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

Date: October 19, 2021, 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 and correspondence submissions will form part of the public record.

Pages

1. Meeting Called to Order
2. Indigenous Territory Acknowledgement
3. Disclosure of Pecuniary Interest
4. Delegations
5. Presentations
6. 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.
   6.1. Special Council Minutes - September 28, 2021 and October 5, 2021
   6.2. Council Information Package - October 1, 2021
   6.3. 21-239(CRS) 2021 Operating Financial Update – August Forecast
   6.4. 21-238(IFS) Capital Status and Forecast Report
7. **Consideration of Reports**

7.1. **Corporate Services**

7.1.1. 21-176 (CRS) Video Surveillance Privacy Complaint Report MI118-5 / Privacy Impact Assessment

7.1.2. 21-295(CRS) 95 & 105 Sheffield Street – Write-off of Property Taxes Deemed Uncollectible

7.2. **Corporate Enterprise**

7.2.1. 21-271(CRE) Core Areas Financial Incentives – October Applications Round 2

7.2.2. 21-247(CRE) Economic Recovery - Financial Assistance for Cambridge’s Three (3) Business Improvement Areas (BIAs) – Banners, Holiday Decorations, and Associated Electrical Costs

7.3. **Community Development**

7.3.1. 21-206(CD) Galt Core Area Draft Height Guidelines – Recommended Next Steps

7.3.2. 21-210(CD) - World Health Organization Age Friendly Designation

7.3.3. 21-266(CD) North Cambridge Business Park – Capital Projects Additional Funding Request

7.3.4. 21-286(CD) Recommendation Report: Official Plan Amendment and Zoning By-law Amendment, 130 Water Street North and parts of 0 Park Hill Road West, Cambridge Developments Inc. & Grand River Conservation Authority

7.4. **Infrastructure Services**

7.4.1. 21-253 (IFS) - 2022 to 2026 Area Maintenance Agreement with Region of Waterloo

7.4.2. 21-288(IFs) Reep Green Solutions – Annual Report (April 2020-2021)

7.4.3. 21-215(IFs) Wastewater Disposal Stations – Churchill Park/Preston Auditorium

Note: this report will be listed on the Addendum.

8. **Unfinished Business**

9. **Correspondence**

10. **Motion to Receive Correspondence and Presentations**

11. **Introduction and Consideration of By-laws**

21-073 Being a by-law to amend Zoning By-law No. 150-85, as Amended with respect to land municipally known as 130 Water Street N & 0 Park Hill Road

21-074 Being a to adopt Amendment No. 48 to the City of Cambridge Official
12. **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:

   A proposed or pending acquisition or disposition of land by the municipality [Property Acquisition]

13. **Rise from Closed Session**

14. **Confirmatory By-law**

   21-072 Being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge

15. **Adjournment**
1. Meeting Called to Order

The meeting of the Council of the Corporation of the City of Cambridge is held virtually via Microsoft Zoom and live streamed to the City of Cambridge website. Mayor McGarry welcomes everyone present and calls the meeting to order at 10:02 a.m.
2. Indigenous Territory Acknowledgement

3. Disclosure of Pecuniary Interest

3.1 Councillor Mann - 21-228(CD) 255 King St W – Official Plan and Zoning Bylaw Amendment – North Development Corp.

He and his family have ownership in the property at 237 King St. W, which is adjacent to the proposed development.

Councillor Mann subsequently left the meeting at this time.

4. Public Meeting Notice

5. Public Meeting

5.1 21-228(CD) 255 King St W – Official Plan and Zoning Bylaw Amendment – North Development Corp.

Motion: 21-169

Moved by Councillor Reid
Seconded by Councillor Devine

THAT report 21-228(CD) Public Meeting Report – 255 King St W – Official Plan and Zoning Bylaw Amendment – North Development Corp. be received;

AND THAT the application OR07/21 for 255 King St W be referred back to staff for a subsequent report and staff recommendation.

In Favour (6): Mayor McGarry, Councillor Reid, Councillor Devine, Councillor Wolf, Councillor Adshade, and Councillor Hamilton

Absent (2): Councillor Mann, Councillor Liggett, and Councillor Ermeta

Carried (6 to 0)

5.1.1 Staff Presentation - Rachel Greene, Senior Planner

5.1.2 Applicant Presentation - Kristen Barisdale, Senior Planner, GSP Group

5.1.3 Correspondence

5.1.3.1 Mark Brown
5.2 Delegations

5.2.1 Mark Brown
5.2.2 Jane Newland, Community of Fountain Street South residents
5.2.3 Karen Scott Booth (ACO)
5.2.4 Michelle Goodridge
5.2.5 Ken Heber

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

7. **Delegations**

7.1 Tim Armstrong re: 21-260(CD) MZO Policy
7.2 Mary McGrath re: 21-260(CD) MZO Policy
7.3 Karen Scott Booth (ACO) re: 21-260(CD) MZO Policy
7.4 Julie Hacking re: 21-260(CD) MZO Policy

**Note: withdrew**

7.5 Janet Hartshorn re: 21-260(CD) MZO Policy

**Note: withdrew**

7.6 Danielle Lindamood re: 21-260(CD) MZO Policy
7.7 Nina Deeb re: 21-260(CD) MZO Policy
7.8 Joanna Manz re: 21-260(CD) MZO Policy
7.9 Ewa Osika re: 21-260(CD) MZO Policy
7.10 Alan Van Norman re: 21-260(CD) MZO Policy
7.11 Cam Crawford re: 21-260(CD) MZO Policy
7.12 Theresa re: 21-260(CD) MZO Policy
7.13 Bryan Langel re: Councillor Reid’s Motion

8. **Presentations**

8.1 Martin van Zon, Founder & President, Interkom Inc. re: 21-198(CRE) Sponsorship, Advertising and Naming Policies
9. **Consent Agenda**

Motion: 21-170

Moved by Councillor Adshade
Seconded by Councillor Hamilton

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

Carried (9 to 0)

THAT all items listed under the heading of Consent Agenda for the September 28th, 2021 Council Agenda be adopted as recommended.

9.1 Special Council Minutes - September 14, 2021

9.2 Youth Advisory Committee Minutes- July 8, 2021

9.3 Cambridge Cycling and Trails Advisory Committee Minutes – February 11, 2021, April 8, 2021, May 13, 2021

9.4 Arts and Culture Advisory Committee Minutes- March 16, 2021

9.5 September 17, 2021 Council Information Package (CIP)

9.6 21-249(CRS) Q21-64 - Parklawn Cemetery Scattering Garden

9.7 21-244(CD) 2021 Implementation Plan for the Regional Transit Supportive Strategy - Cambridge

9.8 21-250(CRE) Minor Change to Core Areas Community Improvement Plan – Pre-consultations

9.9 21-254(CRS) T21-67 Riverside Park Pedestrian Bridge Replacement

10. **Consideration of Reports**

10.1 Corporate Services

10.1.1 21-277(CRS) Request for Funding - ACCKWA

    Motion: 21-172

    Moved by Councillor Liggett
    Seconded by Councillor Wolf
THAT report 21-277(CRS) Request for Funding - ACCKWA be received;

AND THAT the Grants to Groups Committee’s recommended grant of $10,000 to ACCKWA, be supported.

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

Carried (9 to 0)

Amendment:
Motion: 21-171

Moved by Councillor Liggett
Seconded by Councillor Ermeta

THAT Consideration of Report 21-277(CRS) Request for Funding – ACCKWA, be deferred to the November 9th Special Council Meeting to allow for consultation with the Region of Waterloo on the request.

In Favour (3): Councillor Devine, Councillor Liggett, and Councillor Ermeta

Opposed (6): Mayor McGarry, Councillor Reid, Councillor Mann, Councillor Wolf, Councillor Adshade, and Councillor Hamilton

Defeated (3 to 6)

10.2 Corporate Enterprise

10.2.1 21-198(CRE) Sponsorship, Advertising and Naming Policies

Motion: 21-173

Moved by Councillor Mann
Seconded by Councillor Devine

THAT Report 21-198(CRE), re: Sponsorship, Advertising and Naming Policies be received;

AND THAT Policy CSD-30.070 Naming of Parks/Open Space/Municipal Facilities and Buildings be repealed;
AND THAT the Sponsorship, Advertising, and Naming Policy in Appendix A of Report 21-198(CRE) be adopted;

AND THAT a capital project with a budget of $150,000 be created for the retention of a consultant to secure naming and sponsorship rights for the Fountain Street Soccer Complex, Recreation Complex and Preston Auditorium facilities and components;

AND THAT funding for this capital project be drawn from the Economic Development Reserve.

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

Carried (9 to 0)

10.3 Community Development

10.3.1 21-260(CD) MZO Policy

Motion: 21-176

Moved by Councillor Hamilton
Seconded by Councillor Ermeta

THAT report 21-260(CD) be received;

AND THAT the Minister Zoning Order policy, as amended, attached as Appendix A to report 21-260(CD) be approved.

In Favour (6): Mayor McGarry, Councillor Reid, Councillor Mann, Councillor Wolf, Councillor Adshade, and Councillor Hamilton

Opposed (3): Councillor Devine, Councillor Liggett, and Councillor Ermeta

Carried (6 to 3)

Amendment:

Motion: 21-174

Moved by Councillor Hamilton
Seconded by Councillor Adshade
THAT paragraph 3 of the MZO Policy attached as Appendix A to report 21-260(CD), be amended to read as follows:

“…and may request that any or all of the following requirements be complied with by the requester of an MZO before it will consider the request:

- Consult with the public including affected stakeholders
- Circulation of the proposal for an initial review to:
  - Region of Waterloo
  - Grand River Conservation Authority
  - City of Cambridge
- Completion of a Transportation Impact Study
- Completion of a Heritage Impact Assessment if the property is a listed or designated property or adjacent to a listed or designated property”

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

Carried (9 to 0)

Deferral:
Motion: 21-175

Moved by Councillor Liggett
Seconded by Councillor Ermeta

THAT Consideration of report 21-260(CD) MZO Policy, as amended, be deferred to the November 5, 2021 Special Council Meeting.

In Favour (3): Councillor Devine, Councillor Liggett, and Councillor Ermeta

Opposed (6): Mayor McGarry, Councillor Reid, Councillor Mann, Councillor Wolf, Councillor Adshade, and Councillor Hamilton

Defeated (3 to 6)
10.3.2 21-283 (CD) 27-31 Cambridge Street Holding Removal

Motion: 21-177

Moved by Councillor Liggett
Seconded by Councillor Wolf

THAT report 21-283(CD) – Holding Removal 27-31 Cambridge St – Tim Welch Consulting be received;

AND THAT the application to remove the (H) holding Provision from the property subject to approval of a bonusing agreement by the Chief Planner to the satisfaction of the City Solicitor, be approved;

AND THAT the by-law attached to report 21-283 (CD) be passed.

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

Carried (9 to 0)

10.4 Infrastructure Services

10.4.1 21-212(IFS) City Tree Bylaw Update

Motion: 21-178

Moved by Councillor Mann
Seconded by Councillor Adshade

THAT Report 21-212(IFS) be received;

AND THAT the by-law attached as Appendix “A” to report 21-212(IFS) be passed.

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

Carried (9 to 0)

11. Unfinished Business

12. Correspondence
12.1 Mark Brown re: 21-228(CD) 255 King St W – Official Plan and Zoning Bylaw Amendment – North Development Corp.

12.2 Arlene Bildstein re: 21-228(CD) 255 King St W – Official Plan and Zoning Bylaw Amendment – North Development Corp.

13. Motion

13.1 Councillor Reid re: Naloxone kits in City Facilities

Motion: 21-179

Moved by Councillor Reid
Seconded by Councillor Wolf

WHEREAS Canada is among the top prescribers of opioids in the world, and Ontario has the highest opioid-dispensing rates in the country with nearly two million Ontarians receiving an opioid in 2014 and 2015. This totals approximately nine million dispenses, putting roughly 15 per cent of Ontarians on prescription opioids; and

WHEREAS the Region of Waterloo and City of Cambridge continue to be in a state of crisis seeing rises in suspected opioid overdoses; and

WHEREAS in Waterloo Region, paramedics said they responded to 39 overdoses from June 27 to July 3, 2021, with 11 of those calls on July 2. As of June 4, the region had reported 49 suspected opioid-related deaths; and

WHEREAS the pandemic may also be playing a big role in increased opioid overdoses and deaths. A national report in October 2020 found the overall health of Canadians deteriorated during the first eight months of the pandemic and showed more people turned to drugs, alcohol, tobacco and screen time rather than physical exercise to cope with the stress; and

WHEREAS in an effort to prevent overdose deaths, there is a need for increased awareness, education and training to utilize naloxone kits to assist in preventing overdoses and deaths in our community; and

WHEREAS Naloxone is proven effective at reversing potentially fatal overdoses and many municipalities have begun to include these kits in public facilities as an emergency option in a community with a significant opioid abuse problem; and

WHEREAS the City of Cambridge can join the leadership we are seeing in other Ontario Municipalities and implement the supply of Naloxone kits in
all publicly accessible, city-owned buildings that currently have defibrillators, including arenas and community centres; and

THEREFORE BE IT RESOLVED THAT Council direct staff to report back by the end of 2021 with an implementation plan to have two Naloxone kits available in all publicly accessible, city owned facilities that currently have defibrillators in them;

AND THAT staff include in the implementation plan an analysis on the costs associated with providing training to use the kits, an awareness campaign for the facilities that will have the kits and a procedure that addresses how to maintain kits within a City Facilities; and

AND THAT correspondence be sent to the Region of Waterloo, Association of Municipalities of Ontario and to the Hon. Doug Ford, Premier of Ontario and the Hon. Christine Elliot, Minister of Health outlining a request that the Provincial government mandate Naloxone kits in all public institutions across Ontario.

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

Carried (9 to 0)

14. Motion to Receive Correspondence and Presentations

Motion: 21-180

Moved by Councillor Devine
Seconded by Councillor Ermeta

THAT all presentations and correspondence from the September 14, 2021 Special Council meeting be received.

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

Carried (9 to 0)
15. **Introduction and Consideration of By-laws**

Motion: 21-181

Moved by Councillor Mann  
Seconded by Councillor Liggett

that the following by-laws listed under the heading of Introduction and Consideration of By-laws be enacted and passed:

21-068 Being a by-law to amend By-law 71-06, being a by-law to regulate the planning, propagation, preservation and removal of trees on land owned by the municipality or over or adjacent to highways under the jurisdiction of the municipality

21-069 Being a by-law to amend Zoning By-law No. 150-85, as amended, with respect to the lands municipally known as 27-31 Cambridge St. (R08/21) (Holding Symbol ‘(H)’ Removal)

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

**Carried (9 to 0)**

16. **Closed Session**

Motion: 21-182

Moved by Councillor Wolf  
Seconded by Councillor Adshade

THAT in accordance with Section 239 (2)(e) and (f) of the Municipal Act, 2001, Council convene in Closed Session at 9:45 p.m. to consider the following subject matter:

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (litigation update);

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (litigation update);
In Favour (9): Mayor McGarry, Councillor Reid, Councillor Devine, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, and Councillor Ermeta

Carried (9 to 0)

17. **Rise from Closed Session**

Motion: 21-183

Moved by Councillor Hamilton
Seconded by Councillor Reid

THAT Council rise from Closed Session and reconvene in Open Session at 10:16 p.m.

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

Carried (9 to 0)

18. **Confirmatory By-law**

Motion: 21-184

Moved by Councillor Wolf
Seconded by Councillor Devine

THAT By-law 21-067 being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge be enacted and passed.

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

Carried (9 to 0)

19. **Adjournment**

Motion: 21-185

Moved by Councillor Reid
Seconded by Councillor Mann

THAT the Council meeting does now adjourn at 10:18 p.m.
In Favour (9): Mayor McGarry, Councillor Reid, Councillor Devine, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, and Councillor Ermeta

Carried (9 to 0)

_________________________
Mayor

_________________________
Clerk
MINUTES
Corporation of the City of Cambridge
Special Council Meeting

Date: October 5, 2021, 5:00 p.m.
Location: Virtual Meeting

Council Members In Attendance:

Staff Members in Attendance:
David Calder - City Manager, Dave Bush - Deputy City Manager - Corporate Services, Hardy Bromberg, Deputy City Manager - Community Development, Yogesh Shah, Deputy City Manager - Infrastructure Services, Cheryl Zahnleiter, Deputy City Manager - Corporate Enterprise, Sheryl Ayres - Chief Financial Officer, Lisa Shields - City Solicitor, Danielle Manton - City Clerk, Jennifer Shaw - Deputy City Clerk, Briar Allison - Council and Committee Coordinator, Mallory Greenough - Council Committee Services Coordinator, Abraham Plunkett-Latimer - Senior Planner - Heritage

1. Meeting Called to Order

The meeting of the Council of the Corporation of the City of Cambridge is held virtually via Microsoft Zoom and live streamed to the City of Cambridge website. Mayor McGarry welcomes everyone present and calls the meeting to order at 5:01 p.m.

2. Indigenous Territory Acknowledgement

3. Disclosure of Pecuniary Interest

4. Presentations
4.1 Mifrah Abid and Sarah Shafiq, Coalition of Muslim Women of Kitchener Waterloo Presentation

4.2 Rebecca Sciarra, Partner and Director, ASI re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

4.3 Abraham Plunkett-Latimer, Senior Planner re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

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

5.1 Tony Schmidt, Vice Chair, Economic Development Advisory Committee re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

5.2 Patrick Simmons re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

5.3 Sean Maciel re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

5.4 Karen Scott Booth, ACO Cambridge, re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

5.5 Michelle Goodridge re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

6. **Consent Agenda**

Motion: 21-186

Moved by Councillor Ermeta
Seconded by Councillor Wolf

THAT all items listed under the heading of Consent Agenda for October 5, 2021 be adopted as recommended.
In Favour (9): Mayor McGarry, Councillor Reid, Councillor Devine, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Hamilton, and Councillor Ermeta

Carried (9 to 0)

6.1 Youth Advisory Committee Minutes – July 8, 2021
6.2 June 9, 2021 Economic Development Advisory Committee Minutes
6.3 21-270(CRS) T21-72 Newman Drive Sidewalk Construction

THAT Council report 21-270(CRS), re: Newman Drive Sidewalk Construction be received;

AND THAT Council approve the transfers to/from Reserve Funds as outlined in the Financial Impact section of this report;

AND FURTHER THAT Council approve the award of Tender 21-67 Newman Drive Sidewalk Construction to 410754 Ontario Ltd. o/a Sousa Concrete of Cambridge for the total tendered price of $182,949.56, including H.S.T., this being the lowest compliant bid received as outlined in Report 21-270(CRS).

6.4 21-265(CD) Blenheim Road CP Railway Construction and Maintenance Agreement

THAT Report 21-265 (CD) Blenheim Road CP Railway Construction and Maintenance Agreement be received;

AND THAT the Mayor and Clerk be authorized to execute a Construction and Maintenance Agreement with Canadian Pacific Railway, to the satisfaction of the City Solicitor, for the reconstruction of a railway crossing on Blenheim Road.

7. Consideration of Reports

7.1 Corporate Services
7.2 Corporate Enterprise

7.2.1 21-276(CRE) Appointment of New Members, Hespeler Village Business Improvement Area (BIA)

Motion: 21-187
Moved by Councillor Devine
Seconded by Councillor Hamilton

THAT Report 21-276(CRE), re: Appointment of New Members, Hespeler Village Business Improvement Area (BIA) be received;

AND THAT based on the recommendation from the Hespeler Village BIA, Cambridge Council appoint the following persons to the Hespeler Village BIA Board of Management:

1. Cindy Avila: Art-z Gal's Interiors, 7 Queen Street East
2. Jay Brown: Press Play Games, 39 Queen Street East
3. Tara O'Donnell: Desjardin Insurance, 27 Queen Street East

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

Carried (9 to 0)

7.2.2 21-258(CRE) Core Areas Financial Incentives – October 2021 Applications

Motion: 21-188

Moved by Councillor Devine
Seconded by Councillor Reid

THAT Report 21-258(CRE), re: Core Areas Financial Incentives – October 2021 Applications be received;

AND THAT regarding the application for 27 Queen Street East: - Council approves a Commercial Property Improvement Grant (CPIG) of $23,820 and Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG) of $105,000; - Council approve a transfer from the Core Areas Transformation Reserve Fund (CATF) in the amount of $128,820;

AND THAT regarding the application for 15 Main Street: - Council approves a Mixed Use Conversion and Restoration Grant Program (MUCRG) of $150,000; - Council approve a transfer from the Core Areas Transformation Reserve Fund (CATF) in the amount of $150,000;
AND THAT staff be authorized to execute a Commitment Letter and any required documentation in order to administer this funding;

AND THAT Council delegate authority to Director of Economic Development and Chief Financial Officer (or designates) to increase the funding to the maximum amount within the parameters of the specific program(s), if necessary;

AND FURTHER THAT the work approved under these enhanced incentives be completed within one (1) year of the date on the Approval Letters.

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

Carried (9 to 0)

7.3 Community Development

7.3.1 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

Moved by Councillor Liggett
Seconded by Councillor Wolf

Amendment:
Motion: 21-189

Moved by Councillor Reid
Seconded by Councillor Mann

Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

THAT Report 21-184(CD) - Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan be received;

AND THAT Council accept the research and evaluation of the Galt Core Heritage Conservation District (HCD) Study as outlined in Report 21-184(CD) and in Attachment 1 to this report;
AND THAT Council approve the preparation of a Galt Core Heritage Conservation District Plan;

AND THAT Council endorse the recommended Galt core heritage conservation district boundary as outlined in by the solid purple line in Figure 2 of Report 21-184(CD).

In Favour (5): Mayor McGarry, Councillor Reid, Councillor Mann, Councillor Wolf, and Councillor Hamilton

Opposed (4): Councillor Devine, Councillor Liggett, Councillor Adshade, and Councillor Ermeta

Carried (5 to 4)

7.4 Infrastructure Services

7.4.1 21-147(IFS) Wastewater Summary Report for 2020

Motion: 21-190

Moved by Councillor Adshade

Seconded by Councillor Reid

THAT the 2020 City of Cambridge Wastewater Summary Report for 2020 be received for information.

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

Carried (9 to 0)

8. Other Business

9. Correspondence

9.1 Tony Schmidt, Vice Chair, Economic Development Advisory Committee re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

9.2 Dan Currie, MHBC re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan
9.3 Karen Scott Booth, ACO Cambridge re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

9.4 Downtown Business Owners re: 21-184(CD) Galt Core Heritage Conservation District—Request to Endorse Study Findings and Provide Direction on Preparing a Heritage Conservation District Plan

10. **Motion to Receive and File**

Motion: 21-191

Moved by Councillor Mann
Seconded by Councillor Ermeta

THAT all presentations and correspondence from the October 5, 2021 Special Council meeting be received.

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

**Carried (9 to 0)**

11. **Confirmatory By-law**

Motion: 21-192

Moved by Councillor Liggett
Seconded by Councillor Reid

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

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

**Carried (9 to 0)**

12. **Adjournment**

Motion: 21-193

Moved by Councillor Wolf
Seconded by Councillor Adshade
THAT the Council meeting does now adjourn at 7:58 p.m.

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

Carried (9 to 0)

_________________________
Mayor

_________________________
Clerk
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<thead>
<tr>
<th>Item</th>
<th>From</th>
<th>Subject</th>
<th>Page</th>
</tr>
</thead>
<tbody>
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<td>Township of North Dumfries</td>
<td>Resolution received from the City of Cambridge regarding Ontario Association of Optometrists</td>
<td>2-4</td>
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<td>2</td>
<td>Anishinabek Nation</td>
<td>Proof of Identification for Vaccination Passports &amp; COVaxON</td>
<td>5</td>
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<td>3</td>
<td>Northumberland County</td>
<td>Capital Gains Tax on Primary Residence</td>
<td>6-20</td>
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<td>4</td>
<td>Township of Scugog</td>
<td>Structure Inventory and Inspections</td>
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<td>5</td>
<td>Kingsville</td>
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<td>23-24</td>
</tr>
</tbody>
</table>
September 28, 2021

RE: Resolution received from the City of Cambridge regarding Ontario Association of Optometrists

Attention: Danielle Manton, City Clerk, City of Cambridge

This letter is to advise you that Township Council, at their Regular Council Meeting held on September 27, 2021 adopted the following resolution:

“THAT Township Council endorse the resolution from the City of Cambridge, as it relates to Ontario Association of Optometrists.”

Please contact the undersigned should you require anything further.

Sincerely,

Ashley Sage, Clerk
Township of North Dumfries
August 4, 2021

Re: Motion from Councillor Reid - Ontario Association of Optometrists

At the Special Council Meeting of July 27, 2021, the Council of the Corporation of the City of Cambridge passed the following Motion:

Whereas members of the Ontario Association of Optometrists (OAO) have voted to withdraw services they provide under the Ontario Health Insurance Plan (OHIP) starting September 1, 2021 unless the Province agrees to negotiate funding for Ontarians access to eyecare coverage;

Whereas currently, the Province covers approximately 55 per cent of the cost of eye exams insured by OHIP. The remainder of the cost is absorbed by optometrist clinics, which impacts overhead costs such as rent and salaries;

Whereas currently OHIP covers one eye exam a year for people under the age of 20, 65 and older along with those who have specific medical conditions which makes up approximately 70% of patients;

Whereas without the OHIP coverage seniors, children and vulnerable populations with specific medical conditions including glaucoma may not have access to these primary care services now offered under the OHIP plan;

Whereas Ontario has undervalued the eye health of Ontarians and cannot continue to neglect and jeopardize access to eye care;

Therefore Be It Resolved That Cambridge Council request the Provincial government to recognize the value of access for Ontarians to quality eye care and act now to protect it,
And That the Provincial government take action to ensure that the Ontario Association of Optometrists (OAO) be granted a formal negotiation process with the Ontario government to fund these services at least to the cost of delivery, prior to any job action taking place;

And That a copy of this resolution be forwarded to the Hon. Premier Ford, Ontario Minister of Health, Christine Elliot, Cambridge MPPs, MPs, the Ontario Association of Optometrists, the Association of Municipalities of Ontario, the municipalities of Waterloo Region, the Region of Waterloo.

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

Yours Truly,

Danielle Manton
City Clerk

Cc: (via email)
Hon. Premier Ford
Ontario Minister of Health, Christine Elliot
Local MPPs & MPs
Ontario Association of Optometrists
Association of Municipalities of Ontario
Municipalities of Waterloo Region
Region of Waterloo
City of Cambridge Council
MEMORANDUM

To: Municipalities, Public Health Units, Chambers of Commerce

From: Grand Council Chief Reg Niganobe
       Travis Boissoneau, Regional Deputy Grand Council Chief
       Mel Hardy, Regional Deputy Grand Council Chief
       James Marsden, Regional Deputy Grand Council Chief
       Joe Miskokomon, Regional Deputy Grand Council Chief
       Tim Ominika, Wiikwemkoong Unceded Territory Representative

CC: Anishinabek Nation’s First Nation Chiefs, Band Administrators/Directors of Operations, and Health Directors
    Province of Ontario
    Minister Greg Rickford, Indigenous Affairs of Ontario
    Deputy Minister Shawn Batise, Indigenous Affairs of Ontario

Date: September 22, 2021

Re: Proof of Identification for Vaccination Passports & COVaxON

Effective today, September 22, 2021, proof of vaccination status is required to access certain businesses and settings in the province of Ontario. This memo is intended to advise and inform organizations and businesses that the Province of Ontario has assured Anishinabek Nation that First Nation Status Cards (secure, unsecure, or expired) will be accepted widely and without interference or refusal, provided the name on the card corresponds with the name on the proof of vaccination.

We, in turn, have assured the Anishinabek Nation communities of the following:

- Indian Status Cards (secure, unsecure, or expired) will be accepted as a valid form of Identification.
- The only information required is a proof of photo identification, and documentation receipt (2 doses plus 14 days from the date of the second dose). This proof can be obtained either from the provincial COVaxON system or from the First Nation organization that administered the vaccinations.
- Paper or downloaded proof of vaccination on a mobile device are both acceptable.
- No community member will be denied medical attention or service at any institution regardless of their vaccination status.

We trust that this information will be shared widely to avoid any confusion or disruption to your processes.
Finance & Audit Committee Resolution

Committee Meeting Date: August 31, 2021
Agenda Item: 6.g
Resolution Number: 2021-08-31-S89
Moved by: R. Crane
Seconded by: B. Ostrander
Council Meeting Date: September 15, 2021

"That the Finance and Audit, having previously supported the resolution from the City of Sarnia regarding ‘Capital Gains Tax on Primary Residence’, recommend that the correspondence from the Town of Niagara Lake, Town of LaSalle, Town of Greater Napanee, and the Municipality of Shuniah be received for information; and

Further That the Committee recommend that County Council support the correspondence items regarding this issue; and

Further That the Committee recommend that County Council direct staff to forward a copy of this resolution to the Right Honourable Justin Trudeau, Prime Minister of Canada, the Honourable Doug Ford, Premier of Ontario, MP Phillip Lawrence (Northumberland-Peterborough South), the Honourable David Piccini (Northumberland-Peterborough South), and all Ontario Municipalities."

Carried
Committee Chair’s Signature

Defeated
Committee Chair’s Signature

Deferred
Committee Chair’s Signature

Page 30 of 404
Council Resolution

Moved By J. Henderson
Seconded By B. O'Stender

Agenda Item 10.
Resolution Number 2021-09-15-027

Council Date: September 15, 2021

"That County Council adopt all recommendations from the six Standing Committees, as contained within the Committees' Minutes (August 30, 31, and September 1, 2021 meetings), with the exception of the items noted within the agenda which require separate discussion, and, any items identified by Members which require separate discussion."

Recorded Vote Requested by _____________________________ Councillor's Name
Carried _____________________________ Warden's Signature
Deferred _____________________________ Warden's Signature
Defeated _____________________________ Warden's Signature
June 24, 2021

Town of Fort Erie
1 Municipal Centre Drive
Fort Erie ON, L2A 2S6

Attention: Carol Scholfield, Dip.M.A., Manager
Legislative Services/Clerk

Dear Ms. Schofield:

RE: Capital Gain Tax on Primary Residence

Please be advised the Council of The Corporation of The Town of Niagara-on-the Lake, at its regular meeting held on June 21, 2021 approved the following resolution:

BE IT RESOLVED that Council endorse the correspondence from the Town of Fort Erie for the resolution regarding Capital Gains Tax on Primary Residence dated June 1, 2021.

If you have any questions or require further information, please contact our office at 905-468-3266.

Yours sincerely,

Colleen Hutt
Acting Town Clerk
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;
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
July 20, 2021

Honourable and Dear Sirs:

At the July 13, 2021 Regular Meeting of Council, Town of LaSalle Council gave consideration to correspondence received from the Town of Fort Erie, dated June 1, 2021, regarding Capital Gains Tax on Primary Residence.

At the Meeting, the following motion was passed:

That correspondence received from Fort Erie dated June 1, 2021 regarding Capital Gains on Primary Residence be received; and endorsed.

Correspondence received from the Town of Fort Erie is attached for your convenience.

Yours truly,

Linda Jean
Deputy Clerk
Town of LaSalle
ljean@lasalle.ca

cc. All Members of Parliament
All Members of Provincial Parliament
The Town of Fort Erie
Ontario Municipalities
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
July 7, 2021

The Right Honourable Justin Trudeau  The Honourable Doug Ford
Prime Minister Premier of Ontario
House of Commons Legislative Building, Queen’s Park
Ottawa, ON K1A 0A6 Toronto, ON M7A 1A1
justin.trudeau@parl.gc.ca premier@ontario.ca

Honourable and Dear Sirs:

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

Please be advised that at the meeting held on June 22, 2021, the Council of the Town of Greater Napanee adopted the following resolution of support:

RESOLUTION #321/21: Pinnell/Norrie

That the correspondence from the Township of Scugog - June 10, 2021 be received; And further, That Council provide a letter of support to the Town of Fort Erie regarding Capital Gains Tax on Primary Residence. CARRIED.

Thank you for your attention in this matter.

Yours truly,

Katy Macpherson
Legal Services Coordinator

Encl.

cc: All 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

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,

[Signature]

Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca
C4: dlk
c.c. All Members of Parliament
     All Members of Provincial Parliament
     The Regional Municipality of Niagara
     Ontario Municipalities
July 19, 2021

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

Dear Prime Minister Trudeau and Premier Ford,

RE: Support Resolution – Capital Gains Tax on Primary Residence

Please be advised that, at its meeting on July 14, 2021, the Council of the Municipality of Shuniah resolved as follows:

That correspondence from the Town of Fort Erie regarding Capital Gains Tax on Primary Residence, be supported.

A copy of the above noted resolution is enclosed for your reference and consideration. We kindly request your support and endorsement for the Capital Gains Tax on Primary Residence.

Yours truly,

Kerry Bellamy
Clerk

Cc: All members of Parliament
All members of Provincial Parliament
The Regional Municipality of Niagara
Ontario Municipalities
THAT Council hereby receives the following correspondence

a. Board of Health minutes for meetings held May 19, 2021
b. City of Port Colborne Resolution – Capital Gains Tax on Primary Residence
c. Elimination of LPAT Resolution 2021-0115
d. Letter from Premier Ford et al Re: Land Transfer Tax
e. Letter to Prime Minister Trudeau re Capital Gains Tax Exemptions on Primary Residences
f. LRCA comments on ERO Posting 019-2986, June 23, 2021
g. Updating Environmental Assessment Requirements for Transmission Lines
h. TBDSSAB Board Meeting Regular Session Minutes May 20, 2021
i. Resolution 21-111 Scott Aitchison, MP Parry Sound Muskoka Support for 988 Crisis Line
j. CP Remedial Program Notification
k. Mississauga's Resolution
l. TC Energy Investigation Expense Dig Notification
m. Township of Scugog Correspondence re: Williams Point Road and Beacock Road School Bus Turnarounds

and the same be filed at the Clerk's Office.

☐ Carried    ☐ Defeated    ☐ Amended    ☐ Deferred

Municipality of Shuniah, 420 Leslie Avenue, Thunder Bay, Ontario, P7A 1X8
September 17, 2021

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

sent via email: premier@ontario.ca

Re: Structure Inventory and Inspections

Dear Premier:

At the last regular General Purpose and Administration Committee meeting held September 13, 2021 the above captioned matter was discussed.

I wish to advise that the following resolution was passed which will be going forward for ratification at the September 27, 2021 Township of Scugog Council meeting:

THAT Report PWIS-2021-027, 2021 Structure Inventory and Inspections, be received;

THAT the Township of Scugog 2021 Ontario Structure Inspection Manual Inventory and Inspection Summary Report, prepared by Planmac Engineering Inc., be received;

THAT as part of the annual budget process, the Township continue to increase the amount of funding available for bridges and culverts through the continuation of Roads and Other Infrastructure Levy;

THAT as part of the annual budget process, the Township continue to increase the investment in bridge and culvert maintenance and repair through other means including identifying efficiencies and cost savings and applying for grants through other levels of government for major bridge and culvert replacements;

THAT the Township follow the principles of Asset Management and prioritize preventative maintenance such as waterproofing decks, repaving decks, repair concrete soffits, parapet walls, abutments and wingwalls, etc.

THAT the Province of Ontario and the Government of Canada be encouraged to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements; and
THAT a copy of the staff report and resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, MP Erin O'Toole, MPP Lindsey Park, AMO, Durham Region and all Ontario municipalities."

Should you require anything further in this regard, please do not hesitate to contact Kevin Arsenault, Capital Projects Technologist at 905-985-7346 ext. 138.

Yours truly,

Becky Jamieson
Director of Corporate Services/Municipal Clerk
Encl.

cc:
Kevin Arsenault, Capital Projects Technologist  karsenault@scugog.ca
Honourable Chrystia Freeland, Federal Minister of Finance  chrystia.freeland@fin.gc.ca
Honourable Peter Bethlenfalvy, Ontario Minister of Finance  Minister.fin@ontario.ca
Lindsey Park, MPP, Durham  Lindsey.park@pc.ola.org
Erin O'Toole, MP  Erin.OToole@parl.gc.ca
Ralph Walton, Regional Clerk, The Regional Municipality of Durham  clerks@durham.ca
Association of Municipalities of Ontario (AMO)  amo@amo.on.ca
All Ontario Municipalities
October 1, 2021

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

Dear Premier:

RE:  KINGSVILLE COUNCIL SUPPORT OF SAVE EYE CARE IN ONTARIO

At its Regular Meeting held Monday, September 27, 2021 Council of the Town of Kingsville passed a Resolution in support of Save Eye Care in Ontario as follows:

“580-2021

Moved By Councillor Laura Lucier
Seconded By Councillor Thomas Neufeld

Whereas routine eye care is critical in early detection of eye diseases like glaucoma, cataracts, and macular degeneration, and the health of eyes is critical to overall health and quality of life; and

Whereas conditions that may be detected with an annual eye exam include Diabetes mellitus, Glaucoma, Cataract, Retinal disease, Amblyopia (lazy eye), Visual field defects (loss of part of the usual field of vision), Corneal disease, Strabismus (crosses eyes), Recurrent uveitis (an inflammation of the uvea, the middle layer of the eye that consists of the iris, ciliary body and choroid), Optic pathway disease; and

Whereas payments from OHIP have only increased 9% over the last 30 years, which has not come close to matching inflation of costs (which include rent, staff, utilities, equipment, taxes and supplies); and

Whereas the lack of funding makes it difficult to invest in modern technology, and newer technology means earlier detection of eye disease; and

Whereas the Provincial government’s refusal to formally negotiate with Optometrists for more than 30 years has forced the Optometrists to absorb approximately 173 Million dollars annually in the cost to deliver eye care to Ontarians; and
Whereas the 2021 Ontario Budget did not address OHIP-insured eye care, Ontario Optometrists took action and voted to withdraw OHIP services starting September 1, 2021, unless the government agrees to legally-binding negotiations to fund these services at least to the cost of delivery; and

Whereas this job action will jeopardize good eyecare for those who need the care of an optometrist the most and will have the greatest impact on the most vulnerable groups. Children, who’s lifetime ability to learn and develop depends on good vision and to the elderly, who are at the greatest risk for vision-threatening ocular diseases.

Now Therefore Be It Resolved that The Corporation of the Town of Kingsville requests that the Provincial government recognize the value that access to quality eye care brings to all Ontarians and act now to protect it; and further

That the Provincial government address the OHIP-insured eye care immediately and enter into legally-binding negotiations with Ontario Optometrists to fund these services at least to the cost of delivery, prior to any job action taking place; and further

That a copy of this resolution be forwarded to Premier Ford, Ontario Minister of Health Christine Elliot, MPP Taras Natyshak, to the Ontario Association of Optometrists, and to all municipalities in Ontario.

CARRIED”

Yours very truly,

Sandra Kitchen, Acting Clerk
Legislative Services Department
skitchen@kingsville.ca

Enclosure

cc: Honourable Christine Elliott, Ontario Minister of Health
Taras Natyshak, MPP, Essex
Chris Lewis, MP, Essex
Ontario Association of Optometrists
All Ontario Municipalities
To: COUNCIL

Meeting Date: 10/19/21

Subject: 2021 Operating Financial Update – August Forecast

Submitted By: Sheryl Ayres, Chief Financial Officer

Prepared By: Victoria Terella, Supervisor of Financial Planning

Report No.: 21-239 (CRS)

File No.: C1101

Recommendation(s)

THAT report 21-239 (CRS) re: Operating Financial Update – August Forecast be received;

AND THAT operating forecast changes for the August 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 21-239(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 year end surplus for 2021 of $616,344. This is a combination of the previously reported April surplus of $92,517 and $523,827 in savings through August forecast changes.

- The main drivers of the August forecasted surplus for tax-supported operations include:
  - Savings unrelated to COVID-19 that total $523,827, mostly attributable to gapping.
A reduction in the need for funding from the Safe Restart Agreement of $372,510 as a result of additional cost containment savings ($1,191,240) and a reduction in the forecasted expenses directly related to COVID-19 ($139,400), offset by further losses in revenues ($958,130).

• The water utility operations are forecasting a year end surplus of $924,037 for water operations and $2,434,270 for wastewater operations.

• The main drivers of the forecasted surplus for water utility include:
  o Higher than anticipated water billing revenue of $1.5 million as a result of higher water consumption by the public and less than anticipated water loss, partially offset by the corresponding increase need to purchase water from the region for $750,000.
  o Additional savings of $271,000 were seen in water and wastewater debt charges as a result of a planned delay in issuing debt due to capital project delays in expenditures.
  o Better than anticipated inflow and infiltration is resulting in lower treatment purchase for savings of $1.8 million and higher sewer billings of $657,000. These savings are partially offset by $150,000 increase in sewer pumping station maintenance.

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</th>
<th>Financial Update</th>
<th>Update as at April 30th</th>
<th>August Forecast Changes</th>
<th>Total Revised Forecast</th>
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<tbody>
<tr>
<td>COVID-19 Related Impacts:</td>
<td></td>
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<tr>
<td>Loss in revenues</td>
<td>$752,300</td>
<td>$958,130</td>
<td>$1,710,430</td>
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<tr>
<td>Additional expenses related to COVID-19</td>
<td>$1,457,400</td>
<td>$(139,400)</td>
<td>$1,318,000</td>
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<tr>
<td>Savings related to Cost Containment strategies</td>
<td>$(549,437)</td>
<td>$(1,191,240)</td>
<td>$(1,740,677)</td>
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<td>Total COVID-19 Related Impacts</td>
<td>$1,660,263</td>
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<td>Less: Safe Restart Funding</td>
<td>$(1,660,263)</td>
<td>$372,510</td>
<td>$(1,287,753)</td>
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<td>Net Impact to Property Taxes</td>
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<tr>
<td>Other Forecast Changes:</td>
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<td></td>
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<tr>
<td>Variances unrelated to COVID-19</td>
<td>$37,483</td>
<td>$(523,827)</td>
<td>$(486,344)</td>
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<tr>
<td>Idea Exchange Savings</td>
<td>$(130,000)</td>
<td>$ -</td>
<td>$(130,000)</td>
<td></td>
</tr>
<tr>
<td>Net Forecasted Surplus</td>
<td>$(92,517)</td>
<td>$(523,827)</td>
<td>$(616,344)</td>
<td></td>
</tr>
</tbody>
</table>
Background

Economic Outlook

The Bank of Canada’s recent press release\(^1\) on September 8\(^{th}\) indicates that while the economic recovery in Canada continued through the second quarter and had solid momentum heading into the third quarter, supply chain disruptions are holding things back in some goods sectors. These disruptions, and the rising number of COVID-19 cases in many regions, pose a risk to the strength of the global recovery.

In Canada, Gross Domestic Product (GDP) – the measure of all the goods and services produced in the economy – contracted by about 1 percent in the second quarter, weaker than anticipated in the Bank of Canada’s earlier projections. Housing market activity pulled back from recent high levels, largely as expected. However, consumption, business investment and government spending all contributed positively to growth.

Employment rebounded through June and July, with hard-to-distance sectors hiring as public health restrictions eased. This is reducing unevenness in the labour market, however some groups, particularly low-wage workers, are still disproportionately affected.

The Bank of Canada continues to expect the economy to strengthen in the second half of 2021, although the fourth wave of COVID-19 infections and ongoing supply bottlenecks could weigh on the recovery.

The Consumer Price Index (CPI), a key measure of inflation in the economy, remains above 3 percent, largely reflecting the effects of higher gasoline prices and pandemic-related supply bottlenecks. These factors pushing up inflation are expected to be temporary, but their persistence and magnitude are uncertain and will be monitored closely.

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,\(^1\)

they can focus on keeping their capital projects on track while continuing to provide the critical services their residents rely on.”

Additionally, the City was provided $2,491,652 on March 4, 2021 in safe restart funding 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.

The table below summarizes the City’s share of the Safe Restart Agreement and the forecasted use as of the August reporting period.

```
<table>
<thead>
<tr>
<th>Funding Commitments from Province:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Program</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>August 12, 2020</td>
<td>Phase 1 Safe Restart</td>
</tr>
<tr>
<td>December 6, 2020</td>
<td>Phase 2 Safe Restart</td>
</tr>
<tr>
<td>March 4, 2021</td>
<td>COVID-19 Recovery Funding</td>
</tr>
<tr>
<td></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, 2020</td>
<td>2021 Budget</td>
<td>(including Idea Exchange $116,500)</td>
<td>$2,773,800</td>
</tr>
<tr>
<td>April 30, 2021</td>
<td>Spring/Summer</td>
<td>Program Reinstatement (21-123(CD)) &amp; Other COVID-19 Variances</td>
<td>$1,660,263</td>
</tr>
<tr>
<td>July 27, 2021</td>
<td>A00794-10</td>
<td>Council Chamber Audio Video Replacement as per report 21-224(CRS)</td>
<td>$284,000</td>
</tr>
<tr>
<td>August 31, 2021</td>
<td>Reallocate $125k for Bishop St Parking as per 21-123(CD) out of Operating and into Capital A/01241-40</td>
<td>$125,000</td>
<td></td>
</tr>
<tr>
<td>August 31, 2021</td>
<td>August Operating Forecasting (includes reduction of $125k for Bishop St Parking moving out of operating)</td>
<td>$(372,510)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$4,450,553</td>
</tr>
</tbody>
</table>

| Remaining Balance of Safe Restart Funding as at August 31, 2021 | $2,408,199 |

**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>Update as at April 30th</th>
<th>August Forecast Changes</th>
<th>Total Revised Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COVID-19 Related Impacts:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss in revenues</td>
<td>$ 752,300</td>
<td>$ 958,130</td>
<td>$ 1,710,430</td>
</tr>
<tr>
<td>Additional expenses related to COVID-19</td>
<td>$ 1,457,400</td>
<td>($139,400)</td>
<td>$ 1,318,000</td>
</tr>
<tr>
<td>Savings related to Cost Containment strategies</td>
<td>($549,437)</td>
<td>($1,191,240)</td>
<td>($1,740,677)</td>
</tr>
<tr>
<td><strong>Total COVID-19 Related Impacts</strong></td>
<td>$ 1,660,263</td>
<td>($372,510)</td>
<td>$ 1,287,753</td>
</tr>
<tr>
<td>Less: Safe Restart Funding</td>
<td>($1,660,263)</td>
<td>$ 372,510</td>
<td>($1,287,753)</td>
</tr>
<tr>
<td><strong>Net Impact to Property Taxes</strong></td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Other Forecast Changes:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variances unrelated to COVID-19</td>
<td>$ 37,483</td>
<td>($523,827)</td>
<td>($486,344)</td>
</tr>
<tr>
<td>Idea Exchange Savings</td>
<td>($130,000)</td>
<td>-</td>
<td>($130,000)</td>
</tr>
<tr>
<td><strong>Net Forecasted Surplus</strong></td>
<td>$ (92,517)</td>
<td>($523,827)</td>
<td>($616,344)</td>
</tr>
</tbody>
</table>

Loss of Revenues

The COVID-19 pandemic has continued to disrupt services and has resulted in additional revenue losses of $958,130 forecasted in August. The extended closures and reduced in-person capacity have impacted recreational activities resulting in reduced revenues of $276,580 of which $213,100 was Camps alone. Parks and arenas projected a further loss of $165,150 mainly in outdoor bookings. Additional losses in revenues are seen in investment income ($194,900), permit revenues ($170,000), parking enforcement fines ($100,000), parking lot revenues ($30,000), and mail and printshop revenues ($20,000).
COVID-19 Direct Costs

The additional costs relating to COVID-19 have been revised down by $139,400. Included in this amount is a reduction of $125,000 to move funds out of Operating and into Capital for the Bishop Street Operations Centre parking lot. This funding had previously been approved through report 21-123(CD) Spring/Summer Program Reinstatement and had been included in Operating as part of the April 2021 forecast. However, since the work will lead to a tangible capital asset, a capital project (A/01241-40) was created to track the work and the funding is therefore being reallocated out of Operating and into Capital.

Cost Containment Plan

Staff continue to focus on cost containment strategies in 2021 and have included forecasted savings related to cost containment of $1,191,240 for the August reporting period. On the flip side of the reduction to recreational revenues due to COVID-19, savings can be seen in part-time wages of $656,640 and program supplies of $68,500 as a result of reduced recreational activities due to the earlier closures. The extended building closures have also reduced building maintenance and utility needs by $137,500. Additional savings are forecasted for the reduced need in part-time wages for both Service Cambridge ($196,700) and Crossing Guards ($57,600) and for reduced supply needs in mail and printshop ($40,000).

Safe Restart Funding

The city is forecasting to reduce the draw from the Safe Restart Funding by $372,510 to offset the net of the reduced COVID-19 expenses, cost containment savings and the loss in revenues.

Variances Unrelated to COVID-19

Additional variances unrelated to COVID-19 total $523,827 in savings. The main driver being gapping savings of $650,473. These vacancy savings were seen in Fire Services ($646,500), Service Cambridge ($99,300), Recreation and Culture ($70,473), Technology Services ($51,000) and Infrastructure Services Administration ($28,200). Correspondingly corporate gapping savings of $245,000 were eliminated as the savings were realized within each of the City's departments. Adding to the surplus are savings for debt charges ($60,548) and increased revenues in By-Law ($30,000), Traffic and Transportation ($30,000) and Fire Services ($25,000). Offsetting the savings are increased overtime in Fire of $195,300 and increased maintenance needs in Operations of $92,210.

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:
The 2021 tax-supported operations are reporting a year end surplus of $616,344. The August forecast results in savings of $523,827 adding to the previously reported surplus of $92,517 in the April forecast report.

Further details on the variance by department are provided below.

**Mayor and Council**

<table>
<thead>
<tr>
<th>Original</th>
<th>In Year</th>
<th>Total Restated</th>
<th>April Forecast</th>
<th>August Forecast</th>
<th>Revised Forecast</th>
<th>YTD Actuals As At August 31st</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>budget</td>
<td>Changes</td>
<td>budget</td>
<td>changes</td>
<td>changes</td>
<td>changes</td>
<td>changes</td>
<td></td>
</tr>
<tr>
<td>Mayor and Council</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$0</td>
<td>$0</td>
<td>$1,180,700</td>
<td>$642,545</td>
</tr>
<tr>
<td>Office of the City Manager</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$1,396,224</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>$43,127,900</td>
<td>$30,400</td>
<td>$43,158,300</td>
<td>$219,100</td>
<td>$480,700</td>
<td>$42,896,700</td>
<td>$28,241,434</td>
</tr>
<tr>
<td>Corporate Enterprise</td>
<td>$7,440,700</td>
<td>($540,200)</td>
<td>$6,900,500</td>
<td>($44,950)</td>
<td>($263,000)</td>
<td>$6,592,550</td>
<td>$3,540,446</td>
</tr>
<tr>
<td>Community Development</td>
<td>$9,169,900</td>
<td>$89,700</td>
<td>$9,259,300</td>
<td>$212,235</td>
<td>$594,626</td>
<td>$8,452,439</td>
<td>$4,471,321</td>
</tr>
<tr>
<td>Infrastructure Services</td>
<td>$19,253,500</td>
<td>($258,800)</td>
<td>$18,994,700</td>
<td>$283,475</td>
<td>$271,950</td>
<td>$19,550,125</td>
<td>$13,106,102</td>
</tr>
<tr>
<td>Corporate Expenditures</td>
<td>($590,777,500)</td>
<td>$678,900</td>
<td>($589,398,600)</td>
<td>$207,907</td>
<td>$542,549</td>
<td>($589,063,958)</td>
<td>($95,195,120)</td>
</tr>
<tr>
<td>Library</td>
<td>$7,626,000</td>
<td>$0</td>
<td>$7,626,000</td>
<td>($130,000)</td>
<td>$0</td>
<td>$7,496,000</td>
<td>$5,790,821</td>
</tr>
<tr>
<td><strong>Total City of Cambridge Tax Supported</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>($92,517)</td>
<td>($523,827)</td>
<td>($616,344)</td>
<td>($38,006,427)</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>Original</th>
<th>In Year</th>
<th>Total Restated</th>
<th>April Forecast</th>
<th>August Forecast</th>
<th>Revised Forecast</th>
<th>YTD Actuals As At August 31st</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>budget</td>
<td>Changes</td>
<td>budget</td>
<td>changes</td>
<td>changes</td>
<td>changes</td>
<td>changes</td>
<td></td>
</tr>
<tr>
<td>Office of the City Manager</td>
<td>$499,900</td>
<td>$0</td>
<td>$499,900</td>
<td>$0</td>
<td>$0</td>
<td>$499,900</td>
<td>$320,669</td>
</tr>
<tr>
<td>Admin. City Manager</td>
<td>$861,200</td>
<td>$0</td>
<td>$861,200</td>
<td>$0</td>
<td>$0</td>
<td>$861,200</td>
<td>$529,311</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>$918,000</td>
<td>$0</td>
<td>$918,000</td>
<td>$0</td>
<td>$0</td>
<td>$918,000</td>
<td>$546,244</td>
</tr>
<tr>
<td>Legal Services</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$1,396,224</td>
</tr>
<tr>
<td><strong>Total Office of the City Manager</strong></td>
<td>$2,279,100</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$0</td>
<td>$0</td>
<td>$2,279,100</td>
<td>$1,396,224</td>
</tr>
</tbody>
</table>

The Office of the City Manager is not projecting a year-end surplus or deficit for this reporting period.
Corporate Services

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>April Forecast Changes</th>
<th>August Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As At August 31ST</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Services</td>
<td>$467,400</td>
<td>$0</td>
<td>$467,400</td>
<td>$0</td>
<td>$0</td>
<td>$467,400</td>
<td>$272,887</td>
</tr>
<tr>
<td>City Clerk</td>
<td>$2,818,800</td>
<td>$0</td>
<td>$2,818,800</td>
<td>$278,800</td>
<td>$316,300</td>
<td>$3,413,900</td>
<td>$2,210,103</td>
</tr>
<tr>
<td>Emergency Mgmt &amp; Business Continuity</td>
<td>$408,000</td>
<td>$0</td>
<td>$408,000</td>
<td>$0</td>
<td>$0</td>
<td>$408,000</td>
<td>$290,620</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>$3,970,300</td>
<td>$3,038,300</td>
<td>$2,390,418</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>$(394,000)</td>
<td>$26,361,100</td>
<td>$16,847,369</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$2,530,800</td>
<td>$0</td>
<td>$2,530,800</td>
<td>$0</td>
<td>$(15,000)</td>
<td>$2,515,800</td>
<td>$1,472,252</td>
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<tr>
<td>Technology Services</td>
<td>$6,702,000</td>
<td>$39,400</td>
<td>$6,732,400</td>
<td>$(41,000)</td>
<td>$(41,000)</td>
<td>$6,691,400</td>
<td>$4,757,785</td>
</tr>
</tbody>
</table>

Total Corporate Services | $43,127,900 | $30,400 | $43,158,300 | $(219,100) | $(480,700) | $42,896,700 | $28,241,434 | 65.8% |

Corporate Services department is projecting a year end surplus of $261,600. Savings reported in August of $480,700 are a result of vacancy savings in Fire Services ($646,500), Service Cambridge ($296,000) and Technology Services ($51,000), additional revenue in By-Law ($30,000) and Fire ($25,000) and supply savings in the mail and printshop ($40,000). This is partially offset by increased overtime in Fire Services of $195,300 and decreased revenues due to COVID-19 for permits ($170,000), parking enforcement fines ($100,000) and mail and printshop ($20,000). Additionally, staffing costs in By-Law of $191,200 are part of the transition to an in-house security program and are offset from savings in contract services within By-Law of $80,000 and within Facilities of $105,000 as noted below under Corporate Enterprise. The department previously reported $219,100 deficit in the April forecast report.

Corporate Enterprise

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
<th>April Forecast Changes</th>
<th>August Forecast Changes</th>
<th>Revised Forecast</th>
<th>YTD Actuals As At August 31ST</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Corporate Enterprise</td>
<td>$366,400</td>
<td>$0</td>
<td>$366,400</td>
<td>$(650)</td>
<td>$(7,400)</td>
<td>$358,350</td>
<td>$231,142</td>
</tr>
<tr>
<td>Building Design and Construction</td>
<td>$301,100</td>
<td>$0</td>
<td>$301,100</td>
<td>$0</td>
<td>$0</td>
<td>$301,100</td>
<td>$190,693</td>
</tr>
<tr>
<td>Corporate Strategy</td>
<td>$550,300</td>
<td>$0</td>
<td>$550,300</td>
<td>$(3,600)</td>
<td>$(3,600)</td>
<td>$546,700</td>
<td>$299,879</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$925,000</td>
<td>$0</td>
<td>$925,000</td>
<td>$(4,100)</td>
<td>$(5,400)</td>
<td>$915,500</td>
<td>$516,185</td>
</tr>
<tr>
<td>Facilities</td>
<td>$5,022,100</td>
<td>$(540,200)</td>
<td>$4,481,900</td>
<td>$(36,000)</td>
<td>$(250,000)</td>
<td>$4,195,900</td>
<td>$2,121,760</td>
</tr>
<tr>
<td>Risk and Compliance</td>
<td>$275,800</td>
<td>$0</td>
<td>$275,800</td>
<td>$(600)</td>
<td>$(200)</td>
<td>$275,000</td>
<td>$180,787</td>
</tr>
</tbody>
</table>

Total Corporate Enterprise | $7,440,700 | $(540,200) | $6,900,500 | $(44,950) | $(263,000) | $6,592,550 | $3,540,446 | 53.7% |

The forecasted year end surplus in the Corporate Enterprise department is $307,950 of which $44,950 was previously reported in April due to COVID-19 cost savings in Facilities. The main driver of the $263,000 August operating surplus is primarily due to further COVID-19 cost savings from reduced building maintenance and utilities as a
result of extended building closures for $137,500. Additional savings of $105,000 are related to the transition to an in-house security program, these savings offset the increased staffing costs in By-Law as mentioned above.

**Community Development**

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTATE BUDGET</th>
<th>APRIL FORECAST CHANGES</th>
<th>AUGUST FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT AUGUST 31ST</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Community Development</td>
<td>$598,700</td>
<td>($53,100)</td>
<td>$545,600</td>
<td>$0</td>
<td>$0</td>
<td>$545,600</td>
<td>$274,332</td>
<td>50.3%</td>
</tr>
<tr>
<td>Building Services</td>
<td>($860,000)</td>
<td>$0</td>
<td>($860,000)</td>
<td>$0</td>
<td>$0</td>
<td>($860,000)</td>
<td>($897,446)</td>
<td>104.4%</td>
</tr>
<tr>
<td>Engineering and Transportation Services</td>
<td>$3,836,000</td>
<td>$58,800</td>
<td>$3,894,800</td>
<td>$21,548</td>
<td>($75,043)</td>
<td>$3,841,305</td>
<td>$2,900,181</td>
<td>75.5%</td>
</tr>
<tr>
<td>Planning Services</td>
<td>$1,672,400</td>
<td>$0</td>
<td>$1,672,400</td>
<td>$0</td>
<td>$0</td>
<td>$1,672,400</td>
<td>$791,544</td>
<td>47.3%</td>
</tr>
<tr>
<td>Recreation and Culture</td>
<td>$3,922,500</td>
<td>$84,000</td>
<td>$4,006,500</td>
<td>($233,783)</td>
<td>($519,583)</td>
<td>$3,253,134</td>
<td>$1,402,710</td>
<td>43.1%</td>
</tr>
<tr>
<td><strong>Total Community Development</strong></td>
<td><strong>$9,169,600</strong></td>
<td><strong>$89,700</strong></td>
<td><strong>$9,259,300</strong></td>
<td><strong>($212,235)</strong></td>
<td><strong>($594,626)</strong></td>
<td><strong>$8,452,439</strong></td>
<td><strong>$4,471,321</strong></td>
<td><strong>52.9%</strong></td>
</tr>
</tbody>
</table>

Community Development department is projecting a year end surplus of $806,861.

The Recreation and Culture division is forecasting net savings of $758,366. The main driver being the extended closures due to COVID-19 which results in savings in part-time wages and supplies offset by reduced revenues. For August reporting, part-time wage savings are $656,640 with additional savings in supplies of $68,500. Offsetting the savings are $276,580 in loss revenue. Gapping savings in the amount of $70,473 have also been forecasted. The April forecast report had already projected $233,783 related to the aforementioned COVID-19 impacts.

Engineering and Transportation Services is projecting savings of $53,495. The impact of COVID-19 has resulted in savings from the reduced need in crossing guards $57,600 offset by lost parking revenue of $30,000. Apart from COVID-19 impacts there were net additional revenues in Traffic and Transportation of $30,000.

**Infrastructure Services**

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTATE BUDGET</th>
<th>APRIL FORECAST CHANGES</th>
<th>AUGUST FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT AUGUST 31ST</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Infrastructure Services</td>
<td>$0</td>
<td>$375,900</td>
<td>$375,900</td>
<td>$0</td>
<td>($22,200)</td>
<td>$353,700</td>
<td>$466,081</td>
<td>131.8%</td>
</tr>
<tr>
<td>Asset Management and Project Management</td>
<td>$586,400</td>
<td>($91,000)</td>
<td>$495,400</td>
<td>$0</td>
<td>$0</td>
<td>$489,500</td>
<td>$579,051</td>
<td>118.3%</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>$765,100</td>
<td>$0</td>
<td>$765,100</td>
<td>$0</td>
<td>$144,000</td>
<td>$909,100</td>
<td>$401,163</td>
<td>44.1%</td>
</tr>
<tr>
<td>Operations</td>
<td>$17,902,000</td>
<td>($543,700)</td>
<td>$17,358,300</td>
<td>$289,375</td>
<td>$150,150</td>
<td>$17,797,825</td>
<td>$11,659,807</td>
<td>65.5%</td>
</tr>
<tr>
<td><strong>Total Infrastructure Services</strong></td>
<td><strong>$19,253,500</strong></td>
<td><strong>($258,800)</strong></td>
<td><strong>$18,994,700</strong></td>
<td><strong>$283,475</strong></td>
<td><strong>$271,950</strong></td>
<td><strong>$19,550,125</strong></td>
<td><strong>$13,106,102</strong></td>
<td><strong>67.0%</strong></td>
</tr>
</tbody>
</table>
The department of Infrastructure Services is projecting a deficit of $555,425. The August forecast represents $271,950 of this, while $283,475 was previously reported in April. The main driver being the continued impacts from COVID-19 seen in Parks and Arenas with expected losses in revenues of $165,150. In addition, maintenance requirements throughout the Operations division require $92,210 for items such as repairs to fences, gates, roofs and foundations. The increased expenses in Environment Services of $144,000 is maintenance work in Storm Operations such as ditching and storm clean-up which is being offset from reductions in Operations primarily in the sidewalk renewal contract. Partially offsetting the deficit is gapping savings within Infrastructure Services Administration of $28,200.

**Corporate Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL BUDGET</th>
<th>IN YEAR CHANGES</th>
<th>TOTAL RESTAT BUDGET</th>
<th>APRIL FORECAST CHANGES</th>
<th>AUGUST FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT AUGUST 31ST</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Expenditures</td>
<td>$13,630,800</td>
<td>$709,300</td>
<td>$14,340,100</td>
<td>$203,574</td>
<td>($24,861)</td>
<td>$14,518,813</td>
<td>$7,594,166</td>
<td>52.3%</td>
</tr>
<tr>
<td>Corporate Financing</td>
<td>$1,993,800</td>
<td>$0</td>
<td>$1,993,800</td>
<td>$2,956</td>
<td>$0</td>
<td>$1,996,756</td>
<td>$1,856,594</td>
<td>93.0%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$1,061,200</td>
<td>$0</td>
<td>$1,061,200</td>
<td>$0</td>
<td>$0</td>
<td>$1,061,200</td>
<td>$267,198</td>
<td>25.2%</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>$0</td>
<td>($3,204,600)</td>
<td>($2,680,995)</td>
<td>89.1%</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>$0</td>
<td>($97,812,900)</td>
<td>($98,718,323)</td>
<td>100.9%</td>
</tr>
<tr>
<td>Payment in Lieu</td>
<td>($969,700)</td>
<td>$0</td>
<td>($969,700)</td>
<td>$0</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>$0</td>
<td>($113,900)</td>
<td>($188,838)</td>
<td>165.8%</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>$372,510</td>
<td>($4,734,527)</td>
<td>($3,324,922)</td>
<td>70.2%</td>
</tr>
<tr>
<td><strong>Total Corporate Expenditures</strong></td>
<td>($99,077,500)</td>
<td>$676,900</td>
<td>($89,398,600)</td>
<td>($207,907)</td>
<td>$542,549</td>
<td>($89,063,958)</td>
<td>($95,195,120)</td>
<td>106.9%</td>
</tr>
</tbody>
</table>

The Corporate Expenditures area is forecasting a $334,642 deficit with $542,549 in over expenditures forecasted in August offsetting the previously reported savings in April of $207,907. The August forecast reflects the reduced draw in Corporate Allocations from the rate stabilization reserve Safe Restart funding as a result of the overall net reduction to COVID-19 related impacts.

Corporate Expenditures also includes a forecast change of $245,000 to remove budgeted corporate gapping however gapping savings have still been realized throughout the City departments. Partially offsetting the deficit is net savings in debt charges of $60,548.
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 RESTATE BUDGET</th>
<th>APRIL FORECAST CHANGES</th>
<th>AUGUST FORECAST CHANGES</th>
<th>REVISED FORECAST</th>
<th>YTD ACTUALS AS AT AUGUST 31ST</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>$37,516,200</td>
<td>$0</td>
<td>$37,516,200</td>
<td>($20,000)</td>
<td>($1,560,000)</td>
<td>($23,680,588)</td>
<td>$1,352,708</td>
<td>44.6%</td>
</tr>
<tr>
<td>Revenues</td>
<td>($37,516,200)</td>
<td>$0</td>
<td>($37,516,200)</td>
<td>$20,000</td>
<td>($15,360,200)</td>
<td>($22,327,880)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Water</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>($924,037)</td>
<td>($924,037)</td>
<td>($924,037)</td>
<td>$1,352,708</td>
<td>44.6%</td>
</tr>
<tr>
<td><strong>Total Wastewater</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>$33,370,900</td>
<td>$0</td>
<td>$33,370,900</td>
<td>($1,785,827)</td>
<td>($31,580,703)</td>
<td>($16,029,965)</td>
<td>$1,352,708</td>
<td>44.6%</td>
</tr>
<tr>
<td>Revenues</td>
<td>($33,370,900)</td>
<td>$0</td>
<td>($33,370,900)</td>
<td>($648,443)</td>
<td>($34,019,343)</td>
<td>($20,395,694)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Wastewater</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>($2,434,270)</td>
<td>($2,434,270)</td>
<td>($2,792,729)</td>
<td>$1,352,708</td>
<td>44.6%</td>
</tr>
<tr>
<td><strong>Total City of Cambridge Water Utility</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>($3,358,307)</td>
<td>($3,358,307)</td>
<td>($1,440,021)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For August 2021 reporting period, the City is projecting a $3,358,307 surplus in water and wastewater operations of which $924,037 is for water and $2,434,270 is for wastewater. This represents 4.7% of the water utility gross expenditures budget.

The water operations are forecasting net savings of $924,037 for 2021. These savings are mainly the result of higher than anticipated water billing revenue of $1.5 million due higher water consumption by the public and better than anticipated water loss, partially offset by an increase need to purchase water from the region of $750,000. Additional savings were seen in debt charges due to unissued debt of $136,000, promotion and marketing as Bishop Operations Centre Open House was cancelled due to COVID-19 approximately $8,000, and savings in Professional Development due to travel restrictions as a result of COVID-19 for savings of $20,000.

The wastewater operations are forecasting net savings of $2,434,270 for 2021. The main driver of these savings is better than anticipated inflow and infiltration resulting in lower treatment purchase for savings of $1.8 million and higher billings of $657,000. Additional savings projected are $135,000 in debt charges due to unissued debt. These savings are partially offset by $150,000 increase in sewer pumping station maintenance as a result of more focused maintenance program and due to increased equipment failures.

**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 August 31st 2021, for both tax-supported and the water and wastewater operations. While tax-supported operations over April and August are forecasting $1,710,430 in loss of revenue due to COVID-19 and additional expenses directly related to COVID-19 of $1,318,000, with a cost containment strategy in place and funding from the Safe Restart Agreement the City is forecasting a surplus of $616,344 for 2021.

Should the projected surplus materialize at year-end it will be transferred according to the reserve fund by-law.

For the August 2021 reporting period, the City is projecting a year-end surplus for its water utility operations of $3,358,307. The water operations are forecasting net savings of $924,037 for 2021 and wastewater operations are forecasting net savings of $2,434,270 for 2021.

Certain forecast changes result in impacts to reserve and reserve funds; these 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 August 31st 2021, for both tax-supported and the water and wastewater operations. Tax-supported operations are forecasting a net year end surplus of $616,344 for 2021 and the water utility is projecting a net year end surplus of $3,358,307.
Signature

Division Approval

Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval

Name: Dave Bush
Title: Deputy City Manager

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

- Appendix A: Impacts to Reserve and Reserve Funds
<table>
<thead>
<tr>
<th>Reserve &amp; Reserve Fund</th>
<th>Reserve Fund Balance as of August 31, 2021</th>
<th>Increase (Decrease) to Reserve Fund</th>
<th>Revised Balance Following Forecast Changes</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Charges - Wastewater Reserve Fund</td>
<td>($5,186,181)</td>
<td>$9,357</td>
<td>($5,176,824)</td>
<td>Adjust debt payments to actual.</td>
</tr>
<tr>
<td>Economic Development Reserve Fund</td>
<td>$9,149,401</td>
<td>$2,600</td>
<td>$9,152,001</td>
<td>Increase in accordance with the additional film revenue and decreased property tax and hydro expenses.</td>
</tr>
<tr>
<td>Equipment Reserve Fund</td>
<td>$5,279,524</td>
<td>($47,234)</td>
<td>$5,232,290</td>
<td>Additional draw to offset additional subscription costs and one-time equipment purchase.</td>
</tr>
<tr>
<td>Hydro Dividend Stabilization Reserve Fund</td>
<td>($260,679)</td>
<td>$293,971</td>
<td>$33,292</td>
<td>Adjust for unissued debt (A/00391-40 Reg Prj King St Ph 1 &amp; 2).</td>
</tr>
<tr>
<td>Rate Stabilization Reserve Fund</td>
<td>$5,778,315</td>
<td>$372,510</td>
<td>$6,150,825</td>
<td>Safe Restart draw.</td>
</tr>
</tbody>
</table>
Recommendation(s)

THAT Report 21-238(IFS) re: Capital Projects Status and Forecast Update as of August 31, 2021 be received;

AND THAT the closure of capital projects identified to be closed in report 21-238(IFS) be approved;

AND THAT the capital forecast changes requiring approval under the Budget Control By-law as identified in report 21-238(IFS) be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in report 21-238(IFS) be approved.

Executive Summary

Purpose

- To inform Council of that status and performance of the capital portfolio through August 31, 2021, including:
  - New projects created
  - Status of key projects
- To seek approval from Council for forecast changes and the closure and cancellation of projects as outlined in this report.
- 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 August 31, 2021 there are 221 open projects. This includes:

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

Since 2017, the City of Cambridge has approved 375 capital projects with an original approved community investment of $266.4 million to maintain existing infrastructure and build new infrastructure. In this reporting period four new projects have been created. Of the projects approved in 2017, 2018, 2019, 2020, and 2021 the average percent complete for the portfolio of projects is 93%, 89%, 83%, 69% and 13%, respectively.

Based on current forecast (August 2021) the estimated cost to implement the approved 2017 - 2021 capital program is $263.2 million. This current forecast is 2.5% lower than the original approved budget.

**Financial Implications**

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 increase of $2,393,099 in required funding.

- Net return of $708,556 to various reserve funds as shown in Appendix A
- Net increase of $1,135,495 in growth debt financing due to additional funding requirement for A/00471-40 Fountain St Soccer Facility Construction as previously reported and change in funding source for A/00150-10 Land Acquisition Confidential.
- Net increase of $14,160 in debt financing due to additional funding requirement for A/00420-30 Preston Auditorium Design as previously reported.
- Net increase of $390,000 in Federal Grant funding for project A/00459-40 Roof Replacement Hespeler Arena Rink 2.
• Net increase of $1,562,000 in funding from external sources for A/00471-40 Fountain St Soccer Facility Construction project as previously reported and approved.

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.
New Projects

Galt Arena Gardens – Emergency Brick Repair – A/01191-40

In July, it was observed that water infiltration has caused mortar and bricks to spall off the heritage designated Galt Arena Gardens building, causing portions of brick and mortar to fall onto the sidewalk. Emergency work was authorized by the Manager of Procurement under By-Law 19-187 to mitigate risks to passersby and to prevent service disruption for arena patrons. To track and manage this work, capital project A/01191-40 was created with a budget of $165,000 funded from the Capital Works Reserve Fund. In this situation a non-competitive procurement, where the purchase of services was negotiated directly with only one supplier, was undertaken as unforeseeable events resulted in a situation where extreme urgency existed and the goods or services could not be obtained in time through a competitive process.

As this emergency work is in excess of $100,000, staff are required to inform Council of the emergency work and procurement process. The repair work is now underway and expected to be completed by November 30th 2021.

Dickson Stadium Emergency Repairs – A/01258-40

A recent condition assessment on the Dickson Stadium revealed deterioration of the steel columns and some concrete structural elements. Until repairs could be made the structure was closed. Emergency repairs to the corroded steel columns and baseplates, localized repairs of concrete delaminations, and replacement of the damaged wood posts supporting the roof were required to reduce the risk of falling objects from the structure. Emergency work was authorized by the Manager of Procurement under By-Law 19-187 to mitigate risks and allow the stadium to reopen in time for the Fall Fair. This work is now complete.

To track and manage this work capital project A/01258-40 was created with a budget of $95,000 funded from the Capital Works Reserve Fund.

Parking Lot Expansion – Bishop Operations Centre (1300 Bishop St) – A/01241-40

The 2021 Spring/Summer Program and Service Update Report: 21-123(CD) outlined the need for additional parking at the Bishop Operations Centre (BOC) as a result of the Covid-19 pandemic. The work was initially incorporated into the Operating Forecasting as part of the April financial update, upon further review it should have been classified as a capital project as it will result in a tangible capital asset for the City.

As such, project A/01241-40 was created to track the work and the Operating and Capital forecasting are being updated respectively. The project has a budget of $125,000 funded from the Rate Stabilization Reserve Fund - Safe Restart Agreement.
Work to expand the parking lot is underway and includes installation of a pedestrian turn style for access to the facility.

**Council Chamber Audio and Visual System – A/00794-40**

In July 2021, Council approved moving project A/00794-40 Council Chamber Audio and Visual System Replacement forward from 2022 to 2021 via staff report 21-224(CRS). This will allow for critical system replacement work to occur in 2021 while Council Chambers are vacant. The project budget is $264,000 and is funded from the Rate Stabilization Reserve Fund - Safe Restart Agreement.

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

**2021 Road and underground infrastructure construction**

In 2021, there were 8 City streets scheduled for reconstruction. As of mid-September, Hamilton Street/ Dover Street and Short Street are complete. The following reconstructions are ongoing:

- Sheldon Drive – to be completed in October
- Centre Street – to be completed in November
- Rooshill Avenue/Millvue Street – to be completed in November
- Salisbury Avenue – Phase 1 and 2 complete, phase 3 to occur in 2022

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**

Reconstruction of King Street in Preston has been substantially completed, with all underground work and paving completed. Work continues on addressing deficiencies, and tree planting and hydro pole replacement remain outstanding in a few locations.

The 2021 works for Phase 1 of the reconstruction of Dundas Street between Beverly Street and Elgin Street are complete including surface asphalt, and the road is open. Phase 2 work will start in 2022 and continue into 2023, and includes reconstruction of Dundas Street between Hespeler Road and Beverly Street.

Work along Coronation Boulevard continues to create a new water pressure zone within Cambridge and the road remains partially closed.
Development

Work in Southeast Galt at the Treasure Hill/Morrison Creek Estates Development has started with site grading. Construction of municipal servicing, including construction of a sanitary pumping station, forcemain and trunk sanitary sewer, is expected to be underway this fall. The developer has executed a Credit for Service Agreement (CFSA) with the City, allowing this municipal servicing to proceed this year. Forecast changes to align project budgets with actual fees for the design of the Pump Station, forcemain and watermain, and tender prices for gravity sewer are included in this report. Updates for the remaining future construction projects included in the CFSA will be reflected in the 2022 Capital Budget and Forecast.

Through a separate CFSA, the Cambridge West developers are moving forward with municipal servicing, including reconstruction and realignment of Blenheim Road. In order to complete Blenheim Road realignment and railway crossing upgrades, it will be closed through the end of the year. According to the project schedule the road should reopen in early 2022. Updates for the 2023 construction projects included in the CFSA will be reflected in the 2022 Capital Budget and Forecast.

Major Projects

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

Construction of Wesley Boulevard continues which will provide access to the future site of the Recreation Complex.

A Request for Quotations to retain a Project Management Firm has been posted publicly, and is scheduled to close on October 1, 2021. The Project Management Firm’s first task will be to procure the design consultant team. The City and School Boards are working through the steps toward land conveyance and joint-use agreements.

In July, City staff submitted a Green and Inclusive Community Buildings Program grant application worth up to $25M in available funding. The Province has not yet announced the successful candidates, however an update will be communicated to Council once an announcement is made.

Preston Auditorium Expansion Design – A/00420-30

In July and August, City staff met with representatives from 9 different facility user groups to gain a better understanding of each group’s facility needs. Following those meetings, a revised facility program has been developed. Staff followed up with the user groups in September to ensure the program accurately reflects the information conveyed in the meetings. Staff are preparing several program options and associated budgets for consideration at a November Council meeting.
Fountain Street Soccer Facility Design – A/00471-30

Work continues on the site layout and design to support the Site Plan Application. The team is also working on a report for naming and sponsorship implementation.

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

As of August 31, 2021, there are now approximately 31,707 residents and businesses transmitting water meter data on the City’s network. The COVID-19 pandemic has continued to delay the installation schedule. The delay will move the completion date into early 2022. Notification letters were resent to the West Galt and Preston Areas to encourage residents, who did not book an appointment in the initial stages of the deployment, to book their in-home meter install. Residents who do not book an appointment after receiving a number of reminder notices will be given a disconnect notice advising their water service will be disconnected if they do not book an appointment. Procurement of the remaining smart meters and transmitters will take place in September 2021.

Installations completed are as follows: Commercial (65%), West Galt (88%), Preston (88%), South Galt (78%), East Galt (66%), North Galt (69%), Hespeler (67%).

Trails, Active Transportation and Playgrounds

Procurement for the replacement of three playgrounds (Gail St Park, Northview Heights Lookout, Lincoln Park) is also moving forward with work completion targeted for June 1, 2022. A consultant has been hired to complete community consultation for the Linden Drive Park and the park is scheduled to open June 1, 2022. Bids to construct the Parklawn Cemetery Scattering garden has moved forward.

Design of a multi-use trail in Hespeler parallel to the river and Queen Street from Winston Boulevard to Guelph Avenue is underway.

Portfolio Status – August 31, 2021

As of August 31, 2021 there are 221 open projects. This includes:

- 155 active projects underway (Approved, In Progress, Delayed)
- 45 projects where work is substantially complete (In Maintenance, Project work complete)
- 20 projects ready for closure
- 1 project to be cancelled
Appendix B: 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:

- Projects approved in 2020 and 2021 are not as far along as might be expected at this time of the year. This is attributed to impacts from the Covid-19 pandemic. Staff are reporting select material and supply delays which are impacting project timelines. Also, many project managers also work in areas that have seen an increase in operational work load as a result of the pandemic.

Budget Summary

As noted above, as of August 31, 2021 there were 155 active projects in the early planning phase (approved status), in progress or delayed.

Since 2017, the City of Cambridge has approved $266.4M 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 375 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 61 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 August 31, 2021. The dollar values in brackets provide the approved capital budget (as at Aug 31, 2021) by approval year (excludes forecast changes included in this report for approval).
Notes about active projects include:

- As mentioned above, the Covid-19 pandemic is causing a lag in some project execution and spending.

**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 (August 2021) the estimated cost to implement the approved 2017 - 2021 capital program is $263.2M. This current forecast is 2.5% lower than the original approved budget. By approval year, the current plan cost is 3.0% less, 13% less, 1.2% less, 0.6% less, and 5.4% 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.

The 2018 forecast which is 13% less than the original approval can be attributed to the cancelation of 8 projects (total budget return of $1,387,151) and several road reconstruction projects being completed under budget. As noted above, 2018 projects are 89% complete.

The 2021 variance would have been more significant if the Fountain St Soccer Facility Construction project (A/00471-40) budget increase ($3,490,217) was not offset by a budget reduction from the cancelation of the Beverly Street Underpass project (A/00983-40, returning $2,717,064).

As illustrated in the chart below, according to the current forecast 59%, 72%, 76%, 69% and 92% of projects are expected to be completed within the original approved budget for the approval years 2017, 2018, 2019, 2020, and 2021.
Projects to be cancelled

There is one project to be cancelled in this reporting period. Project A/00983-40 Beverly Street Pedestrian Underpass was funded in 2021, however, after tendering the project it was identified that significantly more budget would be required to complete the work in 2021/2022. This increase cost is at least partially attributed to material and supply cost uncertainty and contractor availability for complex work during the Covid-19 recovery. It was determined that this project would be cancelled and re-budgeted in a later year.

Ready for Financial Close

There are 20 projects to be closed during this reporting period with a net savings of $327,353. For these projects:

- 14 projects were completed below previous forecast amounts. A total of $347,107 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.

- 6 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>Project closures requiring Council approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A/00150-10 Land Acq Confidential (15H008)</td>
<td>500,000</td>
<td>1,471,100</td>
<td>1,464,689</td>
<td>(6,411)</td>
<td>Reduce $600,000 in Growth Funded Debenture and Increase Parkland Cash in Lieu funding by $593,589 and close out this project.</td>
</tr>
<tr>
<td>A/00282-50 TS Data architecture and Process review (17F061)</td>
<td>200,000</td>
<td>200,000</td>
<td>203,295</td>
<td>3,295</td>
<td>Project complete. Draw $3,295 from Cap Works RF and close out project.</td>
</tr>
<tr>
<td>A/00307-40 3403 MCGOVERN PUMPSTATION UPGRADE (17Y012)</td>
<td>790,000</td>
<td>873,339</td>
<td>887,194</td>
<td>13,855</td>
<td>Draw $13,855 from WW Reserve and close out project. Additional equipment and work needed to address noise complaints</td>
</tr>
<tr>
<td>A/00414-40 FIRE HALL INFRASTRUCTURE - FIRE STATION 2 (19G003)</td>
<td>250,000</td>
<td>247,989</td>
<td>248,403</td>
<td>414</td>
<td>Project complete. Draw $414 from Facility Mtce RF to close out project.</td>
</tr>
<tr>
<td>A/00695-40 Gore Fountain</td>
<td>55,000</td>
<td>57,244</td>
<td>58,252</td>
<td>1,008</td>
<td>Project complete. Draw $1,008 from Cap Works RF to close this project.</td>
</tr>
<tr>
<td>A/01032-20 River Road Nhood - Plan &amp; Service Study</td>
<td>100,000</td>
<td>100,000</td>
<td>107,593</td>
<td>7,593</td>
<td>Project complete. Draw $6,834 from DCs General Government Studies and $759 from Cap Works RF to close project</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>19,754</strong></td>
<td>Overspending</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>Project closures not requiring Council approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A/00069-40 Reg Prj / Back to River 1555 Fountain St (16C032)</td>
<td>1,450,000</td>
<td>1,450,000</td>
<td>1,278,728</td>
<td>(171,272)</td>
<td>Return $57,092 to Cap Works RF, $57,090 to Wastewater RF, and $57,090 to Water RF and close this project</td>
</tr>
<tr>
<td>A/00142-10 Land Acquisition - 17 Cambridge St (16G100)</td>
<td>800,000</td>
<td>1,008,883</td>
<td>1,002,154</td>
<td>(6,729)</td>
<td>Project complete. Returning $6,729 to Facility Mtce RF.</td>
</tr>
<tr>
<td>A/00173-40 Forbes Park Revitalization Phase I (16K008)</td>
<td>375,000</td>
<td>375,000</td>
<td>352,464</td>
<td>(22,536)</td>
<td>Project complete. Returning $22,536 to Gas Tax RF.</td>
</tr>
<tr>
<td>Project</td>
<td>Original Budget</td>
<td>Previous Forecast</td>
<td>Actual Cost</td>
<td>Over / (Under)</td>
<td>Funding Source / Comments</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>-------------</td>
<td>----------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>A/00348-10 18F072 Fleet Replace (Asset 10406) (18F072)</td>
<td>72,600</td>
<td>72,600</td>
<td>60,882</td>
<td>(11,718)</td>
<td>Project complete. Return $11,718 to Equipment RF.</td>
</tr>
<tr>
<td>A/00359-30 18G008 Farmers’ Market Design (18G008)</td>
<td>100,000</td>
<td>100,000</td>
<td>98,470</td>
<td>(1,530)</td>
<td>Project complete. Return $1,530 to Cap Works RF</td>
</tr>
<tr>
<td>A/00378-10 18Q006 Intergraph Computer Aided Dispatch (18Q006)</td>
<td>685,000</td>
<td>742,000</td>
<td>711,840</td>
<td>(30,160)</td>
<td>Project complete. Return $30,160 to Cap Works RF</td>
</tr>
<tr>
<td>A/00383-40 18R005 Library Queen Sq Boiler Replacement (18R005)</td>
<td>129,000</td>
<td>249,000</td>
<td>227,893</td>
<td>(21,107)</td>
<td>Project complete. Return $21,107 to Gas Tax RF.</td>
</tr>
<tr>
<td>A/00421-40 Market Building Renovations</td>
<td>737,300</td>
<td>562,188</td>
<td>551,772</td>
<td>(10,416)</td>
<td>Project complete. Return $10,416 to Cap Works RF.</td>
</tr>
<tr>
<td>A/00425-40 Cemetery Improvements (19M002)</td>
<td>400,000</td>
<td>396,515</td>
<td>388,122</td>
<td>(8,393)</td>
<td>Project complete. Return $8,393 to Cemetery Improvements RF</td>
</tr>
<tr>
<td>A/00689-20 Strategic Plan (2020-2023)</td>
<td>100,000</td>
<td>100,000</td>
<td>73,486</td>
<td>(26,514)</td>
<td>Project complete. Return $26,514 to Cap Works RF</td>
</tr>
<tr>
<td>A/00747-40 RehaSWM Pond 155 &amp; 163 Design</td>
<td>500,000</td>
<td>60,000</td>
<td>52,902</td>
<td>(7,098)</td>
<td>Project complete. Return $7,098 to Cap Works RF.</td>
</tr>
<tr>
<td>A/00803-40 cityONE (SAP) Enhancements 2020</td>
<td>350,000</td>
<td>350,000</td>
<td>348,694</td>
<td>(1,306)</td>
<td>Project complete. Return $1,306 to Cap Works RF.</td>
</tr>
<tr>
<td>A/01004-40 EV Charging Infrastructure</td>
<td>75,000</td>
<td>75,000</td>
<td>50,069</td>
<td>(24,931)</td>
<td>Project complete. Return $24,931 to Cap Works RF</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(347,107)</strong></td>
<td><strong>Underspending</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Project A/00150-10 Land Acquisition had previously been approved for $600,000 in Growth-Funded Debentures via report 21-047(CD) Fountain Street Soccer Complex Operating Updates. Typically, Growth-Funded Debentures would imply that the debt would be funded from future development charges (DCs). However, land used for parks is ineligible for DC funding under the Development Charges Act as there is a separate legislative framework for acquiring parkland under the Planning Act. As such, the remaining unfunded portion of this project, $593,589, is recommended to be funded from the Cash-in-Lieu of Parkland Reserve Fund in order to close out this project.

**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 seven forecast changes for this reporting period that require approval due to the need for additional funding from reserves or change in funding sources resulting in a draw from reserves. Two of these eight forecast changes were approved under the emergency provisions of procurement by-law. 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 To August 2021</th>
<th>Forecast Increase / (Decrease)</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00081-20 Beverly St EA (Dundas St to Samuelson St (16C057))</td>
<td>150,000</td>
<td>459,482</td>
<td>361,231</td>
<td>20,000</td>
<td>Draw $14,200 from Cap Works RF, $2,900 from Wastewater RF and $2,900 from Water RF to reflect anticipated expenditures.</td>
</tr>
<tr>
<td>A/00305-30 SE GALT 3237 DUNDAS ST PS, FORCEMAIN AND (17S015)</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>230,000</td>
<td>Draw $225,000 from DC Wastewater RF and $5,000 from DC Water RF to reflect actual tender prices of work to be completed by developer. Funding draw is offset by reduction on funding to DC Wastewater &amp; DC Water RFs in project A/00225-30</td>
</tr>
<tr>
<td>A/00352-10 18F076 Green Fleet Initiative (18F076)</td>
<td>75,000</td>
<td>75,000</td>
<td>-</td>
<td>6,488</td>
<td>Draw $6488 from Equip RF as per approved project change form. The additional cost are needed to accommodate future EV installations which will lower the cost of future installations as the infrastructure will be in place.</td>
</tr>
<tr>
<td>A/00975-20 Stormwater Master Plan Update</td>
<td>263,000</td>
<td>263,000</td>
<td>-</td>
<td>-</td>
<td>Draw $87,667 from Cap Work RF, $175,333 from DC Eng Studies RF, and return $263,000 to DC Stormwater RF to correct funding sources as per DC study</td>
</tr>
<tr>
<td>A/00997-40 Cooper Street Relief Storm Sewer</td>
<td>270,000</td>
<td>270,000</td>
<td>21,279</td>
<td>-</td>
<td>Draw $80,000 from Cap Works RF, $90,000 from Wastewater RF, $90,000 from Water RF and Return $260,000 to Gas Tax RF as per approved Project Change form. Project scope has changed to include to design for full road reconstruction, including watermain and sanitary sewer components.</td>
</tr>
<tr>
<td>A/01191-40 Galt Arena Gardens – Emergency Brick Repair</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>165,000</td>
<td>Draw $165,000 from Cap Works RF to complete emergency repairs. Project approved under emergency provisions of Procurement By-Law</td>
</tr>
<tr>
<td>A/01258-40 Dickson Grandstand Repairs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>95,000</td>
<td>Draw $95,000 from the Cap Works RF to complete emergency repairs. Project approved under emergency provisions of Procurement By-Law</td>
</tr>
</tbody>
</table>

**Total net project increase** 516,488
Forecast Changes Not Requiring Approval

During this reporting period, there was one forecast change made within the limits of staff delegated authority under the Budget Control By-law. This is reported for information only and do not require Council approval.

Additionally, during the reporting period 10 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 require total additional funds of $4,921,028 and are reported in Appendix C.

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 increase of $2,393,099 in required funding.

- Net return of $708,556 to various reserve funds as shown in Appendix A
- Net increase of $1,135,495 in growth debt financing due to additional funding requirement for A/00471-40 Fountain St Soccer Facility Construction as previously reported and change in funding source for A/00150-10 Land Acquisition Confidential.
- Net increase of $14,160 in debt financing due to additional funding requirement for A/00420-30 Preston Auditorium Design as previously reported.
- Net increase of $390,000 in Federal Grant funding for project A/00459-40 Roof Replacement Hespeler Arena Rink 2.
- Net increase of $1,562,000 in funding from external sources for A/00471-40 Fountain St Soccer Facility Construction project as previously reported and approved.
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 August 31, 2021. After closing of 21 projects and cancellation of 1 project, the current capital project portfolio includes 221 ongoing projects. Of the projects approved in 2017, 2018, 2019, 2020, and 2021, the work for 93%, 89%, 83%, 69% and 13% 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 B – Capital Project Status Report as of August 31, 2021
- Appendix C – Forecast Changes Not Requiring Approval
### Forecast Changes Reserve Fund Impact

<table>
<thead>
<tr>
<th>Fund</th>
<th>Actual Current Balance as of August 31, 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>$3,776,955</td>
<td>-</td>
<td>$3,776,955</td>
<td>$2,168,500</td>
<td>$5,945,455</td>
</tr>
<tr>
<td>Wastewater Capital Reserve Fund</td>
<td>$8,919,032</td>
<td>-</td>
<td>$8,919,032</td>
<td>$(49,665)</td>
<td>$8,869,367</td>
</tr>
<tr>
<td>Cemetery Improvements</td>
<td>$516,722</td>
<td>-</td>
<td>$516,722</td>
<td>8,393</td>
<td>$525,115</td>
</tr>
<tr>
<td>Equipment Reserve Fund</td>
<td>$5,279,524</td>
<td>-</td>
<td>$5,279,524</td>
<td>5,230</td>
<td>$5,284,754</td>
</tr>
<tr>
<td>Facility Mtce RF</td>
<td>$2,812,033</td>
<td>-</td>
<td>$2,812,033</td>
<td>4,983</td>
<td>$2,817,016</td>
</tr>
<tr>
<td>Facility Mtce-Library</td>
<td>$622,383</td>
<td>-</td>
<td>$622,383</td>
<td>$(170,000)</td>
<td>$452,383</td>
</tr>
<tr>
<td>Gas Tax Reserve Fund</td>
<td>$11,346,025</td>
<td>$(6,051,083)</td>
<td>$5,294,942</td>
<td>38,143</td>
<td>$5,333,085</td>
</tr>
<tr>
<td>Development Charges-Storm Sew.</td>
<td>$(5,186,181)</td>
<td>$(1,986,619)</td>
<td>$(7,172,800)</td>
<td>89,200</td>
<td>$(7,083,600)</td>
</tr>
<tr>
<td>Development Charges-Watermains</td>
<td>$3,966,003</td>
<td>$(2,248,359)</td>
<td>$1,717,644</td>
<td>263,000</td>
<td>$1,980,644</td>
</tr>
<tr>
<td>Development Charges-Indoor Rec</td>
<td>$3,781,534</td>
<td>$(745,684)</td>
<td>$3,035,850</td>
<td>136,400</td>
<td>$3,172,250</td>
</tr>
<tr>
<td>Development Charges-Studies</td>
<td>$15,808,423</td>
<td>$(5,415,362)</td>
<td>$10,393,061</td>
<td>$(4,590)</td>
<td>$10,388,471</td>
</tr>
<tr>
<td>Dev Charges-General Government</td>
<td>$1,497,410</td>
<td>$(765,420)</td>
<td>$731,990</td>
<td>$(155,805)</td>
<td>$576,185</td>
</tr>
<tr>
<td>Parkland Cash in Lieu</td>
<td>$373,487</td>
<td>$(180,354)</td>
<td>$193,133</td>
<td>$(6,834)</td>
<td>$186,299</td>
</tr>
<tr>
<td>Rate Stabilization</td>
<td>$107,067</td>
<td>$(3,796)</td>
<td>$103,271</td>
<td>$(593,589)</td>
<td>$(490,318)</td>
</tr>
<tr>
<td>Core Area Transformation Fund</td>
<td>$5,778,316</td>
<td>-</td>
<td>$5,778,316</td>
<td>$(389,000)</td>
<td>$5,389,316</td>
</tr>
<tr>
<td>Total</td>
<td>$94,402,032</td>
<td>$(17,396,677)</td>
<td>$77,005,355</td>
<td>$708,556</td>
<td>$77,713,911</td>
</tr>
</tbody>
</table>
## Community Development

### Appendix B: Capital Project Status as of August 31, 2021 - Open Projects

<table>
<thead>
<tr>
<th>Project Id</th>
<th>Project Name</th>
<th>Project Type</th>
<th>Work Completed</th>
<th>Project Manager</th>
<th>Project Status</th>
<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00215-40</td>
<td>SE Galt San &amp; W/M Grth Related</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Greengate Developer has paid the City for their portion of the remaining Wesley Boulevard works. The Wesley Blvd extension and creek crossing is currently under construction in conjunction with the Bodale Developer.</td>
<td>In maintenance</td>
<td>95%</td>
<td>Jan-17 Nov-21</td>
<td>$621,053.00</td>
<td>$172,497.34</td>
</tr>
<tr>
<td>A/00221-40</td>
<td>SE Galt 2102 Infra Upsize Wesley Blvd, F</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Cost Sharing Agreement has been executed and pre-servicing agreement executed. Wesley Blvd trunk sewer work is nearing completion. Wesley Blvd. creek crossing foundation work has commenced.</td>
<td>In progress</td>
<td>60%</td>
<td>Jan-20 Nov-21</td>
<td>$3,806,157.00</td>
<td>$2,306,335.06</td>
</tr>
<tr>
<td>A/00225-30</td>
<td>SE Galt 3236 Dundas St Water Gravity Sew</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Project has been awarded to contractor. MTO permits and agreements being finalized. September construction start planned.</td>
<td>In progress</td>
<td>15%</td>
<td>Jan-17 Jul-22</td>
<td>$1,080,800.00</td>
<td>$1,080,600.00</td>
</tr>
<tr>
<td>A/00226-40</td>
<td>East Side 3134 San Pump Station RoyalOak</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>All deficiencies have been addressed. City is awaiting MOE approval of RSC prior to final payment. Developer submitted the Risk Assessment to MECP in fall 2020.</td>
<td>In maintenance</td>
<td>98%</td>
<td>Jan-17 Dec-21</td>
<td>$10,471,338.00</td>
<td>$274,447.44</td>
</tr>
<tr>
<td>A/00305-30</td>
<td>SE Galt 3237 Dundas St PS, FM &amp; WM</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>90% design submission and Site Plan application have been submitted for Pumping Station. Contract for Linear works on Dundas (to Varier Dr.) and Sanitary Pump Station has been awarded. Construction start Fall/Winter 2021.</td>
<td>In progress</td>
<td>20%</td>
<td>Jan-20 Sep-22</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>A/00431-30</td>
<td>East side EW and NS Collector Rd Design</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Design continues for EW Road. Working on coordination with adjacent landowners, Region, CPR.</td>
<td>In progress</td>
<td>80%</td>
<td>Sep-18 Dec-21</td>
<td>$1,265,000.00</td>
<td>$31,182.40</td>
</tr>
<tr>
<td>A/00391-40</td>
<td>Region - King Street (Dover to Bishop)</td>
<td>Reconstruction</td>
<td>Sarah Austin</td>
<td>All underground work and paving has been completed.</td>
<td>In maintenance</td>
<td>95%</td>
<td>Jun-19 Dec-21</td>
<td>$7,844,000.00</td>
<td>$2,161,263.36</td>
</tr>
<tr>
<td>A/00431-40</td>
<td>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>Jul-21 Dec-23</td>
<td>$2,692,000.00</td>
<td>$2,692,000.00</td>
</tr>
<tr>
<td>A/00432-40</td>
<td>East Side NS Collector (EW Rd-Allendale)</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction largely focused on dam</td>
<td>In progress</td>
<td>85%</td>
<td>Sep-19 Nov-21</td>
<td>$13,502,374.00</td>
<td>$2,229,776.89</td>
</tr>
<tr>
<td>A/00433-40</td>
<td>EastSide Stage 1 Interim SPS - Construct</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction continues on the pumping station (T2019-60). Some delay in finishing caused by Energy+ being delayed in installing hydro poles on Intermarket Road. Commissioning has been delayed (a few times) due to Energy+ delays.</td>
<td>In progress</td>
<td>90%</td>
<td>Sep-19 Sep-21</td>
<td>$3,978,000.00</td>
<td>$539,958.77</td>
</tr>
<tr>
<td>A/00679-30</td>
<td>CamWest - Blenheim Road Design</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction is currently underway.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Sep-19 Dec-22</td>
<td>$1,051,600.00</td>
<td>$973,971.88</td>
</tr>
<tr>
<td>A/00736-40</td>
<td>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-21 May-21</td>
<td>$83,000.00</td>
<td>$83,000.00</td>
</tr>
<tr>
<td>A/00909-20</td>
<td>Stormwater Management Funding Review</td>
<td>Community Planning</td>
<td>Sarah Austin</td>
<td>Virtual public information centre is available on EngageCambridge website. Confirmation of the recommended program will follow completion of the public engagement.</td>
<td>In progress</td>
<td>80%</td>
<td>Dec-18 Nov-21</td>
<td>$164,161.00</td>
<td>$86,505.05</td>
</tr>
<tr>
<td>A/00393-40</td>
<td>Region-Dundas St –Ph1 (Shade-Briercrest)</td>
<td>Reconstruction</td>
<td>Adam Ripper</td>
<td>Phase 2 work (from Lowell St to Shade St) has been completed to base asphalt.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Apr-20 Jun-22</td>
<td>$3,002,200.00</td>
<td>$1,303,228.20</td>
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<tr>
<td>Project Id</td>
<td>Project Name</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
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<td>% Completed</td>
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</tr>
<tr>
<td>A/00394-40</td>
<td>Dover Street PS - Construction</td>
<td>Renewal</td>
<td>Alex Nichols</td>
<td>Construction continues.</td>
<td>In progress</td>
<td>40%</td>
<td>May-21 May-22</td>
<td>$5,070,930.00</td>
<td>$3,993,503.05</td>
</tr>
<tr>
<td>A/00449-40</td>
<td>East Side Allendale Rd (Fountain St-NS)</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction complete. Some minor deficiencies will need to be addressed by contractor.</td>
<td>In maintenance</td>
<td>96%</td>
<td>Oct-20 Sep-21</td>
<td>$5,945,182.00</td>
<td>$703,722.35</td>
</tr>
<tr>
<td>A/00431-42</td>
<td>N Camb Railway Grade Separation</td>
<td>Infrastructure Development</td>
<td>Sarah Austin</td>
<td>Design is being finalized and cost sharing agreements with CP Railway are being negotiated.</td>
<td>Delayed</td>
<td>0%</td>
<td>Oct-21 Dec-22</td>
<td>$11,607,600.00</td>
<td>$11,607,600.00</td>
</tr>
<tr>
<td>A/00481-30</td>
<td>East Side NS Collector Rd Design</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Council has approved a request for a Credit for Service Agreement with the developer to allow them to lead this project.</td>
<td>In progress</td>
<td>0%</td>
<td>Jul-20 Oct-22</td>
<td>$350,000.00</td>
<td>$350,000.00</td>
</tr>
<tr>
<td>A/00975-20</td>
<td>Stormwater Master Plan Update</td>
<td>Community Planning</td>
<td>Sarah Austin</td>
<td>Work on this project has not yet begun.</td>
<td>Delayed</td>
<td>0%</td>
<td>Oct-21 Dec-22</td>
<td>$263,000.00</td>
<td>$263,000.00</td>
</tr>
</tbody>
</table>

**Development Engineering**

**Infrastructure Engineering**

<table>
<thead>
<tr>
<th>Project Id</th>
<th>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>
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<tbody>
<tr>
<td>A/00001-30</td>
<td>Beaverdale Rd Recon Stg 3-Storm</td>
<td>Reconstruction</td>
<td>Walter Buettel</td>
<td>Consultant Wood has sent letter to GRCA, with response outstanding.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Aug-08 Nov-21</td>
<td>$61,909.00</td>
<td>$5.29</td>
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<tr>
<td>A/00024-20</td>
<td>Riverside Dam Detailed Design</td>
<td>Renewal</td>
<td>Scott Macdonald</td>
<td>60% design complete. Stage 2 Archaeological Assessment complete. Community consultation complete.</td>
<td>In progress</td>
<td>60%</td>
<td>Jul-19 May-22</td>
<td>$493,267.00</td>
<td>$282,855.90</td>
</tr>
<tr>
<td>A/00064-30</td>
<td>Infrastructure Design 2016</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Five (5) 2018 Design Assignments have been awarded. Four Design Assignments Complete. Elgin St. Design 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-16 Jun-22</td>
<td>$967,292.00</td>
<td>$135,566.19</td>
</tr>
<tr>
<td>A/00081-20</td>
<td>Beverly St EA/Design</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Currently completing 100 % design submission.</td>
<td>In progress</td>
<td>100%</td>
<td>Feb-18 Dec-21</td>
<td>$459,482.00</td>
<td>$98,250.80</td>
</tr>
<tr>
<td>A/00091-30</td>
<td>Black Bridge Road and Bridge, Design</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>60% design to be completed in September. Environmental field investigations complete.</td>
<td>In progress</td>
<td>59%</td>
<td>May-18 Apr-22</td>
<td>$1,470,069.00</td>
<td>$668,160.60</td>
</tr>
<tr>
<td>A/00186-40</td>
<td>Neighbourhood Park Dev - Limerick</td>
<td>Park Development</td>
<td>Claire Mcloughlin</td>
<td>Park grading was completed in December 2020. Topographic survey complete.</td>
<td>In progress</td>
<td>15%</td>
<td>Jan-18 Feb-22</td>
<td>$115,000.00</td>
<td>$113,319.94</td>
</tr>
<tr>
<td>A/00266-30</td>
<td>Queen Street Pumping Station Design 3412</td>
<td>Renewal</td>
<td>Prasad Samarakoon</td>
<td>Project can be close upon reaching 12 months maintenance period by End of Dec 2021. Design work completed. Contract administration/inspection continues until construction ends. Construction complete 100%.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-17 Dec-20</td>
<td>$300,264.00</td>
<td>$2,627.60</td>
</tr>
<tr>
<td>A/00319-30</td>
<td>Infrastructure Design 2018</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Dickinson Streetscape Design is at 90% and this portion of the design is being shelved due to delay of construction to 2025. Additional scope to storm outlet identified as being required which will be advanced under this proj. Design Assignment 1 complete.</td>
<td>In progress</td>
<td>95%</td>
<td>May-18 Nov-21</td>
<td>$500,000.00</td>
<td>$87,312.14</td>
</tr>
<tr>
<td>A/00911-40</td>
<td>Retaining Wall Maintenance (50 Queen St)</td>
<td>Reconstruction</td>
<td>Kevin De Leebeek</td>
<td>Work completed, in maintenance.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Feb-19 Dec-21</td>
<td>$94,000.00</td>
<td>$6,415.31</td>
</tr>
<tr>
<td>A/00389-30</td>
<td>Infrastructure Design 2019</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Design Assignment 2 90% Complete</td>
<td>In progress</td>
<td>90%</td>
<td>Nov-19 Jan-22</td>
<td>$399,868.00</td>
<td>$130,085.84</td>
</tr>
<tr>
<td>A/00392-40</td>
<td>Regional Project - Franklin Blvd Improve</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Project completed.</td>
<td>In maintenance</td>
<td>100%</td>
<td>May-19 Sep-21</td>
<td>$931,073.00</td>
<td>$28,949.00</td>
</tr>
<tr>
<td>A/00397-40</td>
<td>Elliott St and Burrows St Reconstruction</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction completed.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Jan-19 Oct-21</td>
<td>$2,166,961.00</td>
<td>$130,881.98</td>
</tr>
<tr>
<td>A/00439-40</td>
<td>Queen St Pumping Station Upgrade</td>
<td>Renewal</td>
<td>Prasad Samarakoon</td>
<td>Project can be closed end of the maintenance period by End of Dec 2021. 100% of upgrade work complete. Currently working on completing minor plumbing deficiency.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Mar-19 Dec-20</td>
<td>$2,056,444.00</td>
<td>$75,779.07</td>
</tr>
<tr>
<td>A/00440-40</td>
<td>Wright Ave and Goldie Ave Reconstruction</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>Trees have been planted.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Jan-19 Jun-21</td>
<td>$2,002,323.00</td>
<td>$1,620.07</td>
</tr>
<tr>
<td>Project Id</td>
<td>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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</tr>
<tr>
<td>A/00669-40</td>
<td>Old Mill Road Culvert Rehabilitation</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Easement agreement in place with adjacent properties (ACL). Currently finalizing design work and preparing tender documents. This project will be tendered over the Fall of 2021 and be constructed by Summer 2022.</td>
<td>In progress</td>
<td>0%</td>
<td>Jul-19 Dec-21</td>
<td>$400,000.00</td>
<td>$396,332.06</td>
</tr>
<tr>
<td>A/00670-40</td>
<td>Trenchless Sanitary Sewer Rehabilitation</td>
<td>Renewal</td>
<td>Prasad Samarakoon</td>
<td>Complete mainline CIPP work on Queen Street Trunk Sewer &amp; Hedley St</td>
<td>In maintenance</td>
<td>100%</td>
<td>Feb-21 Dec-21</td>
<td>$746,233.00</td>
<td>$139,711.47</td>
</tr>
<tr>
<td>A/00687-40</td>
<td>Wilmer Park Improvement</td>
<td>Park Renewal</td>
<td>Shane Taylor</td>
<td>Construction complete and accepted into maintenance September 30, 2020. 1-year warranty inspection to be completed September 2021. Pathway asphalt paving to be completed in spring 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jul-19 Sep-21</td>
<td>$258,340.00</td>
<td>$31,022.16</td>
</tr>
<tr>
<td>A/00758-40</td>
<td>Trail Bridges Replacement (2019)</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>All site work now completed. In maintenance until August 2021. Report being reviewed by agencies, RARE and first nations. Report to Council will follow receipt of comments.</td>
<td>In progress</td>
<td>98%</td>
<td>Apr-19 Dec-21</td>
<td>$179,052.00</td>
<td>(24,837.72)</td>
</tr>
<tr>
<td>A/00442-40</td>
<td>Blair Road Culvert DV2162 Renewal</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Project Substantially Completed.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-20 Dec-21</td>
<td>$553,182.00</td>
<td>$10,678.53</td>
</tr>
<tr>
<td>A/00830-30</td>
<td>Infrastructure Design (2020)</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Design Assignment 3: Rooshi/Milvue Complete, Neman Drive 90% complete, all others 60%; Design Assignment 4: Awarded to IBI, project kickoff complete, with base plans prepared.</td>
<td>In progress</td>
<td>40%</td>
<td>May-20 Sep-22</td>
<td>$500,000.00</td>
<td>$256,229.59</td>
</tr>
<tr>
<td>A/00664-40</td>
<td>Neighbourhood Park Dev - Highland Ridge</td>
<td>Park Development</td>
<td>Shane Taylor</td>
<td>Installation currently underway.</td>
<td>Delayed</td>
<td>90%</td>
<td>Apr-20 Oct-21</td>
<td>$292,700.00</td>
<td>$292,700.00</td>
</tr>
<tr>
<td>A/00456-40</td>
<td>Multi-Use Trail Development (2020)</td>
<td>Active Transportation</td>
<td>Claire Mcloughlin</td>
<td>Phase 1 construction complete and in maintenance. Environmental studies and design of future phases not yet underway. RFQ bid period closed, submissions in review</td>
<td>In progress</td>
<td>30%</td>
<td>Jun-21 Mar-22</td>
<td>$204,000.00</td>
<td>$135,877.44</td>
</tr>
<tr>
<td>A/00468-40</td>
<td>Gal St Park - Playground Replacement</td>
<td>Park Renewal</td>
<td>Claire Mcloughlin</td>
<td>RFQ out for bid, close September</td>
<td>In progress</td>
<td>0%</td>
<td>Jun-20 Jun-22</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/00470-40</td>
<td>Northview Heights Lookout Playground</td>
<td>Park Renewal</td>
<td>Claire Mcloughlin</td>
<td>RFQ out for bid, close September</td>
<td>In progress</td>
<td>0%</td>
<td>Jun-20 Jun-22</td>
<td>$95,000.00</td>
<td>$95,000.00</td>
</tr>
<tr>
<td>A/00471-30</td>
<td>Fountain St Soccer Facility Design</td>
<td>New Facility</td>
<td>Shane Taylor</td>
<td>Council has approved the concept plan and budget increase at August 11th meeting. Currently entering the Site Plan Approval stage.</td>
<td>In progress</td>
<td>50%</td>
<td>Mar-20 Jan-22</td>
<td>$614,390.00</td>
<td>$254,886.21</td>
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<tr>
<td>A/00667-40</td>
<td>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) 100% complete Substantially completed</td>
<td>In maintenance</td>
<td>100%</td>
<td>May-20 Dec-21</td>
<td>$1,579,039.00</td>
<td>$193,307.59</td>
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<tr>
<td>A/00674-40</td>
<td>Lutz St Reconstruction and Mill St Lot</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Surface asphalt paved.</td>
<td>In maintenance</td>
<td>98%</td>
<td>May-20 Oct-21</td>
<td>$1,098,762.00</td>
<td>$148,342.59</td>
</tr>
<tr>
<td>A/00751-40</td>
<td>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 maintenance</td>
<td>95%</td>
<td>Sep-20 Oct-20</td>
<td>$650,000.00</td>
<td>$123,040.44</td>
</tr>
<tr>
<td>A/00915-40</td>
<td>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-20 Oct-21</td>
<td>$2,264,164.00</td>
<td>$275,773.48</td>
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<tr>
<td>A/00916-40</td>
<td>Selkirk and Tait Street Reconstruct</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>On maintenance period until October 2021.</td>
<td>In maintenance</td>
<td>95%</td>
<td>Apr-20 Oct-21</td>
<td>$2,483,805.00</td>
<td>$180,107.24</td>
</tr>
<tr>
<td>A/00917-40</td>
<td>Cambridge and Park Hill Rd East Reconstruct</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>All phases substantially complete and in maintenance.</td>
<td>In maintenance</td>
<td>92%</td>
<td>Jan-20 Aug-22</td>
<td>$4,142,578.00</td>
<td>$1,173,865.73</td>
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<tr>
<td>A/00919-40</td>
<td>Lansdowne Watermain Replacement</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Surface asphalt paved.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Apr-20 Oct-21</td>
<td>$401,321.00</td>
<td>$2,216.18</td>
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<tr>
<td>A/00955-40</td>
<td>Devil's Creek Trail - Retaining Wall</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Construction completed October 2020.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jan-20 Oct-21</td>
<td>$71,087.00</td>
<td>$0.34</td>
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<tr>
<td>A/00964-40</td>
<td>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. Landscaping now complete</td>
<td>In maintenance</td>
<td>95%</td>
<td>Aug-20 Jul-21</td>
<td>$2,849,113.00</td>
<td>$277,660.12</td>
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<tr>
<td>Project Id</td>
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<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
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<td>% Completed</td>
<td>Schedule</td>
<td>Plan Cost</td>
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<tr>
<td>A/00973-40</td>
<td>King Street Decorative Lighting</td>
<td>Community Improvement</td>
<td>Walter Malcolm</td>
<td>IBI completing design regarding the controllers, lighting product lines and</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-20 Dec-21</td>
<td>$630,000.00</td>
<td>$617,820.78</td>
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<td></td>
<td>required tree grates.</td>
<td></td>
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<tr>
<td>A/00996-40</td>
<td>Francis and John St Watermain Reconst</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Surface asphalt paved.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Apr-20 Oct-21</td>
<td>$382,919.00</td>
<td>$12,169.12</td>
</tr>
<tr>
<td>A/00997-40</td>
<td>Cooper Street Relief Storm Sewer</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Final report received and reviewed.</td>
<td>In progress</td>
<td>1%</td>
<td>Jan-20 Sep-23</td>
<td>$270,000.00</td>
<td>$248,720.99</td>
</tr>
<tr>
<td>A/00999-20</td>
<td>Dam Safety Assessments &amp;</td>
<td>Condition Assessment</td>
<td>Scott Macdonald</td>
<td>Sanchez completing the reports.</td>
<td>In progress</td>
<td>75%</td>
<td>Jul-20 Sep-21</td>
<td>$72,000.00</td>
<td>$72,000.00</td>
</tr>
<tr>
<td></td>
<td>Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A/01030-20</td>
<td>Milling Rd Conceptual Development</td>
<td>Community Planning</td>
<td>Matt Holland</td>
<td>Preparing for PIC and Council meeting.</td>
<td>In progress</td>
<td>95%</td>
<td>Feb-20 Sep-21</td>
<td>$50,000.00</td>
<td>$10,489.48</td>
</tr>
<tr>
<td>A/01037-40</td>
<td>Grand Trunk Blair Trail Upgrade</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>All work completed, maintenance inspection due November 2021.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Aug-20 Nov-21</td>
<td>$90,000.00</td>
<td>$5,958.46</td>
</tr>
<tr>
<td>A/00398-40</td>
<td>Goddard Cres &amp; Heroux Dvekt Dr Top-coat</td>
<td>Reconstruction</td>
<td>Walter Buettel</td>
<td>Substantially Complete.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Jul-21 Dec-21</td>
<td>$315,529.00</td>
<td>$247,342.19</td>
</tr>
<tr>
<td>A/00471-40</td>
<td>Fountain St Soccer Facility</td>
<td>New Facility</td>
<td>Shane Taylor</td>
<td>Tender expected late fall 2021.</td>
<td>Approved</td>
<td>0%</td>
<td>Sep-21 Dec-23</td>
<td>$12,458,217.00</td>
<td>$12,458,217.00</td>
</tr>
<tr>
<td>A/00489-40</td>
<td>Centre, Short Reconstruction</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Phase one (Concession to Elliot) work is completed to base asphalt including</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-21 Sep-22</td>
<td>$2,026,771.00</td>
<td>1,569,692.65</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>restorations. Phase two (Elliot to South including Short St) underground work</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>is complete to Birch St. Road excavation has begun.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>A/00490-30</td>
<td>Infrastructure Design (2021)</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Tech Memo 1 for O.Reg. 406 Compliance Roadmap complete. Assessment of Past Use</td>
<td>In progress</td>
<td>40%</td>
<td>Apr-21 Jun-22</td>
<td>$330,000.00</td>
<td>$306,668.98</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>reports completed for all 2022 projects.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>A/00503-40</td>
<td>Playground Replacement - Lincoln Park</td>
<td>Park Renewal</td>
<td>Claire McLaughlin</td>
<td>RFQ out for bid, close September</td>
<td>In progress</td>
<td>0%</td>
<td>Aug-21 Jun-22</td>
<td>$95,000.00</td>
<td>$95,000.00</td>
</tr>
<tr>
<td>A/00633-30</td>
<td>Mill Race Amphitheatre Consult &amp; Design</td>
<td>Park Renewal</td>
<td>Claire McLaughlin</td>
<td>Tender submissions over budget, departmental report submitted for review</td>
<td>In progress</td>
<td>5%</td>
<td>Mar-21 Dec-23</td>
<td>$65,000.00</td>
<td>$65,000.00</td>
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<tr>
<td>A/00749-40</td>
<td>SWM Pond 163 and 155 Retrofit</td>
<td>Renewal</td>
<td>Walter Buettel</td>
<td>Project started August 23rd. Pond 155 rehabilitation underway</td>
<td>In progress</td>
<td>10%</td>
<td>Aug-21 Dec-21</td>
<td>$570,000.00</td>
<td>$570,000.00</td>
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<tr>
<td>A/00762-40</td>
<td>Trail Bridge Replace - Riverside Park</td>
<td>Active Transportation</td>
<td>Walter Buettel</td>
<td>Awaiting Council Approval for Tender over budget, September 28th, 2021</td>
<td>In progress</td>
<td>0%</td>
<td>May-21 Jun-22</td>
<td>$138,000.00</td>
<td>$136,880.64</td>
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<tr>
<td>A/01039-40</td>
<td>Salisbury Avenue Reconstruction</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction of 2021 portion ( Grand Ave to Brant Rd) of the project completed.</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-21 Oct-23</td>
<td>$3,761,841.00</td>
<td>2,133,135.04</td>
</tr>
<tr>
<td>A/01042-40</td>
<td>Hamilton St and Dover St Reconstruction</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Project Substantially completed</td>
<td>In progress</td>
<td>96%</td>
<td>Apr-21 Oct-22</td>
<td>$2,370,000.00</td>
<td>968,554.87</td>
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<tr>
<td>A/01043-40</td>
<td>Beverly Street Utility Relocations</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Bell 360 on CP right of Way relocated and protect before CP underpass</td>
<td>In progress</td>
<td>10%</td>
<td>Dec-22</td>
<td>$150,000.00</td>
<td>$90,407.31</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Construction work. Bell &amp; Rogers received MC to proceed their scheduled work as</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td>part of Beverly St Reconstruction work</td>
<td></td>
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<tr>
<td>A/01044-40</td>
<td>Rooshill Av and Millvue St Reconst</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction continuous.</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-21 Oct-22</td>
<td>$1,344,218.00</td>
<td>1,344,142.31</td>
</tr>
<tr>
<td>A/01045-40</td>
<td>Sheldon Drive Reconstruction</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Eastbound curb and base asphalt completed.</td>
<td>In progress</td>
<td>30%</td>
<td>Jan-21 Sep-22</td>
<td>$1,009,276.00</td>
<td>1,009,121.53</td>
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<tr>
<td>A/01046-40</td>
<td>Highridge Crt Reconstruction</td>
<td>Reconstruction</td>
<td>Walter Buettel</td>
<td>Awaiting surface asphalt October 2021 when industrial schedule allows.</td>
<td>In maintenance</td>
<td>20%</td>
<td>Jun-21 Nov-21</td>
<td>$314,254.00</td>
<td>$314,025.54</td>
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<tr>
<td>A/01064-40</td>
<td>Boxwood Dr Reconstruction</td>
<td>Reconstruction</td>
<td>Walter Buettel</td>
<td>Substantially Complete</td>
<td>In maintenance</td>
<td>90%</td>
<td>Jun-21 Nov-21</td>
<td>$226,240.00</td>
<td>$226,240.00</td>
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<tr>
<td>Project Id</td>
<td>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>
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</tr>
<tr>
<td>A/01065-30</td>
<td>SWM Pond Design &amp; Rehab (151 &amp; 167)</td>
<td>Renewal</td>
<td>Walter Buettel</td>
<td>RFP closed, awaiting award.</td>
<td>In progress</td>
<td>0%</td>
<td>Mar-21 - May-22</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
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<tr>
<td>A/01066-40</td>
<td>Region - Avenue Rd WM Restoration</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>Region has delayed the project until next year. They plan on tendering the project early in 2022 and start construction in March or April.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-21 - Aug-22</td>
<td>$250,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/01067-40</td>
<td>Watermain Lining Rehabilitation (2021)</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Currently finalizing candidates for CIPP lining &amp; preparing a tender</td>
<td>In progress</td>
<td>0%</td>
<td></td>
<td>$930,000.00</td>
<td>$929,875.20</td>
</tr>
<tr>
<td>A/01092-40</td>
<td>Moffat Creek Channel Restoration</td>
<td>Renewal</td>
<td>Scott Macdonald</td>
<td>Project is on hold.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-21 - Dec-21</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01112-40</td>
<td>Trail Develop - South Point Phase 1</td>
<td>Active Transportation</td>
<td>Shane Taylor</td>
<td>Coordination with developer on construction timing.</td>
<td>Approved</td>
<td>0%</td>
<td>Jun-22 - Dec-23</td>
<td>$70,000.00</td>
<td>$70,000.00</td>
</tr>
<tr>
<td>A/01130-30</td>
<td>Trail Bridge Design 1</td>
<td>Active Transportation</td>
<td>Walter Buettel</td>
<td>Preparing RFP</td>
<td>In progress</td>
<td>0%</td>
<td>Aug-21 - May-22</td>
<td>$120,000.00</td>
<td>$120,000.00</td>
</tr>
<tr>
<td>A/01159-20</td>
<td>Hespeler Pedestrian Bridge Environ Asses</td>
<td>Infrastructure Development</td>
<td>Matt Holland</td>
<td>Kick off meetings have been completed with various stakeholders. Permission to enter agreements are in place with private property. Field work is currently underway.</td>
<td>In progress</td>
<td>15%</td>
<td>Jan-21 - Dec-22</td>
<td>$250,000.00</td>
<td>$236,055.31</td>
</tr>
<tr>
<td>A/00003-20</td>
<td>Zoning By-Law Update</td>
<td>Community Planning</td>
<td>Bryan Cooper</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 specific.</td>
<td>In progress</td>
<td>90%</td>
<td>Jul-13 - Dec-21</td>
<td>$260,481.00</td>
<td>$10,346.34</td>
</tr>
<tr>
<td>A/00007-20</td>
<td>Assessing Infilling &amp; Intensification</td>
<td>Community Planning</td>
<td>John Blevins</td>
<td>Staff receiving comments regarding final draft of Hespeler Rd Secondary Plan &amp; consultant is to provide recommendations regarding possible changes to the proposed Zoning By-law and the Galt Building Heights Study. Project manager on temporary secondment.</td>
<td>In progress</td>
<td>70%</td>
<td>Apr-15 - Dec-21</td>
<td>$463,266.00</td>
<td>$87,308.42</td>
</tr>
<tr>
<td>A/00010-20</td>
<td>Urban Design - Galt Height Guidelines</td>
<td>Community Planning</td>
<td>Deanne Friess</td>
<td>Draft guidelines prepared and provided to steering committee. Next visualizations and schedule public consultation. Visualization proposals submitted by consultant. To be completed after Galt Core Heritage Conservation District Study.</td>
<td>In progress</td>
<td>75%</td>
<td>Jun-18 - Dec-21</td>
<td>$50,000.00</td>
<td>$4,969.63</td>
</tr>
<tr>
<td>A/00223-20</td>
<td>East Side Lands MESP</td>
<td>Community Planning</td>
<td>Katherine Padgett</td>
<td>Secondary Plan timelines are being determined along with completion of technical studies</td>
<td>In progress</td>
<td>73%</td>
<td>Jan-16 - Mar-22</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>A/00738-20</td>
<td>Growth Management Study Update (2019)</td>
<td>Community Planning</td>
<td>Bryan Cooper</td>
<td>This work will commence in Q1 2022 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>Jan-22 - Feb-23</td>
<td>$250,000.00</td>
<td>$219,750.33</td>
</tr>
<tr>
<td>A/00739-20</td>
<td>Galt Core Heritage Conservation District</td>
<td>Community Planning</td>
<td>Abraham Plunkett-Latimer</td>
<td>Phase One (Study Phase) is complete. The draft study was presented to Council on August 10th requesting direction to begin Phase Two (Plan Phase). Council deferred the decision to October 5, 2021.</td>
<td>In progress</td>
<td>50%</td>
<td>Oct-20 - Mar-22</td>
<td>$100,000.00</td>
<td>$48,734.31</td>
</tr>
<tr>
<td>A/01163-20</td>
<td>Consulting Services - Planning</td>
<td>Community Planning</td>
<td>Sheryl Ayres</td>
<td>Final report from consultant has been received. Currently reviewing next steps and possible additional funding requirements.</td>
<td>In progress</td>
<td>100%</td>
<td>Mar-21 - Sep-22</td>
<td>$55,000.00</td>
<td>$1,067.20</td>
</tr>
<tr>
<td>A/00399-20</td>
<td>EGalt Hrtg Conservation District Study</td>
<td>Community Planning</td>
<td>Laura Waldie</td>
<td></td>
<td>In progress</td>
<td>0%</td>
<td>Oct-21 - Dec-22</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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</tbody>
</table>

**Infrastructure Engineering**

<table>
<thead>
<tr>
<th>Planning Services</th>
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<td>Infrastructure Engineering</td>
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**Planning Services**

<table>
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<tr>
<th>Project Id</th>
<th>Project Name</th>
<th>Project Type</th>
<th>Project Manager</th>
<th>Work Completed</th>
<th>Project Status</th>
<th>% Completed</th>
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<tbody>
<tr>
<td>A/00003-20</td>
<td>Zoning By-Law Update</td>
<td>Community Planning</td>
<td>Bryan Cooper</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 specific.</td>
<td>In progress</td>
<td>90%</td>
<td>Jul-13 - Dec-21</td>
<td>$260,481.00</td>
<td>$10,346.34</td>
</tr>
<tr>
<td>A/00007-20</td>
<td>Assessing Infilling &amp; Intensification</td>
<td>Community Planning</td>
<td>John Blevins</td>
<td>Staff receiving comments regarding final draft of Hespeler Rd Secondary Plan &amp; consultant is to provide recommendations regarding possible changes to the proposed Zoning By-law and the Galt Building Heights Study. Project manager on temporary secondment.</td>
<td>In progress</td>
<td>70%</td>
<td>Apr-15 - Dec-21</td>
<td>$463,266.00</td>
<td>$87,308.42</td>
</tr>
<tr>
<td>A/00010-20</td>
<td>Urban Design - Galt Height Guidelines</td>
<td>Community Planning</td>
<td>Deanne Friess</td>
<td>Draft guidelines prepared and provided to steering committee. Next visualizations and schedule public consultation. Visualization proposals submitted by consultant. To be completed after Galt Core Heritage Conservation District Study.</td>
<td>In progress</td>
<td>75%</td>
<td>Jun-18 - Dec-21</td>
<td>$50,000.00</td>
<td>$4,969.63</td>
</tr>
<tr>
<td>A/00223-20</td>
<td>East Side Lands MESP</td>
<td>Community Planning</td>
<td>Katherine Padgett</td>
<td>Secondary Plan timelines are being determined along with completion of technical studies</td>
<td>In progress</td>
<td>73%</td>
<td>Jan-16 - Mar-22</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
</tr>
<tr>
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<td>Growth Management Study Update (2019)</td>
<td>Community Planning</td>
<td>Bryan Cooper</td>
<td>This work will commence in Q1 2022 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>Jan-22 - Feb-23</td>
<td>$250,000.00</td>
<td>$219,750.33</td>
</tr>
<tr>
<td>A/00739-20</td>
<td>Galt Core Heritage Conservation District</td>
<td>Community Planning</td>
<td>Abraham Plunkett-Latimer</td>
<td>Phase One (Study Phase) is complete. The draft study was presented to Council on August 10th requesting direction to begin Phase Two (Plan Phase). Council deferred the decision to October 5, 2021.</td>
<td>In progress</td>
<td>50%</td>
<td>Oct-20 - Mar-22</td>
<td>$100,000.00</td>
<td>$48,734.31</td>
</tr>
<tr>
<td>A/01163-20</td>
<td>Consulting Services - Planning</td>
<td>Community Planning</td>
<td>Sheryl Ayres</td>
<td>Final report from consultant has been received. Currently reviewing next steps and possible additional funding requirements.</td>
<td>In progress</td>
<td>100%</td>
<td>Mar-21 - Sep-22</td>
<td>$55,000.00</td>
<td>$1,067.20</td>
</tr>
<tr>
<td>A/00399-20</td>
<td>EGalt Hrtg Conservation District Study</td>
<td>Community Planning</td>
<td>Laura Waldie</td>
<td></td>
<td>In progress</td>
<td>0%</td>
<td>Oct-21 - Dec-22</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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**Planning Services**

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### Recreation and Culture

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<th>Project Name</th>
<th>Project Manager</th>
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<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
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</thead>
<tbody>
<tr>
<td>A/00193-20</td>
<td>Special Events Strategy Community</td>
<td>Lesley Head</td>
<td>Report is completed. Under review by DCM.</td>
<td>Project work complete</td>
<td>98%</td>
<td>Jan-16 Mar-19</td>
<td>$ 75,000.00</td>
<td>$ 10,019.23</td>
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<tr>
<td>A/00420-30</td>
<td>Preston Auditorium - Design Facility Renovation</td>
<td>Shane Taylor</td>
<td>Following Council direction, the project team is completing additional consultation with user groups and reworking functional programming options.</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-20 Dec-23</td>
<td>$ 1,024,165.00</td>
<td>$ 932,829.32</td>
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<tr>
<td>A/00463-30</td>
<td>Recreation Complex - Design New Facility</td>
<td>Mary Kennedy</td>
<td>The concept plan for the Joint Use Campus was approved by Council on Feb 18, 2020. Detailed design will commence once an architect has been retained.</td>
<td>Approved</td>
<td>0%</td>
<td>Jan-20 Jul-25</td>
<td>$ 5,585,000.00</td>
<td>$ 5,568,079.82</td>
</tr>
<tr>
<td>A/00420-40</td>
<td>Preston Auditorium Expansion - Construct Facility Renovation</td>
<td>Shane Taylor</td>
<td>The expansion construction is dependent on development of a detailed design and construction tender package. Construction is not expected to start in 2021.</td>
<td>Approved</td>
<td>0%</td>
<td>Jan-22 Jun-24</td>
<td>$ 12,975,800.00</td>
<td>$ 12,975,800.00</td>
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<tr>
<td>A/00862-20</td>
<td>Older Adult Strategy Community Planning</td>
<td>Alix Aitken</td>
<td>Working on RFP and Project Charter</td>
<td>In progress</td>
<td>5%</td>
<td>Sep-21 Sep-22</td>
<td>$ 61,000.00</td>
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### Transportation Engineering

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<tr>
<th>Project Id</th>
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<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00083-40</td>
<td>LED Street Lighting Installation Renewal</td>
<td>Walter Malcolm</td>
<td>Phase 2, Decorative and Post top Street Light conversion - Procurement statement of work completed for installation component. Procurement statement of work completed for luminaires. Procurement to prepare documents for RFQ</td>
<td>In progress</td>
<td>64%</td>
<td>Jan-16 Nov-22</td>
<td>$ 3,400,000.00</td>
<td>$ 1,644,503.38</td>
</tr>
<tr>
<td>A/00002-30</td>
<td>Hespeler Trail Project - Queen to Queiyp Active Transportation</td>
<td>Shannon Noonan</td>
<td>PCC #1 Complete and 30% designs complete.</td>
<td>In progress</td>
<td>30%</td>
<td>Aug-20 Aug-21</td>
<td>$ 142,211.00</td>
<td>$ 61,719.47</td>
</tr>
<tr>
<td>A/00384-41</td>
<td>Dunbar Rd Active Transportation        Active Transportation</td>
<td>Jason Leach</td>
<td>Construction started end of March. Project scheduled for completion mid-May. Project Construction Completed</td>
<td>In progress</td>
<td>90%</td>
<td>Dec-19 Sep-21</td>
<td>$ 717,383.00</td>
<td>$ 40,453.47</td>
</tr>
<tr>
<td>A/00448-40</td>
<td>Railway Improvements Renewal</td>
<td>Dennis Lopes</td>
<td>Major Improvements Work Plan Developed May - September 2021 Complete Minor Improvements (Signage &amp; Pavement Markings) Completed Transport Canada Grant funding applications denied. Transport Canada has advised to reapply, applications to be completed</td>
<td>In progress</td>
<td>60%</td>
<td>Jan-19 Oct-21</td>
<td>$ 100,000.00</td>
<td>$ 97,849.68</td>
</tr>
<tr>
<td>A/00734-20</td>
<td>Hespeler Village Core Area Parking Study Community Planning</td>
<td>Shannon Noonan</td>
<td>Working on Request for Proposal to hire consultant, first draft of scope complete. Delayed to accommodate COVID-19 disruptions to parking patterns. Current anticipated resumption Spring/Summer 2021.</td>
<td>Delayed</td>
<td>12%</td>
<td>Mar-20 Dec-21</td>
<td>$ 57,000.00</td>
<td>$ 57,000.00</td>
</tr>
<tr>
<td>A/00735-40</td>
<td>Newman Drive Sidewalk Installation Infrastructure Development</td>
<td>Dennis Lopes</td>
<td>Project Out for Tender, Closing August 30, 2021</td>
<td>In progress</td>
<td>60%</td>
<td>Mar-19 Oct-21</td>
<td>$ 180,000.00</td>
<td>$ 168,001.20</td>
</tr>
<tr>
<td>A/00980-40</td>
<td>Traffic Calming Implementation Community Improvement</td>
<td>Shannon Noonan</td>
<td>Workplan prepared for 2021</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-20 Dec-22</td>
<td>$ 200,000.00</td>
<td>$ 68,231.89</td>
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<tr>
<td>Project Id</td>
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<tr>
<td>A/00676-40</td>
<td>Railway Improvements</td>
<td>Renewal</td>
<td>Dennis Lopes</td>
<td>Transport Canada Funding Application denied</td>
<td>In progress</td>
<td>5%</td>
<td>Feb-21 Oct-21</td>
<td>$300,000.00</td>
</tr>
<tr>
<td>A/00677-40</td>
<td>Parking Lot Renew - Library Queen Sq Lot</td>
<td>Reconstruction</td>
<td>Dennis Lopes</td>
<td>Detail Design in progress of being completed.</td>
<td>In progress</td>
<td>25%</td>
<td>Mar-21 Dec-21</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>A/01019-20</td>
<td>Intersection Assessment Study</td>
<td>Community Planning</td>
<td>Shannon Noonan</td>
<td>Preparing to start project</td>
<td>In progress</td>
<td>2%</td>
<td>Mar-21 Dec-21</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01097-20</td>
<td>Residential Parking Bylaw Review</td>
<td>Community Planning</td>
<td>Shannon Noonan</td>
<td>Preparing to start project</td>
<td>In progress</td>
<td>2%</td>
<td>Mar-21 Dec-21</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01098-40</td>
<td>Active Transport – Dunbar Road Phase 2</td>
<td>Active Transportation</td>
<td>Shannon Noonan</td>
<td>Continuing to seek funding</td>
<td>Approved</td>
<td>0%</td>
<td></td>
<td>$320,000.00</td>
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<tr>
<td></td>
<td>Transportation Engineering</td>
<td></td>
<td></td>
<td></td>
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<td>$5,716,594.00</td>
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Transportation Engineering
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</thead>
<tbody>
<tr>
<td>A/00690-40</td>
<td>Security Cameras Phase 3</td>
<td>Security &amp; Risk Mgmt</td>
<td>Trevor</td>
<td>Alliance successful contractor.</td>
<td>Delayed</td>
<td>20%</td>
<td>May-20 Oct-21</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
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<tr>
<td>A/01036-20</td>
<td>Sponsorship &amp; Advertising Strategy</td>
<td>Community Planning</td>
<td>Trevor</td>
<td>Scheduled for Council approval September 28, 2021</td>
<td>In progress</td>
<td>95%</td>
<td>Sep-20 Sep-21</td>
<td>$50,000.00</td>
<td>$6,344.96</td>
</tr>
<tr>
<td>A/00914-20</td>
<td>Economic Development Strategic Plan</td>
<td>Community Planning</td>
<td>James Goodram</td>
<td>Staff is currently completing some Best Practices exercises by comparing and contrasting other Strat Plans</td>
<td>Approved</td>
<td>0%</td>
<td>Oct-21 Apr-22</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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**Economic Development**

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<tbody>
<tr>
<td>A/00352-10</td>
<td>Green Fleet Initiative</td>
<td>Environmental Stewardship</td>
<td>Andrew</td>
<td>Project has been awarded.</td>
<td>In progress</td>
<td>55%</td>
<td>May-18 Apr-21</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/00417-40</td>
<td>Energy Management - Galt Arena</td>
<td>Facility Renovation</td>
<td>Andrew</td>
<td>Contractor working on deficiencies, waiting on materials to arrive.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Mar-19 Jun-21</td>
<td>$381,000.00</td>
<td>$47,013.60</td>
</tr>
<tr>
<td>A/01015-30</td>
<td>Outdoor Pool Infrastructure</td>
<td>Facility Renovation</td>
<td>Andrew</td>
<td>Completing repairs.</td>
<td>In progress</td>
<td>75%</td>
<td>Feb-20 Dec-21</td>
<td>$403,000.00</td>
<td>$306,069.98</td>
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**Facilities**

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<tbody>
<tr>
<td>A/00329-20</td>
<td>Enterprise Risk Management</td>
<td>Security &amp; Risk Mgmt</td>
<td>Olu Gijakutu</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 2021.</td>
<td>In progress</td>
<td>55%</td>
<td>Jan-20 Mar-22</td>
<td>$75,000.00</td>
<td>$55,665.60</td>
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**Risk and Compliance**

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</tr>
</thead>
<tbody>
<tr>
<td>A/00195-30</td>
<td>Station 6 Design</td>
<td>New Facility</td>
<td>Steven Ruffini</td>
<td>LEED submission and 'close-out' documentation are under review.</td>
<td>Project work complete</td>
<td>96%</td>
<td>Aug-19 Jun-21</td>
<td>$300,000.00</td>
<td>$6,060.71</td>
</tr>
<tr>
<td>A/00196-40</td>
<td>Station 6 Construction</td>
<td>New Facility</td>
<td>Steven Ruffini</td>
<td>LEED submission and 'close-out' documentation are under review.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Nov-16 Dec-21</td>
<td>$4,272,470.00</td>
<td>$212,903.72</td>
</tr>
<tr>
<td>A/00362-40</td>
<td>Riverside Grandstand Roof Replacement</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>project tender is out for pricing</td>
<td>In progress</td>
<td>30%</td>
<td>Feb-18 Dec-21</td>
<td>$392,440.00</td>
<td>$372,186.67</td>
</tr>
<tr>
<td>A/00463-40</td>
<td>Rec Complex - Site Prep &amp; Servicing</td>
<td>New Facility</td>
<td>Slobodanka Lekic</td>
<td>The deep trunk sewer on Wesley Blvd was installed and design was finalized on the creek crossing.</td>
<td>In progress</td>
<td>70%</td>
<td>Sep-19 Dec-21</td>
<td>$4,400,000.00</td>
<td>$2,985,248.64</td>
</tr>
<tr>
<td>A/00761-40</td>
<td>Heritage restoration, flat roof CCA/DDC</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Shop drawings are reviewed and approved.</td>
<td>In maintenance</td>
<td>96%</td>
<td>Feb-19 Jun-22</td>
<td>$417,000.00</td>
<td>$32,494.49</td>
</tr>
<tr>
<td>A/00693-30</td>
<td>Design - Facility Renovations</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Specs and drawings are in progress.</td>
<td>In progress</td>
<td>33%</td>
<td>May-20 Jun-23</td>
<td>$70,000.00</td>
<td>$42,736.94</td>
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<tr>
<td>Project Id</td>
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</tr>
<tr>
<td>A/00949-40</td>
<td>DDC &amp; Arts Centre Roof &amp; Heritage</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Traffic lights are moved. Scaffold is installed. Shop drawings are approved.</td>
<td>In progress</td>
<td>14%</td>
<td>Jan-20 Jun-22</td>
<td>$355,000.00</td>
<td>$312,260.80</td>
</tr>
<tr>
<td>A/00459-40</td>
<td>Roof Replacement – Hesp Arena – Rink 2</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Pre-construction meeting is done. Shop drawings are in progress.</td>
<td>In progress</td>
<td>6%</td>
<td>Jan-21 Jun-22</td>
<td>$918,062.00</td>
<td>$895,892.00</td>
</tr>
<tr>
<td>A/00933-40</td>
<td>Heritage Reno - Galt Riverbank Bldgs</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Shop drawings are in progress. Storm window measurements are done on sites.</td>
<td>In progress</td>
<td>9%</td>
<td>Jan-21 Dec-21</td>
<td>$130,000.00</td>
<td>$120,434.79</td>
</tr>
<tr>
<td>A/00982-40</td>
<td>Roof Replace - Fire Hall Station 4</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>construction start in September</td>
<td>In progress</td>
<td>5%</td>
<td>May-21 Dec-21</td>
<td>$298,687.00</td>
<td>$292,561.40</td>
</tr>
<tr>
<td>A/01191-40</td>
<td>Galt Gardens - Emergency Brick Repair</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td></td>
<td>Approved</td>
<td>0%</td>
<td></td>
<td>$165,000.00</td>
<td>$-</td>
</tr>
<tr>
<td>A/01258-40</td>
<td>Dickson Stadium - Emergency Repairs</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Specs &amp; drawings are done. The contractor is on the site, deteriorated concrete is removed.</td>
<td>In progress</td>
<td>40%</td>
<td>Sep-21 May-22</td>
<td>$190,000.00</td>
<td>$-</td>
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**Sustainable Design & Dev**

$26,893,236.00 $5,998,282.95
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>A/00866-40</td>
<td>Special Event Public Safety Barricades</td>
<td>Security &amp; Risk Mgmt</td>
<td>Guenevere Cliffe</td>
<td>We are currently in the process of purchasing the barricades and trailers.</td>
<td>In progress</td>
<td>80%</td>
<td>Apr-19 Jun-21</td>
<td>$120,000.00</td>
<td>(5,841.35)</td>
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**Emergency Management**

**Financial Services**

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<tbody>
<tr>
<td>A/00365-40</td>
<td>Service Cambridge - Customer Care Portal Technology Upgrades</td>
<td>Ahmed Kassad</td>
<td>Phase one was completed on schedule. Phase two is now in progress. Validating workflows to confirm functionality.</td>
<td>In progress</td>
<td>50%</td>
<td>May-19 Jun-21</td>
<td>$100,000.00</td>
<td>82,136.03</td>
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</thead>
<tbody>
<tr>
<td>A/00948-20</td>
<td>DC Update &amp; Comm. Ben. Charge Study Community Planning</td>
<td>Katie Fischer</td>
<td>Data input to service standards completed; consultants are preparing draft findings. Commencing review of CBC and parkland.</td>
<td>In progress</td>
<td>40%</td>
<td>Jun-21 Aug-22</td>
<td>$102,000.00</td>
<td>83,609.43</td>
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</thead>
<tbody>
<tr>
<td>A/00947-20</td>
<td>Rates &amp; Fees Study Community Planning</td>
<td>Katie Fischer</td>
<td>Staff are reviewing draft findings of user fee calculations and comparators as prepared by the consultants.</td>
<td>In progress</td>
<td>85%</td>
<td>Jan-20 Mar-22</td>
<td>$118,000.00</td>
<td>15,800.66</td>
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**Financial Services**

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<tr>
<td>A/00947-20</td>
<td>Rates &amp; Fees Study Community Planning</td>
<td>Katie Fischer</td>
<td>Staff are reviewing draft findings of user fee calculations and comparators as prepared by the consultants.</td>
<td>In progress</td>
<td>85%</td>
<td>Jan-20 Mar-22</td>
<td>$118,000.00</td>
<td>15,800.66</td>
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<tr>
<td>A/00948-20</td>
<td>DC Update &amp; Comm. Ben. Charge Study Community Planning</td>
<td>Katie Fischer</td>
<td>Data input to service standards completed; consultants are preparing draft findings. Commencing review of CBC and parkland.</td>
<td>In progress</td>
<td>40%</td>
<td>Jun-21 Aug-22</td>
<td>$102,000.00</td>
<td>83,609.43</td>
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**Fire Services**

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</tr>
</thead>
<tbody>
<tr>
<td>A/00505-10</td>
<td>Fire Services - SCBA &amp; PPE Equipment Purchase</td>
<td>Brad Churchill</td>
<td>Working on project charter and scope document.</td>
<td>In progress</td>
<td>2%</td>
<td>Feb-21 Dec-21</td>
<td>$800,000.00</td>
<td>800,000.00</td>
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<tbody>
<tr>
<td>A/00505-10</td>
<td>Fire Services - SCBA &amp; PPE Equipment Purchase</td>
<td>Brad Churchill</td>
<td>Working on project charter and scope document.</td>
<td>In progress</td>
<td>2%</td>
<td>Feb-21 Dec-21</td>
<td>$800,000.00</td>
<td>800,000.00</td>
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**Technology Services**

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<tbody>
<tr>
<td>A/00275-50</td>
<td>Employee Intranet Development Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Project has started and working with Communication team in defining the scope etc.</td>
<td>In progress</td>
<td>15%</td>
<td>May-21 Jun-22</td>
<td>$100,000.00</td>
<td>100,000.00</td>
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<th>Plan Cost</th>
<th>Unexpended</th>
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</thead>
<tbody>
<tr>
<td>A/00341-40</td>
<td>Amanda Roadmap Implementation (2018) Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Digitization plan is complete. Currently working on requirements for updates to film permit, trade licenses and permit rebates.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Mar-18 Jul-21</td>
<td>$175,000.00</td>
<td>13,950.65</td>
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<tbody>
<tr>
<td>A/00347-10</td>
<td>Disaster Recovery Site Enhancements Security &amp; Risk Mgmt</td>
<td>Mohammad Mamun</td>
<td>Emergency Management team is working on a comprehensive business continuity planning that will dictate the planning of DR implementation.</td>
<td>In progress</td>
<td>80%</td>
<td>Feb-18 Jun-21</td>
<td>$150,000.00</td>
<td>68,772.49</td>
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</thead>
<tbody>
<tr>
<td>A/00788-40</td>
<td>ActiveNet Roadmap Implementation 2019 Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>A number of ActiveNet related projects are currently ongoing such as New membership sharing system, e-signature and Replacement of digital display system.</td>
<td>In progress</td>
<td>60%</td>
<td>Mar-19 Dec-21</td>
<td>$75,000.00</td>
<td>67,208.24</td>
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<tbody>
<tr>
<td>A/00793-20</td>
<td>Corporate Payment System Assess/Upgrade Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>We are reviewing options for Payment system that works with TS systems.</td>
<td>In progress</td>
<td>40%</td>
<td>Mar-19 Dec-21</td>
<td>$75,000.00</td>
<td>44,817.98</td>
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<tbody>
<tr>
<td>A/00795-40</td>
<td>Enterprise Content Mgmt Implementation Networks &amp; Information Mgmt</td>
<td>Mohammad Mamun</td>
<td>Implementation of base ECM system is still ongoing and schedule is impacted due to Covid-19.</td>
<td>In progress</td>
<td>70%</td>
<td>Jan-20 Dec-21</td>
<td>$125,000.00</td>
<td>49,041.01</td>
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<tbody>
<tr>
<td>A/00796-40</td>
<td>Fire Technology Strategy Implementation Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>TS is working closely with Cambridge Fire team in finalizing the CFD IT strategy. TS is working on a Project charter.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-19 Dec-21</td>
<td>$100,000.00</td>
<td>31,916.51</td>
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<tbody>
<tr>
<td>A/00797-40</td>
<td>GIS Strategy Implementation 2019 Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Looking into previously completed GIS strat plan and define a roadmap. This project was delayed due to Covid-19 as GIS shifted the priority to Covid-19 related requests.</td>
<td>In progress</td>
<td>15%</td>
<td>Jan-20 Jun-22</td>
<td>$100,000.00</td>
<td>79,421.05</td>
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<tr>
<td>A/00798-40</td>
<td>Service Desk Configuration Management an Technology Upgrades</td>
<td>Ryan Small</td>
<td>Implementation for tracking hardware assets in the IT Service Management application is ongoing. Items brought in through integrations have been reviewed and completed</td>
<td>In progress</td>
<td>85%</td>
<td>Oct-19 Dec-21</td>
<td>$90,000.00</td>
<td>29,770.80</td>
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<tr>
<td>Project Id</td>
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<tr>
<td>A/00407-10</td>
<td>Relational Database - Oracle MSSQL Upgrade</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Work is ongoing. Few applications have been upgraded so far and upgraded to Oracle 19C.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-20 Dec-21</td>
<td>$190,000.00</td>
<td>$78,960.96</td>
</tr>
<tr>
<td>A/00791-40</td>
<td>Corporate BI, Dashboard and Reporting 20</td>
<td>New Enterprise</td>
<td>Kirby Childerhose</td>
<td>We implemented Tableau and currently working with business to leverage the functionality and working on any pending dashboard requests.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-20 Dec-21</td>
<td>$50,000.00</td>
<td>$18,215.68</td>
</tr>
<tr>
<td>A/00922-10</td>
<td>IT Security Enhancements 2020</td>
<td>Security &amp; Risk Mgmt</td>
<td>Ryan Small</td>
<td>Security roadmap, gap analysis and solution testing work is ongoing.</td>
<td>In progress</td>
<td>30%</td>
<td>Jan-20 Dec-21</td>
<td>$300,000.00</td>
<td>$223,160.48</td>
</tr>
<tr>
<td>A/00923-10</td>
<td>MS Office and Exchange-End of Life 2020</td>
<td>Technology Upgrades</td>
<td>Ryan Small</td>
<td>Office rollout 90% complete. Exchange migration complete for 99% of all mailboxes.</td>
<td>In progress</td>
<td>90%</td>
<td>Jan-20 Oct-21</td>
<td>$400,000.00</td>
<td>$89,517.00</td>
</tr>
<tr>
<td>A/01000-40</td>
<td>Amanda Roadmap Implementation 2020</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Amanda v7 upgrade is in progress. Other initiatives are currently in progress such as Development charge automation, Film permit and Commercial folder online.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-20 Dec-21</td>
<td>$200,000.00</td>
<td>$176,292.02</td>
</tr>
<tr>
<td>A/01001-40</td>
<td>City-Wide Maximo Implementation 2020</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>TS is working with the Business Unit to generate a prioritized list and working on timelines.</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-20 Jun-21</td>
<td>$300,000.00</td>
<td>$129,671.12</td>
</tr>
<tr>
<td>A/00494-10</td>
<td>Laptop/Desktop Replace 4 Year Lifecycle</td>
<td>Technology Upgrades</td>
<td>Ryan Small</td>
<td>Some product has come in but deliveries continue to be delayed.</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-21 Dec-21</td>
<td>$180,000.00</td>
<td>$112,624.11</td>
</tr>
<tr>
<td>A/00821-40</td>
<td>Cityone (SAP) Enhancements (2021)</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>A number of initiatives are ongoing such as Integration with Maximo, ActiveNet, Cloud feasibility etc.</td>
<td>In progress</td>
<td>65%</td>
<td>Jan-21 Dec-21</td>
<td>$350,000.00</td>
<td>$144,302.33</td>
</tr>
<tr>
<td>A/01060-40</td>
<td>Sharepoint/ECM Roadmap Implementation</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Working on a comprehensive plan and looking for vendors to move SharePoint to Cloud. This project involves in moving the network files and also ECM Record management site.</td>
<td>In progress</td>
<td>10%</td>
<td>Sep-21 Jun-22</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>A/01061-40</td>
<td>Digital Transform Citizen Portal Enhance</td>
<td>Technology Upgrades</td>
<td>Mohammad Mamun</td>
<td>Initial assessment of a unified citizen portal is ongoing. A full framework to be developed in Q4 2021.</td>
<td>In progress</td>
<td>10%</td>
<td>Sep-21 Dec-22</td>
<td>$250,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/01162-20</td>
<td>Tech Services Budget and Process Review</td>
<td>Mohammad Mamun</td>
<td>Reviewing the RFP responses.</td>
<td>In progress</td>
<td>15%</td>
<td>Apr-21 Dec-21</td>
<td>$90,000.00</td>
<td>$90,000.00</td>
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**Technology Services**

$3,450,000.00 $1,947,642.63
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<tr>
<td>A/00276-20</td>
<td>Asset Life Cycle Planning Tool Expansion</td>
<td>Community Planning</td>
<td>Johannes Krijnen</td>
<td>Upgrade to asset renewal planning system delayed to Fall of 2021; Reviewing existing Inframodex system and evaluating other systems available for upgrades. RFI to collect information on alternative systems was issued and has closed.</td>
<td>Delayed</td>
<td>45%</td>
<td>Oct-17 Dec-22</td>
<td>$70,000.00</td>
<td>$53,299.15</td>
</tr>
<tr>
<td>A/00966-40</td>
<td>Sanitary Forcemain Inspection</td>
<td>Condition Assessment</td>
<td>Matthew Zevenbergen</td>
<td>The second phase has been completed with the inspection of the Mc Govern Pump Station forcemain, June 10/2021.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-20 Dec-21</td>
<td>$200,000.00</td>
<td>$76,715.26</td>
</tr>
<tr>
<td>A/00261-20</td>
<td>Pumping Station Operating Procedure Dev</td>
<td>Strategy &amp; Governance</td>
<td>Robert Black</td>
<td>19 of 17 O&amp;M Manuals (99% completed) of pumpstations submitted to City for review. Reviewed with Wastewater Operators what GMBLuePlan have been doing and asked for any concerns or suggestions before the O&amp;M Manuals have been finalized.</td>
<td>In progress</td>
<td>85%</td>
<td>Mar-20 Sep-21</td>
<td>$246,681.00</td>
<td>$92,147.53</td>
</tr>
<tr>
<td>A/00755-40</td>
<td>Russ St Sanitary Pumping Station Renewal</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>Met with contractors on site to discuss scope of work for mechanical needs. Pump 1 replacement ordered, due in October. Scope of work for electrical needs to be completed and discussed with electrical contractors.</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-21 Dec-21</td>
<td>$275,000.00</td>
<td>$275,000.00</td>
</tr>
<tr>
<td>A/00756-30</td>
<td>King St Sanitary Pumping Station -Design</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>6 bids submitted by contractors. City decided on one, but RFP needs to go to council September 14 to approve the cost that is over the estimate.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-21 Mar-22</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>A/00238-40</td>
<td>AMI Implementation</td>
<td>Renewal</td>
<td>Walter Malcolm</td>
<td>As of August 31, 2021, 31,707 meters are transmitting on the network. Completion by district are as follows: East Galt (65%), South Galt (77%), Preston (90%), West Galt (90%), Hespeler (55%), North Galt (68%).</td>
<td>In progress</td>
<td>82%</td>
<td>Jun-18 Feb-22</td>
<td>$11,921,000.00</td>
<td>$2,240,186.76</td>
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**ES - Wastewater**

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<tr>
<td>A/00380-40</td>
<td>White Oak Pump Station Renewal</td>
<td>Renewal</td>
<td>Harpreet Sumra</td>
<td>In Maintenance.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Sep-20 Feb-22</td>
<td>$852,700.00</td>
<td>$83,012.27</td>
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<tr>
<td>A/00510-20</td>
<td>Sanitary Locate Operating Procedure Dev</td>
<td>Strategy &amp; Governance</td>
<td>Jason Alexander</td>
<td>-Consultation with internal stakeholders and comparison of what other Municipalities are doing; -Create Scope of work for project</td>
<td>In progress</td>
<td>5%</td>
<td>Aug-21 Dec-21</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>A/00755-40</td>
<td>Russ St Sanitary Pumping Station Renewal</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>Met with contractors on site to discuss scope of work for mechanical needs. Pump 1 replacement ordered, due in October. Scope of work for electrical needs to be completed and discussed with electrical contractors.</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-21 Dec-21</td>
<td>$275,000.00</td>
<td>$275,000.00</td>
</tr>
<tr>
<td>A/00756-30</td>
<td>King St Sanitary Pumping Station -Design</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>6 bids submitted by contractors. City decided on one, but RFP needs to go to council September 14 to approve the cost that is over the estimate.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-21 Mar-22</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
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<tr>
<td>A/00238-40</td>
<td>AMI Implementation</td>
<td>Renewal</td>
<td>Walter Malcolm</td>
<td>As of August 31, 2021, 31,707 meters are transmitting on the network. Completion by district are as follows: East Galt (65%), South Galt (77%), Preston (90%), West Galt (90%), Hespeler (55%), North Galt (68%).</td>
<td>In progress</td>
<td>82%</td>
<td>Jun-18 Feb-22</td>
<td>$11,921,000.00</td>
<td>$2,240,186.76</td>
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**ES - Water**

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<tr>
<td>A/00238-40</td>
<td>AMI Implementation</td>
<td>Renewal</td>
<td>Walter Malcolm</td>
<td>As of August 31, 2021, 31,707 meters are transmitting on the network. Completion by district are as follows: East Galt (65%), South Galt (77%), Preston (90%), West Galt (90%), Hespeler (55%), North Galt (68%).</td>
<td>In progress</td>
<td>82%</td>
<td>Jun-18 Feb-22</td>
<td>$11,921,000.00</td>
<td>$2,240,186.76</td>
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### Fleet

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<tbody>
<tr>
<td>A/00135-10</td>
<td>Rep. Equip. - 3/4 ton Utility Truck 8335</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Design specifications in development.</td>
<td>In progress</td>
<td>40%</td>
<td>Feb-17 Dec-21</td>
<td>$120,700.00</td>
<td>$120,700.00</td>
</tr>
<tr>
<td>A/00277-10</td>
<td>AVL System expansion</td>
<td>Technology Upgrades</td>
<td>Michael Hewlett</td>
<td>Main portion of project complete. Currently waiting for updates on new technology advancements of the AVL system from the vendor.</td>
<td>In progress</td>
<td>100%</td>
<td>Jun-17 Dec-21</td>
<td>$64,700.00</td>
<td>$2,480.76</td>
</tr>
<tr>
<td>A/00333-10</td>
<td>2-Way Radio Equipment Replacement</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Mobile radio installation in progress. Portable (handheld) radios are in service.</td>
<td>In progress</td>
<td>85%</td>
<td>Jan-18 Sep-21</td>
<td>$250,000.00</td>
<td>$39,913.37</td>
</tr>
<tr>
<td>A/00337-10</td>
<td>Rep. Equip. - 3 Ton Roll Off Unit (7968)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Specification in development.</td>
<td>In progress</td>
<td>20%</td>
<td>Feb-18 Dec-21</td>
<td>$125,300.00</td>
<td>$125,300.00</td>
</tr>
<tr>
<td>A/00351-20</td>
<td>Fuel Storage Tank Assessment</td>
<td>Condition Assessment</td>
<td>Michael Hewlett</td>
<td>BOC bulk fuel storage tank monitoring system currently being upgraded. Other remote inspections ongoing.</td>
<td>In progress</td>
<td>30%</td>
<td>May-18 Dec-21</td>
<td>$80,000.00</td>
<td>$75,524.59</td>
</tr>
<tr>
<td>A/00899-10</td>
<td>Equipment Growth (2019)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Growth procurement in this project are continuing at approximately 80% completion. RFQ submissions currently under review</td>
<td>In progress</td>
<td>80%</td>
<td>May-19 Dec-21</td>
<td>$819,100.00</td>
<td>$151,557.95</td>
</tr>
<tr>
<td>A/00896-10</td>
<td>Fleet Equipment Replacement 2020</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>RFQ's currently under review for some of these asset replacements. Other specifications within this project currently in development</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-20 Jun-22</td>
<td>$3,190,285.00</td>
<td>$1,594,655.13</td>
</tr>
<tr>
<td>A/00891-10</td>
<td>Equipment Growth (2021)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>RFQ submissions under review. Sand groomer waiting on delivery.</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-21 Dec-21</td>
<td>$227,900.00</td>
<td>$227,900.00</td>
</tr>
<tr>
<td>A/00897-10</td>
<td>Equipment Replacement (2021)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Specifications for assets remaining in this project are currently under development.</td>
<td>In progress</td>
<td>20%</td>
<td></td>
<td>$2,114,000.00</td>
<td>$1,872,499.68</td>
</tr>
<tr>
<td>A/01147-10</td>
<td>Light Fire Fleet (2021)</td>
<td>Equipment Purchase</td>
<td>Brian Arnold</td>
<td>Project responsibility moved to Fire. PO #201071 amended upwards, with approval from Finance, as factory incentive lowered by GM. Still well within budget.</td>
<td>In progress</td>
<td>25%</td>
<td>Feb-21 Feb-22</td>
<td>$127,200.00</td>
<td>$127,200.00</td>
</tr>
</tbody>
</table>

**Fleet**

$8,154,752.00 $4,641,888.79

---

### Operations

<table>
<thead>
<tr>
<th>Project Id</th>
<th>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/01241-40</td>
<td>Parking Lot Expansion - BOC/1300 Bishop St</td>
<td>Renewal</td>
<td>Michael Hausser</td>
<td>Units were installed November 11, 2020. 1-year warranty inspection to take place early November 2021.</td>
<td>Approved</td>
<td>0%</td>
<td></td>
<td>$125,000.00</td>
<td>$125,000.00</td>
</tr>
<tr>
<td>A/00473-40</td>
<td>Mount View Columbarium (2020)</td>
<td>Community Improvement</td>
<td>Shane Taylor</td>
<td></td>
<td>In maintenance</td>
<td>100%</td>
<td>Mar-20 Nov-21</td>
<td>$130,000.00</td>
<td>$11,972.00</td>
</tr>
<tr>
<td>A/00504-40</td>
<td>Parklawn Cemetery - Scattering Garden</td>
<td>Community Improvement</td>
<td>Claire Mcloughlin</td>
<td>Tender submissions over budget, departmental report submitted for review</td>
<td>In progress</td>
<td>15%</td>
<td>Mar-21 Jul-22</td>
<td>$75,000.00</td>
<td>$73,694.82</td>
</tr>
<tr>
<td>A/00178-40</td>
<td>Riverside Park - Sports Netting</td>
<td>Park Renewal</td>
<td>Christopher Ziemski</td>
<td>Ongoing legal action in process. Awaiting further response from MTO to recoup costs. Realty Services working with legal counsel dealing with the matter and no updates have come forth to date.</td>
<td>Project work complete</td>
<td>99%</td>
<td>Sep-19 Sep-21</td>
<td>$142,449.00</td>
<td>-</td>
</tr>
<tr>
<td>A/00184-40</td>
<td>Centennial Park - Relandscape/Lights</td>
<td>Park Renewal</td>
<td>Christopher Ziemski</td>
<td>Dry stone wall re-build further delayed due to contractor schedule. Lighting review completed and pricing is being confirmed. The possibility exists that the lighting work may be able to be done yet this fall.</td>
<td>Delayed</td>
<td>75%</td>
<td>Jun-15 Oct-22</td>
<td>$200,000.00</td>
<td>$123,668.81</td>
</tr>
<tr>
<td>Project Id</td>
<td>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>
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</tr>
<tr>
<td>A/00785-20</td>
<td>Corp Facilities Master plan &amp; Fuel study</td>
<td>Community Planning</td>
<td>Michael Hausser</td>
<td>Memo included in April 1st CIP - highlighting next steps for Council. Division engagement discussions scheduled for April 8th.</td>
<td>Delayed</td>
<td>8%</td>
<td>Aug-19 Sep-21</td>
<td>$250,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/00861-20</td>
<td>Parkland Strategy</td>
<td>Community Planning</td>
<td>Christopher Ziemski</td>
<td>RFP drafted and in Director review</td>
<td>Delayed</td>
<td>5%</td>
<td>Aug-19 Dec-22</td>
<td>$227,300.00</td>
<td>$227,300.00</td>
</tr>
<tr>
<td>A/01025-40</td>
<td>Grand River Access Point Improvement</td>
<td>Community Improvement</td>
<td>Christopher Ziemski</td>
<td>Submission made for Federal grant funds. DFO application submitted for review. Consultation on boat launch needs completed with Fire Dept. TMP being reviewed with Arborist.</td>
<td>In progress</td>
<td>48%</td>
<td>Sep-19 Jun-22</td>
<td>$150,000.00</td>
<td>$145,675.13</td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,299,749.00</td>
<td>$957,310.76</td>
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</table>

**Project Management Office**

<table>
<thead>
<tr>
<th>Project Id</th>
<th>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/00149-10</td>
<td>Recreation Complex - Feasibility Study</td>
<td>New Facility</td>
<td>Mary Kennedy</td>
<td>Project team presented the Joint Use Campus Feasibility Study to Council Feb 18, School Boards Feb 22 and Library Board Feb 24. All endorsed planning for a community hub including two facilities. The Recreation Complex and Library to share a building.</td>
<td>In progress</td>
<td>80%</td>
<td>Mar-15 Dec-21</td>
<td>$1,000,000.00</td>
<td>$167,771.21</td>
</tr>
<tr>
<td>Project Management Office</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,000,000.00</td>
<td>$167,771.21</td>
</tr>
<tr>
<td>Project Id</td>
<td>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/00868-10</td>
<td>Library Computer Equipment (2019)</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Staff computer purchase complete. Security cameras for one location complete.</td>
<td>In progress</td>
<td>90%</td>
<td>Jan-19 Jun-21</td>
<td>$150,000.00</td>
<td>$50,393.79</td>
</tr>
<tr>
<td>A/00476-10</td>
<td>Library Computer Equipment</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>RFP for server replacements is closing September 10, 2021. RFQ for computer</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-20 Dec-21</td>
<td>$112,000.00</td>
<td>$112,000.00</td>
</tr>
<tr>
<td>A/00479-10</td>
<td>Library Website Upgrade</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>RFP for website design is complete and being evaluated.</td>
<td>In progress</td>
<td>30%</td>
<td>Jan-20 Apr-22</td>
<td>$66,000.00</td>
<td>$66,000.00</td>
</tr>
<tr>
<td>A/00626-40</td>
<td>Library Roof Replacement QS 1968</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Tender process is complete. Contract awarded.</td>
<td>In progress</td>
<td>45%</td>
<td>Oct-20 Nov-21</td>
<td>$275,000.00</td>
<td>$259,736.00</td>
</tr>
<tr>
<td>A/00872-10</td>
<td>Library Materials (2021)</td>
<td>Equipment Purchase</td>
<td>Mirna Raponi</td>
<td>Purchasing new library materials.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-21 Nov-21</td>
<td>$108,000.00</td>
<td>$108,000.00</td>
</tr>
<tr>
<td>A/00873-10</td>
<td>Library Computer Equipment (2021)</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>RFP process for a new RFID sorter including the evaluation of proposals is</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-21 Feb-22</td>
<td>$118,000.00</td>
<td>$118,000.00</td>
</tr>
<tr>
<td>A/00875-40</td>
<td>Library Queens Sq Entrance Renovations</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Delayed</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-21 Jun-22</td>
<td>$120,000.00</td>
<td>$120,000.00</td>
</tr>
</tbody>
</table>

**Library**

- **Plan Cost**
  - $949,000.00
  - $834,129.79
### Office of the City Manager

**Corporate Communications**

<table>
<thead>
<tr>
<th>Project Id</th>
<th>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/01022-20</td>
<td>Community Spirit Strategy</td>
<td>Strategy &amp; Governance</td>
<td>Susanne Hiller</td>
<td>Work to start once Strategic Plan is approved.</td>
<td>Approved</td>
<td>0%</td>
<td>Jul-21 Jun-22</td>
<td>$90,000.00</td>
<td>$90,000.00</td>
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</table>

**Realty and Property Services**

<table>
<thead>
<tr>
<th>Project Id</th>
<th>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/00263-10</td>
<td>Sanitary Sewer Easement Acquisition</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>7 of the 10 current easement files have been acquired. 3 are ongoing. No recent change</td>
<td>In progress</td>
<td>70%</td>
<td>May-16 Jan-21</td>
<td>$300,000.00</td>
<td>$280,200.28</td>
</tr>
<tr>
<td>A/00666-10</td>
<td>Land Acquisition 1 - Confidential</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>There are a total of 11 properties required for the Black Bridge project of which 5 have been acquired to date. Acquisition of 1000 Black Bridge Road scheduled to close November 16, 2020.</td>
<td>In progress</td>
<td>60%</td>
<td>Mar-19 Dec-21</td>
<td>$3,875,000.00</td>
<td>$1,284,500.59</td>
</tr>
<tr>
<td>A/00746-10</td>
<td>Land Acquisition 2 - Confidential</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>Property requirement and business case to be determined.</td>
<td>Approved</td>
<td>0%</td>
<td>Aug-20 Dec-21</td>
<td>$650,000.00</td>
<td>$650,000.00</td>
</tr>
<tr>
<td>A/00675-10</td>
<td>Elgin St N Utility Easement Acquisition</td>
<td>Land/Property Acquisition</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-20 Nov-21</td>
<td>$100,000.00</td>
<td>$78,039.68</td>
</tr>
</tbody>
</table>

Realty and Property Services

$4,925,000.00 $2,292,740.55
<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost To August 2021</th>
<th>Forecast Increase / (Decrease)</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00225-30 SE Galt 3236 Dundas St Water Gravity Sew (175005)</td>
<td>1,080,600</td>
<td>1,080,600</td>
<td>-</td>
<td>(455,600)</td>
<td>Return $314,200 to DC Wastewater RF and $114,400 to DC Water RF. Funding reduction to reflect actual tender prices of work which is being completed by developer</td>
</tr>
<tr>
<td>A/00420-30 Preston Auditorium - Design (2020)</td>
<td>1,200,000</td>
<td>1,024,165</td>
<td>91,337</td>
<td>18,750</td>
<td>Increase debenture by $14,160 and Draw $4,590 as per approved report 21-186(CD)</td>
</tr>
<tr>
<td>A/00430-20 Master Fire Plan, Station Location Study</td>
<td>53,000</td>
<td>53,000</td>
<td>-</td>
<td>48,432</td>
<td>Draw $67,690 from Cap Works RF, and Return $19,528 to DC Studies RF as per approved report 21-202(CRS)</td>
</tr>
<tr>
<td>A/00459-40 Roof Replacement – Hesp Arena – Rink 2</td>
<td>827,000</td>
<td>827,000</td>
<td>22,170</td>
<td>91,062</td>
<td>Recognize grant funding of $390,000 and reduce Facility Mtce RF funding by $298,938 as per approved report 20-134(IFS)</td>
</tr>
<tr>
<td>A/00471-40 Fountain St Soccer Facility Construction</td>
<td>8,968,000</td>
<td>8,968,000</td>
<td>-</td>
<td>3,490,217</td>
<td>Recognize $1,562,000 in Contribution from Others, Increase Growth funded debt by $1,735,495 and increase Cap Works RF funding by $192,722 as per approved report 21-134(CD)</td>
</tr>
<tr>
<td>A/00626-40 LIBRARY ROOF REPLACEMENT - QS 1968</td>
<td>275,000</td>
<td>275,000</td>
<td>15,264</td>
<td>340,000</td>
<td>Draw $170,000 from Facility Mtce RF and $170,000 from Facility Mtce - Library RF, as per approved report 21-166(CRS)</td>
</tr>
<tr>
<td>A/00746-10 Land Acquisition 2 - Confidential</td>
<td>650,000</td>
<td>650,000</td>
<td>-</td>
<td>600,000</td>
<td>Draw $600,000 from Core Area Transformation RF as per approved report 21-180(OCM)</td>
</tr>
<tr>
<td>A/00749-40 SWM Pond 163 and 155 Retrofit</td>
<td>570,000</td>
<td>570,000</td>
<td>-</td>
<td>265,500</td>
<td>Draw $265,500 from Gas Tax RF as per approved report 21-200(CRS)</td>
</tr>
<tr>
<td>A/00794-40 Council Chamber Audio and Video system upgrade</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>264,000</td>
<td>Draw $264,000 from Rate Stabilization RF as per approved report 21-244(CRS)</td>
</tr>
<tr>
<td>A/00982-40 Roof Replace - Fire Hall Station 4</td>
<td>165,000</td>
<td>165,000</td>
<td>6,106</td>
<td>133,667</td>
<td>Draw $133,667 from Facility Mtce RF as per approved report 21-163(CRS)</td>
</tr>
<tr>
<td>A/01241-40 Parking Lot Expansion – BOC</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>125,000</td>
<td>Draw $125,000 from Rate Stabilization RF as per approved report 21-123(CD)</td>
</tr>
</tbody>
</table>

**Total net project decrease** 4,921,028
Recommendation(s)

THAT Report 21-291(CRS) Riverside Grandstand Restoration Phase 1 be received;

AND THAT Council approve the transfers from the Facility Maintenance Reserve Fund as outlined in the Financial Impact section of this report;

AND FURTHER THAT Council approve the award of Tender T21-75 – Riverside Grandstand Restoration Phase 1 to Elgin Contracting and Restoration Ltd. of St. Thomas, Ontario in the value of $450,870, including H.S.T., this being the lowest compliant bid received.

Executive Summary

Purpose

- Council approval is required to transfer additional funding to the capital project and award the project as detailed here-in.

Key Findings

- There were three (3) submissions received via an open-competitive procurement process.

- The average price submitted in response to this RFT was $572,533. Elgin Contracting and Restoration Ltd.’s submission of $450,870 is approximately 21% below the average submitted price.
Financial Implications

- The award of this Contract will require additional funding from the Facility Maintenance Reserve Fund in the amount of $44,973 to fund the costs that exceed the approved budget.

Background

In September of 2020, the condition of the Riverside Grandstand roof led to the closure of the facility. In February and March of this year, staff brought reports to Council seeking additional funding to the existing capital project for rehabilitation of the upper roof.

With Council’s support for additional funding, staff proceeded to tender the work in April 2021 but were unable to secure a contractor that complied with the bid requirements. In May staff re-tendered the project but unfortunately no bids were received.

Earlier this month, the City issued a Request for Tender for the restoration of the Riverside Grandstand. The scope of work includes the high roof replacement (including decking), any timber beam replacement (as required) as well as cleaning and painting the steel framing (down to the low roof level).

As this project is weather-sensitive, work would commence in the spring. Over the fall and winter, shop drawings would be prepared so that construction can commence as soon as the weather permits. In the meantime, the structure will remain closed and monitored by Parks staff.

Phase 2 of this project (renovation of the lower roof) is currently undergoing review as part of the capital budget process.

Analysis

Strategic Alignment

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

Goal #2 - Governance and Leadership

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

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

Submissions were received from the following:

<table>
<thead>
<tr>
<th>Company</th>
<th>Bid Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elgin Contracting and Restoration Ltd.</td>
<td>$450,870.00</td>
</tr>
<tr>
<td>Gateman Milloy Inc.</td>
<td>$541,270.00</td>
</tr>
<tr>
<td>Robertson Restoration</td>
<td>$725,460.00</td>
</tr>
</tbody>
</table>

Procurement confirms that the rules under Procurement By-law No. 19-187 were adhered to in this solicitation.

Existing Policy/By-Law

Under Procurement By-law 19-187, the Manager of Procurement shall have authority to award purchases up to $500,000 pre-tax, within approved budgets.

This procurement requires approval from Council as additional funding is required.

Financial Impact

The net impact of the overall bid is a deficit of $44,973 as outlined below.

<table>
<thead>
<tr>
<th>T21-75 Riverside Grandstand</th>
<th>Reserve Fund</th>
<th>Budget</th>
<th>Tender T21-75</th>
<th>Other Commitments</th>
<th>Savings/(Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00362-40 Riverside Grandstand Roof Replacement</td>
<td>Capital Works Reserve Fund</td>
<td>$1,500</td>
<td>$1,500</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Facility Maintenance Reserve Fund</td>
<td>$242,440</td>
<td>$257,523</td>
<td>$29,890</td>
<td>$(44,973)</td>
</tr>
<tr>
<td></td>
<td>Gas Tax Reserve Fund</td>
<td>$148,500</td>
<td>$148,500</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td><strong>Total Project</strong></td>
<td><strong>Savings/(Deficit)</strong></td>
<td><strong>$392,440</strong></td>
<td><strong>$406,023</strong></td>
<td><strong>$31,390</strong></td>
<td><strong>$(44,973)</strong></td>
</tr>
</tbody>
</table>

Total project is over budget as a result of increases in material costs due to COVID-19 between initial cost estimates and tender pricing. Tender results are considered to be an accurate reflection of the cost to perform the work. The additional funding of $44,973 is to be drawn from Facility Maintenance Reserve Fund.
Public Input

The advertising for this solicitation was as follows:

<table>
<thead>
<tr>
<th>Issue Date of RFT</th>
<th>Tuesday, August 3, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Visit / Pre-Bid Meeting</td>
<td>Monday, August 9, 2021 [10:00 AM] local time</td>
</tr>
<tr>
<td>Deadline for Questions</td>
<td>Wednesday, August 11, 2021 [4:00 PM] local time</td>
</tr>
<tr>
<td>Deadline for Issuing Addenda</td>
<td>Friday, August 13, 2021 [4:00 PM] local time</td>
</tr>
<tr>
<td>Submission Deadline</td>
<td>Wednesday, August 18, 2021 [2:00 PM] local time</td>
</tr>
<tr>
<td>Anticipated Execution Date for Agreement</td>
<td>August 2021</td>
</tr>
<tr>
<td>Irrevocability Period</td>
<td>90 days</td>
</tr>
</tbody>
</table>

Internal/External Consultation

The solicitation document was compiled by Procurement, however the detailed requirements contained within the documents were prepared and submitted to Procurement by the Corporate Enterprise – Building Design and Construction division.

Conclusion

Council approval of additional funding is required to award T21-75 – Riverside Grandstand Restoration Phase 1.

Signature

Division Approval

Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval

Name: Dave Bush
Title: Deputy City Manager
City Manager Approval

Name:  David Calder  
Title:  City Manager

Attachments

•  N/A
To: COUNCIL
Meeting Date: 10/19/2021
Subject: Video Surveillance Privacy Complaint Report MI118-5 / Privacy Impact Assessment
Submitted By: Danielle Manton, City Clerk
Prepared By: Mary Carr, Supervisor of Information Management and Archives
Report No.: 21-176(CRS)
File No.: A18

Recommendation(s)
THAT Council receive Report No. 21-176 (CRS) Video Surveillance Complaint Report MI18-5 / Privacy Impact Assessment for information; and

THAT Council approve the draft policy attached as Appendix E - Use of Corporate Cameras Policy.

Executive Summary
Purpose

- This report provides an outline of the Privacy Complaint investigation launched in 2018 by the Information Privacy Commissioner and provides an overview of the recommendations in the privacy complaint report MI18-5 as outlined in Appendix A, actions taken and next steps on behalf of the City of Cambridge.

- To ensure compliance with the Municipal Freedom of Information and Privacy Act and the recommendations from the Information and Privacy Commissioner, the City also completed a Privacy Impact Assessment as outlined in Appendix B.

Key Findings

- As a result of a privacy complaint received by the Information Privacy Commissioner (IPC) regarding the installation of a Video Surveillance
System in the Downtown Core as a breach of privacy, an investigation was launched.

- The IPC issued a Privacy Complaint Report, Report No. MI18-5, and provided recommendations to the City to ensure its video surveillance system has been implemented in a manner consistent with the Municipal Freedom of Information and Protection of Privacy Act (Act).
- The IPC recommended that the City complete a Privacy Impact Assessment (PIA) to ensure compliance with the Act.
- The City is required to report back to the IPC by October 2021 outlining the steps taken as a result of the PIA providing proof of compliance with the recommendations outlined.

Financial Implications

- In 2017 and 2018 Council approved a 3 phased approach for core areas. An operating budget of $200,000 was assigned for each phase of implementation for the cameras.
- An operating maintenance budget was previously assigned for $15,000; $7,500 for 2019 and $7,500 for 2020, which has been deferred to 2021 due to delays.
- As a result of the IPC investigation a Privacy Impact Assessment was completed within the Clerk’s operating budget at a cost of $13,870.

Background

In 2017, Cambridge Council approved Phase 1 of the Security Camera project report 17-014 (OCM) Single Source Provider for Security Camera Project, Downtown Cambridge (Galt) to enhance a positive and safe environment for the Downtown Cambridge Core area.

In March 2018, as part of Phase 1 of the Camera Project, the City installed ten (10) external video surveillance cameras at 10 different locations consisting of intersections, lots, parking lots and streets in the City’s Core Areas.

In May of 2018, Council approved a policy for Camera Surveillance report 18-021 (OCM) Policies - Video Surveillance System attached as Appendix D. This policy is being replaced with an updated policy that reflects risks identified through the PIA and is attached as Appendix E - Use of Corporate Cameras DRAFT Policy. Staff are requesting Council’s approval of this updated policy, and will bring updates as required.

The City was notified by the IPC in July 2018, of a privacy complaint related to the camera surveillance specifically related to 10 Cameras in the Galt Core Area and future installation of cameras.
In September 2018, Council approved Phase 2 of the Camera Project report 18-003 (CRE) Single Source Provider for Security Camera Project, Downtown Cambridge (Galt). As part of Phase 2, between September 2019 and December 2019, one camera was installed at the end of the Water Street Pedestrian Bridge and five cameras were installed along the Dan Spring Way Trail.

Phase 3 of the Camera Project Surveillance System Installation for the Preston Towne Centre approved through the 2019 Capital Budget Process.

The privacy complaint was submitted to the Information and Privacy Commissioner (IPC) in July 2018, and since then the investigation has been ongoing.

In December 2020, Council approved Corporate Security Information Report 20-304 (CRS) related to next steps for Security at the City as it relates to staffing. This report advised Council that a new policy would be drafted for the Camera Surveillance System.

The IPC’s intent with this investigation was to determine whether the City’s video surveillance program is in accordance with the Act and whether it was consistent with the principles and best practices set out in the IPC’s guidelines for the use of video surveillance. Further that the City have a PIA completed to ensure compliance.

A Privacy Impact Assessment (PIA) is a risk management process that helps institutions ensure they meet legislative requirements and identify the impacts their programs or activities may have on individuals’ privacy.

Privacy risks or impacts fall into two broad categories:

- **Risks to individuals**, including identity theft and other forms of fraud, adverse impact on employment or business opportunities, damage to reputation, embarrassment, distress, or financial impacts.

- **Risks to institutions**, including the financial, legal, and reputational impact of privacy breaches and the consequences of the failure to comply with MFIPPA.

In June of 2021 the City entered into an agreement with PrivacyWorks Inc. for the completion of a Privacy Impact Assessment on the use of Surveillance Cameras within the City of Cambridge. The report from the PIA is attached as Appendix B.

The Phase 1 and Phase 2 of the Galt Core Area implementation of cameras outlined specific locations for the placement of cameras. There are additional cameras throughout the City, including on City facility property and traffic cameras. Due to the nature of the original privacy complaint to the IPC and as part of our due diligence, the City has incorporated all cameras used within the City of Cambridge within the scope of the PIA. Further, all recommendations being implemented as
part of the process will be required to comply with municipal policies as well as legislation. A complete listing of cameras is attached as Appendix C.

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 2.4 Work collaboratively with other government agencies and partners to achieve common goals and ensure representation of community interests.

Analysis:

- As a result of the IPC’s recommendations a PIA was conducted to ensure that camera surveillance system is necessary to achieve its objectives, to enhance a positive and safe environment and the City’s compliance with regards to the collection, use, and retention of personal information under the Municipal Freedom of Information and Protection of Privacy Act. The City has completed a review of existing policies and will be providing further policies to support the operation of its inventory of cameras.

Comments

The City of Cambridge recognizes the need to balance an individual’s right to privacy and the need to ensure the safety and security of municipal employees, residents, visitors and property. As an institution governed by the Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990, Chapter M. 56, the City has obligations with respect to notice, access, use, disclosure, retention, and disposal of records. While video surveillance cameras are installed for safety and security reasons, the Municipality’s video surveillance systems must also be designed to minimize privacy intrusion. Proper video surveillance, where deemed necessary, is one of the most effective means of helping to keep Municipal facilities and properties operating in a way that protects security, safety, and privacy.

Personal information collected by video surveillance includes video images and audio.

Information and Privacy Commissioner Investigation:

Following the complaint and investigation regarding the City’s installation of a video surveillance system in its downtown core areas, the report from the IPC identified the following concerns:
**IPC Concern #1**

Is the information at issue “personal information” as defined by section 2(1) of the Act? (Personal Information)

City’s Rationale: The City does recognize that the images collected by its video surveillance system is considered to be personal information and therefore subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

IPC Findings: The IPC finds that the information at issue qualifies as “personal information” under section 2(1) of the Act.

**IPC Concern #2**

Is the collection of the personal information in accordance with section 28(2) of the Act? (Collection of Personal Information)

City’s Rationale: The City advised that, pursuant to section 11(1) of the Municipal Act, 2001 the collection of the personal information at issue is necessary to the proper administration of a lawfully authorized activity. The City further advised that there is a real, substantial and pressing problem of public safety to be addressed by the use of its video surveillance system and as evidence of this concern the City advised that there are police reports documenting incidents that have occurred in the Core Areas.

IPC Findings: While the IPC accepts the City’s position and is satisfied that the City’s operation of the Core Areas is a lawfully authorized activity, the IPC must also consider whether the collection of the personal information through the City’s video surveillance system is necessary to the proper administration of its operation of the Core Areas.

The IPC does not conclude that the City’s use of its video surveillance system is not necessary, rather we have not demonstrated that it is necessary, or even necessary to the degree to which it has been implemented.

**IPC Concern #3**

Is the notice of collection in accordance with section 29(2) of the Act? (Notice of Collection)

City’s Rationales: As required under section 29 of the Act the City has placed the signs described in the Surveillance Policy at the public access points to and within areas under surveillance.

IPC Findings: The IPC is satisfied that the City has provided the notice required by section 29(2) and, therefore, finds that Notice of
Collection of the personal information is in accordance with this section.

**IPC Concern #4**  
**Is the use of the personal information in accordance with section 31 of the Act? (Consistent Purpose)**

City’s Rationale: The City advised that the purpose for which it is obtaining or compiling the personal information is “to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization. And that, the Surveillance Policy states that, the information collected through video surveillance is used only for the purposes of contributing to the safe environment of the Cambridge Core Area, deterring unsafe activities and assisting as one of the components of Cambridge Core Area revitalization.

IPC Findings: The IPC is satisfied that the personal information collected by the City is used for the same purpose for which it was obtained or compiled.

**IPC Concern #5**  
**Is the disclosure of the personal information in accordance with section 32 of the Act? (Where disclosure is permitted)**

City’s Rationale: While the current policy states that the City does not disclose a video record to any individual or organization except where permitted under the Act, the current practice is to only release footage to a law enforcement agency through a formal request or where requested or subpoenaed by, for search warrants, summons or other order of the courts or a quasi-judicial tribunal. Access to data related to footage shared with law enforcement would require a separate freedom of information request to the law enforcement agency.

IPC Findings: The IPC states that the circumstances in which the City may disclose the personal information are in accordance with sections 32 of the Act.

**IPC Concern #6**  
**Is there a right of access to the personal information in accordance with section 36(1) of the Act? (Right of Access to Personal Information)**

City’s Rationale: The City’s Policy under Requests for Disclosure states: The City of Cambridge does not disclose a video record to any individual or organization, except as permitted through MFIPPA. Public requests for disclosure - Any person may
make a written request for access to video records created through a video surveillance system through the freedom of information process. Access may depend on whether there is a justified invasion of another individual's privacy and whether any exempt information can be reasonably severed from the record.

Internal requests for disclosure – City employees or consultants may request a copy of a video recording if it is necessary for the performance of their duties in the discharge of the corporation’s function.

Law enforcement requests - The City may disclose a copy of a video recording to a law enforcement agency where there are reasonable grounds to believe that an unlawful activity has occurred and has been captured by the video surveillance system in accordance with section 32. (g) of MFIPPA.

IPC Findings: The IPC finds that there is a right of access to the personal information in accordance with section 36(1) of the Act.

IPC Concern #7 Are there reasonable measures in place to protect the personal information as required by section 3(1) of Ontario Regulation 823 under the Act? (Reasonable measures to prevent unauthorized access)

City’s Rationale: In addition to the Surveillance Policy, the City also has a “Code of Conduct” and Privacy Policy which set out relevant procedures concerning the use and disclosure of the personal information collected by the City’s video surveillance system and inform City employees that this information must be protected, not inappropriately accessed and handled in accordance with the Act.

IPC Findings: The IPC is satisfied that the City has put in place reasonable measures to safeguard the footage collected by its video surveillance system. Therefore, find that there are reasonable measures in place to protect the personal information as required by section 3(1) of O Reg 823 under the Act.

IPC Concern #8 Does the City have proper retention periods in place for the personal information?

City’s Rationale: The City’s policy states that in cases where the surveillance system records activities that relate to an insurance, liability, law enforcement, or other similar issue, the appropriate section of
the recording will be copied to suitable media and stored in a separate secure location for a period of no less than one (1) year or a longer appropriate length of time. And that video that has not been requested within the maximum retention period is considered transitory and is automatically erased by being overwritten.

IPC Findings: The IPC is satisfied that the City has provided a reasonable basis after consultation with the video surveillance system provider and the police for retaining the unused video footage for this period. And that the City’s retention of the unused personal information collected by the City’s video surveillance system is in accordance with the Act.

Privacy Impact Assessment

As a result of the IPC Investigation and concerns outlined in their report, the City entered into an agreement to conduct a Privacy Impact Assessment regarding the City’s use of cameras. While the initial complaint and investigation from the IPC was related to the Galt Down Town Core area, in the process of gathering information on the city’s use of cameras, it was identified that the scope needed to be increased and consequently captured within the scope of the PIA resulting in the following risks:

PIA Risk #1 It is unknown as to whether the *Policies Governing the Use of Video Surveillance Equipment in City of Cambridge Workplaces* document has been reviewed or updated since 2004.

PIA Risk #2 It is unknown as to whether the Control Documents for each City Facility are reviewed every two years as stated in the *Policies Governing the Use of Video Surveillance Equipment in City of Cambridge Workplaces* document.

PIA Risk #3 There is missing information on the systems used and the technical capabilities for a number of the City Facilities.

PIA Risk #4 The City does not currently have an Individual Access Policy/Procedure or an Employee Acceptable Use Policy which governs the PI under its custody or control.

PIA Risk #5 There is a risk that the City is not in compliance with section 28(2) of MFIPPA, as there is limited information available on how and why the decision to implement surveillance cameras was made.

PIA Risk #6 The Alliance Agreement (section 5.2 of this PIA) expired on June 30, 2020. The Alliance Agreement is the camera system service maintenance agreement for phase 1 and 2 cameras.
PIA Risk #7  It is unknown if the City has entered into other Agreements for the purchasing, use, maintenance, or other considerations related to camera surveillance.

PIA Risk #8  The City is lacking confidentiality agreements from City employees. There are currently no staff confidentiality agreements or pledge of confidentiality signed by City employees.

PIA Risk #9  The City’s current Privacy Policy does not include the following information:

- Individual’s right to make a complaint.
- Contact information for the Privacy Officer.
- How to make a complaint to the Privacy Officer Contact information for the IPC.

PIA Risk #10  There is no standard policy governing the use of the camera movement capabilities. This, coupled with the incomplete information surrounding the technical capabilities of the cameras presents a risk of over-collection of Personal Information.

PIA Risk #11  City’s Privacy Policy is not posted on the website nor is the contact information for the Privacy Officer (City Clerk) easily accessible.

As a result of this risk analysis, a number of recommendations have been developed to mitigate identified privacy risks, close any compliance gaps, and reduce to overall level of residual risk to an acceptable level.

PIA Recommendation #1

Compile information related to how and why the decision to implement surveillance cameras was made.

City Action:

Clerk’s staff is currently compiling documentation regarding the implementation of the City’s surveillance systems and have reached out to the various community groups involved. (Waterloo Regional Police Service and Cambridge BIA’s).

PIA Recommendation #2

It is recommended that the City enact a standard Surveillance Camera Policy, the use of camera surveillance. Policy should include:

- Policy review schedule;
- Access audit schedule;
- Access permissions;
- Acceptable use of recordings;
- How movement capabilities of cameras can be used, in what situation, and by whom.
City Action:

Use of Corporate Camera Policy attached as Appendix D.

**PIA Recommendation #3**

Compile information regarding any contracts or agreements that the City has entered into in relation to camera surveillance.

City Action:

Clerk’s staff is currently compiling an inventory outlining all camera information including location, document status, access permissions, and contact information for each location.

**PIA Recommendation #4**

The camera system information and technical capabilities of each camera system should be documented in a single document.

City Action:

Clerk’s staff currently compiling an inventory all cameras outlining functionality and technical capabilities.

**PIA Recommendation #5**

It is recommended that the City create and implement the following additional privacy considerations:

- Records Correction Policy and Procedure;
- Complaints Policy and Procedure;
- Privacy training for all City Staff.

City Action:

Staff policies recommended through the PIA are being delivered through training to all staff.

**PIA Recommendation #6**

Consider implementing an Acceptable Use Policy for all Personal Information (not just camera recordings).

City Action:

Acceptable Use Policy and Procedure for Personal Information being drafted to be implemented by December 2021.
PIA Recommendation #7

Create and implement a Confidentiality Agreement to be signed by staff, in keeping with best practice.

City Action:

Through the implementation of privacy training, Clerk's will be reviewing the recommendation to implement a confidentiality agreement with staff that have access to cameras across the City and will determine how best to ensure of this compliance.

PIA Recommendation #8

Update the City Privacy Policy to include:
- Individual's right to make a complaint;
- Contact information for Privacy Officer;
- How to make a complaint to the Privacy Officer;
- Contact information for the IPC.

City Action:

Clerk’s Staff is currently updating the Privacy Policy and reviewing this in connection to the recommendation for confidentiality agreements. This is anticipated to be completed by December 2021.

PIA Recommendation #9

Post the City's Privacy Policy on the public facing website, and include the contact information for the Privacy Officer and the IPC.

City Action:

External City web page being developed to launch by December 2021.

PIA Recommendation #10

Update or renew the Agreement with Alliance.

City Action:

Alliance agreement for Phases 1 and 2 has been extended until such time that Phase 3 cameras are installed. Upon completion of Phase 3 a new maintenance agreement will be entered into outlining coverage for all 3 phases.

PIA Recommendation #11

If feasible, consider consolidating camera systems across the City and creating an electronic access log for recorded footage.
City Action:

The City will pursue consolidation of camera systems upon renewal of systems and will ensure that electronic access control measures are implemented as systems are renewed.

The Clerk is the Municipality’s Head under the Municipal Freedom of Information and Protection of Privacy Act (“MFIPPA”), and is responsible for providing a response to access requests.

An internal committee will be developed under the Clerk’s supervision to ensure of the following as it relates to camera installation and access:

- Undertaking yearly evaluations of video surveillance system installations to ensure compliance with this Policy.
- Approving installation of video cameras at specified municipally owned and leased properties.
- Advising on placement of video surveillance monitoring signs.
- Acting as the primary contact for all requests from by law enforcement agencies for access to video records.
- Updating and ensuring compliance with all aspects of Security Video Surveillance Policies.
- Ensuring monitoring and recording devices are stored in a safe and secure location.
- Ensuring logbooks, recording all activities related to video devices and records, are kept and maintained.
- Ensuring that no copies of data/images in any format (hardcopy, electronic, etc.) is taken from the video surveillance system inappropriately.
- Immediately taking action with respect to alleged privacy breaches, including investigating video surveillance security privacy breaches and providing quarterly reports to Council.
- Reporting to Council when video surveillance is being proposed in new locations.

Ensuring that staff receive appropriate training. All Staff must adhere to the video surveillance policy and must not access or use information contained in the video surveillance system, its components, files, or database for personal reasons, nor dispose, destroy, erase or alter any record without proper authorization and without following the regulations contained in the Security Video Surveillance Policy.

**Existing Policy/By-Law**

**Provincial Legislation**
Financial Impact

A one-time cost of $13,780 was incurred to complete the Privacy Impact Assessment from the City Clerk’s Operating Budget.

Public Input

Any member of the public requesting video captured on City Surveillance Cameras is required to submit a request in writing under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

All requests are subject to the provision outlined within the Act.

Signage for all cameras across the City advise the public that the area is under video surveillance.

Internal/External Consultation

External Consultation was completed with the IPC to further understand the report and with PrivacyWorks Consultants Inc for the completion of the PIA.

Conclusion

The City of Cambridge is committed to ensuring and enhancing the safety and security of the public, its employees and property by integrating security best practices with the responsible use of technology. To ensure compliance with legislation and ongoing transparency, staff have worked collaboratively with the IPC to review and implement recommendations as a result of the investigation. The review of the recommendations and the results of the PIA have provided an
opportunity to strengthen current procedures and provide training to staff to build awareness for the use of cameras across the city.

**Signature**

**Division Approval**

[Signature]

Name: Danielle Manton  
Title: City Clerk

**Departmental Approval**

[Signature]

Name: Dave Bush  
Title: Deputy City Manager

**City Manager Approval**

[Signature]

Name: David Calder  
Title: City Manager

**Attachments**

- Appendix A - IPC Privacy Complaint Report MI18-5
- Appendix B - PrivacyWorks – Privacy Impact Assessment: City of Cambridge Surveillance System
- Appendix C - Camera Inventory
- Appendix D – Surveillance Cameras in the Downtown Core Areas Policy
- Appendix E - Use of Corporate Cameras DRAFT Policy
Summary: The Office of the Information and Privacy Commissioner of Ontario received a privacy complaint involving the City of Cambridge (the city). The complaint was about the city’s installation of a video surveillance system in its downtown core areas. The complainant was concerned that the city’s operation of the system breached the privacy of individuals under the Municipal Freedom of Information and Protection of Privacy Act (the Act).

This report finds that the city has not conducted an assessment of whether the video surveillance system is necessary to achieve its objectives and recommends that it do so, to ensure compliance with the Act.

In the event that the city’s assessment determines that the system is necessary and the collection of personal information is thus consistent with the Act, this report considers whether the city’s notice of collection and use and disclosure of the personal information is in accordance with the Act. It also considers whether the city provides a right of access to this information, as well as whether the city has reasonable privacy protection measures and retention periods in place.

This report finds that the city’s notice of collection and use and disclosure of the personal information is in accordance with the Act. It also finds that there is a right of access to
this information and that the city has reasonable protection measures and proper retention periods in place.

**Statutes Considered:** Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M. 56, as amended, ss. 2(1), 28(2), 29(2), 30(1), 31, 32(a), (d), (g) and (h) and 36(1); Municipal Act, 2001 S.O. 2001, c. 25, as amended, section 11(1); and R.R.O. 1990, Regulation 823, as amended, sections 3(1) and 5.

**Orders and Investigation Reports Considered:** Privacy Investigation Report MC07-68; Privacy Complaint Reports MC13-46, MC13-60, MC17-32 and PR16-40; and Investigation Report I93-044M.

**OVERVIEW:**

[1] The Office of the Information and Privacy Commissioner of Ontario (the IPC or this office) received a privacy complaint under the Municipal Freedom of Information and Protection of Privacy Act (the Act) about the City of Cambridge (the city)’s installation of video surveillance cameras in the Galt Core Area.1

[2] The complaint alleged that the city’s operation of the cameras breached the privacy of individuals under the Act and that they had been installed without a policy in place governing their usage.

[3] To address the matter, the IPC opened a Commissioner-initiated privacy complaint file and commenced an investigation to review the city’s practices relating to its video surveillance system.

[4] In response, the city, which has a population of over 129,000 people,2 provided this office with detailed information about its video surveillance system, as well as other relevant information discussed below. The city also provided a copy of its “Surveillance Cameras in the Downtown Core Areas” policy (the Surveillance Policy).3

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1 The Galt Core is one of the city’s Core Areas. See https://www.cambridge.ca/en/learn-about/Downtown-Development-and-Revitalization-Core-Areas.aspx
3 This policy, effective September 18, 2019, is the updated version of the city’s “Surveillance Cameras in the Cambridge Core Areas” policy that was effective May 15, 2018. The policy is available at: https://www.cambridge.ca/en/your-city/resources/Policies---Video-Surveillance-System.pdf
BACKGROUND:

Video Surveillance Camera Installations

[5] In 2017, to enhance a positive and safe environment for the city’s (downtown) Core Areas⁴, the city’s council approved Phase 1 of its security camera project (the Camera Project).

[6] In March 2018, as part of Phase 1 of the Camera Project, the city installed ten (10) external video surveillance cameras at 10 different locations consisting of intersections, lots, parking lots and streets in the city’s Core Areas.⁵

[7] In May 2018, before any of the video surveillance cameras began recording, the city’s council approved the Surveillance Policy pursuant to its Staff Report No: 18-021 OCM (the Staff Report).⁶

[8] The Staff Report’s Executive Summary explains that its purpose was to request that the city’s Council approve the Surveillance Policy prior to the activation of the Surveillance Cameras. To that end, the Staff Report provides background information about Phase 1 of the Camera Project and discusses how this project strategically aligns with the city’s goal of a safe and vibrant downtown Core Area.

[9] Further, the Staff Report contains reasons for the Surveillance Policy, information about other initiatives that have been implemented to achieve the city’s goal, as well as, with respect to the project, information about the application of the Act, financial impact, public input and internal and external consultation. In conclusion, this report recommended that the city Council approve the Surveillance Policy.

[10] In September 2018, the city’s council approved Phase 2 of the Camera Project. As part of Phase 2, between September 2019 and December 2019, one camera was installed at the end of the Water Street Pedestrian Bridge and five cameras were installed along the Dan Spring Way Trail.⁷

[11] According to the city, all of the cameras installed were on the property of the Grand River Conservation Authority⁸ (GRCA) and the city.

[12] The city advised that video recording began in July 2018 and December 2019, respectively, for the cameras installed in Phase 1 and in Phase 2. The city also advised that all of the cameras record 24 hours a day, 7 days a week and that, in accordance

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⁵ The Surveillance Policy defines “Cambridge Core Areas” as the core areas as established by Maps 3, 4 and 5 in the city’s Official Plan, namely the Galt City Centre, the Preston Towne Centre, and Hespeler Village, respectively. For detailed information about the camera locations, see section 3.2. of Schedule B to the Surveillance Policy.
⁷ Section 3.2. of Schedule B to the Surveillance Policy
⁸ The GRCA is a partnership representing watershed municipalities. The city is one of these municipalities. See https://www.grandriver.ca/en/who-we-are/GRCA-partners.aspx
with the Surveillance Policy, “signs are posted at public access points to and within areas under surveillance.”

**The Surveillance Policy**

[13] The Surveillance Policy “applies to municipal video surveillance systems located in the [city’s] Core Areas” and to “all [of the city’s] employees, including full-time, part-time, casual, contract, volunteer and co-op placement employees.”

[14] This policy defines “video surveillance system” as “a video, physical or other mechanical, electronic, digital or wireless surveillance system or device that enables continuous or periodic video recording, observing or monitoring of individuals in public spaces or within City operated facilities.”

[15] It also makes it clear that the city “is responsible for the video surveillance systems and maintaining custody and control of video records at all times on City property.”

**DISCUSSION:**

[16] The following addresses whether the city’s video surveillance system is in accordance with the privacy protection rules set out in the Act relating to the collection, notice, use, disclosure, security and retention of personal information.

[17] In this report, I will refer to the IPC’s Guidelines for the Use of Video Surveillance (the Guidelines). The Guidelines set out best practices for institutions to follow when implementing a video surveillance system.

**Issues:**

[18] I identified the following issues as arising from this investigation:

1. Is the information at issue “personal information” as defined by section 2(1) of the Act?

2. Is the collection of the personal information in accordance with section 28(2) of the Act?

3. Is the notice of collection in accordance with section 29(2) of the Act?

4. Is the use of the personal information in accordance with section 31 of the Act?

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5. Is the disclosure of the personal information in accordance with section 32 of the Act?

6. Is there a right of access to the personal information in accordance with section 36(1) of the Act?

7. Are there reasonable measures in place to protect the personal information as required by section 3(1) of Ontario Regulation 823 under the Act?

8. Does the city have proper retention periods in place for the personal information?

**Issue 1: Is the information at issue “personal information” as defined by section 2(1) of the Act?**

[19] The information at issue is the images of identifiable individuals collected by the city’s video surveillance system.

[20] “Personal information” is defined in section 2(1) of the Act, in part, as follows:

“personal information” means recorded information about an identifiable individual, including,

(a) information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual,

[21] Previous decisions by this office have held that information collected about identifiable individuals by video surveillance systems qualifies as “personal information” under the Act. The city does not dispute this.

[22] Further, the Surveillance Policy states:

Since images of individuals collected by this video surveillance system are considered to be the personal information of the individuals photographed the recordings are subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

[23] Based on the above, I find that the information at issue qualifies as “personal information” under section 2(1) of the Act.

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11 Section 1.3 of Schedule B to the Surveillance Policy
Issue 2: Is the collection of the personal information in accordance with section 28(2) of the Act?

[24] Section 28(2) of the Act requires that the city’s video surveillance system collect the personal information only in certain circumstances. This section states:

No person shall collect personal information on behalf of an institution unless the collection is expressly authorized by statute, used for the purposes of law enforcement or necessary to the proper administration of a lawfully authorized activity.

[25] The city advised that, pursuant to section 11(1) of the Municipal Act, 2001 (the Municipal Act)\(^{12}\), the collection of the personal information at issue is necessary to the proper administration of a lawfully authorized activity.

[26] Accordingly, first, the city must show that the activity is lawfully authorized and, second, that the collection is necessary to the proper administration of that activity.

[27] Section 11(1) of the Municipal Act states:

A lower-tier municipality and an upper-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public, subject to the rules set out in subsection (4).

[28] The city advised that the lawfully authorized activity is the city’s operation of the Core Areas, that is, the city’s provision of intersections, lots, parking lots, streets, a bridge and trail within these areas, which under section 11(1) of the Municipal Act, the city “considers necessary or desirable for the public”.

[29] I accept the city’s position in this regard and, therefore, I am satisfied that the city’s operation of the Core Areas is a lawfully authorized activity.

[30] Next, I must consider whether the collection of the personal information through the city’s video surveillance system is necessary to the proper administration of its operation of the Core Areas.

[31] In Special Investigation Report MC07-68, then Commissioner Ann Cavoukian set out what the necessity condition means as follows:

Based on the test established by my office, and adopted by the Court of Appeal, in order to satisfy the necessity condition, the institution must first identify the “lawfully authorized activity” in question, and second, it must

\(^{12}\) S.O. 2001, c.25
demonstrate how the collection of personal information is “necessary,” not merely helpful, to the achievement of this objective. In addition, this justification must be provided for all classes of personal information that are collected.\textsuperscript{13}

\[32\] Moreover, in the context of video surveillance, the Guidelines discusses the importance of considering the necessity condition with respect to the means used to collect the personal information, as well as the sensitivity and the amount of the personal information collected.\textsuperscript{14}

\[33\] Regarding the means used to collect the personal information, the Guidelines advise that it is important that institutions consider whether:

- the problem to be addressed by video surveillance is real, substantial and pressing;
- other less intrusive means of achieving the same goals have been considered and are substantially less effective than video surveillance or are not feasible; and
- the benefits of video surveillance substantially outweigh the reduction of privacy inherent in its use.

\[34\] The city advised that there is a real, substantial and pressing problem of public safety to be addressed by its video surveillance system. As evidence of this concern, the city advised that there are police reports documenting incidents that have occurred in the Core Areas.

\[35\] In 2018, as less intrusive means to address public safety concerns, the city advised that it implemented its Ambassador Program.\textsuperscript{15} The goals of this program are to enrich the downtown experience in the city, keep the Core Areas clean and well-maintained, and enhance the safe enjoyment and pride in the community.

\[36\] Members of the Ambassador Program provide safety and security in the Core Areas by having a visible presence, regularly patrolling busy areas, requesting voluntary compliance with the city's by-laws, checking in with local businesses to address concerns and reporting public disturbances and other issues to the Waterloo Regional Police Service (the police).

\[37\] Also as less intrusive means, within the Core Areas, the Staff Report advises that the city installed new LED street lights with brighter directed light on certain streets,

\textsuperscript{13} Also, see \textit{Cash Converters Canada Inc. v Oshawa (City)} 2007 ONCA 502 at para.40.
\textsuperscript{14} Pages 6 through 10 of the Guidelines
\textsuperscript{15} \url{https://www.cambridge.ca/en/your-city/resources/Booklet-Ambassador-2019-8.5x8.5-WEBSITE-VERSION.pdf}
partnered with the police to ensure bike and foot patrols continue and is working with the three Cambridge business improvement areas to ensure a safe downtown environment.

[38] The city explained that the Ambassador Program and foot patrols have not been as effective as video surveillance because they do not operate 24 hours a day and are limited in size. Further, the city explained that, based on the opinion of the police, these means are less effective than video surveillance.

[39] Regarding the benefits of video surveillance, the city explained that the cameras provide passive surveillance of public areas and permit the police to officially request video recordings through its Clerk's department for specific investigations.

[40] With respect to the sensitivity of personal information, the Guidelines recommend that institutions consider the nature of the space under observation and the “closeness” of the surveillance. The city advised that it considered this and, as a result, all of the cameras are static and have no motorized zoom function.16

[41] As to the amount of personal information being collected, the Guidelines recommend that institutions apply the principle of data minimization. This principle entails limiting the amount of information collected to that which is necessary to fulfill the purposes of the lawfully authorized activity.

[42] In accordance with the data minimization principle, the city explained that all the cameras are:

- stationary and point at public areas;
- located on property owned by the city or region;
- restricted to prohibit the viewing of locations not intended to be monitored; and
- prevented from looking through window of an adjacent building or areas where a higher level of privacy is expected.

[43] The city also advised that the surveillance system does not have audio capabilities or the ability to collect other sensory information.

[44] At issue is whether the city has demonstrated that the collection of personal information by its video surveillance system is “necessary” and not merely helpful to the

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16 The city advised that the cameras have a limited zoom function, but this must be conducted manually, that is, opening the camera cover and manually zoom the lens while focusing.
proper administration of its operation of the Core Areas. To determine whether the city has shown this, Privacy Complaint Reports MC13-46 and MC13-60 are informative.

[45] In Report MC13-46, Investigator Jeffrey Cutler was not satisfied that a school board’s collection of personal information through its video surveillance system was necessary to the proper administration of a lawfully authorized activity. He stated:

I am concerned that there is no additional information to suggest that the guidelines regarding proposals for the installation of video surveillance outlined in Policy I-30 were followed by the Board prior to implementing the video surveillance system in the School. My concern is underscored by the Board’s confirmation that it “… did not do a privacy impact assessment or other form of study in relation to the video surveillance program at the School.” Indeed, the decision to employ video surveillance was a part of a broader initiative to implement video surveillance in all secondary schools without apparent detailed consideration to its necessity at this particular facility.

Without the benefit of a privacy impact assessment, security risk assessment or similar analysis, there is no information before me to suggest that the Board considered whether less intrusive means of deterrence, such as increased monitoring by staff, were ineffective or unworkable. Similarly, there is no information indicating that the Board considered the effects of surveillance system would have on personal privacy and whether the design and operation of the video surveillance system minimizes privacy intrusion to that which is necessary, as opposed to simply helpful.

In light of this, the implementation appears pre-emptive, with the only report of a security problem being thefts in the locker room (which are not covered by video surveillance in any case), and a general statement that thefts have not been more or less a problem than in previous years. Aside from this information, there is little material before me to indicate that there were demonstrative security issues at the School prior to the installation of video surveillance cameras.

[46] However, in Report MC13-60, Investigator Cutler was satisfied that a school board’s collection of personal information through its video surveillance system was necessary to the proper administration of a lawfully authorized activity.

[47] He came to this conclusion based on a “School Security Incident Matrix’ that classified and listed incidents at the School prior to and after the implementation of video surveillance.” Regarding this matrix, Investigator Cutler stated:
The list is comprised of 30 specific incidents over a period of four years, although only one incident occurred after the installation of video cameras. It also identifies loitering and illegal dumping on school property as frequent and ongoing issues. The incidents included intruders in the school building or property, assaults occurring on school property, drug use, theft and vandalism. In many of the instances the Matrix indicates that a police report was filed.

[48] Because of these verifiable and specific reports of incidents, he was satisfied that the matrix demonstrated that the “safety and security events at the School are exceptional in both their severity and frequency”.

[49] In this matter, the city explained that its video surveillance system is one of the measures being used to enhance public safety in its operation of the Core Areas. Further, the Staff Report advises that the city’s video surveillance system “will be used to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization.”

[50] In my view, using a video surveillance system to help ensure the health, safety and well-being of residents, as well as to protect property, is helpful in achieving the city’s safety and security objectives in the Core Areas. Moreover, based on the above, it appears that the city has considered the necessity of the collection of the personal information in accordance with the Guidelines.

[51] As described above, the city relies on police reports, the police’s opinion and, the limited size and hours of operation of the Ambassador Program and foot patrols to demonstrate that the collection of personal information by its video surveillance system is necessary, and not merely helpful to the property administration of its operation of the Core Areas.

[52] Further, the city advised that, prior to operating this system, it reviewed the security camera system installed at its City Hall and outlined its video surveillance program with input from a committee composed of community, municipal and law enforcement officials.

[53] However, in determining whether the collection of personal information by a video surveillance system is “necessary”, I note the Guidelines explanation of the risks of video surveillance to privacy as follows:

While video surveillance may help to increase the safety of individuals and the security of assets, it also introduces risks to the privacy of individuals whose personal information may be collected, used and disclosed as a result

17 Section 9.2 of Schedule B to the Surveillance Policy
of the technology. The risk to privacy is particularly acute because video surveillance may, and often does, capture the personal information of law-abiding individuals going about their everyday activities. In view of the broad scope of personal information collected, special care must be taken when considering whether and how to use this technology.

[54] In this matter, the city did not provide me with any verifiable information, statistics or even specific details contained within the (police) reports of incidents that its video surveillance system will address. Moreover, the city advised that it did not conduct a privacy impact assessment, or similar analysis, before or after installing this system.

[55] Although the city advised that there is a public safety problem that is being addressed by its video surveillance system, I have nothing before me beyond its broad assertion that this problem is real, substantial or pressing, or that the less intrusive means in place are substantially less effective than this system. As a result, I find that the city has not shown that the benefits of its video surveillance system outweighs the reduction of privacy inherent in its use.

[56] For these reasons, I am not satisfied that the city has demonstrated that the collection of personal information by its video surveillance system is “necessary” and not merely helpful to the proper administration of its operation of the Core Areas.

[57] Accordingly, I am not satisfied that this collection is necessary to the proper administration of a lawfully authorized activity. Therefore, I find that the collection of the personal information by the city’s video surveillance system is not in accordance with section 28(2) of the Act.

[58] By this finding, I am not concluding that the city’s use of its video surveillance system is not necessary, per se. Rather, I conclude that the city has not demonstrated that it is necessary, or even necessary to the degree to which it has been implemented.

[59] To address this conclusion, I will recommend that the city conduct an assessment (such as, a privacy impact assessment) of its video surveillance system in accordance with the Act, the Surveillance Policy and this report. Doing so will help the city determine the potential, actual and type of effects that its video surveillance system may have on personal privacy. It will also help in determining the steps the city should take to mitigate those effects and minimize privacy intrusion to that which is necessary to achieve its lawful goals.

[60] Following an assessment of its video surveillance system, should the city determine that it is necessary, I recommend that the city implement the system in the Core Areas in accordance with the Act, the Surveillance Policy and this report.
Findings regarding the city’s notice of collection, use, disclosure, protection and retention of the personal information are contingent upon the valid collection of this information by its video surveillance system and, given my determination above, may not be strictly necessary at this time.

However, these additional issues are before me and my findings on them will be applicable if, following an assessment(s), the city determines that its video surveillance system is necessary and implemented in a manner consistent with the Act, the Surveillance Policy and this report. Moreover, the results of this investigation and analysis of the city’s efforts to comply with the Act will be instructive to the city, stakeholders and other institutions.

Therefore, as the city’s video surveillance system is collecting personal information and the city may determine that it is necessary to the proper administration of a lawfully authorized activity in accordance with section 28(2) of the Act, I will consider whether the city’s notice of collection, use, disclosure, protection and retention of the personal information is in accordance with the Act.

**Issue 3: Is the notice of collection in accordance with section 29(2) of the Act?**

Because the city’s video surveillance system collects the personal information from individuals, generally, section 29(2) of the Act requires that they receive notice of the collection. This section states:

> If personal information is collected on behalf of an institution, the head shall inform the individual to whom the information relates of,

(a) the legal authority for the collection;

(b) the principal purpose or purposes for which the personal information is intended to be used; and

(c) the title, business address and business telephone number of an officer or employee of the institution who can answer the individual’s questions about the collection.

To give individuals notice, the Guidelines suggest that institutions make the notice required by section 29(2) available and easily accessible on their website. The Guidelines also recommend that, at the perimeter of the monitored areas and at key locations within these areas, institutions place signs with a clear, language-neutral graphical depiction of
the use of a video surveillance that also contain basic information clarifying that video surveillance is being used.\textsuperscript{18}

[66] In this matter, the Surveillance Policy containing the notice required by section 29(2) is available and accessible online.\textsuperscript{19} Further, it provides that “written notice, in easily readable lettering, will be posted in the public area in a position easily viewed by the public” and that signs will have a clear, language neutral graphical depiction of the use of video surveillance and state:

To promote safety this area is under video surveillance.

Images may be recorded and/or monitored.

Information collected by the use of video equipment in this area is collected under the authority of the Municipal Act, 2001 in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

Any questions about this collection can be obtained by contacting City Clerk's Office at 519-740-4680 ext 4583.\textsuperscript{20}

[67] As previously mentioned, the city advised that it has placed the signs described in the Surveillance Policy at the public access points to and within areas under surveillance.

[68] Based on the above, I am satisfied that the city has provided the notice required by section 29(2) and, therefore, I find that the notice of collection of the personal information is in accordance with this section.

**Issue 4: Is the use of the personal information in accordance with section 31 of the Act?**

[69] Section 31 of the Act, generally, prohibits the city’s use of the personal information collected by its video surveillance system unless one of the exceptions under this section applies.

[70] Section 31 states:

An institution shall not use personal information in its custody or under its control except,

\textsuperscript{18} This recommendation assumes that a high percentage of the individuals whose personal information is being collected are able to read the signs (that is, are not visually disabled).


\textsuperscript{20} Sections 2.1 and 10.1 of Schedule B to the Surveillance Policy
(a) if the person to whom the information relates has identified that information in particular and consented to its use;

(b) for the purpose for which it was obtained or compiled or for a consistent purpose; or

(c) for a purpose for which the information may be disclosed to the institution under section 32 or under section 42 of the Freedom of Information and Protection of Privacy Act.

[71] Further, with respect to the use of personal information in the context of video surveillance, the Guidelines provide the following explanation:

In the context of video surveillance, this means that as a general rule, institutions may only use personal information collected by means of video surveillance for the purpose of the video surveillance program or for a consistent purpose. Use of the information for other, unrelated purposes would not generally be permitted. When information collected for one purpose is used for another, unrelated purpose this is often called ‘function creep.’

[72] In this matter, in my view, section 31(b) of the Act sets out the most applicable exception that would allow the city to use the personal information. To see whether this section applies, first, the purpose for which the personal information was obtained or compiled must be determined, and, second, whether the use of this information has taken place for either the same purpose or a consistent purpose must be determined.

[73] As previously mentioned, the city advised that the purpose for which it is obtaining or compiling the personal information is “to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization.”

[74] Regarding the use of the collected information, the Surveillance Policy states:

Use of video recordings – the information collected through video surveillance is used only for the purposes of contributing to the safe environment of the Cambridge Core Area, deterring unsafe activities and assisting as one of the components of Cambridge Core Area revitalization.

[75] Based on the above, I am satisfied that the personal information collected by the city is used for the same purpose for which it was obtained or compiled.
Accordingly, I find that the city’s use of the personal information is in accordance with section 31(b) of the Act and, therefore, I find that the use of the personal information is in accordance with section 31 of the Act.

**Issue 5: Is the disclosure of the personal information in accordance with section 32 of the Act?**

According to the Surveillance Policy, the city discloses the personal information collected by its video surveillance system as follows:

The City of Cambridge does not disclose a video record to any individual or organization except as permitted through MFIPPA.

1. Public requests for disclosure – Any person may make a written request for access to video records created through a video surveillance system through the freedom of information process. Access may depend on whether there is a justified invasion of another individual’s privacy and whether any exempt information can be reasonably severed from the record. (through appropriate request form)

2. Internal requests for disclosure – City employees or consultants may request a copy of a video recording if it is necessary for the performance of their duties in the discharge of the corporation’s function.

3. Law enforcement requests – The City may disclose a copy of a video recording to a law enforcement agency where there are reasonable grounds to believe that an unlawful activity has occurred and has been captured by the video surveillance system in accordance with section 32(g) of MFIPPA (through appropriate request form).

The Surveillance Policy also states:

The Freedom of Information Co-ordinator (or designate) is permitted to release copies of the records to a law enforcement agency in response to a verbal request only in situations involving an emergency, imminent danger or hot pursuit. All other requests for access by law enforcement authorities must be documented through the access request documentation utilized routinely by the Freedom of Information Co-ordinator.21

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21 Section 6.4 of Schedule B to the Surveillance Policy
Further, the Surveillance Policy provides that "recordings must be released if they are subject to a subpoena, search warrant, summons or other order of the courts or a quasi-judicial tribunal." \(^{22}\)

Section 32 of the Act prohibits the disclosure of the personal information by the city unless one of the exceptions described in paragraphs (a) to (l) under this section applies.

Section 32, in part, states:

An institution shall not disclose personal information in its custody or under its control except,

(a) in accordance with Part I;

...

(d) if the disclosure is made to an officer, employee, consultant or agent of the institution who needs the record in the performance of their duties and if the disclosure is necessary and proper in the discharge of the institution's functions.

...

(g) if disclosure is to an institution or a law enforcement agency in Canada to aid an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;

(h) in compelling circumstances affecting the health or safety of an individual if upon disclosure notification is mailed to the last known address of the individual to whom the information relates;

**Section 32(a)**

The Surveillance Policy provides that the city may disclose the personal information in response to a written access request made through the freedom of information process. In my view, the exception set out in section 32(a) of the Act would apply to this type of disclosure.

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\(^{22}\) Section 7.2 of Schedule B of the Surveillance Policy

\(^{23}\) "Law enforcement" is defined in section 2(1) of the Act as (a) policing, (b) investigations or inspections that lead or could lead to proceedings in a court or tribunal if a penalty or sanction could be imposed in those proceedings, or (c) the conduct of proceedings referred to in clause (b).
Section 32(a) allows the disclosure of personal information in accordance with Part I of the Act, which governs freedom of information and access to records in the custody or control of institutions.

Therefore, disclosure of the personal information in response to an access request that is done in accordance with Part I would be a permitted disclosure under section 32(a).

Accordingly, I find that the city’s disclosure of the personal information in response to written public access requests made under the freedom of information process, that is, the Act, would be in accordance with section 32(a).

Section 32(d)

The Surveillance Policy provides that the city may disclose the personal information in response to internal requests. In my view, the exception set out in section 32(d) of the Act would apply to this type of disclosure.

Previous decisions by this office have identified the following three conditions that must be met for section 32(d) to apply:

1. The disclosure must be made to an officer, employee, consultant or agent;
2. Who needs the information in the performance of their duties; and
3. The disclosure must be necessary and proper in the performance of the institution’s functions which includes the administration of statutory programs and activities necessary to the overall operation of the institution. ²⁴

Section 32(d) makes it clear that a disclosure of personal information even within an institution must be justified and will be subject to scrutiny on a “need to know basis.” The sharing of information pursuant to this section must be based on more than “mere interest or concern”. ²⁵

As indicated above, the Surveillance Policy provides that the personal information may be disclosed to an employee or consultant “if it is necessary for the performance of their duties in the discharge of the [city’s] function.”

²⁴ Privacy Complaint Reports MC11-73 and MC-050034-1, Investigation Reports I95-007M and I96-113P and Order PO-1998
[90] For this reason, I am satisfied that the conditions required for section 32(d) to apply have been met.

[91] Therefore, I find that the city’s disclosure of the personal information in response to an internal request would be in accordance with section 32(d).

**Section 32(g)**

[92] The Surveillance Policy provides that the city may disclose the personal information in response to requests from law enforcement agencies in accordance with section 32(g) of the Act.

[93] Specifically, this policy advises that such disclosure would occur “where there are reasonable grounds to believe that an unlawful activity has occurred and has been captured by the video surveillance system” or where the information is “subject to subpoena, search warrant, summon or other order of the courts or a quasi-judicial tribunal.”

[94] Based on these conditions under which the city would disclose the personal information to a law enforcement agency, in my view, such disclosure would be an aid “to an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result.”

[95] Therefore, I find that the city’s disclosure of the personal information in response to a request from a law enforcement agency would be in accordance with section 32(g).

**Section 32(h)**

[96] The Surveillance Policy provides that the city may disclose the personal information to a law enforcement agency “in response to a verbal request only in situations involving an emergency, imminent danger or hot pursuit.” In my view, the exception set out in section 32(h) of the Act would apply to this type of disclosure.

[97] Based on the purposes for which the city uses the personal information, that is, safety and security, in my view, it is reasonably foreseeable that “in situations involving an emergency, imminent danger or hot pursuit”, these uses might require the disclosure of the personal information in such “compelling circumstances affecting the health or safety of an individual.”

[98] Therefore, I find that the city’s disclosure of the personal information in response to a verbal request from a law enforcement agency in the specified situations would be in accordance with section 32(h).
[99] As I have found that the circumstances in which the city may disclose the personal information are in accordance with sections 32(a), (d), (g) or (h), I find, therefore, that the disclosure of the personal information is in accordance with section 32 of the Act.

Issue 6: Is there a right of access to the personal information in accordance with section 36(1) of the Act?

[100] Section 36(1) of the Act gives individuals a right of access to their personal information collected by the city’s video surveillance system. This section states:

   Every individual has a right of access to,

   (a) any personal information about the individual contained in a personal information bank in the custody or under the control of an institution; and

   (b) any other personal information about the individual in the custody or under the control of an institution with respect to which the individual is able to provide sufficiently specific information to render it reasonably retrievable by the institution.

[101] Moreover, to protect personal information when responding to access requests, the Guidelines advise that an institution’s “video surveillance system should include the ability to remove or redact information from the video footage to protect exempted information.”

[102] As indicated above, the Surveillance Policy provides that individuals “may make a written request for access to video records created through a video surveillance system through the freedom of information process.”

[103] Further, the city advised that its video surveillance system can black out or blur images and confirmed that, pursuant to section 36(1), individuals can access their personal information collected by it.

[104] For these reasons, I find that there is a right of access to the personal information in accordance with section 36(1) of the Act.
Issue 7: Are there reasonable measures in place to protect the personal information as required by section 3(1) of Ontario Regulation 823 under the Act?

[105] Section 3(1) of Ontario Regulation 823 (O Reg 823) requires that the city “ensure that reasonable measures to prevent unauthorized access to [individuals’ information] are defined, documented and put into place, taking into account the nature of the records to be protected.” This requirement “applies throughout the life-cycle of a given record, from the point at which it is collected or otherwise obtained, through all of its uses, and up to and including its eventual disposal.”

[106] In Investigation Report I93-044M, then Assistant Commissioner Ann Cavoukian stated the following about the term “reasonable measures” in section 3(1) of O Reg 823:

The determination of whether reasonable measures had been put into place hinges on the meaning of “reasonable” in section 3(1) of Regulation 823, R.R.O. 1990, as amended. Black’s Law Dictionary defines reasonable as:

Fair, proper, just, moderate, suitable under the circumstances. Fit and appropriate to the end in view ... Not immoderate or excessive, being synonymous with rational, honest, equitable, fair, suitable, moderate, tolerable.

Thus, for reasonable measures to have been put into place would not have required a standard so high as to necessitate that every possible measure be pursued to prevent unauthorized access. In our view, the measures identified above are consistent with Black’s definition of “reasonable” -- appearing to be fair and suitable under the circumstances.

[107] Moreover, in Privacy Complaint Report PR16-40, then Investigator Lucy Costa stated the following about section 4(1) of Regulation 460 (which is the provincial access/privacy law equivalent of section 3(1) of O Reg 823):

From the way this section of the regulation is written, it is clear that it does not prescribe a “one-size-fits-all” approach to security. It does not set out a list of measures that every institution must put in place regardless of circumstance. Instead, it requires institutions to have “reasonable” measures and ties those measures to the “nature” of the records to be protected. It follows that the same security measures may not be required of all institutions. Depending on the nature of the records to be protected, including their sensitivity, level of risk and the types of threats posed to them, the required measures may differ among institutions.

26 Privacy Complaint Report MI10-5
[108] Regarding video surveillance, generally, security measures should include:

- administrative measures, such as the development of clear policies and procedures regarding use and disclosure;
- technical measures, such as ensuring that images are encrypted and that robust controls are in place that ensure only those who need the information can access it (this includes logging and auditing); and
- physical measures, such as ensuring secure locations for video monitors and image storage.  

[109] Further, the Guidelines advise that, “in the context of video surveillance, security involves ensuring the confidentiality, integrity and availability of the footage captured by the system.” To that end, the Guidelines set out measures that institutions may take.  

[110] The city provided this office with relevant information regarding the security measures in place for its video surveillance system. Some of these details are not set out in this report because disclosing them might compromise the effectiveness of these measures.  

[111] Regarding administrative measures, in addition to the Surveillance Policy, the city also has a “Code of Conduct For the Employees of the City Of Cambridge” and a “City of Cambridge Privacy Policy”. These documents set out relevant procedures concerning the use and disclosure of the personal information collected by the city’s video surveillance system and inform city employees that this information must be protected, not inappropriately accessed and handled in accordance with the Act.  

[112] Further, the city advised that it holds privacy workshops and training for staff who access its video surveillance system and that they are required to sign a confidentiality agreement.  

[113] Regarding technical measures, the city advised that video footage is encrypted and access to it is password protected. The city also advised that it would provide individuals who are able to view the footage with an auditable unique login to its video surveillance system.  

[114] In addition, the Surveillance Policy specifies that the monitor can only be viewed by the city’s Director of Economic Development (or designate), Manager of Technology and Support Services, and Corporate Property Manager. This policy also specifies that

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28 Page 17 of the Guidelines
30 Section 4.1 of Schedule B of the Surveillance Policy
only these individuals and the city’s Freedom of Information Co-ordinator (or their designate) can view recorded footage, which “must be conducted in private and in the presence of authorized persons only”, or access it.”31 Moreover, if required, access to recorded footage by the city’s Technology Services staff “is limited to ensuring the system functions according to specifications.”32

[115] With respect to live viewing of footage, the Surveillance Policy states:

Live viewing is restricted to time periods when there is higher likelihood of safety and security concerns, or the commission of unauthorized activity in the area under surveillance. Live feed monitors are turned off when not in use.

[116] When disclosing personal information in accordance with the Act, the Guidelines advise that “it is important that disclosures be done in a manner that protects the privacy and security of the personal information.” To that end, the Guidelines recommend that institutions maintain an auditable log of each disclosure and ensure that this log contains certain information.

[117] The Surveillance Policy requires that “requests for access [to video footage] by law enforcement authorities must be documented through the access request documentation utilized routinely by the FOI co-ordinator.”33 In addition, it provides that access to video footage will be logged as follows:

A log will be kept to record access to the recordings. An entry will be made each time the recordings are consulted or any time a copy if made of any part of them. The log entry will note the person(s) accessing the recordings and the reason for access.34

[118] Based on my review of the logs used by the city when it discloses the personal information collected by its video surveillance system, generally, I am satisfied that these forms contain the information recommended by the Guidelines.35

[119] With respect to system review and audits, the Guidelines recommend that institutions regularly audit the roles, responsibilities and practices of its video surveillance program regularly to ensure that they comply with its policies and procedures.

[120] To this end, the city advised that it audits the logs annually and that its staff can perform random audits. Further, the city advised that its policies must be reviewed in

31 Sections 6.3 and 6.5 of Schedule B to the Surveillance Policy
32 Sections 5.2, 6.3 and 6.5 of Schedule B to the Surveillance Policy
33 Section 6.4 of Schedule B to the Surveillance Policy
34 Section 7.1 of Schedule B to the Surveillance Policy
35 Pages 14 to 15 in the Guidelines
2024 and that its video surveillance system is checked once a year to ensure that all of the cameras are pointed correctly and are operating sufficiently.

[121] Regarding physical measures, according to the Surveillance Policy, “the recording and storage equipment will be stored in a secure, non-public area at all times” and that “one secure monitor is located in the Office of the Corporate Property Manager.” The city also advised that it would restrict devices capable of recording (for example, cell phones) from this manager’s office.

[122] Based on the above, I am satisfied that the city has put in place reasonable measures to safeguard the footage collected by its video surveillance system. Therefore, I find that there are reasonable measures in place to protect the personal information as required by section 3(1) of O Reg 823 under the Act.

**Issue 8: Does the city have proper retention periods in place for the personal information?**

[123] Section 30(1) of the Act requires that the city keep the personal information collected by its video surveillance system “for the period prescribed by regulation in order to ensure that the individual to whom it relates has a reasonable opportunity to obtain access to the personal information.”

[124] To that end, section 5 of O Reg 823 prescribes the following period:

An institution that uses personal information shall retain it for the shorter of one year after use or the period set out in a by-law or resolution made by the institution or made by another institution affecting the institution, except if,

(a) the individual to whom the information relates consents to its earlier disposal; or

(b) the information is credit or debit card payment data.

[125] Together, section 30(1) and section 5 of O Reg 823 establish a default minimum one-year retention period for used personal information, subject to the exceptions set out in section 5 of O Reg 823.

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36 Sections 4.1 and 6.1 of Schedule B to the Surveillance Policy
37 Privacy Complaint Reports MC10-2, MC13-46, MC13-60 and MC17-32
**Used Video Footage**

[126] Where video footage has been used, it would be subject to the one-year minimum retention period indicated above. The Guidelines advise that, “in the context of video surveillance, personal information is used whenever footage that contains images of individuals or other identifiable information is accessed or disclosed.” It also advises that, “simply viewing a live feed does not represent a ‘use’ of personal information”.

[127] Regarding used video footage, the Surveillance Policy states:

In cases where the surveillance system records activities that relate to an insurance, liability, law enforcement or other similar issue, the appropriate section of the recording will be copied to suitable media and stored in a separate secure location for a period of no less than one (1) year or a longer appropriate length of time.38

[128] For this reason, I am satisfied the city’s retention period for used personal information is in accordance with the minimum one-year retention period.

[129] Therefore, I find that the retention of used personal information is in accordance with section 30(1) of the Act.

**Unused Video Footage**

[130] Where video footage has not been used, the Guidelines recommend that its retention period be limited as follows:

Recorded information that has not been used is routinely erased according to a standard schedule. Under the standard schedule, the retention period for unused information is limited to the amount of time reasonably necessary to discover or report an incident that occurred in the space under surveillance.39

[131] The Guidelines also advise that “when erasing or deleting recorded information, whether used or unused, it is critical that the information and old storage devices are disposed of in such a way that the personal information cannot be reconstructed or retrieved.”40

[132] The city advised that unused video footage is retained until its system’s electronic storage capacity is reached or up to 30 days, whichever comes first. Once capacity is reached or 30 days have passed, the city explained that the unused footage is

---

38 Section 6.2 of Schedule B to the Surveillance Policy
39 Page 10 of the Guidelines
40 Page 11 of the Guidelines
permanently erased, that is, overwritten. The city further explained that it chose a (maximum) 30-day schedule based on the opinions of both the provider of its video surveillance system and the police.

[133] I am satisfied that the city has provided a reasonable basis after consultation with the video surveillance system provider and the police for retaining the unused video footage for this period.

[134] For this reason, I am satisfied that the retention of the unused personal information collected by the city’s video surveillance system is in accordance with the Act.

[135] Therefore, I find that the city has proper retention periods in place for the personal information.

**The city’s consultation with stakeholders**

[136] The *Act* does not require that institutions consult with anyone about the collection of personal information where such collection is necessary to the proper administration of a lawfully authorized activity.

[137] However, the Guidelines recommends that individuals who might be affected by video surveillance should be consulted as follows:

> The use of video surveillance affects all the individuals who end up moving within the space under observation. Therefore, prior to using video surveillance, and where feasible to do so, [an institution] should identify those who reasonably may be affected by the video surveillance and consult with them as to the program’s necessity and impact.41

[138] The matter of consultation raises two questions. The first question is: who are the stakeholders? For this question, “context is important, and in each circumstance where the installation of cameras is considered the questions should be asked who may be reasonably affected by the video surveillance? And, is consultation feasible?42

[139] The second question is: were the stakeholders adequately consulted?43 Consultation is more than merely announcing the decision to implement video surveillance.44

---

41 Page 19 of the Guidelines
42 Privacy Complaint Report MC13-60.
43 Privacy Complaint Report MC13-60.
44 Privacy Complaint Reports MC13-60 and MC13-67.
[140] The city advised that camera placement was determined with input from the police and the Downtown Cambridge Business Improvement Area based on their experience with the city's downtown activities, as well as from the Regional Municipality of Waterloo.

[141] The city also advised that a committee of community, municipal and law enforcement stakeholders came together to outline the video surveillance program. Further, the Staff Report lists various internal and external stakeholders that the city consulted regarding its video surveillance program.

[142] Moreover, as previously indicated, the city’s council approved the Surveillance Policy before any of the video surveillance cameras began recording.

[143] In light of the aforementioned steps taken, I commend the city for its consultations with stakeholders regarding the implementation of its video surveillance system.

CONCLUSION:

Based on the results of my investigation, I have reached the following conclusions:

1. The information at issue is “personal information” as defined by section 2(1) of the Act.

2. The collection of the personal information is not in accordance with section 28(2) of the Act.

3. The notice of collection is in accordance with section 29(2) of the Act.

4. The use of the personal information is in accordance with section 31 of the Act.

5. The disclosure of the personal information is in accordance with section 32 of the Act.

6. There is a right of access to the personal information in accordance with section 36(1) of the Act.

7. There are reasonable measures in place to protect the personal information as required by section 3(1) of Ontario Regulation 823 under the Act.

8. The city has proper retention periods in place for the personal information.
9. The city properly consulted with stakeholders.

RECOMMENDATIONS:

Based on the above conclusions, I make the following recommendations:

1. I recommend that the city conduct an assessment of its video surveillance system in a manner consistent with the Act, the Surveillance Policy and this report, to determine whether the collection of personal information by the system is necessary to the proper administration of a lawfully authorized activity in accordance with section 28(2) of the Act.

2. Following an assessment of the video surveillance system and assuming a determination by the city that it is necessary, I recommend that the city implement the system in a manner consistent with the Act, the Surveillance Policy and this report.

3. Within six months of receiving this report, the city should provide this office with proof of compliance with the above recommendations.

The city has reviewed this report and agreed to implement the above recommendations. Accordingly, within six months of receiving this report, the city should provide this office with proof of compliance with these recommendations.
Privacy Impact Assessment

City of Cambridge Surveillance System
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</table>
1. **Introduction**

1.1. Executive Summary

This Privacy Impact Assessment (“PIA”) is being conducted on behalf of the City of Cambridge, on the current surveillance camera program within the municipality.

In the course of the assessment, 11 risks were noted. The risks, as described throughout the PIA and in detail in section 7, are as follows:

<table>
<thead>
<tr>
<th>Risk #</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It is unknown as to whether the Policies Governing the Use Of Video Surveillance Equipment in City Of Cambridge Workplaces document has been reviewed or updated since 2004.</td>
</tr>
<tr>
<td>2</td>
<td>It is unknown as to whether the Control Documents for each City Facility are reviewed every two years as stated in the Policies Governing the Use Of Video Surveillance Equipment in City Of Cambridge Workplaces document.</td>
</tr>
<tr>
<td>3</td>
<td>There is missing information on the systems used and the technical capabilities for a number of the City Facilities.</td>
</tr>
<tr>
<td>4</td>
<td>The City does not currently have an Individual Access Policy/Procedure or an Employee Acceptable Use Policy which governs the PI under its custody or control.</td>
</tr>
<tr>
<td>5</td>
<td>There is a risk that the City is offside section 28(2) of MFIPPA, as there is limited information available on how and why the decision to implement surveillance cameras was made.</td>
</tr>
<tr>
<td>6</td>
<td>The Alliance Agreement (section 5.2 of this PIA) expired on June 30, 2020.</td>
</tr>
<tr>
<td>7</td>
<td>It is unknown if the City has entered into other Agreements for the purchasing, use, maintenance or other considerations related to camera surveillance.</td>
</tr>
<tr>
<td>8</td>
<td>There are currently no staff confidentiality agreements or pledge of confidentiality signed by City employees.</td>
</tr>
</tbody>
</table>
| 9      | The City’s current Privacy Policy does not include the following information:  
  - Individual’s right to make a complaint  
  - Contact information for the Privacy Officer  
  - How to make a complaint to the Privacy Officer  
  - Contact information for the IPC |
| 10     | There is no standard policy governing the use of the camera movement capabilities. This, coupled with the incomplete information surrounding the technical capabilities of the cameras presents a risk of over-collection of PI. |
| 11     | City’s Privacy Policy is not posted on the website nor is the contact information for the Privacy Officer (City Clerk) easily accessible. |

1.2. Background

In 2017, Cambridge City Council approved Phase 1 of the Security Camera project to “enhance a positive and safe environment for the Downtown Cambridge Core Area”¹. The project was completed in 2018.

In addition to the cameras installed in the Downtown Core Area ("Downtown Core Area cameras"), there are multiple stand-alone surveillance systems throughout Cambridge, located in City-run facilities, buildings, and areas ("City Facilities Cameras"). A list and descriptions of these camera surveillance systems can be found in section 3.1 of this document.

**Downtown Core Area Cameras**

The Downtown Core Area cameras were installed and operationalized by 2018, and are governed under the City’s *Surveillance Cameras in the Downtown Core Areas* Policy. As determined by Cambridge City Council in conjunction with the local police force (Waterloo Regional Police) and public consultations, surveillance cameras were installed in the Downtown Core Area where there was a higher perceived risk of crime. The stated objectives of these surveillance systems are to ensure the safety of residents and visitors, deter unsafe activities, and deter loitering on municipal streets and around public buildings.

Prior and in conjunction to the installation of these cameras, the City created the Ambassador program as a less intrusive strategy against public safety concerns. The Ambassador program is staffed by volunteers from the community who “walk through the three core areas of Galt, Preston and Hespeler to provide maintenance, ambassador and beautification services.”

Additionally, the City installed LED street lights with directed lights on certain streets and have partnered with police to ensure there are bike and foot patrols throughout the Downtown Core Area.

The City reported limited success with these less intrusive strategies, and were advised by police that they were not as effective as camera surveillance.

**City Facilities Cameras**

The history and initiation dates for the City Facilities Cameras are unknown as each system is managed by the specific facility, leading to a gap in record keeping and institutional knowledge. This will be disused in further detail in section 5.1.

There is a *Policies Governing the Use Of Video Surveillance Equipment in City Of Cambridge Workplaces* ("Video Surveillance Policy") document, drafted in 2004, which provides some guidelines on the governance of surveillance camera systems within City Facilities. It is relevant to note that this Policy has not been updated since 2004, and it is unknown as to whether it has been reviewed since its creation or is still in effect. This has been logged as risk 1 in section 7.

For both the City Facilities and the Downtown Core Area Cameras, the City of Cambridge is responsible for the camera surveillance systems and maintains custody and control of video recordings. The collection of personal information through video surveillance is governed under the *Municipal Freedom of Information and Protection of Privacy Act* ("MFIPPA").

---

2 [Ambassador Program - City of Cambridge](#)

3 [Ambassador Program - City of Cambridge](#)
1.3. PIA Scope
This PIA covers the City’s use of camera surveillance on its citizens, and the collection, use, disclose, and access to camera recordings and live streams for the Downtown Core Area and City Facilities.

Out of Scope:
A review of the technical security aspects for the camera systems are out of scope for this PIA as is the Ambassador program.

2. Business Process

2.1. Target Description Overview (Program/System Overview)
As described above in section 1.2, there are a number of distinct camera systems within the City of Cambridge.

Downtown Core Area Cameras
The Downtown Core Area cameras are governed under the City’s Surveillance Cameras in the Downtown Core Areas Policy.

The Downtown Core Area cameras are owned and operated by the city, and are comprised of two distinct systems, the recordings for which are both stored on the city servers located in City Hall. Per the Surveillance Cameras in the Downtown Core Areas Policy recordings are kept for 30 days if no access request has been made for the recordings. In cases where an access request has been made by either an individual or police, the recordings will be retained for a year or longer as appropriate.

City Facilities Cameras
Each of the camera systems operating at a City Facility is managed by that specific facility and the associated Control Document. These Control Documents are unique to each facility, however, they use a common template.

Regarding the Control Documents, the Video Surveillance Policy states:

“Whenever the installation of video surveillance equipment is being considered within the City of Cambridge’s offices or in any other municipal workplace the head of the department considering the installation or staff members to whom the department head has delegated authority will prepare, in conjunction with the city’s Freedom of Information co-ordinator, a comprehensive written control document for the operation of that particular system. At a minimum this control document will contain all the information outlined in the procedures prepared in conjunction with this policy.”

The Video Surveillance Policy goes on to state that the control document for each surveillance camera installation shall be reviewed and updated at least every two years by an audit team that will include the city’s Freedom of Information coordinator. It is unknown as to whether

4 Policy Governing the Use of Video Surveillance Equipment in City of Cambridge Workplaces.
these audits have been regularly conducted for each of the Control Documents (as listed in section 3.1). This has been logged as risk 2 in section 7.

As per the Control Documents, recordings are kept for 14 to 30 days (depending on the City Facility) if no access request has been made for the recordings. In cases where an access request has been made by either an individual or police, the recordings will be retained for a year or longer as appropriate.

The City Facilities maintain and store any recordings on servers located at their facility and are responsible for the administrative and physical privacy and security considerations. This will be discussed in greater detail below.

The business process is depicted below:
## 2.2. Stakeholders
The following are the key stakeholders for the City of Cambridge surveillance camera program.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The City of Cambridge</td>
<td>As will be discussed in detail in section 5.1, per section 11 of the <em>Municipal Act</em> the City may provide any service or thing that the municipality considers necessary or desirable for the public. The City, in conjunction with police and the public advisory committee have determined a need for cameras. The City owns and operates all the camera systems on City property.</td>
</tr>
<tr>
<td>Individuals and Cambridge Businesses</td>
<td>Individuals and local businesses are key stakeholders in the surveillance camera program. Public consultations held prior to the installation of the Downtown Core camera.</td>
</tr>
<tr>
<td>Waterloo Regional Police</td>
<td>It was reported that the Waterloo Regional Police strongly advocated for the presence of cameras.</td>
</tr>
</tbody>
</table>
3. System Description

3.1. Camera Locations
There are surveillance Cameras located throughout the City. The known camera systems and locations are detailed in the chart below. It is also relevant to note that:

- “Live monitoring” refers to the live (real time) camera feed being available on a monitor, though does not necessarily imply that there is a designated employee with the sole responsibility of monitoring the cameras.
- All location Control Documents state that a Notice of collection will be posted to make individuals aware that there is camera surveillance in the area. The notice will be discussed in detail below.
- All access logs (access to recorded footage) are maintained at the facility level, and are maintained on paper.
- Control Documents for “Parks Office Building / Maintenance Shop “and the “William E. Pautler Centre” could not be located.

<table>
<thead>
<tr>
<th>Location</th>
<th># of cameras</th>
<th>Policy</th>
<th>Camera move/zoom</th>
<th>Record Time</th>
<th>Recording Retention</th>
<th>System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allen Reuter Centre</td>
<td>6</td>
<td>ARC Control Document</td>
<td>Yes</td>
<td>The cameras operate during regular business hours.</td>
<td>Recordings will be overwritten every 14 days (the system has a 14 day memory loop). ARC CD silent on accessed footage.</td>
<td>Langs</td>
</tr>
<tr>
<td>507 King St E</td>
<td></td>
<td></td>
<td>No</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beverly-Wellington Street</td>
<td>17</td>
<td>Beverly Lot Control Document</td>
<td>Yes</td>
<td>The view on these monitors can be controlled and selected by security personnel. Security personnel can control the zoom by means of a joystick or a mouse</td>
<td>Not expressly stated in the CD, however it is reasonable to assume the recording is ongoing.</td>
<td>Symphon y</td>
</tr>
<tr>
<td>Parking Lot</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Recorded data will be retained for 30 days. Accessed footage will be retained no less than one (1) year.</td>
<td></td>
</tr>
</tbody>
</table>
The cameras can also be controlled using a web-based application through password-controlled access by the Corporate Property Manager and by Manager of Technology Services Support.

<table>
<thead>
<tr>
<th>Cambridge Downtown Core Area</th>
<th>Surveillance Cameras in the Downtown Core Area Policy</th>
<th>Yes</th>
<th>No</th>
<th>Cameras will record activity in the public areas for 24 hours a day, 7 days a week.</th>
<th>In cases where the surveillance system records activities have been accessed the appropriate section of the recording will be copied to suitable media and stored in a separate secure location for a period of no less than one (1) year or a longer appropriate length of time</th>
<th>Gentec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge Youth Soccer Centre</td>
<td>745 Fountain St N</td>
<td>Youth Soccer Center Control Document</td>
<td>No</td>
<td>No</td>
<td>Ongoing. Recording activated via motion sensor.</td>
<td>Recorded data will be retained for approx. 14 days. Accessed footage will be retained no less than one (1) year.</td>
</tr>
<tr>
<td>Civic Square</td>
<td>33</td>
<td>Civic Square Control Document</td>
<td>Yes</td>
<td>Security personnel can control the pan/swivel/tilt cameras by means of a joystick or a mouse located at the security station and in Ongoing</td>
<td>Recorded data will be retained for 30 days or until storage capacity is reached.</td>
<td>Symphon y</td>
</tr>
<tr>
<td>Location</td>
<td>Camera Access</td>
<td>Recording</td>
<td>Footage Retention</td>
<td>Access Footage Retention</td>
<td></td>
<td></td>
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<td>--------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Durward Centre</td>
<td>Yes</td>
<td>No</td>
<td>Ongoing. Recording activated via motion sensor.</td>
<td>Accessed footage will be retained no less than one (1) year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duncan McIntosh Arena</td>
<td>No</td>
<td>Ongoing. Recording activated via motion sensor.</td>
<td>Recorded data will be retained for approx. 14 days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>George Hancock Pool</td>
<td>Yes</td>
<td>No</td>
<td>Ongoing. Recording activated via motion sensor.</td>
<td>Accessed footage will be retained no less than one (1) year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td>Area/Office</td>
<td>Recording Status</td>
<td>Document Status</td>
<td>Ongoing Status</td>
<td>Recorded Data Retention</td>
<td>Accessed Footage Retention</td>
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<td>----------------------------</td>
</tr>
<tr>
<td>Hespeler Memorial Arena</td>
<td>640 Ellis Rd W</td>
<td>Yes</td>
<td>No</td>
<td>Ongoing</td>
<td>Recorded for 2 weeks</td>
<td>Retained no less than 1 year</td>
</tr>
<tr>
<td>John Dolson Centre</td>
<td>212 South St</td>
<td>Yes</td>
<td>No</td>
<td>Ongoing</td>
<td>Recorded for 1 week</td>
<td>Retained no less than 1 year</td>
</tr>
<tr>
<td>Mount View Cemetery</td>
<td>80 Blenheim Rd</td>
<td>No</td>
<td>No</td>
<td>Ongoing</td>
<td>Recorded for 1 week</td>
<td>Retained no less than 1 year</td>
</tr>
<tr>
<td>Parklawn Cemetery</td>
<td>750 Fountan St. N</td>
<td>No</td>
<td>No</td>
<td>Ongoing</td>
<td>Recorded for 1 week</td>
<td>Retained no less than 1 year</td>
</tr>
<tr>
<td>Parks Office Building /</td>
<td>247 Elgin St. N</td>
<td>Unlocated</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Location</td>
<td>Count</td>
<td>Document Type</td>
<td>Activated</td>
<td>Storage Duration</td>
<td>Storage Capacity</td>
<td>Retention Period</td>
</tr>
<tr>
<td>--------------------------------------</td>
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<td>---------------------------</td>
<td>------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>The Kinsmen Soper Park Pool</td>
<td>1</td>
<td>The Kinsmen Soper Park Pool Control Document</td>
<td>Yes</td>
<td>Ongoing. Recording activated via motion sensor.</td>
<td>Recorded data will be retained for 1 week or until storage capacity is reached.</td>
<td>Accessed footage will be retained no less than one (1) year.</td>
</tr>
<tr>
<td>W.G. Johnson Centre / Ted Wake Lounge</td>
<td>10</td>
<td>Johnson Center Control Document</td>
<td>Yes</td>
<td>Ongoing.</td>
<td>Recorded data will be retained for 1 week or until storage capacity is reached.</td>
<td>Accessed footage will be retained no less than one (1) year.</td>
</tr>
<tr>
<td>William E. Pautler Centre</td>
<td>4</td>
<td>None located</td>
<td>Unkn</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
</tbody>
</table>
There are a number of unknowns relating to the City Facilities cameras. For 11 of the facilities, the type of camera system used is not known or is not documented, and for 3 of the facilities the technical capabilities of the camera to move is unknown. This presents a risk to the City, as there is missing information related to the technical capacity of the systems (e.g., zoom capability), the security considerations, and contractual agreement that the City may have with the vendor(s). This limits the opportunity for a fulsome privacy review. This lack of information has been logged as risk 3 in section 7.

4. Information Management

4.1. System Access Controls

Downtown Core Area Cameras

The Downtown Core Area is covered under two different surveillance systems: Symphony and Gentec. Both systems are maintained on the City servers located in a secure section of City Hall. Access to these systems is restricted to authorized personnel.

Under the Surveillance Cameras in the Downtown Core Areas Policy access to the recordings is restricted to:

- The Director of Economic Development,
- The Manager of Technology and Support Services,
- The Freedom of Information Coordinator or designate, and
- The Corporate Property Manager.

Under the Policy, the viewing of recordings is “only permitted for purposes compatible with the original purpose for the installation of the surveillance system. Approved viewing of the recorded information must be conducted in private and in the presence of authorized persons only”. All instances in which footage is accessed or viewed must be recorded in the access log (as described in the section below).

Technically, access to the surveillance systems (including recorded footage) is controlled via unique log-in credentials for each user. Login credentials for the system are assigned by the City’s facilities department and required managerial approval.

City Facility Camera

The remaining cameras are stand-alone systems which are not stored on the servers at City Hall. In these instances, the surveillance systems and recordings are managed at the facility level and under the Control Document specific to that facility. There is common language used throughout the Control Documents, including the section related to the access to recordings.

The Control Documents list those who are permitted to access recordings. This list varies by facility however, each Document lists the following:
Senior management personnel for the facility (e.g., the president or vice president of the Cambridge Youth Soccer Association or the Director of Arenas);
Commissioner of Community Services Department or relevant departmental supervisory staff;
Senior City Management or senior Human Resources, or
Waterloo Regional Police when conducting an investigation.

Given the various different systems used throughout the City, there is no standard understanding on how login credentials for access to the systems are authenticated and created. Though the Control Documents detail the roles which are permitted to have access to camera recordings there is no standard written policy or procedure.

The lack of standardization in access to recordings presents a risk to the City. In its current state each facility maintains their own Control Document and, while they use common language across the different locations, there is room for customization which may put the facility offside in regards to legislation or best practice. The lack of a standard policy may also create confusion amongst City employees and individuals or police making a request for access to footage.

The City does not currently have an Access Policy or Acceptable Use Policy which governs the PI under their custody or control. It is recommended that the City enact a standard Surveillance Camera policy, which includes a discussion on how the system and recordings are accessed.

The above has been logged as risk 4 section 7 of this document.

4.2. Logging and Auditing

In accordance with the *Surveillance Cameras in the Downtown Core Areas Policy*, logs are required to be kept on all access to surveillance camera recordings. The logs must include the following information:

- The date of access;
- The person accessing the recording, and
- The reason for accessing the recording.

In the event that recorded footage must be released in relation to a subpoena, search warrant, summons or other order of the courts or a quasi-judicial tribunal, a digital copy of the original recording will be provided. All access, disclosure, and copies of surveillance footage must also be entered into the log.

The *Surveillance Cameras in the Downtown Core Areas Policy*, does not apply to all surveillance cameras in the City. Each City facility has their own control document which outlines logging requirements. The language is largely standardized throughout the various City facilities, and reads:

7.1 A log will be kept to record access to the recorded information. An entry will be made each time the recorded information is consulted or copied. The log entry will note the person(s) accessing the recorded information and the reason for access.
7.2 Recorded information must be released if the information is subject to a subpoena, search warrant, summons or other order of the courts or a quasi-judicial tribunal. In these cases, a digital copy of the information on the recording system’s hard drive will be provided. A second copy will be made for use by city staff or agents involved in the investigation. All actions taken in response to a subpoena etc. including the information that a copy was made will be entered into the log. A copy of the log entry will be filed with this document.

The Facility Camera systems are each governed under their location Control Document (as outlined above). Though each Control Document is different, each has a section titled “Logs” in which the process and expectations are defined. The log section states:

A log will be kept to record access to the recordings. An entry will be made each time the recordings are consulted or any a copy is made of any part of them. The log entry will note the person(s) accessing the recordings and the reason for access.

For the surveillance systems within both the City Facilities and the Downtown Core Area, the logs are not maintained electronically and there is no known electronic access log functionality. Though the City meets the legal base requirement for logging, the lack of electronic logging could affect the accuracy in which access to the footage is recorded. Though there is no legislative risk associated with the paper log, it is still recommended that the City further review the functionality of the surveillance systems to ascertain if a standard system and electronic access logs are feasible.

In the absence of an electronic access log, it is recommended that the City create and use a standard paper user access log template across all facilities, and include access logging within a standardized camera policy.

5. Privacy Analysis

5.1. Provincial Statutes

Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA")
As a Municipality located on Ontario, the City of Cambridge is subject under MFIPPA in relation to the collection, use, disclosure, and right of access of Personal Information ("PI"). Under section 2(1) of the Act

“institution” means,
(a) a municipality,

Under the surveillance camera program, the City will collect, use, and disclose the PI of identifiable individuals. PI is defined in section 2 of the Act as “recorded information about an identifiable individual”, which would include information relating to “race, national or ethnic
origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual”. These data elements could reasonably be collected via the cameras.

For further certainty, the Act’s definition of a “record” includes “a film, a microfilm, a sound recording, a videotape”.

Pursuant to section 28(2) of MFIPPA:

No person shall collect personal information on behalf of an institution unless the collection is expressly authorized by statute, used for the purposes of law enforcement or necessary to the proper administration of a lawfully authorized activity.

Pursuant to section 28(2) as the cameras must be 1) lawfully authorized activity and 2) necessary for proper administration of the City.

Lawfully Authorized
The lawful authorization stems from section 11 of the Municipal Act ("MA") which states that:

A lower-tier municipality and an upper-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public, subject to the rules set out in subsection (4).

The City’s lawfully authorized activity is the operation of the City, which includes maintaining the safety and security of municipal facilities (e.g.; parking lots, streets, recreation facilities, cemeteries, and trails) which can reasonably be considered both necessary and desirable for the public.

Necessary for the Proper Administration of the City
The collection of PI via surveillance cameras was deemed necessary for the proper administration of the City by Cambridge City Council. The City, in conjunction with the Police, determined that the cameras were necessary to address the issue of public safety in the Downtown Core Area. There is no documentation related to the decision to conduct camera surveillance in the City Facilities.

There is limited documentation available regarding how the determination that cameras were necessary was made. For the Downtown Core Area cameras, it is known that the City was reliant on police opinion, the Ambassador program, and a committee comprised of municipal officials, business owners, and police, and that the cameras are for “public safety”. Documentation from these committee meetings were not available for review for this PIA.

The City does not have a record of the advice, guidance, or requests made by police in regards to setting up camera surveillance. During the PIA process, the City inquired with the Waterloo Regional Police regarding what information was shared or advice given during these discussions, however the police declined to provide this information.

Publicly available police statistics for the Cambridge area does show an increase in requests for police response to certain types of issues. It is relevant to note that these numbers do not
specify if an investigation was opened or if charges or fines were laid. The table below outlines the percentage change in calls between 2015 and 2019. A more detailed chart can be found at Appendix B.

<table>
<thead>
<tr>
<th>Call Category</th>
<th>Change 2015-2019</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abandoned Vehicle</td>
<td>97% decrease</td>
<td>Calls related to abandon vehicle decreased 86% in 2018. This drop correlates with the camera installation.(^5)</td>
</tr>
<tr>
<td>Break and Enter</td>
<td>111% increase</td>
<td>Rates of B&amp;E related calls have increased gradually since 2017.</td>
</tr>
<tr>
<td>By-Law Complaint</td>
<td>68% decrease</td>
<td>By-law complaints have been decreasing since 2018.</td>
</tr>
<tr>
<td>Graffiti</td>
<td>500% increase</td>
<td>Graffiti calls have increased each year since 2015, with the exception of 2018, in which there was 92% drop. This drop correlates with the camera installation.</td>
</tr>
<tr>
<td>Drugs</td>
<td>58% increase</td>
<td>With the exception of a small drop in 2017, call related to drugs have increased.</td>
</tr>
<tr>
<td>Indecent Acts</td>
<td>300% increase</td>
<td>Although the change between 2015 and 2018 shows an increase, in 2017 there was a 20% decrease followed by a 75% decrease in 2018. This drop correlates with the camera installation.</td>
</tr>
<tr>
<td>Injured/Sick Person</td>
<td>2039% increase</td>
<td>In 2018 there was 3% decrease in calls related to the injured or sick persons, but an increase in all other years since 2015.</td>
</tr>
</tbody>
</table>

Through the publicly available statistics we can determine there was a rise in some categories of calls made to police which may have contributed to the decision to implement surveillance cameras.

Although there may be a strong case for the necessity of the camera, the lack of documentation may limit the ability for a fulsome discussion related to the necessity of these surveillance cameras. By extension, this may cast doubt on the City’s adherence to section 28(2) of MFIPPA.

This lack of certainty and transparency represents a high risk to the City. There is a risk that the City is offside section 28(2) of MFIPPA. This has been logged as risk 5 in section 7.

5.2. Contracts and Agreements

In the course of conducting this analysis, one surveillance camera related agreement was located. This System Service and Maintenance Agreement is between Alliance Technology Services Inc (“Alliance”) and the City. It is unknown as to whether the City entered into a contractual relationship with any of the other surveillance camera service providers (e.g.

\(^5\) It is relevant to note that while the drops in calls to police may correlate with the increase camera surveillance there is no available documentation or information that proves causality.
Symphony or Honeywell) for the provision of services or maintenance not covered under the Alliance Technology Services Contract.

This represents a risk to City, as there may be unknown contractual relationships with unknown parties. Additionally, the privacy and security considerations present within the missing contracts cannot be reviewed for compliance with law and existing City policy. This has been logged as risk 7 in section 7.

**Alliance System Service and Maintenance Agreement (“Alliance Agreement”)**

This Agreement was in force between July 2, 2019 and June 30, 2020. It is unknown as to whether the terms were extended either by replacement or amendment to the Agreement.

The Agreement outlines the roles and responsibilities of Alliance and the City. This includes a section related to the confidentiality of any information Alliance may have access to in the course of their duties:

```
18. Confidentiality.

The performance of installation and service requires access to confidential information from the Client such as, floor plans, contact information, etc. The Company is certified by the Underwriters Laboratories Canada (ULC) and all staff operate within strict Confidentiality and Privacy guidelines. Any confidential documents given to the Company will not be disclosed to any third party without written permission from the client.
```

It is not known which camera systems are covered under this agreement. The expiry and the unknown scope of the Agreement has been logged as risk 6 in section 7.

**Staff Agreements**

At the time of drafting, there is no staff confidentiality agreement or pledge of confidentiality signed by City employees. The City’s Freedom of Information Office and Privacy Officer (the City Clerk) are currently working with the City’s legal department to create and implement a Confidentiality Agreement to be signed by all staff.

The current lack of confidentiality agreement has been logged as risk 8 in section 7.
5.3. Dataflow and Legislative Authority

This section will review in detail the legislative authority for the actions undertaken by the City in connection to the surveillance camera program. A dataflow diagram and description chart can be found below.

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Purpose</th>
<th>Legislative Authority</th>
</tr>
</thead>
</table>
| 1a | PI is collected from the individual as they come into range of a camera in the Downtown area or a City Facility. A Notice of camera surveillance is posted. | PI is collected by the City to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization. | MFIPPA s. 28(2)  
MA s. 11  
MFIPPA s. 29(2) |
| 1b |                                                                                         |                                                                        |                                                                                       |
| 2a | The PI is used by City employees to monitor for the purposes of public safety.       | As above, the purpose is to ensure the safety of residents, visitors and staff. The PI was collected by the City for the purpose of ensuring safety, the use of the PI is consistent with this collection. | MFIPPA s. 31(c)  
FIPPA s. 32(c)  
An institution shall not use personal information except for a purpose for which the information may be disclosed to the institution under section 32 (…) of FIPPA  
An institution shall not disclose personal information except for the purpose for which it was obtained or compiled or for a consistent purpose; |
| 2b |                                                                                         |                                                                        |                                                                                       |
Surveillance camera recordings that have not been used/accessed by Police or an individual will be retained for 14-30 days.

Camera recordings that have been used/accessed will be retained in a separate secure location and retained for at least 1 year.

In accordance with the Act, PI that has been used will be retained for one year to permit the individual time to make a request, and to ensure that data is not held indefinitely.

O.Reg 124/15, S. 5

MFIPPA s. 30(1)(4)

An Individual may make a request to the City for access to surveillance camera footage. The City may collect PI about the requestor to fulfill the request.

An individual has the right to request access to information held about them by an Institution under MFIPPA. The City may be required to collect PI from the requestor to fulfill the request.

MFIPPA s. 4(1)

MFIPPA s. 32(g)

The City may disclose PI to the Police for the purposes of aiding an investigation or, if there is a reasonable belief that an offense has been committed.

The City may disclose PI when requested by the Police.

The City may disclose PI to the Police for the purposes of aiding an investigation or, if there is a reasonable belief that an offense has been committed.

The City has a designated Privacy Officer who is accountable for the organization’s compliance with applicable privacy legislation, the 10 fair information principles, and City policy and procedure.

While the City does have a standard Privacy Policy (see Appendix E), this Policy does not include reference to the ability of an individual to make a compliant to the privacy officer, nor does it provide the contact information for the privacy officer or the Ontario Information and Privacy Commissioner’s office. This has been logged as risk 9 in Section 7 as it represents non-compliance with best practice.
It is relevant to note that though the Privacy Policy does not list the required information, the signs posted publicly to notify individuals of the surveillance does include the contact information for the City Clerks Office.

As the City works to develop its privacy management program in respect to its surveillance cameras, it is recommended that the following be created to adhere to best practice:

- Individual Access (Access to Information Request) Policy and Procedure
- Employee Appropriate Use and Access Policy
- Records Correction Policy and Procedure
- Complaint Policy and Procedure
- Privacy training

6.2. Principle 2 – Identifying Purposes

Identifying the purposes for which personal information is collected at or before the time of collection allows organizations to determine the information they need to collect to fulfill these purposes. Depending upon the way in which the information is collected, this can be done orally or in writing.

The City’s surveillance cameras collect PI from individuals. Pursuant to section 29(2) of MFIPPA, the City is required to give individuals notice of this collection.

Notice to individual

(2) If personal information is collected on behalf of an institution, the head shall inform the individual to whom the information relates of,

1. the legal authority for the collection;
   (b) the principal purpose or purposes for which the personal information is intended to be used; and
   (c) the title, business address and business telephone number of an officer or employee of the institution who can answer the individual’s questions about the collection
The posted Notice (below) fulfils the above requirements, as it includes the legal authority for collection (MFIPPA), the purpose for collection (promotion of safety), and where to go in the event of questions or concerns (the City Clerk’s office).

![Notice Image]

6.3. Principle 3 – Consent

Consent is typically required for the collection of personal information and the subsequent use or disclosure of this information. Typically, an organization will seek consent for the use or disclosure of the information at the time of collection. In certain circumstances, consent is not required.

Consent is not available as a source of authority for the collection of personal information under MFIPPA.

Section 31(1) of MFIPPA limits how PI may be used once it has been lawfully collected, in this case, under section 28(2) of the Act. As a general rule, the Act prohibit the use of PI unless 1) the institution obtains consent from the individual or 2) the personal information is used for the purpose for which it was obtained or compiled, or for a consistent purpose.
A “consistent purpose” is defined in section 33 of MFIPPA as a use of personal information that the individual might reasonably have expected at the time of collection.

In the context of the City’s camera surveillance, this means that the City may only use personal information collected by surveillance cameras for the purpose of the surveillance program or for a consistent purpose. This is supported by the Surveillance Cameras in the Downtown core Areas Policy which states:

The objectives of video surveillance systems are to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization.

And

Use of video recordings - The information collected through video surveillance is used only for the purposes of contributing to the safe environment of the Cambridge Core Area, deterring unsafe activities and assisting as one of the components of Cambridge Core Area revitalization.

The Control Documents for the City Facilities uses common language surrounding the appropriate use of camera recordings. The Documents state that:

Use of the recordings is limited to post-incident evidentiary purposes but the Manager of Technology Services Support or other Tech Services staff designated by the Manager of Technology Services may view the recordings at the request of the Corporate Property Manager as needed for support purposes.6

The use described above is consistent with the purpose for collection of the PI, namely, the promotion of safety.

Furthermore, it is specifically stated within the Control Documents that recordings are not to be used for the purposes of employee evaluation:

It is understood that should an image of city employees appear on the monitor the information will not be used for the purposes of employee evaluation, for discipline or to investigate public complaints concerning staff. This statement does not extend to any evidence of criminal acts or acts with malicious intent by staff members captured by the surveillance system. This provision applies to contract staff as well as to city employees.7

Although consent for the initial collection of PI is not required, the City has the legal authority to collect the information and use it for a consistent purpose.

6 Civic Square Control Document, page 5
7 Civic Square Control Document, page 5
6.4. Principle 4 – Limiting Collection

The collection of personal information shall be limited to that which is necessary for the purposes identified by the organization. Information shall be collected by fair and lawful means. Both the amount and the type of information collected shall be limited to that which is necessary to fulfil the purposes identified.

In accordance with the limiting collection principle the City has made the following decisions regarding the surveillance cameras in the Downtown Core. The Downtown core cameras are:

- Stationary and point at public areas;
- Located of property owned by the city or the region;
- Restricted to prohibit the viewing of locations not intended to be monitored (e.g., staff offices), and
- Prevented from looking through windows or areas where higher levels of privacy are expected (e.g., public washrooms).

In some City Facilities the cameras have the technical capability to swivel, pan, and zoom. For other City Facilities their incomplete information on the camera systems and capabilities. There is no standard policy governing the use of the camera movement capabilities. This, coupled with the incomplete information surrounding the technical capabilities of the cameras presents a risk of over collection of PI. This potential over collection has been logged as risk 10 in section 7.

It is relevant to note that the Downtown Core and City Facilities cameras do not have the capability to capture or record audio or other sensory information (e.g., heat).

6.5. Principle 5 – Limiting use, Disclosure, and Retention

Personal information shall not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information shall be retained only as long as necessary for the fulfilment of those purposes. Organizations using personal information for a new purpose shall document this purpose.

Limiting Use

As discussed above in Principle 3 – Consent, the City may only use personal information collected by surveillance cameras for the purpose of the surveillance program or for a consistent purpose.

Limiting Disclosure

The City does not disclose a recording of an individual except as permitted through MFIPPA. As per the Surveillance in the Downtown Core Area Policy, the City will disclose PI collected through surveillance cameras in the following situations:

1. **Public requests for disclosure** - Any person may make a written request for access to video records created through a video surveillance system through the freedom of information process. Access may depend on whether there is a justified invasion
of another individual’s privacy and whether any exempt information can be reasonably severed from the record. (Through appropriate request form)

2. **Internal requests for disclosure** – City employees or consultants may request a copy of a video recording if it is necessary for the performance of their duties in the discharge of the corporation’s function.

3. **Law enforcement requests** - The City may disclose a copy of a video recording to a law enforcement agency where there are reasonable grounds to believe that an unlawful activity has occurred and has been captured by the video surveillance system in accordance with section 32. (g) of MFIPPA. (through appropriate request form)

There is a request form for both public (individual) requests, as well as law enforcement requests. These forms have been appended to this PIA as Appendix C and D

**Limiting Retention**

Under the City’s *Surveillance in the Downtown Core Area Policy*, a distinction is made between the retention of recordings that have been accessed via a public or law enforcement request, and recordings that have not. The Policy states that recordings that have not been accessed are considered transitory:

Video that has not been requested by the public, City employees or law enforcement agencies within the maximum retention period is considered transitory and is automatically erased by being overwritten.

These transitory records are held for 30 days until they are overwritten.

Images are recorded on digital video servers with a storage area network (SAN) located in the server room. Recordings are retained for one month (30 days) or until storage capacity is reached. The data is then overwritten (…)

Recordings may be retained for a longer period of time for the purposes of insurance, liability, law enforcement or other similar issues.

Regarding recordings that have been accessed, in accordance with section 30(1) of the Act, and section 5 of O. Reg 823 PI will be retained for one year:

An institution that uses personal information shall retain it for the shorter of one year after use or the period set out in a by-law or resolution made by the institution or made by another institution affecting the institution, except if,

(a) the individual to whom the information relates consents to its earlier disposal; or

(b) the information is credit or debit card payment data. O. Reg. 124/15, s. 1.

The above legislative requirement is codified within the City’s *Surveillance in the Downtown Core Area Policy* which states that:
In cases where the surveillance system records activities that relate to an insurance, liability, law enforcement or other similar issue, the appropriate section of the recording will be copied to suitable media and stored in a separate secure location for a period of no less than one (1) year or a longer appropriate length of time.

The Control Documents also include reference to the limiting of data retention. The Control Documents state that:

In cases where the surveillance system records activities that relate to an insurance, liability, law enforcement or other relevant issue, the appropriate section of the recording will be copied to suitable media and stored in a separate secure location for a period of no less than one (1) year or for the period determined by its secondary use.

As discussed above, it is recommended that the City create a standard surveillance camera policy which applies to all surveillance camera in the City.

6.6. Principle 6 – Accuracy

Personal information must be as accurate, complete, and up-to-date as is necessary for the purposes for which it is to be used. The extent to which personal information shall be accurate, complete, and up-to-date will depend upon the use of the information, taking into account the interests of the individual.

The PI collected through the surveillance cameras is not used by the City to make decisions on behalf of the individual, and unless requested by law enforcement or the individual the recordings are not retained. Information collected through the surveillance cameras do not form and are not included within any other records about the individual held by the City.

Though it is technologically possible for recorded footage to be altered the City does not have the capacity or technology to alter video recordings.

6.7. Principle 7 – Safeguards

Personal information shall be protected by security safeguards appropriate to the sensitivity of the information. The security safeguards shall protect personal information against loss or theft, as well as unauthorized access, disclosure, copying, use, or modification. Organizations shall protect personal information regardless of the format in which it is held.

As discussed above under Principle 5 the Surveillance in the Downtown Core Area Policy, limited discloser of PI collected through surveillance cameras to the following situations:

1. Public requests for disclosure
2. Internal requests for disclosure.
3. Law enforcement requests
In order to safeguard PI contained within the recordings, the Control Documents for the various City facilities require that a log be kept of all access and disclosure of records. This requirement is also present within the *Surveillance Cameras in the Downtown Core Areas Policy*.

Additionally, as described in section 4.1 of this PIA, there are policy and administrative restrictions on what role may access the recordings and for what purpose.

Given that each Control Document is different, there is no standardized approach or guidance on which roles may access the recordings. This lack of standardization presents a risk to the City, and has been logged under risk 1, 2, and 4 in section 7.

**6.8. Principle 8 – Openness**

> An organization shall make readily available to individuals’ specific information about its policies and practices relating to the management of personal information. Organizations shall be open about their policies and practices with respect to the management of personal information. Individuals shall be able to acquire information about an organization’s policies and practices without unreasonable effort. This information shall be made available in a form that is generally understandable.

As referenced above, a Notice is posted throughout the areas in which camera surveillance is utilized. This Notice includes the contact information of the City Clerk, who is the key contact in the event of questions relating the surveillance cameras.

The *Surveillance in the Downtown Core Area Policy* is available on the City’s public facing website. The Policy is located within the page describing the Core Area cameras, and includes a list and map of camera locations. The website invites individuals with questions to contact the Economic Development division, and provides a link to their contact form.

Though the public facing website provides a great deal of information on the Downtown Core Area Cameras, there is no information pertaining to the surveillance cameras located within City Facilities.

The public facing website does not have privacy specific page, however, the Freedom of Information page does provide some information on the protection of privacy:

> “In addition to providing individuals with access to municipal records, the Act also requires the City of Cambridge to protect the personal privacy of individuals. Personal information is collected and used by the City for very specific purposes, which are identified at the time of collection. Your personal information will not be used for any other purpose than identified at the time of collection, nor disclosed in any circumstance, except as permitted by the Act. If you feel your personal information has
been misused or disclosed in a manner that is not consistent with the Act, please contact the City Clerk’s Office.8

This section provides some information on the protection of privacy and includes information on where and how to make a privacy complaint, however the City’s Privacy Policy is not posted on the website nor is the contact information for the Privacy Officer (City Clerk) easily accessible. This has been logged as risk 11 in section 7.


Upon request, an individual must be informed of the existence, use and disclosure of his or her personal information and must be given access to that information. An individual must be able to challenge the accuracy and completeness of the information and have it amended as appropriate.

Individuals are able to request access to the information (recordings) collected about them via the surveillance camera system. While there is no formal policy or procedure (as has been mentioned above and logged as risk 4 in section 7) there is an existing form in which individuals can make their requests.

To make a request, the individual must complete the form (see Appendix C) and provide enough information for the FOI Coordinator to fulfil the request. Recordings of individuals are not included within other records held by the City, and therefore must specifically be requested on the form (e.g.; a request for “all information held about me by the city” would not return camera recordings unless specifically requested).

---

As noted on the City’s website:

As per the provisions of MFIPPA, the has thirty (30) calendar days (including weekends and statutory holidays) from the date a completed FOI request has been received with the applicable fee, to provide the information to the requester and/or a decision regarding the request.

There are circumstances where the Office of the Clerk may require an extension. If an extension is required, the Clerk will notify you in writing.

The website also details the estimated fees associated with a request. The City fee estimate’s align with the fee estimates as included section 5.2 of O Reg 825:

**MFIPPA Fees**

- **Search Time** $7.50 per 15 minutes required to search and retrieve records
- **Preparation Time** $7.50 per 15 minutes required to prepare records for release
- **Photocopying** $0.20 per page
- **CDs/DVDs/USBs** $10.00 each

Regarding the right to challenge the accuracy and completeness of the information, in the case of camera recordings which cannot be altered by the City, the request for correction cannot be granted.

### 6.10. Principle 10 – Challenging Compliance

An individual has the right to be able to address a challenge concerning compliance with the above to the designated individual or individuals with regard to the organization’s compliance. Organizations shall inform individuals who make inquiries or lodge complaints of the existence of relevant complaint procedures. An organization shall investigate all complaints. If a complaint is found to be justified, the organization shall take appropriate measures, including, if necessary, amending its policies and practices.

As noted above, the public facing website includes a statement on where to make a privacy complaint. The website states: “If you feel your personal information has been misused or disclosed in a manner that is not consistent with the Act, please contact the City Clerk’s
Office. The website does not appear to include the contact information of the City Clerk, or reference to the Information and Privacy Commissioner. This gap in information has been logged as risk 11 in section 7. It is recommended that the City include the contact information for both the City Clerk and the Information and Privacy Commissioner on their public facing website.

7. Risk Assessment

In this assessment, 11 privacy risks were identified. Please note that for the purposes of this assessment, a gap in compliance with applicable laws, regulations, policies, or contracts will be referred to as a risk.

<table>
<thead>
<tr>
<th>Risk Reference Table</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
</tr>
<tr>
<td>Low</td>
</tr>
<tr>
<td>Medium</td>
</tr>
<tr>
<td>High</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inactive</td>
<td>The Risk is not active and does not require action at this time</td>
</tr>
<tr>
<td>Pending</td>
<td>The Risk is considered active and the identified mitigation(s) is pending</td>
</tr>
<tr>
<td>Initiated</td>
<td>The Risk is considered active and the identified mitigation(s) has been initiated.</td>
</tr>
<tr>
<td>Complete</td>
<td>The Risk is considered active and the identified mitigation(s) has been completed.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Privacy Risk / Threat</th>
<th>Mitigation Strategy</th>
<th>Status</th>
<th>Risk Level After Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It is unknown as to whether the Policies Governing the Use Of Video Surveillance Equipment in City Of Cambridge Workplaces document has been reviewed or updated since 2004.</td>
<td>It is recommended that the City enact a standard Surveillance Camera Policy, the use of camera surveillance to replace this Policy, the Downtown Core Area Policy and various Control Documents. A standardized approach will help ensure there is compliance with law and policy in the use of camera surveillance and access requests for recordings.</td>
<td>Pending</td>
<td>L</td>
</tr>
<tr>
<td>2</td>
<td>It is unknown as to whether the Control Documents for each City Facility are reviewed every two years as stated in the Policies Governing the Use Of Video Surveillance Equipment in City Of Cambridge Workplaces document.</td>
<td>It is recommended that the City enact a standard Surveillance Camera Policy, the use of camera surveillance to replace the various existing policies and Control Documents. This policy should include a standard audit and review schedule and procedure.</td>
<td>Pending</td>
<td>L</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>3</td>
<td>There is missing information on the systems used and the technical capabilities for a number of the City Facilities.</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>The camera system information and technical capabilities of each camera system should be documented in a single document. The FOI office is currently in the progress of compiling this information.</td>
<td></td>
<td></td>
<td>Initiated</td>
</tr>
<tr>
<td>4</td>
<td>The City does not currently have an Individual Access Policy (however there is an Access request form) or an Employee Acceptable Use Policy which governs the PI under its custody or control.</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>It is recommended that the City enact a standard Surveillance Camera Policy, which includes guidance on how the system and recordings are accessed and by whom. It is further recommended that the City consider implementing an Acceptable Use policy for all PI (not just camera recordings).</td>
<td></td>
<td></td>
<td>Pending</td>
</tr>
<tr>
<td>5</td>
<td>There is a risk that the City is offside section 28(2) of MFIPPA, as there is limited information available on how and why the decision to implement surveillance cameras was made.</td>
<td>H</td>
<td>M</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>It is recommended that the City compile this information. The FOI office has been working towards this goal however has met significant roadblocks.</td>
<td></td>
<td></td>
<td>Initiated</td>
</tr>
<tr>
<td>6</td>
<td>The Alliance Agreement (section 5.2 of this PIA) expired on June 30, 2020.</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Should the City wise to continue their relationship with Alliance, it is recommended they review and renew the signed Agreement.</td>
<td></td>
<td></td>
<td>Pending</td>
</tr>
<tr>
<td>7</td>
<td>It is unknown if the City has entered into other Agreements for the purchasing, use, maintenance or other considerations related to camera surveillance.</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>It is recommended that the City compile this information and work towards a contract management system/process. The FOI office has been working towards this goal however has met significant roadblocks.</td>
<td></td>
<td></td>
<td>Initiated</td>
</tr>
<tr>
<td>8</td>
<td>There is currently no staff confidentiality agreements or pledge of confidentiality signed by City employees.</td>
<td>M</td>
<td>H</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>It is recommended that the City create and implement a Confidentiality Agreement to be signed by staff, in keeping with best practice.</td>
<td></td>
<td></td>
<td>Initiated</td>
</tr>
</tbody>
</table>
8. Recommendations

Based on the results of the risk analysis, a number of recommendations have been developed to mitigate identified privacy risks, close any compliance gaps, and reduce to overall level of residual risk to an acceptable level. In addition, each recommendation has been assigned a Priority, to guide in the development of a Risk Treatment Plan.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Risks Mitigated</th>
<th>Residual Risk</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compile information related to how and why the decision to implement surveillance cameras was made.</td>
<td>5</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>It is recommended that the City enact a standard Surveillance Camera Policy, the use of camera surveillance. Policy should include:</td>
<td>1, 2, 4, 10</td>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>
- Policy review schedule
- Access audit schedule
- Access permissions
- Acceptable use of recordings
- How movement capabilities of cameras can be used, in what situation, and by whom.

<table>
<thead>
<tr>
<th>Task</th>
<th>Score</th>
<th>Priority 1</th>
<th>Priority 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compile information regarding any contracts or agreements that the City has entered into in relation to camera surveillance</td>
<td>7</td>
<td>Very Low</td>
<td>High</td>
</tr>
<tr>
<td>The camera system information and technical capabilities of each camera system should be documented in a single document.</td>
<td>3</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>It is recommended that the City create and implement the following additional privacy considerations:</td>
<td>General</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>• Records Correction Policy and Procedure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Complaints Policy and Procedure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Privacy training for all City staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider implementing an Acceptable Use Policy for all PI (not just camera recordings).</td>
<td>4</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Create and implement a Confidentiality Agreement to be signed by staff, in keeping with best practice.</td>
<td>8</td>
<td>Very Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Update the City Privacy Policy to include:</td>
<td>9</td>
<td>Very Low</td>
<td>Medium</td>
</tr>
<tr>
<td>• Individual’s right to make a complaint</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contact information for the Privacy Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• How to make a complaint to the Privacy Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contact information for the IPC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post the City’s Privacy Policy on the public facing website, and include the contact information for the Privacy Officer and the IPC.</td>
<td>11</td>
<td>Very Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Update or renew the Agreement with Alliance</td>
<td>6</td>
<td>Very Low</td>
<td>Low</td>
</tr>
<tr>
<td>If feasible, consider consolidating camera systems across the City and creating an electronic access log for recorded footage.</td>
<td>General</td>
<td>Low</td>
<td>Very Low</td>
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Appendix A – Risk Rating Methodology

This appendix describes how the risk ratings in this assessment were determined.

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Risk Reference Table</th>
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<tr>
<td>Very High</td>
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</tr>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Very High</td>
</tr>
<tr>
<td></td>
<td>Very High</td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Very High</td>
</tr>
<tr>
<td>Medium</td>
<td>Low</td>
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<tr>
<td></td>
<td>Low</td>
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<tr>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
</tr>
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<td>Very Low</td>
</tr>
<tr>
<td></td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td>Very Low</td>
<td>Very Low</td>
</tr>
<tr>
<td></td>
<td>Very Low</td>
</tr>
<tr>
<td></td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
</tr>
</tbody>
</table>

Definitions for Impact ratings are as follows:

- **Very High**: There would be exceptionally grave consequences if the risk were to occur
- **High**: There would be very serious consequences if the risk were to occur
- **Medium**: There would be significant consequences if the risk were to occur
- **Low**: There would be low - marginal consequences if the risk were to occur
- **Very Low**: The consequences would be negligible if this risk to occur

Definitions for Likelihood ratings are as follows:

- **Very High**: This risk to privacy will almost certainly occur
- **High**: There is a very good chance that the risk to privacy will occur, particularly if there is a history of it having frequently occurred in this or similar environments
- **Medium**: There is a good chance that the risk to privacy will occur, particularly if there is a history of it having previously occurred in this or similar environments
- **Low**: It is very unlikely that this risk to Privacy will occur
- **Very Low**: This risk to privacy will almost certainly not occur
Appendix B – Publicly Available Police Generated Statistics

The following information relates to the type or category of call in which the police were contacted. This information does not denote whether a crime was committed, and investigation was opened, or charges laid.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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<th></th>
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<td></td>
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<td>61</td>
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<td>9%</td>
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<td>84</td>
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<td>90</td>
<td></td>
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<td>2</td>
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<td></td>
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<td>5</td>
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<td>-20%</td>
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<td>300%</td>
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<td>311</td>
<td>306</td>
<td>385</td>
<td>34</td>
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<td>45%</td>
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</tr>
<tr>
<td>Mentally Ill</td>
<td>73</td>
<td>86</td>
<td>93</td>
<td>105</td>
<td>95</td>
<td>72</td>
<td></td>
<td>524</td>
<td>87</td>
<td>13%</td>
<td>0%</td>
<td>13%</td>
<td>-10%</td>
<td>20%</td>
</tr>
<tr>
<td>Missing Person</td>
<td>28</td>
<td>17</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>23</td>
<td></td>
<td>134</td>
<td>22</td>
<td>-39%</td>
<td>-29%</td>
<td>0%</td>
<td>0%</td>
<td>-21%</td>
</tr>
</tbody>
</table>
### Appendix C – Individual Access Request Form

**Access/Correction Request**

**Freedom of Information and Protection of Privacy**

A $5.00 application fee is required for ALL requests made under the Municipal Freedom of Information and Protection of Privacy Act. Cheque or money orders should be made payable to the City of Cambridge.

<table>
<thead>
<tr>
<th>Request for:</th>
<th>Name of Institution request made to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ General Records</td>
<td><strong>CITY OF CAMBRIDGE</strong></td>
</tr>
<tr>
<td>□ Access to Own Personal Information</td>
<td></td>
</tr>
<tr>
<td>□ Correction to Own Personal Information</td>
<td></td>
</tr>
</tbody>
</table>

If request is for access to or correction of your own personal information records please indicate last name appearing on records □ Same as below, or: __________________________

<table>
<thead>
<tr>
<th>Last Name:</th>
<th>First Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mailing Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City / Town:</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phone Numbers: (Day):_________________</th>
<th>(Mobile):_________________</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Email Address: _________________________</th>
</tr>
</thead>
</table>

**Please note that the use of personal contact information will only be used as a communication tool related to this request. Records packages will ONLY be available via Regular Mail or for Pick Up.**

Please provide a detailed description of requested records, personal information records or personal information to be corrected. (If you are requesting access to, or correction of your personal information, please identify the personal information bank or record containing the personal information, if known). (Please use the back of this form if additional space is required):

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Note: If you are requesting a correction of personal information, please indicate the desired correction and, if appropriate, attach any supporting documentation. You will be notified if the correction is not made and you may require that a statement of disagreement be attached to your personal information.

**Preferred method of access:**

<table>
<thead>
<tr>
<th>□ Examine Original</th>
<th>□ Receive Copy</th>
</tr>
</thead>
</table>

**Signature:** ___________________________ **Date:** ____________

**Personal information contained on this form is collected pursuant to Municipal Freedom of Information and Protection of Privacy legislation and will be used for the purpose of responding to your request. Questions about this collection should be directed to the City Clerk’s Office of the Corporate Services Department @ 519-740-4680.**

**For Institution Use Only:**

<table>
<thead>
<tr>
<th>Date Received:</th>
<th>Request Number:</th>
<th>Response Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix C – Individual Access Request Form Continued

**Additional Space if required.**

---

**For Institution Use Only:**

<table>
<thead>
<tr>
<th>Date Received:</th>
<th>Request Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix D – Police Access Request Form

LAW ENFORCEMENT OFFICER REQUEST FORM
DISCLOSURE OF PERSONAL INFORMATION

Corporate Services Department – Office of the City Clerk

The following information is being requested under section 32(g) of the Municipal Freedom of Information and Protection of Privacy Act (the Act) which provides for the disclosure of records containing personal information of an individual for the purpose of aiding an investigation with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result.

**PART ONE: DETAILS OF REQUEST (To be completed by Law Enforcement Officer)**

<table>
<thead>
<tr>
<th>Department/Division which holds the information (if known):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Information Requested (please describe):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Occurrence/Investigation/Reference No.:</th>
<th>Review Original Documents:</th>
<th>Copies Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Law Enforcement Agency:</th>
<th>Name of Law Enforcement Officer:</th>
<th>Badge/ID No.:</th>
<th>Telephone:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Signature of Law Enforcement Officer:</th>
<th>Date:</th>
</tr>
</thead>
</table>

**PART TWO: INFORMATION/RECORD(S) DISCLOSED (To be completed by City Staff disclosing information/records):**

<table>
<thead>
<tr>
<th>Department/Division Contact Name:</th>
<th>Title/Position:</th>
<th>Telephone:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Information/Record(s)/File(s) Disclosed (please describe):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date Disclosed:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Name of Staff Member:</th>
<th>Title/Position:</th>
<th>Telephone:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Signature of Staff Member:</th>
<th>Date:</th>
</tr>
</thead>
</table>
Appendix E – Cambridge Privacy Policy

City of Cambridge Privacy Policy

- The City of Cambridge is committed to protecting the privacy of any recorded personal information gathered by the city. The practices of the City of Cambridge related to the gathering and handling of personal information are designed to comply with the privacy provisions of the Municipal Freedom of Information and Protection of Privacy Act.

- Whenever City of Cambridge staff members collect personal information they will collect only the personal information that is needed to carry out the specific function for which the information is being gathered.

- The City of Cambridge will not share any personal information with any other organization or individual unless authorized do so by statute or with the consent of the person to whom the information relates. Within the corporation personal information will be made available only to those staff members who need the information to respond to inquiries or to otherwise perform their job functions. The city will endeavour to put safeguards in place wherever personal information is handled, including computer programs, to protect personal information from unauthorized access.

- The City of Cambridge will not use the personal information to create individual profiles nor will staff combine the personal information provided to the city with information from other electronic sources to create new databases. Nor will this information be provided to a third party for data base production except as permitted by statute or with the express permission of the person to whom the information relates.
## City of Cambridge - Camera Inventory

<table>
<thead>
<tr>
<th>Facility / Location</th>
<th>Municipal Address</th>
<th>No. of Cameras</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civic Campus</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beverly Street Parking Lot</td>
<td>15 Beverly St</td>
<td>17</td>
</tr>
<tr>
<td>Bishop Street / Snow Dump Fill Station</td>
<td>1310 Bishop St</td>
<td>7</td>
</tr>
<tr>
<td>By-Law Enforcement Building</td>
<td>17 Cambridge St</td>
<td>3</td>
</tr>
<tr>
<td>City Hall Building</td>
<td>50 Dickson St</td>
<td>32</td>
</tr>
<tr>
<td>Civic Square</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Civic Square Parking Long</td>
<td>40 Thorne St</td>
<td>10</td>
</tr>
<tr>
<td>Farmers Market</td>
<td>40 Dickson St</td>
<td>6</td>
</tr>
<tr>
<td>Historic City Hall Building</td>
<td>46 Dickson St</td>
<td>8</td>
</tr>
<tr>
<td>Market Square Lot</td>
<td>40 Dickson St</td>
<td>5</td>
</tr>
<tr>
<td><strong>Galt Phase 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main St at Water St</td>
<td>4 Water St N</td>
<td>1</td>
</tr>
<tr>
<td>Dickson Parking Lot</td>
<td>44 Main St</td>
<td>1</td>
</tr>
<tr>
<td>Main St and Ainslie St</td>
<td>60 Main St</td>
<td>1</td>
</tr>
<tr>
<td>Main St at Wellington St</td>
<td>5 Wellington St</td>
<td>1</td>
</tr>
<tr>
<td>Water St Lot 2 (West)</td>
<td>9 Water St</td>
<td>1</td>
</tr>
<tr>
<td>Water St Lot 2 (East)</td>
<td>9 Water St</td>
<td>1</td>
</tr>
<tr>
<td>Mill St Lot (West)</td>
<td>15 Lutz St</td>
<td>1</td>
</tr>
<tr>
<td>Main St Lot</td>
<td>119 Main St</td>
<td>1</td>
</tr>
<tr>
<td>Mill St Lot (East)</td>
<td>15 Lutz St</td>
<td>1</td>
</tr>
<tr>
<td>Pedestrian Bridge</td>
<td>75 Water St S</td>
<td>1</td>
</tr>
<tr>
<td><strong>Galt Phase 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pedestrian Bridge (E End)</td>
<td>56 Water St</td>
<td>1</td>
</tr>
<tr>
<td>Dan Spring Way Trail</td>
<td>Park Hill Dr W</td>
<td>1</td>
</tr>
<tr>
<td>Dan Spring Way Trail</td>
<td>Park Hill Dr W</td>
<td>1</td>
</tr>
<tr>
<td>Dan Spring Way Trail</td>
<td>Park Hill Dr W</td>
<td>1</td>
</tr>
<tr>
<td>Dan Spring Way Trail</td>
<td>Park Hill Dr W</td>
<td>1</td>
</tr>
<tr>
<td>Dan Spring Way Trail</td>
<td>Park Hill Dr W</td>
<td>1</td>
</tr>
<tr>
<td>**Galt Phase 3 <strong>Installation Pending</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alley of Westminster that runs parallel to King</td>
<td>644 Duke St</td>
<td>1</td>
</tr>
<tr>
<td>Westminster Dr S</td>
<td>710 King St E</td>
<td>1</td>
</tr>
<tr>
<td>King and Westminster</td>
<td>105 Westminster Dr N</td>
<td>1</td>
</tr>
<tr>
<td>Westminster Dr N</td>
<td>105 Westminster Dr N</td>
<td>1</td>
</tr>
<tr>
<td>Church St S</td>
<td>780 King St E</td>
<td>1</td>
</tr>
<tr>
<td>Church and King</td>
<td>807 King S E</td>
<td>1</td>
</tr>
<tr>
<td>Lother and King</td>
<td>863 King S E</td>
<td>1</td>
</tr>
<tr>
<td>King and Argyle</td>
<td>615 King St E</td>
<td>1</td>
</tr>
<tr>
<td>King and Dolph</td>
<td>112 Dolph St N</td>
<td>1</td>
</tr>
<tr>
<td>King St E beside Giant Tiger</td>
<td>927 King S E</td>
<td>1</td>
</tr>
<tr>
<td>City Facilities</td>
<td>Address</td>
<td>Count</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Allen Reuter Centre</td>
<td>507 King St E</td>
<td>6</td>
</tr>
<tr>
<td>Cambridge Centre for the Arts</td>
<td>60 Dickson St</td>
<td>2</td>
</tr>
<tr>
<td>David Durward Centre</td>
<td>62 Dickson St</td>
<td>4</td>
</tr>
<tr>
<td>Duncan McIntosh Arena</td>
<td>200 Christopher Dr</td>
<td>16</td>
</tr>
<tr>
<td>William E. Paulter Centre</td>
<td>1145 Concession Rd</td>
<td>4</td>
</tr>
<tr>
<td>John Dolson Centre</td>
<td>212 South St</td>
<td>11</td>
</tr>
<tr>
<td>W.G Johnson Centre/Ted Wake Lounge</td>
<td>31 Kribs St</td>
<td>10</td>
</tr>
<tr>
<td>Hespeler Memorial Arena</td>
<td>610 Ellis Rd W</td>
<td>11</td>
</tr>
<tr>
<td>Cemeteries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parklawn Cemetery / Admin Office</td>
<td>750 Fountain St N</td>
<td>2</td>
</tr>
<tr>
<td>Mount View Cemetery</td>
<td>80 Blenheim Rd</td>
<td>3</td>
</tr>
<tr>
<td>Ed Newland Pool</td>
<td>515 William St</td>
<td>1</td>
</tr>
<tr>
<td>George Hancock Pool</td>
<td>115 Glenmorris St</td>
<td>1</td>
</tr>
<tr>
<td>The Kinsmen Soper Park Pool</td>
<td>41 Marion Way</td>
<td>1</td>
</tr>
<tr>
<td>Parks Office Building / Maintenance Shop</td>
<td>247 Elgin St N</td>
<td>8</td>
</tr>
<tr>
<td>Cambridge Youth Soccer Centre</td>
<td>745 Fountain St N</td>
<td>10</td>
</tr>
<tr>
<td>Works Depot</td>
<td>1310 Bishop St</td>
<td>18</td>
</tr>
<tr>
<td>Miovision Scout Unit</td>
<td>Transportation Division</td>
<td>1</td>
</tr>
<tr>
<td>FIRE - Apparatus - Rescue (R-31)</td>
<td>**Removed from Scope of PIA</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total Camera Inventory** 231
POLICY TITLE       Surveillance Cameras in the Downtown Core Areas
CATEGORY           Administration
POLICY NUMBER      A09 ADM 004
DEPARTMENT         Corporate Services
POLICY AUTHOR      City Clerk
POLICY TYPE        City Policy
APPROVED BY        Council
EFFECTIVE DATE     09/18/2019
REVIEW DATE        09/01/2024

POLICY STATEMENT

The City of Cambridge recognizes the balance between an individual’s privacy and the need to protect the safety and security of the public. In respecting this balance, the City is committed to integrating security best practices with the responsible use of technology. The City ensures that the information captured on video surveillance is maintained as private, confidential and secure, except or in situations outlined by this policy.

PURPOSE

The objectives of video surveillance systems are to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization.

DEFINITIONS

Archive means the process of moving data that is no longer actively used to a separate storage device for long-term retention.

Cambridge Core Areas means the core areas as established by Maps 3, 4, and 5 in the City of Cambridge Official Plan (and attached in Schedule A), namely the Galt City Centre, the Preston Towne Centre, and Hespeler Village, respectively.

City means the Corporation of the City of Cambridge
**Clerk** means the City Clerk of the Corporation of the City of Cambridge.

**Consistent purpose** means personal information collected by the City of Cambridge used for the purpose for which it was collected or similar consistent purposes when carrying out City business. The individual to whom the information relates might reasonably expect the use/disclosure of their personal information for those consistent purposes.

**Control (of a record)** means the power or authority to make a decision about the use or disclosure of a record.

**Custody (of a record)** means the keeping, care, watch, preservation or security of a record for a legitimate business purpose. While physical possession of a record may not always constitute custody, it is the best evidence of custody.

**Destruction** is the physical or electronic disposal of records or data by means of disposing, recycling, deletion or overwriting. This also includes the destruction of records or data residing on computers and electronic devices supplied or paid for by the Corporation.

**Digital video recording equipment** means any type of video recording and reception equipment used as part of the video surveillance system.

**Freedom of information process** means a formal request for access to records made under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

**Head** refers to the City Clerk.

**Information and Privacy Commissioner** means the Information and Privacy Commissioner of Ontario (commonly referred to as the IPC). The IPC hears appeals of decisions made by Heads of institutions, issues binding orders, conducts privacy investigations, and has certain powers relating to the protection of personal privacy as set out in the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

**Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)** means legislation that governs access to and the privacy of municipal records.

**Personal information** means recorded information about an identifiable individual, as outlined in MFIPPA.

**Privacy breach** means an incident involving unauthorized disclosure of personal information, including it being stolen, lost or accessed by unauthorized persons.
**Record** means information however recorded or stored, whether in printed form, on film, by electronic means or otherwise, and includes documents, financial statements, minutes, accounts, correspondence, memoranda, plans, maps, drawings, photographs and films; includes transitory records.

**Retention period** is the period of time during which a specific records series must be kept before records in that records series may be disposed of.

**Service provider** means a video service provider, consultant or other contractor engaged by the City in respect of the video surveillance system.

**Video surveillance system** means a video, physical or other mechanical, electronic, digital or wireless surveillance system or device that enables continuous or periodic video recording, observing or monitoring of individuals in public spaces or within City operated facilities.

**AUTHORITY**

The collection of personal information through video surveillance must adhere to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The policies, as attached, have been vetted by the Deputy City Clerk, Legal Services, the Information Privacy Commissioner of Ontario and the Region of Waterloo to ensure all appropriate adherences to applicable legislation.

**SCOPE**

This policy applies to all City of Cambridge employees, including full-time, part-time, casual, contract, volunteer and co-op placement employees.

Contractors and service providers are afforded the same rights and expectations as employees in this policy, while performing authorized activities for the City.

This policy applies to municipal video surveillance systems located in the Cambridge Core Areas.

This policy does not apply to covert surveillance used as an investigation tool for law enforcement purposes or in contemplation of litigation, which are under policy HRLS-270.020.

**POLICY**

The City of Cambridge is responsible for the video surveillance systems and maintaining custody and control of video records at all times on City property.

The collection of personal information through video surveillance is necessary for the proper administration of lawful municipal activities to ensure the safety of residents and
visitors, deter unsafe activities and loitering on municipal streets and around public buildings and to contribute to Cambridge Core Area revitalization.

Providing notice: Signs are posted at public access points to and within areas under video surveillance.

All attempts are made to ensure proper signage is posted at all locations using a video surveillance system.

Ownership: The cameras are owned by the City of Cambridge.

Camera placement: Where possible, all cameras that are adjustable or moveable are restricted to prohibit the viewing of locations not intended to be monitored. Cameras are prevented from looking through a window of an adjacent building or areas where a higher level of privacy is expected, such as private amenity space. Camera placement and diagrams are located within the Control Document (Schedule B).

Only the Director of Economic Development (or designate) in coordination with the City Clerk, the Manager of Technology and Support Services, and the Corporate Property Manager may install, change or authorize a service provider or employee to install or change a camera’s permanent setting.

Use of video recordings - The information collected through video surveillance is used only for the purposes of contributing to the safe environment of the Cambridge Core Area, deterring unsafe activities and assisting as one of the components of Cambridge Core Area revitalization.

Signage – Sign design is located in the Control Document as attached as Schedule B to this document. Further, wording for signage is as follows:

“To promote safety this area is under video surveillance.

Images may be recorded and/or monitored.

Information collected by the use of video equipment in this area is collected under the authority of the Municipal Act, 2001 in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

Any questions about this collection can be obtained by contacting City Clerk’s Office at 519-740-4680 ext 4583”

Requests for disclosure

The City of Cambridge does not disclose a video record to any individual or organization except as permitted through MFIPPA.
1. Public requests for disclosure - Any person may make a written request for access to video records created through a video surveillance system through the freedom of information process. Access may depend on whether there is a justified invasion of another individual’s privacy and whether any exempt information can be reasonably severed from the record. (through appropriate request form)

2. Internal requests for disclosure – City employees or consultants may request a copy of a video recording if it is necessary for the performance of their duties in the discharge of the corporation’s function.

3. Law enforcement requests - The City may disclose a copy of a video recording to a law enforcement agency where there are reasonable grounds to believe that an unlawful activity has occurred and has been captured by the video surveillance system in accordance with section 32. (g) of MFIPPA.(through appropriate request form)

If video containing personal information is improperly disclosed or is suspected to have been disclosed to an unauthorized person, the employee or service provider who is aware of the disclosure must immediately inform the Freedom of Information Coordinator.

Live viewing

Live viewing is restricted to time periods when there is higher likelihood of safety and security concerns, or the commission of unauthorized activity in the area under surveillance. Live feed monitors are turned off when not in use. Viewing rights and responsibilities are outlined in Schedule B to this policy.

Retention and destruction

Video that has not been requested by the public, City employees or law enforcement agencies within the maximum retention period is considered transitory and is automatically erased by being overwritten.

RESPONSIBILITY

The City Clerk and delegated employees will:

- Respond to requests for disclosure under the freedom of information or applicable routine disclosure procedures;
- Ensure a public notice for video surveillance has been placed at all locations that have a video surveillance system;
- Respond to requests from the public and employees about the collection, use, and disclosure of personal information captured by a video surveillance system;
• Respond to appeals and privacy complaints received through the Office of the Information and Privacy Commissioner of Ontario (IPC);

The Director of Economic Development, the Corporate Property Manager, and the Manager of Technology and Support Services will:

• Ensure the appropriate use of the video surveillance system at the location is in compliance with this policy;

• Delegate and assign responsibility regarding who will act on their behalf in following procedures relating to this policy in their absence;

• Refer any requests for copies of surveillance video to the City Clerk or delegated employees;

• Investigate and report any privacy breaches to the City Clerk or delegated employees;

• Ensure that employees are monitoring compliance with the retention periods applicable to the video surveillance systems.

POLICY COMMUNICATION
These policies have been communicated through City Departments and Staff via meetings and written correspondence with the:

• Corporate Facility Manager
• Manager of Technology Services Support
• Assistant City Solicitor
• Deputy Clerk (Freedom of Information Officer)
• Manager of Transportation Engineering

External consultation includes:

• Downtown Cambridge BIA
• Regional Municipality of Waterloo (Legal Services and Engineering)
• Office of the Information and Privacy Commissioner of Ontario (IPC)
• Various private property owners

RELATED PROCEDURES
Please see ‘Schedule B – Control Document’ attached to the policy.

RELATED DOCUMENTS/LEGISLATION
Municipal Freedom of Information and Protection Privacy Act
Information and Privacy Commissioner
Schedule ‘A’
Core Area Maps
(Galt City Centre – as per Official Plan)
Schedule ‘A’
Core Area Maps
(Preston Towne Centre – as per Official Plan)
Schedule ‘A’
Core Area Maps
(Hespeler Village – as per Official Plan)
Schedule ‘B’
Control Document

1.0 Introduction

1.1 The City of Cambridge has adopted a policy related to the use of video surveillance systems within public areas in the Cambridge Core Areas. Those policies require that whenever the installation of video surveillance equipment is being considered within the City of Cambridge’s Core Areas (as defined by the Cambridge Official Plan) the Director of Economic Development (or designate) will prepare, in conjunction with the City’s Freedom of Information Coordinator, a comprehensive written control document for the operation of that particular system. This document is the required control document for the installation in the City of Cambridge Core Areas as defined by the Cambridge Official Plan.

1.2 A record of any adjustments made to the original system installation will be attached to this document as an amendment or a new version of the document may be created to reflect significant changes. Copies of this document and any amendments will be stored with the City Clerk or the Freedom of Information Coordinator.

1.3 Since images of individuals collected by this video surveillance system are considered to be the personal information of the individuals photographed the recordings are subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

1.4 The video system is to be installed to enhance safety and security of business owners, property owners, and the visiting public.

2.0 Notice of Collection

2.1 A written notice, in easily readable lettering, will be posted in the public area in a position easily viewed by the public. The notice will explain that the area is monitored by video cameras, why the cameras are in place and where members of the public can obtain further information about the installation. The sign should read: “To promote safety this area is under video surveillance. Images may be recorded and/or monitored. Information collected by the use of video equipment in this area is collected under the authority of the Municipal Act, 2001 in accordance with the provisions of the Municipal Freedom of Information and
Protection of Privacy Act. Any questions about this collection can be obtained by contacting City Clerk’s Office at 519-740-4680 ext 4583.

3.0 Cameras

3.1 The cameras of the video surveillance system are currently installed as per Schedule B. Cameras will record activity in the public areas for 24 hours a day, 7 days a week. Locations are shown in the attached Location Map(s) at the end of this document. All the cameras are stationary and are pointed at public areas for monitoring and safety.

3.2 Locations of cameras are numbered and listed as per Schedule B.

3.3 None of the cameras described in Schedule B will be moved from the original locations nor will the views of the cameras be adjusted other than for normal panning, tilting and security required zoom adjustments without a review of the persons responsible for the initial installation. Only the Director of Economic Development (or designate) in coordination with the City Clerk and the Manager of Technology and Support Services and the Corporate Property Manager, may install, change or authorize a service provider or employee to install or change a camera’s permanent setting.

4.0 Monitors

4.1 One secure monitor is located in the Office of the Corporate Property Manager. The monitor can only be viewed by the Director of Economic Development (or designate), the Manager of Technology and Support Services, and the Corporate Property Manager. Views on screens are not available to the general public.

4.2 The pan/swivel/tilt cameras may also be controlled using a web-based application through password-controlled access by the Manager of Technology and Support Services or by other Technology Services staff designated by the Manager of Technology Services with the permission of the Director of Economic Development (or designate), and the Corporate Property Manager.

5.0 Recording

5.1 Images are recorded on digital video servers with a storage area network (SAN) located in the server room. Recordings are retained for one month (30 days) or until storage capacity is reached. The data is then overwritten.
5.2 As noted above, there is no live monitoring of the system. Access by Technology Services staff is limited to ensuring the system functions according to specifications. The Manager of Technology and Support Services may view the recordings at the request of the Director of Economic Development (or designate) as needed for support purposes.

5.3 Recordings may be retained for a longer period of time for the purposes of insurance, liability, law enforcement or other similar issues (please note section 6.2 below).

6.0 Storage of and Access to Recordings

6.1 The recording and storage equipment will be stored in a secure, non-public area at all times.

6.2 In cases where the surveillance system records activities that relate to an insurance, liability, law enforcement or other similar issue, the appropriate section of the recording will be copied to suitable media and stored in a separate secure location for a period of no less than one (1) year or a longer appropriate length of time.

6.3 Access to the recordings will be restricted to the Director of Economic Development (or designate), the Manager of Technology and Support Services, the Freedom of Information Co-ordinator or designate, and the Corporate Property Manager.

6.4 The Freedom of Information Co-ordinator (or designate) is permitted to release copies of the records to a law enforcement agency in response to a verbal request only in situations involving an emergency, imminent danger or hot pursuit. All other requests for access by law enforcement authorities must be documented through the access request documentation utilized routinely by the Freedom of Information Co-ordinator.

6.5 Viewing of the recorded information is restricted to Director of Economic Development (or designate), the Manager of Technology and Support Services the MFIPPA Head/Freedom of Information Co-ordinator, or their designate, and the Corporate Property Manager. Viewing will be permitted only for purposes compatible with the original purpose for the installation of the surveillance system. Approved viewing of the recorded information must be conducted in private and in the presence of authorized persons only.
6.6 The Corporate Property Manager is the designated contact person for general inquiries regarding the operation of the surveillance cameras. The Freedom of Information Co-ordinator is the designated contact person for inquiries regarding the recordings.

7.0 Logs

7.1 A log will be kept to record access to the recordings. An entry will be made each time the recordings are consulted or any time a copy is made of any part of them. The log entry will note the person(s) accessing the recordings and the reason for access. The recording access log will be located in the Office of the Corporate Property Manager.

7.2 Recordings must be released if they are subject to a subpoena, search warrant, summons or other order of the courts or a quasi-judicial tribunal. In these cases a digital copy of the original recording will be provided. If the requesting parties require the hard drive a copy of the recording will be made before release of the hard drive. All actions taken in response to a subpoena etc. including the information that a copy was made will be entered into the log. A copy of the log entry will be filed with this document.

8.0 MFIPPA

8.1 Subject to paragraph 6.4, because the recordings are a “record” as defined in MFIPPA they may be requested by any person. All requests for access to recordings must be made through a written MFIPPA request. All MFIPPA requests must be forwarded to the City’s Freedom of Information Co-ordinator and will be considered on their merits and the requirements of MFIPPA.

8.2 Employees and service providers are subject to the provisions of MFIPPA in performing their functions related to the operation of video surveillance systems.

9.0 Notice of Collection Regarding the Use of Video Surveillance Systems

9.1 A Notice of Collection, required under section 29 of MFIPPA, will also be available to the public (see below 9.2). The Notice of Collection may be made available through the City website, public directories, or alternate formats such as pamphlets or signage based on the nature of the public’s use of specific facilities. The Notice may be revised on a site by site basis to reflect unique or specific uses of the images.
9.2 Notice of Collection - The collection of personal information by video surveillance systems is authorized under the Municipal Act. Surveillance systems will be used to ensure the safety of the residents and visitors; deter unsafe activities; deter loitering on municipal streets and around public buildings; and contribute to the Cambridge Core Area revitalization. Access to system equipment and recorded images is restricted to authorized staff. Surveillance images may be disclosed to law enforcement or other public agencies to assist in authorized investigations. Any questions about this collection can be obtained by contacting City of Cambridge clerk’s office at 519-740-4680 extension 4583.

10.0 Signs

10.1 Notification signs will be placed in all viewing areas where the cameras are present. Signs will be visible to the public.

Sign Design:
Galt City Centre
1. Main Street at Water Street (intersection)
2. Dickson Street Parking Lot (Lot G5)
3. Main Street at Ainslie Street (intersection)
4. Main Street at Wellington Street (intersection)
5. Water Street Lot #2 (Lot G12 West pole)
6. Water Street Lot #2 (Lot G12 West pole)
7. Mill Street Lot (Lot G11 West pole)
8. Main Street Lot (Lot G10 West pole)
9. Mill Street Lot (Lot G11 East pole)
10. Water Street (Pedestrian Bridge)

Phase 2
11. Water Street (Pedestrian Bridge)
12. Dan Spring Way Trail
13. Dan Spring Way Trail
14. Dan Spring Way Trail
15. Dan Spring Way Trail
16. Dan Spring Way Trail
Camera Locations

Phase 1
1. Main St at Water St
2. Dickson Parking Lot
3. Main St at Ainslie St
4. Main St at Wellington St
5. Water St Lot #2 (West)
6. Water St Lot #2 (East)
7. Mill St Lot (West)
8. Main St Lot
9. Mill St Lot (East)
10. Pedestrian Bridge

Phase 2
11. Pedestrian Bridge (East end)
12 - 16. Dan Spring Way Trail

CAMERA LOCATIONS (as per Section 3.2)
POLICY TITLE | Use of Corporate Cameras Policy
---|---
CATEGORY | Choose an item.
POLICY NUMBER | Leave Blank – Clerk’s team will input once finalized/approved
DEPARTMENT | Corporate Services
POLICY AUTHOR | City Clerk
POLICY TYPE | Administrative Policy
APPROVED BY | Choose an item.
EFFECTIVE DATE | (10/19/2021) Insert date policy is effective
REVIEW DATE | (10/19/2023) Insert date policy is to be reviewed

POLICY STATEMENT

The City of Cambridge (the Municipality) recognizes the need to balance an individual’s right to privacy and the need for the safety and security of its residents, visitors, municipal employees and property while integrating best practices with a responsible use of technology to minimize privacy intrusions.

PURPOSE

The object of this policy is to govern the Use of Corporate Cameras within the City of Cambridge to enhance the safety and security to prevent unauthorized activities and reduce risk and liability exposures.

DEFINITIONS

City: The Corporation of the City of Cambridge.

Clerk: The City Clerk of the Corporation of the City of Cambridge.

Consistent purpose: Personal information collected by the City of Cambridge used for the purpose for which it was collected.

City business: The individual to whom the information relates might reasonably expect the use/disclosure of their personal information for those consistent purposes.

Control (of a record): The power or authority to make a decision regarding the use or disclosure of a record.
Custody (of a record): The keeping, care, watch, preservation or security of a record for a legitimate business purpose. While physical possession of a record may not always constitute custody, it is the best evidence of custody.

Destruction: The physical or electronic disposal of records or data by means of disposing, recycling, deletion, or overwriting. This also includes the destruction of records or data residing on computers and electronic devices supplied or paid for by the Corporation.

Freedom of information process: A formal request for access to records made under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Head: The City Clerk designated as head for the administration of the Municipal Freedom of Information and Protection of Privacy Act.

Information and Privacy Commissioner: The Information and Privacy Commissioner of Ontario (commonly referred to as the IPC).

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA): Is the legislation that governs access, use, and disclosure of information held by the Municipality.

AUTHORITY

The IPC provides oversight to Ontario’s access and privacy laws and the administration of how institutions may collect, use and disclose personal information. The IPC provides the public with the right of access to government-held information while ensuring that personal information remains private and secure.

In addition to overseeing the province’s access and privacy laws, the IPC also serves both the government and public to:

• resolve appeals when access to information is refused;
• investigate privacy complaints related to personal information;
• ensure compliance with the acts;
• review privacy policies and information management practices;
• conduct research on access and privacy issues and provide comment on proposed government legislation and programs;
• educate the public, media and other stakeholders about Ontario’s access and privacy laws and current issues affecting access and privacy.

The Commissioner is an officer of the Legislature who is appointed by, and reports to, the Legislative Assembly of Ontario.
This policy has been developed in accordance with the privacy provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and has been drafted to conform with the practices outlined by the IPC Guidelines for the Use of Video Surveillance.

As detailed in Section 28(2) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), personal information may be collected without consent when it is:

1. Expressly authorized by statute or by-law,
2. Used for the purpose of law enforcement, or
3. Necessary to the proper administration of a lawfully authorized activity.

SCOPE

This policy applies to the use of all camera systems within the City of Cambridge.

To all City of Cambridge employees, including full-time, part-time, causal, contract, volunteer, and co-op placement employees, as well as contractor and service providers while performing authorized activities for the City.

And does not apply to covert use used as an investigation tool for law enforcement purposes or in contemplation of litigation.

The guidelines outline are not intended to apply to workplace surveillance systems installed by an institution to conduct surveillance of employees.

POLICY

The City of Cambridge is required to comply with Ontario’s privacy laws and therefore has an obligation with respect to the notice, collection, access and use, disclosure, retention and disposal of personal information, including fundamental data minimization principles

While the use of camera systems are installed for safety and security reasons, the use of camera systems must minimize privacy intrusion.

Guideline to Follow to the Installation of Camera Systems

Prior to the installation of camera systems, the following factors much be considered:

- the use of camera systems should be justified on the basis of verifiable, specific reports of incidents of crime, or significant safety concern;
a privacy impact assessment must be conducted on the effects that the proposed camera system may have on personal privacy, and the ways in which any adverse effect can be mitigated;

the proposed design and operation of the camera system should minimize intrusion;

whether or not additional sensory information, such as sound, needs to be captured.

When designing a camera system and installing equipment the following must be considered:

- the camera system may operate at any time in a 24-hour period;
- the camera system should be installed to only monitor those spaces that have been identified as requiring camera use;
- the ability to adjust cameras should be restricted, if possible, so that the cameras do not record and operators cannot adjust or manipulate cameras to overlook spaces that are not intended to be covered by the camera use program, such as windows in adjacent buildings or onto adjacent properties;
- equipment should never monitor the inside of areas where the public or employees have a higher expectation of privacy (e.g. change rooms and washrooms);
- where possible, camera use should be restricted to periods where there is a demonstrably higher likelihood of crime being committed and detected in the area under camera use;
- viewing and recording equipment must be located in a strictly controlled area;
- only authorized and trained staff shall have access to the controlled access area and that reception/recording equipment;
- every reasonable attempt should be made to ensure camera monitors are not in a position that enables the public and/or unauthorized staff to view the monitors.
Use of Recorded Information:

The information collected through camera recordings shall only be used for the purposes of:

- enhancing the safety and security of employees, the public, and corporate assets;
- preventing unauthorized activities upon or involving City property;
- assisting in investigating unlawful activity;
- assessing the effectiveness of safety and security measures;
- investigating an incident involving the safety or security of people, facilities or assets;
- providing evidence as required to protect the City’s legal rights;
- investigating an incident or allegation of serious employee misconduct;
- investigation and incident involving a potential or active insurable claim; or
- a consistent purpose.

Notice of Use of Camera Systems

In order to provide notice to individuals that cameras are in use:

- the municipality shall post signs, visible to members of the public, at all entrances and/or prominently displayed on the perimeter of the grounds under camera use; (Appendix A);
- the notification requirements of this sign must inform individuals, using words and symbols, of the legal authority for the collection of personal information; the principal purpose(s) for which the personal information is intended to be used; and the title, business address, and telephone number of someone who can answer questions about the collection;
- A map of all authorized camera locations will be available on the Municipal website.

Personnel Authorized to Operate Camera Equipment

- Only the City Clerk, or personnel authorized by the City Clerk, shall be permitted to operate camera use systems.
Equipment/Types of Recording Devices

The Municipality may use Digital Camera Recorders (DVR) in its camera systems. Facilities using camera recorders will retain these records for a period of up to 30 days, depending on the recording device and technology. A record of an incident will only be stored longer than 30 days where it may be required as part of a criminal, safety, or security investigation or for evidentiary purposes. Monitors will be kept in a secure location where they are not visible to the public.

Record Identification

All records (storage devices) shall be clearly identified (labeled) as to the date and location of origin. They shall be labeled with a unique, sequential number or other verifiable symbol. In facilities with a DVR that stores information directly on a hard drive, the computer time and date stamp shall be understood to be this identification. In facilities with a VCR or other recording mechanism using a removable/portable storage device, the operator shall affix a label to each storage device identifying this information.

Access Logs

Access to cameras will be monitored with a record of all activities related to camera devices recorded in an access log. Access Logs will include all information regarding the use, maintenance, and storage of records and all instances of access to, and use of, recorded material. All access log entries will also detail authorized staff, date, time, and activity. Access logs must remain secure with only the City Clerk authorized to review or remove access logs from the secure location.

Access to Records

Access to camera records shall be restricted to authorized personnel only in order to comply with their roles and responsibilities as outlined in the Camera Use Policy. Any staff accessing records should sign a written agreement to adhere to this policy, including an undertaking of confidentiality.

Storage

All storage devices that are not in use must be stored securely in a locked receptacle located in an access-controlled area.

Access Requests: Public Process

With exception of requests by law enforcement agencies, all requests for camera records should be directed to City Clerk’s office for processing. A person requesting access to a record should make a request in writing either in the form of a letter or the prescribed
Access/Correction Request Form (Appendix B) and submit it to the City Clerk under MFIPPA.

The individual requesting the record must:

- Provide sufficient detail (the approximate time and date, the location - if known - of the incident, etc.) to enable an experienced employee, upon a reasonable effort, to identify the record; and,

- At the time of making the request, pay the prescribed fees as provided for under the Act.

**Access Requests: Law Enforcement**

If access to a camera Use record is required for the purpose of a law enforcement investigation, the requesting Officer must complete the Law Enforcement Officer Request Form (Appendix C) and forward this form to the City Clerk. While there may be other situations where the disclosure of camera use footage is permitted, camera footage may be disclosed to a law enforcement agency when:

- the law enforcement agency approaches the Municipality with a warrant requiring the disclosure of the footage, as per section 32(e) of MFIPPA;

- the law enforcement agency approaches the Municipality, without a warrant, and requests the disclosure of footage to aid an investigation from which a proceeding is likely to result, as per section 32(g) of MFIPPA;

- staff observe an illegal activity on municipal property and disclose the footage to a law enforcement agency to aid an investigation from which a proceeding is likely to result, as per section 32(g) of MFIPPA;

- staff will provide the recording for the specified date and time of the incident as requested by the Law Enforcement Officer and record the following information in the facility’s camera logbook:
  
  i) the date and time of the incident including the designated name/number of the applicable cameras;

  ii) the time and date the copy of the original record was sealed;

  iii) the time and date the sealed record was provided to the requesting Officer;

  iv) the case file number of the agency’s investigation;

  v) a description of the circumstances justifying the disclosure;
vi) the amount of footage involved;

vii) the name, title and agency to whom the footage is being disclosed;

viii) the legal authority for the disclosure;

ix) the means used to disclose the footage; and

x) if the record will be returned or destroyed after use by the Law Enforcement Agency.

- this must only be completed by an individual(s) authorized in a private, controlled area that is not accessible to other staff and/or visitors;

- in order to protect privacy, the Municipality will, whenever possible, strongly encrypt camera footage at rest and when transmitted across open, public networks, and store physical records of footage, such as discs, memory cards or servers, in a locked facility.

**Custody, Control, Retention and Disposal of Records**

The Municipality retains custody and control of all original camera records not provided to law enforcement.

Camera records are subject to the access and privacy requirements of the MFIPPA, which includes but is not limited to the prohibition of all staff from access or use of information from the camera system, its components, files, or database for personal reasons.

With the exception of records retained for criminal, safety, or security investigations or evidentiary purposes, or as otherwise required by law, the Municipality must not maintain a copy of recordings for longer than 30 days.

Any records that are accessed or disclosed will be retained for one year, as per Regulation 823 of MFIPPA.

The Municipality will make all reasonable efforts to ensure the security of records in its custody or control and ensure their safe and secure disposal.

Old storage devices must be disposed of in accordance with an applicable technology asset disposal process ensuring personal information is erased prior to disposal, and cannot be retrieved or reconstructed. Disposal methods may include shredding, burning, or erasing, depending on the type of storage device.
Unauthorized Access and/or Disclosure (Privacy Breach)

Staff who become aware of any unauthorized disclosure of a camera record in contravention of this Policy and/or a potential privacy breach are to immediately notify the City Clerk. After this unauthorized disclosure or potential privacy breach is reported:

- Upon confirmation of the existence of a privacy breach, the City Clerk shall notify the Information and Privacy Officer of Ontario (IPC) and work constructively with the IPC staff to mitigate the extent of the privacy breach and to review the adequacy of privacy protection with the existing policy.

- Staff shall inform the City Clerk of events that have led up to the privacy breach.

- Staff shall work with the City Clerk to take all reasonable actions to recover the record and limit the record’s disclosure.

- The City Clerk shall notify affected parties whose personal information was inappropriately disclosed.

- The City Clerk shall investigate the cause of the disclosure with the goal of eliminating potential future occurrences.

Intentional wrongful disclosure or disclosure caused by negligence by employees may result in disciplinary action up to, and including, dismissal. Intentional wrongful disclosure or disclosure caused by negligence by service providers (contractors) may result in termination of their contract.

Awareness and Training for Municipal Employees

Authorized staff that have access to or are required to view footage will be required to attend mandatory awareness training on the use of camera systems.

Inquiries from the Public Related to the Camera Use Policy

A staff member receiving an inquiry from the public regarding the Camera Use Policy shall direct the inquiry to the City Clerk.

Review of Camera Use Policy

This policy shall be reviewed every 2 (two) years by the City Clerk who will forward recommendations for update, if any, to Council for approval.

POLICY COMMUNICATION

This policy will be available on the City of Cambridge’s Policy and Procedure SharePoint page.
RELATED PROCEDURES

“There are no related procedures.”

RELATED DOCUMENTS/LEGISLATION


Ontario Regulation 823 under the Municipal Freedom of Information and Protection of Privacy Act

FIPPA and MFIPPA – Bill 8 – Recordkeeping Amendments

REFERENCE MATERIAL

IPC: Guidelines for the Use of Video Surveillance

To promote safety this area is under video surveillance

Information collected by the use of video equipment in this area is collected under the authority of the Municipal Act, 2001 in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

Any questions about this collection can be obtained by contacting City Clerk’s Office at 519-740-4680 ext 4583
Appendix B

Access/Correction Request
Freedom of Information and Protection of Privacy
A $5.00 application fee is required for ALL requests made under the Municipal Freedom of Information and Protection of Privacy Act. Cheque or money orders should be made payable to the City of Cambridge.

<table>
<thead>
<tr>
<th>Request for:</th>
<th>Name of Institution request made to:</th>
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</thead>
<tbody>
<tr>
<td>General Records</td>
<td>CITY OF CAMBRIDGE</td>
</tr>
<tr>
<td>Access to Own Personal Information</td>
<td></td>
</tr>
<tr>
<td>Correction to Own Personal Information</td>
<td></td>
</tr>
</tbody>
</table>

If request is for access to or correction of your own personal information records please indicate last name appearing on records □ Same as below, or: __________________________

Last Name: __________________________

First Name: __________________________

Mailing Address: __________________________

City / Town: __________________________ Province: __________________________ Postal Code: __________________________

Phone Numbers: (Day): __________________________ (Mobile): __________________________

Email Address: __________________________

** Please note that the use of personal contact information will only be used as a communication tool related to this request. Records packages will ONLY be available via Regular Mail or for Pick Up.

Please provide a detailed description of requested records, personal information records or personal information to be corrected. (If you are requesting access to or correction of your personal information, please identify the personal information bank or record containing the personal information, if known). (Please use the back of this form if additional space is required).

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# Appendix C

## Law Enforcement Officer Request Form

### Disclosure of Personal Information

Corporate Services Department – Office of the City Clerk

The following information is being requested under section 32(g) of the Municipal Freedom of Information and Protection of Privacy Act (the Act) which provides for the disclosure of records containing personal information of an individual for the purpose of aiding an investigation with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result.

### Part One: Details of Request

<table>
<thead>
<tr>
<th>Incident Date:</th>
<th>Incident Location:</th>
<th>Incident Time:</th>
</tr>
</thead>
</table>

**Information Requested (please describe):**

<table>
<thead>
<tr>
<th>Occurrence Reference No.:</th>
<th>Review Original Documents:</th>
<th>Copies Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
<td>NO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Law Enforcement Agency:</th>
<th>Name of Law Enforcement Officer:</th>
<th>Badge / ID No.:</th>
<th>Telephone:</th>
</tr>
</thead>
<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Signature of Law Enforcement Officer:</th>
<th>Date of Request:</th>
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<td></td>
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</table>

### Part Two: Information/Record(s) Disclosed

<table>
<thead>
<tr>
<th>Department / Division:</th>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

**Information / Record(s) / File(s) Disclosed (please describe):**

<table>
<thead>
<tr>
<th>Disclosure of Information by City Staff:</th>
</tr>
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<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Name of Staff Member:</th>
<th>Title / Position:</th>
<th>Telephone:</th>
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<table>
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<tr>
<th>Signature of Staff Member:</th>
<th>Date:</th>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
To: COUNCIL  
Meeting Date: 10/19/21  
Subject: 95 & 105 Sheffield Street – Write-off of Property Taxes Deemed Uncollectible  
Submitted By: Sheryl Ayres, Chief Financial Officer  
Prepared By: Sheryl Ayres, Chief Financial Officer  
Report No.: 21-295(CRS)  
File No.: C1101  

Recommendation(s)

THAT Council report 21-295(CRS) 95 & 105 Sheffield Street – Write-off of Property Taxes Deemed Uncollectible be received;  
AND THAT Council approve the write-off of taxes in the amount of $1,219,860 for 95 Sheffield Street and $482,800 for 105 Sheffield Street.

Executive Summary

Purpose

• To write-off property taxes deemed uncollectible on 95 & 105 Sheffield Street, as permitted through section 354(2)(a) of the Municipal Act, 2001

Key Findings

• The balance owing for property taxes on 95 & 105 Sheffield Street has been accumulating since 2003 to an estimated balance of $1,861,200 and $1,041,600 respectively.

• The properties were advertised for tax sale in 2020 with no bids received.

• An Environmental Site Assessment has recently been completed to determine the extent of contamination on the properties and to assess estimated property resale values.

• Writing-off a portion of the outstanding taxes will allow for re-advertisement of these properties for tax sale with the anticipation of a successful sale.
Financial Implications

- Based on the estimated resale value of the properties, a tax write-off in the amount of $1,219,860 for 95 Sheffield Street and $482,800 for 105 Sheffield Street for a total of $1,702,660.

- The write-off will be proportionately shared with the Region of Waterloo ($299,200) and the School Boards ($449,600). The total amount of the write-off for the City of Cambridge share of outstanding taxes is $953,860.

- After the write-off is completed there will be a remaining account balance of $641,340 for 95 Sheffield Street and $482,800 for 105 Sheffield Street. It is believed that these values recommend a fair resale value of the properties for the upcoming tax sale closing on December 2, 2021.
Background

The properties at 95 & 105 Sheffield were previously used as a foundry that produced iron castings and engine parts. The foundry terminated its operations on the site in January 2009 and filed for bankruptcy. The sites are now considered abandoned and the property taxes owing have been accumulating since 2003.

95 Sheffield is a total of 4.58 acres and is zoned M4. The property has a developable area of 2.58 acres and 2.00 acres are in the flood plain and deemed non-developable. 105 Sheffield is 3.99 acres and is zoned M3. This property has a total area of 3.99 acres of which 1.11 acres are developable and 2.88 acres are non-developable. The following map shows the location of the two properties with the flood fringe area identified.

In 2013 the City of Cambridge appealed the 2013 - 2014 assessment value requesting a decrease due to the poor condition of the buildings and site contamination since the value did not accurately reflect the condition of the property at that time. In 2014 the Assessment Review Board released its decision reducing the assessment value for both properties. In 2017 fire destroyed the building at 105 Sheffield Street and a further reduction to the assessment value was processed.

After years of neglect, unpaid taxes and abandonment of the properties, the City initiated the tax sale process in March 2018. The property owner and all interested parties were notified of the tax sale process but there was no contact from the property owners in response to the notifications. In November 2020 the tax sale closed with no submissions for either property.
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 write-off of a portion of taxes that have been deemed uncollectible will allow for the re-advertisement of the properties for tax sale in anticipation of collecting a portion of the outstanding tax account balance.

Comments

Upon conclusion of the unsuccessful tax sale process in November 2020, staff met to review the options for these properties. The options available to the City include:

1. Prepare and register notice that the City is vesting the properties,
2. Re-advertise for tax sale with no reduction to the balance outstanding on the property tax accounts,
3. Write-off all or a portion of the balance outstanding on the property tax accounts and re-advertise for tax sale.

Staff are recommending option three, to write-off a portion of the balance outstanding on the property tax accounts and re-advertise in November 2021 with a tax sale closing date of December 2, 2021. Under the authority of the Municipal Act, 2001, section 354(2)(a), Council can approve the write-off of taxes that are deemed uncollectible, on the recommendation of the Treasurer.

In order to determine the value of the taxes that are deemed uncollectible, an environmental site assessment (ESA) was completed on the properties. The purpose of the ESA was to understand the degree of contamination, estimate the costs to remediate the lands and estimate the residual value of the properties to determine an appropriate resale value. The findings of the ESA revealed the following information:

- Site formerly occupied by Crowe Foundry and Crowe Foundry Limited – iron foundry operation,
- Prior operations include repair/maintenance garages,
- Site registered with the Ontario Ministry of Environment, Conservation, and Parks (MECP) as a generator of hazardous wastes, was registered as a PCB storage site, and had several chemical spills,
• Contamination due to operations on site as well as potential migration from neighboring properties
• Contaminants found on the property include:
  o Petroleum Hydrocarbon exceedances in soil;
  o Polycyclic Aromatic Hydrocarbon exceedances in soil;
  o Metal exceedances in soil;
  o Polychlorinated Biphenyl exceedances in soil;
  o Petroleum Hydrocarbon exceedances in groundwater;
  o Volatile Organic Compound exceedances in groundwater;
  o Polycyclic Aromatic Hydrocarbon exceedances in groundwater;
  o Metal exceedances in groundwater.

The ESA proposed two mitigation scenarios for the properties. Scenario #1 is based on full remediation and would incur costs of approximately $7.3 million. Scenario #2 is a risk-based approach that is based on putting risk management measures in place and would incur costs of approximately 20% of a full remediation or $1.46 million.

The residual land value that was used to determine the write-off of taxes has been estimated based on scenario #2, the risk-based approach. Using the assumptions outlined below, the residual land value has been calculated to be between $642,500 and $1,182,500 per acre.

• The undevelopable land area may be used for parking, setbacks and/or greenspace.
• The cost to implement Risk Management Measures to control the contamination of the lands is estimated to be 20% of the remediation costs.
• The market value of industrial/commercial land is between $600,000 to $800,000 per acre.

Based on this information above, staff have determined that a reasonable resale value for 95 Sheffield Street is approximately $641,310 and for 105 Sheffield Street is approximately $558,690. Therefore, a write-off of taxes is required to ensure the upcoming tax sale is successful.

Section 353 (1)(a) and (b) of the Municipal Act requires a local municipality to collect and remit the amount of taxes collected for another body, such as the Region of Waterloo and the School Boards. Further, under section 353 (3), if a local municipality has paid the body any part of the amount described in clause (1) (b), the municipality shall charge back to every such body its proportionate share of the unpaid taxes that are subsequently cancelled, reduced, refunded or written off. Therefore, the impact of the amount of taxes written-off will be shared proportionately with the Region of Waterloo and the School Boards as outlined in the Financial Impact section below.

Existing Policy/By-Law

There is no existing policy/by-law.
Financial Impact

The current balance owing on the property tax account for 95 Sheffield Street is approximately $1,861,200 and for 105 Sheffield Street is $1,041,600. After an unsuccessful tax sale process in 2020, upon recommendation from the City Treasurer, Council may approve the write-off of taxes deemed uncollectible. A write-off in the amount of $1,219,860 for 95 Sheffield and $482,800 for 105 Sheffield is recommended. The outstanding taxes will be proportionately shared with the Region of Waterloo ($299,200) and the School Boards ($449,600). The total amount of the write-off for the City of Cambridge share of the outstanding taxes is $953,860.

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The properties will be re-advertised for tax sale in November with a closing date of December 2, 2021.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Throughout the process to determine the potential development opportunities and determine the estimated resale values of the properties, staff in the City Managers Office, Community Development, Economic Development, and Realty Services were consulted.

Conclusion

The property taxes for 95 Sheffield Street and 105 Sheffield Street have been accumulating since 2003 and remain unpaid with a total outstanding balance of $2,902,800. The properties were advertised for tax sale in 2020 in an effort to recoup the outstanding taxes. No bids were received on either property, indicating the outstanding balance is greater than the value of the properties, and the portion of the balance that exceeds a reasonable resale value can be deemed uncollectible.
After completing an environmental site assessment to determine the extent of contamination on each site, an estimated resale value has been determined for each property. Uncollectible taxes in the total amount of $1,702,660 are recommended to be written off in order to re-advertise the properties for tax sale and recoup a portion of the outstanding balance. The amount to be written off will be proportionately shared with the Region of Waterloo and the School Boards, as permitted through the Municipal Act, 2001.

Signature

Division Approval

Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval

Name: Dave Bush
Title: Deputy City Manager

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

- N/A
Recommendation(s)

THAT Report 21-271(CRE), re: Core Areas Financial Incentives – October 19, 2021 Applications Round 2 be received;

AND THAT regarding the application for 30 Dickson Street:

- Council approves a Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG) of $20,000;

- Council approve a transfer from the Core Areas Transformation Fund (CATF) reserve in the amount of $20,000;

AND THAT regarding the application for 38 Ainslie Street North:

- Council approves a Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG) of $11,413;

- Council approve a transfer from the Core Areas Transformation Fund (CATF) reserve in the amount of $11,413;

AND THAT regarding the application for 759 King Street East:

- Council approves a Commercial Property Improvement Grant (CPIG) of $30,000 and a Mixed Use Conversion and Restoration Grant (MUCRG) of $40,000;

- Council approve a transfer from the Core Areas Transformation Fund (CATF) reserve in the amount of $70,000;
AND THAT staff be authorized to execute a Commitment Letter and any required documentation in order to administer this funding;

AND THAT Council delegate authority to Director of Economic Development and Chief Financial Officer (or designates) to increase the funding to the maximum amount within the parameters of the specific program(s), if necessary;

AND FURTHER THAT the work approved under these enhanced incentives be completed within one (1) year of the date on the Approval Letters.

Executive Summary

Purpose

- To request Council to authorize the three grant applications for subject properties under the City’s new Community Improvement Plan as follows:
  
  o a Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG) of $20,000 from the CATF Reserve Fund for the redevelopment of the building located at 30 Dickson Street in Downtown Cambridge;

  o a Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG) of $11,413 from the CATF Reserve Fund for the redevelopment of the building located at 38 Ainslie Street North in Downtown Cambridge; and,

  o a Commercial Property Improvement Grant (CPIG) of $30,000 and a Mixed Use Conversion and Restoration Grant (MUCRG) of $40,000 for the redevelopment of the property at 759 King Street East in Preston Towne Centre.

Key Findings

- As these buildings are in Core Areas, the owners have applied to the Financial Incentive Programs for grants under the new programs introduced with the Community Improvement Plan, approved by Council in July 2021.

- For 30 Dickson Street, under the CBRRIG regulations the building qualifies for up to $52,500 in funding comprised of a grant.

- For 38 Ainslie Street North, under the CBRRIG regulations the building qualifies for up to $52,500 in funding comprised of a grant.

- For 759 King Street East, under the CPIG regulations the building qualifies for up to $30,000 in funding and for the MUCRG the building qualifies for up to $90,000 in funding comprised of a grant.
Financial Implications

- The CPIG grant of $30,000, CBRRIG grant of $31,413 and MUCRG grant of $40,000 will be funded from the CATF reserve.

- The total fundable amount of this request for the properties is $101,413.

- The total value of the redevelopment project at 30 Dickson is over $300,000, the total value of the project at 38 Ainslie is $150,000 and the total value of the project at 759 King Street East is over $600,000. If the funds are not used, they will still be available in the account for possible future projects.

Background

Since the mid 1990’s, the City of Cambridge has offered financial incentives in the Core Areas of Cambridge. Many of these were dated and work on a new, more modern set of financial incentives was initiated by Economic Development in late 2019. Such work was expedited due to COVID 19 and said financial incentives were approved by Cambridge Council in 2021 in an effort to assist businesses as quickly as possible in our Core Areas. These new and improved incentive programs offer a wider range of benefits without the hindrance of loans registered on title of the subject properties.

The CIP provides the basis for financial incentive programs within the three relevant designated CIP Project Areas in the City of Cambridge. It focuses mainly on Cambridge’s three (3) Core Areas as designated in the Official Plan and Community Improvement Project Area By-law.

These new financial initiatives will 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. These new incentives were contemplated under the Council approved Core Areas Transformation Fund (CATF) and will be financed from said fund.

Since the effective date of the programs of August 3, 2021, there has been significant interest in the available grants. Economic Development Staff is pleased to present these requests as part of the new Financial Incentives to Cambridge Council for approval.

The subject applications are under 3 separate grant programs:

- **Commercial Property Improvement Grant (CPIG):** The Commercial Property Improvement Grant Program is intended to provide financial assistance for commercial property owners & tenants who aim to improve upon the exterior appearance of commercial properties.
Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG): The Commercial Building Restoration, Renovation and Improvement Grant works to leverage significant private sector investment in interior building renovations and improvements for commercial properties that are in need of renovation or vacant in the core areas.

Mixed Use Conversion and Restoration Grant Program: 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.

Under these programs, grants are available to property owners, who typically have one year to complete the renovations. City Staff will issue an approval letter outlining the scope of work and funding. The next step in this process is the owner or tenant will complete the work as specified on the application. City Staff will inspect the work to make sure it is complete and meets all necessary Municipal codes. The applicant will then submit paid invoices for all work complete which is matched to the work submitted in the application process. If all of the invoices comply with the program regulations, Staff will issue a funding request for the calculated amount of funding.

Property Information – 30 Dickson Street

30 Dickson Street sits across from the Farmers Market and City Hall in Downtown Cambridge. It was purchased by the new owners in the spring of 2021 and they are completing renovations on the building. The work proposed is a complete renovation of the exterior of the building and an interior renovation of the main floor of commercial use currently available. The new space will house a commercial tenant once renovated.

Property Information – 38 Ainslie Street North

The property at 38 Ainslie Street North is located next to the property at 30 Dickson Street. It is currently under re-development and the owners have been working with Economic Development for many months. This renovation of the existing commercial space will facilitate a new retail opportunity which will see more jobs brought to Downtown Cambridge.

Property Information – 759 King Street East

The property at 759 King Street East is located in Preston Towne Centre. The owners have been working with Building Department and Economic Development staff to redevelop the building. The renovation will be a new façade for the exterior of the building and four new residential units on the upper floor.
Analysis

Strategic Alignment

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

Goal #6 - Economic Development and Tourism

Objective 6.2 Promote vibrant and inviting downtown cores by encouraging partnerships and creating a wide range of unique, exciting destinations and activities.

The Financial Incentive Programs leverages both public and private dollars to improve the public realm and create a pedestrian friendly and interesting core area.

Comments

Application – 30 Dickson Street

The subject property is municipally known as 30 Dickson Street and sits in the heart of Downtown Cambridge. The work proposed is a complete renovation of the exterior of the building and an interior renovation of the Commercial unit that is vacant. The new space will house a commercial tenant as the unit is badly in need of an upgrade to be leased. This is part of a renovation to two of the buildings on this block and will give a much needed upgrade to the building. The exterior work on this property is currently in progress and it was funded through the previous iteration of the financial incentives, the City of Cambridge Building Revitalization Program.

The applicant has applied for the Commercial Building Restoration, Renovation and Improvement Grant Program (CBRRIG) for funding assistance. The total fundable amount of this request for the property is $20,000. The applicant is investing over $300,000 into this project.

Staff are supportive of the application to the Commercial Building Restoration, Renovation and Improvement Grant because it will be used to convert currently vacant commercial space to a commercial opportunity. This will increase the working population of Downtown Cambridge and increase traffic to the downtown area. With more people working in the area it will create an economic spin off to the surrounding businesses and is supported by Staff.

Application – 38 Ainslie Street North

The subject property is municipally known as 38 Ainslie Street North. The work proposed is a complete renovation of the exterior of the building and an interior renovation of the two Commercial units that are vacant. The new space will house a new retail business. The owner is working with staff to renovate two buildings in this
block and further exterior renovations will follow in the coming months through the CPIG program.

The applicant has applied for the Commercial Building Restoration, Renovation and Improvement Grant Program (CBRRIG) for funding assistance. The total fundable amount of this request for the property is $11,413. The applicant is investing over $150,000 into this project.

Staff are supportive of the application to the Commercial Building Restoration, Renovation and Improvement Grant because it will be used to convert currently vacant commercial space to a commercial opportunity. This building has two currently vacant commercial units on the main floor and this will support a new tenant leasing one of the units and renovating it.

**Application - 759 King Street East**

The subject property is 759 King Street East in Preston Towne Centre. The work proposed is a complete renovation of the exterior of the building and an interior renovation of the upper floor to create four new residential units from a previously vacant floor.

The applicant has applied for the Commercial Property Improvement Grant (CPIG) of $30,000 and a Mixed Use Conversion and Restoration Grant Program (MUCRG) of $40,000. The total fundable amount of this request for the property is $70,000 coming from the CPIG and MUCRG. The applicant is investing over $600,000 into this project.

Staff are supportive of the application to the Commercial Property Improvement Grant and the Mixed Use Conversion and Restoration Grant Program because it will be used to convert currently vacant commercial units to new residential units in Preston Towne Centre. This will increase the population of Preston and increase traffic to the downtown area. Having more people living in Cambridge’s Core areas is something staff supports.

**Existing Policy/By-Law**

As the properties are located in one of the Community Improvement Project Areas (CIPA) in Cambridge, the applicant is eligible for the Financial Incentives Programs 2021 which provides matching funding for certain improvements to the buildings. The City can provide grant funding for up to 50% of eligible costs under the CPIG, CBRRIG and MUCRG.

**Financial Impact**

- These funding requests are for:
  - $30,000 under the Commercial Property Improvement Grant Program
- $31,413 under the Commercial Building Restoration, Renovation and Improvement Grant Program
- $40,000 under the Mixed Use Conversion and Restoration Grant Program

- The total funding amount of $101,413 will be drawn from the CATF Reserve Fund. If the funds are not used, they will still be available in the accounts for possible future projects.
- The balance of the CATF reserve is $19,110,395 as of August 30, 2021. A portion of this reserve is intended to support private sector stimulus, in addition to the fund’s other pillars.

**Public Input**

Posted publicly as part of the report process.

**Internal/External Consultation**

Financial Services Department – As part of the new staff process, Financial Services was consulted on the calculation of amounts of each program, in addition to the tax status of the property. For Council’s information, in order to be eligible for financial incentives there can be no taxes owing on a property.

Community Development Department – Planning Services Division and Building Department were consulted in the development of this request for funding.

**Conclusion**

In conclusion, staff respectfully recommends that Cambridge Council approve the total funding of $101,413 in grants to the new financial incentive programs. This will support a private investment of over $1.05 million spread across the three buildings. These planned developments will help support the City of Cambridge’s effort to revitalize the core areas and have more people working and living in the downtowns.

**Signature**

**Division Approval**

Reviewed by the CFO
Reviewed by Legal Services

**Name:** Trevor McWilliams  
**Title:** Acting Director of Economic Development
Departmental Approval

Name: Cheryl Zahnleiter
Title: Deputy City Manager Corporate Enterprise

City Manager Approval

Name: David Calder
Title: City Manager

Attachments

• Appendix A – Funding Calculations for 30 Dickson Street
• Appendix B – Funding Calculations for 38 Ainslie Street North
• Appendix C – Funding Calculations for 759 King Street East
**CBRRIG Calculations**

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Appendix B – 38 Ainslie Street North-
### CBRRIG Calculations

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### CPIG & MUCRG Calculations

#### CPIG

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To: COUNCIL

Meeting Date: 10/19/2021

Subject: Economic Recovery - Financial Assistance for Cambridge’s Three (3) Business Improvement Areas (BIAs) – Banners, Holiday Decorations, and Associated Electrical Costs

Submitted By: James Goodram, Director of Economic Development
Kevin De Leebeeck, Director Engineering

Prepared By: Laura Pearce, Senior Economic Development Officer
Shannon Noonan, Manager of Transportation Engineering

Report No.: 21-247(CRE)

File No.: C1101

Recommendation(s)

THAT Report 21-247(CRE), re: Economic Recovery – Financial Assistance for Cambridge’s Three (3) Business Improvement Areas (BIAs)-Banners, Holiday Decorations, and Associated Electrical Costs be received;

AND THAT Council supports the continued Economic Recovery of Cambridge’s BIAs by hereby approving the following:

1. The City of Cambridge exempting all three (3) BIAs from City of Cambridge permit fees relating directly to the installation and removal of banners and holiday decorations for 2021/2022 holiday season;

2. The City of Cambridge provides additional funding in the amount of $12,792 in 2021 (Downtown $7,291, Preston $3,636, Hespeler $1,865) to the BIA’s to assist in offsetting the costs of installation and removal of decorations to be paid from the Transportation street lighting cost centre and from the Economic Development Reserve Fund for the 2021/2022 holiday season.

3. The City pay for the electrical costs associated with the operating of holiday lights in the three BIA Areas for the 2021/2022 holiday season.

AND THAT Council approve a transfer from the Economic Development Reserve Fund in the amount of $13,624 to cover the additional costs as outlined in this report.
AND THAT Council direct City Staff to enter into a dialogue with the Region of Waterloo to discuss the possible waiving of any proposed future Regional fees for permits regarding the installation of banners and holiday decorations for Cambridge’s three (3) BIAs.

AND FURTHER THAT Council direct staff to work with the three BIA’s to develop a Memorandum of Understanding (MOU) with each BIA with respect to the holiday decoration and banner programs and associated fees and costs, as well as other items such as flower baskets, plantings, street maintenance, snow removal, etc. in the core areas.

Executive Summary

Purpose

- To provide Council with an alternative to financially assist Cambridge’s BIAs in matters directly related to the hanging and removal of banners and holiday decorations, and associated electrical costs within the three (3) BIAs, for the 2021/2022 holiday season.

- To receive direction to develop a Memorandum of Understanding with each BIA for future years.

Key Findings

- As an economic recovery initiative, staff is proposing that the City could assume the electrical costs for the 2021/2022 holiday season, as well as exempt the BIAs from banner and permit fees for the remainder of 2021 and entirety of 2022.

- For plans beyond these time frames, staff is seeking direction to enter into discussions with the BIAs to develop a Memorandum of Understanding to outline respective roles and responsibilities for downtown programs in the future.

Financial Implications

- Costs for 2021/22 programs include $680 for the banner program, $13,152 for the holiday decoration program with associated permit fees and $2,666 for the electrical costs. Estimated total cost for the 2021/2022 season is $16,498 as further described in the comments section below and summarized in Table A.

- Funding provided by the City will be budgeted by the respective department(s) that currently oversee the hanging of banners and holiday decorations, including the electrical costs associated with these activities. The funds are proposed to be taken from the Transportation street lighting budget and additional remaining funds are proposed to be taken from Economic Development Reserve. For
subsequent years, it should be noted that staff will be seeking council direction from where funds should be drawn from.

**Background**

For many years, it has been the City of Cambridge’s policy to have the three (3) Business Improvement Areas (BIAs) cover permit fees and pay a portion of the cost of installation/removal of banners and holiday decorations with the BIA areas. This also includes the electrical costs associated with holiday decorations within the BIAs.

In 2013/14, the Downtown Cambridge BIA chose to coordinate and use their own budget for the entire holiday decoration program including installation, removal, storage and maintenance. Currently, the Preston Towne Centre and Hespeler Village BIAs have the City coordinate the contractor for such installations/removals. Both BIAs would now like to adopt the same model as Downtown Cambridge for the 2021/2022 season and beyond.

Given that the BIAs have limited budgets and that such banners and decorations beautify the Core Areas for everyone to enjoy, City Staff is proposing that certain related costs be covered by the City of Cambridge for the 2021/2022 holiday season as an economic recovery initiative. The proposed related costs to the City are to cover all permit fees (permits will still be required to be obtained), all hydro costs and a contribution of 50% of the program costs for each BIA towards the installation, removal, storage and maintenance of the decorations.

With the on-set of the pandemic which effectively curtailed many small businesses in the BIAs in March 2020, Staff is attempting to assist the BIAs financially by assuming the costs detailed in this report. Each respective BIA Board passed a motion, as attached in Appendix A requesting financial assistance to help offset some of the costs related to the 2021/2022 program including covering permit fees, electrical costs and 50% of the program costs for installation, removal, storage and maintenance of the holiday decorations.

In addition, there is currently no agreement or memorandum of understanding (MOU) that defines the City’s and the BIA’s respective roles and responsibilities related to the core areas. Staff will be working with various City Departments and the three BIAs to develop a comprehensive MOU to address these issues. This document will be brought back to Council for review, including any budget considerations necessary.

**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**.**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 6.3 Identify local economic strengths and leverage opportunities through collaboration with our partners. Objective 6.3 Identify local economic strengths and leverage opportunities through collaboration with our partners.

Cambridge’s BIAs are an integral part of the city and are a key component of City staff’s marketing efforts not only for the respective downtowns but City wide as a whole. Removing incidental fees and charges will allow the BIAs to concentrate more of their budgets on their specific mandate, namely beautification and marketing.

**Comments**

**Banners and Holiday Decorations in the BIAs**

From time to time the BIAs install banners on light posts in the downtown cores, to promote special events or other initiatives. When such banners are installed, the BIA must obtain a highway occupancy permit from the City of Cambridge and a work permit from the Region of Waterloo for regional roads to allow contractors to work within City and Regional right-of-way for the installation and removal of banners. The BIA’s are not exempt from the permit fee requirement under the Municipal fees and charges bylaw, and therefore council approval is required for waiving of said fees.

Table A describes the current and proposed fees as related to the banner program and holiday décor program:

<table>
<thead>
<tr>
<th>Current Costs to City</th>
<th>Banner</th>
<th>Electrical</th>
<th>Holiday Décor</th>
<th>Holiday Décor Permits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 180</td>
<td>$ 180</td>
</tr>
<tr>
<td>Preston</td>
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<tr>
<td>Hespeler</td>
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<td>$ -</td>
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<td>$ 180</td>
<td>$ 1,225</td>
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<tr>
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<td>$ -</td>
<td>$ 2,514</td>
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<table>
<thead>
<tr>
<th>Proposed Costs to City</th>
<th>Banner</th>
<th>Electrical</th>
<th>Holiday Décor</th>
<th>Holiday Décor Permits</th>
<th>Total</th>
</tr>
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<tr>
<td>Downtown</td>
<td>$ 265</td>
<td>$ 938</td>
<td>$ 7,291</td>
<td>$ 180</td>
<td>$ 8,674</td>
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<tr>
<td>Preston</td>
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<td>$ 783</td>
<td>$ 3,636</td>
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<td>$ 4,569</td>
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</tbody>
</table>
The banner permit fee for 2021 is $75 plus HST. The highway occupancy permit fee for 2021 is $95 plus HST for each installation and removal. Currently the Region of Waterloo does not charge a fee for a Work Permit, as such Preston BIA is only responsible for the banner permit fee. The fees in the table above represent one banner program each for Downtown and Hespeler BIA and two programs for the Preston BIA.

For the holiday décor program, only highway occupancy permit fees apply for the Downtown and Hespeler BIAs.

**Electrical Costs for Holiday Décor Program**

Historically, all electrical costs associated with holiday decorations within the BIAs have been paid for by the individual BIAs themselves. Given that such decorations are for the enjoyment of the entire population of Cambridge and visitors therein, Staff is recommending that said electrical costs be paid by the City for the 2021/2022 holiday season as an economic recovery initiative and future years.

In 2019/2020 the costs were $938 for Downtown Cambridge $945 for Hespeler Village and $783 for Preston Towne Centre totalling $2,666.

It is reasonable to expect similar costs for 2021/2022.

Therefore, the total anticipated costs of this funding support to the BIAs for the 2021-2022 holiday season is forecasted at $16,498, a net increase to the City of $13,624 ($16,498 - $2,874 = $13,624).

**Possible Future Regional Fees**

It was further noted that while the Region does not currently have a fee for their Work Permits (equivalent of City Highway Occupancy Permits), the Region is working towards charging a fee that may be significantly higher than the City fee. This fee, when it comes into effect, will impact the BIAs. Consequently, staff is requesting Council permission to open a dialogue with the Region to discuss any future Regional fees that may be applicable to the BIA’s.

**Memorandum of Understanding (MOU)**

In order to establish a defined working partnership/relationship that clearly outlines roles, responsibilities and financial accountability between the City and each BIA, it is recommended that staff be directed to work with the BIAs to develop a Memorandum of
Understanding (MOU). The MOU will ensure that all parties are in agreement and assist with managing expectations.

This MOU would also address the costs borne by the BIAs for the holiday décor program. Currently the Downtown Cambridge BIA coordinates its own holiday décor program at its own cost. These costs include storage and installation of items such as lights and decorations. The Preston Towne Centre and Hespeler Village BIAs’ storage, installation and removal are managed by the City and the costs are shared 50/50 for installation and removal, as described above.

Recently, all three BIAs have passed motions to request the City of Cambridge reimburse the hydro and permit fees for the holiday décor and banner programs and cover 50% of the holiday décor program costs for installation, removal, storage and maintenance of the decorations as part of our ongoing recovery efforts. Additionally, Hespeler Village and Preston Towne Centre BIA’s have requested to manage the holiday décor program in its entirety, similar to how the Downtown Cambridge BIA has functioned for the last several years.

Should staff be directed to proceed with MOU discussions, the arrangements and costs related to the holiday décor program would be incorporated into such an agreement.

Discussion

As Council is aware municipal investments into holiday decorations can return dividends. The most obvious benefit is the joy and goodwill the City can generate among residents and visitors. It's very simple: holiday decorations make people happy and brings the public to the Core Areas. In addition, such investments support Cambridge’s current and very successful Christmas in Cambridge holiday events.

Municipalities that invest in public displays of holiday decorations are also rewarded with something far more substantial than appreciation from their citizens. Publicly funded holiday displays can bring attention to our community itself. Holiday displays can generate lots of free publicity, attract visitors, and increase profits for businesses during the holiday seasons. It also furthers Council’s recent emphasis upon Placemaking, as well as the Cambridge Strategic Plan objective of establishing the core areas as attractive destinations.

Further, coverage of the associated costs will greatly assist the BIAs with their respective budgets and simplify the process with obtaining permissions from the City and the Region. The BIA’s will still be responsible for obtaining permits but will not be responsible for payment of fees.

For clarity, the request to council is to cover permit fees and for financial assistance to the BIA’s Holiday Décor program is for the 2021/2022 season only. The request to enter
into an MOU will provide staff with future direction for ongoing years regarding potential funding to the BIA’s respective holiday décor programs.

Should council not approve the recommendations in this report, the BIA’s will continue to be responsible for their respective banner costs, permit fees and hydro costs. The holiday décor programs for all 3 BIA’s will remain status quo.

**Existing Policy/By-Law**

Municipal fees and charges bylaw 20-109.

**Financial Impact**

Estimated total cost for the 2021/2022 season is $16,498 as described in the comments above. Funds will be paid from the Transportation street lighting budget and a one-time cost from the Economic Development Reserve Fund of $13,624.

**Public Input**

Posted publicly as part of the report process.

**Internal/External Consultation**

Comprehensive discussions were had with each of Cambridge’s three (3) BIA’s. Consultation took place with the Director of Engineering, the Manager of Transportation, Financial Services Staff, and Economic Development.

**Conclusion**

Staff recommends approval of additional economic recovery measures to assist Cambridge’s three Business Improvement Areas as referenced in this report. These measures include exempting permit fees related to installation and removal of banners and holiday décor and associated electrical costs and providing additional funding for the respective BIA holiday décor programs for the 2021/2022 season only. By approving these recovery measures, the City is continuing to support the BIAs so they may concentrate more of their budgets on their specific mandate, namely beautification and marketing.

**Signature**

**Division Approval**

Reviewed by the CFO

Reviewed by Legal Services
Name: James Goodram  
Title: Director of Economic Development

Division Approval

Name: Kevin De Leebeeck  
Title: Director of Engineering

Departmental Approval

Name: Cheryl Zahnleiter  
Title: Deputy City Manager

Name: Hardy Bromberg  
Title: Deputy City Manager

City Manager Approval

Name: David Calder  
Title: City Manager

Attachments

Appendix A – BIA Requests
Appendix A - BIA Requests

**DOWNTOWN**

THAT the Downtown Cambridge BIA respectfully asks the City of Cambridge to waive the hydro and permit fees associated with the holiday lighting installations as provided through the BIA's ongoing work order with Classic Displays.

AND FURTHER THAT the City of Cambridge covers 50% of the work order costs associated with the install, removal, and storage of the holiday decor by Classic Displays as part of our ongoing recovery efforts.

Motion by Shane Murphy
Seconded by Omar Kaake
CARRIED.

**HESPELER**

THAT the Hespeler Village BIA approve quote #603 from Shear Displays for the 2021-2022 work order for the installation, removal and storage of the BIA's streetscape holiday decor as detailed.

AND THAT the BIA respectfully asks the City of Cambridge to waive the hydro and permit fees associated with the work order.

AND FURTHER, THAT the City of Cambridge covers 50% of the work order cost as part of our ongoing recovery efforts.

Motion by Cory DeVilliers
Seconded by: Dave Olesen
CARRIED.

**PRESTON:**

THAT the BIA respectfully asks the City of Cambridge to waive the hydro and permit fees associated with the work order for any Christmas decor program for 2021/22.

AND FURTHER THAT the City of Cambridge covers 50% of the work order cost as part of our ongoing recovery efforts.

Motion by Courtney Hodgson
Seconded by Kendra Brough
CARRIED.
To: COUNCIL  
Meeting Date: 10/19/21  
Subject: Galt Core Area Draft Height Guidelines - Recommended Next Steps  
Submitted By: Lisa Prime, Chief Planner  
Prepared By: Deanne Friess, MCIP, RPP, Manager of Policy Planning  
Report No.: 21-206(CD)  
File No.: D00-01  

Recommendations

THAT Council receive report 21-206(CD) - Galt Core Area Draft Height Guidelines - Recommended Next Steps - as information;

AND THAT Council direct staff to continue work to complete the draft guidelines and conduct public consultation on the draft guidelines in Fall/Winter 2021.

Executive Summary

Purpose

• The purpose of this report is to seek Council endorsement to continue work with the Galt Height guidelines and proceed to conduct the public consultation for the guidelines concurrently with the public consultation for the Galt Core Heritage Conservation District Plan in the Fall of 2021.

Key Findings

• The Galt Height Guidelines project was put on hold in 2020 to allow the Galt Core Heritage Conservation District Study to proceed and help inform the Height guidelines.

• The Galt Core Heritage Conservation District study is now complete which defines the district boundary and was presented to Council on August 10, 2021. The matter was deferred to allow Council more time to review and was presented to Council for a second time on October 5, 2021 (Report 21-184(CD) Proceeding from Study to Plan Phase for the Galt Core Heritage Conservation District Study). The next step is to conduct the Galt Core Heritage Conservation District
Plan. Staff are recommending that the public consultation for the height guidelines be conducted concurrently with the consultation for the Heritage Conservation District to ensure a coordinated approach which balances heritage and development.

- The combined outcomes of the Galt Height Guidelines, Growth and Intensification Study and city-wide Zoning by-law are intended to provide a geographic-specific, focused vision and framework as building blocks for future growth.

- The outcomes of the height guidelines will be Official Plan policies, zoning regulations for heights, building step backs, preservation of key views along public property and acknowledgement of key heritage sites in conjunction with the Galt Heritage Conservation District Plan.

- The draft Galt Height Guidelines prepared by the Planning Partnership are included in Appendix 1.

Financial Implications

- The capital project for Urban Design Guidelines was approved in 2016 for $50,000. An additional $30,000 was added to the budget from the Region of Waterloo for visualizations to support the densities required for the future Light Rail Transit.

Background

A capital project for urban design guidelines in the amount of $50,000 was approved in the Planning budget in 2016 and had been carried forward for several years due to advancing other projects. This project was never intended to be city-wide guidelines and the scope of the work changed over the years to align with other planning work. In 2019, staff narrowed down the focus to just the Galt core area due to:

- the budget;

- the need to align with work underway for the city-wide zoning by-law which includes new regulations and for the core and would carry forward the existing outdated height schedule if this work is not completed;

- accommodating the height and density required to meet the Provincial, Regional and Official Plan policies for the area to support future Light Rail Transit.

The Growth and Intensification study with the Major Transit Station area project will identify the areas where significant density can be accommodated. The heights determined through the Galt Height Guidelines will provide a framework to determine what the coverage of a site must be in order to meet the density required for the area
and how the height can be accommodated while addressing significant public views and heritage. Preserving key views along public property and acknowledging key heritage sites are important considerations for preparing the guidelines. This information will be used to create a cohesive set of policies and zoning regulations to provide certainty for the development industry, landowners and the public rather than incremental changes.

Location

The Galt Height Guidelines will apply only to the existing Galt core area boundaries as shown on Appendix 2. This boundary is established in the City of Cambridge Official Plan and zoning by-law. A portion of the study area is also designated the Urban Growth Centre by the Province. Significant public viewsheds and heritage buildings are being considered as part of this work to focus increase densities in ways that protect these structures and views. The Galt Heritage Conservation District Study identifies the boundaries of the district which lay within the Galt Height Guidelines boundaries.

Analysis

Strategic Alignment

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

Goal #1 - Community Wellbeing

Objective 1.4 Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

The Galt Height Guidelines will provide clarity and direction for future development to ensure that appropriate heights and density can be accommodated and also provide guidelines for design to address significant views and the character of a vibrant downtown core.

Having additional housing units in the core, as well as other commercial space will contribute to a vibrant core, increase supply of housing, support cycling/public transit and provide a range of housing options and affordability.

Comments

The combined outcomes of the Galt Height Guidelines, Galt Heritage Conservation District, Growth and Intensification Study and city-wide zoning by-law update will provide a framework as building blocks to then guide development in the Galt core. The Galt core is the location of the Urban Growth Centre as defined by the Province and two light rail transit (LRT) stations are planned for the area. The City is now in a position where the planning framework needs to be in place for future development of the area. The City is already receiving enquiries and applications for significant development in
the core. The goal of Planning staff is to have the planning framework in place to guide how the area is developed prior to developers submitting new applications. Following the height guidelines, the next step will be completion of the Growth Management Strategy which will further inform the City Official Plan Update and will commence in 2022 in accordance with Planning Act requirements.

The Galt Core Heritage Conservation District Study phase is now complete with recommendations for the study area boundary coming to Council on July 27, 2021. Additional heritage work for the East Galt neighbourhood Area is commencing in 2022. The intent of the heritage studies is to help implement the recommendations of the City’s Heritage Master Plan and increase inventory of cultural heritage resources. As part of this Galt Heights, study height guidelines will address heritage and character of the core area and will continue to limit height in the central areas of the core where significant heritage resources and views along publicly owned property exist. The guidelines will provide direction for elements such as height, built form, compatibility, massing, step backs, significant views and shadowing impacts. The Galt Height Guidelines are needed to provide an overall vision for the development in the Galt Core area which will lead to studies with a narrow focus on heritage. This work needs to progress in advance of the heritage work to develop this vision. The guidelines will include input from representatives from the heritage community.

Staff initiated the background work to start the Galt Height Guidelines and retain a consultant in 2019 and a report came to Council in 2020 with the Terms of Reference. At this time Council put a hold on the study to allow the City to conduct the Galt Heritage Conservation District Study. Continuation with this project now is very important to establish the framework and proceed with other upcoming planning work. Delay of the project would create a gap in information needed to complete other planning work scheduled and provide uncertain information to landowners and developers in the area. This could result in developments which do not account for significant public views and heritage. A delay could also result in limitations on developments where increased height is appropriate therefore limiting the ability to accommodate required density on appropriate sites.

**Existing Policy/By-Law**

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

Policy 2.8.3.3 in the 2012 City of Cambridge Official Plan sets out that in the Galt Core, including the Provincially defined Urban Growth Centre, the minimum building height of 2 storeys and the maximum height of 5 storeys are permitted. In addition, policy 2.8.3.4 permits consideration of development at a higher height and density provided the Official Plan’s compatibility and bonusing policies are followed. Maximum height with bonusing would be determined through a negotiation with the City in exchange for community benefits.
City of Cambridge Zoning by-law 150-85

Currently the City of Cambridge Zoning by-law 150-85 includes height limits in the Galt Core which are included in Appendix 3. These heights were put in place in 2007 prior to the location of the major transit station areas being determined which require minimum densities to support the future LRT stations.

Financial Impact

The capital project for Urban Design Guidelines was approved in 2016 for $50,000. An additional $30,000 was added to the budget from the Region of Waterloo for visualizations to support the densities required for the future Light Rail Transit.

Public Input

With the endorsement of Council, the next steps in the process is to consult the public on the draft guidelines for their input.

Posted publicly as part of the report process.

Internal/External Consultation

Feedback from the development industry has indicated that providing a clear planning framework is important for investment in the Galt Core.

A stakeholder list has been identified by the steering committee consisting of representatives from the following:

- Developers with interest in the Galt core;
- Municipal Heritage Advisory Committee;
- Architectural Conservatory of Ontario Cambridge (ACO Cambridge);
- University of Waterloo;
- Grand River Conservation Authority;
- Downtown Cambridge BIA;
- Consultants conducting work for the City on other projects.

Stakeholders were contacted by the Planning Partnership to determine the key messages which are included in Appendix 4.
Conclusion

Continuation with the Galt Height guidelines is important to ensure coordination with other scheduled Planning work and provide guidance to the development industry, landowners and the public within the Core area, Urban Growth Centre and the Main Street Heritage District. This project was paused to allow the Galt Heritage Conservation District study to proceed and to allow a coordinated approach to address heritage and heights. This work will develop the vision for the area to allow intensification to achieve provincial targets and also protect the heritage in the area. Delay would result in uncertain information for landowners and developers in the area and could produce developments which do not meet the goals for the core area in addressing significant public views and heritage and directing significant density to appropriate sites.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Lisa Prime
Title: Chief Planner

Departmental Approval

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

City Manager Approval

Name: David Calder
Title: City Manager
Attachments

- Appendix 1 – Draft Galt Height Guidelines
- Appendix 2 – Study Area
- Appendix 3 – Core Area Height schedule in by-law 150-85
- Appendix 4 – Stakeholder Key Messages
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<td>9.0 DEMONSTRATION PLAN</td>
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Figure 1: Aerial view identifying Study Area boundaries
Source: Google Earth
**EXECUTIVE SUMMARY**

i. **Introduction**
This study was initiated in light of a number of converging factors within the Galt Core Area. The province has identified the downtown as an “Urban Growth Centre” setting a clear minimum density of people + jobs to be accommodated. The planned extension of the ION light rail transit line into Galt will include 2 stations within the study area. Finally, development applications are being received by city staff for buildings taller than currently envisioned in the city’s height zoning by-law.

Intensification will translate into taller buildings having an impact on the character of the downtown core. Downtown Galt has numerous buildings of older vintage with many having heritage significance. This study will attempt to provide guidance for new development that allows for growth to occur without negatively affecting the city’s heritage.

The study makes recommendations with respect to revised maximum building heights in the Galt Core Area and provides urban design guidelines for the siting, massing, and articulation of taller building developments. The intent is to provide clear direction for the evolution of the Galt Core Area that will result in an urban environment that is attractive and welcoming.

ii. **Background**
The study area encompasses the mixed-use centre of Galt. Straddling both sides of the Grand River the study area extends from the CP rail line to south of Concession Street. The west boundary of the study area straddles George Street and Dickson Park; the eastern edge loosely follows properties adjacent to Ainslie Street and Wellington Street with an arm extending along Mill Creek to Galt Arena Gardens.

Historically, the study area has long been a mixed use area. Fire insurance maps from a century ago illustrate a densely built core area comprised of factories, warehouses, shops, houses, and the town hall. Over time many of these activities ceased operations and have been replaced by vacant lots or surface parking areas. The result has been fewer residents and jobs and a decline in activity in the core area.

In the City’s Official Plan, the study area is comprised of 3 areas. The west side of the Grand River and eastern arm are identified as “Community Core Area”. Between the two is a narrow wedge of land identified as “Urban Growth Centre”. While both Community Core Area and Urban Growth Centre are comprised of a dense array of uses the UGC is specifically planned as a focal point with a minimum density target of 150 people + jobs per hectare. Currently, the area accommodates the approximate equivalency of 76 people + jobs per hectare, about half the target density.

In addition, 2 light rail transit stations have been planned within the study area: one at the intersection of Main and Wellington Streets, the second at Bruce Street east of Water Street South. These transit stops will be the focus of “Major Transit Areas” which are to accommodate a minimum density of 160 people + jobs per hectare.

The city’s current heights zoning by-law anticipates heights of up to 11 residential storeys. However, recent development applications have been submitted to the city for taller buildings. In order to achieve the
density targets as established by provincial policy and without demolishing existing heritage structures it will be necessary to build upwards and exceed the heights prescribed in the by-law.

Intensification will be required to address issues of geography and history that define the study area. The Galt Core Area is situated in a natural bowl with the Grand River running through its middle. Surrounded by hills that contribute to its picturesque setting, the area is susceptible to flooding. As a result, much of the study area, including the UGC, is located in a floodplain.

Heritage buildings are distributed across the study area. Many of these buildings are in a state of disrepair. A number are designated or listed on the city’s heritage register. Two heritage districts can be found within the study area: the Dickson Hill Heritage Conservation District and the Main Street Heritage Conservation District. Presently, a parallel study is underway to update the city’s inventory and provide recommendations for candidate properties to be considered for listing or designation.

Associated with the study area’s heritage inventory are the city views that provide a visual context for the historic architecture. The views are established along public rights-of-way and contribute to the character understanding of the Galt Core Area. The intent of identifying views is to provide recommendations on view corridors that should be protected from development encroachment of a taller magnitude.
Further understanding of the study area was provided through interviews with numerous stakeholders, city and external agency staff, and individuals active in advocating for heritage. The message conveyed focused on the opportunity to provide more and taller development but also acknowledged the need to retain heritage features. While it was stated that buildings should be sited away from heritage conservation districts there was a feeling that new development could help preserve older buildings and improve the public realm and, by adding more people to the core area, improve the vitality of the core area.

There are a number of constraints and opportunities concerning intensification in the study area. Bedrock, the floodplain, and topography all pose challenges for development. While going below-grade may not be feasible for parking, above-grade structures create other issues which will need to be addressed in order to ensure the public realm is not negatively impacted. Above-grade parking will add to the overall height of development. At the same time, new development will need to respond to contextual relationships with heritage properties and with adjacent low-rise neighbourhoods.

However, there are also significant opportunities within the study area. Large, under-utilized properties are available for developments that can achieve intensification while also providing transition in built form to adjacent neighbourhoods. The future arrival of the LRT will make movement less car reliant thereby reducing the pressure to provide a surplus of parking spaces. New development can also contribute to the enhancement of the public realm through streetscape enhancements, the inclusion of park space (both public and/or private), and improved connectivity throughout the core area making it a safer and more vibrant downtown.

iii. Benefits of Development

Development provides a number of benefits for a community while also asking it to accept a greater quantum of intensification. While a development may be taller or larger than is typical for the study area it also provides the opportunity to enhance the core area. Taller buildings mean more people living or working in the downtown which benefits businesses and the municipality alike. Bigger projects mean the city can leverage public realm or heritage building improvements with the objective of realizing a safer, more attractive, and vibrant downtown.

Public realm projects that can benefit from private development partnership should be identified to ensure a co-ordinated approach and achieving a desired result.

iv. Structuring Elements

When considering development intensification within the study area there are structuring elements influencing the configuration and height of a building project. These include natural, cultural, and community features.

Topography, geology, and the floodplain impact on below-surface structures and their viability. Natural features and open spaces are public areas that should be protected from extensive shadowing resulting from taller buildings. The street network and resulting block pattern constrains the footprint of development while also extending its frontage thereby providing an opportunity for active ground-related uses.

The alignment of light rail transit will influence the scale of as well as the type of uses in new development. Proximity to the two stations will translate into development that is less car dependent and includes a mix of uses.

Retention and adaptive re-use of heritage structures will affect the massing of development with taller building elements set back from the heritage base. Protection and enhancement of view corridors will inform building podium scale and configuration.

Neighbourhood adjacencies, and the transition from taller to lower scaled buildings will affect the massing of development and the siting of taller buildings. Abrupt changes in scale should be avoided along shared street rights-of-way and improved connectivity between new and old communities should be an over-riding objective.
v. Approach to Height

A number of principles suggest themselves based on the structuring elements previously described. When taken together, these principles suggest an overall approach to building height in the study area.

**PRINCIPLE No. 1:** Ensure compatibility of built form with the existing and planned urban context;

**PRINCIPLE No. 2:** Provide a transition in height from Main Street ensuring the protection of the east-west view corridor;

**PRINCIPLE No. 3:** Utilize built form as a framing element further strengthening view corridors;

**PRINCIPLE No. 4:** Focus tall buildings in areas that minimize their visual impact on neighbourhoods while also providing opportunities to contribute to the skyline;

**PRINCIPLE No. 5:** Ensure new development contributes to the enhancement of the public realm;

**PRINCIPLE No. 6:** Mitigate shadow and wind impacts on public spaces; and,

**PRINCIPLE No. 7:** Incorporate new development into the existing context with sensitivity and respect for heritage structures.

The resulting conceptual heights plan embodies the above principles. Lower height buildings are focused along and adjacent to the Main Street spine. Taller buildings are located along the east side of the Grand River, distanced away from the low-rise neighbourhoods further east. At the extremities of the study area are “gateway sites” which are candidates for tall buildings that architecturally signal arrival into the core area.

vi. Built Form Considerations

A minimum parcel depth of 39 metres is recommended for mid-rise and tall building developments. This takes into account a 3-metre building setback from the street property line and a 10-metre setback from the rear lot line shared with adjacent properties.

Mid-rise building height will be determined by the primary road right-of-way width. A mid-rise building will be defined as being no taller than the width of the road right-of-way width upon which its primary frontage is oriented. Building height will not include rooftop mechanical penthouses.

A building whose height exceeds the road right-of-way width upon which it is primarily oriented will be considered a tall building and will therefore reference the appropriate guidelines concerning height and massing.

vii. Proposed Maximum Building Heights

The proposed maximum building heights map revises the current iteration identifying opportunities for increased height that will ensure the city can achieve its population + jobs target while also protecting its heritage assets.

Areas deemed accommodating of tall buildings were not prescribed a maximum height limit as this number is seen to be arbitrarily set while other guidance such as footprint size, tower spacing, and profile will achieve a more desired result in terms of skyline profile and overall appearance.
Figure xvii: Existing Maximum Permitted Heights in the Study Area

Figure xviii: Proposed Maximum Permitted Heights in the Study Area

Legend

* Refer to Section 4.1.225

Note: Building height is based upon the assumption of a ground floor height of 4.5 metres and upper floor heights of 3.0 metres each.
Urban Design Guidelines

Design guidelines were prepared to support the heights plan with an emphasis on the treatment of the podium base of a tall building, articulation of parking facades, and the scale and siting of taller building elements. Mid-rise buildings, implicit as a significant typology in the heights plan, is also further described in terms of setbacks, stepbacks, façade articulation, and corner treatment.

Figure xix: Infill Development
Mid-rise developments will ensure there is a good fit in response to the surrounding context providing a continuation of scale and façade articulation that contributes to and strengthens the overall urban character of the street.

Figure xxi: East-West Cross-section
Stepping down of height from Water Street towards Ainslie Street; structured parking is internalized so as to unimpede ground-related uses along public rights-of-way.

Approach to Built Form

Figure xx: North-South Cross-section
Lower-scale base building relates to adjacent existing context while parking is internalized so as not affect street-oriented, ground-related uses.
Figure xxii: Illustrative view of Mid-rise Building Elements
Mid-rise developments provide opportunities for intensification of the downtown at scale that can provide a seamless transition to existing, adjacent low-rise communities and heritage districts.

Figure xxiii: Mid-rise Development
The massing of mid-rise development is determined by 45-degree angular planes established at both the rear property line and by the road right-of-way’s width. A general rule of thumb limits the height of mixed-use and residential developments along 20-metre wide R.O.W.s to 6 storeys, or 20 metres in height.
Developments with tall building elements must be sensitive to existing and planned context making appropriate transitions in built form and materials while also ensuring appropriate contributions to public realm enhancements.

Figure xxiv: Illustrative view of Tall Building Elements

Provide appropriate spacing of towers to mitigate shadow and wind impacts.

Figure xxv: Tower Separation

Provide appropriate spacing of towers to mitigate shadow and wind impacts.

Figure xxvi: Schematic Site Layout for mid-rise or tall building development

Potential siting of structured parking so as to limit visual intrusion on public realm and enabling active street frontages.

Figure xxvii: Structured and (partial) Below-grade Parking: Option 1

High water table necessitates raising parking out of the ground; with ground-level residential opportunity exists to extend lower level parking to front face of building.

Option 2

Providing an active street frontage at-grade will encourage locating structured parking behind commercial uses and possible one full floor above.
ix. Draft Height Zoning By-law
x. Demonstration Plan
To illustrate a long-term vision for the study area, a demonstration plan has been prepared that articulates the development potential. As illustrated, it is possible to exceed the minimum density requirements for the Urban Growth Centre and for Major Transit Station Areas while also retaining a significant amount of existing buildings.

Figure xxviii:
Aerial view illustrating development potential in the Study Area.
URBAN GROWTH CENTRE
Existing Population:
2,960 People + Jobs

Figure xxix:
Existing Context

URBAN GROWTH CENTRE
Long-term Potential
Population:
9,090 People + Jobs

Figure xxx:
Longer term Development Potential in the Study Area
1.1 Purpose of the Study

This study was initiated in light of recent and anticipated development interest within the Galt Core Area. Taller buildings are envisioned to be the subject of more site plan applications as developers respond to opportunities for intensification. Much of the core area is occupied by low-rise buildings or by surface parking. With the proposed extension of the ION LRT line to Bruce Street and with provincially mandated intensification there is a need to accommodate a larger population and work force in downtown Galt.

Downtown Galt has numerous buildings of older vintage contributing to its character with a number of these holding heritage significance. Moving forward with this study it is desirable to ensure that key aspects of the downtown’s character are respected and not overwhelmed by new development.

The current zoning by-law does not accommodate the taller heights that developers are seeking. There is an identified need by the City to provide clearly articulated guidance on the subject of built form height and building configuration in order to preserve heritage aspects of the downtown core while also ensuring that the city can continue to evolve as a dynamic place o live, work, learn, and play.

This study makes recommendations with respect to building height and the siting of new development in the context of current and future planned urban environments. This work identifies prominent and/or significant views that should be protected from encroaching development. The recommendations are supported by guidelines and a zoning by-law aimed at informing the scale and massing of taller developments.

The overall intent of this study is to provide developers with a clear sense of the City’s expectations concerning built form while understanding that each new development will contribute to the shaping of an overall urban environment that will be attractive and welcoming to all.

Figure 1: View of Idea Exchange/Old Post Office Building
2.1 Study Area Boundaries
The Study Area straddles both sides of the Grand River extending from the CP rail line southward to Ainslie Street South below Concession Street. The west boundary of the study area straddles George Street and Dickson Park; the eastern edge loosely follows properties adjacent to Ainslie Street and Wellington Street with an arm extending northeast along Mill Creek to Galt Arena Gardens. The downtown core is defined by the abrupt change in topography on both sides of the river. The total area of the subject lands is approximately 105 hectares with an existing population of 5,565 people + jobs.

2.2 Historical Context
The Goad Fire Insurance Maps provide a snapshot of the character and built form massing within the study area. Consolidating the maps from 1929 creates a comprehensive image of Galt in terms of density, built form, and building usage. Development was concentrated along the Main Street, Dickson Street, and Water Street spines. Larger scaled footprints belonged to industrial enterprises such as mills, manufacturers, and warehouses. The downtown was a true mixed-use area comprised of residential, retail/commercial, and manufacturing uses.

Abstracted as a figure/ground study, the resulting image contributes to our understanding of the evolution of the downtown core. The 1929 map articulates streets strongly defined by built form. Larger footprint buildings are interspersed with smaller residential buildings that comprise the majority of the built environment. 90 years later, much of that fine-knit building stock has been replaced by surface parking areas leaving a much more porous urban environment with fewer buildings. Apart from Main Street and abutting Water and Ainsley Streets, much of the strongly defined street edges has disappeared. More recently, large floor plate buildings have been accompanied by surface parking lots at the expense of reducing the density of the downtown core.
2.3 Existing Conditions

The study area is defined in the City’s Official Plan as comprised of 3 areas. The west side of the area is identified as “Community Core Area” as is the arm flanking Wellington Street and extending along Mill Creek to Galt Arena Gardens. Between, and along the east bank of the Grand River, is 39 hectares of land identified as “Urban Growth Centre”. Based on the Province’s “Places to Grow” document, a minimum density of 150 people + jobs/hectare is to be accommodated within the UGC. This translates roughly to 5,850 people + jobs. Furthermore, 2 Major Transit Station Areas have been identified within the study area: one at Main and Wellington Streets and a second at the western terminus of Bruce Street. Within an 800-metre radius of each station a minimum density of 150 people + jobs is to be targeted. The current population within the UGC is approximately 2,960 people + jobs, equivalent to a density of 76 people + jobs/hectare.

The current Heights By-law signifies lower scale buildings to be located adjacent to the Main Street spine which, in turn, is flanked by mid-rise buildings. The tallest building zones are located along the east and south flanks of the study area with a maximum height of 34 metres (11 residential storeys) provided. Current and recently approved site plan applications consisted of buildings taller than 34 metres.

Actual building heights consist of a range between 2 and 10 storeys. A majority of the structures within the study area are 3 or fewer storeys. The only buildings currently taller than 10 storeys are at 150 and 170 Water Street North (12 and 14 storeys, respectively). Two, 20-storey mixed use buildings have been approved in the Gaslight District. An application at Kerr and Shade Streets for two residential buildings of 24 and 30 storeys is currently being reviewed by City staff.

Definitions

Urban Growth Centre
Existing or emerging downtown area to be planned and designed as a focal area with a minimum target density of 150 people + jobs/ hectare.

Community Core Area
Central portion of Galt where the greatest concentration of commercial activities and heritage features are located.

Major Transit Station Area
Area within an approximate 500- to 800-metre radius of a transit station, representing about a 10-minute walk and planned to accommodate a minimum density of 160 people + jobs/hectare.

LEGEND

Urban Growth Centre
Community Core Area
Future Transit Station (ION LRT)
Major Transit Station Area (500-metre radius)
Figure 7: Existing Heights Zoning Map
Source: City of Cambridge Zoning By-law 150-85

Figure 8: Building Heights (Existing & Approved)
Legend:
- Study Area
- Property Line
- 0-3 Storeys
- 4-6 Storeys
- 7-10 Storeys
- 11-20 Storeys

Refer to Section 4.1.225
Two physical traits define and constrain development within the study area. The first is topography which establishes a bowl-like setting for the downtown core. This provides vantage points that offer dramatic views of the downtown. The second physical characteristic is the Grand River: its presence is central to the study area. As a result of these factors, flooding is a potential threat: much of the study area, including the UGC, is located within the floodplain.

Additional to physical considerations, cultural heritage provides a significant lens informing the current and future character of the study area. Comprised of both open spaces and buildings, heritage aids in defining the three dimensional spaces and associated experiences that comprise the public realm. These are distributed throughout the entirety of the study area but are more focused along the Main Street spine and along the river’s edge.

The City has recently commenced a heritage study for the Galt Core Area which will provide recommendations on updating designated and listed heritage properties. Once completed, the revised mapping of heritage properties will provide additional criteria for contextual consideration when designing taller building projects.
2.4 Key Views

A number of views within the core area are important to preserve and, where possible, enhance. Key among them are the east and west views along Main Street as seen from Water Street and Centennial Park respectively. Framed by the facades of heritage commercial buildings the street right-of-way offers a sense of enclosure and consistency of scale. Looking westward from the park, the twin steeples of Central Presbyterian Church and Knox Galt Presbyterian Church bookend Queens Square with Victoria Park and the treed hillside of West Galt serving as a backdrop.

Other views of interest include the sightline from Ainslie Street South across the parking lot towards the Old Post Office Building, the view afforded from the Main Street Bridge towards Central Presbyterian Church, and the view terminus provided along Dickson Street and Cambridge Street by the Galt Public Library Building and the Old Town Hall respectively.

Finally, views along the river provide a mix of landscape, broad river expanse, and historical building elements that convey the unique character of Galt.
2.5 Stakeholder Interviews

Individual interviews were conducted over a two-day period (January 15th and 16th, 2020) in order to better understand developer and other stakeholder perspectives with respect to the future of the Galt Core Area. Developers and their representatives, representatives for the Downtown BIA, Municipal Heritage Advisory Committee, the Architectural Conserancy of Ontario (Cambridge), and staff from the Grand River Conservation Authority provided insight into the evolution of the downtown. Key messages and themes that emerged from the one-on-one discussions included:

- Retention of the historic core and buildings along Main Street as a priority;
- The need for more people living and working in the downtown;
- Protection and enhancement of river views and access;
- Identification of the negative impact of transport truck traffic along Water Street and Ainslie Street (which is incompatible with the creation of a pedestrian-friendly environment);
- Development constraints of bedrock and floodplain results in parking for new development being accommodated above-grade (or intensification occurring outside of the floodplain);
- Less concern over building height per se, rather the location of height being considered away from historical areas;
- Focus on the benefits of development (investment in the public realm, economic spin-offs such as additional retail/commercial investment and office use, and the preservation of heritage buildings that ensue with an increase in population);
- Need for continued incentives for developers (Development Charges rebates, Tax Increment Grants, Façade Improvement programs, and flexible parking ratios); and,
- Acknowledgement of development costs (i.e. while construction costs are similar to Kitchener-Waterloo, the potential for revenue/square foot is lower).
2.6 Constraints
Significant constraints affect the scale and configuration of intensified development within the Galt Core Area. Primary of these are the extent of the floodplain and proximity of bedrock to the surface. Both of these existing conditions suggest a development response that will see parking for new development located above-grade. In order to achieve the minimum density objectives established by the Province for an “Urban Growth Centre” multi-tiered parking structures will need to be included in higher density developments.

The acknowledgement of heritage and open spaces, and developing an appropriate relationship through new built forms, will need to be addressed by future developments. How proposed development responds in terms of podium scale, materiality, and ground-level uses will affect the character of and experience along the streetscape.

Contextual considerations regarding building height will need to be addressed in terms of adjacent stable neighbourhoods where the building form is low-rise and detached. Future development should respond to the existing surrounding context in a manner that suggests transition in built form.

2.7 Opportunities
While there are considerable constraints to be overcome in delivering intensified development within the core area, there are also significant opportunities. Among them is an inventory of under-utilized buildings of quality construction and appearance that can be incorporated into new development serving as the new building’s base as well as contributing to the streetscape character. In many cases, new development can be leveraged against the restoration of heritage structures where reinvestment is required in order to prevent further deterioration.

Large parcels that currently are under-utilized or vacant provide accessible land for larger scale development foregoing the need for parcel consolidation. These sites can be readily developed as holistic endeavours enabling the delivery of consistent streetscapes as well as opportunities for new both public and privately owned/publicly accessible open spaces.

The current redevelopment of the Gaslight District demonstrates the opportunities possible when combining heritage structures with new buildings. This development will increase the daily activity within the core area providing housing and commercial facilities that will enhance the livability of the downtown. Subsequent development will follow Hip Development’s lead in terms of learning from their experience and realizing the scale of development possible.

Finally, the future extension of the ION LRT into the core area will provide a catalyst for intensified development and investment. With two stations planned within the study area, higher order transit will be readily accessible by foot or bicycle. Direct connection to Kitchener and Waterloo will broaden the appeal for commercial, office, institutional, and residential space in the core area.

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Figure 21: Illustration of development challenges within the study area

Figure 22: Illustration identifying potential development opportunities in the study area
Intensification provides benefits that should be seen as desirable for the growth and prosperity of the downtown core area. However, a balance should be established between new development and the preservation of heritage structures and adaptive re-use. There is an opportunity to leverage development to offset the cost of restoring older buildings.

New development also serves as a catalyst in attracting other investments: more people living and working downtown translates into more business for stores, more activity on the street (increasing vibrancy and safety), and more tax revenue for the City.

Public realm improvements can be tied directly to development with public parks and plazas, privately owned public spaces, and enhanced streetscapes resulting. With an anticipated increase in population and jobs the City should be identifying public realm projects that can be delivered through new development within the core area.

Figure 23: Illustration of the relationship between development investment and public realm benefits
4.0 STRUCTURING ELEMENTS

Built form and the siting of development is shaped by factors that are intrinsic to the urban fabric of the study area. Topography, geology, natural features, and other contextual considerations influence the siting and configuration of buildings. As a specific example, much of the study area is situated in a natural "bowl" adjacent to the river; the associated floodplain is a direct result of the confluence of topography and hydrology affecting much of Galt’s Urban Growth Centre.

In addition to the floodplain, bedrock located close to the surface makes below-grade parking difficult to achieve and cost-prohibitive for development. As a result, parking for larger scale projects can be expected to be provided in parking structures above ground as demonstrated by the approved Gasworks District project.

Natural features such as the Grand River and Mill Run Creek act as larger framing elements while also contributing to the ambiance and character of Galt. New development adjacent to the water courses should acknowledge this and respond with buildings that enhance the skyline and water edge experience through iconic profiles and lower floor uses.

Abutting the Grand River are a number of open spaces such as Dickson and Millrace Parks. Queens Square and Centennial Park bookend the Main Street axis. These are important public places and should not be unduly shadowed by taller buildings. Additional open spaces should be encouraged with new development with the objective of contributing to and enriching the collective public realm.

Other major defining factors for development are of human making. The street network within the study area forms the block structure within which development is to occur. Both Water and Ainslie Streets are regional arterial roads suggesting a more robust typology of building massing. The future extension of the ION LRT will serve as a catalyst for larger scale development with a focus on intensification around the 2 transit stations identified for the study area.

The study area has a number of heritage-listed and registered properties. Siting and massing of future development should be sensitive to their cultural significance and respond accordingly with appropriate setbacks, stepbacks, and selection of materials. Heritage district designations will limit the scale and character of new development along Main Street and in the Dickson Hill community. Currently, a heritage inventory is commencing within the study area which will identify additional potential properties for inclusion on the heritage registry.
Intensification is directly associated with proximity to higher order transit. With respect to the study area, the ION Light Rail Transit line is proposed to extend to Bruce Street. Two stations are identified as part of the extension: one at the intersection of Main and Wellington Streets; a second, the terminus, at the foot of Bruce Street.

Each station, as an MTSA, will require a minimum population to support the transit investment. Thus, a target of 160 people + jobs/hectare within a 10-minute walking radius (800 metres) has been established by the province. Identified below is a 5-minute walking radius. Essentially, the whole of the study area is captured within the 10-minute radius of the two LRT stations.

As a result, greater intensification and taller buildings can be expected within the MTSA area of influence.

Finally, adjacent neighbourhoods should be considered when preparing development concepts. A sensitive transition in scale, massing, and height will ensure that new development will avoid hard edge boundaries and provide streetscapes that knit communities together rather than demarcate them as separate entities.

Taken together, these structuring elements will inform the form and character of new development within the study area. There will be a push and pull of influences as developments attempt to respond to contextual considerations while also achieving the population objectives for an Urban Growth Centre and higher order transit corridor.

Figure 28: Higher Order Transit

Figure 29: Neighbourhoods
A series of principles have been established based upon the structuring elements with the intent of informing the development of an updated heights map. The principles provide guidance for height, siting, massing, and articulation of buildings.

5.1 PRINCIPLE No. 1 Ensure compatibility of built form with the existing and planned urban context.
New development should provide a massing and height that is similar to that of adjacent buildings where a commonality of height exists.

5.2 PRINCIPLE No. 2 Provide a transition in height from main street ensuring protection of the east-west view corridor.
The buildings along Main Street form a strong edge defining the street public realm. The church spires of Central Presbyterian Church and Knox Galt Presbyterian Church can be clearly viewed from Centennial Park. This view should be protected from development encroachment with a gradual increase of height being permitted with distance from the street.

5.3 PRINCIPLE No. 3 Utilize built form as a framing element further strengthening view corridors.
Various views have been identified through this study which should be protected and/or enhanced with new development. The scale of street-related buildings should be consistent with adjacent structures with taller building elements set back from the street wall.

5.4 PRINCIPLE No. 4 Focus tall buildings in areas that minimize their visual impact on neighbourhoods while also providing opportunities that contribute to the skyline.
Taller buildings should be located away from lower scale neighbourhoods in order to mitigate against visual encroachment. Buildings should also strive to distinguish themselves through profile and articulation of their tops in order to contribute to the visual interest of the skyline.

5.5 PRINCIPLE No. 5 Ensure new development contributes to the enhancement of the public realm.
The base of buildings should work towards framing the public realm through scale and articulation of facades. Ground floor uses should encourage public engagement while façade treatment should be largely transparent. Appropriate setbacks of the base building should be considered where a widened streetscape will improve the pedestrian experience while providing opportunities for extended outdoor uses such as patios, linear parks, or private/public transition zones.
5.6 PRINCIPLE No. 6 Mitigate shadow and wind impacts on public spaces.

Parks, plazas, squares, and streetscapes form the public realm where pedestrian comfort shall be prioritized. Hence, new development should not negatively impact their use or enjoyment with undue shadowing or increasing wind down drafts. Taller structures should be set back from the podium base of a building and be appropriately spaced apart. Typical floor plates of taller building elements should also be minimized in order to reduce shadow and wind impacts at ground level.

5.7 PRINCIPLE No. 7 Incorporate new development into the existing context with sensitivity and respect for heritage structures.

The opportunity exists to preserve and rehabilitate older buildings in the study area as part of new development projects. Stepping back new-build construction from older buildings will preserve and potentially improve the street character provided by the existing building while increasing the property’s commercial viability. Older buildings can achieve an extended lifespan through rehabilitation and an increasing population brought about by new construction.

5.8 Built Form Considerations

Apart from physical constraints and contextual considerations, building height and massing will also be informed by site parameters. Parcel depth and road right-of-way width will influence the scale of development.

A minimum parcel depth of 39 metres is recommended for mid-rise and tall building developments. This takes into account a 3-metre building setback from the street property line and a 10-metre setback from the rear lot line shared with adjacent properties. The front setback will permit the creation of a transition zone between public and private realms and may be used to include front gardens, outdoor spillover space for retailers and terraces, and privately owned publicly accessible spaces (POPS). The rear setback will permit appropriate landscape buffering and ground-related terraces or the inclusion of a private lane for parking access or commercial servicing.

Mid-rise building height will be determined by the primary road right-of-way width. All sites within the study area, excluding those identified in areas influenced by heritage considerations and insufficient parcel depth, should be considered for mid-rise development. A mid-rise building will be defined as being no taller than the width of the road right-of-way width upon which its primary frontage is oriented. Building height will not include rooftop mechanical penthouses.

A building whose height exceeds the road right-of-way width upon which it is primarily oriented will be considered a tall building and will therefore reference the appropriate guidelines concerning height and massing.

5.9 Concept Heights Plan

The above principles, when applied collectively to the study area, yield a conceptual height plan organized around the Main Street spine and the river. Heights are to be restrained along Main Street and its immediate north and south adjacencies. Building heights should increase with distance from Main Street. Increased greening along the river’s edge will enhance the river experience. An opportunity for taller buildings, located away from existing neighbourhoods, may be provided adjacent to the landscaped east river bank. In addition to the Gaslight District gateway sites have been identified that are appropriate locations for taller buildings signalling arrival in the downtown core area.

The recommended maximum building heights are an acknowledgment that future development will be of a greater quantum and, hence, greater height than previous endeavours. Updating the current heights by-law will communicate the City’s objective of where it wishes to see increased height while also protecting areas deemed sensitive to intensification.
The primary changes to the current heights by-law are listed below:

The 15-metre height zone was extended north and south along the west side of Water Street and the east side of Grand Avenue with the objective of retaining the existing low-scale buildings and open spaces.

A 21-metre zone is to serve as a transitional, mid-rise buffer between existing, stable residential neighbourhoods and areas of intensification.

The 34-metre zone includes sites which currently have tall buildings or are located in proximity to future LRT transit stations.

Zones that will support development greater than 34 metres have either existing buildings, approvals, or applications under review that exceed 11 storeys and are located in the Galt Core Area where impacts on existing neighbourhoods is minimized.

It is recommended that there not be a maximum cap on height in those areas identified as accommodating buildings of 34 or more metres. Market realities will ensure that buildings will not match or exceed heights in more mature urban centres; it also is important to encourage and not discourage development where investment is critical to the area’s viability, vitality, and evolving growth.

Figure 39: Current Permitted Heights in the Study Area

Figure 40: Proposed Permitted Heights in the Study Area

Note: Building height is based upon the assumption of a ground floor height of 4.5 metres and upper floor heights of 3.0 metres each.
Guidelines developed for height must also address issues related to overall building massing, accommodation of parking, and a building’s relationship to the street. In addition to tall buildings, the guidelines also provide recommendations concerning mid-rise building form and infill development. Taken together, the guidelines focus on directions new development can take in shaping the Galt Core Area and enhancing its appearance and experience.

### 7.1 Approach to Built Form

- Tall building developments will require larger parcels of land to accommodate parking requirements above-grade and provide a base/ podium building that is appropriately scaled to the street right-of-way.
- Parking should have minimal exposure to the street with structures wrapped with residential and/or commercial/retail uses;
- The height of tall buildings should not be a limiting factor in considering the merits of a development application: height will be a factor of the number of units and, therefore, the number of parking spaces achievable on-site;
- Taller buildings should be sited along Water Street away from existing communities but also in locations that offer opportunities to contribute to a dynamic and visually interesting skyline.

**Figure 41: Infill Development**
Mid-rise developments will ensure there is a good fit in response to the surrounding context providing a continuation of scale and façade articulation that contributes to and strengthens the overall urban character of the street.

**Figure 42: North-South Cross-section**
Lower-scale base building relates to adjacent existing context while parking is internalized so as not affect street-oriented, ground-related uses.

**Figure 43: East-West Cross-section**
Stepping down of height from Water Street towards Ainslie Street; structured parking is internalized so as to unimpede ground-related uses along public rights-of-way.
7.2 Mid-rise Buildings

Ground Floor
• For mid-rise buildings with retail or other active uses at grade, provide a minimum ground floor height of 4.5m to permit a variety of retail types and activities;
• Where retail or office at grade is not required and residential uses are permitted, the design of the ground floor is to provide adequate public/private transition and allow for future conversion to retail uses, where appropriate;
• Design the ground floor to be comprehensively integrated with the surrounding streetscape and landscape to achieve a high-quality pedestrian environment.

Base
• Building bases should generally be placed parallel to the property line and/or centreline of the street, in a fashion that brings uniformity to the built form and frames the street;
• Prioritize pedestrian utility, comfort and safety and fully integrate the base into the public realm;
• Design bases with a high degree of permeability: maximize connectivity at ground level, creating and reinforcing pedestrian & cycling connections;
• Bases should not exceed 70 metres in overall building length: buildings longer than 70m must demonstrate enhanced streetscaping, materials and building articulation compatible in scale and treatment with contextual buildings;
• Maintain established or planned setbacks to create continuous street walls.

Upper Floors
• Provide stepbacks for upper storeys where a mid-rise building is taller than the existing or planned street-line height for that area;
• Mitigate the actual and perceived massing impacts of a mid-rise building by breaking up the mass horizontally and vertically, through the creative incorporation of changes in materials, balcony and floor plate design, architectural features and unit/amenity locations;
• Provide rear and side stepbacks for upper storeys to provide contextually appropriate transitions from mid-rise buildings to lower-rise surrounding neighbourhoods.

Figures 45-47: Articulated corner treatment
Left to right: St. Lawrence Neighbourhood; Mt. Prospect, Illinois; Slabtown Flats: Portland, Oregon

Figure 44: Illustrative view of Mid-rise Building Elements
Mid-rise developments provide opportunities for intensification of the downtown at scale that can provide a seamless transition to existing, adjacent low-rise communities and heritage districts.
Figures 48 & 49: Mid-rise Development
The massing of mid-rise development is determined by 45-degree angular planes established at both the rear property line and by the road right-of-way’s width. A general rule of thumb limits the height of mixed-use and residential developments along 20-metre wide R.O.W.s to 6 storeys, or 20 metres in height.

Option A: Retail/Commercial at-grade
Corner and base articulation establish a strong building image. Location: North Toronto, Toronto

Option B: Residential at-grade
Building massing contextually in scale with surrounding neighbourhood. Location: Portland, Oregon

Figure 50: Emphasis of the building base and corner treatment
Mix of building typologies provide transition in height. Location: Portland, Oregon

Figure 52: Context and scale
Ground floor retail establishes strong at-grade relationship with public realm. Location: Dallas, Texas

Figure 51: Transition in height
7.3 Tall Buildings

High-Rise Buildings built form design is broken into three subcategories: Podium/Base, Tower, and Top.

Podium/Base
- A tall building’s base includes the ground floor and any additional floors with a direct relationship to the streetscape and public realm. This can include traditional multi-storey podiums, portions of a tower which extend to the ground floor, and structured parking areas;
- Establish the height of the podium based on existing adjacent structures or a minimum of 3 storeys (10m);
- Bases should not exceed 70 metres in overall building length and should demonstrate enhanced streetscaping, materials and building articulation;
- Tall buildings should have an articulated midrise podium that includes grade-related units on side streets. Retail uses are preferred along main streets but grade-related residential can be accommodated with a setback that includes privacy screens for residential entrances;
- The lower 5 metres of a base forms the most immediate relationship of a building to the public realm and should be designed in all cases with high quality materials, highly articulated, engaging and visually expressive architectural features and human scaled massing;
- For High-Rise buildings with retail or other active uses at grade, provide a ground floor height of 4.5m (minimum) to permit a variety of retail types and activities;
- Integrate above ground structured parking into the base design and place it behind active uses along street edges;
- Where visible, screen/clad above-grade structured parking using high quality materials consistent with and complementary to the overall building design; Avoid blank walls or ‘disguising’ structured parking behind facades that give a faux-residential or office appearance, particularly those employing tinted, reflective or opaque glass.

Tower
- Limit tower floor plates to a maximum gross floor area (exclusive of balconies) of 750m²; exceptions to include rental buildings which are to have a maximum gross floor area (exclusive of balconies) of 900m².

Building Top
- Design towers and slabs to include defined rooftops or top elements;
- Locate mechanical rooms to the centre of the building rooftop so they are not visible from the public realm;
- Rooftop mechanical equipment should be sized and located and/or screened from view, in order to protect or enhance views of the Downtown from other buildings and the public street;
- Rooftop mechanical equipment should be limited to no more than 50% of the area of the uppermost floor, and setbacks on all sides should be no less than 3 m from the edge of the floor below to ensure they are screened from view.

Developments with tall building elements must be sensitive to existing and planned context making appropriate transitions in built form and materials while also ensuring appropriate contributions to public realm enhancements.
Figure 55: Tower Separation
Provide appropriate spacing of towers to mitigate shadow and wind impacts.

Figure 56: Integration with heritage structure
Tower element uses similar vocabulary of materials as heritage building.
Location: Yorkville, Toronto

Figure 57: Transition from tall to mid-rise
Built form response to lower height neighbourhood to the west.
Location: Yorkville, Toronto

Figure 58: Integration with heritage structures
New development preserves and complements the heritage buildings.
Location: Yorkville, Toronto
7.4 Approach to Parking

- Locate parking at the rear of buildings or underground, wherever possible. Some surface parking may be provided to the side of buildings where necessary to meet minimum parking requirements, but that parking must be set back further than the related buildings, be visually screened from the public realm and shared spaces, and not cause conflicts of any kind with pedestrian or cyclist movement.

- Locate structured parking entrances to the rear or side of buildings. Where garage access is provided along a street frontage, ensure that it does not pose a pedestrian safety risk and that it is attractively and positively integrated into the architectural design of the building.

- Screen parking areas from the public realm and shared spaces with landscaping, low screening walls, berms, and other well-designed site features.

- Provide secure, indoor bicycle parking, located for the convenience and safety of cyclists.
Figure 61: Schematic Site Layout for mid-rise or tall building development
Potential siting of structured parking so as to limit visual intrusion on public realm and enabling active street frontages.

Figure 62: Example of structured parking in urban context
Parking is located between active ground floor uses (retail) and residential units above.
Location: 501 Yonge Street, Toronto (under construction)

Figure 63: Example of structured parking in urban context
Parking is bookended between two mixed-use buildings.
Location: Greenville, South Carolina

Figure 64: Example of structured parking facade treatment
Parking structure’s facade emphasizes the building’s role serving the Kansas City Public Library.
Location: Kansas City, Missouri

Figure 65: Example of animated structured parking
Structure is illuminated to contribute to nighttime ambiance.
Location: Santa Monica, California
8.0 DRAFT HEIGHT ZONING BY-LAW
9.0 DEMONSTRATION PLAN

A massing model has been prepared that applies the built form guidelines described above and illustrates the potential for development within the study area. The buildings demonstrate that there is a large capacity to accommodate new development of a larger scale without incursion into heritage-sensitive areas. Based on the model development yields were derived which confirm that the City can comfortably achieve target densities of people + jobs for an Urban Growth Centre and MTSA as identified by the Province.

URBAN GROWTH CENTRE
Existing Population: 2,960 People + Jobs

URBAN GROWTH CENTRE
Projected Population: 3,380 People + Jobs
Potential Development Yield Summary

<table>
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<tr>
<th>Site Area</th>
<th>Total GFA</th>
<th>Comm'l GFA</th>
<th>Instil' GFA</th>
<th>Resid'l GFA</th>
<th>No. of Resid'l Units</th>
<th>No. of Jobs</th>
<th>No. of Residents</th>
<th>Maximum Height</th>
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<td>5,880 m²</td>
<td>22,750 m²</td>
<td>1,940 m²</td>
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Figure 70: Aerial view illustrating development potential in the Study Area
Appendix 2 – Study Area
Appendix 4 – Stakeholder Key Messages as of May 2020

Summary of Key Messages

1. **Retention of the historic core and buildings along Main Street is a priority**

The stakeholders all agreed that the heritage buildings along Main Street and the Heritage Conservation District must be preserved. Heritage distinguishes the Galt Core from other areas and is a big component of liveability in the downtown. There was consensus that the heritage area should be protected by limiting height within two blocks on either side of Main Street. It was also noted that private investment is required to assist with the preservation of heritage buildings.

2. **The Galt Core Area needs more people living and working in the downtown**

The majority of stakeholders noted that the Galt Core Area needs more people living and working in the area to support the downtown. An increase in population will energize the core area, attract investment, support existing and new retail, and assist with creating a vibrant public realm. With an increased population base in the core area, there will be opportunities to attract office/commercial development. Economic viability leads to increased private sector investment, heritage preservation, and downtown vibrancy.

3. **Views and access to the river need to be protected and enhanced.**

Views and access to the river were noted by all stakeholders. Access to, and trails along the river, are not continuous and the river system needs to be considered as a whole. The Grand River flowing through the centre of the core area is unique to Galt and should be capitalized upon. It was also noted that important views need to be identified in the Core Area, such as the view to the Old Post Office from Ainslie Street.

4. **Negative impact of transport truck traffic along Water Street and Ainslie Street.**

All stakeholders noted that transport truck traffic along Water Street and Ainslie Street has a detrimental impact on street related activity. Water Street, a Regional arterial (Highway 24), runs parallel to the river through the historic core and is not compatible with a pedestrian-friendly environment or supportive of a viable street presence for retail.

5. **Realities of floodplain and bedrock on development the core area.**

The floodplain and bedrock create challenges for below grade parking in the core area. Developers must provide above grade parking which creates a challenge for ground floor uses along the street. The GRCA noted that intensification should be located
outside of the floodplain. Intensification in the core area floodplain will place more people at risk with the concern being safe evacuation during a regional storm.

6. Building height is not an overwhelming concern, but rather the appropriate location for height in the Galt Core Area.

Historically, the height hierarchy was church spires, public buildings, and then private buildings. Currently, in the core area there needs to be a balance of location with respect to height, an understanding of location, and preventing visual obstructions to the river and key landmark buildings. It was noted that locating higher buildings along the edges or periphery of the core area, and west of the river, will not impact the character of the heritage area - these areas are far enough removed to negate any direct impact.

7. Benefits of development in the Core Area

A number of stakeholders mentioned the reciprocal benefits of development in the downtown core. Some of the key points include investment in the public realm, economic spin-off of increased population such as additional retail/commercial investment and opportunity for office uses, street activation, and preservation of heritage buildings through private investment.

8. Incentives for developers in the Galt Core Area

It was mentioned that the City should provide and retain incentives for developers such as Development Charges Rebates, Tax Increment Grants (TIG), Façade Improvement Programs, and reduced parking requirements. Flexibility in parking ratios, or market driven parking ratios was noted, because current parking requirements limit the height of the building due to floodplain and bedrock restricting below grade parking. The LRT will contribute to a reduced parking ratio, Kitchener-Waterloo cited as an example.

9. Costs for development

Some of the stakeholders noted that the costs for development (land costs and construction) in the Galt Core Area are similar to surrounding downtowns but the market demand/costs are less. Mid-rise development is challenging in the core area due to parking requirements, restrictions with below grade parking due to floodplain and bedrock, and construction costs.
Recommendations

THAT Report 21-210(CD) - World Health Organization Age Friendly Designation - be received;

AND THAT Council support the submission of an application to the World Health Organization for the City of Cambridge to become recognized as an Age Friendly Community;

AND THAT the addition of a staffing resource be included for consideration as part of the 2022 budget deliberations;

AND FURTHER THAT Council direct staff to provide a detailed plan on Age Friendly Initiatives pending application outcome.

Executive Summary

Purpose

- This report seeks Council endorsement for submission of an application for the City of Cambridge to become recognized as an Age Friendly Community (AFC) with the World Health Organization (WHO).

- Council directed staff to report back with any actions related to designating Cambridge as an AFC, as defined by the WHO, and that Council be presented with information on any policies or resourcing required to meet this designation.
Key Findings

• An age-friendly community allows people of all ages to participate in activities that keep the community healthy and encourage economic stability.

• An age-friendly community is a place where older persons can easily stay connected with others and remain independent.

• In an age-friendly community, the policies, services and structures related to the physical and social environment are designed to help seniors age actively.

• In an age-friendly community, the environment is set up to remove barriers that reduce the ability for seniors to live safely, enjoy good health and stay involved.

Financial Implications

• There is no membership fee to join the WHO Age Friendly Network.

• Participation in the Network does require an investment in staff resources to help develop an age-friendly environment in Cambridge.

• For the City of Cambridge to join the WHO Global Network for Age-Friendly Cities and Communities (AFC) the corporation will need to add a PT Recreation Coordinator at a cost of $57,269 annually to support this work. This would be part of the salary plan for the Recreation & Culture Division annual operating budget. Pending report approval, the addition of a staffing resource will be included for consideration as part of the 2022 budget deliberations.

• The development of an annual plan to support AFC would be prepared in correlation with the operating and capital budget deliberations.

Background

The majority of older adults have the potential to age well. AFC improve the ability of older adults to live in security, enjoy good health and continue to participate fully in society.

The physical and social environments in our cities and communities are powerful influences on how people experience ageing, and they have great impact on an aging person’s everyday patterns of life.

Baby Boomers are a large cohort of people born between 1946-1964, they are the largest contributing factor to Waterloo Regions steadily aging population. As this cohort continues to grow older, the number of seniors will increase. By 2029, all the baby boomers will be 65 or older. Source: Statistics Canada, Census 2011 and 2016 by Census Division.
Why an Age-Friendly Community?

- AFC can help create more accessible environments for people of all ages, abilities and backgrounds.
- AFC respond to both the opportunities and challenges of an aging population by creating physical and social environments that support independent and active living and enable older adults and people with disabilities to continue contributing to all aspects of community life.
- In AFC community leaders and residents work together to ensure that local policies, programs and services are inclusive and support the social and physical environments that enable Ontarians to live safe, active and meaningful lives.
- AFC align with the government's Advancing Accessibility in Ontario Framework which aims to make the province more inclusive and accessible for everyone.
- AFC help create more accessible environments for people of all ages and abilities across diverse communities in our province.

Eight Domains of an Age-Friendly Community

The WHO has identified eight domains of community life that overlap and intersect to affect an individual's personal well-being and their independent and active living in physical and social environments. These eight domains are:

1. Outdoor Spaces and Public Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect and Social Inclusion
6. Civic Participation and Employment
7. Communication and Information
8. Community Support and Health Services

Benefits of Having an Age-Friendly Community

- Improved accessibility, walkability, and safety;
- Reduced isolation, improved inclusion and intergenerational connections;
- Stimulated economy;
- Improved quality of life; and,
- Improved access and awareness of health and community services.

In 2010, the Social Planning Council of Cambridge and North Dumfries (SPCCND), with funding from New Horizons, undertook a participatory-action needs assessment to identify areas of concern for seniors in the community. Based on the findings of the need’s assessment the SPCCND has facilitated a community-based initiative to transform Cambridge into an age friendly community.

The Age Friendly Cambridge project came to an end in the fall of 2013 and the participants were interested in continuing to work together. The concept of a Council on
Aging was proposed by seniors volunteering on the Age Friendly Initiative as a vehicle for them to continue working together. In their discussions with other communities involved with age friendly initiatives they became aware of active Councils on Aging throughout Ontario that were raising awareness and advocating for change in their communities.

The Cambridge Council on Aging (CCOA) is now a forum for seniors and community members to mobilize and work together to make Cambridge an age friendly community through the Ontario AFC Initiative.

In 2013 the Social Planning Council of Cambridge and North Dumfries brought an "Age Friendly Action Plan for Cambridge" to Council for review. At that time Council did not endorse the plan. The request for additional resources to complete this work was not available at the time of the request.

In 2018 the Cambridge Council on Aging (CCOA) nominated the City of Cambridge as their partner in the developing an Age Friendly City. In March of 2018 the City Accepted the Ontario Age-Friendly Community Award- Category 1 at the Ontario Age Friendly Communities Symposium this award was received based in very large part to the work of the CCOA.

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 1.1 Work with partners to create a safe, inclusive and accessible city.

The City of Cambridge is entering into an Older Adult Strategy. Older Adults today are highly diverse in terms of needs, abilities, income, cultural backgrounds, and interests. As the city and the older adult population changes, the City must be positioned to respond to these changes and to ensure it meets the needs of older adults today and into the future.

If we know now that the City is becoming an Age-Friendly Community through the WHO we can include this in the Older Adult Strategy. Specific questions will be asked as we consult with community leaders and stakeholders about how to support older adults in our community today and in the years to come.
Comments

The Cambridge Council on Aging has recommended that the City of Cambridge join the WHO Global Network for Age-Friendly Cities and Communities. The network was established in 2010 to connect cities, communities and organizations worldwide with the common vision of making their community a great place to grow old in. As a response to an aging global population and rapid urbanization, it focuses on action at the local level that fosters the full participation of older people in community life and promotes healthy and active aging.

The mission of the Network is to stimulate and enable cities and communities around the world to become increasingly age-friendly. The Network seeks to do this by:

- Inspiring change by showing what can be done and how it can be done;
- Connecting cities and communities worldwide to facilitate the exchange of information, knowledge and experience; and,
- Supporting cities and communities to find appropriate innovative and evidence-based solutions.

Membership to the Network is not an accreditation for age-friendliness. Rather, it reflects cities’ commitment to listen to the needs of their ageing population, assess and monitor their age-friendliness and work collaboratively with older people and across sectors to create age-friendly physical and social environments. Membership is also a commitment to share experience, achievements and lessons learnt with other cities and communities.

Any local or sub-national level of government, in WHO states that they are committed to becoming more age-friendly and has the decision-making power to do so.

Cities or communities are not required to have achieved age-friendliness at the time of joining the Network. However, they must commit to working towards it.

Cities and communities can join the Network with the commitment by the political leadership to engage in this process and they are welcome to remain in the Network for as long as they stay engaged and share their experience with fellow members.

Membership of the Global Network indicates that a city or community has embarked on the process to become more age-friendly and is not recognition by the WHO of their age-friendly status.

Advantages of membership include:

- Access to information sharing with a global community;
- Support from a global network of affiliates, practitioners, researchers, experts and advocates committed to fostering age-friendly environments;
- Recognition and visibility in the Network’s activities and WHO’s dedicated website - Age-friendly World - on which Members can present their activities, achievements and link back to their own website and resources; and
- Opportunities for collaboration such as international research projects, joint
publications, networking and sharing amongst each other, etc.

It is important to note that many surrounding municipalities have join the WHO network. Knowing these municipalities are committed to this work is helpful as some of the domains identified by the WHO are topics of Regional importance (Housing and Transportation) and will take collaboration, consensus, and a commitment to see gains.

- London (2010)
- Waterloo (2011)
- Guelph (2014)
- Hamilton (2015)
- Brantford (2017)
- County of Brant (2018)

There is no membership fee but participation in the Network requires a commitment of time and resources to develop age-friendly environments, and to share learnings and achievements with fellow Network members.

There are four components of the Ontario AFC Initiative:

1. Finding the Right Fit: Provincial AFC Planning and Implementation Guide is a provincial framework to guide community-level AFC planning, implementation and evaluation.


3. Ontario launched the AFC Outreach Program in 2015, which is administered by the University of Waterloo, Queen’s University and Huntington/Laurentian University. The goals of the AFC Outreach Programs are to:
   - Increase awareness and understanding about AFCs;
   - Increase connectivity and sharing amongst communities across the province; and,
   - Evaluate AFC implementation and outcomes, and make recommendations.

4. The Ontario AFC Recognition Awards were launched in 2018. The program celebrates Ontario communities’ leadership in becoming age-friendly

In 2013, the CCOA launched an age-friendly action plan thanks to recommendations made by the community, and they are working to implement the plan’s initiatives. This involves promoting change by increasing the civic involvement of seniors and raising the awareness on the concerns of older adults throughout the community. Some of the
goals of the age-friendly plan include improvements to housing, transportation, health supports, social inclusion and better access to information for older adults.

If Council chooses not to move forward with becoming an age-friendly recognized community, work and involvement will remain status quo with the CCOA and Cambridge would not be recognized specifically through the WHO.

**Existing Policy/By-Law**

There is no existing policy/by-law.

**Financial Impact**

- Participation in the Network does require an investment in staff resources to help develop an age-friendly environment in Cambridge.

- For the City of Cambridge to join the WHO Global Network for Age-Friendly Cities and Communities the corporation will need to add a PT Recreation Coordinator at a cost of $57,269 annually to support this work. This would be part of the salary plan for the Recreation & Culture Division annual operating budget. Pending report approval, the addition of a staffing resource will be included for consideration as part of the 2022 budget deliberations.

- There is no membership fee to join the WHO Age Friendly Network.

- The development of an annual plan to support AFC would be prepared in correlation with the operating and capital budget deliberations.

- The cost saving benefits to being an Age Friendly Community are often realized in the health care and social service sectors.

**Public Input**

In 2010, the Social Planning Council of Cambridge and North Dumfries (SPCCND), with funding from New Horizons, undertook a participatory-action needs assessment to identify areas of concern for seniors in the community.

The two-year project consisted of intensive community consultations by five priority-specific committees led by representatives from the Waterloo Wellington Community Care Access Centre, the Self-Help Food Bank, Community Support Connections, City of Cambridge, and Saint Luke’s Place and made up of over 60 engaged community members in order to develop key recommendations for various levels of government and service providers. The majority of the committee chairs and project volunteers were seniors.
Internal/External Consultation

- Cambridge Council on Aging
- Regional Age Friendly Committee
- Age Friendly Committee of South-Western Ontario
- Ontario Association of Councils on Aging

Conclusion

Age-friendly environments foster healthy and active aging. They enable older people to: age safely in a place that is right for them; be free from poverty; continue to develop personally; and to contribute to their communities while retaining autonomy, health and dignity. Because older people know best what they need, they are at the centre of any effort to create a more age-friendly world.

Cities and communities around the world are already taking steps towards becoming more age-friendly. An age-friendly world is possible and will be built by all of us - community by community, city by city, and region by region.

It is staff’s recommendation that the City of Cambridge join the WHO Global Network for Age-Friendly Cities and Communities and that we work with the Cambridge Council on Aging, the Regional Age Friendly Committee, the Age Friendly Committee of South-Western Ontario and other community organizations in taking steps towards becoming more age-friendly community.

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

Name: David Calder
Title: City Manager

Attachments

- N/A
To: COUNCIL

Meeting Date: 10/19/2021

Subject: North Cambridge Business Park – Capital Projects Additional Funding Request

Submitted By: Kevin De Leebeeck, Director of Engineering

Prepared By: Sarah Austin, Manager of Development Engineering

Report No.: 21-266(CD)

File No.: A/00431-30, A/00431-40 and A/00431-42

Recommendations

THAT Report 21-266 (CD) North Cambridge Business Park – Capital Projects Additional Funding Request be received;

AND THAT the funding plan outlined in Report 21-266 (CD) to address the shortfall of funding for the design and construction of the East-West Collector Road and Railway Grade Separation in the North Cambridge Business Park be approved;

AND FURTHER THAT the transfers to/from the reserve funds as outlined in Report 21-266 (CD) be approved.

Executive Summary

Purpose

- This report has been prepared to request additional funding for the capital projects associated with the design and construction of the East-West Collector Road (known as Boychuk Drive) and the associated railway grade separation in the North Cambridge Business Park.

Key Findings

- The capital budgets for A/00431-30 (North-South and East-West Collector Road Design), A/00431-40 (East-West Collector Road Construction) and A/00431-42 (Railway Grade Separation) were developed and approved based on best information available at the time of budget preparation.
• The detailed design process has required extensive coordination and review with Canadian Pacific Railway, which has resulted in an increase in consultant fees.

• The design process has identified requirements for property acquisition from the Ministry of Transportation, extensive retaining walls and a diversion railway track, which have increased the construction estimates beyond the approved budget.

Financial Implications

• The requirements listed above result in an additional $6.7M of funding required for the capital projects.

• Staff have proposed a funding plan to address the $6.7M shortfall that includes additional cost recovery from Canadian Pacific Railway, as per the terms of a cost sharing agreement, cost recovery from the Region of Waterloo for oversizing of a storm sewer on King Street to provide capacity for Region flows, cost recovery from developers for the design and installation of local services, as per the City’s Local Service Policy, and a draw from Development Charges Reserve Funds.

• The full details are included in the tables in the Financial Implications section below.

Background

The City has identified the development of the North Cambridge Business Park as a corporate priority.

Over the last several years, City Engineering staff have been leading numerous capital projects to advance the design and construction of key transportation and municipal servicing works to support the development of the North Cambridge area. To date, the City has constructed Intermarket Road, reconstructed Allendale Road and constructed a sanitary pumping station with an associated trunk sewer and forcemain.

The East-West Collector Road, now known as Boychuk Road, will connect Intermarket Road to King Street in the City of Kitchener. The alignment includes a crossing of the CP Railway. Following a decision by the Canadian Transportation Agency (CTA), the railway crossing is to be a grade separated crossing.

The CP Railway is the approximate limit of the City of Cambridge municipal boundary, meaning a portion of Boychuk Road is outside of the City. Through Report 20-163 (CD) Council supported the execution of a memorandum of understanding, to the satisfaction of the City Solicitor, between the City and the Region with regards to the construction, ownership and maintenance of the portion of Boychuk Road that is outside the
Cambridge municipal boundary. The City, through Development Charges, will design and construct the road, while the Region will own and maintain the road.

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 6.1 Support the creation and retention of high quality and diverse employment opportunities by becoming the destination of choice for business and entrepreneurship, including helping existing firms thrive and grow.

The ongoing planning, servicing and development of the North Cambridge Business Park is assisting with the creation of high quality and diverse employment opportunities, with the City already seeing site plan applications for new industrial and commercial developments.

The development of the North Cambridge Business Park also touches on other goals and objectives of the City’s Strategic Plan with City staff working with the Region of Waterloo, Canadian Pacific Railway and developers to plan, design, fund and construct key infrastructure and transportation connections.

Comments

The capital budgets for A/00431-30, A/00431-40 and A/00431-42 were developed and approved based on best information available at the time of budget preparation.

The detailed design process has identified requirements for property acquisition from the Ministry of Transportation (MTO), extensive retaining walls and a diversion railway track, which have increased the construction estimates beyond the approved budget. The additional coordination required to address these issues through the design process has also resulted in an additional fee request from the City’s design consultant. Recovery of a portion of the design costs from Canadian Pacific Railway will fund the additional design funds required.

Canadian Pacific Railway

In June 2021, through Report 21-055 (CD) Council approved the execution of a cost sharing agreement with Canadian Pacific Railway for the costs of the railway grade separation. As per the Canadian Transportation Agency (CTA) ruling on the form of the crossing, the costs are to be split 50/50. The original capital budget for the capital projects included a $5.8M contribution from Canadian Pacific Railway. The updated
'estimate requires an additional $0.6M from Canadian Pacific Railway for a total of approximately $6.4M, which is in accordance with the principles of the cost sharing arrangement. A portion of the design costs have also been attributed to Canadian Pacific Railway.

**Railway Diversion Track**

The original approach to the construction of the grade separation was to make use of the annual Toyota production shut down, to allow the existing railway spur to be removed and the new structure to be installed. Due to COVID production shut downs have not been occurring as scheduled. The construction of a diversion track was identified as an alternative to waiting for a rail shut down. The diversion track would be constructed adjacent the existing railway, and allows trains to continue moving throughout the construction of the railway grade separation, with the exception of some very short periods when the tracks are tied into the existing system. While an increased capital cost, the diversion track eliminates the need to coordinate construction timing with a Toyota shut down and provides a longer construction period should weather or material supplies become issues.

The costs of the diversion track are approximately $3.3M and are subject to the 50/50 cost split with Canadian Pacific Railway.

**Retaining Walls and Property Acquisition**

Due to the elevation of the new road compared to the surrounding lands, grading onto adjacent properties to blend back into existing elevations is required. As the lands on all sides of the new road are owned by private land owners, including the Ministry of Transportation, arrangements for grading had to be reached with each owner.

The lands west of the railway crossing, both north and south of the new road, are owned by MTO. On the north side of the new road, a portion of the MTO property was required by the City in order to create a full right-of-way. The City requested that MTO sell only a portion of their property to the City, allowing the right-of-way to be created and grading to occur. The MTO is unwilling to sell only a portion of the property which has resulted in the need for the City to purchase the entire property (current estimate $1M) in order to proceed with the construction project.

On the southern MTO property there is a Hydro One tower immediately beside the new road. In order to construct the new road and ensure the stability of the tower, a retaining wall is needed. A request was made to MTO to allow grading on their remaining lands to minimize the amount of wall needed. Unfortunately, the MTO denied this request.

The lands east of the railway crossing are owned by developers and are intended for future development. Engineering staff have been working with the developers to develop a grading scheme that minimizes the amount of retaining wall needed, allows
some grading on private property, but also protects the amount of developable land each developer owns.

The current estimate for the retaining walls is $3.5M. Through the cost sharing with Canadian Pacific Railway, they will contribute approximately $0.5M for walls, with the remaining $3.0M the responsibility of the City. Engineering and Property Services continue to work to reduce the amount of retaining walls required.

Region of Waterloo storm sewer

In order to convey stormwater runoff from Boychuk Road to a suitable drainage outlet, a storm sewer is required on King Street to direct flows to Freeport Creek. At the request of the Region, the storm sewer is being upsized to provide capacity for runoff from King Street. The Region will be responsible for contributing $0.1M for the oversizing of the storm sewer.

Local Services Policy

The City’s Local Services Policy, approved as part of the Development Charges Background Study, clearly identifies what infrastructure can be funded through Development Charge and what infrastructure developers are responsible for. On Boychuk Drive, the costs of sanitary sewer, watermain and a portion of the storm sewer are the responsibility of developers, as per the policy. Costs of $0.87M will be recovered from developers through future planning approvals and/or subdivision agreements.

Additional funding request not approved

The current schedule for this project would include tendering at the end of 2021, with construction to begin in early Spring 2022. Should the funding request not be approved, it would not be possible to move forward with tendering and construction at this time, which would delay the opening of a key transportation connection for the North Cambridge Business Park.

Existing Policy/By-Law

There is no existing policy/by-law for cost sharing, however, the City and Region apply the following formula to local storm infrastructure:

- The cost is proportionally split based on contributing drainage area from streets that connect to the storm sewer.

The City’s Local Service Policy identifies the costs that developers are responsible for within their developments. The Development Charge funding of these projects is in accordance with this policy.
Financial Impact

A/00431-30: North-South and East-West Collector Road Design

The additional coordination required to address these issues through the design process has resulted in an additional fee request from the City’s design consultant. Recovery of a portion of the design costs from Canadian Pacific Railway will fund the additional design funds required.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Original</th>
<th>Revised budget</th>
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</thead>
<tbody>
<tr>
<td>DC Sanitary</td>
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<tr>
<td>DC Water</td>
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<tr>
<td>401038 External Recovery - CP</td>
<td>$-</td>
<td>$200,000</td>
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<tr>
<td>Sub-total A/00431-30</td>
<td>$1,265,000</td>
<td>$1,465,000</td>
</tr>
</tbody>
</table>

A/00431-40 and A/00431-42: East-West Collector Road Construction and Railway Grade Separation

The original approved budget for both projects was $14.3M. While the detailed design process has refined the budget, it has also identified requirements for property acquisition from the Ministry of Transportation ($1M), extensive retaining walls ($3.5M) and a diversion railway track ($3.3M), which have increased the construction estimates over the approved budget. The revised budget for both projects is now $21M.

Funding Plan

Staff are proposing a funding plan for the shortfall that includes additional recovery from Canadian Pacific Railway, as per the terms of a cost sharing agreement, cost recovery from the Region of Waterloo for oversizing of a storm sewer on King Street to provide capacity for Region flows, cost recovery from developers for the design and installation of local services, as per the City’s Local Service Policy, and a draw from Development Charges Reserve Funds.

It is noted that the City’s contribution to these capital projects was intended to be funded from the Development Charges Road Reserve Fund, however due to the low balance with the Reserve Fund, the City’s original funding source was identified as Growth Debenture, with repayment through the collection of future Development Charges. The additional funding is also proposed to be funded through Growth Debenture and the final debt requirements will continue to be reviewed with Finance.

Table 1 below provides a summary of the total original budget, total revised budget and funding sources, while Table 2 provides a summary of only the required funding from the City.
### Table 1: Original and Revised Budget Summary

<table>
<thead>
<tr>
<th>Capital Project</th>
<th>Funding Source</th>
<th>Original Total</th>
<th>Revised Total</th>
<th>Increase ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00431-40 East West Collector Road</td>
<td>Growth Debenture</td>
<td>$2,692,000</td>
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<td></td>
<td>External Recovery (CP)</td>
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<tr>
<td></td>
<td>External Recovery (Developer)</td>
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<td>$868,000</td>
<td>$868,000</td>
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<tr>
<td></td>
<td>External Recovery (Region)</td>
<td>$ -</td>
<td>$97,000</td>
<td>$97,000</td>
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<tr>
<td></td>
<td>Sub-total</td>
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<td>$3,557,000</td>
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<tr>
<td>A/00431-42 Railway Grade Separation</td>
<td>Growth Debenture</td>
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<td>External Recovery (CP)</td>
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### Table 2: Original and Revised City Funding Requirements

<table>
<thead>
<tr>
<th>Capital Project</th>
<th>City Funding Only</th>
<th>Original Total</th>
<th>Revised Total</th>
<th>Increase ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00431-40</td>
<td>Growth Debenture</td>
<td>$2,692,000</td>
<td>$3,940,000</td>
<td>$1,248,000</td>
</tr>
<tr>
<td>A/00431-42</td>
<td>Growth Debenture</td>
<td>$5,803,800</td>
<td>$10,115,500</td>
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<tr>
<td></td>
<td>Total</td>
<td>$8,495,800</td>
<td>$14,055,500</td>
<td>$5,559,700</td>
</tr>
</tbody>
</table>

### Public Input

Posted publicly as part of the report process.
Internal/External Consultation

Engineering staff have reviewed the proposed plan to address the funding shortfall with Finance, who are supportive of the recommendations.

Conclusion

The detailed design of Boychuk Drive and the associated railway grade separation has identified requirements for property acquisition from the Ministry of Transportation, extensive retaining walls and a diversion railway track, all contributing to increased construction estimates over the approved budget.

Staff have proposed a funding plan for the shortfall including cost recovery from Canadian Pacific Railway, the Region of Waterloo and developers, along with an additional draw from the Development Charges Reserve Fund.

The ongoing planning, servicing and development of the North Cambridge Business Park is assisting with the creation of high quality and diverse employment opportunities, with the City already seeing site plan applications for new industrial and commercial developments.

Signature

Division Approval

Name: Kevin De Leebeeck
Title: Director of Engineering

Departmental Approval

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

City Manager Approval
Name: David Calder
Title: City Manager

Attachments

• n/a
Recommendations

THAT Report 21-286(CD) be received;

AND THAT Cambridge Council adopts Official Plan Amendment No. 48 with a site-specific policy to increase the maximum permitted density and height on 130 Water Street North to 10.09 Floor Space Index and 37 storeys;

AND THAT Cambridge Council approves the proposed zoning by-law amendment to further amend the site-specific zoning for 130 Water Street North (H)(F) C1RM1 S.4.1.294 (site-specific provisions approved in 2015 to permit a 12-storey development with 114 residential units and 90 hotel suites) to permit a 37-storey and 28-storey development containing 253 residential units and 146 hotel suites.

AND THAT Cambridge Council approves the proposed zoning by-law amendment to rezone parts of 0 Park Hill Road West from OS1 (Open Space) to OS1 S4.1.418 with site specific provisions to permit a driveway and any site servicing.

AND THAT Cambridge Council is satisfied that a subsequent public meeting in accordance with subsection 34(17) of the Planning Act is not required;

AND THAT Council approve transfers to the applicable Development Charge Reserve Funds to fund the permitted core area exemptions, as per the City’s Development Charges Bylaw 19-094;

AND FURTHER THAT the By-law(s) attached to this report be passed.
Executive Summary

Purpose

- To permit the redevelopment of the lands with 253 condominium residential units in a 37-storey building, 146 hotel suites in a 28-storey building, and 995 square metres (10,710 square feet) of service commercial space in a two-storey podium connecting the two buildings.

- Site specific Official Plan and Zoning By-law amendments are required to permit increased density and height and to further amend the site-specific zone for 130 Water Street North (H)(F) C1RM1 S.4.1.294.

- Site specific Zoning By-law amendment is required to permit a driveway and site servicing for the proposed development on parts of 0 Park Hill Road to rezone parts of 0 Park Hill Road West from OS1 (Open Space) to OS1 S4.1.418.

Key Findings

- The proposed infill development provides opportunities for more compact, efficient, use of lands and existing municipal services

- Proximity of the proposed mixed-use development to existing and proposed public transit helps to support the creation of complete communities. The proximity to transit, pedestrian and cycling infrastructure supports the proposed reduction in parking. The provision of an associated parking structure also provides additional parking for other commercial uses in the Galt Core

- Commercial uses support the existing Galt core community as well as the future residents of the proposed development and the hotel will help to support tourism and business within Galt and Cambridge in general. The resulting increase in activity in the Galt core will also serve to benefit the existing heritage resources and bring attention to the historic character of the Galt heritage district

- Increasing the population density of the Galt core will help create a vibrant community and the introduction of additional commercial uses provides additional employment opportunities making Cambridge a destination of choice to live, work and play.

Financial Implications

- The property is located within the Galt Core Area and, as such, application fees for site plan and building permit(s) are waived and the property is exempt from City and Regional Development Charges
• The exempted development charges are funded from the City’s operating budget and are payable at building permit. The DCs as of October 19, 2021 are calculated at $4,261,450. Compared to the annual budget of $1,350,000, this will create a potential deficit in the City’s 2021 financial position.

• Tax Implication: Municipal Property Assessment Corporation assessed value for vacant lands = $1,163,000 (Based on the total area of the vacant land)

• A preliminary estimate was calculated to determine the taxation revenue change from the current generated revenue to the taxation revenue generated from 253 condominium units, 146 hotel suites and 995 square metres of service commercial floor area.
  ▪ Based on the assessed value of the land, the current taxation revenue is $13,796
  ▪ Once the development of the property is complete, pending approval from Council, taxation revenue will potentially be $1,417,307

• Please note, this calculation is based on the income approach to value with a new Multi-Residential, hotel and service commercial tax rates of 0.01186, 0.02895 & 0.01186 using the 2021 rate

Background

Proposal:

In 2015, a zoning by-law amendment was approved for 130 Water Street North to permit the development of a 12-storey condominium and hotel building with 114 condominium residential units and 90 hotel suites. The proposed development was not constructed.

With the current applications, the applicant is now proposing 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. Condominium amenity space is proposed for the residential units.

The proposal also includes 995 square metres (10,710 square feet) of service commercial space for restaurant and spa uses within a two-storey podium connecting the residential and hotel buildings.

The residential units are proposed to be condominium ownership, which will require a future application for draft Plan of Condominium if these applications are approved. Of
the total 253 residential units, the applicant is proposing 99 one bedroom units and 154 two bedroom units.

The applicant has indicated that no affordable units are proposed.

The proposed development would also use parts of the lands from the adjacent property, 0 Park Hill Road West, to develop portions of the driveway and the site servicing.

There are 264 parking spaces proposed to be located in two underground levels and the first level of the podium, whereas 413 parking spaces are required for the proposed development. The applicant has requested permission to provide the required parking off-site. Staff are recommending a site specific parking reduction to address this instead. The subject property is in close proximity to the proposed southern terminus of the LRT and has access to existing public transit as well as pedestrian and cycling infrastructure which supports the reduction in parking. The developer is proposing a standalone parking structure at the corner of Water Street and Simcoe Street which will provide additional parking for the proposed development as well as access to public parking for visitors to the Galt core.

A copy of the most recent site plan and elevation drawings can be found in Appendix No. 1.

The applicant is requesting site specific Official Plan and Zoning By-law Amendments to permit the proposed hotel and condominium development.

For 130 Water Street North, the applicant is requesting a site-specific Official Plan amendment to:

1. Increase the maximum permitted Floor Space Index (FSI) from 2.0 to 10.09; and
2. Increase the maximum permitted height from 8 storeys to 37 storeys.

Site specific zoning provisions are required to:

1. Increase the maximum permitted density from 250 Units Per Hectare (UPH) to 404 UPH;
2. Increase the maximum permitted height from 54 metres (177 ft) to 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;
3. Decrease the required number of parking from 413 spaces to 264 spaces;
4. Decrease the minimum front yard setback from 4.5 metres (14.8 ft) to 1.5 metres (4.9 ft);
5. Decrease the minimum required landscaped open space from 30% to 26%; and
6. Decrease the minimum required number of loading spaces from 2 to 1 space.

For parts of 0 Park Hill Road West, the applicant is requesting a site-specific Zoning By-law amendment to permit a driveway and any site servicing.

**Location:**

The subject 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. This 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.

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.

Parts of 0 Park Hill Road West 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.

Property:

130 Water Street North is a wide irregular shaped lot and is approximately 0.63 hectares (1.55 acres) in size. The property is currently used as a parking lot for the Cambridge Mill restaurant. The restaurant is required to have 205 parking spaces, 58 of which will be provided on a surface parking lot on the properties between 130 Water Street North and the Cambridge Mill restaurant. Should the subject applications be approved and the subject property developed, the Cambridge Mill restaurant will need to find another location to provide 147 parking spaces or seek a Zoning By-law Amendment.

Statutory Public Meeting:

In accordance with the Planning Act, the City held a public meeting in order to formally consider the requested Official Plan and Zoning By-law Amendments and receive public and Councillors’ comments. There were a number of oral submissions made at the public meeting on June 29th, 2021 opposed to, and in favour of the proposed development. Written submissions were also received. Comments were generally
raised regarding height, traffic, parking, safety of construction, impacts to tourism, sewage capacity, lack of affordable units, impacts to wildlife, existing site contamination, and impacts to heritage,

The excerpts from the public meeting minutes are in Appendix No. 5 below.

The public comments received are addressed in Appendix No. 7 below.

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.

The applicant proposes to construct a mixed-use development including a residential condominium development and hotel with share amenity space and service commercial uses (spa and restaurant/bar). The proposed development will help to re-invigorate the Galt Core providing additional patrons for the commercial uses in the Galt Core. The proposed development has access to public transit and is in close proximity to commercial amenities and schools.

Comments

The proposed infill development represents an efficient use of existing municipal water and sanitary sewer services as well as providing more affordable options for market rate housing. The proposed residential development supports the intensification objectives of the provincial growth plan and, in conjunction with the hotel and commercial components, supports the creation of a complete community.

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

- City’s Official Plan policies regarding:
  - residential compatibility;
  - location criteria for multi-unit residential;
  - urban design policies;
  - cultural heritage
  - Natural heritage & environmental management; and,
  - Open space systems
Proposed site specific zoning regulations
Transportation
Land use compatibility with surrounding residential uses
Parkland
Natural Environment

The proposed development was presented to the Economic Development Advisory Committee (EDAC), Municipal Heritage Committee (MHAC) and the Galt Business Improvement Area (BIA) for information and comment. EDAC has provided a letter to Clerks recommending that Council support the proposed development and associated applications. MHAC discussed the proposed development with a focus on what impacts there may be to existing heritage resources in the Galt Core and are generally supportive of the proposed development. A representative from the Galt BIA delegated at the public meeting in support of the proposed development.

Please see Appendix 6 below

The Provincial Growth Plan and Cambridge Official Plan provide policy guidance to direct the majority of growth and intensification to the Urban Growth Centre (UGC) and core areas where applicable. The property is located just outside of the UGC but is still within the Galt Core and represents an opportunity for infill development.

The subject property is outside of the proposed boundary for the Galt heritage district. The heritage district study is being completed in conjunction with the Galt height guideline study, the Galt secondary plan and the new comprehensive zoning by-law and all of these studies are being undertaken with information on proposed development within the Galt Core. The draft height guidelines are scheduled to be presented to Council on October 19th as well and the subject property has been identified as an opportunity for a significant increase in height. The UGC has height restrictions in place that were intended to protect the heritage district along Main Street. One of the reasons for coordinating the studies in the Galt Core is to ensure that the intent for the existing protections is retained. The increase in activity in the Galt core that would be provided by the proposed development would also serve to increase visibility for the existing and proposed heritage districts in the Galt core.

Having height restrictions in the Urban Growth Centre presents challenges for accommodating growth and infill opportunities like this and the Gaslight development, while outside of the UGC, provide opportunities to protect the
existing heritage resources while accommodating growth in the City.

The addition of a development of this scale will also support the extension of the LRT through to the Galt core. Access to public transit, pedestrian and cycling infrastructure will assist in supporting the LRT as well as working towards reducing car traffic through the Galt core as well as the Hespeler Road corridor. The expansion of transit services helps to provide justification for intensification and additional density and the increase in density is generally required to provide the ridership necessary to support the expanded system so the development and infrastructure improvements support each other.

The access to alternative modes of transportation will also help to reduce reliance on private automobiles which in turn reduces parking demand as well as instances of single occupancy vehicles driving on the streets.

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.

Staff are also completing a height guideline study for the Galt Core to propose appropriate heights for the Galt Core. The intent of this study is to help protect the
historic Galt Core while also allowing for increased height, and therefore density, in the core area. The property is outside of the Urban Growth Centre but the core areas of Cambridge are intended to accommodate the majority of new development within the city with access to amenities, transit and services.

Density in the cores is calculated using Floor Space Index (FSI) which is a ration of gross floor area to lot area. The proposed development includes residential units in the form of condominium apartments but also includes hotel suites. The proposed increase in density would not have the same impact as a strictly residential development with the same density.

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 applicant submits a Record of Site Condition and letter of acknowledgement. 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 site-specific provisions from the 2015 Zoning By-law Amendment are as follows:

- Maximum permitted height is 42 m to the deck line of the roof and 54 m to the top of the roof;
- A minimum 2 loading spaces is required.
- No landscaping strip is required where abutting an OS1 Zone.
- The minimum required rear yard setback shall be 0.5 m.
- The minimum required southerly interior side yard setback is 3.0 m.
- The minimum required northerly interior side yard setback is 3.0 m.
- The minimum required northerly interior side yard setback for a portion of a building in excess of 2 storeys is 20 m.
- A 1.5 m front yard landscaping strip is required.
• The removal of the (H) holding provision is conditional upon the applicant providing a Record of Site condition acknowledged by the Ministry of the Environment to the City of Cambridge.

Site specific provisions are proposed to:

• Increase maximum permitted density from 250 Units Per Hectare (UPH) to 404 UPH;

• Increase maximum permitted height from 54 metres (177 ft) to 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;

• Decrease the required number of parking from 413 spaces to 264 spaces;

• Decrease the minimum front yard setback from 4.5 metres (14.8 ft) to 2 metres (6.5 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.

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.

Staff recommend that the existing site-specific zoning be further amended to accommodate the requested changes to the proposed development. Only two of the previous site-specific provisions are being impacted further by these applications, the maximum permitted height is being further increased and the already reduced loading spaces are being further reduced from 2 loading spaces to 1. The additional site-specific provisions are to accommodate the requested built form and the proposed off-site parking to be provided in a parking structure on the east side of Water Street South.

Financial Impact

• The property is located within the Galt Core Area and, as such, application fees for site plan and building permit(s) are waived and the property is exempt from City and Regional Development Charges

  • The exempted development charges are funded from the City’s operating budget and are payable at building permit. The DCs as of October 19, 2021 are calculated at $4,261,450. The City’s operating budget includes
$1,350,000 for annual waiving of development charges based on average historical actual exemptions. The shortfall of $2,911,450 will impact the City’s 2021 financial position.

- Tax Implication: Municipal Property Assessment Corporation assessed value for vacant lands = $ 1,163,000 (Based on the total area of the vacant land)
  - A preliminary estimate was calculated to determine the taxation revenue change from the current generated revenue to the taxation revenue generated from 253 condominium units, 146 hotel suites and 995 square metres of service commercial floor area.
    - Based on the assessed value of the land, the current taxation revenue is $ 13,796
    - Once the development of the property is complete, pending approval from Council, taxation revenue will potentially be $ 1,417,307
  - Please note, this calculation is based on the income approach to value with a new Multi-Residential, hotel and service commercial tax rates of 0.01186, 0.02895 & 0.01186 using the 2021 rate

Public Input

The statutory public meeting required under the Planning Act was held on June 29th, 2021.

Official notification was provided in the Cambridge Times on June 3rd, 2021. In addition, notice was provided to all assessed property owners within a 120 m (393.7 ft.) radius of the site and others on the mailing list who have requested notification of meetings relating to these files.

Excerpts of the public meeting minutes are included in Appendix No. 5 below.

The applications were also taken to the Economic Development Advisory Committee (EDAC), Municipal Heritage Advisory Committee (MHAC) and the Galt Business Improvement Area (BIA) for information. The applications were taken to the committees to give them an opportunity to comment on the proposed development assist Council in making their decision. A recommendation letter from EDAC has been included in Appendix No. 6 below and the Chair of MHAC will be delegating to Council to provide formal comments on behalf of the committee.

The proposal was presented to the BIA on May 18th and a representative of the BIA delegated in favour to Council at the public meeting on June 29th, 2021.
Internal/External Consultation

The applications and supporting studies were circulated to the department and agencies listed on Appendix No. 5.

Staff has received comments from the applicable City departments and outside agencies in regards to the proposed Official Plan & Zoning By-law Amendments. The staff comments have been addressed by the applicant and will be implemented through the site plan control and condominium processes.

Conclusion

The applicant proposes to construct a mixed-use infill development consisting of a 37 storey condo tower with 253 units (mix of 1 and 2 bedroom units), a 28 storey tower with 146 hotel suites connected by a two storey podium with 429 square metres (4,618 square feet) of service commercial space consisting of a spa and bar/restaurant with underground parking. The development is working towards intensification of an underutilized core area property and helping to work towards intensification through infill development and a complete community.

The proposed development is consistent with the Provincial Policy Statement, conforms to the Provincial Growth Plan, Region of Waterloo and City of Cambridge Official Plans and represents good planning. Accordingly, staff recommend approval of the official plan and zoning by-law amendments.

Signature

Division Approval

Name: Lisa Prime
Title: Chief Planner

Departmental Approval

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

Name: David Calder
Title: City Manager

Attachments

- Appendix No.1 – Concept Site Plan & Elevations
- Appendix No. 2 – Current Zoning Map
- Appendix No. 3 – Current Official Plan Designation
- Appendix No. 4 – Internal/External Comments Received & List of Supporting Studies
- Appendix No. 5 – Excerpt of Public Meeting Minutes
- Appendix No. 6 – Public Comments Received
- Appendix No. 7 – Response to Public Comments Received
- Appendix No. 8 – Proposed Official Plan Amendment
- Appendix No. 9 – Proposed Zoning By-law Amendment
Appendix No. 1
Concept Site Plan & Elevations

- Hotel building – requesting 28 storeys and 112 metres in height
- Residential building - requesting 37 storeys and 143 metres in height

- Increase maximum permitted density from 250 to of 404 units per hectare.
- Decrease minimum required landscaped open space from 30% to 26%
- Decrease minimum required number of loading spaces from 2 to 1
- Decrease minimum required parking from 413 to 264 spaces.
- Reduced minimum front yard setback of 2 metres

Page 330 of 404
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:
Current Zoning Map – Portions of 0 Park Hill Road West Proposed for Zoning By-law Amendment
Appendix No. 4
Internal/External Comments Received & List of Supporting Studies

This application has been circulated to the departments and agencies listed below. Their comments have been reviewed by staff and the applicant and have been addressed through the proposed amendments and the remaining items will be implemented through site plan control and the draft plan of condominium.

- Regional Municipality of Waterloo –
- Energy + (Hydro) –
- Public, Catholic & French School Boards –
- City of Cambridge Engineering and Transportation Services Division –
- City of Cambridge Parks, Recreation and Culture Division –
- City of Cambridge Fire Department –
- City of Cambridge Building Services Division –
- City of Cambridge Accessibility Coordinator –
- Grand River Conservation Authority –

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
MINUTES

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

Date: June 29, 2021, 10:00 a.m. (Statutory Public Meeting) and reconvening at 5:00 p.m. (Special Council)
Location: Virtual Meeting

Council Members in Attendance: Mayor McGarry, Councillor Reid - Ward 1, Councillor Devine - Ward 2, Councillor Mann - Ward 3, Councillor Liggett - Ward 4, Councillor Wolf - Ward 5, Councillor Adshade - Ward 6, Councillor Hamilton - Ward 7, Councillor Ermeta - Ward 8,

Staff Members in Attendance: Dave Bush - Deputy City Manager - Corporate Services, Hardy Bromberg, Deputy City Manager - Community Development, Yogesh Shah, Deputy City Manager - Infrastructure Services, Sheryl Ayres - Chief Financial Officer, Lisa Shields – City Solicitor, Olu Ojakutu – Chief Risk Officer, Matthew Blevins – Manager of Development Planning, Mohammad Mamun – Chief Information Officer, Kevin De Leebeeck – Director of Engineering, Paul Kan – Manager of Realty Services, Mary Kennedy – Project Management Office Analyst, Danielle Manton - City Clerk, Jennifer Shaw - Deputy City Clerk, Briar Allison - Council and Committee Coordinator, and Greg Elgie – Business Systems Analyst

1. Meeting Called to Order
The meeting of the Council of the Corporation of the City of Cambridge is held virtually via Microsoft Zoom and live streamed to the City of Cambridge website. Deputy Mayor Mann welcomes everyone present and calls the meeting to order at 10:01 a.m.

2. Indigenous Territory Acknowledgement
3. Disclosure of Pecuniary Interest

None.

4. Public Meeting Notice

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 Conservation Authority

Motion: 21-089
Moved by Councillor Liggett
Seconded by Councillor Ermeta

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.

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

Absent (1): Councillor Devine

Carried (8 to 0)

5.1.1 Staff Presentation - Matthew Blevins, Manager of Development Planning

5.1.2 Consultant Presentation - Representatives from The Cambridge Mill (Aaron Ciancone, President/CEO), The Planning Partnership (Michael Ormston-Holloway, Principle Landscape Architect), Martin Simmons Architects (Patrick Simmons, Principle Architect), and Urban Solutions (Matt Johnston, Principle Planner)

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 Rob Watts on behalf of Robin Thomas
5.1.3.8 Douglas Craig, Foxrun Community Group
5.1.3.9 Jan Clarke, Concerned Citizens of Cambridge
5.1.3.10 Cory Hambleton, Concerned Citizens of Cambridge
5.1.3.11 Yuri Langlois
5.1.3.12 Karen Scott Booth, Architectural Conservancy Ontario
5.1.3.13 Lorri Detta
5.1.3.14 John Wright
5.1.3.15 Cliff Rego
5.1.3.16 Alex Kastner on behalf of Rick Haldenby

At this time, 2:30 p.m., Councillor Devine left the meeting.

6. Note: At this time, Council reconvened at 5:00 p.m. with Mayor McGarry in the Chair.

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

7.4 Jason and Ranya Bailey re: 21-156 (OCM) 4910 Townline Road – Application for Approval to Expropriate
Hello Mrs. Bendus,

Thank you very much for reaching out with your thoughts regarding the Cambridge Mill proposed development. I have forwarded your comments to our Deputy City Manager of Planning as well as our Clerks division for review.

Kind regards,

Jacki Langlois
Executive Assistant to Mayor and Council
P: 519-740-4517, ext 4271
City of Cambridge
www.cambridge.ca
langloisj@cambridge.ca

-----Original Message-----
From: N. Bendus <nbendus2016@gmail.com>
Sent: Tuesday, July 20, 2021 9:22 AM
To: E_mayor <mayor@cambridge.ca>
Subject: [External] Mill production

Dear mayor Katherine

I am concerned about the mill project on water street. We do not need a huge building like that blocking our riverscape. I pass by that area every day since I live in west Galt. The traffic going down the hill is very busy now. What will happen with more buildings there? Also, the size of the building is ruining our city. The condo on grand street is ugly and ruined the look of our lovely Hamilton theatre. I am so sorry you allowed this to happen. I thought you would be a good mayor for our city that is why I voted for you. I know the tax money is the big deal and important to you. I chose to live in Cambridge. Do not make us a mini Toronto. Please stop this project. One more thing when will you remove those terrible speed sick’s on Dunbar road? The buses must hate them. I am surprised someone hasn’t hit them yet. Please help our city mayor Katherine. One concerned citizen of my city. Thanks, Nancy Bendus

Sent from my iPad - Nancy Bendus
Good afternoon Ms. Thorman,

Thank you for your engagement on this development proposal. Your comments will be included and considered in a future recommendation report to Council.

The review of this application by City and Agency staff will provide information and a recommendation to Council to assist them in making their decision. Council will also take into account comments from the public submitted in writing and/or made at the public meeting.

The public meeting for this proposed development is scheduled for June 29th. If you would like to speak at the meeting to express your opinions, you can fill out the delegation request form through the following link https://forms.cambridge.ca/Delegation-Request-Form and Clerks will get you registered to speak.

If you would like to be added to the mailing list to be notified of future meetings and additional engagement opportunities regarding this proposed development, please let me know.

Regards,

Wendy Chen, Junior Planner - Policy
City of Cambridge – Community Development Department
50 Dickson Street, 3rd Floor, P.O. Box 669
Cambridge, ON, N1R 5W8
(519) 623-1340 ext. 4540
chenw@cambridge.ca

-----Original Message-----
From: Me <carolthorman@bell.net>
Sent: Monday, May 24, 2021 7:22 PM
To: Council <Council@cambridge.ca>
Subject: [External] Re:130 Water St. N. Proposal

I sincerely hope council will take a firm stance in rejecting this project as proposed because so much of it is contrary to the official plan. While development is welcome in our community, to allow this to go forward with such a blatant disregard for existing height limitations makes a mockery of what citizens in this city were expecting. Additionally, I note that none of these many floors are considered “affordable housing” so sorely needed, yet they will put a strain on existing sewage capacity as well, which could make the difference of another project that might include affordability from proceeding.

This council has very recently proclaimed that they value heritage in this city, but if allowed to move forward as proposed, this project tells a very different story. We only need to look a little further downstream to see how drastically our skyline has changed with a building considerably shorter than the Water St. Proposal. Please, send it back for serious revision.

Carol Thorman
Sorry, spelled your email incorrectly.

From: Mary Shum [mailto:maryneufeld@rogers.com]
Sent: June 16, 2021 12:26 PM
To: 'liggetj@cambridge.ca' <liggetj@cambridge.ca>
Subject: Proposed Downtown River Edge Developments-GALT

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 father 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

Mary Shum
Good morning,

We have started with a petition to highlight the environmental, social, traffic, business and health issues of the Mill's proposal for 37 floors & 28 floors buildings, at south of 150 Water Street and north of their restaurants. Their View study and Shadow study pictures say thousand words that why such highrises don't fit to this part of our city.

I was communicating with Cambridge Mills developer and suggested them to build a 5 star boutique hotel in this section of Galt with beautiful garden for their weddings and ceremonies, and invest to build their highrises along Hespeler road that all infrastructures are ready for highrise complexes (10 or 20 highrises with 37 floors or higher) where we have wide roads, empty lots, abandoned car dealerships and etc.

I like to see developments in our Cambridge to bring more people to city and make revenue for businesses and the city, but an architect can tell you the zoning of Cambridhe Mills proposal is totally off and wrong. Even the photoshoped pictures of that development is manipulative and not to scale. They are making that condo apartments to sell to public and harvest their profit but that will leave Galt historic downtown, and river front with all negative impacts and consequences.

Mayor and city counselors are obligated to preserve the tourist attraction of the historic town and river front for all people who want to immigrate from metropolitan areas to live in Cambridge, or those who visit Galt on their free time. I was outside yestetday to collect signatures for our petition and found many people traveled from Toronto, Burlington, Hamilton, Brantford, Waterloo, Kitchener and Cambridge to our Galt to enjoy their view. If businesses were not closed by Ontario government we would have seen more people and all businesses benefited from that crowd.

Please save and preserve our only tourist attraction of Galt and don't sell out our town to big pocketed investors to privatizing our skyline for quick profit. There are better locations along Hespler road for highrise complexes.

Thank you,
Alireza Allahverdi

Sent from my Galaxy

-------- Original message --------
Good morning all,

I am writing this here since I cannot participate in June 29th @10am meeting, but I just must inform you that I am certain their study to build highrise in that parking lot has big flaw construction-wise due to the proximity of water... We live in a highrise that its foundation is above the water level. On the other hand Mill's land is already at the same level of water. Being that close to river make the foundation extremely weak and water leaks through concrete causing the building safety, and will cause the building collapse similar to what happened in Miami beach a few days ago. This is different than being accused of hypocrisy while I am living myself in a 12 story building next to this 37 floors + 28 floors highrises proposl. I doubt they can even build there a 2 or 3 story building with their parking above the ground.

It wasn't allowed any new highrise building to be built in that spot for a very technical reason that was studied by the city before. Pearl Hospitality corp. hasn't even look at this major issue, and only spent money to lobby for this project instead of sending professional engineers to look at the area.

I am sure other neighbors who will talk in that meeting worked hard on tons of other subjects regarding the environmental disasters of highrises around the lake that is made by water dam on Grand River, and they will also talk about how any highrises around Galt downtown devalues our historic Galt skyline.

Please do not take these subjects lightly before you decide to approve anything in and around Galt downtown.

Thank you and best regards,
Alireza Allahverdi
Good morning to all,

I am a resident living at [redacted] and having moved here to get away from highrises in Toronto; was shocked to see the Gaslight Development go up as high and ugly as it has. The Architect involved I am told is very disappointed with the design.

Also, many residents here just moved in at [redacted] and we all knew eventually something would be built within keeping with the height of the buildings already here. The monstrous size alone of a 37 floor condo and 27 floor hotel doesn't fit in well in this area. These highrises belong in Hespeler. This alone is taking the precious historic look out of Cambridge for money and greed of Investors. We all know the city has to grow but at what cost.

The City should be trying to preserve what little is left of the beauty still here. The elderly here are terrified of driving now so just getting out of our complex to Water St N is a nightmare with speeding cars down the hill or trying to make a left hand turn.

I'm surprised not many of you care about the effect these buildings will have on residents. We will be staring at walls with no privacy or greenspace in between these buildings. It's heartbreaking to think what will happen to the wildlife. Little alone everything else including the amount of increased traffic at all hours. The congestion, noise, and pollution will ruin what little is left. The building will create so much damage to such a beautiful place.
We will be ready for the meeting which we are told is for June 29th at 10:00 am.

Regards,

Ms. Cory Hambleton
Hi Matt

Please contact Mrs. Fox to acknowledge her email and explain next steps. Please bcc me on your reply.

Thanks
Elaine

-----Original Message-----
From: Jacki Langlois
Sent: Monday, May 3, 2021 2:56 PM
To: Beverley Fox <bafox@bellnet.ca>
Cc: Hardy Bromberg <BrombergH@cambridge.ca>; Elaine Brunn Shaw <BrunnShawE@cambridge.ca>
Subject: RE: [External] Cambridge Mill development

Hello Mrs. Fox,

Thank you for reaching regarding your thoughts around the development if the Cambridge Mill Property. Please note that I have forwarded your email to our Deputy City Manager and our Chief Planner for their review and response.

Kind regards,
Jacki Langlois
Executive Assistant to Mayor and Council
P: 519-740-4517, ext 4271
City of Cambridge
www.cambridge.ca
langloisj@cambridge.ca

-----Original Message-----
From: Beverley Fox <bafox@bellnet.ca>
Sent: Sunday, April 25, 2021 10:02 PM
To: E_mayor <mayor@cambridge.ca>
Subject: [External] Cambridge Mill development

Hi Kathryn

I know you are off on medical leave, and I assume your emails are being forwarded to acting mayor.

There is a community understanding that Cambridge Mill is developing a 37 storey condo and 28 storey hotel in their parking lot.

I strongly contest the allowance of the broken 12 storey city mandated building restriction when the gaslight project was confirmed. Cranes loom and the sunlight is going away from the downtown now at only 10 storeys (3 being parking only).
Now I hear that in a very restricted zone the Mill will be building even higher! I will shout in disagreement. I work at 715 Coronation. It’s 10min max drive but during busy times it takes 25-30 min. Now with this huge development at a bottleneck it will be crazy. Add the traffic from gaslight and Blenheim work will mean bridge traffic will be unbearable.

The towers at the river will look horrendous and out of design of quaint Galt. This is not urban development for residents but for tourism! It doesn’t match their vision in scale vs Elora hotel. We are not Toronto!

My husband has been in Galt 59y, our family 27y. We have time for retirement but this will push us out in taxes and traffic. Why? What has the Mill done to enhance downtown? Nothing.

Beverley Fox, BA, RN, BScN, CCNC(C)
Clinical Research Coordinator, Budget & Regulatory Manager Vizel Cardiac Research
715 Coronation Blvd, Suites 1 & 2
Cambridge, ON, N1R 7R1
June 25, 2021

Mayor, City Councillors

City of Cambridge

Re: 130 Water St. N & 0 Park Hill Road West

Regrettably I am unable to participate in the public meeting to be held on June 29, 2021 because of a prior commitment. I would like to express my shock and dismay at the requests the proponent is now making – especially after all the concessions they gained from their proposal in 2015.

First you grant them permission to exceed the height limit from 21 m. To 54 m. Instead of being content with that, their corporate greed brings them back to the trough to request a further increase to 143m.

To take a step back to 2015, I recall standing before you and protesting the first height increase – the by law was passed to prevent such excessive heights that would change the look & feel of our downtown area. At that time, Council felt compelled to oblige since the adjoining properties had set a precedent. Council at that time assured me – and the taxpayers of Cambridge, that the height by-law would ensure that no further sky-scrapers would blight our sky-lines. I urge you to give no more to this property than what you gave them in 2015. Any further concessions and you might as well toss away the by-laws.

I also note your previous generosity in granting the proponent a decrease in the number of loading spaces from 6 to 2 in 2015 and now they want a further reduction to 1. So with the mammoth increase of condos, where are all these people supposed to load and unload the household goods, especially when that one lonely loading space is overrun by the comings and goings of food, beverage and other supplies for their grossly expanding business activities.

And then there is the traffic – at an already busy intersection handling traffic over 1 one of only 3 bridges connecting the east to west of the City. The Parkhill bridge already experiences gridlock – especially in winter with the slippery road slopes adding another level of congestion. And this is before all the additional traffic of the new developments on the west side start to fold in. Add the magnitude of this proposal and the request for a driveway entrance off of Parkhill Road and a complete breakdown of movement from east to west and north/south is inevitable. There just isn’t the infrastructure to handle the traffic flow.

I urge Council to reign in the excessive development of this proposal. If you allow this, then what follows next? By all means develop but please don’t permit us to become a city of sky-scrapers.

The proponent came forward with a proposal in 2015 – and they were granted considerable concessions. This proposal is just preposterous and excessively greedy and I urge you to turn it down in its entirety.

Respectfully,

Margaret Taggart
Good Day Mayor McGarry and City Councillors,

I am writing to you on behalf of my husband and myself. We are owners/residents of a condo unit at 150 Water St. N and have lived here since retiring from Toronto in 2015. In that year, we wrote to you with our concerns about the proposed building for the property of 130 Water St. N involving Pearle Hospitality (The Cambridge Mill). Today I am writing to you, once again, with even greater concerns regarding their new building proposals for that site.

Here’s a little of our history to put things into perspective for you. My husband and I retired teachers from Toronto, where we had lived our entire lives prior to 2015. We chose Cambridge, and Galt specifically at that time, because of the allure of a small town feel with loads of amenities and natural resources. We have an absolutely beautiful SW corner unit with views from every window of the Grand River and downtown Galt. We have immersed ourselves into “Galt living”...hiking our beautiful trails; rowing, canoeing, and kayaking the Grand; shopping and dining in Galt and Cambridge; volunteering with Idea Exchange; frequent patrons of the Hamilton Family theatre...just to give some examples.

In 2015, when we discovered that Pearle Hospitality had proposed a condo/hotel to be basically built in The Mill parking lot, we were shocked to say the least. We also discovered that the land beneath it had coal tar, which greatly concerned us from a health perspective when it needed to be removed. After questioning various sources, including the Ministry of the Environment, we felt that it would be done safely. We also came to terms with a 12 story building being built on that site. Not an ideal situation, but wouldn’t be the end of the world for us. Our view of the river and landscape would not be affected. It would, however, impact traffic in our area and block out the river views from other residents in our condo. The renderings, at least, looked as if the building would fit into the “look and feel” of Galt.

Fast forward to 2021! We received a letter from our management property with the purpose of informing us that there would be a virtual meeting on May 12th with The Cambridge Mill owners to learn more about their proposal and to have a Q & A opportunity. All good so far, until we see the sign posted on the far corner of their property, closest to our driveway, which had a rendering of the “new” proposal alongside an website and a public meeting date.

Upon going to the website, we were beyond SHOCKED! Not one, but TWO buildings, a 37 floor condo and a 28 floor hotel. The design, of course, being absolutely nothing like the one proposed in 2015 and not resembling anything that would fit the look or feel of Galt! These buildings looking more like they belong on the waterfront in Toronto! Not at all why we moved from Toronto to Galt.

We now have, even beyond the health concerns of the safe removal of the coal tar, many many concerns regarding this proposal. Massively increased traffic (considering the addition of the two Gaslight buildings), building height and design, environmental and nature’s impact, construction noise and duration...just to name a few of our concerns. We will voice these concerns at the May 12th meeting with them, but will also follow up with your council prior to and at the public meeting (which on their sign indicates May 25th, but your website says June 22nd). Can this date...
be clarified and can larger signs be posted with the correct date for this public meeting? Will this public meeting also be advertised in our local paper?

We would be more than interested to hear your views on this proposal.

Very Concerned Cambridge Citizens,
Kim & Mike Palazzo

Sent from my iPhone
That was a good education session yesterday. I was only able to stay for part of it and then I scanned the recording. I agree that it is important to see locals involved and the support of many who are the most effected. It will be interesting to see what staff has to say in the fullness of time. But some thoughts.

It was odd to hear that the development is "not turning its back on the city." But, in fact, of course, it is; the front is to the river and the back is to the city.

I was pleased to hear that all members of the community will be able to walk the grounds and enjoy the river. It will be important to confirm with the developer that those walkers will include owners of the condos, diners at the restaurants and locals including our neighbors from the Bridges. Our community is sadly divided on that issue and it would be good to have the developers be clear on their expectations of who can walk where.

It is hopeful to know that the developers will be encouraging the use of bikes. Do remind them that three out of four ways from the development include large hills.

It is exciting to think that this development will bring "hundreds" of people to the Galt core to do all sorts of exciting things. Where they will park along with all of these new residents will be an equally exciting proposition.

The developers hoped that people would slow down going past our new entrance way to Galt. The Cambridge West development has brought welcomed speed bumps to Blenheim Road. New businesses will bring slow traffic to Main Street. The development to the south on Water will slow things down as well. I hope those hundreds of people will be in a leisurely mood.

But I agree that something needs to improve the downtown and this seems to be a potentially important step.

Good luck with this.

G

On Sunday, June 6, 2021, 01:44:17 p.m. EDT, GORDON LEMON wrote:

Thank you for sending me that information. While I have yet to see the presentation, this is a dismaying proposal from a variety of viewpoints.

I am a member of the Cambridge Rowing Club. One of the other members of the club sent me the mock up of the project overlooking the river. I assumed that this was a joke picture. Sadly, it appears not.

Given the foolishness of the plan, I presume that the developer thinks that Cambridge staff and council can be fooled. Please don’t be.

Start with information to be obtained. I went to the user unfriendly Cambridge website. I plugged Water Street Development into the search window. I got 3,271 results starting with Downtown cameras. With such a development as this, I would suggest a separate tab on the website to go directly to it.

If one wants to obtain notifications, it is recommended to write to the city. Write? No one writes. If one
were cynical about city process, one would think that the city is proposing that method to have an easier
time denying knowledge of complaints when written notices failed to arrive in the mail. I don’t suggest
that that is what the city is planing but why leave that open to complaint?

You will remember the crowded evening meetings dealing with the Cambridge West development. Those
sessions led to significant changes in the plan. But now, for something more significant, you propose day
time meetings that have an uncertain date. I cleared my professional calendar for the 22nd, now you
want to change to the 29th with no certainty of that date. That does not build public confidence in the
transparency of this process. There should be a fixed date and it should be in the evening.

But then to the development.

The scale is obscene. I know, the developer will no doubt reduce the height to be a good citizen but that
will already be built into the plan. It will still be too high.

The Gaslight condo walls now loom in the southern sky as one drives south on George; this will be far
worse. Having made one mistake, you should not make a second and worse one.

Paradigm now returns to the city for the traffic study. Please remember their presentation with respect to
the Cambridge West development. That study was redone and it was found that the development would
have much greater impact on traffic than originally suggested. I presume you will have little faith in this
present study.

This development will effectively block the view of the river for that stretch of the street. This is what
Toronto is now dealing with. The developer and those who can afford to live here should not have the
sole benefit of that view.

And most obscenely, the fortunate few who can live in this development will share the drug store island
with the homeless shelter. No doubt you will soon have complaints from both sides when the homeless
simply want to have a free walk along the river to enjoy the view and the owners will be offended.

If I can make the public meeting - whenever it is - I hope to make a further presentation but since I don’t
know when it will be, I trust that you will take these thoughts into your deliberations.

<Notice of Complete Application - 130 Water St. N -June 29, 2021 Public Meeting.pdf>

On Jun 4, 2021, at 10:24 AM, Karin Stieg-Drobig <StiegDrobigK@cambridge.ca> wrote:

Good Morning,

Please find attached the Notice of Complete Application for 130 Water St. North for the June 29,
2021 Public Meeting.

Kind Regards,

Karin Stieg-Drobig
ASR Policy Planning
Community Development
City of Cambridge
50 Dickson St.
Cambridge, ON N1R 8S1
519-623-1340 ext. 4816
Good morning to all,

I am a resident living at [redacted] and having moved here to get away from highrises in Toronto; was shocked to see the Gaslight Development go up as high and ugly as it has. The Architect involved I am told is very disappointed with the design.

Also, many residents here just moved in at [redacted] and we all knew eventually something would be built within keeping with the height of the buildings already here. The monstrous size alone of a 37 floor condo and 27 floor hotel doesn't fit in well in this area. These highrises belong in Hespeler. This alone is taking the precious historic look out of Cambridge for money and greed of Investors. We all know the city has to grow but at what cost.

The City should be trying to preserve what little is left of the beauty still here. The elderly here are terrified of driving now so just getting out of our complex to Water St N is a nightmare with speeding cars down the hill or trying to make a left hand turn.

I'm surprised not many of you care about the effect these buildings will have on residents. We will be staring at walls with no privacy or greenspace in between these buildings. It's heartbreaking to think what will happen to the wildlife. Little alone everything else including the amount of increased traffic at all hours. The congestion, noise, and pollution will ruin what little is left. The building will create so much damage to such a beautiful place.

We will be ready for the meeting which we are told is for June 29th at 10:00 am.

Regards,

Ms. Cory Hambleton
Good morning Dave,

Thank you for your comments, they will be included in a future recommendation report to Council.

Please let us know if you would like to be included on the mailing list to be advised of any upcoming meetings.

Thank you,
Matt

J. Matthew Blevins, MCIP, RPP
Senior Planner - Reurbanization
City of Cambridge
(519) 623-1340 ext. 4317
BlevinsM@Cambridge.ca

From: Dave Moffat
Sent: Sunday, May 30, 2021 8:24 AM
To: Matthew Blevins <BlevinsM@cambridge.ca>
Subject: [External] hello

Re: Ward # 4 File ORO5/21  Dear Mr Blevins  There will no doubt  be many detractors to the above mentioned project.  I would like to be on record that this would be a great asset to Cambridge.  A catalyst to encourage other development and Cambridge is fortunate to have people with a great track record willing to invest in our Community.  I do hope minority groups do not spoil it for the people of Cambridge  Thankyou  Dave Moffat   cc D Calder  @Cambridge.ca

Virus-free. www.avast.com
Good morning Mr. Blevins,

Thank you for your reply to my email and the invitation for me to speak on next public meeting on June 22nd regarding the Mills proposal. I am a better writer than speaker, and I was thinking about it for a few days to see how to explain my issues with densifying the city of Galt and build more highrise buildings in and around historic downtown and at river front. Then I decided to write and share my concern for any of your report to council.

I live in Galt since 2007 and I have seen its beautiful landscape and historic buildings since then. I saw how the old buildings renovated and brought attractions and attentions that our city deserved. Our Galt is in many Canadian and American movies and TV series. Now people from Toronto, Hamilton, Mississauga, Brampton, even Kitchener are attracted to live in Galt & investors invested heavily in small businesses around city core. Hasstown cleaned up the mess from past a decade ago and built two beautiful highrises to give the Galt the best of northerly view without blocking anyones view to the river & the historic features of Galt. It also presented to resident of that building the best of city and river views. It did not block anyones sight and didn't privatize the river front. That is why people are attracted to this part of city, leave dense cities and bring their family to live in our town, to a calm and peaceful historic town to avoid hectics of very populated areas. However, the more highrises in Galt means a permanent changes to the natural beauty of our city. Gaslight highrises have changed the south view of the city forever. From my balcony the historic church and part of historic city is now disappeared under the shadow of a giant black tall building which is not finished yet, and green landscapes on top of the hills are disappeared forever. These views are privatized to a few resident of that building's top floors. Galt has two precious features to shine. Historic downtown (of course if the old buildings are renovated or rebuilt to their original architecture) and the river front.

More highrises including the Mills condo hotel means more blocking views, and more current resident will leave the city because our town will lose its beautiful, peaceful identities. More populated city attract more new homeless and junkies, more criminals and more of many bad events. The good example of how horribly things can go south is the city of Hamilton. They had more natural landscapes than ours, the lake, the falls, the hills, the rivers and they decided to build highrises around them to attract more population and collect more property taxes for the city. and believe me: right now no one wants to move to that city and those in that city will run away if they find a chance. They totally ruined Hamilton for its own citizens.

I understand Waterloo region policy is to expand cities horizontally and vertically, but Kitchener, Watetloo, Hespeler do not have what we have as skyline in Galt & Preston in Cambridge.

I have no options but to beg you to stop building highrises in Galt downtown and beside Grand River. As suggested, Cambridge Mill can build a most beautiful flower park for their weddings and ceremonies, and build their highrise building somewhere else, but not in Galt. They may build their hotel, excluding the condo section to replace any of those old, non
historic buildings in Preston, or replacing the junkies shelter in Galt. I heard 112 years old Rey Electric building is not available to be purchased by Cambridge Mill anymore for their hotel location.

Best Regards,
Alireza Allahverdi

-------- Original message --------
From: Matthew Blevins <BlevinsM@cambridge.ca>
Date: 2021-05-23 11:44 p.m. (GMT-05:00)
To: Alireza.Allahverdi@yahoo.ca, Wendy Chen <chenw@cambridge.ca>
Cc: E_mayor <mayor@cambridge.ca>, Jan Liggett <liggettj@cambridge.ca>
Subject: FW: [External] Cambridge Mill decision to make another tall building at river front devalues our city skyline

Good evening Alireza,

Thank you for your e-mail. Your comments will be addressed in a future staff recommendation report to Council. The public meeting for this proposed development is scheduled for June 22nd and will be live streamed on the City’s YouTube channel. You can contact our clerks department if you would like to register to speak at the meeting or there will be an opportunity for people to call in to the meeting to express their opinions.

If you would like to be added to the mailing list for these applications so that you can receive notice of future meetings please let Wendy and I know and with your permission we can add your e-mail and/or your physical mailing address to the mailing list (whichever you prefer).

Thank you,
matt

J. Matthew Blevins, MCIP, RPP
Senior Planner - Reurbanization
City of Cambridge
(519) 623-1340 ext. 4317
BlevinsM@Cambridge.ca
Good morning,

My name is Alireza Allahverdi and I am a resident of [redacted] since December 2015. We just found the Cambridge Mill owners from Ancaster made a very bad decision to build a tower building right to our face. If city let them build a tall building in front of another modern building in that corner it becomes so crowded and change the river tourist attraction and novelty of our city forever. I contacted them with suggestion to reconsider the location and refurbish or rebuild where the other tall ugly old buildings are cross the road at Water & Park hill intersection. Please don't let them build tall building, and don't let them build in that small pie shape piece of land to block the river sight and the city sight forever for Cambridge residents. Their building won't replace the beauty of our city skyline. Gas light project didn't help and this one won't either, even makes it worst. That land could be flower park for the good of the city and not the place for another gigantic & tall concrete building.

I appreciate your reconsideration to change this very destructive decision.

Thank you,

Alireza Allahverdi
Kathy could you please respond to Shawn's query?
Shawn, Kathy is our environmental planner.

Jan

Jan Liggett
Councillor Ward 4
on species such as birds and aquatic life.

At this point there is decades of data, research and science to show the negative impacts of light pollution. These condos, based on the imagery presented, are lit up like Christmas trees. This will pose dangers for night time travel of bird species (light and the height of them) and disrupt aquatic life within the river.

Light pollution is an environmental pollution with far reaching negative impacts. This needs to be properly addressed and mitigated within any design. I am not seeing any evidence this has been addressed within the environmental impacts this development poses.

What are we going to do to address this properly?

Feel free to contact me for further discussion and ideas.

Quick links (many more available):

International Darksky Association: https://www.darksky.org/light-pollution/wildlife/

Fatal Light Awareness Program Canada (FLAP): https://flap.org/

Dr. Martyna Syposz - PhD Oxford University - light pollution webinar: https://www.youtube.com/watch?v=iYZGpdSEAI

National Geographic, light pollution: https://www.youtube.com/watch?v=V_A78zDBwYE

Best,

Shawn Nielsen

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Hello planning staff.

I am reviewing the zoning and bylaw amendment for the proposed development of residential towers at 130 Water Street and I have a few questions for clarification.

Upon review of the published By-law amendment application, there is mention of the ‘Regeneration Area’ under the official plan amendment. When I review documents related to this on the City website (attached pdf), in particular the Developers financial incentives, I have some questions. Can you please provide comment 7 days prior to the public meeting, which has been rescheduled for June 29th.

1. Item A4 – Does this development fall under the DC exemption?

2. Item B4 – Please provide the RSC for the site and the anticipated costs that the City will be required to pay for the environmental remediation prior to the public meeting. If an RSC has not been finalized please provide the anticipated date of approval from the MECP. If it is only in the Phase 1 or 2 ESA process please provide that document, and also if a Risk Assessment is required or conducted please provide the document or clarification on the status of the site.

3. Item B5 – Is the City anticipating waiving all of the fees noted that are associated with this development, and what is the financial implication.

4. Item B6 – Is the City anticipating waiving all of the development charges that are directly related to infrastructure and greenspace allocations for this development, and what is the financial implication.

5. Item C1 – Is the City anticipating waiving all of these fees, or will this project fall under Item C2. What percentage of the units are required to be affordable housing to meet this exemption? What is the anticipated value of waived fees.

6. Item C3 – Is the City anticipating providing a tax increment grant for the development of affordable housing, and what are the financial implications to the City.

7. What percentage of a development such as this is required to be affordable housing to ensure that our community is comprised of all socioeconomic groups, new immigrants and young folks that add vibrancy and culture to our community? As a community we have to cater to all of these groups, not just the $600K+ condo folks that gentrify and dilute diversified communities.

Understanding that the City is also looking at the approval of this development and has not yet
granted approval, the financial numbers that effect the tax payers of the community and the values that we as a City are considering waiving for the developer should be available prior to the public meeting to allow a fair and equitable discussion on the future of the proposed development. In order to properly comment on this By-law amendment this is critical information for the community to be aware of in order to understand what the developer may be entitled to, along with the long list of significant additional exemptions they are asking for.

Steve Bendo, OALA, CSLA
Senior Landscape Architect, Partner
Tel: (519) 807-7603
Email: 89 Aberdeen Road South
Cambridge ON N1S 2X8
Nothing says welcome to historic Galt like an ugly parking garage and two ugly skyscrapers. Builders don’t care what they destroy as long as they have deep pockets and make loads of money! The architect sits the business association and makes a profit on each floor of those proposed skyscrapers seems like a conflict of interest to me morally! Wow if this passes I’ll be moving out of Cambridge it’s just too much … the noise and pollution traffic congestion this monstrosity will cause is absolutely horrendous all because builders can pay off the city to get their way!

On Tue, Jun 22, 2021 at 8:59 AM Wendy Chen <chenw@cambridge.ca> wrote:

Hello Robin,

0 Park Hill Road West is the property abutting 130 Water St N to the west. The proposed Cambridge Mill hotel/condo development also includes two small portions of the 0 Park Hill Road West land. Those two small portions of land are shown in the thick black outlines in the picture below. These two portions are proposed to be rezoned to permit the developer to build a part of the driveway and site servicing for the hotel/condo development. There is no additional building proposed on 0 Park Hill Road West. I hope this answers your inquiry.
Good afternoon Robin,

Thank you for your engagement on this development proposal. Your comments will be included and considered in a future recommendation report to Council.

The review of this application by City and Agency staff will provide information and a recommendation to Council to assist them in making their decision. Council will also take into account comments from the public submitted in writing and/or made at the public meeting.

The public meeting for this proposed development is scheduled for June 29th. If you would like to speak at the meeting to express your opinions, you can fill out the delegation request form through the following link https://forms.cambridge.ca/Delegation-Request-Form and Clerks will get you registered to speak.

If you would like to be added to the mailing list to be notified of future meetings and additional engagement opportunities regarding this proposed development, please let me know.

Regards,

Wendy Chen, Junior Planner - Policy
City of Cambridge – Community Development Department
50 Dickson Street, 3rd Floor, P.O. Box 669
Cambridge, ON, N1R 5W8
(519) 623-1340 ext. 4540
chenw@cambridge.ca
Please do the right thing here and say no to this proposal at this location.

Robin Thomas

Sent from my iPhone
September 17, 2021

City of Cambridge
Attn: Danielle Manton, City Clerk
50 Dickson Street, PO Box 669
Cambridge, ON N1R 5W8

Re: Recommendation from the Economic Development Advisory Committee (EDAC), Wednesday, September 8, 2021

Dear Ms. Manton

Please be advised that at the meeting held on Wednesday September 8, 2021 the Economic Development Advisory Committee (EDAC) put forward a motion for the following recommendation to Council:

THAT the Economic Development Advisory Committee (EDAC) recognizes the importance of the proposed development for the City of Cambridge by Pearle Developments and fully supports the proposal presented to EDAC on September, 8, 2021 for Water Street North;

AND THAT the Economic Development Advisory Committee respectfully recommends that Cambridge Council support the associated development applications to facilitate said project.

Moved by: Paul Brown
Seconded by: Greg Wood

Yours truly,

Paul Brown
Chair, Economic Development Advisory Committee (EDAC)
Appendix No. 7
Response to Public Comments Received

A number of oral and written submissions were made both in support and opposition to the proposed development. The themes of the comments can generally be summarised as follows: Height, traffic, parking, safety of construction, impacts to tourism, sewage capacity, lack of affordable units, impacts to wildlife, existing site contamination, and impacts to heritage.

- Height
  Comments were received objecting to the height of the proposed development with many comments indicating that the proposed height would impact the small town feel of Galt and that the proposed height should be located along Hespeler Road. A study is underway recommending new height restrictions for the Galt Core Area and the draft guidelines identify the subject lands as a property appropriate for a development of increased height. The core area is intended to accommodate increased height and density and the proposed tower design provides for a less impactful design than a shorter building that would accommodate a similar density.

- Traffic
  The applicant has submitted a Transportation Impact Study (TIS) which has been reviewed by City and Region staff. The TIS indicates improvements, where necessary, to the existing infrastructure to support the proposed development. The property is in close proximity to the proposed LRT line as well as connections to existing bus routes. In addition, the property has access to existing trail and cycling infrastructure to facilitate alternative transportation options.

- Parking
  The requested reduction in parking is to accommodate parking that is being provided off-site not to accommodate an overall reduction in parking. As a combined hotel and condominium development not all of the units will require parking all of the time and there is the ability for the condominium units to be sold without a parking space if the purchaser does not have a vehicle. Access to pedestrian, cycling and transit infrastructure as well as ride share programmes also allows for alternatives to vehicle ownership which reduces the overall parking demand allowing for additional space in the associated parking structure for visitors to the Galt Core area driving in to patronize the local businesses.

- safety of construction
A comment was submitted questioning the safety of the proposed building based on the water table and the ability to construct proper foundations for the building. If approved, the development will be subject to building permit pursuant to the Ontario Building Code Act which will ensure that the construction meets the code requirements including the safety structural capacity of the footings and foundations.

- **impacts to tourism**
  Several comments indicate that the proposed development will impact the ‘small town’ feel of the Galt Core and that this will impact potential tourism to Galt and/or Cambridge. The proposed development includes a hotel and spa that may increase tourism to the Galt Core. Support has been given by both the BIA and the Economic Development Advisory Committee.

- **sewage capacity**
  A sanitary capacity analysis was submitted with the applications and reviewed by Development Engineering. Capacity for the development has been allocated within the city's sewer model and the specific connections will be reviewed and approved through the site plan control process if these applications are approved.

- **lack of affordable units**
  The applicant has not proposed any affordable units in the development but apartment buildings are considered to be a more affordable form of housing than single detached dwellings. Mixed use developments also allow for the commercial component to offset costs to allow for reduction in rates for the residential units. The applicant also has the ability to partner with a housing provider within the Region to provide units within the building to be used for affordable housing. The applicant can also make a voluntary contribution to the affordable housing reserve fund to assist in the creation of new affordable units within the City.

- **impacts to wildlife**
  Several comments were received indicating that the proposed construction may impact wildlife on the property. The subject property is currently used as a surface parking lot and the portion of the development proposed to be located within the Open Space Zone is servicing and a driveway. The property is surrounded by existing residential and commercial development. The pre-consultation process did not indicate the requirement for an Environmental Impact Statement (EIS). The majority of the property is an existing paved parking lot with an existing, public, trail along the river. The open space portions of the site are unlikely to have lasting impacts on the OS lands.
existing site contamination; and,
The proposed zoning amendment still contains an (H) holding provision which requires the submission of a Record of Site Condition (RSC) as well as an acknowledgement letter from the Province before development can occur on the property.

impacts to heritage
The property is not listed or designated and is not directly abutting a listed or designated heritage property but the applications were presented to the Municipal Heritage Advisory Committee (MHAC) at their meeting of September 16th for information and comment. The MHAC was generally supportive of the proposed development.
WHEREAS sections 17 and 22 of the Planning Act R.S.O. 1990 c. P. 13, as amended empower the City of Cambridge to adopt an Official Plan and make amendments thereto;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. That Amendment No. 48 to the City of Cambridge Official Plan (2012) applies to land legally described as Part of Lots 12 to 14 on Plan D9 and Parts 1 to 13 on 58R16178, City of Cambridge and Regional Municipality of Waterloo.

2. The Amendment No. 48 to the City of Cambridge Official Plan (2012) as amended, consisting of the text and attached map, is hereby adopted.

3. That the Clerk is hereby authorized and directed to make application to the Regional Municipality of Waterloo for approval of the aforementioned Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended.

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 19th day of October 2021.

___________________________
Mayor

___________________________
Clerk
The Purpose and Effect of this Official Plan Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended, is to increase the maximum permitted density in the Galt City Centre to 10.09 FSI for the lands municipally known as 130 Water Street North, City of Cambridge and Regional Municipality of Waterloo.
Amendment No. 48 to the City of Cambridge Official Plan

1. Chapter 14, Map 2A of the City of Cambridge Official Plan is hereby amended by adding Figure 85 as shown on Schedule ‘A’ attached hereto;

2. Chapter 16 of the City of Cambridge Official Plan is hereby amended by adding Figure 85 as shown on Schedule ‘A’ attached hereto;

3. Section 8.10 of the City of Cambridge Official Plan is hereby amended by adding the following subsection thereto:

8.10.85

1. Notwithstanding policy 2.8.3.3 in this plan, the land designated as Galt City Centre on Map 2 of this Plan, located at 130 Water Street South and more particularly shown on Figure 85 shall permit a maximum residential density of 10.09 FSI;
Appendix No. 9
Proposed Zoning By-law Amendment

Purpose and Effect of By-law No. 21-XXX

130 Water Street North

The Purpose of this By-law is to further amend the site-specific zoning classification on the properties located at 130 Water Street North and 0 Park Hill Road (F)C1RM1 S.4.1.294 and from OS1 to OS1 S.4.1.418 with the following site-specific provisions:

- increased maximum density of 404 Units Per Hectare;
- increased maximum building height of 143 m (469 ft.) for the 37 storey tower, 112 m (367 ft) for the 28 storey tower and 11 m (36 ft.) for the 2 storey podium;
- reduced parking to 246 spaces;
- reduced front yard setback from 4.5 m (14.8 ft) to 2 m (6.5 ft.);
- reduced landscaped open space from 30% to 26%;
- reduced number of loading spaces from 2 to 1; and,
- permission for a driveway and servicing to be located within an Open Space zone.

The Effect of the By-law will permit the development of the property with a mixed use building with 37 storey condo building, 28 storey Hotel tower and 2 storey podium with commercial uses.
BY-LAW 21-XXX

OF THE

CITY OF CAMBRIDGE

Being a By-law of the Corporation of the City of Cambridge to amend Zoning By-law No. 150-85, as Amended with respect to land municipally known as 130 Water Street N & 0 Park Hill Road

WHEREAS Council of the City of Cambridge has the authority pursuant to Sections 24(2) and 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this By-law;

AND WHEREAS the Council of the City of Cambridge has deemed it advisable to amend Zoning By-law No. 150-85, as amended, and therefore implement Official Plan Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended,

AND WHEREAS this By-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding the Amendment was presented at the public meeting held June 29th, 2021, and that further public meeting is not considered necessary in order to proceed with this Amendment;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1) THAT this by-law shall apply to the lands described as Part of Lots 12, 13 & 14, Plan D9 being parts 1 to 14 Plan 58R-16178 in the City of Cambridge, Regional Municipality of Waterloo and is shown on Schedule ‘A’ attached hereto and forming part of this by-law; and,

2) THAT Schedule ‘A’ to By-law No. 150-85, as amended, is hereby further amended by changing the zoning classification of the lands shown outlined in heavy black in the attached Schedule ‘A’ to this by-law from OS1 to OS1 S.4.1.418
3) THAT the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by replacing the following subsection to 4.1 thereof:

“4.1.294 – 130 Water Street North:

1. Notwithstanding 2.3.1, 2.4.1.4, 3.3.1.2, and in addition to the regulations prescribed in Section 3.1.2.6 of the City of Cambridge Zoning By-law No. 150-85, the following regulations shall apply to the property in the (F)C1RM1 zone to which reference “S.4.1.294 is made on Schedule A and located at 130 Water Street North:

   a. Maximum permitted density of 404 Units Per Hectare
   b. Increased maximum building height of 143 m for the 37 storey tower, 112 m for the 28 storey tower and 11 m for the 2 storey podium
   c. Reduced minimum parking of 246 spaces
   d. Minimum front yard setback of 2m
   e. Reduced minimum landscape open space of 26%
   f. Reduced minimum required loading space of 1”

4) THAT the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by adding the following subsection to 4.1 thereof:

“4.1.418 – 0 Park Hill Road:

2. Notwithstanding 3.5.1 of the City of Cambridge Zoning By-law No. 150-85, the following regulations shall apply to the property in the OS1 zone to which reference “S.4.1.418 is made on Schedule A and located at 130 Water Street North:

   Driveway and servicing for a hotel and multiple residential dwelling shall be a permitted use”

5) THAT the Holding (H) provision may be lifted once the applicant has:

   a) Submitted an acknowledgement letter from the MOECP for a Record of Site Condition to Residential Standards on the subject property and,
   b) Submitted a revised Stationary Noise Study to the satisfaction of the Region of Waterloo;

6) THAT this By-law shall come into force and effect on the date it is enacted subject to Official Plan Amendment No. 48 coming into effect pursuant to Subsection 24(2) of the Planning Act, R.S.O., 1990, c. P. 13, as amended.
Read a First, Second and Third Time

PASSED AND ENACTED this 19th day of October 2021.

______________________
Mayor

______________________
Clerk
This is Schedule A attached to and forming part of By-law
Recommendation(s)

THAT the Mayor and Clerk be authorized to execute a five-year contract renewal term to the “Area Maintenance Agreement”, subject to the satisfaction of the City Solicitor, with the Regional Municipality of Waterloo, for the City of Cambridge to continue to provide summer and winter maintenance services on selected Regional Roads within the City of Cambridge for the period from January 1, 2022 to December 31, 2026, as outlined in report 21-253(IFS).

Executive Summary

Purpose

- To continue to provide Regional road maintenance services by Cambridge in collaboration with the Cities of Kitchener and Waterloo through a new Area Maintenance Agreement (AMA)

Key Findings

- A five-year contract renewal will enable Cambridge to continue to recover costs from the Region of Waterloo for maintaining selected Regional roadways.

- The final agreement approval remains subject to approval/acceptance of terms by the Region as well as respective Legal reviews and acceptance by Regional Council on October 12, 2021.
Financial Implications

- Costs have increased by 38% overall, or 31% per lane km, from the last contract reflecting changes to Provincial Minimum Maintenance Standards in 2019 related to bike lanes, increase in equipment costs, increase in infrastructure, and delivery of additional street sweeping as defined in the Contract.

- This contract funds existing resources (staff, equipment and material) allocations to regional work plus an additional supervisor and 2 Road Maintenance Staff to provide the services enhancements identified within the updated contract to the Region.

Background

The current agreement between the City of Cambridge and Region of Waterloo for road maintenance performed by Cambridge staff on Regional roads is expiring on December 31, 2021.

The Cities of Cambridge, Kitchener, and Waterloo routinely collaborate to enter into a joint maintenance agreement with the Region of Waterloo to perform regular inspections and maintenance on selected Regional Roads as part of each municipalities’ respective operations activities. This arrangement is considered mutually beneficial as municipal resources are blended to maintain city and regional roads under the same provincial minimum maintenance standards with same resource skillsets and equipment needs. The extension of the work done on city roads onto regional roads enables a high level of service to the citizens of the Region and Municipalities as the regional roads are key transportation pathways for emergency services, public transportation, commerce, and residents alike.

Since the formation of the Region of Waterloo in 1973, general road maintenance of selected Regional roads within the urban boundaries of Kitchener, Waterloo, and Cambridge has been provided by the local municipalities and funded by the Region. An agreement was established in 2006 that included specifications/performance standards for the maintenance activities and saw residents benefit from more seamless and efficient service delivery throughout the Region.

Maintenance tasks included in the existing agreement are:

- Road patrol
- Summer maintenance including:
  - surface asphalt maintenance,
  - shoulder maintenance,
  - street sweeping,
  - spring cleanup (litter pick up), and
right of way drainage including catch basin and maintenance hole maintenance

- Winter snow and ice control (on roads)
- Emergency response (e.g. accident clean up, washouts, spills, trees, debris, etc.)
- Preventative maintenance agreed to by the Region.

There has been a strategic focus placed on providing more active transportation options within the Region and many types of active transportation routes (on-road cycling infrastructure, separated cycling infrastructure, additional sidewalks, multi-use trails, etc.) have been installed since 2014. In 2018, the Province of Ontario passed new legislation (O.Reg 239 – Minimum Maintenance Standards for Municipal Highways) requiring municipalities to provide year-round maintenance of these types of facilities; to raise the level of maintenance to that historically reserved for roads. In many cases, city staff has not yet established the impacts of year-round maintenance on these new active transportation networks.

All parties required two one-year extensions of the existing AMA dated, January 1, 2014 to December 31, 2019, to allow for additional analysis of ION and active transportation impacts to the AMA. Both extensions were agreed to by Council per staff report 19-276 (CD) dated November 5, 2019 and staff report 20-220 (IFS) dated September 22, 2020.

Staff from the Region and three cities met starting in 2019 to discuss the development of a new agreement and continued until March 2020. Due to the COVID-19 emergency management and recovery response, staff did not have the capacity to consider the maintenance agreement. Discussions resumed late fall of 2020 and were completed by September, 2021. While each municipality enters into a separate agreement with the Region, the terms of each agreement remain virtually identical since the same AMA template is used for all three Cities.

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 7.2 Work with the Region and other partners to better coordinate the planning, communication and delivery of infrastructure (including roads and other transportation assets) in Cambridge.

The approval of the five-year AMA contract will allow the City of Cambridge to continue maintaining existing services levels for regional roads within the City of Cambridge and recover associated costs from Region of Waterloo.
The new five-year contract will begin on January 1, 2022 and recognizes the following key elements:

- Many of the maintenance items are re-active to weather and localized road conditions and cannot be accurately estimated. In that end, most service items have been changed to time & materials monthly invoicing.

- Winter maintenance requires significant equipment, materials, and facilities to support the response to winter conditions. These are fixed costs within the Operations. As such, the Region has agreed to pay a minimum monthly base amount that supports salaries, equipment, and facilities during the winter months. This base amount is set at 65% of the estimated total winter maintenance annual cost.

- Supervision is an important part of providing this service, as such, an additional supervisor is being proposed to be fully funded under this contract. This will enable Cambridge to have a full time night-shift supervisor and maintain two full time day shift supervisors during the winter months. In the summer, the third full time supervisor will help ensure that work is well planned and better enable all road supervisors to spend some time in the field to check on progress in the field.

- This contract includes enhanced service delivery levels as required under the Provincial Minimum Maintenance Standards that took effect in 2019. In particular, this was related to snow clearing and/or lifting along bike routes in the winter. An additional 2 Road Maintenance FTEs are included in this contract to meet those requirements as well as delivery of street sweeping expectations defined in this contract in the summer. The Region is currently undertaking a review of its bike lane infrastructure and changes to bike lane maintenance criteria and differences in maintenance costs will be addressed for 2023 and amended as part of this agreement.

- A Salt Management Plan is required to be developed that meets the content of Environment Canada’s Code of Practice including adoption of best management practices to minimize the impact on drinking water sources from application of winter maintenance chemicals on roads. This plan is to include increased measures in salt vulnerable area requirements under the Clean Water Act.

- This agreement includes a commitment for the City and Region to collaborate to develop a data sharing process for all maintenance records with the Region in
accordance with Ontario Regulation 588/17 by June 1, 2022 with actions to be implemented by June 1, 2024

The Region circulated a final contract on June 9, 2021 and the Cities submitted their cost proposals to the Region on June 15, 2021. Financials were finalized with the Region on Sept 1, 2021.

All partners are planning to present their recommendations to their respective councils within a close time period:

- Region on Oct 12, 2021
- Kitchener on Oct 18, 2021
- Waterloo on Oct 18, 2021

The AMA is negotiated in collaboration with Kitchener and Waterloo, who have agreed to renew the contract for another five years.

Existing Policy/By-Law

The Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways applies to this report. The recommendation provides for sufficient funding to ensure that Cambridge can comply with this legislation to maintain selected Regional roads on behalf of the Region.

Financial Impact

The current contract ending December 31, 2021 has a total value of $1,817,236

The new contract beginning on January 1, 2022 has a total estimated value of $2,514,500 which is a 38% overall increase, or a 31% increase per lane km, that reflects current costs of labour, equipment, and some recognition of overhead costs.

This increase, is slightly lower than Kitchener’s increase and slightly higher then Waterloo’s increase.

This contract funds existing resources (staff, equipment and materials) allocations to regional work plus an additional supervisor and 2 Road Maintenance Staff to provide the services identified within the updated contract to the Region.

This contract includes a minimum 65% payment of estimated winter costs which generally represents fixed costs associated with providing winter services (i.e. vehicles, staffing – two shifts plus weekend stand-by, overheads), with variable costs being fuel, materials, and overtime.
This contract also includes lump sum components for other fixed costs such as supervision, road patrols, sweeping, and litter/garbage.

The City will be required to share Asset Management data related to all maintenance activities performed on Regional Roads as part of its Asset Management Program at a cost-sharing strategy to be negotiated with the Region.

The development of a Salt Management Plan that follows industry best practices to protect both the travelling public and ground water will require unrecoverable staff time.

A purchase of new mechanical sweeper in 2022 is planned under growth for City sweeping needs and will be used to deliver increased sweeping services for the Region under the new contract. Existing equipment will be used to meet the additional snow lifting requirements.

This contract also has simplified annual inflationary increases and adjustments based on additions/deletions of infrastructure falling within the maintenance agreement.

The proposed contract and billing structure will support up to 11.3 FTE including Supervision as fixed costs and an 0.8 FTEs in variable costs (i.e. pot hole patching, shoulder maintenance, storm sewer repairs, etc.).

Final figures remain subject to pending approval/acceptance of costs by the Region as well as respective Legal reviews and acceptance by Councils.

The additional budget and staffing support associated with this contract will be added to the 2022 Budget Process provided the agreement is signed by all parties.

**Financial Risk Sharing**

The AMA recognizes that the variability of winter maintenance can be difficult to budget for, however, incorporates payment for certain unavoidable fixed costs associated to providing winter maintenance services. For this, the Region agrees to pay the City no less than 65% of the monthly baseline average (BA). This BA has been calculated using estimated costs of salaries, equipment, and facilities for winter maintenance costs for each City.

The Region recognizes there may be additional costs for all parties associated with developing specialized programming, etc in order to capture the Asset Management data transfer from Cambridge. An agreed-upon cost-sharing strategy will, if necessary, form the basis of recoverable costs under the new contract.

The Region is currently undertaking a review of its bike lane infrastructure and changes to bike lane maintenance criteria and differences in maintenance costs will be addressed for 2023 and amended as part of this agreement. As new active transportation networks are built on Regional Roads, additional maintenance costs will
be recovered through the new contract and form the basis for the following 12-month billing cycle.

**Public Input**

There was no public input solicited or required for this contract renewal.

**Internal/External Consultation**

Several correspondences were conducted with staff at the City of Kitchener, City of Waterloo, and the Region of Waterloo, and staff from Cambridge’s Finance, Legal, and Risk departments to discuss extending the existing AMA contract. It was agreed to recommend to each municipal’s respective Council a renewal of the existing AMA contract to another five-year term.

Staff worked extensively with Finance to establish the contract valuations.

**Conclusion**

The current one-year extension to the Area Maintenance Agreement (AMA) between the City of Cambridge and Region of Waterloo for road maintenance performed by Cambridge staff on selected Regional roads is expiring on December 31, 2021. All parties agree to form a new five-year AMA contract starting on January 1, 2022 to December 31, 2026.

Many new and different types of active transportation routes (on-road cycling infrastructure, separated cycling infrastructure, additional sidewalks, multi-use trails, etc.) have been installed within the Region over the past five years with distinctive maintenance needs. As new maintenance criteria are developed by the Region for this new infrastructure, the increased maintenance costs will be recovered through the new contract.

Updated Minimum Maintenance Standards recommend municipalities provide year-round maintenance of these types of active transportation facilities; to protect them from litigation and claims. These levels are similar to those previously reserved for roads and the increased maintenance expectations are largely responsible for the 38% overall increase in the new contract valuation.

The approval of the new five-year contract beginning January 1, 2022 will allow the City of Cambridge to continue to provide seamless and efficient service delivery of summer and winter maintenance services to the public on selected Regional Roads within the City of Cambridge.
Name: Michael Hausser
Title: Director of Operations

Name: Yogesh Shah
Title: Deputy City Manager Infrastructure Services

Name: David Calder
Title: City Manager

Attachments
N/A
Recommendation(s)


Executive Summary

Purpose


Key Findings

- Reep Green Solutions has provided a number of programs, services, and collaborative partnership projects in the City of Cambridge for over twenty years revolving around energy conservation, tree planting, stormwater, sustainability, climate change, and community engagement. These projects are cumulative and their impact is tracked through a long-term (2020-2030) initiative for “10,000 Meaningful Actions.” In the 2020-2021 period 1,469 meaningful actions were completed.

- Reep Green Solutions is a collaborative partner in ClimateActionWR and the TransformWR community climate change plan.

Financial Implications

- Since 2007, the City of Cambridge is providing annual core funding of $21,223 along with other area municipalities and many other partners. Funding has been approved as part of 2021 operating budget.
• The City, in partnership with Waterloo, Kitchener and the Region, provide funding ($29,000 is the City share) to Sustainable Waterloo and Reep Green Solutions to manage the administration of the ClimateActionWR plan.

• Reep Green Solutions received funding for Stormwater Management public engagement (e.g. Fiddlesticks workshops) and projects (e.g. Wesley Church stormwater garden) in 2014-2018 ($10,000).

• In partnership with the City of Kitchener, Ages Foundation and City of Cambridge, Reep launched the Backyard Tree Planting Program and completed it 2019-2020 ($28,500 City of Cambridge share). The program was successful, despite COVID, and residential demand has increased for both the educational and tree planting aspects. Staff are currently discussing a five-year renewal of the project with an agreement approval anticipated in late 2021.

**Background**

Reep Green Solutions has been working with City Staff, community groups, individuals, volunteers, and Area Municipalities for over 20 years on initiatives that have resulted in more energy efficient Cambridge homes, community climate change planning, tree planting on private property, community-based stormwater management projects, and educational workshops and demonstration houses among other programs and projects.

Despite COVID, Reep Green Solutions was able to launch a new program (e.g. Backyard Tree Planting Program), continue with ongoing initiatives (e.g. Zero Waste Challenge), and logged 1,469 Meaningful Actions (April 1, 2020-September 1, 2021) as part of its goal to reach 10,000 by 2030.

**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 #4 - Environment and Rivers

Objective 4.2 Encourage innovative approaches to address environmental challenges.

For over 20 years Reep Green Solutions has developed and delivered award-winning local programs for addressing a variety of environmental challenges meeting Cambridge residents (literally) where they live in terms of public engagement on innovative approaches to energy conservation, reducing household waste, tree planting, stormwater management and low impact design, and climate change community action.
This year’s annual report from Reep Green Solutions is a story of resilience in wake of the pandemic. Despite extreme challenges Reep continued with initiatives and even launched a new Backyard Tree Planting Program to implement the City of Cambridge Urban Forest Plan.

Reep Green Solutions literally meets people where they live when it comes to their outreach programs and also provides a number of services to the City consistent with the objectives of the City’s Strategic Plan.

The Annual Report presents 2020 accomplishments across Reep’s region-wide jurisdiction. Some highlights of Cambridge-specific outcomes include the following:

- Bloom In a Box native plants – increasing numbers of Cambridge households establishing native plants on their properties with some requesting a Bee City Canada sign to further promote native plants to neighbours
- Rain Garden native plants – 250 established
- Backyard Tree Planting Program – 47 trees planted
- Public engagement around stormwater management and water conservation – 14 water efficient upgrades installed; and, since April 2021, 15 WET home reviews completed. The Region of Waterloo partners with Reep to offer a free evaluation of a home’s water efficiency and check for possible fixture leaks and related water issues.
- 12 energy efficiency upgrades (it should be clarified that “windows and doors” are counted as “1 upgrade” and the total of 12 upgrades actually includes the replacement of 41 windows and doors). This has reduced a total of 4.6 tonnes of GHG emissions per year for these homes, 2,100 m3 gas saved and average energy reduction of 22% per home. An additional 16 evaluations have been done since April 1, 2021 and more are on the waiting list so many more homes will be upgraded in the near future
- Project Neutral is a carbon-calculting, community climate action tool. The online platform provides personalized insights and actions to help residents reduce their household carbon footprint and join the shift to a clean growth. 125 Cambridge residents participated last year.
- Community Outreach activities such as webinars, workshops, walks, and other event appearances in Cambridge build capacity of residents to undertake various sustainability projects. Although origin is not tracked for webinars, 648 webinar
attendees included Cambridge residents as Cambridge City Green helps to promote these events to its 350-person membership.

In 2020 Cambridge, in partnership with the City of Kitchener and Ages Foundation, collaborated with Reep Green Solutions to implement the Backyard Tree Planting Program and Workshops. Despite the 2020 pandemic, Reep Green Solutions was able to complete 37 homeowner consultations, plant 47 trees, and schedule 11 additional trees to be planted in the Spring 2021 within the City of Cambridge. Additionally, 106 participants tuned in to virtual webinars about trees hosted by the Program.

The Healthy Yards and Neighbourhoods program provides native plants to homeowners ("Bloom in a Box") to create their own pollinator or rain gardens.

Reep Green Solutions provided webinars on a variety of sustainability topics, as well as other COVID-friendly projects whereby residents contribute “meaningful actions” (e.g. through Project Neutral and cutting their carbon footprint or attending a webinar to build their knowledge). A significant number of “meaningful actions” (953), and “supportive actions” (2,210), were logged this past year (despite COVID) on the way to the 10,000 meaningful actions goal. Meaningful actions include planting a tree through our Backyard Tree Planting program, switching to low-flow fixtures after a WET Home Water Review, planting a pollinator or rain garden, participating in the Zero Waste Challenge, or adding attic insulation after an EnerGuide Home Energy Audit. These actions are meaningful because they contribute to multiple Council-approved targets, goals and actions such as the TransformWR community climate change strategy’s Actions to reduce our emissions 80% by 2050 or the City’s Urban Forest Plan canopy target and planting on private properties in order to achieve 30% canopy. “Supportive actions” are also important to track and involve capacity-building through educational opportunities for residents such as workshops and webinars where people gain the skills and confidence that influence future shifts toward living sustainably.

**Existing Policy/By-Law**

Reep Green Solutions’ initiatives implement several City policies including the Strategic Plan, Urban Forest Plan, and TransformWR community climate change plan.

**Financial Impact**

The City of Cambridge provides core funding (along with other area municipalities) for Reep Green Solutions as well as for specific partnership programs:

- Since 2007, the City of Cambridge has provided annual core funding of $21,223. Funding has been approved as part of 2021 operating budget.
• Annual contribution of $29,000 to ClimateActionWR in partnership with the Cities, Region of Waterloo, Sustainable Waterloo and community partners in order to administer the community climate change plan and public engagement;

• In partnership with the City of Kitchener, Ages Foundation and City of Cambridge, Reep launched the Backyard Tree Planting Program and completed it 2019-2020 ($28,500 City of Cambridge share).

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

This report was shared with City Divisions that have worked with Reep Green Solutions.

Conclusion

Reep Green Solutions continues to evolve from its origins (i.e. as experts in home energy audits) into a sustainability and public engagement leader in stormwater management, trees, energy conservation, equity and inclusion, and climate emissions reduction and adaptation projects. Reep delivers significant projects with impact that are aligned with multiple City master plans, policies and the City’s Strategic Plan.

Signature

Division Approval

Reviewed by the CFO
Reviewed by Legal Services

Name: Michael Hausser
Title: Director of Operations

Departmental Approval
City Manager Approval

Name: Yogesh Shah
Title: Deputy City Manager, Infrastructure Department

Name: David Calder
Title: City Manager

Attachments

A. Reep Green Solutions Impact Report (April 2020-April 2021)
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 21-073

Being a by-law to amend Zoning By-law No. 150-85, as Amended with respect to land municipally known as 130 Water Street N & 0 Park Hill Road

WHEREAS Council of the City of Cambridge has the authority pursuant to Sections 24(2) and 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this by-law;

WHEREAS the Council of the City of Cambridge has deemed it advisable to amend Zoning By-law No. 150-85, as amended, and therefore implement Official Plan Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended;

WHEREAS this by-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding the Amendment was presented at the public meeting held June 29th, 2021, and that further public meeting is not considered necessary in order to proceed with this Amendment,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to the lands described as Part of Lots 12, 13 & 14, Plan D9 being parts 1 to 14 Plan 58R-16178 in the City of Cambridge, Regional Municipality of Waterloo and is shown on Schedule ‘A’ attached hereto and forming part of this by-law.

2. THAT Schedule ‘A’ to By-law No. 150-85, as amended, is hereby further amended by changing the zoning classification of the lands shown outlined in heavy black in the attached Schedule ‘A’ to this by-law from OS1 to OS1 S.4.1.418.

3. THAT the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by replacing the following subsection to 4.1 thereof:

   “4.1.294 – 130 Water Street North:

   1. Notwithstanding 2.3.1, 2.4.1.4, 3.3.1.2, and in addition to the regulations prescribed in Section 3.1.2.6 of the City of Cambridge Zoning By-law No. 150-85, the following regulations shall apply to the property in the (F)C1RM1 zone to which reference “S.4.1.294 is made on Schedule A and located at 130 Water Street North:

   a. Maximum permitted density of 404 Units Per Hectare

   b. Increased maximum building height of 143 m for the 37 storey tower, 112 m for the 28 storey tower and 11 m for the 2 storey podium
c. Reduced minimum parking of 246 spaces

d. Minimum front yard setback of 2m

e. Reduced minimum landscape open space of 26%

f. Reduced minimum required loading space of 1”

4. **THAT** the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by adding the following subsection to 4.1 thereof:

“4.1.418 – 0 Park Hill Road:

2. Notwithstanding 3.5.1 of the City of Cambridge Zoning By-law No. 150-85, the following regulations shall apply to the property in the OS1 zone to which reference “S.4.1.418 is made on Schedule A and located at 130 Water Street North:

Driveway and servicing for a hotel and multiple residential dwelling shall be a permitted use”

5. **THAT** the Holding (H) provision may be lifted once the applicant has:

a) Submitted an acknowledgement letter from the MOECP for a Record of Site Condition to Residential Standards on the subject property and,

b) Submitted a revised Stationary Noise Study to the satisfaction of the Region of Waterloo;

6. **AND THAT** this by-law shall come into force and effect on the date it is enacted subject to Official Plan Amendment No. 48 coming into effect pursuant to Subsection 24(2) of the *Planning Act*, R.S.O., 1990, c. P. 13, as amended.

ENACTED AND PASSED this 19th day of October, 2021

________________________________________
MAYOR

________________________________________
CLERK
Schedule “A” to By-law 21-XXX

This is Schedule A attached to and forming part of
By-law

- Lands affected by the by-law
- Zoning Classification
  - COMMERCIAL
  - OPEN SPACE

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Page 3 of 4
Purpose and Effect of By-law No. 21-XXX

130 Water Street North

The Purpose of this by-law is to further amend the site-specific zoning classification on the properties located at 130 Water Street North and 0 Park Hill Road (F)C1RM1 S.4.1.294 and from OS1 to OS1 S.4.1.418 with the following site-specific provisions:

- increased maximum density of 404 Units Per Hectare;
- increased maximum building height of 143 m (469 ft.) for the 37 storey tower, 112 m (367 ft) for the 28 storey tower and 11 m (36 ft.) for the 2 storey podium;
- reduced parking to 246 spaces;
- reduced front yard setback from 4.5 m (14.8 ft) to 2 m (6.5 ft.);
- reduced landscaped open space from 30% to 26%;
- reduced number of loading spaces from 2 to 1; and,
- permission for a driveway and servicing to be located within an Open Space zone.

The Effect of the by-law will permit the development of the property with a mixed use building with 37 storey condo building, 28 storey Hotel tower and 2 storey podium with commercial uses.
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 21-074

Being a to adopt Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended (130 Water St. N & 0 Park Hill)

WHEREAS sections 17 and 22 of the Planning Act R.S.O. 1990 c. P. 13, as amended, empower the City of Cambridge to adopt an Official Plan and make amendments thereto,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended, applies to land legally described as Part of Lots 12 to 14 on Plan D9 and Parts 1 to 13 on 58R16178, City of Cambridge and Regional Municipality of Waterloo.

2. THAT Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended, consisting of the text and attached map, is hereby adopted.

3. THAT the Clerk is hereby authorized and directed to make application to the Regional Municipality of Waterloo for approval of the aforementioned Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended.

4. AND THAT this by-law shall come into full force and effect upon the final passing thereof.

ENACTED AND PASSED this 19th day of October, 2021.

__________________________________
MAYOR

__________________________________
CLERK
The Purpose and Effect of Official Plan Amendment No. 48 to the City of Cambridge Official Plan (2012), as amended, is to increase the maximum permitted density in the Galt City Centre to 10.09 FSI for the lands municipally known as 130 Water Street North, City of Cambridge and Regional Municipality of Waterloo.
Amendment No. 48 to the City of Cambridge Official Plan

1. Chapter 14, Map 2A of the City of Cambridge Official Plan is hereby amended by adding Figure 85 as shown on Schedule ‘A’ attached hereto;

2. Chapter 16 of the City of Cambridge Official Plan is hereby amended by adding Figure 85 as shown on Schedule ‘A’ attached hereto;

3. Section 8.10 of the City of Cambridge Official Plan is hereby amended by adding the following subsection thereto:

8.10.85

1. Notwithstanding policy 2.8.3.3 in this plan, the land designated as Galt City Centre on Map 2 of this Plan, located at 130 Water Street South and more particularly shown on Figure 85 shall permit a maximum residential density of 10.09 FSI;
BY-LAW 21-072
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 19 day of October, 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 19th day of October, 2021.

_________________________________
MAYOR

_________________________________
CLERK