contractors, and prioritize work. In many cases, the PMO has worked with business units to determine the relative importance of projects, and to identify the changes and risks associated with working during the pandemic. The PMO is exceptionally proud of the thoughtful and determined way that our project managers have continued to move our important projects to completion.

**Existing Policy/By-Law**

There is no existing policy/by-law.

**Financial Impact**

Since the implementation of the PMO, in general actual spend on capital projects has been lower on average than the approved budget compared to previous years where actual spend was higher. This positive trend shows the value of the City’s project management practices that have been implemented.

**Public Input**

Posted publicly as part of the report process.
Internal/External Consultation

The PMO provides a monthly project status report to the members of the Corporate Leadership Team (CLT) as well as Senior Management Team (SMT).

The PMO Analyst meets monthly with project managers to review the status of their projects and provide mentoring and coaching.

The Project Management Working Group (PMWG) with representatives from project managers and city department meets monthly. The PMWG works collaboratively with the PMO and prioritizes and provides feedback to various project management processes.

Conclusion

The PMO continues to provide training, mentorship and guidance to the City’s business units and project managers. Project management processes and approaches are well understood by the majority of staff, and are resulting in better planned more quickly and consistently executed projects. Senior leaders, Council and the public are informed of capital project progress through a number of avenues, primarily including regular reports and the Current Projects website.

Signature

Division Approval

N/A

Name:
Title:

Departmental Approval

Name: Yogesh Shah
Title: Deputy City Manager, Infrastructure Services
City Manager Approval

Name: David Calder
Title: City Manager

Attachments

• N/A
Hello Jan,
I am concerned and want to understand how the city can desire or want large scale residential building along the Grand River.
The river is for we citizens, so why allow towering glass menageries to block people from the one most beautiful thing that Galt has?
Surely there are other places to build other than directly along the river. As with the new complex off Grand Ave, the first 5 stories are blank concrete of parking garage.
Learn from Toronto, as Lake Ontario is no longer in view because of condos, and the City now regrets it, and would have preferred what Chicago has done, preserve the waterfront for THE PEOPLE. The new condo owners enjoy the view now, not others.
Please rethink allowing building along the river edge, keep it a pleasant open walk and have buildings go farther away.

My second comment is regarding Dundas Street by the Gore Mutual. The stone retaining wall is exceptional stonework, so thank you for preserving and having it reworked after road construction to look as was, original.

Please share my comments with Council at your next meeting.

Sincerely,

Mary
Hello Mayor Kathryn McGarry and Ward 4 Councillor Jan Liggett,

I'd like to address the proposed building for 130 Water Street North, in the City of Cambridge. The proposal, of thirty-seven (37) storey multiple dwelling with 253 units and a twenty-eight (28) storey hotel building with 146 hotel suites connected through a three (3) storey shared podium, is not an ethical way to move forward with the growth of our city. When looking at proposals for future growth, we the citizens of Cambridge, need your leadership to be looking out for our welfare and best interests.

We need you to move forward with proposals that support the environment that we share with the wildlife. We need you to look at proposals that take into consideration the carbon footprint of the proposed buildings. Huge skyscrapers, like the proposed 130 Water Street North buildings, do not fit in with environmental initiatives that we need to move forward with to protect our world for future generations. We need growth that fits into our city. I ask that you please fight for us and make sure that this building is a smaller scale, better to fit in with what we need here.

We also need you to make sure that all citizens are taken care of properly, with all builds being accessible to all, with affordable housing being offered.

Please be responsible and look after our welfare when moving forward with this development.

Thank you for your time,
Jen Clarke
THE CORPORATION OF THE CITY OF CAMBRIDGE

By-law 21-044

Being a by-law of the Corporation of the City of Cambridge to implement the Core Areas Community Improvement Plan in the City of Cambridge

WHEREAS Sections 17 and 28 of The Planning Act, R.S.O. 1990, Chapter P.13, as amended, provide for the preparation of Community Improvement Plans;

AND WHEREAS the City may prepare Community Improvement Plans in accordance with the policies in Section 10.15 of the City of Cambridge Official Plan,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT the Core Areas Community Improvement Plan be implemented in the designated Core Areas Community Improvement Project Area, as amended, and as depicted in Schedules A, B, and C of this by-law.

2. THAT the Financial Incentive Programs be implemented as part of the Core Areas Community Improvement Plan.

3. THAT By-laws, By-Law No. 51-94, By-Law No. 76-08, By-Law No. 86-94, By-Law No. 77-08, By-Law No. 311-90, and By-Law No. 78-08, as amended be repealed.

4. AND THAT this by-law shall come into full force and effect upon the final passing thereof.

Enacted and Passed this 22nd day of June 2021.

__________________________________________
MAYOR

__________________________________________
CLERK
This is Schedule A attached to and forming part of By-law
This is Schedule B attached to and forming part of By-law
THE CORPORATION OF THE CITY OF CAMBRIDGE

By-law 21-045

Being a by-law of the Corporation of the City of Cambridge to amend the Core Areas Community Improvement Project Area in the City of Cambridge

WHEREAS Sections 17 and 28 of The Planning Act, R.S.O. 1990, Chapter P.13, as amended, provide for the designation of a Community Improvement Project Areas, and the preparation of Community Improvement Plans;

AND WHEREAS section 10.15 of the City of Cambridge Official Plan allows the City to designate Community Improvement Project Areas,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT By-law No. 20-088 be amended by replacing Schedule C with Appendix “A” attached hereto this by-law.

2. THAT this by-law shall come into full force and effect upon the final passing thereof.

Enacted and Passed this 22\textsuperscript{nd} day of June 2021.

______________________________
MAYOR

______________________________
CLERK
Appendix A: This is Schedule C attached to and forming part of By-law
BY-LAW 21-046
OF THE
CITY OF CAMBRIDGE

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

WHEREAS the Municipal Act, 2001 S.O. 2001, c.25, Section 5, provides that the powers of a municipal corporation shall be exercised by its Council;

AND WHEREAS the Municipal Act, 2001 S.O. 2001, c.25, Section 9 and 11, provides that except where otherwise provided the powers of any Council shall be exercised by by-law;

AND WHEREAS in many cases action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT the action of the Council at its meeting held on the 29th day of June, 2021, in respect of each motion, resolution and other action taken by the Council, and its Committees, at its said meeting is, except where the prior approval of the Local Planning Appeal Tribunal or other authority is by law required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this by-law.

2. THAT where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned Minutes or with respect to the exercise of any powers by the Council in the above mentioned Minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.

3. THAT the Mayor and the proper officers of The Corporation of the City of Cambridge are hereby authorized and directed to do all things necessary to give effect to the said action of the Council or to obtain approvals where required and, except where otherwise provided, the Mayor, the Clerk and the Treasurer are hereby directed to execute all documents necessary on behalf of The Corporation of the City Cambridge and to affix thereto the corporate seal of The Corporation of the City of Cambridge.

4. THAT this by-law shall come into full force on the day it is passed.

ENACTED AND PASSED this 29th day of June, 2021.