Corporation of the City of Cambridge
Special Council Meeting
Agenda

Date: Tuesday, November 29, 2022, 6:30 p.m.
Location: Council Chambers

Please note this meeting will be held as a hybrid meeting with both in-person and virtual attendance options. Register to appear as a delegation by visiting: https://forms.cambridge.ca/Delegation-Request-Form. Members of the public can choose to either delegate in-person or through electronic participation. Alternative formats and communication supports available upon request. For more information, please contact the City’s Equity, Diversity, Inclusion and Accessibility Services at (519) 623-1340, ext. 4309 or submit your request through https://forms.cambridge.ca/Community-Services/Request-for-Accessible-Format-and-Communication.

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 Council Meetings occurring at 6:30 p.m. and no later than 12:00 p.m. the day before the meeting for Special Council – Statutory Public Meetings occurring at 10:00 a.m.

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

Pages

1. Meeting Called to Order
2. Indigenous Territory Acknowledgement
3. Disclosure of Pecuniary Interest
4. Presentations
   4.1. Presentation to 2018-2022 Outgoing Council Members
5. Delegations and Consideration of Related Reports
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 27, 2022  
6.2. Council Information Package - November 18, 2022  
6.3. 22-054-CRS 2022 Operating Financial Update – August Forecast  
6.4. 22-012-IFS Capital Status and Forecast – August 2022 Update  
6.5. 22-060-CRS Annual Indexing of Development Charges – December 1, 2022  

7. Consideration of Reports

7.1. Corporate Services

7.1.1. 22-056-CRS Advisory Committee Review  
7.1.2. 22-057-CRS Procedure By-law Review and Hybrid Meeting Procedure  
7.1.3. 22-063-CRS Cambridge Fire Station No. 1 – Burn Tower Repairs  
7.1.4. 22-070-CRS Proposed 2023 Schedule of Meetings of Council and Acting Mayor Schedule  
7.1.5. 22-059-CRS Library Board Appointments  

7.2. Corporate Enterprise

7.2.1. 22-028-CRE Appointment of New Members Business Improvement Area Board of Management for the 2023-2026 Term  

7.3. Community Development

7.4. Infrastructure Services

7.5. Office of the City Manager

7.5.1. 22-032-OCM Cambridge 50th Celebration Update  

This report will be included on the addendum.

8. Other Business

9. Motions

10. Notices of Motion

11. Correspondence

12. Motion to Receive and File

13. Consideration of By-laws

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

22-070 Being a by-law to govern the proceedings of Council and its Committees and to repeal By-laws 18-15, 165-16, 20-030, 20-073 and By-law 133-18 to define the mandate and meeting procedures for Advisory Committees
14. Confirmatory By-law

15. Adjournment
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 10:01 a.m.

2. **Indigenous Territory Acknowledgement**

3. **Disclosure of Pecuniary Interest**

3.1 Councillor Mann - 22-094-CR Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation

   Owns a Unit in a neighboring building that could result in financial benefit for himself as a result of this development.

4. **Public Meeting Notice**

5. **Public Meetings**

5.1 Public Meeting Report - 22-089-CR - Transit-Oriented Development Community Improvement Plan

   Motion: 22-248

   Moved by Councillor Ermeta
   Seconded by Councillor Liggett

   THAT Report 22-089-CR Public Meeting Report: Transit-Oriented Development Community Improvement Plan be received;

   AND FURTHER THAT the Transit-Oriented Development Community Improvement Plan be referred back to staff for a subsequent report and staff recommendation.

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

   Absent (1): Councillor Devine

   **Carried (8 to 0)**


   Motion: 22-249

   Moved by Councillor Mann
   Seconded by Councillor Reid
THAT Report 22-114-CD Public Meeting - 506, 510 and 516 Hespeler Road and 1000 Langs Drive - OPA and ZBA - Legion Heights Hespeler Inc. be received;

AND FURTHER THAT application OR06/22 for 506, 510 and 516 Hespeler Road and 1000 Langs Drive be referred back to staff for a subsequent report and staff recommendation.

In Favour (7): Mayor McGarry, Councillor Reid, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, and Councillor Ermeta, and Mayor McGarry

Absent (2): Councillor Devine, and Councillor Hamilton

Carried (7 to 0)

5.3 Public Meeting Report - 22-115-CD – 932 Eagle Street N – OPA and ZBA – BHR Properties

Motion: 22-250

Moved by Councillor Reid
Seconded by Councillor Mann

THAT Report 22-115-CD Public Meeting - 932 Eagle Street North - OPA and ZBA - BHR Properties be received;

AND FURTHER THAT application OR07/20 for 932 Eagle Street North be referred back to staff for a subsequent report and staff recommendation.

In Favour (7): Councillor Reid, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Ermeta, and Mayor McGarry

Absent (2): Councillor Devine, and Councillor Hamilton

Carried (7 to 0)


Motion: 22-251

Moved by Councillor Reid
Seconded by Councillor Wolf
THAT Report 22-132-CD Public Meeting Report - 581-595 Langs Drive - Official Plan and Zoning By-law Amendment - c/o Douglas Stewart, IBI Group be received;

AND FURTHER THAT application OR07/22 for 581-595 Langs Drive be referred back to staff for a subsequent report and staff recommendation.

In Favour (7): Councillor Reid, Councillor Mann, Councillor Liggett, Councillor Wolf, Councillor Adshade, Councillor Ermeta, and Mayor McGarry

Absent (2): Councillor Devine, and Councillor Hamilton

Carried (7 to 0)

6. Delegations


6.5 Michelle Goodridge re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation


Withdrew request to delegate


6.16 Karen Scott Booth re: 22-123-CD - Repealing of Heritage Designation Bylaw and Heritage Easement Agreement -102 Fountain Street South

7. Presentations

7.1 Lisa Chominiec, Sustainable Transportation Coordinator re: Public Meeting Report - 22-089-CD - Transit-Oriented Development Community Improvement Plan

7.3 Dave Hannam, Senior Associate, Zelinka Priamo; Andrea Katz, Associate, BDP Quadrangle re: Public Meeting Report - 22-114-CD – 506, 510 & 516 Hespeler Road and 1000 Langs Drive – OPA/ZBA – Legion Heights Hespeler Inc.


7.6 Victor Labreche, Associate Director, IBI Group and Ryan Mounsey, Manager, Affordable Housing Development, Region of Waterloo re: Public Meeting Report - 22-132-CD – 581-595 Langs Drive – Official Plan and Zoning By-law Amendment

7.7 Rachel Greene, Senior Planner re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation

7.8 Kristen Barisdale, Vice President, Planning, GSP Group re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation

7.9 Michael Campos, Intermediate Planner - Development re: 22-128-CD Recommendation Report – 212 Queen Street West - Official Plan Amendment and Zoning By-law Amendment – 2303623 Ontario Inc. (c/o Blackthorn Development Corp.)


8. Consent Agenda

Motion: 22-252

Moved by Councillor Ermeta
Seconded by Councillor Adshade
THAT all items listed under the heading of Consent Agenda for September 27, 2022 Council Agenda be adopted as recommended.

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

Absent (1): Councillor Devine

Carried (8 to 0)

8.1 Special Council Minutes - September 13, 2022
8.2 Council Information Package - September 23, 2022

9. Consideration of Reports

9.1 Corporate Services
None.

9.2 Office of the City Manager


Motion: 22-253

Moved by Councillor Mann
Seconded by Councillor Adshade


AND THAT no objection be given to the City of Brantford with respect to the Brantford Closing Financial Statements, the reports of the auditor thereon, and the Tallgrass Appraisal (as those terms are defined in the Merger Participation Agreement), prepared in accordance with Section 2.4(a) of the duly executed Merger Participation Agreement, resulting in the payment of a special dividend payable to the City of Brantford in the amount of approximately $125,000 as a result of the applicable calculation of adjustments to closing valuations (the “Closing Valuations”) of
Energy Plus and BPI pursuant to Section 2.5 of the Merger Participation Agreement (set out in a letter dated August 29, 2022 by GrandBridge Corporation to its shareholders, with attachments, as revised pursuant to a letter dated September 20, 2022), it being understood that the Brantford Closing Financial Statements, the reports of the auditor thereon, and the Tallgrass Appraisal shall be deemed to have been approved in the absence of such objection by City of Cambridge and the Township of North Dumfries;

AND THAT, in respect of the submission for consideration by GrandBridge Corporation of a further adjustment to the Closing Valuations with respect to certain write-offs of deferred financing costs related to BPI’s credit facility, City Council has received such submission and considers that no changes to the adjustment set out in paragraph 2 above result therefrom;

AND FURTHER THAT the Board of Directors of GrandBridge Corporation and the Council of the Township of North Dumfries, in their capacity as a shareholder in the former Energy Plus and now a shareholder of GrandBridge Corporation, be circulated a copy of this Resolution.

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

Absent (1): Councillor Devine

Carried (8 to 0)

9.3 Corporate Enterprise

9.3.1 22-027-CRE Core Areas Community Improvement Plan Financial Incentives Update and Minor Amendment to Appendix E - Fee Waiver Program

Motion: 22-254

Moved by Councillor Mann
Seconded by Councillor Hamilton

THAT Report 22-027-CRE Core Areas Community Improvement Plan Financial Incentives Update be received by Council for information;
AND THAT a change be approved in wording for Appendix E of the Core Areas Community Improvement Plan – Fee Waiver Program.

AND FURTHER THAT the change in wording for Appendix E of the Core Areas Community Improvement Plan – Fee Waiver Program be applied retroactively to August 3, 2021.

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

Absent (1): Councillor Devine

Carried (8 to 0)

9.4 Community Development

9.4.1 22-094-CD Recommendation Report – 255 King Street West
Official Plan and Zoning By-law Amendments – North Development Corporation

Councillor Mann declared a conflict on this item. (Owns a Unit in a neighboring building that could result in financial benefit for himself as a result of this development.)

Motion: 22-255

Moved by Councillor Reid
Seconded by Councillor Wolf

THAT Report 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation be received;

AND THAT Official Plan Amendment No. 56 be adopted with Site-Specific Policy 8.10.91 to increase the maximum number of dwelling units to 600, establish a maximum height to 16 storeys, and permit residential uses on the ground floor of a mixed-use building, and that the adopted Official Plan Amendment be submitted to the Region of Waterloo for Approval;

AND THAT the proposed Zoning By-law Amendment be approved to amend the zoning from C1RM2 s.4.1.125 (Mixed-Use Commercial and Residential) and RM3 (Multiple Residential)
s.4.1.125 to C1RM2 (Mixed-Use Commercial and Residential) s. 4.1.430 and OS1 (Open Space) with a Holding (H) Provision, to allow an increase in the maximum number of dwelling units to 600, establish a maximum building height of 16 storeys, and reduce parking and setbacks for 255 King Street West;

AND THAT the recommendations included in the “Revised Heritage Impact Assessment for 255 King Street West” Staff Report to the Municipal Heritage Advisory Committee included as Appendix I to Report 22-094-CD be accepted.

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

AND THAT Amendment No. 56 to the City of Cambridge Official Plan (2012), included as Appendix A to Report 22-094-CD, be passed;

AND FURTHER THAT the By-law to amend Zoning By-law 150-85, included as Appendix B to Report 22-094-CD be passed as amended.

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

Opposed (2): Councillor Liggett, and Councillor Ermeta

Conflict (1): Councillor Mann

Absent (1): Councillor Devine

**Carried (5 to 2)**

9.4.2 22-128-CD Recommendation Report – 212 Queen Street West - Official Plan Amendment and Zoning By-law Amendment – 2303623 Ontario Inc. (c/o Blackthorn Development Corp.)

Motion: 22-256

Moved by Councillor Reid
Seconded by Councillor Mann

THAT Report 22-128-CD Recommendation Report – 212 Queen Street West – Official Plan Amendment and Zoning By-law Amendment – 2303623 Ontario Inc. (c/o Blackthorn Development Corp.) be received;
AND THAT the proposed Official Plan Amendment be adopted to permit a maximum allowable density of 167 units per hectare within the “Low/Medium Density Residential” designation applied to the subject lands through Site-Specific Policy Number 55, and that the adopted Official Plan Amendment be submitted to the Region of Waterloo for approval;

AND THAT the proposed Zoning By-law Amendment be approved to rezone the subject lands from “Residential – R4” and “Commercial – C5” to the “Multiple-Residential – (H)RM2” zone with a site-specific provision s.4.1.431 to permit increased density and a holding provision.

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

AND FURTHER THAT the by-laws attached to report 22-128-CD be passed.

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

Absent (1): Councillor Devine

Carried (8 to 0)


Motion: 22-258

Moved by Councillor Adshade
Seconded by Councillor Mann


AND THAT the proposed Official Plan Amendment be adopted to re-designate the subject lands from “Natural Open Space System” to “High Density Residential” and Site-Specific Policy 8.10.89 in the City of Cambridge Official Plan to facilitate a residential development with a maximum Floor Space Index (FSI) of 3.61, and
that the adopted Official Plan Amendment be submitted to the Region of Waterloo for Approval;

AND THAT the proposed Zoning By-law Amendment be approved to re-zone the subject lands from the “Open Space – OS1” and “Residential – R4” zones to the “Multiple-Residential – (F)(H)RM2”, s.4.1.429 and “Open Space – OS4” zones with a Holding Provision, to facilitate the proposed development of 991 residential units;

AND THAT a design in accordance with the recommendations of the Heritage Impact Assessment be reviewed and accepted at the site plan approval phase;

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

AND FURTHER THAT the by-laws attached to report 22-103-CD be passed.

Deferral:
Motion: 22-257

Moved by Councillor Adshade
Seconded by Councillor Liggett

THAT consideration of report 22-103-CD– Recommendation Report – OPA & ZBA – 193 Water Street South and 62 Highman Avenue – LJM Developments (c/o John Ariens, IBI Group) be deferred to a future meeting date to permit the applicant to complete further consultation with the community, staff, and Council.

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

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

Absent (1): Councillor Devine

Defeated (3 to 5)
As the deferral motion was defeated, the Main Motion was subsequently passed.

Main Motion

Motion: 22-258

Moved by Councillor Adshade
Seconded by Councillor Mann

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

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

Absent (1): Councillor Devine

Carried (5 to 3)

9.4.4 22-123-CD - Repealing of Heritage Designation Bylaw and Heritage Easement Agreement -102 Fountain Street South

Motion: 22-260

Moved by Councillor Reid
Seconded by Councillor Mann

THAT Report 22-123-CD - Repealing of Heritage Designation Bylaw and Heritage Easement Agreement -102 Fountain Street South, be received;

AND THAT the By-law attached to report 22-123-CD, being a by-law to repeal by-law 16-92, be enacted and passed;

AND THAT Council authorizes the Clerk to publish a Notice of Repealed Designation By-law in the Cambridge Times;

AND THAT the By-law attached to report 22-123-CD, being a by-law to repeal the by-law registering a heritage easement on title for the property municipally known as 102 Fountain Street South, the former Preston Springs hotel, be enacted and passed;
AND THAT the City Solicitor be authorized to take the necessary steps to remove from the title to the property the heritage easement agreement and designation bylaw registered on title for the property municipally known as 102 Fountain Street South, the former Preston Springs Hotel;

AND FURTHER THAT Council authorizes the appropriate staff to remove the property from the Municipal Heritage Properties Register.

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

Opposed (2): Councillor Liggett, and Councillor Ermeta

Absent (1): Councillor Devine

Carried (6 to 2)

Amendment:
Motion: 22-259

Moved by Councillor Liggett
Seconded by Councillor Ermeta

That Council consider the repealing of heritage designation by-law and heritage easement agreement for 102 Fountain Street South during Closed Session

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

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

Absent (1): Councillor Devine

Defeated (3 to 5)

9.5 Infrastructure Services

None.
10. **Motion to extend past 10:30 p.m.**

Motion: 22-261

Moved by Councillor Hamilton
Seconded by Councillor Reid

**THAT the time limitations on the proceedings of Council set out in Section 16.27 of the Procedural By-law be waived to extend past the hour of 10:30 p.m.**

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

Absent (1): Councillor Devine

Carried (8 to 0)

11. **Unfinished Business**

None.

12. **Correspondence**

12.1 Lorie Henry re: 22-115-CD Public Meeting – 932 Eagle Street N – OPA and ZBA – BHR Properties


12.4 P&H Milling Group re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation

12.5 Mark Brown re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation

12.7 Jennifer Sansalone re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation


12.9 Kristen Barisdale re: 22-094-CD Recommendation Report – 255 King Street West Official Plan and Zoning By-law Amendments – North Development Corporation


13. **Notice of Motion**

None.

14. **Closed Session**

Motion: 22-262

Moved by Councillor Liggett
Seconded by Councillor Ermeta

THAT in accordance with Section 239 (e) and (f) of the Municipal Act, 2001, Council to convene in Closed Session at 10:15 p.m. to consider the following subject matters:

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality (Litigation Update - 211-215 Queen St. W. and Litigation Update 731 and 436 Fountain Street S.)

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Litigation Update - 211-215 Queen St. W. and Litigation Update 731 and 436 Fountain Street S.)

In Favour (8): Councillor Reid, Councillor Mann, Councillor Ligget, Councillor Wolf, Councillor Adshade, Councillor Hamilton, Councillor Ermeta, and Mayor McGarry
Absent (1): Councillor Devine

Carried (8 to 0)

15. **Rise from Closed Session**

Motion: 22-263

Moved by Councillor Wolf
Seconded by Councillor Hamilton

THAT Council rise from Closed Session and reconvene in Open Session at 11 p.m.

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

Absent (1): Councillor Devine

Carried (8 to 0)

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

Motion: 22-264

Moved by Councillor Reid
Seconded by Councillor Hamilton

THAT all presentations and correspondence from the September 27, 2022 Special Council meeting be received.

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

Absent (1): Councillor Devine

Carried (8 to 0)

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

Motion: 22-265

Moved by Councillor Mann
Seconded by Councillor Hamilton
THAT the following by-laws listed under the heading of Introduction and Consideration of By-laws be enacted and passed:

22-058 Being a by-law to adopt Amendment No. 56 to the City of Cambridge Official Plan (2012), as amended (255 King Street West)

22-059 Being a by-law to amend Zoning By-law 150-85, as amended, with respect to land municipally known as 255 King Street West

22-060 Being a by-law to adopt Amendment No. 55 to the City of Cambridge Official Plan (2012), as amended (212 Queen Street West)

22-061 Being a by-law to amend Zoning By-law 150-85, as amended, with respect to land municipally known as 212 Queen Street West

22-062 Being a by-law to adopt Amendment No. 54 to the City of Cambridge Official Plan (2012), as amended (193 Water Street South)

22-063 Being a by-law to amend Zoning By-law 150-85, as amended, with respect to land municipally known as 193 Water Street South and 62 Highman Avenue

22-064 Being a by-law to repeal By-law 16-92, a by-law to designate the exterior of the stucco-clad brick Preston Springs Hotel building located on the property municipally known as 102 Fountain Street South

22-065 Being a by-law to repeal the by-law registering a heritage easement agreement Instrument No. 1449887 on title for the property municipally known as 102 Fountain Street South

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

Opposed (2): Councillor Liggett, and Councillor Ermeta

Absent (1): Councillor Devine

Carried (6 to 2)

18. Confirmatory By-law

Motion: 22-266

Moved by Councillor Liggett
Seconded by Councillor Mann
THAT By-Law 22-066 being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge be passed

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

Opposed (2): Councillor Liggett, and Councillor Ermeta

Absent (1): Councillor Devine

**Carried (6 to 2)**

19. **Adjournment**

Motion: 22-267

Moved by Councillor Mann
Seconded by Councillor Wolf

THAT the Council meeting does now adjourn at 11:15 p.m.

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

Absent (1): Councillor Devine

**Carried (8 to 0)**

__________________________________
Mayor

__________________________________
Clerk
# COUNCIL INFORMATION PACKAGE

**November 18, 2022**

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Background:

The purpose of this report is to provide a summary of Bill 23 – More Homes Built Faster Act, 2022. This proposed legislation was introduced by Ontario’s Minister of Municipal Affairs for its first reading on October 25, 2022. On October 27, 2022, the bill was brought forward for a second reading.

Bill 23 is intended to support Ontario’s Housing Supply Action Plan, with a stated aim of increasing housing supply in the Province by building more homes faster as well as more cost effectively.

Bill 23 will be subject to committee review and further readings by the legislature and may be amended through that process. However, many of these proposed legislative changes are highly consequential, and will be of great interest to the City of Cambridge (as well as other Municipalities, the development community and landowners).

The Bill proposes to introduce various amendments to multiple statutes including:

- Municipal Act, 2001
- Planning Act
- Development Charges Act, 1997
- Conservation Authorities Act
- Ontario Heritage Act
- Ontario Land Tribunal Act, 2021
High-level Summary of the proposed amendments:

The Planning Act

Background:

The latest City of Cambridge 2018 Consolidated Official Plan guides growth and land use change in order to meet the community’s needs to 2031. The Official Plan also provides a way to manage issues related to land use, while still meeting the interests of the City, and achieving conformity with (the Region of Waterloo Official Plan) provincial land use policy. Bill 23 will result in the city’s Official Plan being updated to include policies from the Region, as appropriate. It will now be approved by the Province.

The growth expectations for the City were set out in the Regional Official Plan Amendment process. On August 18, 2022 Amendment No. 6 to the Regional Official Plan was adopted by Regional Council to establish the planning framework for accommodating the forecasted population and employment growth for the Region to 2051, in conformity with the Provincial Growth Plan for the Greater Golden Horseshoe. The amendment is premised on a projected population of 923,000 people and 470,000 jobs in the Region by 2051. This represents approximately 306,000 new residents and 168,000 new jobs.

In Cambridge, the population forecast to 2051 is 214,900, representing approximately 68,900 new residents. The employment forecast to 2051 is 120,700, representing 42,800 jobs. This equates to key minimum density measures to be met that include 150 people and jobs per hectare for the Downtown Cambridge Urban Growth Centre; 120 people and jobs per hectare for the Delta Major Transit Station Area (MTSA); 160 people and jobs per hectare for the Preston, Pinebush, Cambridge Centre Mall, Can-Amera, Main and Downtown Cambridge MTSAs; a 65% annual intensification target in the built-up area; and a 59 people and jobs per hectare target in the designated greenfield area.

In addition, the Province has assigned growth of 19,000 units by 2031 through the recent proposed legislation in Bill 23. The City will be conducting a growth allocation study for the regional population forecast that anticipates meeting needs through the Urban Growth Centre, MTSA's and secondary plan areas in the city for a variety of housing.

Summary of Proposed Changes:

- “Gentle density” permitted as of right
  - Permit as-of right ‘gentle density’ housing, regardless of zoning for up to three residential units per lot, or up to two in primary building and one in an ancillary
building; There is no appeal in respect of parts of the by-law related to these changes, and take effect date of Royal Assent (day passed).

- Restricting third party appeals to OLT
  - Appeals are now restricted to applicant, province and public bodies, these changes are retroactive;

- Missing Middle/Gentle Density
  - Permit as-of-right 3 residential units on a lot - applies automatically province-wide.
  - Prohibits municipalities from requiring minimum unit sizes or requiring more than one parking space per unit.

- High Density Around Transit
  - Requires the City to implement as-of-right zoning for MTSAs approved by the Minister.

- Streamlining Municipal Planning Responsibilities
  - Region of Waterloo is no longer an approval authority of City's Official Plan or subdivisions - these changes come into effect at a future date.
  - Minister becomes the approval authority for new Official Plans.
  - City is the approval authority for subdivisions.

- Public Meetings for Plans of Subdivision
  - Public meetings are no longer required for a plan of subdivision.

- Site Plan Approval Changes
  - Developments up to 10 units will be exempt from site plan approval.
  - Architectural details and landscape design are no longer able to be regulated through site plan approval.
  - Facilitating aggregate applications.

- Parkland:
  - Significant reduction (50%) in parkland dedication and cash-in-lieu (CIL) requirements. In effect upon receiving royal assent and would apply retroactively to development approval unless a permit has been issued (e.g. draft approved plans).
  - Encumbered land and privately-owned public space (POPs) can be counted towards parkland dedication requirements; disputes are subject to appeal.
  - Municipalities are required to spend or allocate 60% of parkland reserves annually.
Development Charges, Community Benefits Charge and Parkland Dedication

Background:

Development Charges (DCs) have a long-standing history in Ontario with the underlying concept of growth paying for growth. Its essential purpose is to recover the capital costs associated with growth within a municipality. This helps ensure property taxes can be used to maintain existing levels of service and reduces the impact of growth infrastructure to existing taxpayers. For the City of Cambridge, DCs are used to build infrastructure supporting growth for the following services:

- Services related to a highway (i.e. roads, cycling infrastructure);
- Water;
- Wastewater;
- Stormwater;
- Fire protection;
- Parks and recreation;
- Libraries;
- Public works fleet and yard works; and
- Growth-related studies for the above services.

The capital costs are in addition to what costs would normally be constructed as part of a subdivision (i.e. internal roads, sewers, watermains, roads, sidewalks, streetlights, etc.). Municipalities are empowered to impose these charges via the Development Charges Act (DCA).

From the mid 1950’s to 1989, the DCs were termed lot levies and fell under the Planning Act. In 1989 the Development Charges Act, 1989, as enacted formalizing DCs at that time. The DCA was modified in 1997 as the Development Charges Act, 1997, and has remained in place since then with periodic amendments over the years.

In 2019, Bill 108 – the More Homes, More Choice Act, 2019 – received royal assent, creating significant changes to DCs among other municipal planning-related matters. This included the elimination of certain services from DCs such as parking services, freezing the calculation of DCs at time of site plan or zoning by-law amendment application, and deferral of DCs on certain types of developments. The impact resulted in reduced DC cashflow for municipalities, however the ability to collect interest on frozen DC rates and payment deferrals helped to reduce the overall impact. Further, to help towards full cost recovery for soft services such as parks, recreation and library, Bill 108 removed the 10 per cent statutory deduction that required 10 per cent of funding from taxes.
Bill 108 also made changes to section 37 of the Planning Act, eliminating the existing “density bonusing” provisions and replacing with a community benefits charge (CBC). This charge is applicable on developments greater than 4 stories and 10 units, as a percentage of the land value up to 4 per cent. In order to implement the charge, a study is required to be completed and a by-law enacted, which City staff were planning on bringing to Council for their consideration in 2023.

The latest proposed bill, Bill 23 – the More Homes Built Faster Act, 2022 – if enacted, will completely overhaul the concept of growth paying for growth. It will shift a significant portion of the costs of growth-related infrastructure to property taxes resulting in increasing property taxes for all homeowners and businesses in the community. With municipalities expected to balance the affordability of property taxes while reinvesting in existing aging infrastructure and now also providing tax funding to support growth, this may result in development delays as infrastructure may not be able to be built as quickly as needed.

One of the key underlying objectives of Bill 23 is to increase housing in order to maintain the affordability of housing, by increasing supply to meet demand. However, the total cost of housing will increase due to higher property taxes and water/sewer rates to make up for the shortfall in DCs, CBC and parkland dedication, while it remains uncertain and untested whether for-profit developers would indeed pass on any savings from reduced fees, as housing and rental prices are based on market demand with developers pricing based on what the market will bear.

Summary of Proposed Changes:

- New Exemptions and Discounts
  - Three new mandatory exemptions are proposed for DCs and CBC and parkland dedication:
    - Affordable housing, defined as 80% of market and applicable for both rental and ownership;
    - Attainable housing, full definition yet to be provided as it is dependent on a “prescribed development or class of development” which has not yet been published (in the absence of this prescribed development or class of development being defined, it may be applicable to all residential developments other than affordable housing); and
    - Non-profit housing;
  - New DC discounts proposed.
    - The first is for rental housing, mandating a discount between 15 to 25 per cent, depending on the number of bedrooms.
• The second discount will have broad impacts across all DCs imposed by municipalities, as it impacts all DC rates for a five-year period following passage of a DC by-law. Specifically, in the first year following passage of a by-law, only 80 per cent of the calculated rate can be charged, increasing to 85 per cent in year two and so on.

• Eligible Costs
  o The DCA currently allows for capital costs to be recovered for eligible services, as well as growth-related studies that support those services and the purchase of land on which to build the infrastructure with the exception of parkland (as parkland acquisition related to growth is included in the Planning Act so this exclusion was to avoid double impact). Bill 23 proposes to remove land as eligible cost except as prescribed, however it has not yet prescribed which services would remain unaffected. It also proposes to remove all studies, including Official Plans, Master Plans to determine the infrastructure required to accommodate growth and the cost of the DC background study itself.

• Parkland Dedication
  o Beyond the mandatory exemptions noted above, the changes to the Planning Act from Bill 23 effectively halves the rate of parkland dedication from developers, whether through direct land conveyance or through a cash payment in lieu of land conveyance. It also will not be applicable on additional residential units added to existing properties. Bill 23 also adds language that may lower the quality of parkland that a municipality is able to accept as parkland dedication.

• Other changes to the DCA proposed by Bill 23 include:
  o Requiring that 60 per cent of monies in the Water and Wastewater DC reserve funds and the cash-in-lieu of parkland reserve fund (and for any other services that may be prescribed) are spent or allocated each year, although the term “allocated” is not defined;

  o Mandating a maximum interest rate that can be used for freeze of DC rates and DC deferrals, based on prime plus 1 per cent (compared to the City’s current policy of prime plus 2 per cent);

  o Modifying the required level of service calculation from the current 10-year historical time period to 15 years;

  o Providing for a lifespan of 10 years for a DC background study and by-law, compared to the current 5-year lifespan; and,
Prorating the CBC and parkland dedication in such a way that only the increased square footage/units are applicable for the charge/dedication instead of the whole development.

Conservation Authorities Act

Summary of Proposed Changes

- When acting as a public body, CAs would only be able to appeal land use planning decisions with respect to natural hazards. CAs would continue to be able to appeal matters where they are the applicant.

- Permits will not be required within regulated areas (including wetlands) for activity that is part of a development authorized under the Planning Act.

- Proposed legislative changes would scope CA review and commenting role on development applications and land use planning policies to matters within their core mandate as currently set out in the Mandatory Programs and Services regulation (O. Reg. 686/21). The new reg. proposes to prescribe the following Acts under which a CA could NOT perform this review and comment role as a "municipal" or "other program or service" under Sections 21.1.1 and 21.1.2 of the CA Act, ARA, Condo Act, Drainage Act, EA Act, EPA, Ontario Heritage Act, OWRA, Planning Act.

- Proposing to freeze CA fees at current levels.

- Identifying CA lands suitable for housing.

Ontario Heritage Act

Summary of Proposed Changes

- Part V Designated Properties
  - A process is proposed which will allow Heritage Conservation District Plans to be amended or repealed.
  - More stringent evaluation criteria for the creation of Heritage Conservation District Plans that will be established by regulation.

- Part IV Designated Properties
  - An increase in the threshold for designation of individual properties under Part IV of the Ontario Heritage Act and new limitations on designation for properties subject to proposed development.
Council will not be permitted to issue a notice of intention to designate (NOID) for a property under Part IV of the Ontario Heritage Act unless the property is already on the Heritage Register when the current 90-day requirement for Planning Act applications is triggered.

- Heritage Register
  - New requirements for the Heritage Register and the inclusion of non-designated properties on the Heritage Register.
  - Allowance is now made for property owners to object to their property being on the Heritage Register, regardless of when it was added.
  - The Heritage Register must be reviewed and a decision made whether listed properties are to be designated, and if not, they removed from the Register within two years. Any further properties added to the Heritage Register after the proposed amendment comes into force would be subject to the same two-year decision timeline.
  - If Council issues a NOID but a designation by-law is not passed or is repealed upon appeal, the property would be removed from the Heritage Register.
  - If removed from the Register, a property cannot be re-listed for a period of 5 years.
  - The Heritage Register must be up-to-date and accessible on the website.

**Ontario Land Tribunals Act, 2021**

**Summary of Proposed Changes:**

- Grants the Tribunal the power to dismiss a proceeding without a hearing if the party who brought the proceeding has contributed to undue delay.
- The Tribunal will have the power to order an unsuccessful party to pay a successful party's costs. The Minister can make regulations regarding timing of appeals, and prioritization of certain classes of appeals.

Suggested Resources (where you will find additional information):

- AMO- Unpacking Bill 23 – More Homes Built Faster Act, 2022: [AMO: Unpacking Bill 23](#)
- AMO- Letter from the President of AMO to the Minister of Finance: [AMO Letter from the President](#)
• Regulatory and environmental registry postings (there are 19 in total): AMO Consultation Postings


• Watson and Associates Opinions, Insights and Presentations Page Watson and Associates Opinion Page

Next Steps:

• City staff will continue to review as the Bill progresses and more information becomes available.

• With respect to the proposed amendments to the Development Charges Act, staff will be providing comments to the Province directly as to the anticipated impacts to the City.

• With respect to the remaining proposed legislative amendments, staff await further details that will be released by the Province in order to conduct a comprehensive analysis of the changes.

• Timelines for comments on the proposed legislative amendments are as follows:

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<th>Theme</th>
<th>Legislative Amendment</th>
<th>Commenting Deadline</th>
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<td>General</td>
<td>Review of A Place to Grow and Provincial Policy Statement</td>
<td>December 20, 2022</td>
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<td>November 24, 2022</td>
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<td>Environment</td>
<td>Proposed updated to the Ontario Wetland Evaluation System</td>
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<td>Environment</td>
<td>Legislative and regulatory proposals affecting conservation authorities to support the Housing Supply Action Plan 3.0</td>
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<td>Environment</td>
<td>Conserving Ontario’s Natural Heritage</td>
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<tr>
<td>Environment</td>
<td>Proposed updates to the regulation for development for the protection of people and property from natural hazards in Ontario</td>
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<tr>
<td>Building</td>
<td>Proposed changes to sewage systems and energy for the next edition of Ontario’s Building Code</td>
<td>December 9, 2022</td>
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- Any commentary that is provided will also be shared with Council.
- The Cambridge Municipal Heritage Advisory Committee has received a report on the proposed changes, related to the Ontario Heritage Act. This report is provided as Appendix A.
- The Region of Waterloo has provided a report to its Council on the proposed changes, which is attached as Appendix B.

**Attachments**

Appendix A – Cambridge Municipal Heritage Advisory Committee Report- Report #22-028 (MHAC)

**Approvals:**

☐ Manager/Supervisor  ☒ Deputy City Manager  ☒ City Manager
Meeting Date: 11/17/2022

To: Cambridge Municipal Heritage Advisory Committee

Report Date: 11/02/2022

Report Author: Jeremy Parsons, Senior Planner - Heritage

Department: Development and Infrastructure

Division: Planning

Report Title: Review of Proposed Changes to the Ontario Heritage Act Through Bill 23 (Schedule 6) – the Proposed More Homes Built Faster Act, 2022

File Nos: R01.01, R01.02

Ward No: All Wards

RECOMMENDATIONS

THAT Report 22-028 (MHAC) Review of Proposed Changes to the Ontario Heritage Act Through Bill 23 (Schedule 6) – the Proposed More Homes Built Faster Act, 2022 be received for information purposes;

AND THAT comments received from the Municipal Heritage Advisory Committee on the Proposed Changes to the Ontario Heritage Act Through Bill 23 (Schedule 6) – the Proposed More Homes Built Faster Act, 2022, inform the City’s response to the Ministry of Ministry of Citizenship and Multiculturalism by November 24, 2022.

SUMMARY & BACKGROUND

The Government of Ontario has proposed changes to the Ontario Heritage Act through Bill 23 (Schedule 6), More Homes Built Faster Act, 2022. The proposed changes involve:
• Changes to the Standards and Guidelines for the Conservation of Provincial Heritage Properties;
• New requirements for municipal registers and the inclusion of non-designated properties on municipal heritage registers;
• An increase in the threshold for designation of Part IV individual properties and new limitations on designation for properties subject to proposed development; and,
• Changes to Heritage Conservation Districts.

A thirty-day consultation period, hosted by the Ministry of Citizenship and Multiculturalism, began on October 25, 2022. Comments can be submitted through the Environmental Registry of Ontario until November 24, 2022. Staff formally requested comments from members of the MHAC for inclusion within a consolidated commenting package to the Province on October 28, 2022. Staff requested that comments be submitted by MHAC members to staff by November 11, 2022. A synopsis of MHAC comment themes will be presented to the Committee as part of the November 17, 2022 MHAC meeting.

Cambridge Cultural Heritage Resources Data

The City of Cambridge draws much of its character and identity from its connection with the Grand River, a designated Canadian Heritage River, and its historic founding communities of Galt, Preston, Hespeler and Blair. Formally recognized cultural heritage resources in the City of Cambridge include the following:

Part V Designated Properties (Heritage Conservation Districts)

There are 190 properties designated as part of three Heritage Conservation Districts.

• Blair Village
• Dickson Hill
• Main Street

The following two potential Heritage Conservation Districts are scheduled or underway:

• Galt Core (Underway, Plan Stage)
• Hespeler Core (Scheduled)

Part IV Designated Properties (Individually Designated Properties)

There are 145 properties individually designated and three (3) properties under Notice of Intention to Designate status. Council directed staff in 2019 to annually designate four (4) properties. Over the last seven years, 15 properties have been designated and one (1) property has been de-designated (by-law repeal).
Heritage Register

There are 335 designated properties on the Heritage Register and approximately 665 listed non-designated properties. Six properties have been de-listed within the last seven (7) years.

An overview of the proposed changes, implications and preliminary staff comments have been provided below.

OVERVIEW OF PROPOSED CHANGES

Part V Designated Properties (Heritage Conservation Districts):

- A process is proposed which will allow Heritage Conservation District Plans to be more easily amended or repealed.
- More stringent evaluation criteria will be established for the creation of Heritage Conservation District Plans, through subsequent regulation.

Part IV Designated Properties (Individually Designated Properties):

- There will be an increase in the threshold for designation of individual properties under Part IV of the Ontario Heritage Act and new limitations on designation for properties subject to proposed development.
- Currently, Section 29 of the Act provides that, if a prescribed event (Planning Act application) occurs, a Notice of Intention to Designate (NOID) for a property may not be given after 90 days have elapsed from the prescribed event, subject to such exceptions as may be prescribed. The proposed amendment to this section outlines that a municipality may only issue a NOID within the 90 days if the property is already listed on the Heritage Register under Section 27 as of the date of the prescribed event. If the property has no heritage status under the Act, a NOID cannot be issued if a prescribed event occurs.

Heritage Register:

- New requirements for the Heritage Register and the inclusion of non-designated properties on the Heritage Register have been established.
- Allowance is now made for property owners to object to their property being on the Heritage Register, regardless of when the property was added to the Register.
- The Heritage Register must be reviewed by municipalities and a decision made whether listed properties are to be designated or, if not, they must be removed from the Register within two (2) years. Any further properties added to the
Heritage Register after the proposed amendments come into force would be subject to the same two-year timeline from the time they are listed.

- If Council issues a NOID on a listed property, but a designation by-law is not passed or repealed upon appeal, the property would have to be removed from the Heritage Register.

- If a property is removed from the Heritage Register, it cannot be re-listed for a period of five years.

- The Heritage Register must be up-to-date and accessible on the City’s website.

**Other Changes:**

- Changes are proposed to the Standards and Guidelines for the Conservation of Provincial Heritage Properties, including that the Province or provincial agencies would not be required to abide by their own Standards and Guidelines if the Lieutenant Governor in Council is of the opinion the application of the Guidelines would compete with other provincial priorities.

**IDENTIFIED IMPLICATIONS OF PROPOSED CHANGES**

**Part V Designated Properties (Heritage Conservation Districts):**

- The new legislation will ensure it is more challenging to designate new Districts, proposing to “increase the rigour in the process of identifying and protecting HCDs by requiring municipalities to apply a prescribed criteria to determine an HCDs cultural heritage value”.

- Existing HCD Plans will need to be reviewed with increased criteria in mind.

- It will be easier to alter and reduce existing District policies through amendments.

- It will be easier to remove Districts entirely through the repeal of District designation by-laws.

- District Plans will be expected to be more flexible and better able to facilitate development, including opportunities to support smaller scale development and “missing middle” housing.

- These changes have implications for proposed HCDs) in Cambridge, such as the future Hespeler Core HCD Study by making HCDs less likely to pass the Study phase and progress to by-law passage. The new legislation also portends to ensure that approved Districts are much smaller, are more easily opposed, and have more permissible policies.
The new legislation may require the City of Cambridge to look at amending, repealing or reducing the strength of its existing HCDs in order to support more development within HCDs.

- If existing HCDs are amended, the new legislation may enable more permissible policies within existing HCDs to allow for more development and require the City to require fewer Heritage Permits.

**Part IV Designated Properties:**

- Individual properties will be more difficult to designate through Part IV due to the establishment of an increased threshold of designation criteria. It is anticipated that under *Ontario Regulation 9/06*, two (2) of nine (9) criteria must be met instead of one (1) of nine (9) criteria as was previously established. This indicates that fewer properties will be considered as candidates for designation and fewer properties will be protected through the use of this tool in the future. Note: this amendment only applies to properties designated *after* the legislation passes.

- “Emergency designations” for unprotected heritage resources subject to development or demolition will no longer occur. Designation will no longer factor into the development process, given that NOIDs cannot be issued unless the property subject to development is already designated or listed at the time an application is received. Given the new two-year timeline to remove listed properties, likely very few non-designated properties will be listed on the Heritage Register in the future at the time a development application is received. There will be pressure to designate properties, particularly over the next two years to retain a level of protection, especially properties at risk. Unless a property is designated, it is unlikely to be eligible for designation if it is subject to a development application.

**Heritage Register:**

- The Heritage Register as a conservation tool will be rendered ineffectual.

- It will be more difficult for municipalities to list properties on the Heritage Register. It is anticipated that under *Ontario Regulation 9/06*, one (1) of nine (9) criteria must be met instead of zero (0) as was previously established). Note: this will only apply to properties listed *after* the legislation comes into force.

- The City of Cambridge will be required to review its listed properties (approximately 665) within only two years, in order to determine cultural heritage value and priority properties to designate before they are de-listed. Reviewing hundreds of listings will be extremely costly for the City and require additional resources. The implications of this two-year timeline are significant: it may mean
additional spending on heritage consultants to assist in the review and designation of properties, additional conflicts (and appeals) with property owners would likely occur over designation, and additional workload for Heritage staff in terms of Heritage Permits and Grant applications given the anticipated increase in the number of designated properties. Currently listed Heritage Register properties, that are not designated within the next two years will subsequently have no legislated protections in place and will be vulnerable to demolition and character-compromising alterations.

- Within the City’s existing policy regime, a property must be listed or designated, or adjacent to a listed or designated property, in order for staff to require a Heritage Impact Assessment (HIA) when a Planning Act application is received. Through the proposed amendments, fewer requests for HIAs will be made on applicants proposing to develop properties given that fewer properties will remain on the Heritage Register. This will lead to greater development certainty and cost-savings for developers and would likely result in less compatible development and more demolitions as fewer impacts to heritage properties are taken into account.

- The new legislation also requires the City to pass or repeal designation by-laws on appeal immediately or de-list the property if Council issues a NOID on a listed property. This removes uncertainty for developers and no longer allows properties to remain on the Register under protected NOID status.

**Other Changes:**

- Changes to the provincial standards and guidelines make it easier for the government to bypass best practices in heritage conservation, as established within the Standards and Guidelines for the Conservation of Provincial Heritage Properties, in order to meet other provincial goals.

- There are additional secondary impacts to heritage conservation and heritage policy that will result from other changes proposed within Bill 23 including changes within the Proposed Planning Act and City of Toronto Act Changes (Schedules 9 and 1 of Bill 23 – the Proposed More Homes Built Faster Act, 2022) such as the following:
  
  o Elimination of third party appeals to all Planning Act applications.
  o Public meetings are no longer required for a plan of subdivision.
  o Exemption of site plan review for developments under ten units.
  o Architectural details, urban design, and landscape architecture will no longer be able to be regulated through site plan approval.
The proposed changes to the *Ontario Heritage Act* through Bill 23 (Schedule 6) represent a provincial focus on increasing housing supply at all costs and eliminating perceived impediments to development. The amendments seek to streamline development approvals and eliminate regulations and protections around heritage properties in Ontario.

It is anticipated that the changes will result in fewer properties protected under the *Ontario Heritage Act* within the City of Cambridge, less oversight or review of development applications on or near heritage properties, additional demolition or removal of heritage structures, more incompatible development, and more unsympathetic alterations and additions. It is anticipated that fewer HIAs, Conservation Plans, Salvage Plans, and Heritage Permits will be reviewed by heritage staff, MHAC and Council as needed. Further, the City’s Heritage Register will be significantly downgraded over a two-year period. Existing HCDs are anticipated to see amendments or be repealed and will likely result in less compatible development being approved through amended HCD plans. In addition, it is anticipated that fewer properties will be designated under Part IV of the *Ontario Heritage Act* given more stringent evaluation criteria and a freeze on designations carried out in response to development applications.

Given that the Heritage Register will no longer function as a comprehensive list of properties of cultural value or interest, the City of Cambridge should establish a new process to keep track of properties of value or interest. This may come in the form of re-establishing a comprehensive inventory list despite the fact that the inventory will have no legislative standing.

Lastly, in light of proposed changes to the *Planning Act*, less site plan review will mean less staff input on design and architectural compatibility of new development with on-site or adjacent heritage properties. The lack of landscape review on smaller development projects (less than ten units) will also mean a lack of assurance of character compatibility with regards to trees and other landscape features on heritage properties or within heritage character areas.

Overall, staff do not support the proposed changes to the *Ontario Heritage Act*. Staff are of the opinion that the changes may result in a significant increase in incompatible development, demolition or removal of heritage structures, and fewer protections for heritage properties. The changes will also result in a significant amount of staff time needed to assess properties and determine their cultural heritage value. Staff are of the opinion that the proposed two-year time limit for review of listed properties is not sufficient to adequately assess properties for designation or de-listing. All of these changes have the potential to significantly impact the cultural heritage properties,
heritage conservation districts, cultural heritage landscapes, and character-laden streetscapes within the City of Cambridge.

**SIGNATURE**

**Prepared by:**

Jeremy Parsons, M.A., CAHP
Senior Planner – Heritage

**Departmental Approval:**

Joan Jylanne, MCIP, RPP
Manager of Policy Planning
Region of Waterloo
Planning, Development, and Legislative Services
Community Planning

To: Planning and Works Committee
Meeting Date: November 8, 2022
Report Title: Comments on the More Homes Built Faster Act, 2022 – Bill 23 - Proposed New Legislation under the Planning Act, the Development Charges Act, the Heritage Conservation Act, and the Conservation Authorities Act

1. Recommendation
For information.

2. Purpose / Issue:
On October 25, 2022, the Province released the More Homes Built Faster Act, 2022 (Bill 23). The purpose of this report is to identify the significant legislative changes, specifically as it relates to the proposal to eliminate the Region’s planning responsibilities, explain the implications for the Region, and provide responses for the Province’s consideration.

3. Strategic Plan:
The proposed legislation highlights the importance of delivering housing supply and housing affordability, both of which align with focus areas from the Corporate Strategic Plan. Access to housing is a universal human right and by ensuring a substantial range and mix of housing supports a Thriving Economy, continuing to work towards Healthy, Safe and Inclusive Communities, and enables the implementation of policies, plans, and programs that support Sustainable Transportation, Environment and Climate Action.

The elimination of Regional planning responsibilities has implications on most of the other focus areas in the Corporate Strategic Plan, including Environment and Climate Action, Protecting Water Resources, Promoting the Efficient Use of Land, and Protection of Agricultural and Natural Areas.
4. **Key Messages:**

- **The purpose of Bill 23** is to put in place the conditions to build more homes faster and more cost effectively. The Region of Waterloo is in full support of that objective.

- **Aspects of Bill 23 will support housing supply and affordability.** Examples include requirements for ‘as of right’ additional residential units, a streamlined development approvals process, and the assignment of housing targets.

- **If Bill 23 is passed, there will no longer be a Regional Official Plan.** A strategic, integrated, ‘big-picture’ planning approach is critical to support our fast-growing urban and rural municipalities, including ensuring an adequate supply of land for housing. Mechanisms for coordination of policies for the protection of water supply, natural heritage, agricultural and cultural heritage resources, the integration of land use and transportation planning, and shared infrastructure would be required.

- **The strong and established working relationships between the Region, Area Municipalities and First Nations should continue to be leveraged.** These conversations and relationships are reconciliatory, and have enabled successful delivery of not only significant housing and land supply, but also protection of the Countryside Line, protection of the environment, and delivery of intensification and transit-oriented development via 15-minute neighbourhoods.

- **Collectively, there are efficiencies to be gained in the development approvals process.** Delegation of planning approvals at the request of the Area Municipalities is a way to streamline process, provided there is a transitional period to address capacity challenges, that consideration is given for the Region to provide this service to Area Municipalities without capacity, and that mechanisms are in place to allow meaningful participation from all municipal tiers so that we may continue to pool resources, exchange technical expertise, and address community-wide challenges and opportunities that cross area municipal boundaries.

- **The financial aspects of the proposed legislation may unintentionally increase the cost of home ownership for all – reducing housing affordability.** The proposed legislation reduces the amount of Development Charges, Parkland Dedication fees and Community Benefits Charges collected by municipalities to fund the growth-related capital cost of infrastructure and services needed for new housing to be built and to provide the essential services to its residents. Existing taxpayers and ratepayers will pay more of the cost of
growth-related infrastructure, and as such the total cost of housing will increase due to higher property taxes and user rates.

- **Bill 23 will impose new difficult decisions regarding infrastructure on municipalities.** Municipalities have limited revenue sources to fund both the operating costs and capital investments needed to deliver essential services. The reduction of development charges proposed in the legislation will force municipalities to delay the construction of infrastructure needed to service new housing, increase risk by taking on additional long-term debt, and consider service level reductions.

### 5. Background:

In December 2021 Ontario’s Minister of Municipal Affairs and Housing appointed a Housing Affordability Task Force (HATF) whose mandate was to recommend ways to accelerate progress in closing the housing supply gap to improve housing affordability. The HATF released a report in early February 2022 that included a series of 55 recommendations to increase future housing supply. Report PDL-CPL-22-05/COR-CFN-22-06 provided a summary and a preliminary assessment of the recommendations within the report, highlighting how the recommendations either aligned or caused concern with current Regional initiatives, policies and programs.

On October 25, 2022, the Province released proposed legislation under the More Homes Built Faster Act, 2022 (Bill 23). Bill 23 introduces legislative changes to the Planning Act, Development Charges Act, Heritage Act, and the Conservation Authorities Act to address the issue of the need for more homes. Bill 23 supports the ambitious goal recommended by the HAFT to build 1.5 million homes over the next 10 years. While some pieces of the legislation have the potential to advance this goal (e.g., generally supports the development of all forms of housing through gentle density), other pieces will have the opposite effect (e.g., freezing development charges), in addition to adding to the overall long-term costs of building and maintaining sustainable infrastructure.

This Act aims to make changes to the land use planning system to support building more homes faster based on the five following categories:

**A. Building more homes by,**
- Addressing Housing Through Provisions For Additional Residential Units;
- Building More Homes Near Transit; and,
- Assigning 2031 Housing Targets to high growth Area Municipalities.

**B. Reducing costs, fees, and taxes by,**
- Freezing and/or reducing development charges for new homes and
exempting fees;
• Reducing taxes on affordable housing; and,
• Capping Inclusionary Zoning and introducing rental replacement rules.

C. Streamlining development approvals by,
• Streamlining the process through eliminating planning responsibilities from regional municipalities;
• Improving the Ontario Land Tribunal; and,
• Exploring Heritage Planning Designations.

D. Helping homebuyers and renters by,
• Introducing a new attainable housing program;
• Addressing vacant homes; and,
• Protecting homebuyers through fines.

and,

E. Better planning through,
• Merging policy documents (Growth Plan and Provincial Policy Statement);
• Identifying more land for housing; and,
• Locating schools in urban growth areas.

This report will highlight the areas of support and also areas of concern with respect to addressing housing supply and affordability through the More Homes Built Faster Act, 2022 (Bill 23), based on these five categories.

A) Areas of Support and Further Considerations for Building More Homes

i) Addressing Housing through Provisions for Additional Residential Units

The Planning Act currently requires area municipalities to update their zoning by-laws to permit up to three dwelling units on a residential lot. This would include up to three units in the primary building, or up to two units in the primary building and one unit in an ancillary building such as a detached building. These types of units are commonly referred to as second units, accessory dwellings, laneway housing or garden suites.

Bill 23 proposes to enhance these planning permissions by requiring municipalities to allow such units “as-of-right” (without the need to apply for a rezoning). Staff supports this proposal to help accelerate the creation of new affordable housing in existing neighbourhoods close to services and other amenities.

As a further policy enhancement, staff recommend that the Province revise Bill 23 to also permit “missing middle” housing “as-of-right” on a residential lot consistent with the Amendment No. 6 to the Regional Official Plan (ROP), which was adopted by Council on August 18, 2022.
ii) More Homes Near Transit

Bill 23 will require area municipalities to update their zoning by-laws within one year to provide for “as of right” minimum density targets within 800m of Major Transit Station Areas (MTSAs). In Waterloo Region, there are 24 MTSAs, most with a minimum density target of 160 people and jobs/hectare (pj/ha); the Region has submitted a request to the Province for lower alternative density targets for three MTSAs (Laurier-Waterloo, Block Line, and Delta), as they will not be able to meet 160 pj/ha.

There is support for this direction. Transit-oriented development has been supported and realized in Waterloo Region and the proposed change in Bill 23 highlights this direction. Since the approval of ION LRT, the Region has seen private sector investment of approximately $3.8 billion in the Central Transit Corridor, largely in MTSAs. As the Province states, it is logical to put more housing near transit so that people can more easily live, work, and play.

iii) Housing Targets

Bill 23 proposes to assign housing targets based on population size and growth and are directing area municipalities to accelerate growth to meet the 1.5 million home goal through pledges, which means outlining a concise set of actions and process improvements to address the increasing need for housing. In Waterloo Region, the Province indicates that 70,000 housing units are required by 2031, and this is broken down as follows:

- City of Cambridge – 19,000 additional housing units
- City of Kitchener – 35,000 additional housing units
- City of Waterloo – 16,000 additional housing units

The cities of Cambridge, Kitchener and Waterloo (Cities) currently have an ability to accommodate 125,000 housing units, which is a significantly higher number of units presented through the Housing Targets in Bill 23. Development activity within the Cities typically occurs in two locations - greenfield lands and the existing Built Up-Area. Greenfield land development typically represents 40% of the development within the Cities, which occurs through plans of subdivision. This means that of the 70,000 units the Province has identified for the Cities, approximately 28,000 units will occur through plans of subdivision, either through plans under review, plans that have been approved, or through lots that have been created but not yet built. Within the Cities, there are approximately 13,000 units in plans of subdivision that have been approved, and approximately 6,000 units through lots that have been created but not yet built. Of the 28,000 units, this results in a total of 19,000 units that are planned and ready for housing.

In addition, of those 6,000 units in the Cities that have been created, but not yet built,
approximately half have been registered for more than three years, which suggests that there are other tools or levers that need to be explored in order to get these units built.

Although the region has an abundant supply of land, serviced and approved for new residential development, the housing market has been unable to respond to the current housing demand crisis. Significant capacity currently exists for housing in the region’s existing Built-Up Area (downtowns and in MTSAs) and on greenfield lands. A discussion is needed with the development industry on why the land is not being built upon – this is crucial to advancing the Province’s goal of building more homes faster.

**B) Areas of Significant Concern Regarding Reducing Costs, Fees, and Taxes**

i) Freeze, Reduce, and Exempt Fees

Through Bill 23, the Province is proposing to amend the Development Charges Act in a way that will reduce costs eligible for Development Charge (DC) recovery, reduce the number of services eligible for DC recovery, and exempt or discount the DCs paid for certain development. Virtually all of the proposed changes result in less revenue collected by area municipalities to fund the costs of essential infrastructure. This includes:

- Exempting more growth from the payment of DCs;
- Mandatory discounts and phase-ins;
- Studies and certain land acquisition would be ineligible for DC recovery;
- Housing will no longer be an eligible service;
- Capping the interest rate on frozen DCs;
- Increasing the historical service standard from 10 to 15 years (thereby creating a lower service standard); and,
- Arbitrary spending allocations that may not align with municipal capital investments.

If approved, this Bill will result in:

- Reduced DC, PD and CBC revenue collected and therefore less municipal capacity to fund the cost of growth-related infrastructure
- A transfer of costs from new development onto existing taxpayers and ratepayers
- Delays in infrastructure projects needed to allow new housing to be built
- Deferred or cancelled infrastructure projects to expand the services needed by new residents
- More long term debt and risk for municipalities
- More pressure on municipal budgets and provincially mandated municipal asset management plans at a time of very high inflation and rising costs of borrowing.
Municipalities are responsible for the infrastructure needed to allow new housing to be built (water supply, wastewater treatment and roads) and the essential services used by its residents (public transit, parks and community centres, arenas, libraries, and emergency services such as police, fire and ambulance). The proposed changes to development charges, parkland fees and community benefits charges will limit the ability of municipalities to fund the capital costs of such infrastructure and services, and will increase the total cost of home ownership through increased property taxes and user rates. There is no demonstrable evidence that a reduction in development charges, community benefit charges, or parkland dedication rates will translate into lower housing prices. For Regional services specifically, the proposed changes to development charges will limit the Region’s ability to fund water supply, wastewater treatment, roads, public transit, libraries, police and paramedic services.

Municipalities have limited revenue sources to fund capital investments needed to deliver essential services, and this legislation proposes to reduce municipalities’ ability to fund necessary capital investments to allow new housing to be built. The inevitable result of the financial components of the proposed legislation is that existing taxpayers and ratepayers will need to pay more to allow growth to happen and the emplacement of infrastructure required to support housing development will be delayed. Actions such as making more costs ineligible for development charge recovery, discounting and phasing-in development charge rates across all forms of development (including non-residential construction) and exempting certain forms of development from the payment of development charges and community benefits charges all result in reduced revenue for municipalities.

In the absence of the Province developing mechanisms to offset the lost funding to keep municipalities whole from an infrastructure funding perspective, municipalities will be forced to make choices between maintaining existing assets or building new infrastructure with limited tax levy/user rate sources. This will ultimately lead to the deferral of growth-related infrastructure projects, which contradicts the Province’s goal to build more homes faster. Discussions are underway through various provincial associations on solutions for the Province to consider to offset the funding gap.

Fee Exemptions for Affordable Housing

Bill 23 proposes to exempt affordable units from paying DCs along with paying Parkland Dedication fees and Community Benefits Charges. This would include:

- Affordable housing units in a development subject to Inclusionary Zoning (IZ);
- Affordable housing units in a development not subject to IZ; and,
- Affordable housing units developed by a not-for-profit regardless of location.

Exempting affordable units from DCs will assist with the financial viability of the affordable units. However, it may impact the ability of the municipality to cover the cost
of growth-related infrastructure. It shifts this burden to the existing tax/rate payers. The decision to subsidize affordable housing from existing tax/rate payers should be a local decision.

Similarly, exempting affordable units from Parkland Dedication and Community Benefits Charges will assist with the financial viability of the affordable units. However, it may affect the ability of area municipalities to deliver parkland and other community benefits.

Staff recommend that income eligibility be considered with respect to households who can access the newly created affordable housing units with appropriate administrative oversight to ensure that those that require the units are the ones that are provided access to them.

**ii) Reduce Taxes on Affordable Housing**

While the Province has signalled that they will explore potential refinements to the property tax assessment methodologies for affordable housing and approaches to reduce the current property tax burden on multi-residential apartment buildings, these items have not been included in the proposed legislation. If property tax reductions are considered in the future, this could provide an incentive for affordable housing units but would have implications for tax revenue.

**iii) Inclusionary Zoning and Rental Replacement Rules**

Bill 23 proposes the following changes to regulations that relate to Inclusionary Zoning (IZ) (O.Reg 232/18):

- Limit the requirement for affordable housing to a maximum of 5% of the proportion of units or floor area of a building. Currently, there is no cap on the proposed units and the % or proportion of units was to be identified through the financial analysis required by the Regulation;
- Limit the affordable term to 25 years. Currently, there is no cap on the duration of affordability; and,
- Limit the depth of affordability for both IZ rental and ownership units at 80% of Average Market Rent (AMR) or Average Purchase Price (APP). Currently, affordability is defined as the lower of the market rate (Average Market Rent or 10% of APP) or the income measure (30 percent of gross annual household income for low and moderate income households).

There is a benefit to providing more certainty to developers about the parameters of IZ. However, establishing an upper limit of a 5% of units to be affordable may limit the ability to create more affordable housing units in stronger market areas that could absorb a greater percentage of affordable units. Within Major Transit Station Areas, establishing a 5% cap on affordable housing would work against the overall target of a
minimum of 30 percent of new ownership and rental housing being affordable to low and moderate income households and would also work against Regional Council’s equity objectives by decreasing the number of lower income households living in housing close to rapid transit services.

The proposed length of time (25 years) that units are required to be affordable is supported for affordable units provided through IZ. If further incentives are mandated, this affordable term should be extended. Staff would also support the depth of affordability (80% AMR) proposed for the IZ units as a minimum, but note that this percentage should be reviewed periodically to take into consideration factors such as changing household incomes.

Bill 23 is also proposing to give the Minister of Municipal Affairs and Housing the authority to impose limits and conditions on the powers of an area municipality to prohibit and regulate the demolition and conversion of residential rental properties. This could lead to the loss of existing rental stock either through conversion or demolition without replacement.

Maintaining the stock of rental housing is an important part of having sufficient housing. Consideration needs to be given to having area municipalities continuing to have the tools necessary to determine if a demolition or conversion of a current rental property is in the best interests of maintaining the housing supply.

C) Areas of Support and Further Considerations Regarding Streamlining Development Approvals

i) Streamlining Process

There is full support for taking action to address the housing supply crisis – collectively the Region and Area Municipalities have had a uniquely successful history supporting the Province’s direction with respect to growth, intensification, and, housing supply and housing affordability. Similar to comments provided above, many of the proposed changes in Bill 23, as presented, will not easily advance the objective of building more homes faster. The points contained in the sections below are offered for consideration, related to the following:

- Clarifying roles and responsibilities;
- Delegation of approval for subdivisions and condominiums;
- Delegation of approval for Local Official Plan Amendments (OPAs);
- Changes to the Ontario Land Tribunal (OLT) by Limiting Third Party Appeals for Official Plan Amendments (OPAs) and Zoning By-law Amendments (ZBAs); and,
- Transition, Capacity and Resourcing.
Clarifying Roles and Responsibilities

Bill 23 proposes significant changes to the roles and responsibilities of upper-tier municipalities in the development approvals process, specifically with respect to approval authority responsibilities and rights of appeal.

Streamlining development application approval, specifically those that clarify roles and responsibilities and reduce duplication in processes that may exist in a two-tier environment is beneficial. There is strong community support for good planning across the rural and urban areas.

Consideration needs to be given to ensure that an appropriate transition period is provided to ensure any disruption or delays are minimized with the proposed changes to approval authorities. This includes considerations related to file transfer and staggering this process, the optimal way to address ongoing files and sufficient resources at the local level to support any new functions and responsibilities.

Collectively, there are efficiencies to be gained in the development approval process. Delegation of planning approvals at the request of the Area Municipalities is a way to streamline process, provided there is a transitional period to address capacity challenges, that consideration is given for the Region to provide this service to Area Municipalities without capacity, and that mechanisms are in place to allow meaningful participation from all municipal tiers so that we may continue to pool resources, exchange technical expertise, and address community-wide challenges and opportunities that cross area municipal boundaries.

Streamlining the Site Plan approvals process is a beneficial step. However, consideration needs to be given as to how the proposed changes may impact the ability of area municipalities to use tools such as Green Development Standards, which are critical to meeting environment and climate change goals in local contexts.

Delegation of Approval for Subdivisions and Condominiums

Bill 23 proposes a mandatory delegation of approval authority responsibilities for subdivisions and condominiums from upper-tier municipalities to area municipalities, regardless of capacity of the area municipality.

The Region has had the ability to download this responsibility under the Planning Act for many years. To date, only the City of Kitchener has actively pursued this responsibility. Delegation of approval for subdivisions and condominiums should be at the request of the area municipality and take into account the willingness of the municipality and the availability of resources rather than a mandatory delegation. Mandatory delegation without the proper support in place could result in further delays and inefficiencies in process.

The Province should require upper-tier municipalities to delegate upon request rather
than the mandatory delegation to area municipalities. Ultimately, the delegation of approval authority needs to account for readiness and any resource or capacity constraints at the lower-tier level and include a transition plan for in process applications. If adequate transition is not provided, there is a high likelihood of disruption and delay to the supply of housing and could result in slowing down the processing of development applications until capacity is addressed.

**Delegation of Approval for Local Official Plan Amendments (OPAs)**

Bill 23 proposes to remove approval authority responsibilities for lower-tier Official Plans (OPs) and Official Plan Amendments from upper-tier municipalities.

Delegation of approval authority for local Official Plan Amendments (OPAs) for site specific applications could streamline the process for housing approval. However, for Official Plans or OPAs with growth-related components there is a benefit from the coordinated and integrated approach to growth afforded by a Regional review as the current approval authority. Further clarity is required on whether as drafted, new OPs and OPAs would be exempt from Provincial approval.

There is question around whether there is Provincial capacity to act as the approval authority for these applications, which could result in delayed approvals.

**ii) Changes to the Ontario Land Tribunal (OLT) - Limiting Appeals for Official Plan Amendments (OPAs) and Zoning By-law Amendments (ZBAs)**

Bill 23 proposes to remove third party appeal rights for planning decisions on Official Plan Amendments and Zoning By-law Amendments, meaning that members of the public would no longer be able to appeal a Council's decision on these types of applications.

Limiting third party appeals for OPAs and Zoning By-law amendments has the potential to speed up the delivery of housing and mitigating appeals based on “NIMBY” sentiments. Maintaining public meetings for these applications will be of utmost importance given this proposed change to ensure public participation remains a foundational element of responsible land use planning.

Consideration should be given to how this may impact the political nature of land use planning decisions. Consideration should be given to adding additional resources to the OLT to prioritize and/or triage appeals rather than a full removal of appeal rights.

Bill 23 also proposes to remove appeal rights from ‘upper-tier municipalities without planning responsibilities’ for all categories of planning decisions, including new Official Plans, OPAs, Zoning By-laws amendments, consents, minor variances and plans of subdivisions.

In many cases, upper-tier municipalities, such as the Region of Waterloo, provide
services that are essential to growth including water and wastewater servicing, transit and roads. In addition to this, the Region of Waterloo reviews development applications to ensure aspects of public health and safety are addressed, including achieving land use compatibility, source water protection and the clean-up of contaminated sites.

The legislation as currently proposed would limit the Region’s participation in the development application approvals process to a commenting agency with no appeal rights (including the right to be added to a party at a hearing). The change to the appeal rights differentiates the Region from other public bodies or specified persons in the draft legislation. Given the essential nature of the services the Region provides to support growth and the need to adequately address items of public health and safety, it is critical that ‘upper-tier municipalities without planning responsibilities’ continue to be afforded the right of appeal. For example, the Region has a strong interest in coordinated greenfield development and protecting the region’s groundwater supply; being excluded from the review and commenting process, and the elimination of appeal rights that are directly related to a Regional interest, would have a significant impact on critical services and infrastructure that the Region provides.

Consideration needs to be given to changes to the proposed legislation that would ensure appeal rights are afforded to upper-tier municipalities directly related to the Region’s corporate interests or public health and safety.

**Transition, Capacity and Resourcing**

Bill 23 proposes to limit the roles of upper-tier municipalities, including the Region, in the development application approvals process.

Given the role that the Region plays in delivering services essential to growth such as water, wastewater, roads and transit, it is imperative that upper-tier municipalities, such as the Region of Waterloo, continue to be given notice of application and the ability to provide comments and recommend conditions of approval.

It is unclear, based on the proposed changes, whether ‘upper-tier municipalities without planning responsibilities’ would continue to have the ability to enter into agreements and require land dedications, which are essential functions to ensuring the Region’s corporate interests are reflected in the development approvals process. Without this ability, there could be a shift to additional burden on the taxpayer for items previously covered through the development review process.

The Region has an existing Memorandum of Understanding through which the Region reviews development applications on behalf of the Province with respect to areas of Provincial interest. Based on the proposed changes, it is unclear whether this responsibility would remain with the Region or whether further uploading or downloading of this function would occur. The Region can and should continue to exercise the delegated planning responsibilities from the Province outlined in the
Region / Province Memorandum of Understanding. Any uploading or downloading of these responsibilities will require additional staff support to implement these public interest matters.

The Province needs to consider refinements to the proposed legislation to ensure proper authority exists for upper-tier municipalities to continue to comment on development applications, enter into agreements, require land dedications and implement existing Memorandums of Understanding to ensure that there are no undue delays or disruptions to the development application approvals process.

**Summary Comments on Streamlining Development Approvals**

There are inherent issues with the terminology used in the draft legislation with respect to ‘upper-tier municipalities without planning responsibilities.’ Given the services provided by upper-tier municipalities, including roads, water and wastewater, and the necessity of an integrated approach to growth, upper-tier municipalities inherently have planning responsibilities. The terminology should more adequately reflect the proposed legislated changes, such as upper-tier municipality with limited, or focused, planning responsibilities.

**iii) Heritage Planning**

Bill 23 proposes changes with respect to heritage conservation in an effort to remove perceived impediments to building more homes faster. The proposed changes include:

- Limiting heritage designations to properties already included on a Municipal Heritage Register;
- Requiring the removal of currently listed properties on a Municipal Heritage Register, if designation is not pursued within 2 years of the Act coming into effect;
- Exempting Provincially-owned and other publicly owned heritage properties from compliance with Provincial heritage standards and guidelines, if the Province is of the opinion that such exemption could advance one or more Provincial priorities;
- Permitting the development of ancillary residential units on properties of cultural heritage significance, with no restriction on the form, size or location of the units;
- Exempting developments of 10 units or less from Site Plan Control, consequently exempting those same developments from undertaking required Archaeological Assessments or other cultural heritage related studies; and
• Removing the ability to enforce exterior design standards through Site Plan Control for developments on or adjacent to heritage properties, within Heritage Conservation Districts or Cultural Heritage Landscapes.

These proposed changes, in addition to several amendments to the Ontario Heritage Act as part of Bill 108, will impede the ability to conserve significant cultural heritage resources in favour of housing development; in particular, exempting the need for Archaeological Assessments would be at odds with commitments made to First Nations as part of Reconciliation.

Consideration should be given to providing additional resources to area municipalities in the short to medium term to bring heritage planning processes into conformity with the proposed changes. Consideration should also be given to an alternative approach to exempting developments of 10 units or less from Site Plan Control such as scoped or limited review to ensure that cultural heritage conservation is adequately addressed through the review process.

D) Areas of Support and Concern for Helping Homebuyers and Renters

i) New Attainable Housing Program

Bill 23, in addition to exempting affordable housing units from DCs, parkland dedication fees, and community benefits charges, is also proposing to exempt “attainable” ownership housing as part of a new attainable housing program.

At this time, there is no proposed definition of “attainable housing”. The proposed legislation indicates that it only needs to remain attainable for the first sale. The Province has indicated that the sale of “attainable” housing shall be at ‘arms length’.

While there is a need to facilitate “attainable” ownership housing in our market, the concern is that the proposed legislation could make it more favourable for developers to invest in attainable home ownership projects rather than affordable rental projects given both types of projects have the same Development Charge and Parkland exemptions. Staff recommend that there be a definition for attainable which ensures that developers will receive the greater level of incentives for units that are more affordable.

There is also a risk that investors could purchase the “attainable” units and then resell them for profit given lack of criteria regarding resales. Staff recommend the duration be extended from first purchase to a maximum of 25 years. This is in line with the proposed duration put forward in areas subject to IZ.

In addition, while providing incentives (such as exempting fees) will help facilitate the development of attainable housing units in the ownership market, there are no Provincial mechanisms to offset the lost funding for infrastructure. The funding of this infrastructure will likely fall on the existing taxpayers (rather than increasing other
development charge rates). These incentives are a primary mechanism to promote attainable housing however there is significant financial uncertainty on how to fund this incentive exemption.

Income eligibility needs to be considered with respect to households who can access the newly created attainable units with appropriate administrative oversight to ensure that those that require the units are the ones that are provided access to them.

ii) Address Vacant Homes

The Province currently permits a municipality to impose a tax on vacant residential units to potentially return supply to market for use as housing and create housing supply more quickly than simply building new units. A Vacant Home Tax (VHT) can also generate a stream of revenue to offset implementation and administrative costs and to fund future affordable housing initiatives.

Starting last fall, Regional staff undertook exploratory work with respect to the option of a VHT in the Region of Waterloo. Based on the available information to date, staff have concluded that there is currently not a significant number of vacant residential units in the Region. As such, there appears to be no strong policy rationale to consider implementation of a VHT at this time.

iii) Protect Homebuyers

The legislation includes measures that would protect a future homebuyer from unethical actions taken by a developer.

E) Areas of Support and Significant Concerns Regarding Better Planning

i) Planning Policy Review

Bill 23 proposes to integrate the Provincial Policy Statement (PPS) and the Growth Plan for the Greater Golden Horseshoe (Growth Plan) into a new province-wide planning policy document to remove or streamline policies that result in duplication, delays or burden in the development of housing. The intent is to enable area municipalities to accelerate the development of housing and increase housing supply (including rural housing), through a more streamlined, province-wide land use planning policy framework.

The PPS and the Growth Plan currently provide a solid, clear and effective policy framework. Although consideration to the level of detail/direction provided could be made, one document that would apply province-wide may not provide sufficient direction on coordinated, fiscally sustainable growth and the appropriate protection of resources. In addition, it would may not recognize the differences between different geographies across Ontario. Under the Planning Act, municipal planning decisions must be “consistent” with the PPS and must “conform” with the Growth Plan. This policy
language provides decision makers sufficient flexibility to address policy overlaps and resolve conflicting policy interests, while ensuring provincial interests are protected across the Greater Golden Horseshoe.

While there may be room for additional policy refinements there is a question as to how merging the two documents would accelerate the development of housing and increase housing supply, through a more streamlined, province-wide land use planning policy framework. Merging the two documents would also result in more strain on area municipalities to address broad planning interests currently undertaken at the Regional level, in addition to the detailed planning matters currently the focus of area municipal planning (e.g., zoning, site planning, community plans, parks and recreation, and other matters of local interest).

In the absence of regional planning through a mechanism that mimics a Regional Official Plan or a role in development application review and approvals, there could also be an impact to consistency in planning across the seven area municipalities. There is a value in creating some new form of systems-level planning across our community.

Taken together, the PPS and the Growth Plan currently provide clear direction on what can be done and removes uncertainty so that those involved in municipal plan-making and those involved in making development applications know what would be acceptable under the provincial policy.

ii) Identify More Land for Housing

Bill 23 proposes to 1) prohibit conservation authorities (CAs) from commenting on conservation and environmental matters beyond flooding and erosion, 2) exempt development authorised under the Planning Act from requiring a permit under the Conservation Authorities Act, and 3) identify conservation authority-owned lands suitable for housing.

There is concern with the proposed changes because of the significant and irreversible cost to environmental areas. CAs should continue to have regard for impacts to natural heritage systems, habitat for sensitive species, and ecosystem service provision when evaluating permit applications. Healthy, well-connected ecosystems serve as valuable green infrastructure that provides essential services to residents (e.g. wetlands for stormwater retention, urban forests for thermal regulation). Such services can be difficult and expensive to replicate with traditional built infrastructure.

Furthermore, the ecological function of the natural systems in our communities is largely determined by habitat connectivity, matrix influences, and landscape-level factors that extend beyond municipal boundaries. CAs are uniquely positioned to monitor and evaluate ecological function given their watershed-scale perspective that spans such boundaries and considers both site and landscape level impacts of land use change and climate change. Thus, the Province should consider maintaining the existing
permitting function provided by CAs in order to ensure that development proceeds in a sustainable manner that minimizes damage to local ecosystems, thereby supporting livable and resilient communities.

There is also concern when identifying CA-owned lands as suitable for housing, as this proposed change could lead to a loss of critical habitat for species, fragmentation of natural heritage systems, and decline in ecosystem service provision where these lands have a clear ecological or hazard-mitigation purpose. As our communities grow, the demand for parkland and connected natural spaces will grow as well. Housing development in such areas could undermine our shared goals for health and wellbeing.

Bill 23 is also seeking feedback on revisions to the Ontario Wetland Evaluation System and developing an offset policy both of which could result in reduced protections for natural heritage resources in favour of housing development.

iii) Schools in Urban Growth Areas

The legislation proposes how to best incorporate schools into high-density communities which aligns to the importance of creating more amenity-rich 15-Minute Neighbourhoods.

6. Area Municipality Communication:

Communication and collaboration with Area Municipal staff has begun and will continue. Staff at the Regional and Area Municipal level engaged in preliminary discussions into Key Messages and the implications of Bill 23 on our planning system, financial systems, housing supply, and collective community-building efforts. On-going dialogue and collaboration will be critical in further understanding the impacts of Bill 23 and any necessary steps from an implementation process if it proceeds as proposed.

7. Legal Implications:

The aim of Bill 23 is to accelerate development and create housing. The following are three areas of significant legal implications for the Region of Waterloo:

1. The Region Becomes a Commenting Agency

As part the proposed changes,

- there will no longer be Regional Official Plans (for the seven Regions and County of Simcoe);
- the current Regional Official Plans will be deemed to be plans of the lower-tier municipalities;
- Regions and the County of Simcoe will no longer have approval authority over any land use planning instruments (including official plans/official plan
amendments and plans of subdivision, and
- there will be no ability for a Region to appeal or request party status before the Ontario Land Tribunal hearings in respect of any land use planning decisions.

As a result of the changes, there will be limited Regional control over future land development on a Region-wide basis, there will be a loss of Regional coordination of Region-wide issues, and a disconnect between new residential development and the provision of Regional services for those developments.

2. Increased Burden on Tax Base

There are various proposed exemptions from the payment of development charges (including the development charge phase-in), community benefit charges and parkland dedication. This means that the increased cost of providing municipal as well as Regional services (including to service the new residential developments) will result in an increased use of general revenues or reduction in the provision of service.

3. Access Limited to Ontario Land Tribunal (OLT)

As a result of the proposed changes under Bill 23, members of the public, ratepayer groups, the Regions and the Conservation Authorities (who are also now a commenting agency) no longer have the ability to appeal matters and seek party status for matters at the OLT. This means that the only recourse would be to seek redress by making an application to court asking the court to judicially review any land use planning decisions or quash the by-law permitting the use. Any application to court is a much more formal, costly, complex and time-consuming process.

8. Financial Implications:

The proposed changes to development charges, parkland dedication fees and community benefits charges will limit the ability of municipalities to fund the capital costs of such infrastructure and services. The total cost of home ownership will be higher as a result of further property tax and user rate increases.

The proposed legislation will have a material impact on municipalities’ ability to fund the infrastructure required to support the targeted growth in housing supply. Ultimately the total cost of home ownership will increase as, in the absence of federal/provincial funding to offset the impacts, the funding of growth-related infrastructure shifts from new development to existing tax and rate payers.

There is no demonstrable evidence that a reduction in development charges, community benefit charges or parkland dedication rates will translate into lower housing prices, as these prices are driven by market forces. The direct financial impact to the Region is difficult to estimate at this time given the nature of the proposed legislative changes and timing.
9. **Conclusion / Next Steps:**

The Region of Waterloo is in full support of the Province’s objective to build more homes faster and more cost effectively. The More Homes Built Faster Act, 2022 (Bill 23) provides some sound actions to advance building 1.5 million homes over the next 10 years. However, Bill 23 also proposes many changes that will severely limit the ability to accelerate housing supply and affordability.

A strategic, integrated, ‘big-picture’ planning approach is critical to support our fast-growing urban and rural municipalities, including ensuring an adequate supply of land for housing. Measures could be taken that would address unintended consequences of the proposed legislation and ensure the ability of the Region and Area Municipalities to collaboratively and efficiently plan for an integrated approach to growth and protection of resources to support all residents across Waterloo Region.

**Prepared By:** Cushla Matthews, Senior Planner

Brenna MacKinnon, Manager, Development Planning

Shane Fedy, Manager, Infrastructure Financing

**Reviewed By:** Danielle De Fields, Director, Community Planning

**Approved By:** Rod Regier, Commissioner, Planning, Development, and Legislative Services

Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
November 16, 2022

The Honourable Doug Ford, M.P.P
Premier of Ontario
Office of the Premier
Legislative Building
Queen's Park
Toronto ON M7A 1A1

RE: Resolution from the City of Waterloo passed November 14, 2022, re: Bill 23

Dear Premier Ford,

Please be advised that the Council of the Corporation of the City of Waterloo at its Council meeting held on Monday, November 14th, 2022 resolved as follows:

WHEREAS the Province of Ontario’s Bill 23 – “More Homes Built Faster” Act recently passed Second Reading and is now open for comment; and

WHEREAS Bill 23 is a significant piece of legislation that would, if passed, be highly consequential to land use planning at both the City and Regional level, significantly altering municipal responsibilities, restricting appeals, decreasing review timelines and eliminating public consultation for plans of subdivision; and

WHEREAS Bill 23 would have highly consequential financial implications to the City of Waterloo with respect to funding infrastructure and growth, as well as creating staffing pressures related to shifting Regional planning responsibilities, leading to an increased tax burden on ratepayers in the City; and

WHEREAS Bill 23 has far reaching impacts related to environmental protections, ranging from challenges in meeting Regional planning objectives such as the Countryside Line, to limiting of the City’s ability to implement Green Development Standards, to restrictions of Conservation Authorities and reduced protections for wetlands; and

WHEREAS the City of Waterloo acknowledges the affordable housing crisis and is in the process of creating the City’s first ever Affordable Housing Strategy; and
WHEREAS City of Waterloo staff are preparing comments on Bill 23 that will be submitted to the Province prior to the November 24th deadline, however the timing of introduction of Bill 23 does not permit ample opportunity for newly elected City of Waterloo Council to appropriately assess the significant changes proposed and provide their commentary, given their inaugural meeting is November 21st and their first regular meeting is December 5th; and

WHEREAS the Ontario Big City Mayors have requested that the Government of Ontario extend the comment period on Bill 23, to allow for full municipal participation, in recognition of twelve newly-elected Mayors in Ontario, including in the City of Waterloo;

THEREFORE BE IT RESOLVED that the City of Waterloo requests the Government of Ontario to defer clause-by-clause review of Bill 23 at committee stage until such time as further evaluation and analysis by the incoming City of Waterloo Council has occurred; and

BE IT FINALLY RESOLVED that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, to local and area MPP’s, the Association of Municipalities of Ontario, the Ontario Big City Mayors, and to the Region of Waterloo and local area municipalities.

If you have any questions or require additional information, please contact me.

Sincerely,

Julie Scott
City Clerk, City of Waterloo
CC (by email):

Hon. Steve Clark, Minister of Municipal Affairs and Housing
Catherine Fife, M.P.P (Waterloo)
Laura Mae Lindo, M.P.P (Kitchener Centre)
Brian Riddell, M.P.P (Cambridge)
Jess Dixon, M.P.P (Kitchener-South Hespeler)
Mike Harris, M.P.P (Kitchener-Conestoga)
Association of Municipalities of Ontario (AMO)
Ontario Big City Mayors

William Short, Regional Clerk, Regional Municipality of Waterloo
Danielle Manton, Clerk, City of Cambridge
Amanda Fusco, Clerk, City of Kitchener
Ashley Sage, Clerk, Township of North Dumfries
Grace Kosch, Clerk, Township of Wellesley
Arthur Flach, Clerk, Township of Wilmot
Jeff Smith, Clerk, Township of Woolwich
November 15, 2022

Please be advised that during the regular Council meeting of November 8, 2022 the following motion regarding a response to the *More Homes Built Faster Act* (Bill 23) was carried:

**RESOLUTION NO. 2022-448**

**DATE:** November 8, 2022

**MOVED BY:** Councillor Hirsch

**SECONDED BY:** Councillor MacNaughton

**WHEREAS;** there has been an exceptionally small timeframe to comment on the *More Homes Built Faster Act* (Bill 23);

**WHEREAS;** the bulk of the changes contemplated in Bill 23 will be enacted by regulation;

**WHEREAS;** those regulations have been published on the government of Ontario website for comment by November 24, 2022;

**AND WHEREAS;** the following elements of Bill 23 and its proposed regulations are not in the best interest of The County:

- provision regarding inclusionary zoning for affordable housing has a proposed limit of only 5% of units in a subdivision of 10 or more units which should be increased to 15% to be effective.
- provisions regarding the *Heritage Act* which would have the effect of forcing municipalities to quickly make designation decisions on all properties currently on the heritage register.
- provisions relating to the *Conservation Authorities Act* which would have the effect of removing the Conservation Authority from providing effective and necessary comments on planning applications.
- provisions relating to the Conservation Authorities Act which would allow development in certain wetlands on an offset basis.
- proposed changes to municipal development charged, parkland, dedication levies, and community benefits charges that may contradict the goal of building more housing in the long-term.
THEREFORE, BE IT RESOLVED THAT; the Council of the Corporation of the County of Prince Edward advise the Provincial government that it does not support certain aspects of the More Homes Built Faster Act (Bill 23);

THAT; the Council of the Corporation of the County of Prince Edward direct the Mayor to submit objections with respect to the provisions listed above through the formal comment process within the timeframes for comment;

THAT; the Council of the Corporation of the County of Prince Edward advise the provincial government that it supports the submission made by Conservation Authorities in Ontario; and,

THAT; this resolution be shared with all 444 municipalities, FCM, AMCTO, AMO and Quinte Conservation.

CARRIED

Yours truly,

Catalina Blumenberg, CLERK
September 26, 2022

Ministry of Agriculture, Food and Rural Affairs
1 Stone Road West
Guelph, ON N1G 2Y1

Re: Support for the Municipality of Tweed’s Resolution #22-18-22 regarding Ontario wildlife Damage Compensation Program Administrative Fee’s

At the Corporation of the Municipality of Powassan’s regular meeting of Council on September 20, 2022, resolution #2022-300 was considered and adopted, as follows:

“That the correspondence regarding Ontario Wildlife Damage Compensation Program, be received,

AND

WHEREAS the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) administers the Ontario Wildlife Damage Compensation Program to provide compensation to farm producers for livestock killed by wildlife;

AND WHEREAS Ontario Municipalities administer the Program on behalf of OMAFRA by appointing Livestock Investigators and staff to work on wildlife damage claims;

AND WHEREAS the costs associated with wildlife damage claims exceed the administration fee of $50.00 per claim as provided to the Municipality by OMAFRA;

NEW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Powassan request the Ministry of Agriculture, Food and Rural Affairs review the administration fee provided to Municipalities for the administration of the Ontario Wildlife Compensation Program;

AND FURTHER THAT this resolution be circulated to the Association of Municipalities of Ontario and all Ontario Municipalities for their consideration and support”.

CARRIED

Copies of the letters that were sent, bringing this to Council’s attention, are included. We support the Municipality of Tweed’s request that the Ministry consider increasing the administration fee on wildlife claims to help offset the costs associated with Livestock Investigation.

Sincerely,

Allison Quinn
Deputy Clerk

Cc: Association of Municipalities of Ontario (AMO) and Ontario Municipalities
September 23, 2022

Association of Municipalities of Ontario (AMO)
200 University Avenue, Suite 801
Toronto, ON M5H 3C6
resolutions@amo.on.ca

Re: Support of Resolution – OMAFRA Ontario Wildlife Damage Compensation Program Administrative Fee

At the Township of Alnwick/Haldimand’s Regular Council Meeting held on September 15, 2022, Council received the resolution sent by Tay Valley Township regarding a request to the Ministry of Agriculture, Food and Rural Affairs to review the administrative fee provided to municipalities for the administration of the Ontario Wildlife Damage Compensation Program. Council of the Township of Alnwick/ Haldimand supported and passed the following resolution:

R-336-2022

Moved by Deputy Mayor Sherry Gibson, seconded by Councillor Jim Hogg;

"Be it resolved that the correspondence from Tay Valley Township dated August 31, 2022, RE: Support of Resolution - OMAFRA Ontario Wildlife Damage Compensation Program Administrative Fee, be received; and

Further that Council of the Township of Alnwick/Haldimand supports the resolution from Tay Valley Township to request the Ministry of Agriculture, Food and Rural Affairs to review the administrative fee provided to the Municipalities for the administration of the Ontario Wildlife Damage Compensation Program; and

Further that this resolution be circulated to the Association of Municipalities of Ontario (AMO) and all Ontario Municipalities for their consideration and support.

CARRIED
A copy of the above noted resolution from Tay Valley Township is attached for your reference.

Sincerely yours,

Yolanda Melburn, Deputy Clerk
Township of Alnwick/Haldimand
905-349-2822 ext. 32
ymelburn@ahtwp.ca

cc: Ontario Ministry of Agriculture, Food and Rural Affairs (minister.omafra@ontario.ca)
All Ontario Municipalities, MPP David Piccini (david.piccinico@pc.ola.org)
September 2, 2022

Ministry of Agriculture, Food and Rural Affairs
1 Stone Road West
Guelph, ON N1G 2Y1

Re: Ontario Wildlife Damage Compensation Program

Dear Minister,

Please be advised that at the August 23rd meeting, the Council of the Corporation of the Township of Ashfield-Colborne-Wawanosh considered and adopted the following resolution.

Moved by Roger Watt
Seconded by Jennifer Miltenburg

WHEREAS the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) administers the Ontario Wildlife Damage Compensation Program to provide compensation to farm producers for livestock killed by wildlife;

AND WHEREAS Ontario Municipalities administer the Program on behalf of OMAFRA by appointing Livestock Investigators and staff to work on wildlife damage claims;

AND WHEREAS the costs associated with wildlife damage claims exceed the administration fee of $50.00 per claim as provided to the Municipality by OMAFRA;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Ashfield-Colborne-Wawanosh request the Ministry of Agriculture, Food and Rural Affairs review the administration fee provided to Municipalities for the administration of the Ontario Wildlife Compensation Program;

AND FURTHER THAT this resolution be circulated to the Association of Municipalities of Ontario and all Ontario Municipalities for their consideration and support.

Carried

I also enclose the letter and resolution that brought the issue to Council’s agenda. If you require any clarification or further information, please do not hesitate to contact me.

Sincerely,

Florence Witherspoon
Municipal Clerk
July 4, 2022

Ministry of Agriculture, Food and Rural Affairs
1 Stone Road West
Guelph, ON N1G 4Y2

Dear Minister:

Re: Ontario Wildlife Damage Compensation Program

We are writing to you today on behalf of our municipality regarding the administration fees related to wildlife damage claims. This program is necessary to protect our farm producers from the devastating losses incurred when they lose livestock to predators.

At the June 28, 2022 Regular Council Meeting the attached Resolution was passed by Council.

Our Council’s concern is the administration fee paid to municipalities to administer the program on the Ministry’s behalf which was recently increased from $30.00 per claim to $50.00 per claim.

We have recently contracted for a new Livestock Investigator resulting in the following costs directly related to wildlife claims:
  Hourly Rate: $25.00/hour
  Mileage Rate: .50/km

On the most recent invoice for this service there were three wildlife claims with costs as follows:
  1. April 28, 2022 – 3 hours + mileage = $95.00
  2. May 5, 2022 – 2.5 hours + mileage = $75.00
  3. May 8, 2022 – 3.5 hours + mileage = $120.00

There is also time spent by municipal staff in preparing the wildlife claims for submission and monitoring the claims for payment to the livestock owner.

This results in a loss on each wildlife claim for our taxpayers to bear to be able to provide this necessary service to our farm producers.
Ministry of Agriculture, Food and Rural Affairs
Page 2
July 4, 2022

We respectfully request that the Ministry consider increasing the administration fee on wildlife claims to help offset the increasing costs associated with Livestock Investigation.

We look forward to hearing from you about this matter at your earliest convenience.

Yours truly,

[Signature]

Gloria Raybone, CPA, CA
CAO/Treasurer

Encl.

cc. Association of Municipalities of Ontario
Ontario Municipalities
Resolution No. 442
Title: Ministry of Agriculture, Food and Rural Affairs
Date: Tuesday, June 28, 2022

Moved by Brian Treanor
Seconded by Jacob Palmateer

WHEREAS the Ontario Ministry of Agriculture, Food and Rural Affairs administers the Ontario Wildlife Damage Compensation Program to provide compensation to farm producers for livestock killed by wildlife;
AND WHEREAS Ontario Municipalities administer the Program on behalf of OMAFRA by appointing a Livestock Investigator and staff to work on wildlife damage claims;
AND WHEREAS the costs associated with wildlife damage claims typically exceed the administration fee of $50.00 per claim as provided to the Municipality by OMAFRA;
NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Tweed request the Ministry of Agriculture, Food and Rural Affairs to review the administration fee provided to Municipalities for the administration of the Ontario Wildlife Damage Compensation Program;
AND FURTHER, that this Resolution be circulated to the Association of Municipalities of Ontario (AMO) and all Ontario Municipalities for their consideration and support.

Carried

[Signature] Mayor
August 31, 2022

Association of Municipalities of Ontario (AMO)
200 University Ave., Suite 801
Toronto, ON M5H 3C6
Sent via email: resolutions@amo.on.ca

RE: RESOLUTION – OMAFRA Ontario Wildlife Damage Compensation Program
Administrative Fee

The Council of the Corporation of Tay Valley Township at it’s Council meeting on
August 23rd, 2022 adopted the following resolution:

RESOLUTION #C-2022-08-42

“WHEREAS, the Ontario Ministry of Agriculture, Food and Rural Affairs
(OMAFRA) administers the Ontario Wildlife Damage Compensation
Program to provide compensation to farm producers for livestock killed by
wildlife;

AND WHEREAS, Ontario Municipalities administer the Program on behalf
of OMAFRA by appointing a Livestock Investigator and staff to work on
wildlife damage claims;

AND WHEREAS, the costs associated with wildlife damage claims
typically exceed the administration fee of $50.00 per claim as provided to
the Municipality from OMAFRA;

NOW THEREFORE BE IT RESOLVED THAT, the Council of Tay Valley
Township request the Ministry of Agriculture, Food and Rural Affairs to
review the administrative fee provided to Municipalities for the
administration of the Ontario Wildlife Damage Compensation Program;

AND FURTHER THAT, this resolution be circulated to the Association of
Municipalities of Ontario (AMO) and all Ontario Municipalities for their
consideration and support.”

ADOPTED
Tay Valley Township

If you require any further information, please do not hesitate to contact the undersigned at (613) 267-5353 ext. 130 or deputyclerk@tayvalleytwp.ca.

Sincerely,

Janie Laidlaw, Deputy Clerk

cc: All Municipalities of Ontario
REGULAR COUNCIL MEETING
HELD
October 11th, 2022

2022-273

Moved by Councillor Champagne
Seconded by Councillor Lougheed

WHEREAS the province of Ontario is currently experiencing an early years and child care workforce shortage;

AND WHEREAS access to quality licensed child care is an essential component of Ontario’s social and economic well-being and enables children to grow up with a sense of community;

AND WHEREAS lack of licensed child care is a barrier for parents to return or enter into the workforce, thus putting a strain on families, hindering economic participation, and forcing parents to remain at home to care for their children;

AND WHEREAS in the District of Nipissing, there is a higher demand for child care spaces than the number of spaces available creating waitlists that have parents waiting for several years prior to getting a space, if they receive a space at all;

AND WHEREAS in recent years the recruitment and retention of qualified Registered Early Childhood Educators (RECEs) and child care staff has been a challenge that has been exasperated by the COVID-19 pandemic;

AND WHEREAS the workforce crisis in the early years and child care sector has been further exasperated by the significant wage disparity between the compensation paid to RECEs employed by school boards and those employed in licensed child care centers due to lack of funding which has created an inequity for workers with equal qualifications;
AND WHEREAS Ontario has signed the Canada-Wide Early Learning and Child Care Agreement putting Ontario on the path to reducing child care fees to an average of $10/day which will create a demand for more child care spaces when a workforce shortage already exists;

AND WHEREAS the province of Ontario committed to creating an additional 86,000 licensed child care spaces in Ontario without an explicit solution for increasing the number of RECEs and child care staff to fulfill this commitment;

AND WHEREAS the province of Ontario’s commitment to a minimum wage of $18/hour for RECEs with $1 annual increases until reaching $25/hour does not provide an immediate response to attracting and retaining child care staff and will take many years to correct the wage disparity;

THEREFORE BE IT HEREBY RESOLVED that Council of the Municipality of East Ferris advocates for the Province of Ontario to address the child care workforce shortage in Ontario by immediately increasing the $18/hour minimum wage and providing benefits to RECEs in licensed child care centres to an equitable level to that which is paid to RECEs employed by school boards;

AND FURTHER that the Province of Ontario launch and financially support an accelerated Early Childhood Education program, to be completed within 14 to 16 months, similar to the program launched in March 2022 for Personal Support Workers (PSWs), where funding supported the costs of tuition, books, and other mandatory fees, to help address the shortage of RECEs in Ontario;

AND FURTHER that a certified copy of this resolution be forwarded to OMSSA (Ontario Municipal Social Services Association), Ontario Coalition for Better Child Care, Childcare Resource and Research Unit, NOSDA (Northern Ontario Service Deliverers Association), FONOM (Federation of Northern Ontario Municipalities), AMO (Association of Municipalities of Ontario), all 10 District Social Services Administration Boards in Northern Ontario, and all Ontario Municipalities to request their support and advocacy for this resolution;
AND FURTHER that a certified copy of this resolution be forwarded to Minister of Education Stephen Lecce, Minister of Economic Development, Job Creation and Trade and Nipissing MPP Vic Fedeli.

Carried Mayor Rochefort

CERTIFIED to be a true copy of
Resolution No. 2022-273 passed by the Council of the Municipality of East Ferris on the 11th day of October 2022.

Monica L. Hawkins
Monica L. Hawkins, AMCT
Clerk
"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held October 31, November 1 & 2, 2022), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

Committee Name | Item # | Description | Held By
--- | --- | --- | ---
Community Health | 780 | | Councillor Ostrander

And Further That the items listed above and held for separate discussion each require a separate resolution."
Social Services Committee Resolution

Committee Meeting Date: November 2, 2022
Agenda Item: 7.a
Resolution Number: 2022-11-02 719
Moved by: R. Crane
Seconded by: B. Sanderson
Council Meeting Date: November 9, 2022

"That the Social Services Committee, having considered the correspondence from the Municipality of East Ferris regarding 'Child Care Workforce Challenges', recommend that County Council support this correspondence; and

Further That the Committee recommend that that County Council direct staff to send a copy of this resolution to the Honourable Doug Ford (Premier of Ontario), the Honourable Stephen Lecce (Minister or Education), the Honourable Vic Fedeli (Minister of Economic Development, Job Creation and Trade), the Honourable David Piccini (Minister of the Environment, Conservation and Parks and MPP for Northumberland - Peterborough South), the Association of Municipalities of Ontario, and to all municipalities in Ontario."

Carried

Defeated

Deferred
REGULAR COUNCIL MEETING
HELD
October 11th, 2022

2022-273

Moved by Councillor Champagne
Seconded by Councillor Lougheed

WHEREAS the province of Ontario is currently experiencing an early years and child care workforce shortage;

AND WHEREAS access to quality licensed child care is an essential component of Ontario’s social and economic well-being and enables children to grow up with a sense of community;

AND WHEREAS lack of licensed child care is a barrier for parents to return or enter into the workforce, thus putting a strain on families, hindering economic participation, and forcing parents to remain at home to care for their children;

AND WHEREAS in the District of Nipissing, there is a higher demand for child care spaces than the number of spaces available creating waitlists that have parents waiting for several years prior to getting a space, if they receive a space at all;

AND WHEREAS in recent years the recruitment and retention of qualified Registered Early Childhood Educators (RECEs) and child care staff has been a challenge that has been exasperated by the COVID-19 pandemic;

AND WHEREAS the workforce crisis in the early years and child care sector has been further exasperated by the significant wage disparity between the compensation paid to RECEs employed by school boards and those employed in licensed child care centers due to lack of funding which has created an inequity for workers with equal qualifications;
AND WHEREAS Ontario has signed the Canada-Wide Early Learning and Child Care Agreement putting Ontario on the path to reducing child care fees to an average of $10/day which will create a demand for more child care spaces when a workforce shortage already exists;

AND WHEREAS the province of Ontario committed to creating an additional 86,000 licensed child care spaces in Ontario without an explicit solution for increasing the number of RECEs and child care staff to fulfill this commitment;

AND WHEREAS the province of Ontario’s commitment to a minimum wage of $18/hour for RECEs with $1 annual increases until reaching $25/hour does not provide an immediate response to attracting and retaining child care staff and will take many years to correct the wage disparity;

THEREFORE BE IT HEREBY RESOLVED that Council of the Municipality of East Ferris advocates for the Province of Ontario to address the child care workforce shortage in Ontario by immediately increasing the $18/hour minimum wage and providing benefits to RECEs in licensed child care centres to an equitable level to that which is paid to RECEs employed by school boards;

AND FURTHER that the Province of Ontario launch and financially support an accelerated Early Childhood Education program, to be completed within 14 to 16 months, similar to the program launched in March 2022 for Personal Support Workers (PSWs), where funding supported the costs of tuition, books, and other mandatory fees, to help address the shortage of RECEs in Ontario;

AND FURTHER that a certified copy of this resolution be forwarded to OMSSA (Ontario Municipal Social Services Association), Ontario Coalition for Better Child Care, Childcare Resource and Research Unit, NOSDA (Northern Ontario Service Deliverers Association), FONOM (Federation of Northern Ontario Municipalities), AMO (Association of Municipalities of Ontario), all 10 District Social Services Administration Boards in Northern Ontario, and all Ontario Municipalities to request their support and advocacy for this resolution;
AND FURTHER that a certified copy of this resolution be forwarded to Minister of Education Stephen Lecce, Minister of Economic Development, Job Creation and Trade and Nipissing MPP Vic Fedeli.

Carried Mayor Rochefort

CERTIFIED to be a true copy of Resolution No. 2022-273 passed by the Council of the Municipality of East Ferris on the 11th day of October 2022.

Monica L. Hawkins
Monica L. Hawkins, AMCT
Clerk
November 16, 2022

Tracy Robinson, CN Rail President and CEO
Montreal (Headquarters)
935 de La Gauchetière Street West
Montreal, Quebec, Canada
H3B 2M9

Dear Tracy Robinson:

Re: CN Railway Contribution Requirements under the Drainage Act and Impacts on Municipal Drain Infrastructure in Ontario

At the October 17, 2022, regular Council meeting Warwick Township Council discussed the continuing impacts of CN’s decision not to participate in funding municipal drains in Ontario, as per the Drainage Act, and the negative consequences on our community and others in the Province and approved the following resolution to be circulated to CN and related partners:

WHEREAS municipal drains are considered critical rural infrastructure that support food production, food security, the environment and economic sustainability in rural Ontario;

AND WHEREAS the creation, maintenance and contribution requirements towards municipal drain infrastructure are governed by the Drainage Act;

AND WHEREAS an official from CN Rail has formally communicated to the Township of Warwick that “CN’s decision is that it is a federally regulated entity under CTA guidelines, as such, are not governed by provincial regulations”;

AND WHEREAS the implication that any public utility could become exempt from the financial requirements invalidates the underlying principle that all benefitting from municipal drain projects are required to contribute financially, including all public utilities;
AND WHEREAS there are currently at least fifty-five municipal drainage projects in Ontario being impacted by CN’s actions and refusal to contribute as per the Drainage Act;

AND WHEREAS the Township of Warwick and many rural municipalities have expressed concerns over this CN Rail position to the Ministry of Agriculture and Rural Affairs consistently over at least the past four years;

AND WHEREAS the Township of Warwick and other rural municipalities met with Minister Thompson at the Association of Municipalities in Ontario (AMO) on this issue and Minister Thompson has confirmed it remains the Provincial government’s position that the Drainage Act does apply to all federally regulated railways;

NOW THEREFORE the Council of the Township of Warwick hereby declares as follows:

THAT Ontario’s Drainage Act is an important piece of legislation used to meet the drainage needs of a variety of stakeholders, including agricultural businesses and ultimately food production, thereby supporting families, neighbours, and thriving communities;

AND THAT CN Rail be called upon to act as a partner to municipalities and agriculture in Ontario and reconsider its position that the Drainage Act does not apply to it as a public entity;

AND THAT CN Rail contribute to all municipal drains in Ontario, as per section 26 of the Drainage Act, and work to expedite its response timelines to the fifty-five projects currently on hold in Ontario so that the projects impacting the agriculture sector can proceed and be dealt with in a timely manner after years of delay caused directly by CN Rail;

AND THAT a copy of this resolution be circulated to Minister of Agriculture Food and Rural Affairs Lisa Thompson, local MPP Monte McNaughton, Minister of Agriculture and Agri-Food Marie-Claude Bibeau, CN Manager Public Affairs, Ontario & Atlantic Canada Daniel Salvatore, the President and CEO of CN Rail Tracy Robinson, Director of Government Relations Railway Association of Canada Gregory Kolz and to all municipalities in Ontario for their support.

- Carried.
Warwick Township Council looks forward to a timely response from CN in the hopes that this issue impacting rural Ontario can be resolved.

Sincerely,

Amanda Gubbels
CAO/Clerk
Township of Warwick

Cc:
Lisa Thompson, Minister of Agriculture Food and Rural Affairs,
Monte McNaughton, MPP Lambton-Kent-Middlesex
Marie-Claude Bibeau, Minister of Agriculture and Agri-Food
Daniel Salvatore, CN Manager Public Affairs, Ontario & Atlantic Canada
Cyrus Reporter, CN Vice-President, Public, Government and Regulatory Affairs
Jonathan Abecassis, CN Media Relations & Public Affairs
Gregory Kolz, Director of Government Relations, Railway Association of Canada
All Ontario municipalities
Council Resolution

Moved By  B. Ostrander
Seconded By  W. Cane

Agenda Item 10
Resolution Number 2022-10-19-1458

Council Date: October 19, 2022

"That Council adopt all recommendations from the October 3, 2022, Community Health Committee, as contained within the Committee Minutes, with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Item #</th>
<th>Description</th>
<th>Held By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health</td>
<td>7a.</td>
<td></td>
<td>Councillor Ostrander</td>
</tr>
</tbody>
</table>

And Further That the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by __________________________
Councillor's Name __________________________

Carried __________________________
Warden's Signature __________________________

Deferred __________________________
Warden's Signature __________________________

Defeated __________________________
Warden's Signature __________________________
Council Resolution

Moved By B. Sanderson
Seconded By B. Ostrander

Agenda item 11.a
Resolution Number 2022-10-19-1659

Council Date: October 19, 2022

"Whereas Item 7.a from the October 3, 2022 Community Health Committee was held by Council for separate discussion at this meeting, the item being 'Correspondence, Municipality of Brighton 'Change to Healthcare Connect System - Canadian Forces Member';

Be it Resolved That Council adopt the following:

- County Council direct staff to take the necessary actions to advise that Northumberland County support the resolution from the Municipality of Brighton regarding changes made to the Healthcare Connect System of the Canadian Armed Forces."

Recorded Vote
Requested by __________________________
Councillor's Name

Carried __________________________
Warden's Signature

Deferred __________________________
Warden's Signature

Defeated __________________________
Warden's Signature
Good afternoon;

Please find below a resolution that was passed September 6, 2022 by Council of the Municipality of Brighton looking for support regarding changes to be made to the Healthcare Connect System for Members of the Canadian Armed Forces.

Resolution No. COU-2022-329
Moved by Councillor Mark Bateman
Seconded by Mayor Brian Ostrander

Whereas Brighton is a community with a significant military population;
And whereas military personnel are from time to time released from their duties for medical reasons;
And whereas military personnel are attached to healthcare through the Canadian Armed Forces which ceases after the date of military release;
And whereas released military personnel are unable to register with Healthcare Connect until after their release date, providing a healthcare gap;
And whereas the notice for release dates are well in advance of the actual date of release from the Canadian Armed Forces;
Now therefore be it resolved that the Municipality of Brighton endorse that the Ontario Government change the access rules to Healthcare Connect to permit the registration of military personnel into the Healthcare Connect system once those Canadian Forces Members are provided with a release date;
And further that this motion is circulated to the Premier of Ontario, the Minister of Health, MPP David Piccini, and all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO) for endorsement.
Carried

Kind Regards,

Candice Doiron
Municipal Clerk

Municipality of Brighton
35 Alice Street
PO Box 189
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October 11th, 2022

Via Email: premier@ontario.ca

Premier of Ontario
Legislative Building
Queen’s Park
Toronto ON M7A 1A1

Dear Premier of Ontario Honourable Doug Ford,

RE: Corporation of the Township of Perry – Resolution of Support Healthcare Connect System for Members of the Canadian Armed Forces

Please be advised that at their last regular meeting on Wednesday October 5th, 2022, the Council of the Corporation of the Township of Perry supported the following resolution:

“Resolution #2022-428
Moved by: Margaret Ann MacPhail
Seconded by: Paul Sowrey

Be it resolved that the Council of the Corporation of the Township of Perry hereby supports the Municipality of Brighton’s Resolution COU-2022-329, regarding changes to be made to the Healthcare Connect System for Members of the Canadian Armed Forces;

And further that Council directs the Clerk-Administrator to circulate this resolution of support to the Premier of Ontario, Minister of Health, MPP Graydon Smith – Muskoka Parry Sound, Association of the Municipalities of Ontario (AMO), the Municipality of Brighton, and all Ontario municipalities.

Carried.”
Your attention to this matter is appreciated.

Sincerely,

Beth Morton
Clerk-Administrator

BM/ec

c.c. Ontario Minister of Health, Honourable Sylvia Jones
MPP Muskoka-Parry Sound, Graydon Smith
AMO
Municipality of Brighton
All Ontario Municipalities
October 12, 2022

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

Dear Premier:


The Council of the Corporation of the Municipality of Huron Shores passed Resolution #22-22-09 at the Regular Meeting held Wednesday, September 28th, 2022, as follows:

“WHEREAS attracting primary health care providers, including doctors, to the North Shore and other shall communities has been a difficult task

AND WHEREAS the Provincial Government announced a tuition program to attract nurses to underserved areas of Ontario;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Huron Shores requests that the Government of Ontario provide funding and change legislation to allow the College of Physicians & Surgeons of Ontario (CPSO) to implement the following changes:

– Exempting Individualized Education Plan's from the regulatory requirement to have Canadian experience (re-do residency) where all other requirements are met; and
– Implementing Practice Ready Assessment programs similar to those already used in seven (7) other provinces.
AND THAT the Government of Ontario develop a similar tuition program to attract family doctors to underserved areas of Ontario;

AND THAT this motion be circulated to the Premier of Ontario, the Minister of Health, MPP Michael Mantha, and all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO) for endorsement.”

Should you require anything further in order to address the above-noted resolution, please contact the undersigned.

Yours truly,

Natashia Roberts

Chief Administrative Officer (CAO)/Clerk

NR/KN

Cc: Premier of Ontario, the Minister of Health, MPP Michael Mantha, and all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO)
"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held October 31, November 1 & 2, 2022), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Item #</th>
<th>Description</th>
<th>Held By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health</td>
<td>780</td>
<td></td>
<td>Councillor Ostrander</td>
</tr>
</tbody>
</table>

And Further That the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by ____________________________
Councillor's Name ____________________________

Carried ____________________________
Warden's Signature ____________________________

Deferred ____________________________
Warden's Signature ____________________________

Defeated ____________________________
Warden's Signature ____________________________
Council Resolution

Moved By B. Ostrander
Seconded By B. Sanderson

Agenda Item 11.a
Resolution Number 2022-11-09-138

Council Date: November 9, 2022

"Whereas Item 7.b from the October 31, 2022 Community Health Committee was held by Council for separate discussion at this meeting, the item being 'Correspondence, Municipality of Brighton, Municipality of Huron Shores 'Streamlining Governing Legislation for Physicians in Ontario'; and

Be it Resolved That Council adopt the following:

- County Council direct staff to take the necessary actions to advise that Northumberland County support the correspondence from the Municipality of Brighton and the Municipality of Huron Shores regarding Streamlining Governing Legislation for Physicians in Ontario; and
- County Council direct staff to send a copy of this resolution to the West Northumberland Physicians Recruitment Committee."

Recorded Vote Requested by Councillor's Name
Carried
Deferred
Warden's Signature
Defeated
Warden's Signature

Page 97 of 400
Good afternoon;

Please find below a resolution requesting support for streamlining governing legislation for Physicians in Ontario.

**Resolution No. COU-2022-346**
Moved by Councillor Ron Anderson
Seconded by Councillor Emily Rowley

Whereas attracting primary health care providers, including doctors, to Brighton and other small communities has been a difficult task;
And Whereas the Provincial Government announced a tuition program to attract nurses to underserved areas of Ontario;
Now be it resolved that the Municipality of Brighton Council requests that the Government of Ontario provide funding and change legislation to allow the College of Physicians & Surgeons of Ontario (CPSO) to implement the changes proposed in their letter to the Minister of Health on August 18, 2022. Which includes:
  - Exempting IEP's from the regulatory requirement to have Canadian experience (re-do residency) where all other requirements are met; and
  - Implementing Practice Ready Assessment programs similar to those already used in seven (7) other provinces.

And further that the Government of Ontario develop a similar tuition program to attract family doctors to underserved areas of Ontario;
And further that this motion is circulated to the Premier of Ontario, the Minister of Health, MPP David Piccini, and all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO) for endorsement.

Kind Regards,

Candice Doiron
Municipal Clerk

Municipality of Brighton
35 Alice Street
PO Box 189
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October 12, 2022

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

Dear Premier:


The Council of the Corporation of the Municipality of Huron Shores passed Resolution #22-22-09 at the Regular Meeting held Wednesday, September 28th, 2022, as follows:

“WHEREAS attracting primary health care providers, including doctors, to the North Shore and other shall communities has been a difficult task

AND WHEREAS the Provincial Government announced a tuition program to attract nurses to underserved areas of Ontario;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Huron Shores requests that the Government of Ontario provide funding and change legislation to allow the College of Physicians & Surgeons of Ontario (CPSO) to implement the following changes:

- Exempting Individualized Education Plan's from the regulatory requirement to have Canadian experience (re-do residency) where all other requirements are met; and
- Implementing Practice Ready Assessment programs similar to those already used in seven (7) other provinces.
AND THAT the Government of Ontario develop a similar tuition program to attract family doctors to underserved areas of Ontario;

AND THAT this motion be circulated to the Premier of Ontario, the Minister of Health, MPP Michael Mantha, and all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO) for endorsement.”

Should you require anything further in order to address the above-noted resolution, please contact the undersigned.

Yours truly,

Natashia Roberts

Chief Administrative Officer (CAO)/Clerk

NR/KN

Cc: Premier of Ontario, the Minister of Health, MPP Michael Mantha, and all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO)
November 2, 2022

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

Dear Premier,

Re: Res. #22-24-16 – Opposition to Bill 3

The Council of the Corporation of the Municipality of Huron Shores passed Resolution #22-24-16 at the Regular Meeting held Wednesday, October 26th, 2022, as follows:

“WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council;

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and the City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;

AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council;
NOW THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Municipality of Huron Shores passes this resolution to petition the Government of Ontario:

1. THAT these changes to the Municipal Act, 2001, are unnecessary and will negatively affect the Municipality of Huron Shores;

2. THAT if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. THAT the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipality Administrator’s Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2022; and

4. THAT if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing;

AND BE IT FURTHER RESOLVED THAT a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the "Standing Committee on Heritage, Infrastructure and Cultural Policy", MP Carol Hughes, the Association of Municipalities of Ontario and all municipalities in Ontario.”

Should you require anything further in order to address the above-noted resolution, please contact the undersigned.

Yours truly,

Natashia Roberts

Chief Administrative Officer (CAO)/Clerk
NR/KN
November 15, 2022

Please be advised that during the regular Council meeting of November 8, 2022 the following motion regarding a response to the Strong Mayors, Building Act, (Bill 3) was carried:

RESOLUTION NO. 2022-446

DATE: November 8, 2022

MOVED BY: Councillor Nieman

SECONDED BY: Councillor Roberts

WHEREAS; the Government of Ontario, through the Minister of Municipal Affairs and Housing; has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council" for the head of council of Toronto and Ottawa that will be expanded to include other growing municipalities;

WHEREAS; Council must work together in concert with the Mayor as a consensus-builder in order to accomplish local initiatives, and Bill 3 presents a very significant shift within the system of local governance in Ontario;

WHEREAS; this Bill will give Mayors additional authority and powers, and correspondingly take away authority and powers from councils and professional staff, which include but is not limited to giving the mayor the authority to propose and adopt the municipal budget, determine the organizational structure of the municipality, establish, dissolve and assign functions to committees, and veto decisions of Council;

WHEREAS; new section 284.2 to the Municipal Act, 2001 provides that the Minister of Municipal Affairs and Housing may, by regulation, designate municipalities to which the strong mayor system will apply, thereby eroding municipal autonomy and independence while creating instability for council and municipal administration;

AND WHERAS; these are surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council;

THEREFORE, BE IT RESOLVED THAT the Council of the Corporation of the County of Prince Edward strongly opposes these unnecessary changes to the Municipal Act, 2001 and Municipal Conflict of Interest Act;
THAT Council further directs the Clerk to ensure that a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, MPP Todd Smith, all 444 municipalities, FCM, AMCTO, and AMO.

CARRIED

Yours truly,

[Signature]

Catalina Blumenberg, CLERK
Date: November 8, 2022

Resolution Number: 2022-11-03

Moved By: Tom Bryson
Seconded By: Bill Black

NOW THEREFORE BE IT RESOLVED THAT:

THE TOWNSHIP OF JOLY DEFEATS RESOLUTION 22-88 OF THE CORPORATION OF THE TOWN OF MATTAWA.

AND BE IT FURTHER RESOLVED THAT A COPY OF THIS RESOLUTION BE PROVIDED TO THE PREMIER OF ONTARIO, THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING, THE STANDING COMMITTEE ON HERITAGE, INFRASTRUCTURE AND CULTURAL POLICY, MUSKOKA AND PARRY SOUND MPP, THE ASSOCIATIONS OF MUNICIPALITIES OF ONTARIO AND ALL MUNICIPALITIES IN ONTARIO.
Results: Carried

Recorded Vote:

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<tr>
<th>Member of Council</th>
<th>In Favour</th>
<th>Opposed</th>
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<tr>
<td>Mayor Bryson</td>
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<td>Councillor Black</td>
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<td>Councillor Bryson</td>
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<tr>
<td>Councillor McCabe</td>
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September 23, 2022

Sent Via Email: minister.mah@ontario.ca

The Honorable Steve Clark  
Minister of Municipal Affairs and Housing  
777 Bay Street  
17th Floor  
Toronto ON  
M7A 2J3

Dear Minister Clark:

RE: Support Resolution re: Strong Mayors, Building Homes Act, Town of Wasaga Beach

Council at is Regular Meeting held on September 14, 2022, passed the following resolution.

RES-403-2022

Resolved That Council support the Town of Wasaga Beach resolution regarding Strong Mayors, Building Homes Act;

And further that a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and other matters, and that the motion be circulated to all Ontario municipalities.

I trust you will find this satisfactory.

Best Regards,

Fiona Smith

Fiona Smith  
Deputy Clerk

Enc.

Cc: All Ontario Municipalities

www.adjtos.ca
August 19, 2022

The Honourable Steve Clark
Minister of Municipal Affairs and Housing
777 Bay Street
17th Floor
Toronto ON
M7A 2J3

Dear Minister Clark:

Re: Strong Mayors, Building Homes Act

Please be advised that the Council of the Town of Wasaga Beach, during their August 18, 2022 Council meeting adopted the following resolution:

"That Council receive the letter dated August 10, 2022 from the Ministry of Municipal Affairs and Housing pertaining to Strong Mayors, Building Homes Act, for information;

And further that a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and other matters, and that the motion be circulated to all Ontario municipalities."

The Town of Wasaga Beach Council does not support the Strong Mayors, Building Housing Act as the proposed changes will not demonstratively speed up the construction of housing and will erode the democratic process at the local level where members of Council have to work together to achieve priorities. What is needed to speed up construction of housing is greater authority for local municipalities to approve development without final clearances from outside agencies after they have been given reasonable time to provide such clearances.

Your favourable consideration of this matter is appreciated.

Should you have any questions, please contact me at mayor@wasagabeach.com or (705) 429-3844 Ext. 2222.

Yours sincerely,

[Signature]

Nina Bifulchi
Mayor

c. Members of Council
All Ontario Municipalities
August 10, 2022

Dear Head of Council:

As Ontarians face the rising cost of living and a shortage of homes, our government was re-elected with a strong mandate to help more Ontarians find a home that meets their needs.

Our government also made an election promise to build 1.5 million new homes for the people of Ontario over the next 10 years to address the housing supply crisis.

I am pleased to inform you that our government introduced the proposed Strong Mayors, Building Homes Act on August 10, 2022, that, if passed, would make changes to the Municipal Act, 2001, City of Toronto Act, 2006, and the Municipal Conflict of Interest Act. These amendments would empower mayors in the City of Toronto and City of Ottawa to deliver on shared provincial-municipal priorities and get more homes built faster.

If passed, the proposed changes impacting the City of Toronto and City of Ottawa are intended to take effect on November 15, 2022, which is the start of the new municipal council term. Other growing municipalities could follow at a later date.

If you have any comments or feedback regarding these proposed changes, you may submit them to the Ministry of Municipal Affairs and Housing at: StrongMayors@ontario.ca.

Sincerely,

Steve Clark
Minister
October 4, 2022

Minister of Municipal Affairs and Housing
Attn: The Honourable Steve Clark
777 Bay Street
17th Floor
Toronto, ON M7A 2J3
minister.mah@ontario.ca
By E-mail

RE: STRONG MAYORS BUILDING HOMES ACT

Please be advised that at the Regular Council Meeting on October 3, 2022, the Council of the Municipality of West Perth passed the following motion in support of the resolutions opposing changes outlined in the Strong Mayors Building Homes Act:

Resolution: 330/22
That a letter be sent to the Minister of Municipal Affairs and Housing outlining that the proposed powers under the Strong Mayors Building Homes Act are not appropriate and the province be urged to consider other ways to institute housing and other matters; and,

That the letter be circulated to all Ontario municipalities.

Should you require anything further to address the above-noted resolution, please contact our office.

Sincerely,

Daniel Hobson
Manager of Legislative Services/Clerk
Municipality of West Perth

cc: All Ontario Municipalities
Sent via Email

September 23, 2022

RE: TOWN OF GRAVENHURST RESOLUTION – STRONG MAYORS

At the Town of Gravenhurst Committee of the Whole meeting held on September 20, 2022, the following resolution was passed:

BE IT RESOLVED THAT the Correspondence from the Town of Wasaga Beach regarding Strong Mayors be received for information.

AND THAT a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and others matters.

AND FINALLY THAT this motion be circulated to all Ontario municipalities.

Sincerely,

J. G.

Jacob Galvao
Administrative Clerk II – Legislative Services
Town of Gravenhurst
WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council";

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;

AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these are surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council; and

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Municipality of Wawa does hereby pass this resolution to petition the Government of Ontario that:
1. These changes to the Municipal Act, 2001, are unnecessary and will negatively affect the Municipality of Wawa;

2. That if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. That the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipal Administrator’s Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2020; and

4. That if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing.

FURTHER, Council of the Corporation of the Municipality of Wawa directs the Clerk to ensure that a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the "Standing Committee on Heritage, Infrastructure and Cultural Policy", MPP for Algoma-Manitoulin – Kapuskasing, Michael Mantha, MPP, the Association of Municipalities of Ontario, and other Municipalities in Ontario."

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<th>RESOLUTION RESULT</th>
<th>RECORDED VOTE</th>
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<tr>
<td>CARRIED</td>
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<tr>
<td>DEFEATED</td>
<td>Pat Tait</td>
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<td>TABLED</td>
<td>Cathy Cannon</td>
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<td>RECORDED VOTE (SEE RIGHT)</td>
<td>Bill Chiasson</td>
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<td>PECUNIARY INTEREST DECLARED</td>
<td>Mitch Hatfield</td>
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<tr>
<td>WITHDRAWN</td>
<td>Melanie Pilon</td>
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Disclosure of Pecuniary Interest and the general nature thereof.

☐ Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: ________________________________

MAYOR – PAT TAIT       CLERK – CATHY CYR

This document is available in alternate formats.
October 17, 2022

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

Dear Honourable Ford:

Council of the Town of Mattawa, at their regular meeting of October 11, 2022 approved Page No. 189 of Resolution Number 22-88, which stated:

“WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as “An Act to amend various statutes with respect to special powers and duties of heads of council”;

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and the City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;

AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council.

THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa passes this resolution to petition the Government of Ontario:

.../2
1. **THAT** these changes to the Municipal Act, 2001, are unnecessary and will negatively affect the Town of Mattawa;

2. **THAT** if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. **THAT** the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipal Administrator’s Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2022; and

4. **THAT** if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing.

**AND BE IT FURTHER RESOLVED THAT** a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the “Standing Committee on Heritage, Infrastructure and Cultural Policy”, Nipissing MP, the Association of Municipalities of Ontario and all municipalities in Ontario.”

Trusting this is acceptable.

Sincerely,

Amy Leclerc
Clerk/Revenue Services Clerk

AL/bb

c.c. Hon. Steve Clark, Minister of Municipal Affairs and Housing  
Standing Committee on Canadian Heritage  
Mr. Anthony Rota, MP of Nipissing  
Association of Municipalities of Ontario  
All Ontario Municipalities
Council Resolution

Moved By  B. Ostrander  
Seconded By  B. Sanderson  
Agenda Item 10  
Resolution Number 2022-11-09-  
Council Date: November 9, 2022  

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held October 31, November 1 & 2, 2022), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

Committee Name  Item Description  Held By
Community Health  780  Councillor Ostrander

And Further That the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by  Councillor's Name  Carried  Warden’s Signature
Deferred  Warden’s Signature  Defeated  Warden’s Signature
Corporate Support Committee Resolution

Committee Meeting Date: November 1, 2022

Agenda Item: 7.a

Resolution Number: 2022-11-01 688

Moved by: R. Crate

Seconded by: M. Martin

Council Meeting Date: November 9, 2022

"That the Corporate Support Committee, having considered the correspondence from the Municipality of Huron Shores, Municipality of Thames Centre, Municipality of Wawa, Municipality of West Perth, Town of Gravenhurst, Town of Kingville, Town of Plympton-Wyoming, Town of Wasaga Beach and the Township of Adjala-Tosorontio regarding 'Strong Mayors, Building Homes Act', recommend that County Council support the correspondence; and

Further That the Committee recommend that County Council direct staff to send a copy of this resolution to the Honourable Doug Ford (Premier of Ontario), the Honourable Steve Clark (Minister of Municipal Affairs and Housing), the Honourable David Piccini (Minister of the Environment, Conservation and Parks and MPP for Northumberland - Peterborough South), the Association of Municipalities of Ontario, and to all municipalities in Ontario."

Carried

Committee Chair's Signature

Defeated

Committee Chair's Signature

Deferred

Committee Chair's Signature
September 15, 2022

Minister of Municipal Affairs and Housing
Attn: The Honourable Steve Clark
777 Bay Street
17th Floor
Toronto, ON  M7A 2J3

Re: Res. #22-21-23 – Town of Wasaga Beach – Request for Support re: Strong Mayors, Building Homes Act

The Council of the Corporation of the Municipality of Huron Shores passed Resolution #22-21-23 at the Regular Meeting held Wednesday, September 14th, 2022, as follows:

“BE IT RESOLVED THAT the Council of the Municipality of Huron Shores supports, in principle, the Town of Wasaga Beach’s opposition of the Strong Mayors, Building Homes Act;

AND THAT a copy of this resolution be sent to the Minister of Municipal Affairs and Housing, and all Ontario municipalities.”

Should you require anything further in order to address the above-noted resolution, please contact the undersigned.

Yours truly,

\[Signature\]

Natashia Roberts

Chief Administrative Officer (CAO)/Clerk
NR/KN

Cc: Minister of Municipal Affairs and Housing and all Ontario municipalities
October 5th, 2022

Township of Lucan Biddulph  
270 Main Street  
PO Box 190  
Lucan, ON N0M 2J0

BY EMAIL

RE: STRONG MAYORS BUILDING HOMES ACT

Please be advised that at the Regular Council Meeting held on October 3rd, 2022, the Council of the Municipality of Thames Centre passed the following motion, supporting the resolutions from the Councils of the Township of Lucan Biddulph, Town of Kingsville and Town of Wasaga Beach regarding the Strong Mayors, Building Homes Act:

Resolution: 253-2022  
Moved by: K. Elliott  
Seconded by: C. Patterson

THAT Council of the Municipality of Thames Centre support the following resolutions regarding opposition to Bill 3, Strong Mayors, Building Homes Act, 2022:

- Township of Lucan Biddulph, dated September 14, 2022  
- Town of Kingsville, dated September 1, 2022  
- Towns of Wasaga Beach, dated August 19, 2022

AND THAT a copy of this resolution be forwarded to Steve Clark, Minister of Municipal Affairs and Housing of Ontario, Rob Flack, MPP for Elgin-Middlesex-London, the Association of Municipalities of Ontario (AMO) and all Ontario municipalities.

Carried.
Should you have any questions regarding the above, please advise.

Sincerely,

Sara Henshaw
Deputy Clerk

cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing
    Rob Flack, MPP - Elgin–Middlesex–London
    Association of Municipalities of Ontario (AMO)
    All Ontario Municipalities
September 14, 2022

Town of Wasaga Beach
30 Lewis Street
Wasaga Beach, ON
L9Z 1A1
eamc@wasagabeach.com

AND TO:

Town of Kingsville
2021 Division Road North
Kingsville, ON
N9Y 2Y9
jsetterington@kingsville.ca

RE: STRONG MAYORS BUILDING HOMES ACT

Please be advised that at the Regular Council Meeting on September 6, 2022, the Township of Lucan Biddulph Council passed the following motion, supporting the resolutions from the Council of the Town of Wasaga Beach and Town of Kingsville regarding Strong Mayors, Building Homes Act.

Resolution No. 2022 - 203

Moved by D. Regan
Seconded by D. Manders

That Council of the Township of Lucan Biddulph supports the following resolutions regarding opposition to Bill 3, Strong Mayors, Building Homes Act, 2022:

- Town of Kingsville dated September 1, 2022
- Town of Wasaga Beach dated August 19, 2022
Should you have any questions regarding the above motion, please do not hesitate to contact our office.

Sincerely,

[Signature]
Tina Merner
Deputy Clerk

cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing (Steve.Clark@pc.ola.org)
Monte McNaughton, MPP – Lambton, Kent, Middlesex (Monte.McNaughtonco@pc.ola.org)
Association of Municipalities of Ontario (AMO) (amo@amo.on.ca)
All Ontario Municipalities
Dear Premier Ford:

RE: Town of Kingsville Council Resolution #336-08292022 in opposition to Bill 3, Strong Mayors, Building Homes Act, 2022

At its Special Meeting held August 29, 2022 Council of The Corporation of the Town of Kingsville passed a Resolution against Bill 3 as follows:

**Resolution #336-08292022**
Moved by Councillor Kimberly DeYong
Seconded by Councillor Laura Lucier

“WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council";

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;
AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these are surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council.

THEREFORE, this Council of the Town of Kingsville, passes this resolution to petition the Government of Ontario that:

1. These changes to the Municipal Act, 2001, are unnecessary and will negatively affect the Town of Kingsville;

2. That if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. That the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipal Administrator's Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2020; and

4. That if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing.

Council further directs the Clerk to ensure that a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the "Standing Committee on Heritage, Infrastructure and Cultural Policy", Kingsville's MPP, the Association of Municipalities of Ontario, and other Municipalities in Ontario."
RECORDED VOTE – Carried Unanimously

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<td>Councillor Larry Patterson</td>
<td>X</td>
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</tbody>
</table>

Results 6 0

If you have any questions or comments please contact Paula Parker at pparker@kingsville.ca.

Yours very truly,

Paula Parker
Town Clerk, on behalf of Kingsville Council

cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing (Steve.Clark@pc.ola.org)
    Standing Committee on Heritage, Infrastructure and Cultural Policy; Attn.: Committee Clerk Isaiah Thorning (schicp@ola.org)
    Anthony Leardi, MPP – Essex (Anthony.Leardi@pc.ola.org)
    Association of Municipalities of Ontario (AMO) (amo@amo.on.ca)
    All Ontario Municipalities
August 19, 2022

The Honourable Steve Clark
Minister of Municipal Affairs and Housing
777 Bay Street
17th Floor
Toronto ON
M7A 2J3

Dear Minister Clark:

Re: Strong Mayors, Building Homes Act

Please be advised that the Council of the Town of Wasaga Beach, during their August 18, 2022 Council meeting adopted the following resolution:

"That Council receive the letter dated August 10, 2022 from the Ministry of Municipal Affairs and Housing pertaining to Strong Mayors, Building Homes Act, for information;

And further that a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and other matters, and that the motion be circulated to all Ontario municipalities."

The Town of Wasaga Beach Council does not support the Strong Mayors, Building Housing Act as the proposed changes will not demonstratively speed up the construction of housing and will erode the democratic process at the local level where members of Council have to work together to achieve priorities. What is needed to speed up construction of housing is greater authority for local municipalities to approve development without final clearances from outside agencies after they have been given reasonable time to provide such clearances.

Your favourable consideration of this matter is appreciated.

Should you have any questions, please contact me at mayor@wasagabeach.com or (705) 429-3844 Ext. 2222.

Yours sincerely,

Nina Bifolchi
Mayor

c. Members of Council
All Ontario Municipalities
August 10, 2022

Dear Head of Council:

As Ontarians face the rising cost of living and a shortage of homes, our government was re-elected with a strong mandate to help more Ontarians find a home that meets their needs.

Our government also made an election promise to build 1.5 million new homes for the people of Ontario over the next 10 years to address the housing supply crisis.

I am pleased to inform you that our government introduced the proposed Strong Mayors, Building Homes Act on August 10, 2022, that, if passed, would make changes to the Municipal Act, 2001, City of Toronto Act, 2006, and the Municipal Conflict of Interest Act. These amendments would empower mayors in the City of Toronto and City of Ottawa to deliver on shared provincial-municipal priorities and get more homes built faster.

If passed, the proposed changes impacting the City of Toronto and City of Ottawa are intended to take effect on November 15, 2022, which is the start of the new municipal council term. Other growing municipalities could follow at a later date.

If you have any comments or feedback regarding these proposed changes, you may submit them to the Ministry of Municipal Affairs and Housing at: StrongMayors@ontario.ca.

Sincerely,

Steve Clark
Minister
WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council";

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;

AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these are surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council; and

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Municipality of Wawa does hereby passes this resolution to petition the Government of Ontario that:

p.2...
1. These changes to the Municipal Act, 2001, are unnecessary and will negatively affect the Municipality of Wawa;

2. That if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. That the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipal Administrator's Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2020; and

4. That if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing.

FURTHER, Council of the Corporation of the Municipality of Wawa directs the Clerk to ensure that a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the "Standing Committee on Heritage, Infrastructure and Cultural Policy", MPP for Algoma-Manitoulin – Kapuskasing, Michael Mantha, MPP, the Association of Municipalities of Ontario, and other Municipalities in Ontario."

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<th>RESOLUTION RESULT</th>
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<td>Pat Tait</td>
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<td>TABLED</td>
<td>Cathy Cannon</td>
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<td>RECORDED VOTE (SEE RIGHT)</td>
<td>Bill Chiasson</td>
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<td>PECUNIARY INTEREST DECLARED</td>
<td>Mitch Hatfield</td>
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<td>WITHDRAWN</td>
<td>Melanie Pilon</td>
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Disclosure of Pecuniary Interest and the general nature thereof.

☐ Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: ___________________________

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<th>MAYOR – PAT TAIT</th>
<th>CLERK – CATHY CYR</th>
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This document is available in alternate formats.
October 4, 2022

Minister of Municipal Affairs and Housing
Attn: The Honourable Steve Clark
777 Bay Street
17th Floor
Toronto, ON M7A 2J3
minister.mah@ontario.ca
By E-mail

RE: STRONG MAYORS BUILDING HOMES ACT

Please be advised that at the Regular Council Meeting on October 3, 2022, the Council of the Municipality of West Perth passed the following motion in support of the resolutions opposing changes outlined in the *Strong Mayors Building Homes Act*:

**Resolution: 330/22**
*That a letter be sent to the Minister of Municipal Affairs and Housing outlining that the proposed powers under the Strong Mayors Building Homes Act are not appropriate and the province be urged to consider other ways to institute housing and other matters; and,*

*That the letter be circulated to all Ontario municipalities.*

Should you require anything further to address the above-noted resolution, please contact our office.

Sincerely,

[Signature]

Daniel Hobson
Manager of Legislative Services/Clerk
Municipality of West Perth

cc: All Ontario Municipalities
Sent via Email

September 23, 2022

RE: TOWN OF GRAVENHURST RESOLUTION – STRONG MAYORS

At the Town of Gravenhurst Committee of the Whole meeting held on September 20, 2022, the following resolution was passed:

BE IT RESOLVED THAT the Correspondence from the Town of Wasaga Beach regarding Strong Mayors be received for information.

AND THAT a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and others matters.

AND FINALLY THAT this motion be circulated to all Ontario municipalities.

Sincerely,

Jacob Galvao
Administrative Clerk II – Legislative Services
Town of Gravenhurst
The Hon. Doug Ford, Premier of Ontario
Legislative Building
1 Queen’s Park
Toronto, ON M7A 1A1

Dear Premier Ford:

RE: Town of Kingsville Council Resolution #336-08292022 in opposition to Bill 3, Strong Mayors, Building Homes Act, 2022

At its Special Meeting held August 29, 2022 Council of The Corporation of the Town of Kingsville passed a Resolution against Bill 3 as follows:

Resolution #336-08292022
Moved by Councillor Kimberly DeYong
Seconded by Councillor Laura Lucier

“WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council";

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;
AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these are surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council.

THEREFORE, this Council of the Town of Kingsville, passes this resolution to petition the Government of Ontario that:

1. These changes to the Municipal Act, 2001, are unnecessary and will negatively affect the Town of Kingsville;

2. That if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. That the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipal Administrator’s Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2020; and

4. That if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing.

Council further directs the Clerk to ensure that a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the “Standing Committee on Heritage, Infrastructure and Cultural Policy”, Kingsville’s MPP, the Association of Municipalities of Ontario, and other Municipalities in Ontario.”
RECORDED VOTE – Carried Unanimously

YEA                  NAY

Deputy Mayor Gord Queen    X
Councillor Kimberly DeYong   X
Councillor Tony Gaffan    X
Councillor Laura Lucier   X
Councillor Thomas Neufeld  X
Councillor Larry Patterson  X

Results: 6 YEA, 0 NAY

If you have any questions or comments please contact Paula Parker at pparker@kingsville.ca.

Yours very truly,

Paula Parker
Town Clerk, on behalf of Kingsville Council

cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing
    (Steve.Clark@pc.ola.org)
    Standing Committee on Heritage, Infrastructure and Cultural Policy; Attn.: Committee Clerk
    Isaiah Thorning (schicp@ola.org)
    Anthony Leardi, MPP – Essex (Anthony.Leardi@pc.ola.org)
    Association of Municipalities of Ontario (AMO) (amo@amo.on.ca)
    All Ontario Municipalities
September 9th 2022

Re: Strong Mayors Building Homes Act

Dear Mayor Bifolchi,

Please be advised that at the Regular Council Meeting on August 31st 2022, the Town of Plympton-Wyoming Council passed the following motion, supporting the resolution from the Council of the Town of Wasaga Beach regarding Strong Mayors, Building Homes Act.

**Motion 11**
Moved by Councillor Netty McEwen
Seconded by Councillor Tim Wilkins
That Council directs staff to send a letter in support of item ’H’, Resolution- Town of Wasaga Beach re Strong Mayors, Building Homes Act

*Motion Carried.*

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

Sincerely,

Denny Giles
Deputy Clerk
Town of Plympton-Wyoming

cc: All Ontario Municipalities
September 14, 2022

Town of Wasaga Beach
30 Lewis Street
Wasaga Beach, ON
L9Z 1A1
eamc@wasagabeach.com

AND TO:

Town of Kingsville
2021 Division Road North
Kingsville, ON
N9Y 2Y9
jsetterington@kingsville.ca

RE: STRONG MAYORS BUILDING HOMES ACT

Please be advised that at the Regular Council Meeting on September 6, 2022, the Township of Lucan Biddulph Council passed the following motion, supporting the resolutions from the Council of the Town of Wasaga Beach and Town of Kingsville regarding Strong Mayors, Building Homes Act.

Resolution No. 2022 - 203
Moved by D. Regan
Seconded by D. Manders
That Council of the Township of Lucan Biddulph supports the following resolutions regarding opposition to Bill 3, Strong Mayors, Building Homes Act, 2022:

- Town of Kingsville dated September 1, 2022
- Town of Wasaga Beach dated August 19, 2022
Should you have any questions regarding the above motion, please do not hesitate to contact our office.

Sincerely,

Tina Merner
Deputy Clerk

c: The Honourable Steve Clark, Minister of Municipal Affairs and Housing (Steve.Clark@pc.ola.org)
Monte McNaughton, MPP – Lambton, Kent, Middlesex (Monte.McNaughtonco@pc.ola.org)
Association of Municipalities of Ontario (AMO) (amo@amo.on.ca)
All Ontario Municipalities
August 19, 2022

The Honourable Steve Clark
Minister of Municipal Affairs and Housing
777 Bay Street
17th Floor
Toronto ON
M7A 2J3

Dear Minister Clark:

Re: Strong Mayors, Building Homes Act

Please be advised that the Council of the Town of Wasaga Beach, during their August 18, 2022 Council meeting adopted the following resolution:

“That Council receive the letter dated August 10, 2022 from the Ministry of Municipal Affairs and Housing pertaining to Strong Mayors, Building Homes Act, for information;

And further that a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and other matters, and that the motion be circulated to all Ontario municipalities.”

The Town of Wasaga Beach Council does not support the Strong Mayors, Building Housing Act as the proposed changes will not demonstratively speed up the construction of housing and will erode the democratic process at the local level where members of Council have to work together to achieve priorities. What is needed to speed up construction of housing is greater authority for local municipalities to approve development without final clearances from outside agencies after they have been given reasonable time to provide such clearances.

Your favourable consideration of this matter is appreciated.

Should you have any questions, please contact me at mayor@wasagabeach.com or (705) 429-3844 Ext. 2222.

Yours sincerely,

Nina Bifulchi
Mayor

c. Members of Council
All Ontario Municipalities
August 10, 2022

Dear Head of Council:

As Ontarians face the rising cost of living and a shortage of homes, our government was re-elected with a strong mandate to help more Ontarians find a home that meets their needs.

Our government also made an election promise to build 1.5 million new homes for the people of Ontario over the next 10 years to address the housing supply crisis.

I am pleased to inform you that our government introduced the proposed Strong Mayors, Building Homes Act on August 10, 2022, that, if passed, would make changes to the Municipal Act, 2001, City of Toronto Act, 2006, and the Municipal Conflict of Interest Act. These amendments would empower mayors in the City of Toronto and City of Ottawa to deliver on shared provincial-municipal priorities and get more homes built faster.

If passed, the proposed changes impacting the City of Toronto and City of Ottawa are intended to take effect on November 15, 2022, which is the start of the new municipal council term. Other growing municipalities could follow at a later date.

If you have any comments or feedback regarding these proposed changes, you may submit them to the Ministry of Municipal Affairs and Housing at: StrongMayors@ontario.ca.

Sincerely,

Steve Clark
Minister
COPY VIA EMAIL (Premier@ontario.ca)  

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

Dear Premier Ford:

RE:  Town of Kingsville Council Resolution #336-08292022 in opposition to Bill 3, Strong Mayors, Building Homes Act, 2022

At its Special Meeting held August 29, 2022 Council of The Corporation of the Town of Kingsville passed a Resolution against Bill 3 as follows:

Resolution #336-08292022
Moved by Councillor Kimberly DeYong  
Seconded by Councillor Laura Lucier

“WHEREAS the Government of Ontario, through the Minister of Municipal Affairs and Housing, has introduced Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of council";

AND WHEREAS this Bill, if enacted, will initially apply to the City of Toronto and City of Ottawa, but will later be expanded to include other municipalities according to a statement made by the Premier at the 2022 AMO annual conference;

AND WHEREAS this Bill, if enacted, will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill, if enacted, will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;
AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these are surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council.

THEREFORE, this Council of the Town of Kingsville, passes this resolution to petition the Government of Ontario that:

1. These changes to the *Municipal Act, 2001*, are unnecessary and will negatively affect the Town of Kingsville;

2. That if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities;

3. That the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipal Administrator’s Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2020; and

4. That if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the *Planning Act* and funding of more affordable housing.

Council further directs the Clerk to ensure that a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the “Standing Committee on Heritage, Infrastructure and Cultural Policy”, Kingsville’s MPP, the Association of Municipalities of Ontario, and other Municipalities in Ontario.”
RECORDED VOTE – Carried Unanimously

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<td>Councillor Larry Patterson</td>
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Results 6 0

If you have any questions or comments please contact Paula Parker at pparker@kingsville.ca.

Yours very truly,

Paula Parker
Town Clerk, on behalf of Kingsville Council

cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing (Steve.Clark@pc.ola.org)
    Standing Committee on Heritage, Infrastructure and Cultural Policy; Attn.: Committee Clerk Isaiah Thorning (schicp@ola.org)
    Anthony Leardi, MPP – Essex (Anthony.Leardi@pc.ola.org)
    Association of Municipalities of Ontario (AMO) (amo@amo.on.ca)
    All Ontario Municipalities
September 23, 2022

The Honorable Steve Clark
Minister of Municipal Affairs and Housing
777 Bay Street
17th Floor
Toronto ON
M7A 2J3

Dear Minister Clark:

RE: Support Resolution re: Strong Mayors, Building Homes Act, Town of Wasaga Beach

Council at is Regular Meeting held on September 14, 2022, passed the following resolution.

**RES-403-2022**

*Resolved* That Council support the Town of Wasaga Beach resolution regarding Strong Mayors, Building Homes Act;

And further that a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and other matters, and that the motion be circulated to all Ontario municipalities.

I trust you will find this satisfactory.

Best Regards,

Fiona Smith

Fiona Smith
Deputy Clerk

Enc.

Cc: All Ontario Municipalities
August 19, 2022

The Honourable Steve Clark
Minister of Municipal Affairs and Housing
777 Bay Street
17th Floor
Toronto ON
M7A 2J3

Dear Minister Clark:

Re: Strong Mayors, Building Homes Act

Please be advised that the Council of the Town of Wasaga Beach, during their August 18, 2022 Council meeting adopted the following resolution:

“That Council receive the letter dated August 10, 2022 from the Ministry of Municipal Affairs and Housing pertaining to Strong Mayors, Building Homes Act, for information;

And further that a letter be sent to the Minister of Municipal Affairs and Housing outlining these proposed powers are not appropriate and to outline other ways for the province to institute housing and other matters, and that the motion be circulated to all Ontario municipalities.”

The Town of Wasaga Beach Council does not support the Strong Mayors, Building Housing Act as the proposed changes will not demonstratively speed up the construction of housing and will erode the democratic process at the local level where members of Council have to work together to achieve priorities. What is needed to speed up construction of housing is greater authority for local municipalities to approve development without final clearances from outside agencies after they have been given reasonable time to provide such clearances.

Your favourable consideration of this matter is appreciated.

Should you have any questions, please contact me at mayor@wasagabeach.com or (705) 429-3844 Ext. 2222.

Yours sincerely,

Nina Bifolchi
Mayor

c. Members of Council
All Ontario Municipalities
August 10, 2022

Dear Head of Council:

As Ontarians face the rising cost of living and a shortage of homes, our government was re-elected with a strong mandate to help more Ontarians find a home that meets their needs.

Our government also made an election promise to build 1.5 million new homes for the people of Ontario over the next 10 years to address the housing supply crisis.

I am pleased to inform you that our government introduced the proposed Strong Mayors, Building Homes Act on August 10, 2022, that, if passed, would make changes to the Municipal Act, 2001, City of Toronto Act, 2006, and the Municipal Conflict of Interest Act. These amendments would empower mayors in the City of Toronto and City of Ottawa to deliver on shared provincial-municipal priorities and get more homes built faster.

If passed, the proposed changes impacting the City of Toronto and City of Ottawa are intended to take effect on November 15, 2022, which is the start of the new municipal council term. Other growing municipalities could follow at a later date.

If you have any comments or feedback regarding these proposed changes, you may submit them to the Ministry of Municipal Affairs and Housing at: StrongMayors@ontario.ca.

Sincerely,

Steve Clark
Minister
RECOMMENDATION(S):

THAT Report 22-054-CRS 2022 Operating Financial Update – August Forecast be received;

AND THAT operating forecast changes for the August 2022 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 22-054-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 2022 based on information as of August 31, 2022, for both tax-supported and the water utility budget.

Key Findings

The tax supported operations are forecasting a year end surplus for 2022 of $885,851, representing 0.7 per cent of the gross expenditures. This is a combination of the previously reported April surplus of $173,982 and $711,869 in savings through August forecast changes. The main drivers of the August forecasted surplus include:

- Increased investment income of $621,400;
- Additional payments-in-lieu of taxes and penalties and interest on taxes and other receivables totalling $265,000;
- Corporate wide increased gapping savings of $250,000, realized through natural gapping of staff turnover;
- Savings in utilities across the buildings of $179,100 and an additional $100,000 from hydro savings for street lighting;
- Grant funding of $120,000 for providing quality summer work experience for young people in Recreation and Culture and Asset Management;
- Savings from reduced crossing guard hours of $110,000; offset by
- Increased contracted services from unexpected maintenance for aging infrastructure and escalating costs of $273,400 in Operations;
- Increased costs due to cleanup from the severe wind storm in May of $242,700;
- Net COVID-19 related impacts of $209,300 driven by loss of revenues in Parking and Arenas and additional COVID-19 direct costs;
- Net increase in funding for waived development charges (DCs) of $150,000; and
- Increased staffing costs in Fire Services for overtime of $437,500 to maintain minimum staffing levels, partly offset by gapping savings of $295,600.

The water utility operations are forecasting a year end surplus for 2022 of $815,831, representing 1.1 per cent of the gross expenditures. The April forecast previously reported a $15,000 surplus and August reporting period is an additional $800,831 in savings. The main driver of the forecasted surplus for water utility is better than anticipated inflow and infiltration resulting in lower treatment purchase for savings of $1.1 million in wastewater, partly offset by higher than budgeted water loss resulting in lower water billing revenue, relative to the amount of clean drinking water purchased from the Region, causing a deficit of $324,334 in water.

**Financial Implications**

The following tables summarize the forecasted surpluses on the tax supported operations and the water utility operations.

The tax supported operations are forecasting a year end surplus of $885,851, as seen in the table below.

<table>
<thead>
<tr>
<th></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>Mayor and Council</td>
<td>$1,246,700</td>
<td>$0</td>
<td>$0</td>
<td>$1,246,700</td>
<td>$729,240</td>
<td>58.5%</td>
</tr>
<tr>
<td>Office of the City Manager</td>
<td>$2,398,000</td>
<td>$50,000</td>
<td>$17,600</td>
<td>$2,465,600</td>
<td>$1,453,978</td>
<td>59.0%</td>
</tr>
<tr>
<td>Corporate</td>
<td>$45,264,200</td>
<td>$161,850</td>
<td>$519,100</td>
<td>$45,945,150</td>
<td>$28,366,545</td>
<td>61.7%</td>
</tr>
</tbody>
</table>
The water utility operations are forecasting a year end surplus of $815,831, as seen in the table below.

<table>
<thead>
<tr>
<th>Services</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 Enterprise</td>
<td>$6,928,200</td>
<td>($24,487)</td>
<td>($160,556)</td>
<td>$6,743,157</td>
<td>$3,957,028</td>
<td>58.7%</td>
</tr>
<tr>
<td>Community Development</td>
<td>$9,915,000</td>
<td>($279,775)</td>
<td>($557,073)</td>
<td>$9,078,152</td>
<td>$3,324,695</td>
<td>36.6%</td>
</tr>
<tr>
<td>Infrastructure Services</td>
<td>$19,202,700</td>
<td>$215,345</td>
<td>$766,960</td>
<td>$20,185,005</td>
<td>$11,934,383</td>
<td>59.1%</td>
</tr>
<tr>
<td>Corporate Expenditures</td>
<td>($92,742,100)</td>
<td>($296,915)</td>
<td>($1,297,900)</td>
<td>($94,336,915)</td>
<td>($114,258,224)</td>
<td>121.1%</td>
</tr>
<tr>
<td>Idea Exchange</td>
<td>$7,787,300</td>
<td>$0</td>
<td>$0</td>
<td>$7,787,300</td>
<td>$5,843,575</td>
<td>75.0%</td>
</tr>
<tr>
<td><strong>Total Tax Supported</strong></td>
<td></td>
<td>($173,982)</td>
<td>($711,869)</td>
<td>($885,851)</td>
<td>($58,648,780)</td>
<td></td>
</tr>
</tbody>
</table>

The water utility operations are forecasting a year end surplus of $815,831, as seen in the table below.

<table>
<thead>
<tr>
<th>Total Restated Budget</th>
<th>April Forecast Changes</th>
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<th>Revised Forecast</th>
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<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>$38,513,400</td>
<td>$7,500</td>
<td>$572,656</td>
<td>$39,093,556</td>
<td>68.7%</td>
</tr>
<tr>
<td>Revenues</td>
<td>($38,513,400)</td>
<td>($15,000)</td>
<td>($240,822)</td>
<td>($38,769,222)</td>
<td>57.7%</td>
</tr>
<tr>
<td><strong>Total Water</strong></td>
<td>$0</td>
<td>($7,500)</td>
<td>$331,834</td>
<td>$324,334</td>
<td>450,2415</td>
</tr>
<tr>
<td><strong>Wastewater</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>$34,655,300</td>
<td>($7,500)</td>
<td>($1,057,765)</td>
<td>$33,590,035</td>
<td>64.9%</td>
</tr>
<tr>
<td>Revenues</td>
<td>($34,655,300)</td>
<td>$0</td>
<td>($74,900)</td>
<td>($34,730,200)</td>
<td>58.9%</td>
</tr>
<tr>
<td><strong>Total Wastewater</strong></td>
<td>$0</td>
<td>($7,500)</td>
<td>($1,132,665)</td>
<td>($1,140,165)</td>
<td>1,344,222</td>
</tr>
<tr>
<td><strong>Total City of Cambridge Water Utility</strong></td>
<td>$0</td>
<td>($15,000)</td>
<td>($800,831)</td>
<td>($815,831)</td>
<td>5,846,637</td>
</tr>
</tbody>
</table>

STRATEGIC ALIGNMENT:

☐ Strategic Action; or
☒ Core Service

Objective(s): Not Applicable

Strategic Action: Not Applicable

Program: Finance
**Core Service:** Financial Planning

Providing updates to Council on operating budget variances supports responsible oversight of financial resources. It also ensures program managers and departments are accountable for the programs they manage and provide transparency as to where public dollars are spent.

**BACKGROUND:**

**Economic Outlook**

According to the Bank of Canada’s Monetary Policy Report from October 2022, inflation remains high not only locally in Ontario and Canada, but around the world. Many central banks, including the Bank of Canada, have been rapidly increasing their policy rates in an effort to bring the inflation rate down closer to the policy target of two per cent. While inflation in Canada has declined from its peak, it remains high at 6.9 per cent as of September 2022. The Bank of Canada forecasts average CPI inflation for Canada to be 6.9 per cent in 2022, 4.1 per cent in 2023, reducing to 2.2 per cent in 2024.

![CPI Inflation Graph](chart.png)


While the rise in central banks’ policy rates is anticipated to help bring down inflation, it has also had the effect of slowing economic growth in Canada. According to the Bank of Canada, economic growth is forecast to slow from 3.25 per cent in 2022 to just under 1 per cent in 2023. An increasing number of banks and economists are acknowledging the risk of a technical recession in 2023, defined as two consecutive quarters of negative growth in real gross domestic product (GDP).
The current high rate of economic growth and high rate of demand in the market continues to yield a strong labour market. The average unemployment rate in Canada was 5.2 per cent in September 2022, one of the lowest rates in 40 years according to the Bank of Canada’s Monetary Policy Report. The metropolitan region of Kitchener-Cambridge-Waterloo was slightly above this national average, at 5.7 per cent for September, an increase from the Region’s recent low of 5.1 per cent seen in June and July. This is reflective of the softening of employment identified by the Bank of Canada, particularly seen in sectors that are sensitive to interest rates such as manufacturing and construction. With more increases to interest rates forecasted and the predicted slowing of economic growth, there may be further softening of the labour market and an increase to the local unemployment rate over the coming months. In the meantime, the employment market remains tight nationally and locally.

Source: Statistics Canada. Table 14-10-0020-01 Unemployment rate, participation rate and employment rate by educational attainment, annual

ANALYSIS:

Tax-Supported Operating Variance

The City is forecasting a year end net surplus of $885,851 for 2022 based on August year to date information. This represents 0.7 per cent of the gross expenditures in the tax-supported operating budget. The August forecast results in savings of $711,869 adding to the previously reported surplus of $173,982 in the April forecast report. The table below shows the variance between the annual Council-approved budget and year-to-date actuals for each department, for tax-supported operations.
<table>
<thead>
<tr>
<th>Department</th>
<th>Total Restated Budget</th>
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</thead>
<tbody>
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<td>$0</td>
<td>$0</td>
<td>$1,246,700</td>
<td>$729,240</td>
<td>58.5%</td>
</tr>
<tr>
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<td>$2,398,000</td>
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<td>$1,453,978</td>
<td>59.0%</td>
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<td>$0</td>
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<td>$5,843,575</td>
<td>75.0%</td>
</tr>
<tr>
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<td>$0</td>
<td>($173,982)</td>
<td>($711,869)</td>
<td>($885,851)</td>
<td>($58,648,780)</td>
<td></td>
</tr>
</tbody>
</table>

Further explanation of variances in spending to date and forecast changes are provided in the following sections by department.

**Mayor & Council**

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Restated Budget</th>
<th>April Forecast Changes</th>
<th>August Forecast Changes</th>
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<th>YTD Actuals as at August 31st</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor and Council</td>
<td>$1,246,700</td>
<td>$0</td>
<td>$0</td>
<td>$1,246,700</td>
<td>$729,240</td>
<td>58.5%</td>
</tr>
<tr>
<td>Total Mayor and Council</td>
<td>$1,246,700</td>
<td>$0</td>
<td>$0</td>
<td>$1,246,700</td>
<td>$729,240</td>
<td>58.5%</td>
</tr>
</tbody>
</table>

The Office of the Mayor and Council is not projecting a year-end surplus or deficit for this reporting period.

**Office of the City Manager**

<table>
<thead>
<tr>
<th>Department</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. City Manager</td>
<td>$537,700</td>
<td>$0</td>
<td>($900)</td>
<td>$536,800</td>
<td>$329,406</td>
<td>61.4%</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>$937,700</td>
<td>$0</td>
<td>$0</td>
<td>$937,700</td>
<td>$547,472</td>
<td>58.4%</td>
</tr>
<tr>
<td>Legal Services</td>
<td>$922,600</td>
<td>$50,000</td>
<td>$18,500</td>
<td>$991,100</td>
<td>$577,100</td>
<td>58.2%</td>
</tr>
<tr>
<td>Total Office of the City Manager</td>
<td>$2,398,000</td>
<td>$50,000</td>
<td>$17,600</td>
<td>$2,465,600</td>
<td>$1,453,978</td>
<td>59.0%</td>
</tr>
</tbody>
</table>

The Office of the City Manager is projecting a year-end deficit of $67,600. The August forecast represents a net impact of $17,600 driven by additional legal fees which are
partially offset by salary gapping and increased lease agreement revenues. A $50,000 deficit was previously reported in April forecast.

**Corporate Services**

<table>
<thead>
<tr>
<th></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 Services</td>
<td>$530,100</td>
<td>$0</td>
<td>($3,000)</td>
<td>$527,100</td>
<td>$324,764</td>
<td>61.6%</td>
</tr>
<tr>
<td>City Clerk</td>
<td>$3,338,000</td>
<td>($17,400)</td>
<td>$325,600</td>
<td>$3,646,200</td>
<td>$1,738,606</td>
<td>47.7%</td>
</tr>
<tr>
<td>Emergency Mgmt &amp; Business Continuity</td>
<td>$333,700</td>
<td>$0</td>
<td>$0</td>
<td>$333,700</td>
<td>$294,579</td>
<td>88.3%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>$3,461,700</td>
<td>$34,400</td>
<td>($26,900)</td>
<td>$3,469,200</td>
<td>$1,801,315</td>
<td>51.9%</td>
</tr>
<tr>
<td>Fire Services</td>
<td>$27,366,000</td>
<td>$144,850</td>
<td>$223,400</td>
<td>$27,734,250</td>
<td>$18,117,785</td>
<td>65.3%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$2,739,100</td>
<td>$0</td>
<td>$0</td>
<td>$2,739,100</td>
<td>$1,682,094</td>
<td>61.4%</td>
</tr>
<tr>
<td>Technology Services</td>
<td>$7,495,600</td>
<td>$0</td>
<td>$0</td>
<td>$7,495,600</td>
<td>$4,407,402</td>
<td>58.8%</td>
</tr>
<tr>
<td>Total Corporate Services</td>
<td>$45,264,200</td>
<td>$161,850</td>
<td>$519,100</td>
<td>$45,945,150</td>
<td>$28,366,545</td>
<td>61.7%</td>
</tr>
</tbody>
</table>

Corporate Services department is projecting a year end net deficit totaling $680,950 of which $161,850 was previously reported in April. Over-expenditures reported in August total $519,100. The main drivers of the deficit include:

- Net deficit in Office of the City Clerk of $325,600 due to decreased Bylaw permit revenues and parking fines of $80,000 and $300,000 respectively as a continued result of the pandemic. This is partially offset from reduced COVID-19 impacts recognized in Corporate Expenditures. Offsetting the deficit are net savings from bringing parking enforcement in-house and increased Bylaw enforcement revenue;

- Net deficit in Fire Services of $223,400 as a result of increased overtime to maintain minimum staffing levels which have been offset in part by vacancy savings, fuel price increases and higher than anticipated needs for Fire Station maintenance; offset by

- Net savings for Admin. Corporate Services from reduced other staffing costs and lower than anticipated spending in promo and marketing; and

- Net savings in Financial Services total $26,900 resulting from net increase in Tax revenue, interoffice mail savings and ActiveNet fee savings offset by increased Tax sales fees.

**Corporate Enterprise**
<table>
<thead>
<tr>
<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>$395,200</td>
<td>($400)</td>
<td>($13,100)</td>
<td>$381,700</td>
<td>$244,887</td>
</tr>
<tr>
<td>Building Design and Construction</td>
<td>$323,300</td>
<td>$0</td>
<td>($2,400)</td>
<td>$320,900</td>
<td>$169,529</td>
</tr>
<tr>
<td>Corporate Strategy</td>
<td>$512,400</td>
<td>($21,500)</td>
<td>($10,076)</td>
<td>$480,824</td>
<td>$271,151</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$1,019,300</td>
<td>($2,587)</td>
<td>$620</td>
<td>$1,017,333</td>
<td>$551,036</td>
</tr>
<tr>
<td>Facilities</td>
<td>$4,392,900</td>
<td>$0</td>
<td>($130,800)</td>
<td>$4,262,100</td>
<td>$2,508,415</td>
</tr>
<tr>
<td>Risk and Compliance</td>
<td>$285,100</td>
<td>$0</td>
<td>($4,800)</td>
<td>$280,300</td>
<td>$212,010</td>
</tr>
<tr>
<td><strong>Total Corporate Enterprise</strong></td>
<td><strong>$6,928,200</strong></td>
<td><strong>($24,487)</strong></td>
<td><strong>($160,556)</strong></td>
<td><strong>$6,743,157</strong></td>
<td><strong>$3,957,028</strong></td>
</tr>
</tbody>
</table>

The forecasted year end net surplus in the Corporate Enterprise department is $185,043 of which $24,487 was previously reported in April. The main drivers of the $160,556 August operating surplus are:

- Net savings in Facilities of $130,800 primarily due to lower than anticipated expenses in utilities offset in part by an increase in professional services for cleaning services; and
- Net savings across the rest of the divisions of $29,756 driven by professional development savings in Admin. Corporate Enterprise, lower than anticipated mileage in Building Design and Construction, savings in communication costs for Corporate Strategy and professional development savings in Risk and Compliance.

**Community Development**

<table>
<thead>
<tr>
<th>Total Restated Budget</th>
<th>April Forecast Changes</th>
<th>August Forecast Changes</th>
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<th>YTD Actuals as at August 31st</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Community Development</td>
<td>$589,600</td>
<td>$0</td>
<td>($65,933)</td>
<td>$523,667</td>
<td>$332,667</td>
</tr>
<tr>
<td>Building Services</td>
<td>$60,100</td>
<td>$0</td>
<td>($60,100)</td>
<td>$0</td>
<td>($949,657)</td>
</tr>
<tr>
<td>Engineering and Transportation Services</td>
<td>$4,007,400</td>
<td>($27,500)</td>
<td>($234,700)</td>
<td>$3,745,200</td>
<td>$1,796,635</td>
</tr>
<tr>
<td>Planning Services</td>
<td>$1,481,300</td>
<td>($277,900)</td>
<td>($81,000)</td>
<td>$1,122,400</td>
<td>$559,363</td>
</tr>
<tr>
<td>Recreation and Culture</td>
<td>$3,776,600</td>
<td>$25,625</td>
<td>($115,340)</td>
<td>$3,686,885</td>
<td>$1,585,687</td>
</tr>
<tr>
<td><strong>Total Community Development</strong></td>
<td><strong>$9,915,000</strong></td>
<td><strong>($279,775)</strong></td>
<td><strong>($557,073)</strong></td>
<td><strong>$9,078,152</strong></td>
<td><strong>$3,324,695</strong></td>
</tr>
</tbody>
</table>

The Community Development department is forecasting a net surplus of $836,848 for 2022. April forecast previously reported savings of $279,775 and an additional $557,073 in savings have been identified through August forecasting as follows:
- Net savings in Engineering and Transportation Services of $234,700 from reduced Crossing Guard hours, savings in hydro costs from streetlighting and reduced lot operating expenses;
- Net savings in Recreation and Culture of $115,340 mainly from successfully obtaining grant funding for providing summer work opportunities for young people of $110,000 and a net savings due to reduced wage related costs, contract services and supplies offsetting losses in revenue;
- Net savings in Planning Services of $81,000 driven by higher revenues from application fees and letter of compliance partially offset by core area waived fees, increased consultant services, additional promotion and marketing and increased overtime; and
- Net savings in Admin. Community Development of $65,933 from savings in professional development and promotion and marketing offset by increased materials and supplies.

The Building Services division is currently trending towards higher building permit revenue. If this materializes at year end it will be transferred to the Building Permit Stabilization reserve as per the reserve fund by-law;

**Infrastructure Services**

<table>
<thead>
<tr>
<th></th>
<th>Total Restated Budget</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Admin. Infrastructure Services</td>
<td>$458,700</td>
<td>$0</td>
<td>($15,700)</td>
<td>$443,000</td>
<td>$118,257</td>
<td>26.7%</td>
</tr>
<tr>
<td>Asset Management and Project Management</td>
<td>$536,000</td>
<td>$0</td>
<td>($10,000)</td>
<td>$526,000</td>
<td>($45,547)</td>
<td>(8.7%)</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>$857,100</td>
<td>$0</td>
<td>$10,000</td>
<td>$867,100</td>
<td>$500,559</td>
<td>57.7%</td>
</tr>
<tr>
<td>Operations</td>
<td>$17,350,900</td>
<td>$215,345</td>
<td>$782,660</td>
<td>$18,348,905</td>
<td>$11,361,114</td>
<td>61.9%</td>
</tr>
<tr>
<td><strong>Total Infrastructure Services</strong></td>
<td><strong>$19,202,700</strong></td>
<td><strong>$215,345</strong></td>
<td><strong>$766,960</strong></td>
<td><strong>$20,185,005</strong></td>
<td><strong>$11,934,383</strong></td>
<td>59.1%</td>
</tr>
</tbody>
</table>

The department of Infrastructure Services is projecting a net deficit of $982,305. The August forecast represents $766,960, while $215,345 was previously reported in April forecast. The main drivers of the August forecast are:

- Net deficit in Operations of $782,660. Approximately $242,700 of this is attributable to cleanup from the severe wind storm in May impacting the Forestry division. Additionally, there was continued loss of revenues in Arenas of $171,300 from the pandemic which is partly offset by reduced COVID impacts in Corporate Expenditures. Other areas causing overages across the division are unexpected maintenance costs from aging infrastructure and escalating contract costs.
service costs totalling $273,360 and increased fleet costs of $45,200 due to the need for leased vehicles because of the delay in delivery of vehicles and escalating fuel prices;

- Net deficit in Environmental services of $10,000 for ditching and culvert work; offset by
- Net savings in Asset Management and Project Management of $10,000 from successfully obtaining grant funding for providing summer work opportunities for young people; and
- Net savings in Admin. Infrastructure Services of $15,700 from reduced program supplies to help offset increases across Operations division.

Corporate Expenditures

<table>
<thead>
<tr>
<th></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 Financing</td>
<td>$3,893,900</td>
<td>$0</td>
<td>$1,036,600</td>
<td>$4,930,500</td>
<td>($245,351)</td>
<td>(5.0%)</td>
</tr>
<tr>
<td>External Funding</td>
<td>$1,969,100</td>
<td>$24,400</td>
<td>$0</td>
<td>$1,993,500</td>
<td>$1,897,210</td>
<td>95.2%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$1,161,200</td>
<td>$0</td>
<td>$0</td>
<td>$1,161,200</td>
<td>$1,363,674</td>
<td>117.4%</td>
</tr>
<tr>
<td>Income from Investment</td>
<td>($3,009,700)</td>
<td>$0</td>
<td>($1,100,000)</td>
<td>($4,109,700)</td>
<td>($5,273,940)</td>
<td>128.3%</td>
</tr>
<tr>
<td>Taxation Revenue</td>
<td>($92,201,400)</td>
<td>$0</td>
<td>($204,200)</td>
<td>($92,405,600)</td>
<td>($109,074,541)</td>
<td>118.0%</td>
</tr>
<tr>
<td>Payment in Lieu</td>
<td>($969,700)</td>
<td>$0</td>
<td>($30,300)</td>
<td>($1,000,000)</td>
<td>$228</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>Corporate Grants</td>
<td>($96,900)</td>
<td>$0</td>
<td>$0</td>
<td>($96,900)</td>
<td>($173,037)</td>
<td>178.6%</td>
</tr>
<tr>
<td>Corporate Allocations</td>
<td>($3,488,600)</td>
<td>($321,315)</td>
<td>($1,000,000)</td>
<td>($4,809,915)</td>
<td>($2,752,467)</td>
<td>57.2%</td>
</tr>
<tr>
<td>Total Corporate Expenditures</td>
<td>($92,742,100)</td>
<td>($296,915)</td>
<td>($1,297,900)</td>
<td>($94,336,915)</td>
<td>($114,258,224)</td>
<td>121.1%</td>
</tr>
</tbody>
</table>

Corporate Expenditures are forecasted to be in a net surplus position of $1,594,815 with $1,297,900 in savings forecasted in August in addition to the previously reported savings in April of $296,915. The main drivers of the net savings are:

- Investment income projections of $1.1 million over budget based on Bank of Canada benchmark rate through 2022 as well as increased investment activity. The 2022 budget was prepared based on the best information available at the time which included a forecasted low interest rate environment driven by the pandemic responses, however the City is now recognizing increased investment income as a result of significant increases to the Bank of Canada benchmark rate throughout 2022. Due to the increased investment income the contribution from Safe Restart Funding for lost investment income of $478,600 can be utilized
towards partly offsetting the direct costs of COVID and the additional loss in revenues seen in Parking and Arenas;

- Corporate wide gapping savings has exceeded budget as a result of natural gapping stemming from staff turnover and the challenges departments are facing this year to recruit for the vacant positions, an additional $250,000 has been forecasted;
- Debt charges have been reduced to reflect actuals based on debt amortization schedule of issued debt to date, with the budgeted charges of unissued debt being transferred to the corresponding reserve funds;
- Higher than anticipated hydro dividend revenue following the merger with Brant Hydro, resulting in $2,000,685 being contributed to the Hydro Dividend Reserve Fund. In order to close out transactions prior to the merger, next years dividends were paid out this year. This results in higher contributions to the reserve fund this year offsetting lower contributions to the Reserve Fund that will be seen next year; and
- Waived development charges (DCs) are forecasted to exceed budget by $1.15 million for 2022; as a result, the $1 million budgeted contribution to the Rate Stabilization Reserve to set aside for future financial exposure on waived DCs is being eliminated and the funds used to offset this impact, resulting in a net impact of $150,000 for 2022.

Idea Exchange

<table>
<thead>
<tr>
<th></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>Idea Exchange</td>
<td>$7,787,300</td>
<td>$0</td>
<td>$0</td>
<td>$7,787,300</td>
<td>$5,843,575</td>
<td>75.0%</td>
</tr>
<tr>
<td>Total Idea Exchange</td>
<td>$7,787,300</td>
<td>$0</td>
<td>$0</td>
<td>$7,787,300</td>
<td>$5,843,575</td>
<td>75.0%</td>
</tr>
</tbody>
</table>

The Library, operating as Idea Exchange, is projecting no surplus or deficit for this reporting period.

COVID-19 Impact

The effects of the COVID-19 pandemic on City operations and service delivery have been steadily declining, however there continue to be some financial impacts seen across the City.

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. The total amount of safe restart funding the City of Cambridge received to date is $6,858,752. As of the last update to Council, based on information as of April 30, 2022 (report 22-031-CRS), there
was only $25,392 of this funding remaining. To add additional contingency towards future COVID-19 impacts, as experienced in early 2022 with the Omicron variant, Council approved setting aside $2,037,936 of cost containment savings from 2021 for this purpose.

By the end of 2022 the City is expecting to fully utilize the Safe Restart Funding and may need to utilize a portion of the funding set aside through the Rate Stabilization to offset additional operating costs and capital project expenditures.

Through August forecasting an additional $209,300 in impacts have been identified beyond what is currently being offset from Safe Restart Funding and is being offset by the overall surplus. The additional impacts consist of lost revenues in Parking and Arenas and additional COVID-19 direct costs, partially offset from a reduced need in Safe Restart Funding associated with investment income.

**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>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><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>$38,513,400</td>
<td>$7,500</td>
<td>$572,656</td>
<td>$39,093,556</td>
<td>$26,871,462</td>
<td>68.7%</td>
</tr>
<tr>
<td>Revenues</td>
<td>($38,513,400)</td>
<td>($15,000)</td>
<td>($240,822)</td>
<td>($38,769,222)</td>
<td>($22,369,047)</td>
<td>57.7%</td>
</tr>
<tr>
<td><strong>Total Water</strong></td>
<td>$0</td>
<td>($7,500)</td>
<td>$331,834</td>
<td>$324,334</td>
<td>$4,502,415</td>
<td></td>
</tr>
<tr>
<td><strong>Wastewater</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>$34,655,300</td>
<td>($7,500)</td>
<td>($1,057,765)</td>
<td>$33,590,035</td>
<td>$21,809,214</td>
<td>64.9%</td>
</tr>
<tr>
<td>Revenues</td>
<td>($34,655,300)</td>
<td>$0</td>
<td>($74,900)</td>
<td>($34,730,200)</td>
<td>($20,464,992)</td>
<td>58.9%</td>
</tr>
<tr>
<td><strong>Total Wastewater</strong></td>
<td>$0</td>
<td>($7,500)</td>
<td>($1,132,665)</td>
<td>($1,140,165)</td>
<td>$1,344,222</td>
<td></td>
</tr>
<tr>
<td><strong>Total City of Cambridge Water Utility</strong></td>
<td>$0</td>
<td>($15,000)</td>
<td>($800,831)</td>
<td>($815,831)</td>
<td>$5,846,637</td>
<td></td>
</tr>
</tbody>
</table>

For August reporting period, the City is projecting a $815,831 surplus in water and wastewater operations, while $15,000 of this surplus was reported through the April forecast. This represents 1.1 per cent of the water utility gross expenditures budget.

The water operations are forecasting an overall deficit of $331,834. This deficit is mostly attributed to higher than budgeted unbilled water or water loss, resulting in lower water billing revenue relative to the amount of clean drinking water purchased from the Region. Partly offsetting the deficit is savings from water and sewer billings which will be realized 50 per cent in each of water and wastewater from the implementation of AMI as the City is realizing the savings from reduced meter reading services, an increase in
final billings and penalties revenues and decreased licensing, promotion and marketing and professional development expenditures.

The wastewater operations are projecting a surplus of $1,132,665. The main driver of these savings is better than anticipated inflow and infiltration resulting in lower treatment purchase. Additional savings were from water and sewer billings as mentioned above, and decreased water/sewer charges for City pumping stations. Partly offsetting the savings are increased waived DCs of $150,000.

In addition to the forecasts noted above there has been unforeseen expenses related to disposal of excess material that is not able to be re-used onsite in environmentally sustainable manners as per excess soil regulations. In order to comply with the regulations, the City has approved the work under delegated authority in accordance with the Council Recess Signing Authority Policy as permitted in Section 5.2.2 of the City’s Procurement By-Law. The cost to water of $183,022 is being offset by the Water Rate Stabilization Reserve Fund as the program is currently in a deficit position, whereas the cost to wastewater of $90,000 is being absorbed by the surplus currently forecasted.

EXISTING POLICY / BY-LAW(S):

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 2022, for both tax-supported and water utility operations.

The tax-supported operations are forecasting a surplus of $885,851. Driving the surplus is increased investment income, gapping savings, taxation revenue and grants, and reduced utilities. Partly offsetting the surplus are increased costs to maintain aging infrastructure, the severe wind storm in May, waived DCs and Fire Services overtime.
The water utility operations are also projecting a surplus of $815,831 driven by better than anticipated inflow and infiltrations resulting in lower treatment purchase, partly offset from higher than budgeted water loss resulting in lower water billing revenue relative to the amount water purchased from the Region.

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

Certain forecast changes result in impacts to reserve and reserve funds; these are reported in Appendix A.

**Restatements**

Changes in operations have resulted in restatements of the 2022 approved budget for comparative purposes. The changes reallocate certain costs and revenues between accounts and/or divisions and have no net effect on the total approved budget for 2022.

The restatements for 2022 include:

- Restructure of one staff complement from Corporate Enterprise to Corporate Services for $92,000;
- Transfer of $55,000 for condition inspections from Infrastructure Services to Corporate Enterprise;
- Transfer of $50,000 to incorporate Contaminated Sites grant into Core Area Incentive Program from Community Development to Corporate Enterprise;
- Transfer of $22,600 for Planning services print and mail from Corporate Services to Community Development; and
- Restructure of internal recoveries for Building Services and Development Planning, moving $735,700 from Corporate Expenditures and $29,700 from Corporate Services to Community Development.

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>In Year Changes</th>
<th>Total Restated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor and Council</td>
<td>$1,246,700</td>
<td>$0</td>
<td>$1,246,700</td>
</tr>
<tr>
<td>Office of the City Manager</td>
<td>$2,398,000</td>
<td>$0</td>
<td>$2,398,000</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>$45,224,500</td>
<td>$39,700</td>
<td>$45,264,200</td>
</tr>
<tr>
<td>Corporate Enterprise</td>
<td>$6,915,200</td>
<td>$13,000</td>
<td>$6,928,200</td>
</tr>
<tr>
<td>Community Development</td>
<td>$9,177,000</td>
<td>$738,000</td>
<td>$9,915,000</td>
</tr>
<tr>
<td>Infrastructure Services</td>
<td>$19,257,700</td>
<td>($55,000)</td>
<td>$19,202,700</td>
</tr>
<tr>
<td>Corporate Expenditures</td>
<td>($92,006,400)</td>
<td>($735,700)</td>
<td>($92,742,100)</td>
</tr>
<tr>
<td>Idea Exchange</td>
<td>$7,787,300</td>
<td>$0</td>
<td>$7,787,300</td>
</tr>
<tr>
<td><strong>Total Tax Supported</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

**PUBLIC VALUE:**
Sustainability and Transparency:
This work supports the financial sustainability of the City by ensuring appropriate oversight and governance towards the City’s financial resources. It also provides transparency as to where public dollars are spent.

ADVISORY COMMITTEE INPUT:
Not applicable.

PUBLIC INPUT:
Posted publicly as part of the report process.

INTERNAL / EXTERNAL CONSULTATION:
Staff delegated with budget responsibility have been consulted with respect to their budget variances in the writing of this report.

CONCLUSION:
The report provides a comprehensive financial update on the City’s operations as at August 31st 2022, for both the tax-supported and water utility operations. Tax-supported operations are forecasting a net year end surplus of $885,851 for 2022 and the water utility operations is projecting a net year end surplus of $815,831.

REPORT IMPACTS:
Agreement: No
By-law: No
Budget Amendment: No
Policy: No

APPROVALS:
This report has been reviewed by the Chief Financial Officer and City Solicitor.
It has been reviewed and approved by the Director, Deputy City Manager and City Manager.

ATTACHMENTS:

1. 22-054-CRS 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, 2022</th>
<th>Increase (Decrease) to Reserve Fund</th>
<th>Revised Balance Following Forecast Changes</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate Stabilization Reserve Fund</td>
<td>$12,709,600</td>
<td>$(990,000)</td>
<td>$11,719,600</td>
<td>Waived DCs are forecasted to exceed budget by $1.15M therefore the $1 million contribution to reserve fund for future financial exposure is instead being utilized towards the actual cost of Waived DCs in 2022. The reduced contribution is being partly offset by lower than expected Blackbridge bridge repairs returning $10,000 to the reserve fund.</td>
</tr>
<tr>
<td>Hydro Dividend Stabilization Reserve Fund</td>
<td>$(1,780,808)</td>
<td>$2,003,585</td>
<td>$222,777</td>
<td>Additional $2,000,685 hydro dividend following merger with Brant Hydro and adjustment for actual debt payments based on debt amortization schedule of issued debt of $2,900.</td>
</tr>
<tr>
<td>Capital Works Debt Retirement</td>
<td>$1,088,926</td>
<td>$1,208,000</td>
<td>$2,296,926</td>
<td>Budgeted cost for debt that yet remains unissued for Rec Complex Design and Preston Aud Construction (tax portions) being sent to Debt Retirement RF to be drawn out towards project in reducing overall debt need.</td>
</tr>
<tr>
<td>Self Insurance Reserve Fund</td>
<td>$1,698,234</td>
<td>$(296,600)</td>
<td>$1,401,634</td>
<td>Draw from Insurance reserve to offset increased premium costs.</td>
</tr>
<tr>
<td>Replacement Tree Planting Reserve Fund</td>
<td>$243,216</td>
<td>$672,200</td>
<td>$915,416</td>
<td>Anticipating $672,200 in additional revenue from the permit process as per the Private Tree Preservation By-Law that will be unspent this year and returned to the reserve fund.</td>
</tr>
<tr>
<td>Municipal Accommodation Tax</td>
<td>$782,130</td>
<td>$(5,000)</td>
<td>$777,130</td>
<td>Offsetting the PGA Canada Tour sponsorship as approved through Council report 22-061-CD.</td>
</tr>
<tr>
<td>Water Rate Stabilization Reserve Fund</td>
<td>$3,843,464</td>
<td>$(183,022)</td>
<td>$3,660,442</td>
<td>To fund unexpected soils disposal.</td>
</tr>
<tr>
<td>Equipment Reserve Fund</td>
<td>$6,518,286</td>
<td>$(6,000)</td>
<td>$6,512,286</td>
<td>Additional draw to offset vehicle lease for decommissioned truck not schedule for replacement until 2023.</td>
</tr>
<tr>
<td>Economic Development Reserve Fund</td>
<td>$9,840,861</td>
<td>$91,778</td>
<td>$9,932,639</td>
<td>Reduced contribution required as a result of savings due to fewer in person events.</td>
</tr>
<tr>
<td>Development Charges - Sanitary Sewer Reserve Fund</td>
<td>$(2,484,960)</td>
<td>$(74,900)</td>
<td>$(2,559,860)</td>
<td>Adjust to actual debt payments based on debt amortization schedule of issued debt.</td>
</tr>
<tr>
<td>Development Charges - Roadways Reserve Fund</td>
<td>$16,353,132</td>
<td>$266,200</td>
<td>$16,619,332</td>
<td>Adjust to actual debt payments based on debt amortization schedule of issued debt.</td>
</tr>
<tr>
<td>Development Charges - Indoor Recreation Reserve Fund</td>
<td>$24,388,438</td>
<td>$625,800</td>
<td>$25,014,238</td>
<td>Adjust to actual debt payments based on debt amortization schedule of issued debt.</td>
</tr>
<tr>
<td>Development Charges - Parks Reserve Fund</td>
<td>$(294,379)</td>
<td>$545,900</td>
<td>$251,521</td>
<td>Adjust to actual debt payments based on debt amortization schedule of issued debt.</td>
</tr>
<tr>
<td>Building Permit Stabilization Reserve Fund</td>
<td>$3,741,429</td>
<td>$48,900</td>
<td>$3,790,329</td>
<td>Additional contribution due to increased revenues.</td>
</tr>
</tbody>
</table>
RECOMMENDATION(S):

THAT Report 22-012-IFS Capital Projects Status and Forecast – August 2022 Update be received;

AND THAT the closure of capital projects identified to be closed in report 22-012-IFS be approved;

AND THAT the capital forecast changes requiring approval under the Budget Control By-law as identified in report 22-012-IFS be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in report 22-012-IFS be approved.

EXECUTIVE SUMMARY:

Purpose

- To inform Council of the status and performance of the capital portfolio through August 31, 2022, including:
  - New projects created
  - Status of key projects
• To seek approval from Council for forecast changes and the closure 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, 2022 there are 249 open projects. This includes:

• 192 active projects underway (Approved, In Progress, Delayed)

• 43 projects where work is substantially complete (In Maintenance, Project work complete), with 1 additional project that was previously prepared as ready for closure being re-opened to address late financial impacts.

• 13 projects ready for closure.

Since 2018, the City of Cambridge has approved 379 capital projects with an original approved community investment of $292 million to maintain existing infrastructure and build new infrastructure. During 2022, 11 new projects have been created of which five were reported in the Capital Status and Forecast report as of April 30, 2022 and six additional projects have been created since May 1.

Based on current forecast (as of August 31, 2022) the estimated cost to implement the approved 2018 - 2022 capital program is $307 million. This current forecast is 5.4% higher than the original approved budget.

**Financial Implications**

The impact of all forecast changes as of August 31, 2022 result in an overall net increase in funding of $9,294,311 as summarized below.

The forecast changes result in a net draw from reserve funds of $7,970,996 as follows:

• $375,800 returned to reserve funds for projects that are being closed;

• $754,122 to be drawn from reserve funds based on forecast changes requiring Council approval;

• $7,592,674 drawn from reserve funds based on forecast changes previously approved by Council through separate reports during the reporting period;

Additionally, the forecast changes include:
• $1,095,071 in contribution from other external third parties, primarily driven by the addition of $1,052,300 to incorporate the local services component of work (required to be paid by the developer under the City’s local services policy) in project A/00432-40 East Side 3128 NS Collector (Allendale Rd to EW Collector);

• $228,244 in grant funding secured for A/01025-40 Grand River Access Point Improvement.

STRATEGIC ALIGNMENT:
☐ Strategic Action; or
☒ Core Service

Objective(s): Not Applicable

Strategic Action: Not Applicable

Program: Project Management Services

Core Service: Project Management Governance and Leadership

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.

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:

New Projects

To date in 2022, eleven new projects have been approved. They are:

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Name</th>
<th>Budget</th>
<th>Approval mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/01282-10</td>
<td>Land Acquisition: 8 Water St S</td>
<td>$640,000</td>
<td>22-001-OCM on February 1, 2022</td>
</tr>
<tr>
<td>A/01283-10</td>
<td>Land Acquisition: 19 Cambridge St</td>
<td>$2,000,000</td>
<td>22-002-OCM on February 1, 2022</td>
</tr>
<tr>
<td>A/01284-20</td>
<td>Enhanced Customer Service Strategy</td>
<td>$132,288</td>
<td>22-003(CRS) on February 15, 2022</td>
</tr>
<tr>
<td>A/01285-40</td>
<td>Streamline Dev Approvals - Tech Services</td>
<td>$480,000</td>
<td>22-012-CRE on February 15, 2022</td>
</tr>
<tr>
<td>A/01286-40</td>
<td>Streamline Dev Approvals - Planning</td>
<td>$520,000</td>
<td>22-012-CRE on February 15, 2022</td>
</tr>
<tr>
<td>A/01287-10</td>
<td>Land Acquisition - 637 King St E</td>
<td>$1,250,000</td>
<td>22-011-OCM on May 15, 2022</td>
</tr>
<tr>
<td>A/01288-10</td>
<td>91 Spring Street Property Acquisition</td>
<td>$530,000</td>
<td>22-021-OCM on June 7, 2022</td>
</tr>
<tr>
<td>A/01351-30</td>
<td>Jumpstart Accessible Sports</td>
<td>$140,000</td>
<td>22-005-IFS on July</td>
</tr>
</tbody>
</table>
As noted in the table above, during this reporting period there was one project approved under the emergency provisions of the Procurement By-law 19-187, for Galt Arena chiller replacement. On May 6, 2022 the chiller within the ice refrigeration system in the Galt Arena unexpectedly failed. The ice at the arena had to be removed early and bookings were re-allocated to the Hespeler Arena with some adjustment in schedules. With a lead-time of 10 to 12 weeks for this type of chiller equipment, the procurement was approved under the emergency provisions of the Procurement By-law in order to ensure ice would be able to be installed in time for the next regular ice season beginning in late August. The initial estimated cost of the work was $94,556 to be funded from the Capital Works Reserve Fund. This has been further revised to $118,460 as identified in the “Forecast Changes Requiring Council Approval” section of this report.

**Status of Key Projects – as of October 2022**

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

Conceptual building and site design is currently underway for the future Recreation Complex and Idea Exchange. A public engagement campaign has been launched to help inform the conceptual design and to increase awareness of the project. The project team will present two final concept designs to Council in Q1 of 2023 for direction. The project team continues to meet with the Waterloo Region District School Board (WRDSB), Waterloo Catholic District School Board (WCDSB) and Idea Exchange to coordinate the design of the Joint-Use Campus, including terms of reference for joint-use agreements between the project partners. An Agreement of Purchase and Sale has been completed with the School Boards with a closing date of November 15, 2022.

**Preston Auditorium Expansion Design – A/00420-30**

In July 2022, Council approved the schematic building design and directed staff to complete detailed design at a total project budget (design + construction) of $29,156,222. Council also directed staff to procure the services of a project management consultant to assist with construction administration. Detailed design and
detailed cost estimates are currently underway, including detailed coordination with key facility user groups.

**Fountain Street Soccer Facility Design – A/00471-30, Construction – A/00471-40**

Facility construction will continue until the winter season sets in, then will resume in spring 2023. Construction is currently expected to be completed in the fall of 2023.

**Cambridge Sports Park Expansion – A/01265-10**

In January 2022, Cambridge City Council approved an agreement between Buckingham Sports Properties and the City which will enable the expansion of the Cambridge Sports Park. Cambridge Sports Park is a centrally located, multi-sports facility, owned and operated by Buckingham Sports Properties on City-owned lands on Franklin Blvd. It currently includes a twin-pad arena, four beach volleyball courts, and three baseball diamonds.

The building permit for the site was issued in September 2022, and ground has been broken. The agreement will facilitate the construction of a four-pad community rink facility. Under the terms and conditions of the agreement, Buckingham Sports will fully fund the capital, operating and ongoing maintenance costs of this project. The City will purchase guaranteed ice time to serve the needs of residents and sports and recreation groups. The project is scheduled to be completed September 2023.

**2022 Road and underground infrastructure construction**

Construction is substantially complete on eight (8) of the ten (10) full road reconstruction projects planned for 2022. Todd Street and First Avenue are expected to be substantially complete by the middle of November 2022. Kenley Lane Walkway rehabilitation, which is ongoing in Fall 2022, is expected to be completed in Spring 2023. South Street is expected to be substantially complete in October. Other projects that are substantially complete include laneway rehabilitation, asphalt road resurfacing and rehabilitation, watermain lining, sanitary lining, and dam safety improvements.

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**

Phase 2 of the reconstruction of Dundas Street between Beverly Street and Hespeler Road began in May of 2022 and will continue into 2023.

The Region is installing new watermain along Avenue Road from Franklin Boulevard to Hespeler Road. Construction began in May and will continue into the Fall.
Water Street from Ainslie Street to Simcoe Street is planned for construction in 2022 to support the redevelopment of the Cambridge Mill, this work has not started yet. City watermain will be replaced as part of this work.

Development

Work in Southeast Galt in the area of Vanier Drive and Ripplewood Road to support development continues, including construction of a sanitary pumping station, forcemain and trunk sanitary sewer.

The Cambridge West developers continue work on municipal servicing. The realignment of Blenheim Road is complete and has opened to the public.

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

As of October 1, 2022, 39,039 residents and businesses are transmitting water meter data on the City’s network.

As of June 30, 2022, the Contractor completed their work on the project. The remaining 1500 water meter installations will be completed by the Contractor hired for the Meter Maintenance Program. Notices to all residents and businesses, who still require a new meter and smart point transmitter, will be sent at the appropriate time to book an appointment.

Installations completed are as follows: Commercial (89%), West Galt (99%), Preston (98%), South Galt (96%), East Galt (92%), North Galt (97%), Hespeler (97%).

LED Streetlight Conversion and King Street Decorative Lights – A/00083-40 and A/00973-40

Approximately 4,177 existing non-standard and decorative post top lights will be converted to LED lights in 2022/2023. Procurement is finalizing the contract terms with the supplier of the required lighting fixtures. The RFQ for the installation of the decorative lights was completed and the vendor has been selected. Procurement will be finalizing the contract terms with the selected Vendor. The King Street Decorative Lights project will see the installation of decorative lighting features in Preston. The lighting features will enhance the streetscape and act as an entrance feature to the City. The vendor has been selected and the purchase order has been prepared and released. The vendor is working with the suppliers and manufacturers of the equipment required. Timing of the project is late fall/early winter.
Trails, Parks, and Cemeteries

Three playground replacement installations (Gail Street Park, Lincoln Park, and Northview Heights Lookout Park) are now completed and open to the public. The Scattering Garden at Parklawn Cemetery is completed and open to the public. Anticipated closure of these projects will be one year after project completion (Summer/Fall 2023). Angewood Park consultation is finalized, with anticipated installation and replacement in Spring 2023. Design work for the Soper Park Amenity Design is underway, with public consultation ongoing in Fall 2022. Linden Drive Park (Limerick Subdivision) is currently under construction and should be completed in November.

Facilities

Necessary renovation to the Newland Pool to replace pool liners and improve water quality have been reviewed and a strategy for improving the overall user experience was brought to Council in August for consideration. Council selected and accepted strategy and project has been issued for tender. A design consultant has been hired to develop specifications for the replacement of the Allan Reuter Centre elevator and for Dickson Stadium renovations. Allan Reuter Centre elevator design and specifications have been approved, materials have been ordered, construction to be begin in January, and Dickson Stadium renovation designs have been received for review.

Construction is complete at the Parklawn Office/Chapel and Riverside Greenhouse. These projects are in maintenance stage. Plumbing and electrical work has been completed for the installation of new extractor and dryer at Fire Station 3. Project work for Fire Station 3 was completed August 2022. Planned replacement of the roofs at the Ferguson Homestead and Cottage have been reviewed, the cedar shakes at the Ferguson Cottage are near completion. A presentation was made to the Municipal Heritage Advisory Committee (MHAC) in June regarding the Ferguson Homestead roof. This project is on hold waiting for council approval of MHAC recommendation.

Heritage renovations at the Galt Riverbank buildings are in progress, Lutz House has some delays due to supply chain issues.

Portfolio Status – August 31, 2022

As of August 31, 2022 there are 249 open projects. This includes:

- 192 active projects underway (Approved, In Progress, Delayed)
43 projects where work is substantially complete (In Maintenance, Project work complete), with 1 additional project that was previously prepared as ready for closure being re-opened to address late financial impacts.

13 projects ready for closure.

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.

**Figure 1 Average % Completion by Budget Year**

<table>
<thead>
<tr>
<th>Year</th>
<th>Projects</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>33</td>
<td>96%</td>
</tr>
<tr>
<td>2019</td>
<td>65</td>
<td>86%</td>
</tr>
<tr>
<td>2020</td>
<td>68</td>
<td>77%</td>
</tr>
<tr>
<td>2021</td>
<td>63</td>
<td>25%</td>
</tr>
<tr>
<td>2022</td>
<td>85</td>
<td>46%</td>
</tr>
</tbody>
</table>

Observations from this analysis include:

- Projects approved in 2021 and 2022 are not as far along as might be expected at this time. This is attributed to ongoing supply chain and resource availability issues. Staff are reporting select material and supply delays which are impacting project timelines.

- Capital projects for construction of Preston Auditorium expansion and Railway Grade separation are approved in 2021 with a total budget of $41 million. The construction of both these projects are expected to start in 2023. As a result of these delayed projects, overall progress for 2021 is at 25%. Most of the remaining projects including construction for the Fountain Street soccer complex are progressing well.

**Budget Summary**

Since 2018, the City of Cambridge has approved $292M 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 379 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 78, 79, 72, 63, and 87 for the budget years 2018, 2019, 2020, 2021, and 2022 respectively.

**Budget Comparison**

The following chart (Figure 2) illustrates approval year, original budget and current forecast budget including the forecast changes proposed in this report. Based on the current forecast (as of August 31, 2022) the estimated cost to implement the approved 2018 - 2022 capital program is $307M. This current forecast is 5.4% higher than the original approved budget. By approval year, the current plan cost is 13% less, 2.3% less, 2.3% more, 33.9% more, and 0.3% less than original approved budgets for 2018, 2019, 2020, 2021, and 2022 respectively.

The significant differential in 2021 original budget versus current plan cost, can primarily be attributed to the increased scope of work for the Preston Auditorium Improvement and Expansion project.

Guidelines suggest that a variance of within +/- 5% of the approved budget is an indication of efficient project planning process including scope, schedule and budget management.

![Figure 2: 2018 - 2022 Capital Budget](image)

As illustrated in the chart below (Figure 3), according to the current forecast 68%, 66%, 60%, 60% and 80% of projects are expected to be completed within the original approved budget for the approval years 2018, 2019, 2020, 2021, and 2022.
Ready for Financial Close

There are 13 projects to be closed during this reporting period. For these projects:

- A combined net savings of $375,799 is being returned to reserve funds. In many cases, construction efficiencies and savings realized for provisional items and contingency allowed for the projects to be completed under budget.

- 10 projects were completed below previous forecasted amount for all funding sources.

- 2 projects require Council approval to draw additional funds from reserve funds under the Budget Control By-Law.

- 1 project, for the Mill Race Amphitheatre Consultation and Design, results in a return of funding the reserve funds but requires Council approval to close out as the full scope of the project was not completed, due to the change in scope of work planned for the site being repair and maintenance focused.

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost</th>
<th>Over / (Under)</th>
<th>Funding Source / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00226-40 East Side 3134 San Pump Station Royal Oak (17S012)</td>
<td>7,024,500</td>
<td>10,741,338</td>
<td>10,741,338</td>
<td>-</td>
<td>Project complete, no funding adjustment required.</td>
</tr>
</tbody>
</table>

Figure 3: Capital Project Budget Status
<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost</th>
<th>Over / (Under)</th>
<th>Funding Source / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00490-30 Infrastructure Design (2021)</td>
<td>250,000</td>
<td>305,000</td>
<td>290,800</td>
<td>(14,200)</td>
<td>Project complete. Return remaining $14,200 to Capital Works RF.</td>
</tr>
<tr>
<td>A/00687-40 Witmer Park Improvement</td>
<td>260,000</td>
<td>258,340</td>
<td>234,323</td>
<td>(24,017)</td>
<td>Project complete. Return remaining $24,017 to Capital Works RF.</td>
</tr>
<tr>
<td>A/00690-40 Security Cameras Phase 3</td>
<td>200,000</td>
<td>200,000</td>
<td>100,046</td>
<td>(99,954)</td>
<td>Project complete. Return $99,954 to Capital Works RF.</td>
</tr>
<tr>
<td>A/00755-40 Russ Street Sanitary Pumping Station Renewal</td>
<td>275,000</td>
<td>275,000</td>
<td>245,158</td>
<td>(29,842)</td>
<td>Project complete. Return $29,842 to Wastewater Capital RF.</td>
</tr>
<tr>
<td>A/00761-40 Heritage restoration and flat roof CCA/DDC</td>
<td>417,000</td>
<td>417,000</td>
<td>411,896</td>
<td>(5,104)</td>
<td>Project complete. Return $5,104 to Facility Maintenance RF.</td>
</tr>
<tr>
<td>A/00949-40 DDC &amp; Arts Centre Roof &amp; Heritage</td>
<td>355,000</td>
<td>355,000</td>
<td>345,110</td>
<td>(9,890)</td>
<td>Project complete. Return $9,890 to Facility Maintenance RF.</td>
</tr>
<tr>
<td>A/01147-10 Light Fire Fleet (2021)</td>
<td>127,200</td>
<td>127,200</td>
<td>82,534</td>
<td>(44,666)</td>
<td>Project complete. Return $44,666 to the Equipment RF.</td>
</tr>
<tr>
<td>A/01282-10 Property Acquisition: 8 Water St S (2022)</td>
<td>640,000</td>
<td>640,000</td>
<td>617,596</td>
<td>(22,404)</td>
<td>Project complete. Return $22,404 to the Core Areas Transformation RF.</td>
</tr>
<tr>
<td>A/01287-10 Property Acquisition: 637 King St. E (2022)</td>
<td>1,250,000</td>
<td>1,250,000</td>
<td>1,226,136</td>
<td>(23,864)</td>
<td>Project complete. Return $23,864 back to the Core Area Transformation RF.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(273,941)</strong></td>
<td><strong>Underspending</strong></td>
<td><strong>(273,941)</strong></td>
<td><strong>Underspending</strong></td>
<td><strong>(273,941)</strong></td>
</tr>
</tbody>
</table>

**Project closures requiring Council approval**

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost</th>
<th>Over / (Under)</th>
<th>Funding Source / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00683-30 Mill Race Amphitheatre Consultation and Design</td>
<td>65,000</td>
<td>125,329</td>
<td>9,230</td>
<td>(116,099)</td>
<td>Scope of Mill Race work modified through 2022 approved 10-year capital plan to be repair and maintenance only at this time, planned for as a 2023 capital project; therefore</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>
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<td>--------------------------</td>
</tr>
<tr>
<td>A/00866-40 Special Event Public Safety Barricades</td>
<td>120,000</td>
<td>156,000</td>
<td>168,701</td>
<td>12,701</td>
<td>Project complete. Draw $12,701 from Capital Works RF.</td>
</tr>
<tr>
<td>A/01191-40 Galt Arena Gardens – Emergency Brick Repair</td>
<td>165,000</td>
<td>165,000</td>
<td>166,540</td>
<td>1,540</td>
<td>Project complete. Draw $1,540 from Capital Works RF.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(101,858) Underspending</td>
</tr>
</tbody>
</table>

**Forecast Changes Requiring Approval**

Under the Budget Control By-Law 152-14, if the project is anticipated to have an overage exceeding the lesser of 10% or $250,000 then that additional spending requires Council approval. Additionally, when funds are required to be drawn from a reserve or reserve fund, this draw requires Council approval.

There are 25 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. Forecast changes requiring approval are itemized in the following table.

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost to August 2022</th>
<th>Forecast Increase / (Decrease)</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00002-30 Hespeler Trail Project - Queen to Guelph</td>
<td>142,211</td>
<td>167,211</td>
<td>113,754</td>
<td>16,638</td>
<td>Draw $16,638 from Capital Works RF to fund additional archeological assessment work.</td>
</tr>
<tr>
<td>A/00064-30 INFRASTRUCTURE DESIGN (16C017)</td>
<td>750,000</td>
<td>1,042,292</td>
<td>879,613</td>
<td>50,000</td>
<td>Draw $50,000 split between Capital Works RF, Water Capital RF, Wastewater Capital RF for additional anticipated costs.</td>
</tr>
<tr>
<td>Project</td>
<td>Original Budget</td>
<td>Previous Forecast</td>
<td>Actual Cost to August 2022</td>
<td>Forecast Increase / (Decrease)</td>
<td>Funding Source &amp; Comments</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<td>-----------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A/00083-40 LED Street Lighting Installation (16C060)</td>
<td>3,400,000</td>
<td>3,400,000</td>
<td>1,769,608</td>
<td>135,000</td>
<td>Draw $50,000 from Capital Works RF for salary of the shared contract position to deliver this capital project. Draw $85,000 from Capital Works RF for combined supply and installation of decorative LED street lights.</td>
</tr>
<tr>
<td>A/00425-40 Cemetery Improvements (19M002)</td>
<td>400,000</td>
<td>388,122</td>
<td>388,122</td>
<td>50,000</td>
<td>Project will be reopened to address ongoing drainage challenges experienced in the newly constructed section. Funds to be drawn from the Cemetery Improvements RF.</td>
</tr>
<tr>
<td>A/00432-40 East Side 3128 NS Collector (Allendale Rd to EW Collector) (19S004)</td>
<td>15,628,000</td>
<td>13,502,374</td>
<td>13,137,834</td>
<td>1,052,300</td>
<td>Increase project by an additional $1,052,300 funded through external recoveries from developer, to incorporate local services works on behalf of developer. There is no increase in City funding for this project.</td>
</tr>
<tr>
<td>A/00503-40 Playground Replacement - Lincoln Park</td>
<td>95,000</td>
<td>96,689</td>
<td>-</td>
<td>9,500</td>
<td>Draw $9,500 from Capital Works RF to fund additional anticipated costs.</td>
</tr>
<tr>
<td>A/00504-40 Parklawn Cemetery - Scattering Garden</td>
<td>75,000</td>
<td>175,042</td>
<td>127,118</td>
<td>26,268</td>
<td>Draw $9,268 from Cemetery Improvement RF for additional irrigation costs not scoped in original project. Draw $17,000 from Columbarium RF for additional anticipated costs.</td>
</tr>
<tr>
<td>A/00615-40 Playground Replacement - Angewood Park</td>
<td>120,000</td>
<td>120,000</td>
<td>1,348</td>
<td>12,000</td>
<td>Draw $12,000 from Capital Works RF to fund additional anticipated costs.</td>
</tr>
<tr>
<td>Project</td>
<td>Original Budget</td>
<td>Previous Forecast</td>
<td>Actual Cost to August 2022</td>
<td>Forecast Increase / (Decrease)</td>
<td>Funding Source &amp; Comments</td>
</tr>
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<td>------------------------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A/00677-40 Parking Lot Renewal - Library Queen Sq Lot</td>
<td>150,000</td>
<td>150,000</td>
<td>2,044</td>
<td>60,000</td>
<td>Draw additional $60,000 from Capital Works RF to adjust for cost estimate provided.</td>
</tr>
<tr>
<td>A/00769-30 Preston/Blair Pedestrian Bridge Design</td>
<td>1,501,500</td>
<td>1,501,500</td>
<td>-</td>
<td>45,000</td>
<td>Draw an additional $22,500 from external recoveries and $22,500 from DC roads to account for inflationary increases.</td>
</tr>
<tr>
<td>A/00869-40 Library - Rooftop HVAC Replace (QS)</td>
<td>101,000</td>
<td>101,000</td>
<td>1,000</td>
<td>8,400</td>
<td>Draw $8,400 from Facility Maintenance Library RF due to inflationary increases.</td>
</tr>
<tr>
<td>A/00892-10 Equipment Growth (2022)</td>
<td>614,600</td>
<td>614,600</td>
<td>-</td>
<td>31,100</td>
<td>To draw $31,100 from DC - PW Facilities &amp; Fleet RF to account for inflationary increases in Road Sweeper.</td>
</tr>
<tr>
<td>A/00910-20 Blair/Preston Pedestrian Bridge - EA</td>
<td>179,052</td>
<td>179,052</td>
<td>234,262</td>
<td>71,779</td>
<td>Increase in project costs to be recovered through contribution from the Region.</td>
</tr>
<tr>
<td>A/00975-20 Stormwater Master Plan Update</td>
<td>263,000</td>
<td>263,000</td>
<td>-</td>
<td>12,000</td>
<td>Draw $3,908 from Capital Works RF and $8,092 from DC Engineering Studies to fund inflationary increases.</td>
</tr>
<tr>
<td>A/00993-40 Rural Road Resurfacing Program (2022)</td>
<td>250,000</td>
<td>250,000</td>
<td>310</td>
<td>30,000</td>
<td>Draw $30,000 from Gas Tax Reserve Fund for inflationary increases to asphalt cement.</td>
</tr>
<tr>
<td>A/01019-20 Intersection Assessment Study</td>
<td>75,000</td>
<td>75,000</td>
<td>-</td>
<td>5,000</td>
<td>Draw additional $5,000 from DC Engineering Studies for inflationary increases</td>
</tr>
<tr>
<td>A/01065-30 SWM Pond Design &amp; Rehab (151 &amp; 67)</td>
<td>50,000</td>
<td>50,000</td>
<td>24,997</td>
<td>5,000</td>
<td>Draw $5,000 from Capital Works RF for additional anticipated costs.</td>
</tr>
<tr>
<td>A/01066-40 Region - Avenue Rd Elgin to Hespler WM Restoration</td>
<td>250,000</td>
<td>250,000</td>
<td>-</td>
<td>25,000</td>
<td>Draw $25,000 from Water RF to fund watermain repairs completed on city assets by the Region of Waterloo.</td>
</tr>
<tr>
<td>Project</td>
<td>Original Budget</td>
<td>Previous Forecast</td>
<td>Actual Cost to August 2022</td>
<td>Forecast Increase / (Decrease)</td>
<td>Funding Source &amp; Comments</td>
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<td>------------------------------------------------------------------------</td>
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<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A/01068-40 Blackbridge Rd Utility Relocations</td>
<td>600,000</td>
<td>600,000</td>
<td>-</td>
<td>30,000</td>
<td>Draw $13,750 from Capital Works RF and $16,250 from DC Roadways RF to fund additional anticipated costs.</td>
</tr>
<tr>
<td>A/01097-20 Residential Parking Bylaw Review</td>
<td>75,000</td>
<td>75,000</td>
<td>-</td>
<td>5,000</td>
<td>Draw $5,000 from DC Engineering studies to fund inflationary increases.</td>
</tr>
<tr>
<td>A/01098-40 Active Transportation - Dunbar Rd Phase 2</td>
<td>336,000</td>
<td>336,000</td>
<td>-</td>
<td>30,000</td>
<td>Draw $30,000 from Capital Works RF to fund inflationary increases.</td>
</tr>
<tr>
<td>A/01133-40 Soper Park Pedestrian Tunnel – Repointing</td>
<td>315,000</td>
<td>315,000</td>
<td>-</td>
<td>30,000</td>
<td>Draw $30,000 from Capital Works RF to fund inflationary increases.</td>
</tr>
<tr>
<td>A/01165-40 Kenley Lane Walkway Rehabilitation</td>
<td>115,000</td>
<td>115,000</td>
<td>5,332</td>
<td>30,000</td>
<td>Draw an additional $10,000 from Gas Tax RF for lighting improvements, and $20,000 from Capital Works RF for other anticipated costs.</td>
</tr>
<tr>
<td>A/01244-40 Water Meter Replacement Program (2022)</td>
<td>480,000</td>
<td>480,000</td>
<td>-</td>
<td>12,256</td>
<td>To draw $12,256 split from Wastewater Capital RF and Water System RF to account for inflationary increases.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>1,900,701</td>
<td></td>
<td>Over Previous Forecast</td>
</tr>
</tbody>
</table>
Forecast Changes Not Requiring Approval

During this reporting period, there were three forecast changes 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 24 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 $7,744,410 and are reported in Appendix C.

EXISTING POLICY / BY-LAW(S):

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 result in an overall net increase of $9,294,312 of required funding, as follows:

- Net draw of $7,970,996 from various reserve funds as shown in Appendix A.
- Increase of $1,095,071 in contributions from other external parties, including:
  - Contribution from developers in the amount of $1,052,300 to incorporate the local services component of work (required to be paid by the developer under the City’s local services policy) in project A/00432-40 East Side 3128 NS Collector (Allendale Rd to EW Collector);
  - $94,279 in funding from the Region for an increase to A/00769-30 Preston/Blair Pedestrian Bridge Design and A/00910-20 Blair/Preston Pedestrian Bridge - EA;
  - Reduction of $51,508 from Conestoga College towards A/00471-40 Fountain St Soccer Facility Construction, as previously reported.
• Increase of $228,244 in grant funding secured for A/01025-40 Grand River Access Point Improvement.

PUBLIC VALUE:

To ensure transparency, regular updates on the capital investment program are provided to Council. Live capital project status information is available on the Current Projects web page, and project specific web pages are available for key projects.

ADVISORY COMMITTEE INPUT:

Advisory Committees Consulted:

Not applicable.

PUBLIC INPUT:

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 Senior Financial 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, 2022. After closing of 13 projects, the current capital project portfolio includes 236 ongoing projects. 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.

REPORT IMPACTS:

Agreement: No
By-law: No
Budget Amendment: Yes
Policy: No
APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:

1. 22-012-IFS Appendix A – Impact to Capital Reserve Funds
2. 22-012-IFS Appendix B – Capital Project Status Report
3. 22-012-IFS Appendix C – Forecast Changes Not Requiring Approval
<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Type</th>
<th>Project Manager</th>
<th>Work Completed</th>
<th>Project Status</th>
<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00215-40 -SE Galt San &amp; W/WM Relatd</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Greekgate 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 progress</td>
<td>90%</td>
<td>Jan-2020 to Dec-2023</td>
<td>$3,808,157.00</td>
<td>$882,913.50</td>
</tr>
<tr>
<td>A/00221-40 -SE Galt 2102 Infra Upsize Wesley Blvd, F</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Wesly Blvd. creek crossing con-span structures were installed in early 2022. Phase 1B works underway to be completed through fall 2022.</td>
<td>In progress</td>
<td>90%</td>
<td>Jan-2020 to Dec-2023</td>
<td>$625,000.00</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>A/00225-30 -SE Galt 3237 Dundas St Water Gravity Sew</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>MTO permits have been issued. Construction has commenced and will continue through summer/fall 2022.</td>
<td>In progress</td>
<td>90%</td>
<td>Jan-2017 to Oct-2022</td>
<td>$3,806,157.00</td>
<td>$862,913.50</td>
</tr>
<tr>
<td>A/00305-30 -SE Galt 3237 Dundas St PS, FM &amp; WM</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Design has been completed and Building Permit has been issued. Construction started in October 2021. Initial invoice from Developer has been paid.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Jan-2020 to Feb-2022</td>
<td>$430,000.00</td>
<td>$7,568.00</td>
</tr>
<tr>
<td>A/00391-40 -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 progress</td>
<td>95%</td>
<td>Jun-2019 to Dec-2021</td>
<td>$7,844,000.00</td>
<td>$406,295.38</td>
</tr>
<tr>
<td>A/00393-40 -Region-Dundas St –Ph1 (Shade-Briercrest)</td>
<td>Reconstruction</td>
<td>Adam Ripper</td>
<td>Surface asphalt completed in July 2022. Final invoice to be issued by Region of Waterloo.</td>
<td>In progress</td>
<td>100%</td>
<td>Apr-2020 to Jun-2022</td>
<td>$3,002,200.00</td>
<td>-$15,452.30</td>
</tr>
<tr>
<td>A/00394-40 -Dover Street PS - Construction</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Deficiencies are being addressed.</td>
<td>In progress</td>
<td>95%</td>
<td>May-2021 to Sep-2022</td>
<td>$5,070,930.00</td>
<td>$692,783.20</td>
</tr>
<tr>
<td>A/00391-30 -East side EW and Ns Collector Rd Design</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Finalizing design for EW Road and railway grade separation. Still working on coordination with adjacent landowners, Region, CPR. Still some delays caused by getting the CP agreements in place and by negotiations with adjacent landowners. Obtaining ECAs</td>
<td>In progress</td>
<td>95%</td>
<td>Sep-2018 to Oct-2022</td>
<td>$1,465,000.00</td>
<td>$35,812.40</td>
</tr>
<tr>
<td>A/00391-40 -East side EW Collector Rd</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction has yet to begin.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jul-2022 to Dec-2023</td>
<td>$5,249,000.00</td>
<td>$5,186,401.12</td>
</tr>
<tr>
<td>A/00391-40 -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-2021 to Dec-2022</td>
<td>$14,897,500.00</td>
<td>$14,682,816.37</td>
</tr>
<tr>
<td>A/00392-40 -East Side NS Collector (EW Rd-Allendale)</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Contractor working on deficiencies.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Sep-2019 to Sep-2022</td>
<td>$13,552,374.00</td>
<td>$342,880.16</td>
</tr>
<tr>
<td>A/00393-40 -Eastside Stage 1 Interim SPS - Construct</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction complete</td>
<td>In maintenance</td>
<td>100%</td>
<td>Sep-2019 to Jan-2022</td>
<td>$3,978,000.00</td>
<td>$451,787.27</td>
</tr>
<tr>
<td>A/00395-40 -SE Galt Dundas St PS, Foroeman, Trunk S</td>
<td>Infrastructure Development</td>
<td>Adam Ripper</td>
<td>Construction commenced in early 2021. Micro-tunneling of deep sanitary on Attwater Drive and Ripplewood Rd. has been completed. Vanier Dr. and Ripplewood Road paved late August 2022. Pumping Station construction underway.</td>
<td>In progress</td>
<td>75%</td>
<td>Dec-2021 to Jun-2023</td>
<td>$8,600,000.00</td>
<td>$7,496,534.72</td>
</tr>
<tr>
<td>A/00436-30 -SE Galt Varier Dr W/WM Relatd</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction commenced in late 2021. Micro-tunneling of deep sanitary on Attwater Drive and Ripplewood Rd. has been completed. Vanier Dr. and Ripplewood Road paved late August 2022. Pumping Station construction underway.</td>
<td>In progress</td>
<td>90%</td>
<td>Mar-2022 to Nov-2022</td>
<td>$608,900.00</td>
<td>$571,642.35</td>
</tr>
<tr>
<td>A/00464-40 -Neighbourhood Park Dev - Highland Ridge</td>
<td>Infrastructure Development</td>
<td>Vicki Armitage</td>
<td>Staff site meeting held mid July with Park Operations and Engineering. Deficiencies still found and Engineering is following up with the developer for documentation and reports to specific works.</td>
<td>In progress</td>
<td>94%</td>
<td>Apr-2020 to Dec-2022</td>
<td>$292,700.00</td>
<td>$292,700.00</td>
</tr>
<tr>
<td>A/00463-30 -East Side NS Collector Rd Design</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Developer has submitted 3rd detailed design for review. Developer has obtained grading permit for Block 2 of subdivision.</td>
<td>In progress</td>
<td>0%</td>
<td>Jul-2020 to Oct-2022</td>
<td>$350,000.00</td>
<td>$350,000.00</td>
</tr>
<tr>
<td>A/00481-40 -East Side NS Collector Rd (Allendale Rd)</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Project still in design phase.</td>
<td>Delayed</td>
<td>0%</td>
<td>$8,977,300.00</td>
<td>$8,977,300.00</td>
<td>$8,977,300.00</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
<td>Project Id</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>
</tr>
<tr>
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</tr>
<tr>
<td>000679-30 - CamWest - Blenheim Road Design</td>
<td>A/000679-30</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>Construction is mostly complete, on base asphalt.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Sep-2019 to Dec-2022</td>
<td>$1,551,850.00</td>
</tr>
<tr>
<td>000714-40 - Region - Dundas St Pk/Heather to Shade</td>
<td>A/000714-40</td>
<td>Reconstruction</td>
<td>Adam Ripper</td>
<td>Tender closed in March 2022 and construction start in May 2022. Stage 1a works being finalized. Beverly roundabout has been paved and intersection re-opened in September 2022.</td>
<td>In progress</td>
<td>45%</td>
<td>May-2022 to May-2023</td>
<td>$2,585,939.00</td>
</tr>
<tr>
<td>000722-41 - Region - Water St (Ansley to Simcoe St)</td>
<td>A/000722-41</td>
<td>Reconstruction</td>
<td>Sarah Austin</td>
<td>Design is being completed for the larger Region and developer projects, which includes the City’s watermain replacement requirements.</td>
<td>In progress</td>
<td>2%</td>
<td>Jan-2022 to May-2023</td>
<td>$780,000.00</td>
</tr>
<tr>
<td>000738-40 - Radford Road Cut-de-Sac - Construction</td>
<td>A/000738-40</td>
<td>Infrastructure Development</td>
<td>Alex Nichols</td>
<td>The road/cut-de-sac has been constructed by the developer.</td>
<td>In progress</td>
<td>50%</td>
<td>Apr-2021 to Dec-2022</td>
<td>$83,000.00</td>
</tr>
<tr>
<td>00069-20 - Stormwater Management Funding Review</td>
<td>A/00069-20</td>
<td>Community Planning</td>
<td>Sarah Austin</td>
<td>Council has endorsed the recommendations of the Final Report</td>
<td>Project work complete</td>
<td>100%</td>
<td>Dec-2018 to Nov-2021</td>
<td>$164,161.00</td>
</tr>
<tr>
<td>00075-20 - Stormwater Master Plan Update</td>
<td>A/00075-20</td>
<td>Community Planning</td>
<td>Sarah Austin</td>
<td>Preparation of a Terms of Reference to retain a consultant has begun.</td>
<td>In progress</td>
<td>1%</td>
<td>Mar-2022 to Jun-2023</td>
<td>$263,000.00</td>
</tr>
<tr>
<td>000116-40 - Trail Dev - Pinheigh/Branthaven</td>
<td>A/000116-40</td>
<td>Active Transportation</td>
<td>Sarah Austin</td>
<td>The trail is being constructed by the developer with cost recovery as outlined in the executed Subdivision Agreement</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2022 to Feb-2024</td>
<td>$247,500.00</td>
</tr>
<tr>
<td>000119-20 - Sanitary Sewer/Mod Update (2022)</td>
<td>A/000119-20</td>
<td>Community Planning</td>
<td>Sarah Austin</td>
<td>Consultant has been retained and kick-off meeting for the project has been held. Background information is being gathered and flow monitoring has been initiated.</td>
<td>In progress</td>
<td>2%</td>
<td>Jan-2022 to Jun-2023</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>001351-30 - Jumpsstart Accessible Sports Amenity Des.</td>
<td>A/001351-30</td>
<td>Park Development</td>
<td>Vicki Armitage</td>
<td>RFP has been issued to retain consultant to complete design.</td>
<td>In progress</td>
<td>1%</td>
<td>Sep-2021 to Nov-2022</td>
<td>$140,000.00</td>
</tr>
<tr>
<td>000684-30 - Infrastructure Design 2016</td>
<td>A/000684-30</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Five (5) 2016 Design Assignments have been awarded. Four Design Assignments Complete: Erin Street Design ongoing with change to multi-use trail from bike lanes being reviewed with additional public consultation</td>
<td>In progress</td>
<td>90%</td>
<td>Sep-2019 to Jun-2023</td>
<td>$1,042,292.00</td>
</tr>
<tr>
<td>00087-20 - Beverly St EA/Design</td>
<td>A/00087-20</td>
<td>Reconstruction</td>
<td>Prasad Samarautha</td>
<td>Completed 91% design submission review.</td>
<td>In progress</td>
<td>98%</td>
<td>Feb-2018 to Dec-2021</td>
<td>$479,482.00</td>
</tr>
<tr>
<td>000011-30 - Black Bridge Road and Bridge, Design</td>
<td>A/000011-30</td>
<td>Reconstruction</td>
<td>Scott MacDonald</td>
<td>Moving forward with 77m bridge span design. Preparing information to contact owners with minor flood increases during the Regional Storm.</td>
<td>In progress</td>
<td>79%</td>
<td>May-2018 to Jun-2023</td>
<td>$1,470,669.00</td>
</tr>
<tr>
<td>000185-40 - Neighbourhood Park Dev - Limrick</td>
<td>A/000185-40</td>
<td>Park Development</td>
<td>Claire McEwen</td>
<td>Project construction planned for this fall.</td>
<td>In progress</td>
<td>10%</td>
<td>Sep-2021 to Nov-2022</td>
<td>$187,811.00</td>
</tr>
<tr>
<td>000319-30 - Infrastructure Design 2018</td>
<td>A/000319-30</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Dickson 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 Assig. 1 complete.</td>
<td>In progress</td>
<td>95%</td>
<td>May-2018 to Dec-2022</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>000389-30 - Infrastructure Design 2019</td>
<td>A/000389-30</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Design Assignment 2 90% complete. Todd/Haddington portion is 100% Tendered Complete...</td>
<td>In progress</td>
<td>90%</td>
<td>Nov-2019 to Dec-2022</td>
<td>$390,888.88</td>
</tr>
<tr>
<td>000444-30 - Infrastructure Design 2020</td>
<td>A/000444-30</td>
<td>Reconstruction</td>
<td>Jamie Croft</td>
<td>Design Assignment 3 Complete. Design Assignment 4: 60% Complete, Public Consultation Complete. Dayton Street requires additional follow up consultation...</td>
<td>In progress</td>
<td>50%</td>
<td>May-2020 to Apr-2023</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>000468-40 - Multi-Use Trail Development (2020)</td>
<td>A/000468-40</td>
<td>Active Transportation</td>
<td>Claire McEwen</td>
<td>Phase 1 completed 2020. Project consultant working on tender drawings</td>
<td>In progress</td>
<td>70%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$204,000.00</td>
</tr>
<tr>
<td>000468-40 - Gail St Park - Playground Replacement</td>
<td>A/000468-40</td>
<td>Park Renewal</td>
<td>Claire McEwen</td>
<td>Site restoration completed</td>
<td>In progress</td>
<td>100%</td>
<td>Jun-2020 to Sep-2022</td>
<td>$83,883.00</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
<td>Project Id</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>% Completed</td>
<td>In progress</td>
<td>Start Date</td>
<td>End Date</td>
</tr>
<tr>
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</tr>
<tr>
<td>A/00470-40 - Northview Heights Lookout - Playground</td>
<td>A/00470-40</td>
<td>Park Renewal</td>
<td>Claire McLoughlin</td>
<td>Site restoration complete</td>
<td>In progress</td>
<td>100%</td>
<td>Jun-2020 to Sep-2022</td>
<td>$112,564.00</td>
</tr>
<tr>
<td>A/00489-40 - Centre, Short Reconstruction</td>
<td>A/00489-40</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>All work is completed to base asphalt including restorations. Surface asphalt is planned for Summer 2022.</td>
<td>In maintenance</td>
<td>93%</td>
<td>Jan-2021 to Sep-2022</td>
<td>$1,893,771.00</td>
</tr>
<tr>
<td>A/00503-40 - Playground Replacement - Lincoln Park</td>
<td>A/00503-40</td>
<td>Park Renewal</td>
<td>Claire McLoughlin</td>
<td>Site restoration complete</td>
<td>In progress</td>
<td>100%</td>
<td>Aug-2021 to Sep-2022</td>
<td>$96,689.00</td>
</tr>
<tr>
<td>A/00504-40 - Parklawn Cemetery - Scattering Garden</td>
<td>A/00504-40</td>
<td>Community Improvement</td>
<td>Claire McLoughlin</td>
<td>Construction to continue, projected completion this fall.</td>
<td>In progress</td>
<td>75%</td>
<td>Nov-2021 to Sep-2022</td>
<td>$175,042.00</td>
</tr>
<tr>
<td>A/00514-30 - Infrastructure Design (2022)</td>
<td>A/00514-30</td>
<td>Renewal</td>
<td>Jamie Croft</td>
<td>Glenorchy Road Assignment at 30% and PIC being scheduled.</td>
<td>In progress</td>
<td>9%</td>
<td>Feb-2022 to Jun-2024</td>
<td>$555,000.00</td>
</tr>
<tr>
<td>A/00615-40 - Playground Replacement - Angewood Park</td>
<td>A/00615-40</td>
<td>Park Renewal</td>
<td>Claire McLoughlin</td>
<td>Phase 2 consultation to decide award of equipment in progress</td>
<td>In progress</td>
<td>30%</td>
<td>Oct-2022 to Jun-2023</td>
<td>$120,000.00</td>
</tr>
<tr>
<td>A/00699-40 - Old Mill Road Culvert Rehabilitation</td>
<td>A/00699-40</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Project Substantially completed</td>
<td>In maintenance</td>
<td>90%</td>
<td>Jul-2019 to Dec-2022</td>
<td>$472,002.00</td>
</tr>
<tr>
<td>A/00749-40 - SWM Pond 163 and 155 Retrofit</td>
<td>A/00749-40</td>
<td>Renewal</td>
<td>Steven Huckabone</td>
<td>Substantially complete</td>
<td>In maintenance</td>
<td>99%</td>
<td>Aug-2021 to Oct-2022</td>
<td>$73,500.00</td>
</tr>
<tr>
<td>A/00762-40 - Trail Bridge Replace - Riverside Park</td>
<td>A/00762-40</td>
<td>Active Transportation</td>
<td>Steven Huckabone</td>
<td>Bridge installed, open to public.</td>
<td>In progress</td>
<td>99%</td>
<td>May-2021 to Oct-2022</td>
<td>$187,905.00</td>
</tr>
<tr>
<td>A/00915-40 - Clarence and Tannery Street Reconstruct</td>
<td>A/00915-40</td>
<td>Reconstruction</td>
<td>Steven Huckabone</td>
<td>Yemaxon has completed all site works. Deficient asphalt repaved</td>
<td>In maintenance</td>
<td>100%</td>
<td>Apr-2020 to Nov-2022</td>
<td>$2,264,164.00</td>
</tr>
<tr>
<td>A/00919-30 - Blair/Preston Pedestrian Bridge - EA</td>
<td>A/00919-30</td>
<td>Active Transportation</td>
<td>Jamie Croft</td>
<td>Additional Indigenous consultation ongoing to address comments and concerns on EA draft document. Additional consultation with RARE ongoing to address concerns</td>
<td>In progress</td>
<td>98%</td>
<td>Apr-2019 to Apr-2023</td>
<td>$179,052.00</td>
</tr>
<tr>
<td>A/00959-40 - Riverside Skateboard Park</td>
<td>A/00959-40</td>
<td>Park Renewal</td>
<td>Claire McLoughlin</td>
<td>RFQ Issued. Waiting to be awarded Fall 2022</td>
<td>In progress</td>
<td>5%</td>
<td>Sep-2022 to Aug-2023</td>
<td>$126,200.00</td>
</tr>
<tr>
<td>A/00965-40 - Asphalt Resurfacing Program (2021-22)</td>
<td>A/00965-40</td>
<td>Renewal</td>
<td>Brandon Demeester</td>
<td>Works complete. PPC1 issued.</td>
<td>Project work complete</td>
<td>90%</td>
<td>Jul-2022 to Jul-2023</td>
<td>$400,000.00</td>
</tr>
<tr>
<td>A/00966-40 - Rural Road Resurfacing Program (2022)</td>
<td>A/00966-40</td>
<td>Renewal</td>
<td>Brandon Demeester</td>
<td>Tendered separate from A/00965-40 with no bid submissions. reaching out to vendors individually as per Procurement By-Law to see if interest</td>
<td>In progress</td>
<td>10%</td>
<td>May-2022 to</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/00967-40 - Cooper Street Relief Storm Sewer</td>
<td>A/00967-40</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Background collection of information is underway by the consultant, Metrotech. Survey and geotechnical investigations are underway.</td>
<td>In progress</td>
<td>9%</td>
<td>Jan-2020 to Dec-2023</td>
<td>$270,000.00</td>
</tr>
<tr>
<td>A/01039-40 - Salisbury Avenue Reconstruction</td>
<td>A/01039-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction is completed.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Jan-2021 to Oct-2023</td>
<td>$1,761,841.00</td>
</tr>
<tr>
<td>A/01040-40 - First Av &amp; Grand Av S Reconstruction</td>
<td>A/01040-40</td>
<td>Reconstruction</td>
<td>Scott MacDonald</td>
<td>Need to complete landscaping on Grand Ave. Continuing underground work on First Ave.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-2022 to Nov-2023</td>
<td>$3,652,519.00</td>
</tr>
<tr>
<td>A/01041-40 - Westminster Drive N/S Reconstruction</td>
<td>A/01041-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction is completed.</td>
<td>In maintenance</td>
<td>90%</td>
<td>Apr-2022 to Dec-2023</td>
<td>$2,235,290.00</td>
</tr>
<tr>
<td>A/01042-40 - Hamilton St and Dover St Reconstruction</td>
<td>A/01042-40</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Project Substantially completed, final surface work completed in August 2022</td>
<td>In maintenance</td>
<td>100%</td>
<td>Apr-2021 to Oct-2022</td>
<td>$1,842,000.00</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
<td>Project Id</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>% Completed</td>
<td>Status</td>
<td>Planned Cost</td>
<td>Actual Cost</td>
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<tr>
<td>------------------------------------------</td>
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<td>-------------</td>
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<td>-------------</td>
</tr>
<tr>
<td>043-40 - Beverly Street Utility Relocations</td>
<td>A/01043-40</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Rogers &amp; Enbridge Plus have completed their work as part of Beverly St Reconstruction work. Enbridge received MC for gas main relocations. Currently proceeding with relocation work.</td>
<td>In progress</td>
<td>90%</td>
<td>Apr-2021 to Dec-2022</td>
<td>$140,000.00</td>
</tr>
<tr>
<td>044-40 - Rosidget Av and Millvue St Reconstruct</td>
<td>A/01044-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Surface asphalt is paved.</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jan-2021 to Oct-2022</td>
<td>$1,224,218.00</td>
</tr>
<tr>
<td>045-40 - Sheldon Drive Reconstruction</td>
<td>A/01045-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>All works are completed.</td>
<td>In maintenance</td>
<td>98%</td>
<td>Jan-2021 to Nov-2022</td>
<td>$955,557.00</td>
</tr>
<tr>
<td>046-40 - Highridge Crt Reconstruction</td>
<td>A/01046-40</td>
<td>Reconstruction</td>
<td>Steven Huckabone</td>
<td>Project now complete, final payment released</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-2021 to Nov-2021</td>
<td>$224,249.00</td>
</tr>
<tr>
<td>047-40 - Laineway rehabilitation</td>
<td>A/01047-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Construction is completed.</td>
<td>In maintenance</td>
<td>100%</td>
<td>May-2021 to Nov-2023</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>048-40 - Boxwood Dr Reconstruction</td>
<td>A/01048-40</td>
<td>Reconstruction</td>
<td>Steven Huckabone</td>
<td>Substantially Complete</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-2021 to Nov-2021</td>
<td>$175,738.00</td>
</tr>
<tr>
<td>049-30 - SWM Pond Design &amp; Rehab (151 &amp; 187)</td>
<td>A/01049-30</td>
<td>Renewal</td>
<td>Xin Huang</td>
<td>80% Designs received comments provided</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-2021 to Dec-2022</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>050-40 - Region - Avenue Rd WM Restoration</td>
<td>A/01050-40</td>
<td>Reconstruction</td>
<td>Scott Macdonald</td>
<td>Stage 1 of Phase 2 work is complete. Stage 2 is complete other than paving and landscaping.</td>
<td>In progress</td>
<td>85%</td>
<td>Jan-2021 to Oct-2022</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>051-40 - Watermain Lining Rehabilitation (2021)</td>
<td>A/01051-40</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Construction substantially completed</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$900,000.00</td>
</tr>
<tr>
<td>052-40 - Black Bridge Rd Utility Relocations</td>
<td>A/01052-40</td>
<td>Infrastructure Development</td>
<td>Xin Huang</td>
<td>Have received designs from Enbridge, Bell and Rogers and these are being reviewed.</td>
<td>In progress</td>
<td>13%</td>
<td>Jan-2022 to Jun-2023</td>
<td>$600,000.00</td>
</tr>
<tr>
<td>053-40 - Watermain Lining Rehabilitation (2022)</td>
<td>A/01053-40</td>
<td>Renewal</td>
<td>Prasad Samarakoon</td>
<td>Project Substantially Completed</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$1,000,000.00</td>
</tr>
<tr>
<td>054-40 - Sanitary Sewer CIPP Lining Rehab</td>
<td>A/01054-40</td>
<td>Renewal</td>
<td>Xin Huang</td>
<td>All sanitary main CIPP lining work complete</td>
<td>In progress</td>
<td>50%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$1,000,000.00</td>
</tr>
<tr>
<td>055-40 - Todd and Haddington Street Reconstruct</td>
<td>A/01055-40</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Haddington St work completed to base asphalt with restorations complete. Todd St work is underway with phased work plan beginning at west end of the street. Approximately 25% total of underground works on Todd St complete.</td>
<td>In progress</td>
<td>65%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$4,281,000.00</td>
</tr>
<tr>
<td>056-40 - South Street Reconstruction</td>
<td>A/01056-40</td>
<td>Reconstruction</td>
<td>Matt Holland</td>
<td>Road excavation underway. Removals have been completed, new watermain and sanitary sewer underground work completed.</td>
<td>In progress</td>
<td>90%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$1,655,889.00</td>
</tr>
<tr>
<td>057-40 - Kribs, Henderson and Bella St Reconn</td>
<td>A/01057-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Project Substantially Completed</td>
<td>In maintenance</td>
<td>98%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$2,560,452.00</td>
</tr>
<tr>
<td>058-40 - Bechtel St Watermain Replacement</td>
<td>A/01058-40</td>
<td>Reconstruction</td>
<td>Xin Huang</td>
<td>Project Substantially Completed</td>
<td>In maintenance</td>
<td>100%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$740,000.00</td>
</tr>
<tr>
<td>059-40 - Moffat Creek Channel Restoration</td>
<td>A/01059-40</td>
<td>Renewal</td>
<td>Scott Macdonald</td>
<td>Project is on hold.</td>
<td>Delayed</td>
<td>0%</td>
<td>Jun-2021 to Jun-2023</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>060-40 - Trail Develop - South Point Phase 1</td>
<td>A/01060-40</td>
<td>Active Transportation</td>
<td>Vicki Amrslaje</td>
<td>Coordination with developer on construction timing.</td>
<td>In progress</td>
<td>0%</td>
<td>Jun-2021 to Dec-2022</td>
<td>$70,000.00</td>
</tr>
<tr>
<td>061-40 - Trail Bridge Design 1</td>
<td>A/01061-40</td>
<td>Active Transportation</td>
<td>Xin Huang</td>
<td>60% designs submitted for Churchill Park bridge replacements. Highlevel budgets provided for other bridges.</td>
<td>In progress</td>
<td>60%</td>
<td>Jan-2021 to Jun-2023</td>
<td>$120,000.00</td>
</tr>
<tr>
<td>062-40 - Highbridge Pedestrian Bridge Environ Asses</td>
<td>A/01062-40</td>
<td>Infrastructure Development</td>
<td>Matt Holland</td>
<td>PIC currently underway to gather public feedback on a preliminary preferred alternative using the Engage Cambridge platform.</td>
<td>In progress</td>
<td>77%</td>
<td>Jan-2021 to Mar-2023</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>063-40 - Kenley Lane Walkway Rehabilitation</td>
<td>A/01063-40</td>
<td>Reconstruction</td>
<td>Prasad Samarakoon</td>
<td>Kiewetter to be awarded contract, Preconstruction meeting complete</td>
<td>In progress</td>
<td>0%</td>
<td>Apr-2022 to May-2023</td>
<td>$115,000.00</td>
</tr>
<tr>
<td>Project Id - Project Name</td>
<td>Project Id</td>
<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>Project Status</td>
<td>% Completed</td>
<td>Schedule</td>
<td>Plant Cost</td>
</tr>
<tr>
<td>-------------------------------------------</td>
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<td>---------------------------------------------------------------------------------</td>
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<td>------------</td>
</tr>
<tr>
<td>A/01166-40 - Fraser St, Glebe St Surface Works</td>
<td>A/01166-40</td>
<td>Renewal</td>
<td>Xin Huang</td>
<td>Concrete sidewalk construction completed. Paving of surface asphalt is postponed to September to allow the developer (HP) to complete their site works before paving. Contractor is waiting on delivery of street lights to complete the construction.</td>
<td>In progress</td>
<td>60%</td>
<td>Apr-2022 to Nov-2023</td>
<td>$270,000.00</td>
</tr>
<tr>
<td>A/01167-40 - Dam Safety Upgrade Implementation</td>
<td>A/01167-40</td>
<td>Security &amp; Risk Management</td>
<td>Scott Macdonald</td>
<td>Most signage and safety booms have been installed.</td>
<td>In progress</td>
<td>50%</td>
<td>Feb-2022 to Dec-2022</td>
<td>$170,000.00</td>
</tr>
<tr>
<td>A/01169-30 - Excess Soil - Compliance Updates</td>
<td>A/01169-30</td>
<td>Renewal</td>
<td>Jamie Craft</td>
<td>Sampling complete, final reports being drafted</td>
<td>In progress</td>
<td>5%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$325,000.00</td>
</tr>
<tr>
<td>A/01170-30 - Edward St Retaining Wall Design</td>
<td>A/01170-30</td>
<td>Renewal</td>
<td>Xin Huang</td>
<td>Design work started.</td>
<td>In progress</td>
<td>20%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01218-30 - Riverside Park Roads Design</td>
<td>A/01218-30</td>
<td>Park Renewal</td>
<td>Steven Huckabone</td>
<td>RFQ awarded to MTE. Survey complete waiting on locates for Geotech</td>
<td>In progress</td>
<td>25%</td>
<td>Mar-2022 to Dec-2023</td>
<td>$155,000.00</td>
</tr>
<tr>
<td>A/01275-30 - Soper Park - Amenity Replacement Design</td>
<td>A/01275-30</td>
<td>Park Development</td>
<td>Claire Mcloughlin</td>
<td>Conceptual design submitted for City review. Public Information Centre consultation to take place October 27th</td>
<td>In progress</td>
<td>15%</td>
<td>May-2022 to Jul-2023</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/00002-30 - Hespeler Trail Project - Queen to Guelph</td>
<td>A/00002-30</td>
<td>Active Transportation</td>
<td>Jason Leach</td>
<td>The initial Archaeological Assessment field day was conducted in August with additional field work scheduled in October.</td>
<td>In progress</td>
<td>60%</td>
<td>Mar-2021 to Dec-2022</td>
<td>$167,211.00</td>
</tr>
<tr>
<td>A/00083-40 - LED Street Lighting Installation</td>
<td>A/00083-40</td>
<td>Renewal</td>
<td>Walter Malcolm</td>
<td>Phase 2, Decorative and Post top Street Light conversion - RFQ for fixtures and RFQ for installation complete</td>
<td>In progress</td>
<td>72%</td>
<td>Jan-2016 to Jun-2023</td>
<td>$3,400,000.00</td>
</tr>
<tr>
<td>A/00448-40 - Railway Improvements</td>
<td>A/00448-40</td>
<td>Renewal</td>
<td>Dennis Lopes</td>
<td>Whistle Cessation RFP Completed and to be released November 2022</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-2019 to Dec-2023</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00676-40 - Railway Improvements</td>
<td>A/00676-40</td>
<td>Renewal</td>
<td>Dennis Lopes</td>
<td>Coordinating the closure of five CN Rail railway crossings.</td>
<td>In progress</td>
<td>30%</td>
<td>Feb-2021 to Dec-2023</td>
<td>$300,000.00</td>
</tr>
<tr>
<td>A/00677-40 - Parking Lot Renew - Library Queen Sq Lot</td>
<td>A/00677-40</td>
<td>Reconstruction</td>
<td>Dennis Lopes</td>
<td>Tender Document completed</td>
<td>In progress</td>
<td>70%</td>
<td>Apr-2022 to Dec-2023</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>A/00735-40 - Newman Dr Sidewalk Installation</td>
<td>A/00735-40</td>
<td>Infrastructure Development</td>
<td>Dennis Lopes</td>
<td>Project in Maintenance</td>
<td>In progress</td>
<td>100%</td>
<td>Mar-2019 to May-2022</td>
<td>$211,752.00</td>
</tr>
<tr>
<td>A/00769-30 - Preston/Blair Pedestrian Bridge Design</td>
<td>A/00769-30</td>
<td>Active Transportation</td>
<td>Shannon Noonan</td>
<td>On hold due to ongoing Indigenous consultation as part of EA filing</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-2022 to Dec-2024</td>
<td>$1,501,500.00</td>
</tr>
<tr>
<td>A/00973-40 - King Street Decorative Lighting</td>
<td>A/00973-40</td>
<td>Community Improvement</td>
<td>Walter Malcolm</td>
<td>PO issued for supply and install. Vendor sourcing Materials from Suppliers</td>
<td>In progress</td>
<td>98%</td>
<td>Jan-2020 to Dec-2022</td>
<td>$630,000.00</td>
</tr>
<tr>
<td>A/00974-40 - Traffic Calming Implementation</td>
<td>A/00974-40</td>
<td>Community Improvement</td>
<td>Shannon Noonan</td>
<td>60km/h Neighbourhood Speed Limit pilot underway. Analyzing before/after studies and reviewing public consultation.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-2020 to Mar-2023</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>A/01019-20 - Interaction Assessment Study</td>
<td>A/01019-20</td>
<td>Community Planning</td>
<td>Shannon Noonan</td>
<td>Preparing project terms of reference for commencement in Q1 2023</td>
<td>Delayed</td>
<td>5%</td>
<td>Mar-2021 to Dec-2023</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01097-20 - Residential Parking Bylaw Review</td>
<td>A/01097-20</td>
<td>Community Planning</td>
<td>Sian Younan</td>
<td>Prepare to start project in Q1 2023</td>
<td>Delayed</td>
<td>5%</td>
<td>Mar-2021 to Dec-2023</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>A/01098-40 - Active Transport – Dunbar Road Phase 2</td>
<td>A/01098-40</td>
<td>Active Transportation</td>
<td>Shannon Noonan</td>
<td>On hold until AT resource hired</td>
<td>In progress</td>
<td>0%</td>
<td>Sep-2022 to Dec-2023</td>
<td>$336,000.00</td>
</tr>
</tbody>
</table>

**ET- Infrastructure Engineering**

$46,196,941.00 | $16,498,193.56
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<th>Project Id - Project Name</th>
<th>Project Id</th>
<th>Project Type</th>
<th>Project Manager</th>
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<th>Project Status</th>
<th>% Completed</th>
<th>Schedule Plan</th>
<th>Cost</th>
<th>Expenditures</th>
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</thead>
<tbody>
<tr>
<td>A/01133-40 -Soper Park Pedestrian Tunnel – Repointing</td>
<td>A/01133-40</td>
<td>Active Transportation</td>
<td>Shannon Noonan</td>
<td>On hold until AT resource is hired</td>
<td>Delayed</td>
<td>0%</td>
<td>Jan-2022 to Dec-2024</td>
<td>$315,000.00</td>
<td>$315,000.00</td>
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<tr>
<td>A/00003-20 -Zoning By-Law Update</td>
<td>A/00003-20</td>
<td>Community Planning</td>
<td>Bryan Cooper</td>
<td>Project underway. Reviewing current draft of zoning by-law. Re-writing all site specific amendments to by-law 150-85 in order to incorporate into new comprehensive zoning by-law.</td>
<td>In progress</td>
<td>85%</td>
<td>Jul-2013 to Mar-2023</td>
<td>$260,481.00</td>
<td>$10,346.30</td>
</tr>
<tr>
<td>A/00007-20 -Assessing Infilling &amp; Intensification</td>
<td>A/00007-20</td>
<td>Community Planning</td>
<td>John Blevins</td>
<td>Staff and consultants working on completing Mani &amp; Dundas and Hespeler Rd secondary plans. Proposed PIC for December with public meeting report to Council projected for Q1 2023</td>
<td>In progress</td>
<td>75%</td>
<td>Apr-2015 to Dec-2024</td>
<td>$463,266.00</td>
<td>$72,776.95</td>
</tr>
<tr>
<td>A/00223-20 -East Side Lands MESP</td>
<td>A/00223-20</td>
<td>Community Planning</td>
<td>Katherine Padgett</td>
<td>Public meeting held, awaiting final draft report from consultant for review and presentation to Council. To be completed after Galt Core Heritage Conservation District Study.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-2016 to Mar-2023</td>
<td>$150,000.00</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>A/00398-20 -East Side Lands MESP</td>
<td>A/00398-20</td>
<td>Community Planning</td>
<td>Laura Waldie</td>
<td>Draft HCD Plan Policies and Guidelines has been submitted. Third PIC held July 9, 2022. Receiving comments from the public, staff and agencies on the draft Secondary Plan. Recommendation report date to be determined.</td>
<td>In progress</td>
<td>85%</td>
<td>Oct-2021 to Apr-2023</td>
<td>$100,000.00</td>
<td>$43,901.80</td>
</tr>
<tr>
<td>A/00738-20 -Growth Management Study Update (2019)</td>
<td>A/00738-20</td>
<td>Community Planning</td>
<td>Bryan Cooper</td>
<td>Project 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-2022 to Feb-2023</td>
<td>$250,000.00</td>
<td>$219,750.30</td>
</tr>
<tr>
<td>A/00739-20 -Galt Core Heritage Conservation District Study</td>
<td>A/00739-20</td>
<td>Community Planning</td>
<td>Laura Waldie</td>
<td>Draft HCD Plan Policies and Guidelines has been submitted. Third PIC held July 9, 2022. Comments received and sent back to consultant. The project is now integrating with the Galt Heights Study to coordinate policies and guidelines.</td>
<td>In progress</td>
<td>85%</td>
<td>Oct-2020 to Mar-2023</td>
<td>$100,000.00</td>
<td>$6,845.54</td>
</tr>
<tr>
<td>A/00740-20 -Galt Core Heritage Conservation District Study (Heights)</td>
<td>A/00740-20</td>
<td>Community Planning</td>
<td>Laura Waldie</td>
<td></td>
<td>Approved</td>
<td>0%</td>
<td></td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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<tr>
<td>A/01286-40 -Streamline Dev Approvals - Planning</td>
<td>A/01286-40</td>
<td>Community Planning</td>
<td>Lisa Prime</td>
<td>Final report from consultant has been received. Currently reviewing next steps which will include a peer review of a Financial Impact Assessment and possible additional funding requirements.</td>
<td>In progress</td>
<td>100%</td>
<td>Mar-2021 to Sep-2022</td>
<td>$97,000.00</td>
<td>$43,067.20</td>
</tr>
<tr>
<td>A/00420-30 -Preston Auditorium - Design</td>
<td>A/00420-30</td>
<td>Facility Renovation</td>
<td>Shane Taylor</td>
<td>Schematic design received Council approval on Jul 19 2022. Detail design underway. SPA pre-application to be submitted end September.</td>
<td>In progress</td>
<td>30%</td>
<td>Jan-2020 to Dec-2025</td>
<td>$1,742,915.00</td>
<td>$1,486,783.30</td>
</tr>
<tr>
<td>A/00420-40 -Preston Auditorium Expansion - Construct</td>
<td>A/00420-40</td>
<td>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 2022.</td>
<td>Approved</td>
<td>0%</td>
<td>Jan-2022 to Jul-2026</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00463-30 -Recreation Complex - Design</td>
<td>A/00463-30</td>
<td>New Facility</td>
<td>Shane Taylor</td>
<td>Procurement of MJMA architects complete, awaiting contract signature.</td>
<td>In progress</td>
<td>5%</td>
<td>Jan-2020 to Jul-2025</td>
<td>$5,585,000.00</td>
<td>$5,319,547.47</td>
</tr>
<tr>
<td>A/00471-30 -Fountain St Soccer Facility Design</td>
<td>A/00471-30</td>
<td>New Facility</td>
<td>Shane Taylor</td>
<td>Design phase completed, remaining funding to be transferred to A/00471-40 to support construction. Calculating remaining funding.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Mar-2020 to Aug-2022</td>
<td>$119,390.00</td>
<td>$41,232.60</td>
</tr>
<tr>
<td>A/00471-40 -Fountain St Soccer Facility Construction</td>
<td>A/00471-40</td>
<td>New Facility</td>
<td>Shane Taylor</td>
<td>Grading completed, servicing underway. Building permit submitted and September 2022.</td>
<td>In progress</td>
<td>10%</td>
<td>Sep-2021 to Jun-2023</td>
<td>$12,458,217.00</td>
<td>$11,703,326.97</td>
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</table>

**Planning Services**

<table>
<thead>
<tr>
<th>Planning Services</th>
<th>Cost</th>
<th>Expenditures</th>
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<tbody>
<tr>
<td>A/00420-30 -Preston Auditorium - Design</td>
<td>$1,742,915.00</td>
<td>$1,486,783.30</td>
</tr>
<tr>
<td>A/00420-40 -Preston Auditorium Expansion - Construct</td>
<td>$26,211,000.00</td>
<td>$26,181,669.29</td>
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<tr>
<td>A/00463-30 -Recreation Complex - Design</td>
<td>$5,585,000.00</td>
<td>$5,319,547.47</td>
</tr>
<tr>
<td>A/00471-30 -Fountain St Soccer Facility Design</td>
<td>$614,390.00</td>
<td>$41,232.60</td>
</tr>
<tr>
<td>A/00471-40 -Fountain St Soccer Facility Construction</td>
<td>$12,458,217.00</td>
<td>$11,703,326.97</td>
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<tr>
<td>Project Id - Project Name</td>
<td>Project Id</td>
<td>Project Type</td>
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<td>---------------------------</td>
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<tr>
<td>A/00862-20 - Older Adult Strategy</td>
<td>A/00862-20</td>
<td>Community Planning</td>
</tr>
<tr>
<td>A/00863-20 - Master Plan - Arts and Culture</td>
<td>A/00863-20</td>
<td>Community Planning</td>
</tr>
<tr>
<td>A/01036-30 - Sponsorship &amp; Advertising Plan</td>
<td>A/01036-30</td>
<td>Community Planning</td>
</tr>
<tr>
<td>A/01265-10 - Cambridge Sports Park Expansion</td>
<td>A/01265-10</td>
<td>New Facility</td>
</tr>
</tbody>
</table>

| Recreation and Culture | | | | | | | $47,124,022.00 | $46,194,582.57 |

| Community Development | | | | | | | $193,871,669.00 | $114,636,987.34 |

| Corporate Enterprise | | | | | | | | |

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Id</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/00703-20 - Strategic Plan (2024-2027)</td>
<td>A/00703-20</td>
<td>Strategy &amp; Governance</td>
<td>Sherry Atyeo</td>
<td>Project scoping document compiled and taken to C.L.T. Feedback was to focus on completing and reporting on 2020-2023 strategic plan.</td>
<td>In progress</td>
<td>6%</td>
<td>Jan-2022 to Mar-2024</td>
<td>$150,000.00</td>
<td>$125,579.18</td>
</tr>
</tbody>
</table>

| Corporate Strategy | | | | | | | $150,000.00 | $125,579.18 |

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
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<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
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</thead>
<tbody>
<tr>
<td>A/00914-20 - Economic Development Strategic Plan</td>
<td>A/00914-20</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>In progress</td>
<td>6%</td>
<td>Oct-2021 to May-2023</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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<tr>
<td>A/01025-40 - Grand River Access Point Improvement</td>
<td>A/01025-40</td>
<td>Park Development</td>
<td>Trevor McWilliams</td>
<td>Archeological Assessment completed. Awaiting physical report. ORCA work permit received.</td>
<td>In progress</td>
<td>55%</td>
<td>Sep-2019 to Jun-2022</td>
<td>$150,000.00</td>
<td>$368,228.04</td>
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</table>

| Economic Development | | | | | | | $250,000.00 | $468,228.04 |

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<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Id</th>
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<tbody>
<tr>
<td>A/00417-40 - Energy Management - Galt Arena</td>
<td>A/00417-40</td>
<td>Facility Renovation</td>
<td>Wayne Ramsey</td>
<td>Waiting on Save on Energy Rebates</td>
<td>Project work complete</td>
<td>100%</td>
<td>Mar-2019 to Jun-2021</td>
<td>$381,000.00</td>
<td>-$6,515.01</td>
</tr>
<tr>
<td>A/00668-40 - Kinsmen Soper Park Pool Decommissioning</td>
<td>A/00668-40</td>
<td>Facility Renovation</td>
<td>Olu Ojikutu</td>
<td>DRAFT RFQ documents developed - working with procurement to release to pre-qualified vendors by May 6, 2022</td>
<td>In progress</td>
<td>5%</td>
<td>Jun-2022 to Dec-2022</td>
<td>$180,000.00</td>
<td>$67,836.78</td>
</tr>
<tr>
<td>A/01015-30 - George Hancock Pool Refurbishment</td>
<td>A/01015-30</td>
<td>Facility Renovation</td>
<td>Wayne Ramsey</td>
<td>Facility Condition Assessment scheduled for middle of May, will determine investments required to maintain operations</td>
<td>In progress</td>
<td>80%</td>
<td>Feb-2020 to Dec-2022</td>
<td>$403,000.00</td>
<td>$298,743.26</td>
</tr>
<tr>
<td>A/01138-40 - Elevator Refurb - Allan Reuter Centre</td>
<td>A/01138-40</td>
<td>Facility Renovation</td>
<td>Wayne Ramsey</td>
<td>Consultant selected - site meeting to discuss next steps scheduled for May 5, 2022</td>
<td>In progress</td>
<td>5%</td>
<td>May-2022 to Dec-2022</td>
<td>$176,800.00</td>
<td>$165,523.10</td>
</tr>
<tr>
<td>A/01229-40 - City Hall Green Wall</td>
<td>A/01229-40</td>
<td>Facility Renovation</td>
<td>Wayne Ramsey</td>
<td>Consultant selected and on-site meeting to discuss next steps happening week of May 9, 2022</td>
<td>In progress</td>
<td>5%</td>
<td>May-2022 to Dec-2022</td>
<td>$254,500.00</td>
<td>$252,000.00</td>
</tr>
<tr>
<td>A/01239-20 - Energy Assess - Carbon Reduction Strategy</td>
<td>A/01239-20</td>
<td>Environmental Stewardship</td>
<td>Olu Ojikutu</td>
<td>Continuing to develop RFP document for consultant procurement</td>
<td>In progress</td>
<td>5%</td>
<td>Aug-2022 to Feb-2023</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/01231-40 - Condenser Replace - Preston Auditorium</td>
<td>A/01231-40</td>
<td>Facility Renovation</td>
<td>Wayne Ramsey</td>
<td>New unit installed, tested and operating as of Aug 31st.</td>
<td>In progress</td>
<td>95%</td>
<td>May-2022 to Sep-2022</td>
<td>$190,000.00</td>
<td>$190,000.00</td>
</tr>
<tr>
<td>A/01266-40 - Fire Station 3 Extractor &amp; Dryer</td>
<td>A/01266-40</td>
<td>Facility Renovation</td>
<td>Wayne Ramsey</td>
<td>Plumbing, electrical and painting completed. Waiting for extractor units to be delivered and installed</td>
<td>In progress</td>
<td>90%</td>
<td>Mar-2022 to Aug-2022</td>
<td>$50,000.00</td>
<td>$24,380.20</td>
</tr>
<tr>
<td><strong>Facilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,695,300.00</td>
<td>$1,051,968.25</td>
</tr>
<tr>
<td>A/00329-20 - Enterprise Risk Management</td>
<td>A/00329-20</td>
<td>Security &amp; Risk Mgmt</td>
<td>Olu Ojikutu</td>
<td>Risk assessments and committee on hold. Two active projects to automate incident intake and incident transfer to the insurance pool.</td>
<td>In progress</td>
<td>61%</td>
<td>Jan-2020 to Dec-2023</td>
<td>$75,000.00</td>
<td>$50,467.70</td>
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<tr>
<td><strong>Risk and Compliance</strong></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>$75,000.00</td>
<td>$50,467.70</td>
</tr>
<tr>
<td>A/00195-30 - Station 6 Design</td>
<td>A/00195-30</td>
<td>New Facility</td>
<td>Steven Ruffini</td>
<td>LEED submission documentation preparation for submission.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Aug-2019 to Jun-2021</td>
<td>$300,000.00</td>
<td>$6,060.71</td>
</tr>
<tr>
<td>A/00196-40 - Station 6 Construction</td>
<td>A/00196-40</td>
<td>New Facility</td>
<td>Steven Ruffini</td>
<td>LEED submission documentation are under review for submission.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Nov-2016 to Dec-2021</td>
<td>$4,272,470.00</td>
<td>$212,903.72</td>
</tr>
<tr>
<td>A/00362-40 - Riverside Grandstand Roof Replacement</td>
<td>A/00362-40</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>Construction started, painting and damaged beam replacement</td>
<td>In progress</td>
<td>45%</td>
<td>Apr-2022 to Dec-2022</td>
<td>$437,413.00</td>
<td>$240,555.21</td>
</tr>
<tr>
<td>A/00459-40 - Roof Replacement – Hesp Arena – Rink 2</td>
<td>A/00459-40</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Final report for the grant was submitted.</td>
<td>In maintenance</td>
<td>99%</td>
<td>Jan-2021 to Jun-2022</td>
<td>$918,062.00</td>
<td>$38,194.00</td>
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<tr>
<td>Project Id - Project Name</td>
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<td>Plan Cost</td>
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</tr>
<tr>
<td>A/00463-40 - Rec Complex - Site Prep &amp; Servicing</td>
<td>A/00463-40</td>
<td>New Facility</td>
<td>Slobodanka Lekic</td>
<td>The Phase 1A road and infrastructure works is completed. The Phase 1B works is finishing up. The Multi-use trail work is in a tender phase.</td>
<td>In progress</td>
<td>94%</td>
<td>Sep-2019 to Dec-2022</td>
<td>$4,400,000.00</td>
<td>$1,249,359.29</td>
</tr>
<tr>
<td>A/00521-40 - Newland Pool Repairs</td>
<td>A/00521-40</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>prepare specification</td>
<td>In progress</td>
<td>2%</td>
<td>Jan-2022 to Jun-2023</td>
<td>$482,600.00</td>
<td>$1,212,081.71</td>
</tr>
<tr>
<td>A/00693-30 - Design - Facility Renovations</td>
<td>A/00693-30</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Riverside Greenhouse Deficiency list is created. Substantial completion of the project is done.</td>
<td>In progress</td>
<td>95%</td>
<td>Jan-2020 to Dec-2023</td>
<td>$70,000.00</td>
<td>$12,690.07</td>
</tr>
<tr>
<td>A/00698-30 - Design – Facility Renovations (2022)</td>
<td>A/00698-30</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>Design &amp; Development phase is done.</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-2022 to Jun-2024</td>
<td>$90,000.00</td>
<td>$85,924.51</td>
</tr>
<tr>
<td>A/00764-40 - Parkway Office/Chapel</td>
<td>A/00764-40</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>FINAL mechanical and electrical work is in process.</td>
<td>In progress</td>
<td>90%</td>
<td>Jan-2022 to Mar-2023</td>
<td>$348,314.00</td>
<td>$130,664.75</td>
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<tr>
<td>A/0077-30 - Dotson Stadium Renovation – Design</td>
<td>A/0077-30</td>
<td>Facility Renovation</td>
<td>Slobodanka Lekic</td>
<td>The design &amp; development phase is near completion.</td>
<td>In progress</td>
<td>30%</td>
<td>Jan-2022 to Mar-2023</td>
<td>$74,242.00</td>
<td>$74,242.00</td>
</tr>
<tr>
<td>A/01014-40 - Roof - Ferguson Homestead &amp; Cottage</td>
<td>A/01014-40</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>Roof replacement in progress for Ferguson Cottage</td>
<td>In progress</td>
<td>4%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$167,700.00</td>
<td>$159,080.32</td>
</tr>
<tr>
<td>A/01239-40 - Training Tower Fire Department</td>
<td>A/01239-40</td>
<td>Facility Renovation</td>
<td>Steven Ruffini</td>
<td>Tender is closed</td>
<td>In progress</td>
<td>5%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$75,000.00</td>
<td>$62,274.49</td>
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</tbody>
</table>

**Sustainable Design & Dev**

**Corporate Enterprise**

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
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<th>Project Type</th>
<th>Project Manager</th>
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<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
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</thead>
<tbody>
<tr>
<td>A/00365-40 - Service Cambridge - Customer Care Portal</td>
<td>A/00365-40</td>
<td>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>90%</td>
<td>May-2019 to Jun-2021</td>
<td>$100,000.00</td>
<td>$82,138.03</td>
</tr>
<tr>
<td>A/00463-10 - Recreation Complex - Library Land</td>
<td>A/00463-10</td>
<td>New Facility</td>
<td>Kate Fischer</td>
<td>Staff are working on allocating recreation complex land across the school boards and apportioning the share for the Library. Following completion of this work, the associated journal entries will be completed to fund appropriately the library land.</td>
<td>In progress</td>
<td>0%</td>
<td>Jan-2022 to Jun-2023</td>
<td>$1,450,000.00</td>
<td>$1,450,000.00</td>
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<tr>
<td>A/00545-20 - Development Charges Update (2022)</td>
<td>A/00545-20</td>
<td>Community Planning</td>
<td>Kate Fischer</td>
<td>Preparing project charter, creating steering committee, requesting proposal(s)</td>
<td>In progress</td>
<td>0%</td>
<td>Jul-2022 to Dec-2023</td>
<td>$122,000.00</td>
<td>$122,000.00</td>
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<tr>
<td>Project Id - Project Name</td>
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<td>Project Type</td>
<td>Project Manager</td>
<td>Work Completed</td>
<td>Project Status</td>
<td>% Completed</td>
<td>Start Date</td>
<td>End Date</td>
<td>Plan Cost</td>
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</tr>
<tr>
<td>A/00909-40 -SWM Funding Study - Implementation Plan</td>
<td>A/00909-40</td>
<td>Community Planning</td>
<td>Katie Fischer</td>
<td>Preparing project charter, creating steering committee, requesting proposal(s).</td>
<td>In progress</td>
<td>0%</td>
<td>Jul-2022 to Jun-2024</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>A/00946-20 -DC Update &amp; Comm. Ben. Charge Study</td>
<td>A/00946-20</td>
<td>Community Planning</td>
<td>Katie Fischer</td>
<td>DC amending bylaw approved in January 2022. CBC and parkland policy final draft findings presented to staff in July 2022; consultants are now preparing written report on final findings.</td>
<td>In progress</td>
<td>95%</td>
<td>Jun-2021 to Aug-2022</td>
<td>$102,000.00</td>
<td>$53,641.57</td>
</tr>
<tr>
<td>A/01427-40 Service Cambridge Counter Extension (2022)</td>
<td>A/01427-40</td>
<td>Facility Renovation</td>
<td>Wade Novak</td>
<td>Approved</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
<td>$125,000.00</td>
</tr>
<tr>
<td>A/01428-20 Asset Retirement Obligations Reporting</td>
<td>A/01428-20</td>
<td>Other</td>
<td>Mirha Rapo</td>
<td>Awarded tender to KPMG, waiting on final documentation prior to finalizing contract. Anticipate to be within approved budget.</td>
<td>In progress</td>
<td>5%</td>
<td>Nov-2022 to Nov-2023</td>
<td>$80,000.00</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>A/00202-10 -P25 Radio Compliance</td>
<td>A/00202-10</td>
<td>Technology Upgrades</td>
<td>Brian Arnold</td>
<td>Work has begun on Fire Hall Alerting (text-to-speech) with Motorola, KFD and WRPS (Original contract obligation with Motorola).</td>
<td>Project work complete</td>
<td>99%</td>
<td>May-2017 to Dec-2022</td>
<td>$835,485.00</td>
<td>$30,254.63</td>
</tr>
<tr>
<td>A/00439-20 -Master Fire Plan, Station Location Study</td>
<td>A/00439-20</td>
<td>Community Planning</td>
<td>Damond Jamieson</td>
<td>Steering Committee met with consultant on September 15. Reviewed GIS mapping, stakeholder list (8), and discussed amended timelines for presentation to Council.</td>
<td>In progress</td>
<td>65%</td>
<td>Apr-2021 to Aug-2022</td>
<td>$137,475.00</td>
<td>$87,382.10</td>
</tr>
<tr>
<td>A/01029-40 -Fire Services Dispatch Renovations</td>
<td>A/01029-40</td>
<td>Facility Renovation</td>
<td>Damond Jamieson</td>
<td>No Change: MECC Backup dispatch centre renovations almost complete. Design stage for Phase II renovation of the Main dispatch centre not yet complete.</td>
<td>In progress</td>
<td>45%</td>
<td>Dec-2021 to Dec-2022</td>
<td>$1,215,300.00</td>
<td>$1,212,129.71</td>
</tr>
<tr>
<td>A/01148-10 -Fire Fleet Apparatus (2022)</td>
<td>A/01148-10</td>
<td>Equipment Purchase</td>
<td>Brian Arnold</td>
<td>Fireboat in production</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-2022 to May-2023</td>
<td>$28,300.00</td>
<td>$28,300.00</td>
</tr>
<tr>
<td>A/01149-10 -Light Fire Fleet (2022)</td>
<td>A/01149-10</td>
<td>Equipment Purchase</td>
<td>Brian Arnold</td>
<td>Purchase order has been issued to Scherer Chevrolet Buick GMC out of Kitchener.</td>
<td>Approved</td>
<td>90%</td>
<td></td>
<td></td>
<td>$2,317,992.00</td>
</tr>
<tr>
<td>A/00347-10 -Disaster Recovery Site Enhancements</td>
<td>A/00347-10</td>
<td>Security &amp; Risk Mgmt</td>
<td>Mohammad Marin</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>65%</td>
<td>Feb-2019 to Jun-2022</td>
<td>$150,000.00</td>
<td>$10,429.40</td>
</tr>
<tr>
<td>A/00407-10 -Relational Database -Oracle MSSQL Upgrade</td>
<td>A/00407-10</td>
<td>Technology Ugrades</td>
<td>Ryan Small</td>
<td>Closure pending final invoices which will be received by end of 2022.</td>
<td>Project work complete</td>
<td>100%</td>
<td>Jan-2020 to Dec-2022</td>
<td>$190,000.00</td>
<td>$24,776.59</td>
</tr>
<tr>
<td>A/00791-40 -Corporate BI, Dashboard and Reporting 20</td>
<td>A/00791-40</td>
<td>New Enterprise Application</td>
<td>Kirby Childers</td>
<td>BI Strategy scoring due Friday Sept 30th.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-2020 to Dec-2022</td>
<td>$50,000.00</td>
<td>$16,434.88</td>
</tr>
<tr>
<td>A/00792-20 -Corporate Payment System Assess/Upgrade</td>
<td>A/00792-20</td>
<td>Technology Ugrades</td>
<td>Mohammad Marin</td>
<td>We are reviewing options for Payment system that works with TS systems.</td>
<td>In progress</td>
<td>45%</td>
<td>Mar-2019 to Dec-2022</td>
<td>$75,000.00</td>
<td>$44,817.53</td>
</tr>
<tr>
<td>A/00794-40 -Council Chamber Audio and Video Upgrade</td>
<td>A/00794-40</td>
<td>Technology Ugrades</td>
<td>Ryan Small</td>
<td>Initial installation of new system nearing completion.</td>
<td>In progress</td>
<td>90%</td>
<td>Sep-2021 to Mar-2022</td>
<td>$267,820.00</td>
<td>$20,316.84</td>
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<tr>
<td>Project Id</td>
<td>Project Name</td>
<td>Project Type</td>
<td>Manager Name</td>
<td>Work Completed</td>
<td>Status</td>
<td>% Completed</td>
<td>Start</td>
<td>End</td>
<td>Planned Cost</td>
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<tr>
<td>A/00795-40</td>
<td>Enterprise Content Mgmt Implementation</td>
<td>Networks &amp; Information Mgmt</td>
<td>Revathi Devendran</td>
<td>Working on Fire IT Strategy with Perry Consulting.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-2020</td>
<td>Dec-2021</td>
<td>$125,000.00</td>
</tr>
<tr>
<td>A/00796-40</td>
<td>Fire Technology Strategy Implementation</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Documentum decommission work is delayed due to vendor resource issue. Re-engaged the vendor and expect to complete end of October.</td>
<td>In progress</td>
<td>75%</td>
<td>Jan-2019</td>
<td>Dec-2022</td>
<td>$130,528.00</td>
</tr>
<tr>
<td>A/00797-40</td>
<td>GIS Strategy Implementation 2019</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Currently building a SDW for My Property solution using GIS technology.</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-2021</td>
<td>Dec-2022</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00796-40</td>
<td>Service Desk Configuration Management</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Path to Cloud finalized by SAP team.</td>
<td>Approved</td>
<td>0%</td>
<td>Jan-2022</td>
<td>Dec-2022</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>A/00801-40</td>
<td>Work Order Mgmt System Enhance (2022)</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Priority tasks identified</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-2020</td>
<td>Dec-2022</td>
<td>$300,000.00</td>
</tr>
<tr>
<td>A/00924-40</td>
<td>Microsoft Office 365 Migration</td>
<td>New Enterprise Application</td>
<td>Ryan Small</td>
<td>Pilot phase is successfully completed. Departments have signed up for SharePoint migration. Initial forecast to complete the migration to cloud is by March 2023 is still valid. Project is on track.</td>
<td>In progress</td>
<td>50%</td>
<td>Sep-2021</td>
<td>Jun-2022</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>A/00925-10</td>
<td>Laptop/Desktop Replace Lifecycle (2022)</td>
<td>Technology Upgrades</td>
<td>Ryan Small</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-2021</td>
<td>Dec-2022</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/01001-40</td>
<td>City-Wide Maximo Implementation 2020</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Focusing on Building needs, as Streamline funding received for Planning efficiencies.</td>
<td>Approved</td>
<td>0%</td>
<td>Jan-2022</td>
<td>Dec-2022</td>
<td>$450,000.00</td>
</tr>
<tr>
<td>A/01060-40</td>
<td>BI/BW Strategy Development &amp; Enhancement</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Procurement of Hardware is complete, but hardware lead times are long.</td>
<td>In progress</td>
<td>10%</td>
<td>Jan-2022</td>
<td>Dec-2022</td>
<td>$380,000.00</td>
</tr>
<tr>
<td>A/01061-40</td>
<td>Streamline Dev Approvals - Tech Services</td>
<td>Technology Upgrades</td>
<td>Kirby Childerhose</td>
<td>Project has begun. Working with Perry Group and steering committee to establish priorities.</td>
<td>Approved</td>
<td>5%</td>
<td>Jan-2022</td>
<td>Dec-2022</td>
<td>$480,000.00</td>
</tr>
</tbody>
</table>

**Technology Services**

$5,038,148.00 $3,222,115.73

**Corporate Services**

$9,797,428.00 $6,852,129.33
## Asset Management

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
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<th>Project Manager</th>
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<th>% Completed</th>
<th>Schedule</th>
<th>Plan Cost</th>
<th>Unexpended</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00276-20 - Asset Life Cycle Planning Tool Expansion</td>
<td>A/00276-20</td>
<td>Community Planning</td>
<td>Johannes Krijnen</td>
<td>Upgrade to asset renewal planning system delayed to Fall 2022; Reviewing existing Inframodex system and evaluating other systems available for upgrades. RFI for alternative systems is currently under review. Alternative systems demos have been completed.</td>
<td>Delayed</td>
<td>45%</td>
<td>Oct-2017 to Dec-2022</td>
<td>$70,000.00</td>
<td>$53,299.15</td>
</tr>
<tr>
<td>A/0068-40 - Sanitary Forcemain Inspection</td>
<td>A/0068-40</td>
<td>Condition Assessment</td>
<td>Matthew Zevenbergen</td>
<td>The Project is currently on hold, due to operational issues. The City is not confident the selected Forcemain can be inspected with the current technology.</td>
<td>Delayed</td>
<td>85%</td>
<td>Jan-2020 to Dec-2021</td>
<td>$200,000.00</td>
<td>$76,715.29</td>
</tr>
<tr>
<td>A/0067-40 - Sanitary Lg Trunk &amp; Siphon Assessment</td>
<td>A/0067-40</td>
<td>Condition Assessment</td>
<td>Matthew Zevenbergen</td>
<td>Matching the tender with Procurement</td>
<td>In progress</td>
<td>25%</td>
<td>Apr-2022 to Dec-2022</td>
<td>$300,000.00</td>
<td>$300,000.00</td>
</tr>
<tr>
<td>A/01237-20 - Heritage Condition Assessment – Phase 1</td>
<td>A/01237-20</td>
<td>Condition Assessment</td>
<td>Jennifer Wrzala</td>
<td>Heritage Consultant Draft copy of the review was sent back with comments from SDD and AM group. Mech/Elec/HVAC/Building Component Draft RFQ’s (2 separate) sent to Facilities and SDD for review.</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$130,000.00</td>
<td>$112,319.20</td>
</tr>
<tr>
<td>A/00261-20 - Pumping Station Operating Procedure Dev</td>
<td>A/00261-20</td>
<td>Strategy &amp; Governance</td>
<td>Robert Black</td>
<td>Attempting to contact GMBP to determine if project is complete on their end in order to complete it on the City’s end.</td>
<td>In progress</td>
<td>97%</td>
<td>Mar-2020 to Dec-2021</td>
<td>$246,661.00</td>
<td>$67,913.89</td>
</tr>
<tr>
<td>A/00756-30 - King St Sanitary Pumping Station - Design</td>
<td>A/00756-30</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>City has received a prepared Tender package by MTE and it was given to procurement department.</td>
<td>In progress</td>
<td>85%</td>
<td>Jan-2021 to Sep-2022</td>
<td>$208,154.00</td>
<td>$114,377.45</td>
</tr>
<tr>
<td>A/00756-40 - King St Sanitary Pump Station - Construc</td>
<td>A/00756-40</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>Awaiting on completion of Tender process to select construction contractor.</td>
<td>Approved</td>
<td>0%</td>
<td>Oct-2022 to Aug-2023</td>
<td>$550,000.00</td>
<td>$550,000.00</td>
</tr>
<tr>
<td>A/00757-30 - Hwy24 Pump Station Assess and Design</td>
<td>A/00757-30</td>
<td>Renewal</td>
<td>Robert Black</td>
<td>Internal survey of sanitary infrastructure determined that Highway 24 SPS cannot be eliminated and upgrades need to occur.</td>
<td>In progress</td>
<td>1%</td>
<td>Oct-2022 to Sep-2023</td>
<td>$80,000.00</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>A/01244-40 - Water Meter Replacement Program (2022)</td>
<td>A/01244-40</td>
<td>Renewal</td>
<td>Jason Alexander</td>
<td>RFP to be reviewed and Awarded</td>
<td>Approved</td>
<td>25%</td>
<td></td>
<td>$480,000.00</td>
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## ES - Wastewater

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>A/00338-40 - AMI Implementation</td>
<td>A/00338-40</td>
<td>Renewal</td>
<td>Walter Malcolm</td>
<td>As of June 30, 2022, 36,035 meters are transmitting on the network. Completion by district are as follows: East Galt (92%), Preston (98%), West Galt (98%), Hespeler (97%), North Galt (97%).</td>
<td>In progress</td>
<td>99%</td>
<td>Jun-2018 to Jun-2022</td>
<td>$11,921,000.00</td>
<td>$232,580.50</td>
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<td>Approved</td>
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<td>Oct-2022 to Aug-2023</td>
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<td>$80,000.00</td>
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<td>Jason Alexander</td>
<td>RFP to be reviewed and Awarded</td>
<td>Approved</td>
<td>25%</td>
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</tr>
<tr>
<td>A/00333-10 -Service Body Utility Truck</td>
<td>8335</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Specification developed to replace this service body truck with 2 light duty vehicles to support crew deployment. RFQ anticipated to be posted late September.</td>
<td>In progress</td>
<td>40%</td>
<td>Feb-2017 to Dec-2022</td>
<td>$120,700.00</td>
<td>$120,700.00</td>
</tr>
<tr>
<td>A/00337-10 -Rep. Equip. 3 Ton Roll Off Unit (7968)</td>
<td>3 Ton Roll Off Unit</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>RFQ closed early September and currently in evaluation stage.</td>
<td>In progress</td>
<td>20%</td>
<td>Feb-2018 to Dec-2022</td>
<td>$125,300.00</td>
<td>$125,300.00</td>
</tr>
<tr>
<td>A/00889-10 -Equipment Growth (2019)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Procurement processes have been completed for the project and all requirements awarded. Delivery of RTV and Ice Resurfacer are anticipated over the next few months.</td>
<td>In progress</td>
<td>80%</td>
<td>May-2019 to Dec-2021</td>
<td>$81,200.00</td>
<td>$193,663.00</td>
<td></td>
</tr>
<tr>
<td>A/00891-10 -Equipment Growth (2021)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Majority of assets in this project have been delivered or awarded awaiting delivery. Remaining Van and hotbox are being prepped for RFQ’s.</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2021 to Dec-2021</td>
<td>$27,900.00</td>
<td>$144,518.11</td>
<td></td>
</tr>
<tr>
<td>A/00892-10 -Equipment Growth (2022)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Road sweeper RFQ currently in evaluation and award stage. Pickup trucks to be posted in early October combined with electric propulsion as an alternative option.</td>
<td>In progress</td>
<td>5%</td>
<td></td>
<td>$614,600.00</td>
<td>$614,600.00</td>
<td></td>
</tr>
<tr>
<td>A/00895-10 -Equipment Replacement (2019)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>3 RTV’s awarded, delivery anticipated in October as a result of manufacturing delays. Chipper truck RFQ in evaluation stage.</td>
<td>In progress</td>
<td>80%</td>
<td>May-2019 to Jun-2022</td>
<td>$1,035,867.00</td>
<td>$296,035.87</td>
<td></td>
</tr>
<tr>
<td>A/00896-10 -Fleet Equipment Replacement 2020</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>RTV’s awarded delivery in October as a result of manufacturing delays. Stops mower procured and in service. Service body truck RFQ in development. Light duty vehicles under final review for RFQ posting.</td>
<td>In progress</td>
<td>45%</td>
<td>Jan-2020 to Jun-2022</td>
<td>$2,190,000.00</td>
<td>$1,416,259.72</td>
<td></td>
</tr>
<tr>
<td>A/00897-10 -Equipment Replacement (2021)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Utility vehicle awarded, awaiting delivery. Excavator evaluated and internal approvals are complete. PO in finalization stage.</td>
<td>In progress</td>
<td>25%</td>
<td>Jan-2021 to Dec-2022</td>
<td>$2,114,000.00</td>
<td>$2,303,857.54</td>
<td></td>
</tr>
<tr>
<td>A/00898-10 -Equipment Replacement (2022)</td>
<td>Equipment Purchase</td>
<td>Michael Hewlett</td>
<td>Lawn trucks awarded, final build under review with vendor, extended delivery delays due to manufacturing constraints. Backhoe awarded, delivery anticipated late Sept. Articulating tractor specification to be finalized and anticipated for Oct posting.</td>
<td>In progress</td>
<td>20%</td>
<td></td>
<td>$1,495,000.00</td>
<td>$1,258,316.12</td>
<td></td>
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</tbody>
</table>

**Fleet**

$9,784,558.00 $6,473,351.31

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Id</th>
<th>Project Type</th>
<th>Project Manager</th>
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<th>Plan Cost</th>
<th>Unexpend</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00178-40 -Riverside Park - Sports Netting</td>
<td>A/00178-40</td>
<td>Park Renewal</td>
<td>Christopher Ziemski</td>
<td>Realty Services awaiting response. Ongoing legal action in process, 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>90%</td>
<td>Sep-2019 to Apr-2022</td>
<td>$142,449.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>A/00184-40 -Centennial Park - RetrandscapeLights</td>
<td>A/00184-40</td>
<td>Park Renewal</td>
<td>Christopher Ziemski</td>
<td>Delays in getting lighting fixtures due to supply chain issues. Scheduling of tree and surface work around it being scheduled for spring 2023.</td>
<td>Delayed</td>
<td>80%</td>
<td>Jun-2015 to May-2023</td>
<td>$200,000.00</td>
<td>$94,670.48</td>
</tr>
<tr>
<td>A/00788-20 -Operations Facility Master Plan</td>
<td>A/00788-20</td>
<td>Community Planning</td>
<td>Michael Hausser</td>
<td>Scope of project is being reviewed and adjusted. The focus of this project is to ensure that existing and future staff, equipment, materials to support operations has appropriate and sufficient facilities from which to operate.</td>
<td>In progress</td>
<td>8%</td>
<td>Apr-2022 to Oct-2023</td>
<td>$250,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/00861-20 -Parkland Strategy</td>
<td>A/00861-20</td>
<td>Community Planning</td>
<td>Paul Willms</td>
<td>Dillon is currently completing phase one tasks and regular Project Team meetings are being held</td>
<td>In progress</td>
<td>15%</td>
<td>Aug-2022 to Dec-2024</td>
<td>$227,000.00</td>
<td>$222,079.77</td>
</tr>
<tr>
<td>A/01289-40 -Galt Arena Emergency Chiller Replacement</td>
<td>A/01289-40</td>
<td>Facility Renovation</td>
<td>Christopher Ziemski</td>
<td>Pre-installation work completed.</td>
<td>In progress</td>
<td>95%</td>
<td>Sep-2022 to</td>
<td>$94,556.00</td>
<td>$94,556.00</td>
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</table>

**Ops - Parks**

$9,134,305.00 $661,306.19

<table>
<thead>
<tr>
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<td>Realty Services awaiting response. Ongoing legal action in process, 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>90%</td>
<td>Sep-2019 to Apr-2022</td>
<td>$142,449.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>A/00184-40 -Centennial Park - RetrandscapeLights</td>
<td>A/00184-40</td>
<td>Park Renewal</td>
<td>Christopher Ziemski</td>
<td>Delays in getting lighting fixtures due to supply chain issues. Scheduling of tree and surface work around it being scheduled for spring 2023.</td>
<td>Delayed</td>
<td>80%</td>
<td>Jun-2015 to May-2023</td>
<td>$200,000.00</td>
<td>$94,670.48</td>
</tr>
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<td>A/00788-20 -Operations Facility Master Plan</td>
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<td>Scope of project is being reviewed and adjusted. The focus of this project is to ensure that existing and future staff, equipment, materials to support operations has appropriate and sufficient facilities from which to operate.</td>
<td>In progress</td>
<td>8%</td>
<td>Apr-2022 to Oct-2023</td>
<td>$250,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>A/00861-20 -Parkland Strategy</td>
<td>A/00861-20</td>
<td>Community Planning</td>
<td>Paul Willms</td>
<td>Dillon is currently completing phase one tasks and regular Project Team meetings are being held</td>
<td>In progress</td>
<td>15%</td>
<td>Aug-2022 to Dec-2024</td>
<td>$227,000.00</td>
<td>$222,079.77</td>
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<tr>
<td>A/01289-40 -Galt Arena Emergency Chiller Replacement</td>
<td>A/01289-40</td>
<td>Facility Renovation</td>
<td>Christopher Ziemski</td>
<td>Pre-installation work completed.</td>
<td>In progress</td>
<td>95%</td>
<td>Sep-2022 to</td>
<td>$94,556.00</td>
<td>$94,556.00</td>
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</table>

**Ops - Parks**

$9,134,305.00 $661,306.19

**Infrastructure Services**

$24,884,678.00 $9,201,862.95
<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>A/00476-10 -Library Computer Equipment</td>
<td>A/00476-10</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Server replacements are complete.</td>
<td>In progress</td>
<td>80%</td>
<td>Jan-2020 to Jul-2022</td>
<td>$134,000.00</td>
<td>$1,673.06</td>
</tr>
<tr>
<td>A/00479-10 -Library Website Upgrade</td>
<td>A/00479-10</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Website design is completed. Website build is well underway.</td>
<td>In progress</td>
<td>85%</td>
<td>Jan-2020 to Jul-2022</td>
<td>$66,000.00</td>
<td>$1,887.50</td>
</tr>
<tr>
<td>A/00534-10 -Library Materials (2022)</td>
<td>A/00534-10</td>
<td>Community Improvement</td>
<td>Mirna Raponi</td>
<td>Purchasing new library materials.</td>
<td>In progress</td>
<td>0%</td>
<td>Jan-2022 to Sep-2022</td>
<td>$108,000.00</td>
<td>$108,000.00</td>
</tr>
<tr>
<td>A/00535-10 -Library Computer Equipment (2022)</td>
<td>A/00535-10</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Uninterruptible power supply (UPS) replacements complete.</td>
<td>In progress</td>
<td>50%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$190,000.00</td>
<td>$76,601.37</td>
</tr>
<tr>
<td>A/00566-10 -Library Building Systems (Hespeler)</td>
<td>A/00566-10</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Specifications complete.</td>
<td>In progress</td>
<td>5%</td>
<td>Mar-2022 to Oct-2022</td>
<td>$80,000.00</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>A/00869-40 -Library - Rooftop HVAC Replacement (Ush)</td>
<td>A/00869-40</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Request for quotation for refurbishment of one unit issued.</td>
<td>In progress</td>
<td>10%</td>
<td>Mar-2022 to Oct-2022</td>
<td>$101,000.00</td>
<td>$101,000.00</td>
</tr>
<tr>
<td>A/00870-10 -Library Computer Equipment (2021)</td>
<td>A/00870-10</td>
<td>Technology Upgrades</td>
<td>Mirna Raponi</td>
<td>Materials handling sorter is on site.</td>
<td>In progress</td>
<td>95%</td>
<td>Jan-2021 to Apr-2022</td>
<td>$118,000.00</td>
<td>$3,843.69</td>
</tr>
<tr>
<td>A/00875-40 -Library Queen's Sq Entrance Renovations</td>
<td>A/00875-40</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Project planning has started. Hazardous materials survey completed.</td>
<td>Delayed</td>
<td>5%</td>
<td>Dec-2021 to Jun-2023</td>
<td>$120,000.00</td>
<td>$118,376.93</td>
</tr>
<tr>
<td>A/01123-40 -Library - Bldg Envelope Repair (Preston)</td>
<td>A/01123-40</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Contract for design and project management awarded.</td>
<td>In progress</td>
<td>15%</td>
<td>Jan-2022 to Dec-2022</td>
<td>$316,800.00</td>
<td>$297,592.51</td>
</tr>
<tr>
<td>A/01248-40 -Library - Safety Railings Queen's Square</td>
<td>A/01248-40</td>
<td>Facility Renovation</td>
<td>Mirna Raponi</td>
<td>Specifications complete. Request for quotation issued.</td>
<td>In progress</td>
<td>25%</td>
<td>Apr-2022 to Sep-2022</td>
<td>$70,000.00</td>
<td>$14,540.80</td>
</tr>
</tbody>
</table>

| Library | $1,299,800.00 | $782,495.86 |

Office of the City Manager

<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
<th>Project Id</th>
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<th>Work Completed</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A/01022-20 -Community Spirit Strategy Ph 1</td>
<td>A/01022-20</td>
<td>Strategy &amp; Governance</td>
<td>Julie Kabfélsich</td>
<td>Request for proposal for strategy has closed.</td>
<td>In progress</td>
<td>25%</td>
<td>Jul-2021 to Feb-2023</td>
<td>$90,000.00</td>
<td>$90,000.00</td>
</tr>
</tbody>
</table>

<p>| Corporate Communications | $90,000.00 | $90,000.00 |</p>
<table>
<thead>
<tr>
<th>Project Id - Project Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A/00263-10 -Sanitary Sewer Easement Acquisition</td>
<td>A/00263-10 -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-2016 to Dec-2023</td>
<td>$300,000.00</td>
<td>$280,200.28</td>
</tr>
<tr>
<td>A/00431-10 -3850 King St E (Kit) Land Acquisition</td>
<td>A/00431-10 -3850 King St E (Kit) Land Acquisition</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>Property was acquired on September 7, 2022. Waiting on any outstanding invoices or adjustments before closing the project.</td>
<td>In progress</td>
<td>100%</td>
<td></td>
<td>$1,000,000.00</td>
<td>$19,244.57</td>
</tr>
<tr>
<td>A/00465-10 -Land Acquisition - Confidential</td>
<td>A/00465-10 -Land Acquisition - Confidential</td>
<td>Active Transportation</td>
<td>Paul Kan</td>
<td>Realty has approached both the Province and the Choice REIT as potential lands for the trail. Both have so far indicated that they do not wish to sell their properties. Realty is now looking to see if the Province would consider a land lease.</td>
<td>In progress</td>
<td>0%</td>
<td></td>
<td>$650,000.00</td>
<td>$650,000.00</td>
</tr>
<tr>
<td>A/00668-10 -Land Acquisition 1 - Confidential</td>
<td>A/00668-10 -Land Acquisition 1 - Confidential</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>All property requirements have been acquired. The remainder work is for the Townline Road transfer from Wellington County to the City, and permits from CN and the MNRF. These are being undertaken by Engineering with assistance from Realty.</td>
<td>In progress</td>
<td>90%</td>
<td>Mar-2019 to Dec-2021</td>
<td>$3,875,000.00</td>
<td>$85,050.00</td>
</tr>
<tr>
<td>A/00757-10 -Elgin St N Utility Easement Acquisition</td>
<td>A/00757-10 -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>90%</td>
<td>Jan-2020 to Nov-2021</td>
<td>$100,000.00</td>
<td>$78,039.68</td>
</tr>
<tr>
<td>A/00746-10 -Land Acquisition 2 - Confidential</td>
<td>A/00746-10 -Land Acquisition 2 - Confidential</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>Property owner has agreed to a price. Realty is drafting an agreement of purchase and sale as well a report to Council for approval. Should this be approved it is expected that the property will be acquired by mid 2023.</td>
<td>In progress</td>
<td>50%</td>
<td>Aug-2020 to Dec-2021</td>
<td>$1,250,000.00</td>
<td>$1,250,000.00</td>
</tr>
<tr>
<td>A/01030-20 -Milling Rd Conceptual Development</td>
<td>A/01030-20 -Milling Rd Conceptual Development</td>
<td>Community Planning</td>
<td>Paul Kan</td>
<td>Council meeting presentation scheduled for January 18th.</td>
<td>In progress</td>
<td>90%</td>
<td>Feb-2020 to Sep-2021</td>
<td>$900,000.00</td>
<td>$9,777.85</td>
</tr>
<tr>
<td>A/01283-10 -Land Acquisition: 19 Cambridge St</td>
<td>A/01283-10 -Land Acquisition: 19 Cambridge St</td>
<td>Community Improvement</td>
<td>Paul Kan</td>
<td>Property is scheduled to be acquired October 1st 2022.</td>
<td>In progress</td>
<td>90%</td>
<td></td>
<td>$2,000,000.00</td>
<td>$82,684.74</td>
</tr>
<tr>
<td>A/01288-10 -91 Spring Street Property Acquisition</td>
<td>A/01288-10 -91 Spring Street Property Acquisition</td>
<td>Land/Property Acquisition</td>
<td>Paul Kan</td>
<td>This property is scheduled to be acquired end of September 2022.</td>
<td>Approved</td>
<td>90%</td>
<td></td>
<td>$500,000.00</td>
<td>$17,109.08</td>
</tr>
</tbody>
</table>

Realty and Property Services

Office of the City Manager

Realty and Property Services

$9,795,000.00

$2,442,116.22

$9,885,000.00

$2,532,116.22
## Appendix C

### Project forecast changes not requiring Council approval

<table>
<thead>
<tr>
<th>Project</th>
<th>Original Budget</th>
<th>Previous Forecast</th>
<th>Actual Cost To Aug 2022</th>
<th>Forecast Increase / Decrease</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/00431-40 East Side 3132 EW Collector Rd (NS Collector to Municipal Boundary) (19S003)</td>
<td>2,692,000</td>
<td>6,249,000</td>
<td>60,599</td>
<td>(4,499,000)</td>
<td>As A/00431-40 and A/00431-42 have been designed as a single project and will be tendered as one complex project, the construction costs have been removed from A/00431-40 and are being added to A/00431-42. Funds are being moved between the projects, but there is no increase in the combined budgets for the two projects.</td>
</tr>
<tr>
<td>A/00431-42 N Camb Railway Grade Separation</td>
<td>11,607,600</td>
<td>14,807,500</td>
<td>124,684</td>
<td>4,499,000</td>
<td>Increase following approval of grant funding from the Federal Canada Community Revitalization Fund.</td>
</tr>
<tr>
<td>A/01025-40 Grand River Access Point Improvement</td>
<td>115,000</td>
<td>150,000</td>
<td>4,490</td>
<td>228,244</td>
<td>Increase following approval of grant funding from the Federal Canada Community Revitalization Fund.</td>
</tr>
</tbody>
</table>

### Project forecast changes previously approved by Council

<table>
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<th>Forecast Increase / Decrease</th>
<th>Funding Source &amp; Comments</th>
</tr>
</thead>
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<tr>
<td>A/00091-30 Black Bridge Road, Design of Bridge and (17C043)</td>
<td>1,300,000</td>
<td>1,470,669</td>
<td>1,105,965</td>
<td>90,000</td>
<td>Draw $30,000 from CWRF and $60,000 from DCs to fund additional design tasks per report 22-084-CD on August 9, 2022.</td>
</tr>
<tr>
<td>A/00305-30 SE GALT 3237 DUNDAS ST PS, FORCEMAIN AND (17S015)</td>
<td>200,000</td>
<td>430,000</td>
<td>437,568</td>
<td>172,000</td>
<td>Draw $12,000 from DC Water and $160,000 from DC Wastewater to adjust for cost sharing splits per report 22-087-CD on August 9, 2022.</td>
</tr>
<tr>
<td>A/00420-30 Preston Auditorium - Design (2020)</td>
<td>1,200,000</td>
<td>1,742,915</td>
<td>154,708</td>
<td>71,559</td>
<td>Draw $724,881 from Capital Works RF and $414,117 from DCs Recreation as per report 22-091-CD approved July 19, 2022 with amendment.</td>
</tr>
<tr>
<td>A/00420-40 Preston Auditorium Expansion - Construction</td>
<td>13,015,600</td>
<td>26,211,000</td>
<td>29,331</td>
<td>1,138,998</td>
<td>Draw $724,881 from Capital Works RF and $414,117 from DCs Recreation as per report 22-091-CD approved July 19, 2022 with amendment.</td>
</tr>
<tr>
<td>A/00431-10 3850 King S E Kitchener Property Acquisition (2022)</td>
<td>1,000,000</td>
<td>-</td>
<td>965,045</td>
<td>1,000,000</td>
<td>Transfer $1,000,000 of Growth Funded Debt from A/00431-40 to A/00431-10 for property acquisition as per report 22-015-0CM approved on May 31, 2022.</td>
</tr>
<tr>
<td>A/00431-40 East Side 3132 EW Collector Rd (NS Collector to Municipal Boundary) (19S003)</td>
<td>2,692,000</td>
<td>6,249,000</td>
<td>60,599</td>
<td>(1,000,000)</td>
<td>Funding transfer of $1,000,000 of Growth Funded Debt from A/00431-40 to A/00431-10 for property acquisition as per report 22-015-0CM approved on May 31, 2022.</td>
</tr>
<tr>
<td>A/00463-30 Recreation Complex - Design 2020</td>
<td>5,200,000</td>
<td>5,585,000</td>
<td>263,576</td>
<td>799,380</td>
<td>Draw $63,383 from the CWRF, $297,534 from Development Charges Parks and Recreation, and $438,463 from Development Charges Library for increased design costs for modified build option per council report 22-050-CRS on August 9, 2022.</td>
</tr>
<tr>
<td>A/00471-30 Fountain St Soccer Facility Design</td>
<td>190,000</td>
<td>614,390</td>
<td>573,239</td>
<td>(55,089)</td>
<td>Transfer funds to project A/00471-40 Fountain St Soccer Facility Construction per report 22-039-CRS on June 7, 2022.</td>
</tr>
<tr>
<td>A/00471-40 Fountain St Soccer Facility Construction</td>
<td>8,968,000</td>
<td>12,458,217</td>
<td>357,575</td>
<td>378,565</td>
<td>Draw an additional $374,984 from DC Outdoor Rec, reduce contribution from Conestoga College by $51,508, and transfer $55,089 from design project A/00471-30 to per report 22-039-CRS on July 6, 2022.</td>
</tr>
<tr>
<td>A/00514-30 Infrastructure Design (2022)</td>
<td>555,000</td>
<td>555,000</td>
<td>26,547</td>
<td>160,230</td>
<td>Funding transfer of $160,230 from project A/00514-30 to A/00997-40 Cooper Street Relief Storm Sewer to fund additional scope of project per report number 22-037-CRS on May 31, 2022.</td>
</tr>
<tr>
<td>A/00521-40 Newland Pool Repairs</td>
<td>462,600</td>
<td>462,600</td>
<td>6,497</td>
<td>757,741</td>
<td>Increase funding from CWRF $381,341 and Facility Mtce RF $376,400 as per 22-023-CRE on August 9, 2022.</td>
</tr>
<tr>
<td>Project</td>
<td>Original Budget</td>
<td>Previous Forecast</td>
<td>Actual Cost To Aug 2022</td>
<td>Forecast Increase / (Decrease)</td>
<td>Funding Source &amp; Comments</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>-------------------------</td>
<td>-------------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>A/00666-10 Land Acquisition 1 - CONFIDENTIAL</td>
<td>1,750,000</td>
<td>3,875,000</td>
<td>3,889,840</td>
<td>100,000</td>
<td>Draw of $33,000 from Capital Works RF and $67,000 from DC Roads, as per report 22-012-OCM on May 17, 2022.</td>
</tr>
<tr>
<td>A/00896-10 Equipment Replacement (2020)</td>
<td>3,147,400</td>
<td>3,190,285</td>
<td>1,640,232</td>
<td>(133,794)</td>
<td>Return $133,794 to Equipment RF as per report 22-051-CRS on August 9, 2022.</td>
</tr>
<tr>
<td>A/00897-10 Equipment Replacement (2021)</td>
<td>2,114,000</td>
<td>2,114,000</td>
<td>267,617</td>
<td>457,575</td>
<td>Draw $457,575 from Equipment RF as per report 22-051-CRS on August 9, 2022.</td>
</tr>
<tr>
<td>A/00898-10 Equipment Replacement (2022)</td>
<td>1,495,000</td>
<td>1,495,000</td>
<td></td>
<td>(28,430)</td>
<td>Return $28,430 to Equipment RF as per report 22-051-CRS on August 9, 2022.</td>
</tr>
<tr>
<td>A/00997-40 Cooper Street Relief Storm Sewer</td>
<td>270,000</td>
<td>270,000</td>
<td>23,009</td>
<td>160,230</td>
<td>Funding transfer of $160,230 from project A/00514-30 Infrastructure Design (2022) to fund additional scope of project per report number 22-037-CRS May 31, 2022.</td>
</tr>
<tr>
<td>A/01165-40 Kenley Lane Walkway Rehabilitation</td>
<td>115,000</td>
<td>115,000</td>
<td>5,332</td>
<td>99,105</td>
<td>Draw $99,105 from Gas Tax RF to proceed with construction as per report 22-076-CD on June 28, 2022.</td>
</tr>
<tr>
<td>A/01275-30 Soper Park - Amenity Replacement Design</td>
<td>75,000</td>
<td>75,000</td>
<td></td>
<td>51,337</td>
<td>Draw $51,337 from Capital Works RF as per 22-043-CRS on June 28, 2022.</td>
</tr>
<tr>
<td>A/01287-10 Property Acquisition: 637 King St. E (2022)</td>
<td>1,250,000</td>
<td>-</td>
<td>1,226,136</td>
<td>1,250,000</td>
<td>Draw $1,250,000 from Core Area Transformation Fund as per council report 22-011-OCM on May 17, 2022.</td>
</tr>
<tr>
<td>A/01288-10 Property Acquisition: 91 Spring St. (2022)</td>
<td>530,000</td>
<td>-</td>
<td>20,000</td>
<td>530,000</td>
<td>Draw of $530,000 from Core Areas Transformation RF per 22-021-OCM on June 7, 2022.</td>
</tr>
<tr>
<td>A/01351-30 Jumpstart Accessible Sports Amenity Design</td>
<td>140,000</td>
<td>-</td>
<td>-</td>
<td>140,000</td>
<td>Draw $140,000 from Capital Works RF to complete public engagement and design as per 22-005-IFS on July 19, 2022.</td>
</tr>
<tr>
<td>A/01427-40 Service Cambridge Counter Extension (2022)</td>
<td>125,000</td>
<td>-</td>
<td>-</td>
<td>125,000</td>
<td>Project to be funded from Rate Stabilization Reserve - Safe Restart Agreement funding as per 22-048CRS on July 19, 2022.</td>
</tr>
<tr>
<td>A/01428-20 Asset Retirement Obligations Reporting (2022)</td>
<td>80,000</td>
<td>-</td>
<td>-</td>
<td>80,000</td>
<td>Project to be funded from Capital Work RF as per 22-049-CRS on August 9, 2022.</td>
</tr>
<tr>
<td><strong>Total net project increase</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>7,769,410</strong></td>
<td></td>
</tr>
<tr>
<td>Reserve Fund</td>
<td>Actual Current Balance as of August 31, 2022</td>
<td>Committed to Capital Projects</td>
<td>Uncommitted Balance</td>
<td>Forecast Change Impact</td>
<td>Revised Balance</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------------------------</td>
<td>-------------------------------</td>
<td>---------------------</td>
<td>-----------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Capital Works Reserve Fund</td>
<td>11,604,693</td>
<td>-</td>
<td>11,604,693</td>
<td>(764,853)</td>
<td>10,839,840</td>
</tr>
<tr>
<td>Wastewater Capital Reserve Fund</td>
<td>14,458,362</td>
<td>-</td>
<td>14,458,362</td>
<td>7,047</td>
<td>14,465,409</td>
</tr>
<tr>
<td>Water System Capital Reserve Fund</td>
<td>16,139,861</td>
<td>-</td>
<td>16,139,861</td>
<td>(47,794)</td>
<td>16,092,067</td>
</tr>
<tr>
<td>Cemetery Improvements Reserve Fund</td>
<td>315,046</td>
<td>-</td>
<td>315,046</td>
<td>(59,268)</td>
<td>255,778</td>
</tr>
<tr>
<td>Columbarium Purchase Reserve Fund</td>
<td>282,595</td>
<td>-</td>
<td>282,595</td>
<td>(17,000)</td>
<td>265,595</td>
</tr>
<tr>
<td>Equipment Reserve Fund</td>
<td>6,518,286</td>
<td>-</td>
<td>6,518,286</td>
<td>(250,685)</td>
<td>6,267,601</td>
</tr>
<tr>
<td>Facility Maintenance Reserve Fund</td>
<td>1,806,720</td>
<td>-</td>
<td>1,806,720</td>
<td>(361,406)</td>
<td>1,445,314</td>
</tr>
<tr>
<td>Facility Mtce-Library</td>
<td>389,451</td>
<td>-</td>
<td>389,451</td>
<td>(8,400)</td>
<td>381,051</td>
</tr>
<tr>
<td>Gas Tax Reserve Fund</td>
<td>7,634,439</td>
<td>(6,745,506)</td>
<td>888,934</td>
<td>(951,283)</td>
<td>707,651</td>
</tr>
<tr>
<td>Development Charges-San. Sewer</td>
<td>(2,484,960)</td>
<td>(1,015,427)</td>
<td>(3,500,387)</td>
<td>(4,451,670)</td>
<td></td>
</tr>
<tr>
<td>Development Charges-Storm Sew.</td>
<td>3,700,713</td>
<td>(226,658)</td>
<td>3,474,055</td>
<td>(362,968)</td>
<td>3,111,087</td>
</tr>
<tr>
<td>Development Charges-Watermains</td>
<td>4,286,075</td>
<td>(1,073,310)</td>
<td>3,212,765</td>
<td>(12,000)</td>
<td>3,200,765</td>
</tr>
<tr>
<td>Development Charges-Roadways</td>
<td>16,353,132</td>
<td>(2,121,156)</td>
<td>14,231,976</td>
<td>(528,718)</td>
<td>13,703,258</td>
</tr>
<tr>
<td>Development Charges-Indoor Rec</td>
<td>24,094,059</td>
<td>(6,440,425)</td>
<td>17,653,634</td>
<td>(2,202,275)</td>
<td>15,451,359</td>
</tr>
<tr>
<td>Development Charges-Library</td>
<td>4,337,457</td>
<td>(1,998,096)</td>
<td>2,339,361</td>
<td>(438,463)</td>
<td>1,900,898</td>
</tr>
<tr>
<td>Development Charges-Works Yard</td>
<td>2,746,311</td>
<td>(570,888)</td>
<td>2,175,423</td>
<td>(31,100)</td>
<td>2,144,323</td>
</tr>
<tr>
<td>Development Charges-Studies</td>
<td>1,626,239</td>
<td>(576,054)</td>
<td>1,050,185</td>
<td>(18,092)</td>
<td>1,032,093</td>
</tr>
<tr>
<td>Rate Stabilization</td>
<td>12,709,600</td>
<td>-</td>
<td>12,709,600</td>
<td>(125,000)</td>
<td>12,584,600</td>
</tr>
<tr>
<td>Core Area Transformation Fund</td>
<td>16,828,680</td>
<td>-</td>
<td>16,828,680</td>
<td>(1,617,633)</td>
<td>15,211,047</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>143,346,762</strong></td>
<td><strong>(20,767,520)</strong></td>
<td><strong>122,579,242</strong></td>
<td><strong>(7,970,996)</strong></td>
<td><strong>114,608,246</strong></td>
</tr>
</tbody>
</table>
To: SPECIAL COUNCIL  
Meeting Date: 11/29/2022  
Subject: Annual Indexing of Development Charges – December 1, 2022  
Submitted By: Sheryl Ayres, Chief Financial Officer  
Prepared By: Sheryl Ayres, Chief Financial Officer  
Report No.: 22-060-CRS  
File No.: C1101  
Wards Affected: All Wards  

RECOMMENDATION(S):  
THAT Report 22-060-CRS Annual Indexing of Development Charges – December 1, 2022 be received.  

EXECUTIVE SUMMARY:  
Purpose  
To advise Council of the annual indexing of the City’s development charges on December 1, 2022.  
Key Findings  
- The City’s Development Charge By-law allows for the indexing of development charges annually on December 1st without requiring an amendment to the By-law.  
- Development charges are imposed on new development to partially recover the cost of new municipal infrastructure needed to service a growing community.  
- Annual indexing of development charges ensures the proceeds from development charges maintain pace with the inflationary increases on infrastructure construction costs required to support growth in the City.  
Financial Implications  
The December 1, 2022 development charges indexing represents a percentage increase of 15.7% since the previous indexing on December 1, 2021.
Rate increases are in accordance with the third quarter non-residential Statistics Canada Quarterly Construction Price Index of 15.6%. Last year Statistics Canada restated their figures after the City updated their indexing on December 1, 2021. As a result, an additional .1% has been added to this year’s increase which results in a total increase of 15.7%.

Annual indexing of development charges ensures the City is collecting adequate funds for the construction of necessary infrastructure to support the growth of the community.

STRATEGIC ALIGNMENT:
☐ Strategic Action; or
☒ Core Service

Objective(s): Not Applicable

Strategic Action: Not Applicable

Program: Finance

Core Service: Financial Planning

Development Charges are collected to offset the growth-related costs incurred to provide the necessary infrastructure to support growth.

BACKGROUND:
The Development Charges Act, 1997 (DCA) enables a municipality to, by by-law, impose development charges against land to pay for increased capital costs due to the increased need for services arising from development of the area to which the by-law applies. DC By-laws must be updated at least every five years.

The City of Cambridge Development Charges By-law 19-094, as amended, came into force on July 1, 2019 and expires on June 30, 2024. Council implemented the calculated rates as set out in the supporting Development Charges Background Study and those rates have been in effect since July 1, 2019, subject to annual indexing and as amended in January of 2022. The By-law requires the indexing of development charges annually on December 1st in each year in accordance with the Statistics Canada Quarterly Construction Price Statistics, catalogue number 62-007. As prescribed, the rates that came into effect on July 1, 2019 automatically indexed on December 1st of 2019 (3.3%), 2020 (2.3%), 2021 (11.8%) and are set to index December 1st, 2022. This date aligns with the indexing of the Regional development charges and some other area municipalities in the region.
ANALYSIS:

Development Charges are collected to offset the costs incurred to support growth of the community and provide the necessary infrastructure to maintain levels of service. The City’s Development Charges Bylaw includes an automatic provision for annual indexing of development charges to ensure the City is collecting adequate funds to offset the costs of growth-related infrastructure required to support development in the City.

The Statistics Canada Quarterly Construction Price Statistics measures the change over time in building construction prices. The indexing factor is derived by calculating the quarterly percentage change for construction costs such as materials, labour and equipment. Between the third quarter 2021 and third quarter 2022 the construction price index for non-residential construction in the Toronto area is an increase of 15.6%. Last year Statistics Canada restated their figures after the City updated their indexing on December 1, 2021. As a result, an additional .1% has been added to this year’s increase which results in a total increase of 15.7%.

As a result of higher rates of inflation over the past year, supply chain issues and a reduction in the number of suppliers, contractors and consultants with sufficient available capacity to bid on work, the City has been experiencing significant cost increases through tenders awarded in 2022. As outlined in report 22-032-CRS Inflationary Impact Strategy, the City has experienced ongoing significant cost increases relative to the original budgets included in the 2022 capital budget. Cost escalation is expected to have a significant impact on the development of the City’s 2023-2032 capital budget and forecast. Without indexing, the development charge revenue collected over the term of the by-law would not be sufficient to finance project cost increases resulting from inflation, potentially resulting in the deferral of capital projects or the issuance of additional growth-related debt. Indexing of the City’s development charges ensures rates are keeping pace with the cost of constructing growth related infrastructure.

EXISTING POLICY / BY-LAW(S):

The City of Cambridge Development Charges By-law No. 19-094, as amended, came into force on July 1, 2019 and requires indexing of applicable City Development Charges on December 1 in each year, commencing on December 1, 2019.

FINANCIAL IMPACT:

Development charges fund a portion of the cost of growth-related capital projects as set out each year in the City’s capital budget and forecast. Development charge indexing is an automatic provision within the Development Charges By-law to ensure that rates are adjusted annually by the cost of constructing infrastructure.
The indexing of development charges at December 1, 2022 represents an increase of 15.7%. The following table summarize the changes in the City’s residential and non-residential development charge rates.

<table>
<thead>
<tr>
<th>Type of Development</th>
<th>Previous rates ($ per unit)</th>
<th>New rates as of December 1, 2021 ($ per unit)</th>
<th>Increase ($ per unit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single / Semi Detached Dwelling</td>
<td>$26,096</td>
<td>$30,193</td>
<td>$4,097</td>
</tr>
<tr>
<td>Other Multiples</td>
<td>18,348</td>
<td>21,229</td>
<td>2,881</td>
</tr>
<tr>
<td>Apartments</td>
<td>13,063</td>
<td>15,114</td>
<td>2,051</td>
</tr>
<tr>
<td>Special Care / Special Dwelling Units</td>
<td>8,202</td>
<td>9,490</td>
<td>1,288</td>
</tr>
<tr>
<td>Non-Residential</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per 100 m² gross floor area</td>
<td>6,499</td>
<td>7,519</td>
<td>1,020</td>
</tr>
<tr>
<td>Per 100 ft² gross floor area</td>
<td>603</td>
<td>698</td>
<td>95</td>
</tr>
</tbody>
</table>

PUBLIC VALUE:

Annual indexing of the City’s development charges supports Sustainability by focusing on the responsible management of financial resources, ensuring transparency and accountability of the public’s tax dollars.

ADVISORY COMMITTEE INPUT:

Not applicable.

PUBLIC INPUT:

Public consultation occurred at a public meeting for the development charges bylaw on April 9, 2019. No additional consultation is required for this annual indexing report.

INTERNAL / EXTERNAL CONSULTATION:

This report will be posted on the City of Cambridge website along with an information brochure for the public outlining the updated rates. The report will also be sent to the Waterloo Region Home Builders’ Association for information.

CONCLUSION:

The annual indexing of development charges allows the City to plan and fund new growth in a sustainable way to support the prosperity of a highly competitive local economy through the delivery of infrastructure in alignment with the strategic plan.
The December 1, 2022 Development Charge indexing represents an increase of $4,097 per single/semi-detached dwelling, $2,051 per apartment unit, $2,881 per unit for all other multiple residential uses (including townhouses), $1,288 per special care/special dwelling units, and an increase of $95 per 100 ft² ($1,020 per 100 m²) of non-residential floor space.

REPORT IMPACTS:
Agreement: No
By-law: No
Budget Amendment: No
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:
22-060-CRS Appendix A – Summary of Development Charges
## Appendix A – Summary of Development Charges
December 1, 2022 – November 30, 2023

<table>
<thead>
<tr>
<th></th>
<th>Single / Semi Dwelling ($ per unit)</th>
<th>Other Multiples ($ per unit)</th>
<th>Apartment Dwelling ($ per unit)</th>
<th>Special care / Special Dwelling ($ per unit)</th>
<th>Non-Residential</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Cambridge</td>
<td>$30,193</td>
<td>$21,229</td>
<td>$15,114</td>
<td>$9,490</td>
<td>$6.98 per sq.ft.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75.19 per sq. m.</td>
</tr>
<tr>
<td>Region of Waterloo</td>
<td>36,773</td>
<td>27,483</td>
<td>20,024</td>
<td>12,760*</td>
<td>21.09 Commercial / Institutional</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8.44 Industrial</td>
</tr>
<tr>
<td>Waterloo Region</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District School Board</td>
<td>2,548</td>
<td>2,548</td>
<td>2,258</td>
<td>TBD</td>
<td>1.61 per sq. ft.</td>
</tr>
<tr>
<td>Waterloo Region Catholic District School Board</td>
<td>1,253</td>
<td>1,253</td>
<td>1,253</td>
<td>TBD</td>
<td>0.52 per sq. ft.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$70,767</strong></td>
<td><strong>$52,513</strong></td>
<td><strong>$38,649</strong></td>
<td><strong>TBD</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
*Region of Waterloo rate for a ‘Lodging Unit’
Waterloo Region School Boards do not have a rate for Special Dwelling Units. These types of developments would be charged in accordance with their respective by-laws.
RECOMMENDATION(S):

THAT Report 22-056-CRS Advisory Committee Review be received for information;

AND THAT the Council Advisory Committee Handbook attached as Appendix A to Report 22-056-CRS be approved;

AND THAT the City Clerk be delegated the authority to update the Advisory Committee Handbook as required;

AND THAT the Advisory Committee Appointment Policy attached as Appendix B to Report 22-056-CRS be approved;

AND THAT Striking Committee be dissolved with responsibility for interviewing candidates for appointment to the City’s Advisory Committees delegated to an interview panel consisting of the committee’s Staff Liaison, Council Liaison, Chair and/or Vice Chair or designate, and a member of the Clerks division as an advisor with recommended appointments to be ratified by Council;

AND THAT all advisory committees be permitted to recruit two (2) non-voting alternate members who will move into a voting member position should vacancies occur within the Council term;

AND THAT the Community Wellbeing Advisory Committee be dissolved with direction that the City Clerk report back to Council at a future date with a recommendation for a new committee that will address community wellbeing issues in the City;

AND THAT the Property Standards and Dog Muzzle Appeals Committees be dissolved and that a General Appeals Committee be established in their place;
AND THAT the General Appeals Committee Terms of Referenced attached as Appendix C to Report 22-056-CRS be approved;

AND THAT given the expanded scope of responsibility, the honorarium for General Appeals Committee members be set at $80 per sitting and funded from the Clerk’s Division Operating Budget;

AND THAT the Archives Board be dissolved and transition to an Archives Working Group;

AND THAT the Honorarium for all Committee of Adjustment Members be set at $80 and funded from the Planning Division’s Operating Budget;

AND THAT Committee of Adjustment Members be compensated for any mileage incurred as a result of site visits at the annual approved rate and funded from the Planning Division’s Operating Budget;

AND THAT the voting privileges of appointed members of Council to advisory committees be removed with Council appointees to serve in an advisory capacity only;

AND THAT Terms of Reference for advisory committees be updated to remove the Council appointee as a member of the committee for the purposes of determining quorum for a meeting;

AND FURTHER THAT the council appointments as outlined in Appendix D to Report 22-056-CRS be approved.

EXECUTIVE SUMMARY:

Purpose

The Clerks division conducts an advisory committee review at the beginning of every Council term. The purpose of this review is to use committee member and staff liaison feedback to examine what aspects of advisory committees need improvement as well as to establish if any committees are having difficulty fulfilling their mandates. Previous reports to Council on advisory committees indicated that a review would be undertaken at the start of the new term of Council.

Key Findings
• The Clerks division held consultation with current committee members and the staff that support them. Feedback from this consultation was used to help staff determine what changes would help improve advisory committees.

• Staff is proposing the repeal of the current Advisory Committee By-Law and implementing the attached Advisory Committee Handbook and Advisory Committee Appointment Policy in its place.

• Staff is proposing dissolving Striking Committee in order to expedite the appointment process of committee members and to dissolve or suspend some advisory committees.

• Honorariums to members of the City’s quasi-judicial committees are recommended along with the establishment of a General Appeals Committee.

• Changes are recommended to the process of Terms of Reference, Recruitment of Members and the voting role that Members of Council currently have on advisory committees.

Financial Impact

Financial impacts are associated with recommended changes to the honorariums received by both Property Standards and Committee of Adjustment members.

STRATEGIC ALIGNMENT:

☐ Strategic Action; or
☒ Core Service

Objective(s): WELLBEING - Connect people to services that support individual and community wellbeing

Strategic Action: Not Applicable

Program: Governance

Core Service: Council and Citizen Committees

This review ensures that the City’s committees and boards are operating effectively, and are representative of diversity in the community. Using feedback from both staff and citizens currently on the city’s committees, staff are recommending repealing By-Law
and replacing it with the appointment policy and Advisory committee handbook attached to this report. These documents will be resources for staff to use in order to help recruit, appoint, and work with new advisory committee members and ensure that each committee is able to function effectively.

BACKGROUND:

The City of Cambridge has established several advisory committees and boards that play a key role in providing guidance and feedback to Council and staff on a variety of issues affecting the City that fall within their respective mandates to improve services for the community.

Membership on these bodies is comprised of citizen representatives of the City who bring diverse backgrounds and perspectives to the table based on their lived and worked experience. In turn, membership on an advisory committee provides citizens with a unique chance to volunteer their highly valued skills and to strengthen the shared sense of community that exists within Cambridge.

Recruitment and Membership

The recruitment of advisory committee members takes place with each new term of Council through an awareness campaign using the City’s website, social media channels and local newspapers. Citizens are able to view the vacancies for each body and submit an on-line application through the Boards and Committee page on the City’s website. There is no limit on the number of committees that citizens can apply to or be on during a term of Council; however, appointees have generally been limited to one committee at a time to ensure fairness and that as many citizens as possible have an opportunity to participate on a board or committee. Priority for service on an advisory committee is given to residents of Cambridge with more specific criteria pertaining to membership composition established by the committees via their Terms of Reference.

Once the Clerk’s Office had received a sufficient number of applications, a meeting of the Striking Committee has typically been scheduled and appointment recommendations made. Recommendations of the Striking Committee were then ratified at the subsequent Council Meeting following which, the successful applicants were notified of their appointments and are invited to attend orientation training and upcoming meetings.

Applications were kept on file in the Clerk’s Division for a period of one (1) year from the date of submission or until the application was considered for a vacancy (whichever came first). Applications that were considered by Striking Committee but did not result in
an appointment became null and void but unsuccessful applicants were encouraged to keep applying.

Membership on all advisory committees expires on December 31st of a Municipal and School Board Election year. Members are limited to serving a maximum of eight (8) consecutive years (two terms) on the same advisory committee; however, on the recommendation of Council may be appointed beyond eight years if there are compelling reasons, including the lack of applications. After two terms, members must take at least one (1) year absence before reapplying to the same committee but exceptions may be made at Council’s discretion.

**Governance and Relationship to Council**

The rules governing the procedure of Council and the conduct of Members of Council as set out in the City’s Procedure By-law are to be observed by all City committees, including advisory committees, as much as possible in the conduct of meetings.

By-law 133-18 being a by-law to define the mandate and meeting procedures for advisory committees, set out the roles and responsibilities of committee members, the chairs and vice chairs, staff liaisons, Council representatives and the Clerks Division in addition to the reporting relationship of each advisory committee. Advisory committees report to Council by way of a designated Standing Committee of Council.

Advisory committee members are expected to conduct themselves and meetings in accordance with the City’s Code of Conduct for Local Boards and Advisory Committees, which includes the requirement to self-identify and declare any known conflicts of interest.

**Council Appointees to Advisory Committees**

At the start of each new term of Council, Council members have the option to review the established boards and committees and make necessary changes to existing committees or request the establishment of new committees. Once all committees have been established, Council members are appointed as representatives based on previous experience and/or preference in working with a particular committee.

The role of Council representatives on advisory committees is to attend meetings and provide needed skill/knowledge, incorporate input from the advisory committee at Council meetings, as appropriate, and to provide Council updates to advisory committees.

**Clerk’s Division Responsibilities for Advisory Committees**
The Clerk’s Division is currently responsible for coordinating the recruitment and appointment of members to the City’s advisory committees. The Clerk’s Division is also responsible for providing training, advice and support to the staff liaisons to these bodies and for maintaining annual files of advisory committee agendas and approved and signed minutes.

Quasi-Judicial and Management Committees

Quasi-judicial committees make decisions that are not the subject of Council approval but may be the subject of an appeal to another body such as the Local Administrative Appeals Tribunal (LPAT) such as Committee of Adjustment. The Property Standards Committee is another such committee that operates in a quasi-judicial manner and does not report to Council.

Management Committees have responsibility for the oversight of an entity and operate at arms-length from the City such as the Library Board whose authority falls under the Public Libraries Act, R.S.O 1994. As such the Library Board is not included as part of this review.

Below is a list of the city’s current advisory committees and some information about their purpose/mandate.

Cambridge Advisory Committees

1. Accessibility Advisory Committee

The mandate of the Cambridge Accessibility Advisory Committee (CAAC) is to advise and assist the City in promoting and facilitating a barrier-free Cambridge for citizens of all abilities (universal accessibility), including persons with disabilities. This is to be achieved through the review of municipal policies, programs and services and the identification, removal and prevention of barriers faced by persons with disabilities. The committee is a legislated committee that is mandated by the Accessibility for Ontarian’s with Disabilities Act (AODA), 2005, S.O. 2005, c. 11.

2. Arts and Culture Advisory Committee

The purpose of the Arts and Culture Committee is to make recommendations and provide advice to Cambridge City Council on matters pertaining to arts and cultural activities/initiative in the community.

3. Cambridge Environmental Advisory Committee

The purpose of the Environmental Advisory Committee is to advise and inform Cambridge City Council of ways to protect, maintain and enhance the natural environment in harmony with the built environment. This will be done in a manner
consistent with the City’s Strategic Plan. The Committee will work in concert with the Regional Municipality of Waterloo’s Environmental and Ecological Advisory Committee.

4. Cambridge Farmers’ Market Committee

The mandate of the Cambridge Farmers’ Market Committee is to advise City Council on strategies and policies to sustain the vitality of the Cambridge Farmers' Market and McIntyre Place and to promote discussion and coordination of initiative and programs for Cambridge Farmers' Market and McIntyre Place.

5. Community Wellbeing Advisory Committee

The mandate of the Community Wellbeing Advisory Committee (CWAC) is to advise and assist the City in promoting and facilitating the safety, inclusion, belonging, and wellbeing of Cambridge residents, through the guiding principles of Engage, Empower, and Educate. CWAC provides advice on complex social issues impacting City policies, programs, services, and strategies, and provide actionable advice to Council on the development of integrated community programs and strategies to address those issues.

6. Cycling and Trails Advisory Committee

The mandate of the Cycling and Trails Advisory Committee is to advise Cambridge City Council on policy, planning, development and implementation of public trails and related off-road and on-road cycling and active transportation facilities as outlined in: The City of Cambridge Trails Master Plan of June 2010, and The City of Cambridge Cycling Master Plan, March 2020 with a prime objective of implementing the recommendations in these plans.

7. Economic Development Advisory Committee

The Economic Development Advisory Committee (EDAC) advises Council on economic development strategies and policies. The Committee also offers a forum for discussion and coordination of economic development initiatives and programs with other community groups and agencies.

8. Municipal Heritage Advisory Committee

The role of the Municipal Heritage Advisory Committee (MHAC) is to advise and assist Council on heritage matters relating to Parts IV and V of the Ontario Heritage Act, R.S.O. 1990, c. O. 18. Including development applications involving cultural heritage resources and other related heritage matters as Council may specify. The committee is mandated through the Act.

9. Youth Advisory Committee of Council
The mission of the Youth Action Committee of Cambridge (YACC) is to represent, engage and connect youth of the City of Cambridge and to bring forth recommendations to staff and City Council pertaining to the enhancement of youth lives in Cambridge.

**Quasi-Judicial/Funds/Awards/and Other Committees**

1. **Archives Board**

The purpose of the Archives Board is to promote the collection, restoration, preservation and exhibition of documents, pictures and manuscripts of significance to the historical development of the City of Cambridge and its predecessor municipalities and the accessibility of those records, under suitable conditions, to the general public. As well as to advise Council on Archival issues and to support the continued physical and financial development of the Cambridge Archives and Records Centre.

2. **Arthur White Sports Bursary Fund Committee**


3. **Committee of Adjustment**

The Committee of Adjustment is a statutory committee with approval authority delegated to it by the Council of the City of Cambridge under the provisions of the Ontario Planning Act to hold public hearings to make decisions on applications submitted for minor variances, alterations in legal non-conforming uses and consents for severances. The Committee operates independently from Council and its decisions may be appealed to the Local Planning Appeal Tribunal (LPAT). As a quasi-judicial committee, the Committee of Adjustment not part of this review; however, the changes to appointment processes and procedures outlined in this report would impact the recruitment of new members to this committee.

4. **Cultural Awards Committee**

The Cultural Awards Committee administers the distribution of awards and expenses of the Bernice Adams Memorial Fund which honours former Alderman Bernice Adams. The Fund assists individuals or groups within the communications, arts and culture fields. The Committee recognizes special achievements of individuals or groups at the City of Cambridge's annual Bernice Adams Memorial Awards Event.

5. **Property Standards Committee**

The Property Standards Committee makes decisions regarding appeals related to the Minimum Standards By-Law regulations enforced by Property Standard Officers. In
June of 2022, the committee assumed responsibility for holding hearings and making decisions regarding appeals of a muzzling requirement issued under the City of Cambridge Dog By-Law 172-13. The Committee can only confirm, modify or withdraw orders from the By-Law Office related to dog muzzling.

ANALYSIS:

Staff Feedback

In September of 2022, Clerk’s Division staff met with the Staff Liaisons who work with the City’s committees. The purpose of this meeting was to obtain their feedback on some of the challenges they face with their committees and how the Clerk’s Division could improve advisory committee practices. Participants were advised that their feedback would be incorporated as part of this review for consideration by the new term of Council prior to the Clerk’s Division proceeding with the recruitment for the City’s advisory committees.

a) Striking Committee Appointment Process

Much of the feedback that was received from the Staff Liaisons was focused on training and some of the procedural matters they encounter at meetings so they feel more prepared in their roles; however, staff provided feedback on the committee appointment process and specifically Striking Committee. It was noted that the current appointment process and need to convene Striking Committee in order to fill vacancies is time consuming and Council is put into a position of making appointment decisions based on the merits of the application alone without the benefit of knowing the applicant or being able to meet them. Further, there is a disconnect between the deliberations of Striking Committee and the specific needs of the committee which staff are more in tune with. Staff have therefore expressed interest in seeking a system that would allow for more of their direct feedback in the appointment process. The Clerks Division is proposing that Council dissolve Striking Committee and instead have each advisory committee create a nominating panel to appoint committee members. This panel will consist of the committee’s Staff Liaison, Council Liaison, Chair, Vice-Chair, and a member of the Clerks division as an advisor. This process is further outlined in the Advisory Committee Appointment Policy attached as Appendix B to this report. Moving to this new selection process would involve the establishment of specific criteria / experience to score applicants on ultimately resulting in a more fair and transparent selection process.

b) Appointment of Alternate Members

Feedback from staff liaisons touched on the issues some committees have been having with recruiting and retaining membership. Specifically, staff expressed concerns that
the challenges with membership were impacting their Committee’s ability to complete work as meetings were frequently being cancelled due to the inability to achieve quorum. In effort to address membership issues, staff are recommending that the recruitment process include the appointment of two (2) non-voting alternate members to each advisory committee who would move into any vacancies that arise. Once the alternate members transitioned to full voting membership status, recruitment would take place to fill the alternate position(s). Alternate members would attend all meetings and provide input to discussion without voting privileges.

c) Need to Diversify Committee Membership

Staff expressed that ensuring diversity in advisory committee membership is a priority. In order to address this the Clerks Division will develop an optional questionnaire that applicants can complete at the time of their application to join an advisory committee. This questionnaire will ask applicants to disclose if they belong to any equity groups. This information will remain strictly confidential and will be used by the Clerks Division to ensure committee vacancy advertisements are reaching a greater diversity of residents. This information will also be forwarded to each committee’s nominating panel so that the panel can be aware of candidates’ lived experiences in addition to their other qualifications.

Committee Member Feedback

A survey was sent to current members of the City’s advisory committees to seek feedback on their experience and what suggestions they may have to improve committee activities. Overall feedback on member experience was positive, members particularly enjoyed learning new information about topics related to their committee’s mandate. Several positive comments were also received regarding Staff Liaisons.

The most common suggestion received for improving advisory committees was to return to in-person meetings. A majority of committee members that provided feedback expressed frustration with virtual meetings and believe that in-person meetings would make the committee experience more productive and enjoyable. However, members of some committees have said that committee meetings have become easier due to the flexibility that virtual meeting platforms provide. The Clerks Division recommends that each committee decide for itself whether to meet virtually or in-person. This would enable each committee to be flexible and decide which method of meeting would best suit committee business.

Training of Advisory Committee Members

The Clerks Division is cognizant of the need to assume a greater role in the training of advisory committee members when it comes to their roles and responsibilities and
conduct at meetings. In addition to providing procedural training to all committee members as part of the recruitment and onboarding process Clerks staff will also provide Chair and Vice Chair specific training. Staff liaisons will continue to provide committee specific orientation and training to members.

Archives Board

In practice, the Archives Board functions as an advisory body to the City’s Archivist and as such its role in providing advice to Council is minimal. Staff are recommending that the Archives Board be dissolved and that this body be repurposed as a working group that would address specific projects that the board is responsible for currently.

Community Wellbeing Advisory Committee

In consultation with staff, this report is recommending that the Cambridge Community Wellbeing Advisory Committee be suspended to permit time to review the committee’s mandate, terms of reference and scope of work. This committee has been struggling with their current mandate for some time and a pause to review will allow staff to redefine the mandate of the committee based on the scope of work of similar committees at other municipalities.

Committee of Adjustment

Members of the Committee of Adjustment currently receive an honorarium of $75 per sitting. The Chair of the Committee receives an additional $25 per sitting. Staff who support the committee have received feedback from members that the current honorarium does not accurately reflect the amount of time and work that members put into meetings and site visits. Further, feedback has been received from members that they are not compensated for the mileage they incur for site visits. Staff are recommending that the honorarium for the Committee of Adjustment members be increased to $80 per sitting (inline with the recommended honorarium for a General Appeals Committee) and that the $25 additional honorarium received by the Chair be eliminated. Staff are further recommending that all members be compensated for any mileage incurred for site visits made as part of meeting preparations.

Annual Reports and Terms of Reference Changes

On an annual basis, each advisory committee is required to submit a report outlining accomplishments from the previous year and a workplan for the upcoming year. These reports have typically been channelled to the Standing Committee that the advisory committee reports to for review and consideration. On a go forward basis, the Clerk’s Division will be compiling all advisory committee reports into a single report to be presented to Council on an annual or semi-annual basis, depending on the need.
One of the current roles and responsibilities of advisory committees is to annually review and revise, if required, their Terms of Reference. Upon completion of such review, the finalized Terms of Reference are brought forward to Council for approval. Moving forward, Clerks staff will be taking a more coordinated approach to Terms of Reference with the reviews to be facilitated by the Clerk’s Division at the start of each Council term. Any changes will be brought forward in a single report for Council consideration and approval. After this initial review, Terms of Reference changes will not be considered again until the start of the next term of Council unless extenuating conditions exist that necessitate the need to review the Terms of Reference sooner, such as concerns with mandates or membership. In the event of extenuating circumstances, Clerks would assist with the review.

**Property Standards / Dog Muzzle Appeal Committees**

At its meeting on June 28th, 2022, Council approved the Property Standards Committee taking on hearing and making decisions on Dog Muzzling Appeals until the end of the Council term due to issues with recruiting members to the Dog Muzzle Appeals Committee. As part of the same report, staff were directed to include the Dog Muzzling Appeals Committee mandate as a part of this advisory committee review.

Having reviewed the way in which property standards and dog muzzle appeals are handled in other municipalities, staff are recommending that both the Property Standards and Dog Muzzle Appeal Committees be dissolved and that a General Appeals Committee established and the corresponding Terms of Reference attached as Appendix C to this report be approved. The proposed General Appeals Committee would, like the current Property Standards Committee, be a quasi judicial body made up of 5 members of the public that would hear matters related to property standards and dog muzzle appeals with the addition of business licensing appeals under the City’s Business Licensing By-law. The establishment of a General Appeals Committee to hear these matters would allow for the most efficient use of time and resources for the committee members and the staff that support them.

Current Property Standards Committee members received an honorarium of $50 per sitting, based on a review of General Appeals Committees at the municipal level in Ontario, staff are recommending the honorarium for the recommended General Appeals Committee be established at $80 per sitting due to the increased scope of responsibility and likelihood of longer meetings.

**Agendas and Minutes**

Feedback has been received that there is a lack of consistency in the agendas and minutes of the City’s various advisory committees. To address this, Clerks staff will be working with the staff that support advisory committees to develop and implement
standardized agenda and minute templates. Agenda and minutes templates used by staff will be similar to those used for Council. This will ensure that the public is seeing similar and consistent documents.

Clerks staff receive committee agendas and minutes by email through staff liaisons. It is the responsibility of staff to ensure Clerks receives these documents in a timely manner as well as to publish them online for the general public.

Advisory Committees are legislated by the Municipal Act to be accessible to the public. In addition to this, advisory committees are to follow the same processes as laid out in the City’s procedure by-law.

**Council Representatives to Advisory Committees and Voting Privileges**

Appointed members of Council currently have voting privileges on advisory committees and are counted towards the total number of members (quorum) required for meetings to proceed. Previous feedback and reporting on this nuance have noted that due to the potential for political influence, appointed members of Council should not have voting privileges on advisory committees nor count toward quorum. Members of Council are responsible for voting on matters before them through Council meetings and appoint citizens to provide advice to them through the establishment of advisory committees as such the involvement of members of Council at advisory committee meetings should be limited to attending meetings in solely an advisory capacity. A non-voting position from Council allows those members of Council to attend Citizen Advisory Committees to learn and hear from the members appointed.

Non-appointed Council members to advisory committees are free at any time to sit in on an advisory committee meeting as an observer but shall not participate unless called upon to do so and may not sit at the table with members where a meeting is being held in-person.

**Council Representative Appointments for 2022-2026 Term of Council**

Each term of Council, the representation from Council on the City’s Citizen Advisory Committees, local Boards and groups is established through collaboration of the Mayor and Council members. Some of the representation is based on the terms of reference for a committee or the Ward of a Council member. These recommended appointments are outlined as Appendix D to this report and provide Council appointments.

**Advisory Committee By-law 18-133 and Advisory Committee Handbook**

As part of the Procedure By-law Review and Hybrid Meeting Procedure Report, staff are recommending that by-law 18-133 be repealed. It is uncommon for the processes relating to Advisory Committees of Council to be set out in a by-law. In its place, staff
are recommending Council approve the Advisory Committee Handbook and Advisory Committee Appointment Policy attached as Appendix A and B to this report so that information can be updated as needed in a more timely and efficient manner.

EXISTING POLICY / BY-LAW(S):

By-law 133-18 currently lays out the processes related to advisory committees. The City’s procedure by-law and Code of Conduct govern the calling of advisory committee meetings and/or conduct of members:

Each advisory committee has its own Terms of Reference that speaks to the mandate of the committee and its responsibilities. Terms of Reference address areas such the membership composition of the committee, voting rights, the selection of chairs and vice chairs, voting rights, minutes, agendas and delegations.

FINANCIAL IMPACT:

The current Property Standards Committee receives an honorarium of $50 per sitting. Given the increased scope of responsibilities to be assigned to a General Appeals Committee, staff are recommending that the honorarium for appointed members be increased to $80 per month funded from the Clerks Division’s Operating Budget.

Committee of Adjustment members currently receive an honorarium of $75 per sitting with the Chair of the committee receiving an additional $25 per sitting. Members are not compensated for mileage relating to any site visits they are required to do as part of their preparations for meetings. As part of this review, staff are recommending that all Committee of Adjustment members received an honorarium of $80 per sitting and that the additional compensation of $25 for the Chair be eliminated. Further, staff recommend that all members be compensated for any mileage incurred for site visits at the annual approved rate and that the honorarium and mileage be funded through the Planning Division’s Operating Budget.

PUBLIC VALUE:

Engagement:

Public engagement for this advisory committee review occurred through the survey sent to current committee members. Their feedback helped inform this review and also helped staff identify areas of needed improvement. Staff believe that the proposed changes presented in this review will improve the committee experience for public
volunteers as well as for staff liaisons who assist these committees.

**ADVISORY COMMITTEE INPUT:**
A survey was circulated to current members of all Committees and Boards and their feedback was incorporated into this review.

The Staff Liaisons for the City’s Committees and Boards were also consulted and their feedback helped inform this review.

**PUBLIC INPUT:**
Not Applicable

**INTERNAL / EXTERNAL CONSULTATION:**
Consultation occurred with Staff Liaison’s of the City’s advisory committees as well as with public members of the committees.

**CONCLUSION**
The changes proposed in this advisory committee review are meant to help expedite the appointment process of committee members and to provide updated resources for volunteers and staff. The Clerks division will continue to support and consult with the staff who support these committees to ensure that committees are able to continue to work towards their mandates.

**REPORT IMPACTS:**
Agreement: **No**
By-law: **No**
Budget Amendment: **No**
Policy: **Yes**

**APPROVALS:**
This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:
ATTACHMENTS:
1. 22-056-CRS Appendix A – Advisory Committee Handbook
2. 22-056-CRS Appendix B – Advisory Committee Appointment Policy
3. 22-056-CRS Appendix C – General Appeals Committee Terms of Reference
4. 22-056-CRS Appendix D – Council Appointments to Advisory Committees
Appendix A
Advisory Committee Handbook

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Welcome from the Clerks’ Division

On behalf of the City of Cambridge it is our pleasure to welcome you to your role as a member of one of the city’s citizen advisory committees. Advisory Committees provide advice and recommendations to City Council and the Mayor. The City relies on the expertise of committee members to help improve city services and programs. The work you do for your committee will help shape a better community for all.

As a committee member you will be expected to attend regular meetings; and with your fellow members discuss items on the meeting agenda and provide advice to Council.

The purpose of this handbook is to serve as a guide as you first begin your role. It will provide an insight into governance at the City of Cambridge and the services it provides. It will also provide information on City Council and how it functions. This handbook will then provide all the information, policies, procedures, and templates you need to begin as an advisory committee member.

All committees will have a staff liaison or staff contact. These staff members are meant to be a support to the committee and will assist you in working towards your mandate. These staff members will be your first point of contact should you have questions related to committee business. The Clerks’ Division is also available to you should you have any questions related to procedure or committees in general.

We hope your time as a member of an advisory committee is an enriching and engaging experience for you and we thank you for your time and service to your community. Welcome to the City of Cambridge!

-Clerks’ Division

City of Cambridge Departments

Corporate Services

The department’s main services include:

- Administering municipal elections, licenses, certificates and Commissioner of Oaths
- Managing recruitment, labour relations, health and safety and organizational development
- Managing information technology and supporting internal business systems
- Educating and responding to our community’s fire and emergency needs
Preparing and presenting various annual reports to Council and members of the public, including various Financial Statements and Budget documents

- Tax and water billing
- Maintaining a procurement system that provides a cost-effective method for obtaining quality goods and services for the City
- By-law Services – administer and enforcing City by-laws
- Promoting and managing accessibility and diversity services for our community members

**Corporate Enterprise**

The department’s main services include:

- Building the City’s corporate performance management framework, including overseeing the development of the strategic plan, business planning process and annual report to the community
- Ensuring an open and transparent process for community dialogue and engagement on key issues
- Supporting key community partners, with emphasis on external marketing and business investment attraction
- Ensuring Cambridge’s Capital Investment Program adequately implements the strategic objectives determined by City Council and meets the needs of the community
- The Corporate Enterprise department supports an enterprise mindset and with a focus on service excellence, innovation, continuous improvement and financial stability. Corporate Enterprise will lead programs to achieve service modernization and sustainability in customer service, technology, employee engagement, talent management, asset management, project management and emergency response.

**Community Development**

The department’s main services include:

- Protecting our natural environment
- Providing opportunities for citizens to live well
- Providing a climate for businesses to thrive
- Building a foundation so the community can grow
- Providing accessible services and programs that encourage participation, increase access and reduce barriers
- The department strives to meet the community development needs of Cambridge residents and businesses in a reliable, sustainable, cost-effective and environmentally responsible manner, always with community growth and improvement in mind.

**Infrastructure Services**

The department’s main services include:
o Providing clean drinking water to over 40,000 customers, maintain wastewater and stormwater collection systems to prevent flooding and protect the natural environment in a reliable, cost-effective and environmentally sustainable manner.

o Providing safe infrastructure that ensures the built and natural environment is maintained - includes operation and maintenance of our roads, bridges and culverts, sidewalks, and walkways.

o Operation and maintenance of the City’s parks, open spaces, sports fields, arenas, cemeteries, trails, forestry and horticulture.

o Keeping the City’s core areas clean and inviting for businesses, visitors and residents.

o Maintenance, repair and replacement of the City’s equipment and vehicles to support current and future operational needs of all service areas.

o Establishing Cambridge’s 10-year Capital Investment Program to implement strategic objectives as determined by Council and to meet the needs of the community. The Project Management Office (PMO) also creates an environment of measurable and disciplined project management to deliver the capital investment program.

o Sustainable infrastructure planning to maintain current service levels and support future growth as per Ontario Regulation 588/17 in step with evolving industry standards.

City of Cambridge’s Strategic Plan

In January 2020, the City of Cambridge began the process of updating its strategic plan, Cambridge Connected. The aim was to develop a focused plan based on community priorities that would help to inform decision-making over the term of the plan. The City’s vision, mission and values remain unchanged from those adopted in 2016.

We will emphasize the importance of sustainability, leadership, collaboration, transparency and engagement as we deliver service excellence and promote pride of place. Every goal, objective and action of Cambridge Connected will be considered within the context of delivering public value. This statement means that we commit to considering the “big picture” impact of all strategic actions and communicating how we are delivering public value through our work.

Sustainability

- Focus on the responsible management of financial resources, ensuring transparency and accountability
- Ensure that environmental sustainability principles are embedded in city decision-making processes and encourage innovative approaches to address environmental challenges
- Set a corporate example by aligning messaging, spending and decision-making with this strategy
**Leadership**

- Deliver a consistent, positive and unified narrative about Cambridge as a single, world-class city that contains many unique areas
- Act as an accelerant and enabler of corporate and community stakeholder efforts to achieve this vision of pride of place
- Lead with conviction and authenticity around a bold, integrated vision for public good
- Recognize that we have an active role to play when other partners take the lead

**Collaboration**

- Actively work together with our partners and the community to achieve common goals and ensure representation of community interests
- Encourage a culture of innovation and engagement that allows all staff to contribute to the ongoing renewal of city services, programs and resources

**Transparency**

- Communicate often and openly and make sure messages are clear, timely and delivered consistently in a variety of ways
- Demonstrate how feedback is considered in the decision-making process
- Hold ourselves accountable by sharing the ongoing progress and results of this strategy

**Engagement**

- Provide the public with a wide range of ways that they can be involved in decision-making
- Invest in ongoing community engagement and be responsive to emerging local concerns
- Participate in constructive two-way dialogue with our stakeholders
- Work to ensure inclusive participation

**What is City Council?**

City Council directly considers all tenders, quotes, contracts, proclamations, endorsements and appointments. Council also considers matters requiring immediate attention due to time constraints.

Council is responsible for setting the policies of the City of Cambridge and approves recommendations made by various committees through by-laws and resolutions. The Mayor is the Head of Council. The Mayor or a majority of Council members may call special meetings, if required.
What is a Standing Committee?

A standing committee is a committee of which at least fifty percent of the members are also members of Council. The City’s Standing Committees include Planning – Statutory Public Meeting and Budget & Audit Committee. These bodies forward their recommendations to Council for adoption.

What is an Advisory Committee?

Cambridge City Council establishes Advisory Committees, which are comprised of volunteer members of the community, to address specific issues.

Advisory Committees are an integral part of the City of Cambridge’s culture of innovation and engagement. They serve an important role in supporting our strong local governance and responsive service delivery.

Advisory Committee and Board members contribute to the development of policies, procedures and initiatives by providing their expertise to the Mayor and Council. These groups work with Council to improve services and programs for the community.

A list of the City’s current Advisory Committees:

- Accessibility Advisory Committee
- Arthur White Sports Bursary Fund Committee
- Arts and Culture Advisory Committee
- Business Improvement Area (BIA) Boards
- Cambridge Farmers’ Market Committee
- Committee of Adjustment
- Cultural Awards Committee
- Economic Development Advisory Committee
- Environmental Advisory Committee
- General Appeals Committee
- Municipal Heritage Advisory Committee
- Cycling and Trails Advisory Committee
- Youth Advisory Committee of Council

Sub-committees

A Sub-Committee is established by an Advisory Committee with a clear mandate (including a beginning and end date) and reports directly to the creating Advisory Committee.

If it is the desire of the majority of an Advisory Committee’s membership to establish a Sub-Committee, a recommendation shall be approved by the Members. Included with the recommendation for the establishment of the Sub-Committee there shall be information regarding the mandate of the proposed Sub-Committee, the beginning and the ending date, the composition and the recruitment of Members, and the reporting structure.
Each Advisory Committee and Sub-Committee may determine specific membership criteria. Advisory Committee appointments are subject to the City of Cambridge’s Public Appointment Policy; however, appointments to a sub-committee are not.

Selection to an Advisory Committee

The Interview Panel will consider Advisory Committee applications after the application period closes. The Interview Panel will use the following guidelines to establish qualifications:

- Ability to perform the duties of the Advisory Committee, including any complementary skills and/or competencies.
- Areas of specialization where required, experience or community service.
- Geographic location within the City.
- Individuals with lived experience.

Further information on the appointment process can be found in the City’s Public Appointment Policy.

Term of Appointment

Unless otherwise legislated, membership on all Advisory Committees will expire December 31 of a municipal election year.

Duration of Appointments

Members of the public will be eligible to serve for a maximum of eight (8) consecutive years (two terms) on the same Advisory Committee.

A member of the public may, upon application, be appointed beyond eight years if there are compelling reasons, such as lack of applications.

Members of the public are required to take at least one (1) year absence after serving on the same Advisory Committee for eight (8) years. After the one (1) year absence, the member of the public is eligible to re-apply to serve on the former Advisory Committee. If no applications are received for a vacancy, a previous member may be appointed for an additional term at the discretion of Council.

During the one (1) year absence from an Advisory Committee, a member of the public may apply to serve on a different Advisory Committee.

A member of the public who has been appointed to fill a vacancy partway through the Advisory Committee term will be appointed for the balance of the existing term. The new Member is eligible to apply for re-appointment(s) for a maximum of eight (8) consecutive years. The balance of the term that the Member would have previously served does not count toward the eight-year (8) maximum term limit.

Renewed membership on an Advisory Committee is not automatic. Members who wish to serve for an additional term are required to reapply in order to be considered for re-appointment.
Public Participation
All Advisory Committee meetings will be open to the public, unless otherwise noted in accordance with the Municipal Act, 2001, and only members of the Advisory Committee may attend the closed session meeting of the Advisory Committee.

In accordance with the rules for delegations, members of the public will be permitted to speak to items listed on the agenda, as approved by the Chair.

Members of an Advisory Committee may speak once a motion has been introduced, which shall take place after members of the public have spoken.

Code of Conduct for Local Boards and Advisory Committees
A member shall at all times conduct themselves with propriety, decency and respect and with the understanding that all members of the public, other members and staff are to be treated with dignity, courtesy and empathy. Members shall conduct themselves with decorum in accordance with the provisions of applicable law including the Municipal Act and the City’s Procedure By-Law, to show courtesy and respect to fellow members and others.

Members of the public appointed to committees are appointed at the pleasure of Council. They do not hold office as elected officials nor do they represent either Council or the committee unless mandated to do so. Members of the public appointed to committees must respect both the word and spirit of this Code as it applies to them and also as it applies to Members of Council. Members of the public shall, when conducting business of the corporation, act in a manner that:

- Fulfills the mandate and mission state of the Committee or Board;
- Respects due process and the authority of the Chair, Vice-Chair or Presiding Officer;
- Demonstrates respect for all fellow committee members, Council, staff and the public;
- Respects and gives fair consideration to diverse and opposing viewpoints;
- Demonstrates due diligence in preparing for meetings, special occasions or other committee-related events;
- Demonstrates professionalism, transparency, accountability and timeliness in completing any tasks or projects undertaken by the committee;
- Conforms with all relevant legislation, by-laws, policies and guidelines; and,
- Contributes in a meaningful manner, offering constructive comments to Council, staff and fellow members.

Furthermore, a member of the public shall not:

- Come into a position where the member is under obligation to any person who might benefit from special consideration or favour on their part or who might seek in any way preferential treatment;
• Accord, in the performance of his or her official duties, preferential treatment to relatives or to organizations in which the member, his or her relatives have an interest, financial or otherwise;
• Deal with an application to the City for a grant, award, contract, permit or other benefit involving the member, his or her immediate relative;
• Come into a position where the member could derive any direct benefit or interest from any matter about which they can influence decisions; and,
• Benefit from the use of information acquired during the course of his or her official duties which is not generally available to the public.

No member of the public shall use the influence of their role as it relates to participating on an advisory committee and/or board for any purpose other than for the exercise of their official duties.

**Attendance**

The Staff Liaison or Recording Secretary will record the attendance of members in the Minutes of the meeting. A Member of an Advisory Committee who intends to leave a meeting before the meeting is adjourned shall inform the Chair of this intention either at the start of the meeting or prior to leaving.

**Absenteeism**

If a Member of an Advisory Committee is absent for three consecutive meetings or fifty percent or more of the annual meetings without cause acceptable to the Advisory Committee, the seat of the Member is vacant.

If a Member of an Advisory Committee is absent for three consecutive meetings or fifty percent or more of the annual meetings without cause acceptable to the Advisory Committee as contained in a resolution of the Advisory Committee, the absences will be addressed by the Staff Liaison who supports the Advisory Committee.

• The Staff Liaison will contact the absent Advisory Committee Member to inform him or her of their removal from the Advisory Committee;
• The Staff Liaison will inform the City Clerk who will publicize the vacancy and the need for a replacement;
• A Member who has been removed from an Advisory Committee will not be eligible to serve on any Advisory Committee until the start of the new four-year term of the Municipal Council.

**Confidential Information**

Members have access to confidential information by virtue of their position with the City of Cambridge.

Confidential information includes: information in the possession of, or received in confidence by the City, that the City is prohibited from disclosing, or has decided to refuse to disclose, under the [Municipal Freedom of Information and Protection of Privacy Act](https://www.ontario.ca/site/ontario/a/0/13/328/14539?lang=en), or
other legislation; a matter that has been debated or discussed at a meeting of Council closed to the public, unless the matter is subsequently discussed in Open Council, or it is authorized to be released by Council; reports of consultants, draft documents and internal communications, which, if disclosed may prejudice the reputation of the City, its officers and employees, or its effective operation; and information concerning litigation, negotiation, or personnel matters.

No Member shall disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except when required by law, or authorized by Council to do so;

No Member shall use confidential information for personal or private gain, or for the gain of relatives or any person or corporation.

No Member shall disclose the content of a matter that has been discussed at or the substance of deliberations of an in-camera meeting, except for content that has been authorized by Council to be released to the public;

The obligation to keep information confidential is a continuing obligation even if the Member ceases to be a Member.

**Members**

The responsibilities of Advisory Committee Members are

- To elect a Chair and Vice-Chair per the Advisory Committee’s Terms of Reference.
- To attend meetings and provide personal skill/knowledge.
- To represent the interests of the community.
- To work toward the Advisory Committee's Terms of References.

Members attend frequent Committee meetings, during which, members review reports, receive updates from City staff, discuss relevant issues and provide advice to be incorporated into reports to City Council.

Members are provided with an orientation session prior to their first Committee meeting, and receive information about the Committee’s mandate, Terms of reference, and Code of Conduct.

Alternate members on an Advisory Committee do not have voting privileges but may attend all meetings of the Committee and participate in discussion.

**The Chair and Vice-Chair**

The role of the Advisory Committee Chair is

- To facilitate and chair Advisory Committee meetings.
- To work with the Staff Liaison to build and coordinate the Advisory Committee’s work plan in accordance with the Advisory Committee's Term of Reference.
- To serve as a spokesperson for the Advisory Committee, liaising with Council and/or the public at large.
• Upon request, provide an annual update to Council on the Advisory Committee’s actions and performance.

Each Committee is headed by an appointed chair. The Chair’s role is to facilitate and chair meetings. The Chair presides over Committee hearings and assists the Committee in reaching consensus on fundamental policy issues of concern. The Chair ensures that all members have the opportunity to contribute during a meeting.

During a meeting, the Chair refrains from contributing his/her personal views, and facilitates discussion to encourage and engage the views of Committee members.

The Vice-Chair shall assume the authority and perform all duties of the Chair in the absence of the Chair.

The Chair and Vice-Chair are each entitled to one vote, just like other members appointed to the Committee.

The roles of Chair and Vice-Chair can, if desired by the committee, be done on a rotating basis during the term, which enables for the majority of members to have the opportunity to serve these roles.

Clerk’s Division

The responsibilities of the Clerk's Division are:

• To facilitate and support the recruitment and appointment process.
• To provide training, advice, and support to the Staff Liaisons
• To maintain annual files of Advisory Committee agendas and approved signed minutes.

City Staff Liaison

Committees are assigned a staff liaison from the City to help provide secretariat duties and procedural advice.

Staff Liaisons:

• Organize the logistics of Committee meetings;
• Create Meeting agendas with input from the Chair;
• Record minutes during the Committee meeting;
• Provide procedural advice during the meeting;
• Follows up on action items;
• Ensure agendas and minutes are submitted to the City Clerk’s office and posted to the City’s website.

Staff Liaisons act as the first point of contact for Committee members. Members are encouraged to work closely with their staff liaisons.

Some Committees have an assigned Recording Secretary to carry out administrative, secretariat and technical duties.
The Staff Liaison shall not vote on any matter considered by the Advisory Committee.

**Council Representative**

A Council Member may be appointed as a member of an Advisory Committee as determined by the Advisory Committee’s Terms of Reference.

The Council Member will not count toward the Advisory Committee’s total number of members.

The Council Member will not have voting privileges on the Advisory Committee.

The role of the Council Representative is:

- To attend meetings and provide needed skill/knowledge
- To incorporate input from the Advisory Committee at Council meetings where appropriate.
- To provide Council updates to the Advisory Committee.

**Meeting Schedule**

Advisory Committees often meet every month. Most Committees take a recess during the summer.

**What is Quorum?**

Quorum is a simple majority of the Advisory Committee Members (fifty percent plus one)

If a Quorum is not present at a scheduled Advisory Committee meeting fifteen minutes after the scheduled commencement, the meeting shall stand adjourned until the next regularly scheduled meeting.

If a Quorum is lost during an Advisory Committee meeting, the Chair shall call for a recess for a period of fifteen minutes, or until a Quorum is present, whichever is sooner.

If there is still no Quorum after fifteen minutes, the meeting shall stand adjourned.

If a Quorum is not achieved, any business requiring a vote will be deferred to the next scheduled Advisory Committee meeting.

Any meeting which does not achieve Quorum will still publish a set of minutes, which simply reflect Members’ attendance and absence.

Alternate members may not count towards quorum at a meeting as they do not have voting privileges.

**Motions**

**Sequence of steps in having a motion voted on:**

- Moved – a proposal from the floor.
- Seconded – another member feels the proposal is worth discussing.
• Stated – by the Chair or Secretary. Wording is recorded properly and everyone understands the intent of the proposal.
• Discussed – every member who wishes to speak addresses the chair and must speak only to the motion/amendment on the floor.
• Amended – if required, changing the wording of the motion by: adding or deleting words, replacing with different words.
• Called – after sufficient discussion, either a motion to end debate or a vote is called at the discretion of the Chair.
• Voted – Each member casts their vote by saying “In Favour” or “Opposed”
• Declared – results of the vote are announced by the Chair “carried” or “defeated”.

Amending a motion

An amendment cannot convert a motion to its direct negative (cannot change the intent of the original motion).

An amendment must be pertinent or relevant to the topic in the main motion

i.e. a motion to “commend the President for his work with the Chapter” may not be amended by striking the word “commend” with “condemn”.

Terms of Reference

Every committee has a Terms of Reference. The Terms of Reference states the committee’s purpose, mandate, responsibilities, and composition. It also lays out the committee’s other practices.

The Terms of Reference can be changed if a committee wishes to do so; however, this is only possible once per Council term. Additionally, any proposed changes must be done in consultation with the City Clerk

Agendas

An agenda is a step-by-step outline of the issues to be covered at a meeting. The following agenda outline is often used:

1. Meeting called to Order
2. Roll Call
3. Indigenous Territory Acknowledgment
4. Disclosure of Interest
5. Approval of Minutes
6. Agenda Items
7. Other Business
8. Adjournment

Minutes

The purpose of the minutes is to:

• Provide a permanent record of the proceedings of a meeting.
Keep track of progress.
Inform absent members.
Provide a useful guide for evaluating a committee’s work.
Minutes should be as brief as possible, yet maintain their accuracy.

A basic set of minutes should include:

- Name of the committee.
- When (date and time) and where the committee met.
- Who was present/absent.
- Adoption of last meeting’s minutes.
- Matters discussed and any decisions made
- Record motions, the mover (who) made the motion, who seconded it, and whether it was carried or defeated, and any members who wished to be recorded as opposed to the motion.
- General discussion.

After the Advisory Committee Minutes are approved by the Advisory Committee, the minutes are submitted to Council to be received.

Some committees do not provide minutes to be approved by Council, if you have any concerns please raise them with your Staff Liaison.

Conflicts of Interest

The Municipal Conflict of Interest Act applies to elected officials and appointed members of advisory committees and boards. The legislation prohibits participation in proceedings where a member has a pecuniary interest in any matter under consideration. A pecuniary interest is a money interest and the extent of the pecuniary interest is irrelevant.

Members who believe they have a (direct, indirect or deemed) pecuniary interest in a matter on a committee agenda shall:

- Declare the pecuniary interest at the start of the meeting.
- Refrain from discussion and voting on the matter.
- Refrain from attempting in any way whether before, during, or after the meeting, to influence the voting on the matter.
- Complete a statement of pecuniary interest and submit it to their Clerk.
- All declarations of pecuniary interest are recorded in the meeting minutes. The City is required to maintain a registry of all declarations of pecuniary interest made by members. As an advisory committee member, you are subject to the Municipal Conflict of Interest legislation and must follow the legislation and the City’s process.

Retention of Records

The Municipal Freedom of Information and Privacy Act applies to committees. This legislation governs the retention and release of information by the Municipality.
Agendas, minutes, and by-laws are all public records and will be released upon request. The Committee is required to retain all records and shall only dispose of the records in accordance with the Municipality’s Records Retention by-law. This includes notes and materials collected to conduct the business of the committee. The information is to be forwarded to the Clerk’s Office where it will be kept in accordance with the Municipality’s statutory requirements.

**Additional Documents**

Appendix A – Code of Conduct for Local Boards and Advisory Committees

Appendix B – Sample Minutes

Appendix C – Sample Agenda
CODE OF CONDUCT FOR
LOCAL BOARDS AND ADVISORY COMMITTEES
CITY OF CAMBRIDGE

SECTION 1: POLICY STATEMENT

A written Code of Conduct for Local Boards and Committees helps to ensure that those appointed to represent the City on a board or committee share a common basis for acceptable conduct.

SECTION 2: APPLICATION

This Code of Conduct applies to all public citizen members who are appointed by Cambridge City Council and participate on an advisory and/or local board within the City of Cambridge.

SECTION 3: CONDUCT OF MEMBERS

A member shall at all times conduct themselves with propriety, decency and respect and with the understanding that all members of the public, other members and staff are to be treated with dignity, courtesy and empathy.

Members shall conduct themselves with decorum in accordance with the provisions of applicable law including the Municipal Act and the City’s Procedural By-Law, to show courtesy and respect to fellow members and others.
SECTION 4: DUTIES AND OBLIGATIONS OF PUBLIC MEMBERS

Members of the public appointed to committees are appointed at the pleasure of Council. They do not hold office as elected officials nor do they represent either Council or the committee unless mandated to do so. Members of the public appointed to committees must respect both the word and spirit of this Code as it applies to them and also as it applies to Members of Council.

Members of the public shall, when conducting business of the corporation, act in a manner that:

(a) fulfills the mandate and mission state of the Committee or Board;
(b) respects due process and the authority of the Chair, Vice-Chair or Presiding Officer;
(c) demonstrates respect for all fellow committee members, Council, staff and the public;
(d) respects and gives fair consideration to diverse and opposing viewpoints;
(e) demonstrates due diligence in preparing for meetings, special occasions or other committee-related events;
(f) demonstrates professionalism, transparency, accountability and timeliness in completing any tasks or projects undertaken by the committee;
(g) conforms with all relevant legislation, by-laws, policies and guidelines; and,
(h) contributes in a meaningful manner, offering constructive comments to Council, staff and fellow members.

Furthermore, a member of the public shall not:

(a) come into a position where the member is under obligation to any person who might benefit from special consideration or favour on their part or who might seek in any way preferential treatment;
(b) accord, in the performance of his or her official duties, preferential treatment to relatives or to organizations in which the member, his or her relatives have an interest, financial or otherwise;
(c) deal with an application to the City for a grant, award, contract, permit or other benefit involving the member, his or her immediate relative;
(d) come into a position where the member could derive any direct benefit or interest from any matter about which they can influence decisions; and,
(e) benefit from the use of information acquired during the course of his or her official duties which is not generally available to the public.
Committees of Council are either advisory or quasi-judicial in nature, or have a management function.

(i) An advisory Committee provides Council with information or recommendations on matters related to their mandate for a Council decision.

(ii) Quasi-judicial committees, such as the Appeals Committee and the Committee of Adjustment, make decisions that are not subject to Council approval but may be the subject of an appeal to another body, such as the Ontario Municipal Board.

(iii) A management committee has responsibility for the management of an entity such as a cemetery.

A member who is aware of a known conflict of interest shall immediately disclose to the staff administrator and shall refrain and abide by any decision made with respect to such conflict of interest without recourse.

If a member fails to disclose a conflict of interest, then the matter may be brought forward for consideration by an alternate member. A majority vote would determine if the member is in a conflict position and would be subject to the Code.

SECTION 5: ABUSE OF ROLE

No member of the public shall use the influence of their role as it relates to participating on an advisory committee and/or board for any purpose other than for the exercise of their official duties.

SECTION 6: HARASSMENT

Harassment includes, but is not limited to, any behavior, conduct, form of imagery or comment by any person that is directed at or is offensive to another person on the protected grounds of discrimination: age, ancestry, colour, race, citizenship, ethnic origin, creed, disability, family status, marital status (including single status), gender identity, gender expression, receipt of public assistance (in housing only), record of offences (in employment only), sex (including pregnancy and breastfeeding), sexual orientation and sexual harassment and any other grounds under the provisions of the Ontario Human Rights Code and the Respect in the Workplace Policy.

In accordance with the Ontario Human Rights Code, the Occupational Health and Safety Act and the City’s Respect in the Workplace Policy, all persons will be treated with dignity and respect in an environment free of discrimination and harassment.
Members will abide by the Corporate Values and Behaviours as guiding principles and are attached as Appendix A.

Harassment, whether it occurs inside or outside the workplace, but is related to the activities of elected office, is considered to be inappropriate behavior for the purpose of this Code of Conduct.

SECTION 7: ROLE OF THE INTEGRITY COMMISSIONER

The City shall appoint an Integrity Commissioner under Section 223.3 of the Municipal Act who is an independent officer and is responsible for carrying out his or her functions in accordance with the Municipal Act.

Should a member breach any part of the Code of Conduct, the Integrity Commissioner will be called upon to investigate and review the matter.

SECTION 8: COMPLIANCE AND INTERPRETATION

Compliance

Members will do their utmost to uphold the virtues contained in the Code of Conduct. If a member observes or is credibly informed of a possible contravention of this Code, that member has an obligation to proactively address the contravention.

Interpretation

Members seeking clarification of any part of this Code of Conduct should consult directly with the staff liaison who will receive clarification from the City Clerk or designate.

SECTION 9: REVIEW

Each member appointed to a committee and/or board shall receive a copy of this Code of Conduct.

To ensure that this Code remains relevant and current, staff will review any significant legislative or internal policy changes for possible impact to the Code and report where necessary.

________________________  _______________________
Signature                  Date
Appendix A
Corporate Core Values and Behaviours

Interactions at the City of Cambridge are guided by the Corporate Core Values and Behaviours established in 2014.

RESPECT
We will…
Have mutual and fair understanding of the wants, needs and expectations of others
Practice open, honest and sincere communication

INTEGRITY
We will…
Conduct ourselves in a professional manner with emphasis on effective communication, accountability for actions, and a strong moral compass
Be committed to maintaining a safe, trusting, and supportive environment Demonstrate professionalism, good judgement, and personal leadership

SERVICE
We will…
Strive to provide timely, respectful and knowledgeable responses focusing on communication information in a friendly and accessible manner to all
Seek feedback and use it to enhance and continually improve our services
Demonstrate genuine enthusiasm and take pride in our work to achieve common goals Demonstrate hard work and dedication in an effort to enhance community pride

INCLUSIVENESS
We will…
Commit, to welcome, learn and understand
Foster an environment of respect and a sense of belonging for all
Corporation of the City of Cambridge
Name of Advisory Committee
Meeting Number (No. x-last two digits of the year)

Virtual Meeting or In-Person Meeting
Date

Committee Members in Attendance:

Members Regrets:

Staff Members in Attendance:

Meeting Called to Order

Disclosure of Interest

Approval of Advisory Committee Minutes

Moved by:
Seconded by:
THAT the minutes listed under the heading of Approval of Minutes be approved.

1. Title of Minutes ("Committee title" then "Meeting Minutes" - Date)

CARRIED/DEFEATED

Agenda Items

A) Chair’s Report
B) Subcommittee Recommendations, Subcommittee Chairs
C) Subcommittee - Chair Reports
D) Staff Liaison Update

Other Business

Next Meeting
Date & Time:
Location: Virtual or In-Person

Close of Meeting

Moved by:
Seconded by:

THAT the Advisory Committee meeting does now adjourn at (Time).

CARRIED/DEFEATED

Chair

______________________________
Chair’s Name

Committee Liaison

______________________________
Name of Staff member
Name of Advisory Committee

SAMPLE AGENDA

Meeting Number

Date

Virtual Meeting via Zoom or In-Person

Time

Meeting Called to Order

Roll Call

Indigenous Territory Acknowledgment

Disclosure of Interest

Approval of Minutes

Agenda Items

a) Chair’s Report
b) Subcommittee Chair Reports / Recommendations
c) Staff Liaison Update
d) Upcoming Council Reports
e) Stakeholder Check-in
f) Suggestion for Upcoming Agenda Items from Members

Councillor’s Report

Other Business

Close of Meeting

Next Meeting: Date of next meeting

Virtual Meeting or In-Person and Time
Appendix B

Advisory Committee Appointment Policy

POLICY TITLE  Advisory Committee Appointment Policy
CATEGORY        Corporate
POLICY NUMBER   Policy number to be assigned after approval
DEPARTMENT      Corporate Services
DIVISION        City Clerk
AUTHORITY       Council
APPROVED BY     Council
EFFECTIVE DATE  (11/29/2022)
REVIEW DATE     (11/29/2024)

POLICY STATEMENT

Advisory Committees are special purpose bodies established at Council’s pleasure to provide a means of regular, on-going community input with respect to particular issues and policies.

While it is the legislative mandate of the Cambridge Council to make the final decision on all matters that affect the Municipality, the role of an advisory committee is to provide recommendations, advice and information to the Cambridge Council on those specialized matters which relate to the purpose of the advisory committee, to facilitate public input to Cambridge Council on programs and ideas and to assist in enhancing the quality of life of the community, in keeping with the Cambridge Council’s Strategic Plan principles.

Advisory Committees report to Council and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic. Advisory committees have an on-going function, while others are created to deal with a specific issue and are established for a limited period of time.
PURPOSE

The City acknowledges the value of committees and the feedback they provide to Council. The policy provides a guide for Council Members and City Staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City’s process works for those applicants who are interested in applying to be appointed to an advisory committee.

DEFINITIONS

Advisory Committee - a committee established to provide advice to Council as mandated its Terms of Reference. They are normally ongoing and do not have a finite term. Other advisory committees may be “Ad Hoc” which means that they are for a specific purpose and have a mandate with a finite end.

Resident - all persons who reside in Cambridge, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 16 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes any person who owns property in the City of Cambridge.

Terms of Reference – a document that establishes a particular board or committee and details the specific authority that board or committee has to oversee a delegated area of responsibility.

AUTHORITY

Council

SCOPE

The Advisory Committee Public Appointment Policy applies to all City boards and committees.

POLICY

Eligibility and Qualifications

Unless otherwise specified in the terms of reference, applicants must be residents or owners of property in the City and at least 16 years of age. Specific skills and experience for membership on each Advisory Committee shall be established by way of the Terms of Reference. Appointees are required to maintain their eligibility and qualifications throughout the term of their appointment.

City staff are not permitted to serve as members on an Advisory Committee. Councilors are not permitted to serve on Advisory Committees unless in the role of Council liaison.
Qualifications for Advisory Committees vary considerably and are to be established in the Advisory Committee’s Terms of Reference. The following guidelines may be considered in establishing any such qualifications:

- Ability to perform the duties of the Advisory Committee, including any complementary skills and/or competencies.
- Areas of specialization where required, experience or community service.
- Geographic location within the City.
- Individuals with lived experience.

Advertising Vacancies

The following methods may be employed to advertise vacancies for Advisory Committees:

- a) Page in a local newspaper
- b) City of Cambridge website
- c) Email distribution lists to individuals or groups
- d) City of Cambridge Social media accounts

Application Process

Those interested in applying for an Advisory Committee vacancy will begin by filling out the Application for Appointment to Statutory Boards and Advisory Committees form [https://cambridge.formbuilder.ca/Clerks/Statutory-Boards-and-Advisory-Committees](https://cambridge.formbuilder.ca/Clerks/Statutory-Boards-and-Advisory-Committees)

During the application process, those interested in applying to an Advisory Committee are encouraged to fill out the optional Diversity Survey. Staff will use the data to ensure that its recruitment campaigns are reaching marginalized communities and groups as well as to help make appointment decisions to support diversity and inclusion. Members of the public who are interested in serving are welcome to apply to as many Advisory Committee vacancies as they would like. However, members of the public may only serve on one Committee at a time.

Shortlisting and Interview Process

After the application deadline, the City Clerks’ Division will forward all applications to the Committee’s interview panel to begin the shortlisting process. The interview panel will be made up of the Committee’s Staff Liaison and Council Liaison. Additionally, a representative of the Office of the City Clerk will form part of the interview panel, as an advisor. This advisor is neutral, they will provide guidance on the interview process, provide logistical support, prepare interview packages and reporting, and attend interviews in an observer capacity. The short-listing and interview process shall include the following steps:
• The interview panel will review all applications that expressed an interest to serve on the committee or board. Their review will be based on the body’s terms of reference, the advertised desired skillsets, and the selection framework provided in this policy.

• The interview panel will convene to review applications, and by consensus determine a shortlist of candidates, two of the shortlisted candidates shall be recommended as alternate members to the Committee who will be non-voting members that can be moved into a vacancy where a voting member resigns.

• Once a shortlist is developed a representative from the Clerks’ division will schedule interviews.

In support of equity all interviews will be conducted in the same manner and each candidate will be asked the same questions. All members of the interview panel must be present at all interviews, to be eligible to contribute to the recommendation. The interview panel shall conduct all interviews in private and information received at these interviews shall be confidential.

Through this policy, Council provides the following guidance to its interview panels when making appointment recommendations to committees and boards. Overall committee composition should:

• be a balance between experienced and new members, and lived experience versus skills and abilities,
• achieve geographic representation,
• be representative of diversity and demographics of the community which may include, age ranges, gender, sexual orientation, Aboriginal status, race, and disability

Upon the completion of interviews, the interview panel shall provide a recommendation for each vacant position, and dependent on the quality of applicants, select two (2) alternate appointees, according to committee terms of reference, and in preferential order.

Confirming Appointees

A report from the Clerk’s Division communicating the recommendations from the interview panel will be prepared for Council approval. The report will be public but will include a confidential appendix that will provide Council with the names of all shortlisted candidates, as well as which candidates the interview panel has recommended for appointment. After Council has made its decision on appointments, all applicants will be notified of the outcome of their application by the City Clerk.
Advisory Committee Subcommittees

Subcommittee members may be appointed outside the Advisory Committee Appointment Policy; however, ratification of appointment is done by the committee or board with a correspondence to Council issued through the Council Information Package.

Appointment terms and limits

Members of the public are eligible to serve for two consecutive terms (8 years) on the same Advisory Committee. Members of the public are required to take at least one-year absence after serving on the same Advisory Committee for eight years. After the one-year absence, the member of the public is eligible to re-apply to serve on the former Advisory Committee. If no applications are received for a vacancy, a previous member may be appointed for an additional term at the discretion of Council. During the one-year absence from an Advisory Committee, a member of the public may apply to serve on a different Advisory Committee. Exceptions to the 8-year limit are noted as follows:

- When an insufficient number of applications have been received.
- If a particular area of expertise is required and there are no other eligible and qualified candidates.
- If the advisory committee would suffer from a lack of continuity if all or the majority of members are replaced at once.

Any recommendation to reappoint an incumbent who has reached their sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service. A member of the public who has been appointed to fill a vacancy partway through the Advisory Committee term will be appointed for the balance of the existing term. The new Member is eligible to apply for re-appointment(s) for a maximum of eight (8) consecutive years. The balance of the term that the Member would have previously served does not count toward the eight-year (8) maximum term limit. Renewed membership on an Advisory Committee is not automatic. Members who wish to serve for an additional term are required to reapply.

Potential Conflicts

Applicants should consider whether they have a real or perceived conflict of interest with the Advisory Committee, including any direct or indirect pecuniary interest with the City. Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the interview panel may assess potential conflicts in its determination of whether the applicant should be considered further. Appointees will be subject to the City’s Conflict of Interest Policy and Municipal Conflict of Interest Act, if appointed.

Member conduct
All members of Advisory Committees, special committees or task forces who are not Municipal Council members or employees of The Corporation of the City of Cambridge shall abide and handle themselves in proper conduct. Council recognizes the value of the impartial and objective advice received from committee members and the challenges and inherent restrictions facing committee members in assessing and recommending various options in a conscientious and ethical manner. Advisory Committees, when carrying out their committee responsibilities, are expected to:

- abide by the provisions of the Canadian Charter of Rights and Freedoms, Ontario Human Rights Code, City of Cambridge policies and any other applicable related statutes and, in doing so, shall treat every person, including other committee members, corporate employees, individuals providing services on a contract for service, students on placements, and the public, with dignity, understanding and respect for the right to equality and the right to an environment that is safe and free from harassment and discrimination;
- act in the best interest of The Corporation of the City of Cambridge;
- seek to advance the common good of the community which they serve; and
- truly, faithfully and impartially exercise their duties to the best of their knowledge and ability.

Resignations

Advisory Committee members wishing to resign their appointment mid-term shall submit their resignation in writing to the City Clerk. When the resignation is accepted by the City Clerk, the City Clerk shall also consider the need to replace the Advisory Committee member, having regard to the remaining composition of the committee, whether there are any alternate members that could take the place of the member who has resigned, the current workload of the committee and the length of time remaining in the committee member’s term. If the City Clerk deems it advisable to replace the member an alternate shall be selected following which any vacancies for alternate positions shall be publicly advertised and residents of the City shall be invited to apply to fill the vacancy. Vacancies for Advisory Committee members who represent a particular organization/agency shall be nominated by that organization/agency.

Attendance

The Staff Liaison or Recording Secretary will record the attendance of Members in the minutes of the meeting. A Member of an Advisory Committee who intends to leave a meeting before the meeting is adjourned shall inform the Chair of this intention either at the start of the meeting or prior to leaving. If a Member of an Advisory Committee is absent for three (3) consecutive meetings or fifty percent (50%) or more of the annual meetings without cause acceptable to the Advisory Committee, the seat of the Member is vacant. The Staff Liaison will contact the absent
Advisory Committee Member to inform him or her of their removal from the Advisory Committee. The Staff Liaison will notify the City Clerk who will publicize the vacancy and the need for a replacement. A Member who has been removed from an Advisory Committee will not be eligible to serve on any Advisory Committee until the start of the new four (4) year term of the municipal council.

POLICY COMMUNICATION

Not listed
Appendix C

TERMS OF REFERENCE

NAME: General Appeals Committee
REPORTS TO: Council
STATUS: Statutory
ESTABLISHED: November 29, 2022

1. ENABLING LEGISLATION

The General Appeals Committee is a quasi-judicial body that hears appeals made to:

- A Property Standards Order that was issued by a Property Standards Officer of the City of Cambridge
- Orders to Muzzle a Dog issued by an Animal Control Officer of the City of Cambridge

The Committee shall operate under the authority of the Statutory Powers and Procedure Act and hold hearings that may confirm, modify or rescind Property Standards and Dog Muzzle Orders or in the case of Property Standards matters, may extend the time for compliance.

The decisions of the General Appeals Committee may be appealed to the Superior Court of Justice.

2. MANDATE

The mandate of the General Appeals Committee is to consider appeals to Property Standards Orders issued by Property Standards Officers and Dog Muzzle Orders issued by Animal Control Officers.

Goal

It is the responsibility of the Clerks’ Division to accept all applications for processing upon submission by the appellant.

Alignment with the City’s Corporate Strategic Goals

The General Appeals Committee meets the following Corporate Strategic Objective:

WELLBEING – Connect people to services that support individual and community wellbeing.
As a core service, the Committee meets the following criteria:

**Program:** Governance

**Core Service:** Council and Citizen Committees

**Interpretation**

The General Appeals Committee shall adopt Rules of Procedure in accordance with s. 25.1 of the *Statutory Powers Procedure Act* and conduct all hearings in accordance with the provisions of the *Statutory Powers Procedure Act*.

3. **COMPOSITION, QUORUM AND FORMAT**

The General Appeals Committee is appointed by the Council of the Corporation of the City of Cambridge and will be comprised of five (5) citizen members. Staff representatives support the Committee but do not form part of the Committee.

The Chair of the Committee will be elected at the first business meeting of each calendar year.

**Qualifications**

Consideration shall be given to inclusion of the following qualifications during the appointment process:

- Persons with legal tribunal governance experience;
- Persons with land use experience;
- Persons with real estate experience;
- Persons with experience relative to the by-laws the committee will hear

**Term**

Committee members will be appointed for the term of Council.

**Quorum**

Quorum in a hearing of an appeal will consist of three (3) members in attendance without any conflicts of interest. Where one (1) member declares a pecuniary interest in accordance with the Municipal Conflict of Interest Act, quorum can be two (2) members to proceed with a hearing.

If no quorum, without conflicts of interest, is present within 15 minutes after the time appointed for the commencement of the hearing, the staff representative shall reschedule the hearing.
Format

Hearings may proceed in person, by conference telephone, by video-conference, or some other electronic technology allowing persons to hear one another, or a combination thereof, at the discretion of the City Clerk so long as the manner of hearing does not cause a Party to the hearing significant prejudice.

4. MEETING SCHEDULE

The General Appeals Committee shall meet once a month, as required to hear appeals that have been filed with the City Clerk.

All in person hearings will be held at City Hall, unless special circumstances warrant a temporary change of location.

5. REPORTING REQUIREMENTS AND METHOD

Minutes and Agendas

The staff representative to the Committee will give notice of each meeting to all Committee members, staff representatives and the appellant(s) where there is/are hearings scheduled. Any relevant material will accompany the notice in the form of an agenda. The notice/agenda of all meetings will be sent out by courier, mail or electronically to the address of each member and the appellant(s) and their representative(s).

The decision of the Committee after any hearing will be forwarded to the appellant(s) and the minutes of the hearings will be filed as part of the official record.

The General Appeals Committee’s decision on any hearing is the final decision at the City, but it may be appealed to Council by notifying the City Clerk in writing within 14 calendar days after a copy of the Committee’s decision has been sent to the appellant(s).

6. BUDGET AND RESOURCES

Committees are not given a budget. It is not anticipated that operating or capital costs will be incurred by the Committee. Staff will provide administrative support to the Committee through taking minutes of meetings, distribution of agenda and general administrative coordination of meetings and hearings.

7. CODE OF CONDUCT

Interactions at the City of Cambridge are guided by the Corporate Core Values and Behaviors of Respect, Integrity, Service and Inclusiveness. All volunteers, delegates and staff will be guided by the City’s policies and procedures including the Code of Conduct for Local Boards and Advisory Committees and Code of Conduct for Employees.
Conflict of Interest

A member shall declare a direct or indirect pecuniary interest in accordance with the Municipal Conflict of Interest Act, and

a. prior to any consideration of the matter at a hearing, shall disclose the interest and the general nature thereof verbally and by filing a written statement of the interest with the Clerk at the hearing or as soon as possible afterwards;

b. shall not take part in the discussion of, or vote on any motion in respect of the matter at a hearing;

c. during or after the hearing, shall not attempt in any way to influence the voting on any such matter; and

d. shall be included in the minutes.

8. WORKPLAN

Not applicable.

9. REMUNERATION

$80.00 per meeting.

10. COMMITTEE REVIEW/SUNSET DATE

Every four years to coincide with the term of Council or when a change to legislation impacts the obligations and responsibilities of the Committee.
## Council Representation – Committees, Boards and Groups

### Citizen Advisory Committees

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Proposed Council Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility Advisory Committee</td>
<td>Councillor Earnshaw</td>
</tr>
<tr>
<td>Archives Board</td>
<td>Councillor Reid</td>
</tr>
<tr>
<td>Arthur White Sports Bursary Fund Committee</td>
<td>Councillor Earnshaw</td>
</tr>
<tr>
<td>Arts and Culture Advisory Committee</td>
<td>Councillor Cooper</td>
</tr>
<tr>
<td>Farmers Market Committee</td>
<td>Councillor Earnshaw</td>
</tr>
<tr>
<td>Cultural Awards Committee</td>
<td>Councillor Hamilton</td>
</tr>
<tr>
<td>Economic Development Advisory Committee</td>
<td>Councillor Roberts</td>
</tr>
<tr>
<td>Environmental Advisory Committee</td>
<td>Councillor Cooper</td>
</tr>
<tr>
<td>Municipal Heritage Advisory Committee (MHAC)</td>
<td>Councillor Kimpson</td>
</tr>
<tr>
<td>Cycling &amp; Trails Advisory Committee</td>
<td>Councillor Hamilton</td>
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<tr>
<td>Youth Advisory Committee</td>
<td>Councillor Hamilton</td>
</tr>
</tbody>
</table>

### Local Boards

<table>
<thead>
<tr>
<th>Board Name</th>
<th>Proposed Council Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Business Improvement Area</td>
<td>Councillor Earnshaw</td>
</tr>
<tr>
<td>Hespeler Business Improvement Area</td>
<td>Councillor Devine</td>
</tr>
<tr>
<td>Preston Business Improvement Area</td>
<td>Councillor Kimpson</td>
</tr>
<tr>
<td>Library Board</td>
<td>Councillor Reid</td>
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</tbody>
</table>
### Groups

<table>
<thead>
<tr>
<th>Group</th>
<th>Proposed Council Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants Review Committee</td>
<td>Councillor Devine and Councillor Ermeta</td>
</tr>
<tr>
<td>Affordable Housing Round Table</td>
<td>Councillor Cooper</td>
</tr>
<tr>
<td>Celebration of Women</td>
<td>Councillor Reid</td>
</tr>
<tr>
<td>Art Connect</td>
<td>Councillor Reid</td>
</tr>
</tbody>
</table>

### Outside Groups

<table>
<thead>
<tr>
<th>Name</th>
<th>Council Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Bridge Energy</td>
<td>Mayor Liggett</td>
</tr>
<tr>
<td>Grand River Conservation Authority</td>
<td>Councillor Devine</td>
</tr>
</tbody>
</table>

### Council / Standing Committee

<table>
<thead>
<tr>
<th>Council / Standing Committee</th>
<th>Chair / Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget &amp; Audit Committee</td>
<td>Councillor Ermeta (Chair)</td>
</tr>
<tr>
<td></td>
<td>Councillor Roberts (Vice Chair)</td>
</tr>
<tr>
<td>Planning Committee – Statutory Meetings</td>
<td>Councillor Ermeta (Chair)</td>
</tr>
<tr>
<td></td>
<td>Councillor Kimpson (Vice Chair)</td>
</tr>
<tr>
<td>Council - Workshops</td>
<td>Mayor Liggett</td>
</tr>
<tr>
<td>Council</td>
<td>Mayor Liggett</td>
</tr>
</tbody>
</table>
To: SPECIAL COUNCIL
Meeting Date: 11/29/2022
Subject: Procedure By-law Review and Hybrid Meeting Procedure
Submitted By: Danielle Manton, City Clerk
Prepared By: Jennifer Shaw, Manager of Council & Committee Services / Deputy City Clerk
Report No.: 22-057-CRS
File No.: C1101
Wards Affected: All Wards

RECOMMENDATION(S):

THAT Report 22-057-CRS Procedure By-law Review and Hybrid Meeting Procedure be received;

AND THAT the Procedure By-law and accompanying Hybrid Meeting Procedure attached as Appendix A through D to Report 22-057-CRS be presented to Council for enactment for a one-year trial period ending on December 31, 2023;

AND FURTHER THAT prior to the conclusion of the one-year trial period, the City Clerk be directed to report back to Council with a finalized Procedure By-law and Hybrid Meeting Procedure incorporating revisions from Council.

EXECUTIVE SUMMARY:

Purpose

The purpose of this report is to present to Council a revised Procedure By-law that concludes the review undertaken with the previous term of Council and incorporates provisions to facilitate the transition from fully virtual (electronic) to hybrid meetings for the 2022-2026 term of Council.

Key Findings

- In June 2020, Council amended Procedure By-law 18-15 as a result of Bill 187, Municipal Emergency Act, 2020 that permitted Ontario Municipalities to conduct meetings electronically during the Provincial and Municipal emergency period associated with the onset of the COVID-19 pandemic.
- On August 11, 2020 Council further amended the Procedure By-law 18-15 as a result of Bill 197, the COVID-19 Recovery Act. The changes in legislation permitted Ontario municipalities to conduct meetings electronically on a permeant basis, regardless of an emergency pursuant to the Municipal Act, 2001.

- In December of 2020 Clerks staff began consultations with the previous term of Council as part of a comprehensive review of the City’s Procedure By-law. Council members were broken into smaller groups to go through the existing by-law section by section and discuss the changes they would like to see. The review was based on a best-practices review of procedure by-laws from municipalities throughout Waterloo Region, Hamilton, Burlington, Oakville and beyond.

- On July 27, 2021 Council approved Report 21-224-CRS Council Chamber Audio and Video System replacement, which outlined the need to replace the technical meeting equipment in Council Chambers as a result of equipment not being able to facilitate hybrid meetings integrate with the City’s new electronic meeting management system.

- In July of 2022 Clerks Division staff completed a comprehensive review of Procedure By-law 18-15 with members of the 2018-2022 term of Council, which included consultation on proposed changes to the by-law and the addition of an Appendix with a Hybrid Meeting Procedure for the City of Cambridge.

**Financial Implications**

There are no financial implications associated with adopting the revised Procedure By-law and associated Hybrid Meeting Procedure.

Funding for the Council Chamber Audio and Video System Replacement project was previously approved and funded through capital project A/00794-10 with a planned budget of $264,000 funded from the Rate Stabilization Reserve Fund – Safe Restart Agreement funding received from the Province with work completed in the fall of 2022.

**STRATEGIC ALIGNMENT:**

☐ Strategic Action; or
☒ Core Service
Objective(s): WELLBEING - Connect people to services that support individual and community wellbeing

Strategic Action: Not Applicable

Program: Council Services

Core Service: Council and Citizen Committees

The periodic review and adoption of Procedure By-law changes is essential in preparing for a new term of Council, ensuring the by-law reflects changes in legislation and meets the needs of Council and its current practices. Updates to the by-law fulfill the Clerk’s responsibilities under the Municipal Act, 2001 and align with the City’s Strategic Plan in fulfillment of the objective of wellbeing by providing avenues for citizens of Cambridge to become engaged in local government processes and ensuring accountability and transparency of local government process.

BACKGROUND:

With the onset of the COVID-19 pandemic and declared State of Emergency, Standing Committee meetings at the City of Cambridge were suspended as Council transitioned to fully virtual (electronic) meetings and began meeting as “Special Council”. The transition to electronic meetings was made possible through the passage of Bill 187, Municipal Emergency Act, 2020 which permitted Ontario Municipalities to conduct meetings electronically during the Provincial and Municipal emergency period stemming from the onset of the pandemic.

With the shift to “Special Council” meetings, all scheduled Statutory Public Meetings under the Planning Act, 1990 were taking place in the mornings of Council days as “Special Council Statutory Public Meetings” and generally ran from 10 a.m. until around 12 noon depending on the number of public meeting items on an agenda. Following the Statutory Public Meeting portion of Council Meetings, Council was reconvening at 5 p.m. as Special Council to complete the balance of its agenda.

In August of 2020, the province passed Bill 197, the COVID-19 Recovery Act which changed legislation to permanently allow Ontario municipalities to conduct meetings electronically, regardless of an emergency pursuant to the Municipal Act, 2001. Following the passage of this legislation and the loosening of pandemic related restrictions, a number of municipalities began to adopt hybrid meeting procedures as a means to welcome Council members, staff and the public back to their Council Chambers while also maintaining the flexibility that virtual participation provided.
In late 2020, the City’s Clerk’s Office began preparations to move toward hybrid Council Meetings through the commencement of a comprehensive review of Council’s Procedure By-law and the development of a Hybrid Meeting procedure. Critical to the shift to hybrid meetings; however, was the need to upgrade technology in Council Chambers to facilitate hybrid meetings and to integrate with a new electronic meeting management system. With the new meeting management system in place and the technology upgrade complete, the last item to bring before Council is the revised Procedure By-law and Hybrid Meeting Procedure.

ANALYSIS:
Passed in February of 2015, the City’s current Procedure By-law (By-law 18-15) was the subject of a comprehensive review with the 2018-2022 Term of Council over the course of a nearly two (2) year period commencing in December of 2020. The current review of the Procedural By-law has included comments and recommendations from Council, staff and feedback from delegations to Council. The attached draft procedure by-law is included for Council review along with a proposed hybrid meeting procedure.

A. Procedure By-law Review

A number of significant changes to the City’s procedure by-law are being brought forward for Council’s consideration as part of this report. A summary of the changes is provided below.

Definitions

Additional definitions were added for frequently referenced terms in the by-law that were not previously defined and to incorporate definitions that were added as part of amendments such as “Consent Agenda”, “Declared Emergency”, “Electronic Participation”, “Non-Jurisdiction”, “Pecuniary Interest”, “Point of Privilege” and “Quorum”. New definitions were added for terms such as “Hybrid Meeting” and “Council Workshop”.

Application

A new section entitled “Application” was added to the by-law which addresses the applicability of the rules and regulations in the procedure by-law to Council and Standing Committee Meetings and how matters for which rules are not provided in the procedure by-law of Council are to be addressed. Wording was added in this section on the applicability of the by-law to the city’s various advisory committees of Council which was not previously addressed although the proceedings of these bodies are based on Council’s procedure by-law.
Roles

In discussion with the previous term of Council, members felt that there needed to be greater clarity added to the by-law around the role of the Mayor and Council as well as the roles of the Clerk and Chief Administrative Office (City Manager). Based on wording from the Municipal Act, a section on roles and responsibilities has been added to the by-law.

Advisory Committees of Council and Advisory Committee By-law

A section has been added to the procedure by-law that speaks to the process of establishing Advisory Committees of Council and their reporting structure. Concurrently with this report, Council will be considering a report presenting an Advisory Committee Review that will speak to the repeal of the current Advisory Committee By-law 18-133 and will present an Advisory Committee Appointment Policy to take the place of the current Advisory Committee By-law. It is an uncommon practice for the responsibilities of Advisory Committees to be set out in a by-law as an appointment policy is a more appropriate and flexible avenue to address this.

Should Council approve moving forward with the new procedure by-law attached as Appendix A to this report, the Advisory Committee By-law 18-133 would be repealed upon the new procedure by-law coming into effect.

Standing Committees of Council

The previous procedure by-law contained little information on the established Standing Committees of Council as they instead formed part of the City’s Advisory Committee By-law 133-18. As Standing Committee’s are comprised entirely of members of Council and report directly to Council they have been removed from the Advisory Committee By-law and are now incorporated into the procedure by-law along with details on their specific responsibilities. Council will be considering a Report on the 2023 meeting schedule that speaks to in the Standing Committee names and responsibilities.

Recordings of Meetings

Clarification has been added around how open and closed meetings at the City are recorded. In the case of open meetings, live streaming of meetings on the City’s YouTube Channel will continue under the new hybrid meeting procedure.

Council Workshops

A new section on Council Workshops has been added to the by-law to address cases where time is required for the purpose of training, discussions with other levels of government and outside agencies, complex matters or strategic planning. Workshops
have been in use at the City for some time; however, were not formalized as part of the previous procedure by-law. Of note in the new by-law is that staff have included a clause that exempts Council Workshops from quorum requirements in order to proceed. As workshops are for education and training purposes, quorum is not necessary at these types of meetings.

**Hybrid Meetings**

The new by-law includes as section that speaks to Hybrid Meetings. Staff are recommending that in accordance with provincial legislation passed during the COVID-19 pandemic that virtual participation be permitted at any meetings of Council, Standing Committees or advisory committees, this would include this would include closed sessions of these bodies for members of the respective committees/council only. This section of the by-law includes reference to the Hybrid Meeting Procedure attached as Schedule A of the by-law which will be discussed in great detail later on in this report.

**Closed Session**

Council’s previous procedure by-law did not include the legislated reasons for which Council meet in closed session. This is something that is typically spelled out in most procedure by-laws and has therefore been incorporated along with the existing process for moving into closed session. Additional changes to the closed session provisions of the by-law include restrictions around the disclosure of information contained in reports or that was discussed in closed session. Further, the process for filing a Closed Meeting Investigation has been added to the by-law to reflect the legislative requirements set out in the *Municipal Act*.

**Council Information Package**

Members of Council have been receiving a bi-weekly Council Information Package for the last couple of years containing internal informational communications and correspondence from external bodies including other municipalities and levels of government. These packages most commonly contain resolutions of other municipalities that Council may wish to bring forward for discussion and support. Council Information Packages are received as information as part of the Consent Agenda as part of the next Council Meeting. The new by-law contains provisions around the Council Information Package that will help to formalize this process as part of Council’s regular procedure and speaks to restrictions around the type of information that should not be included in a Council Information Package, including items that are likely to generate discussion, that have a financial component to them or where there is a by-law to be passed.

**Other Business**
A new section entitled “Other Business” has been added to the order of business on agendas. This section will allow Council members to share announcements, highlight happenings in their Ward or the City generally and to spotlight the work of advisory committees.

**Notices of Motion**

Additional criteria around the use of Notices of Motion has been included in the new by-law to address some of the concerns that have surfaced on their use. Specifically, the by-law contains provisions around delegations trying to register with Clerks staff to speak to Notices of Motion that have not yet been presented to Council. Staff are recommending that unless timing restraints exist with the Notice of Motion that delegations not be permitted to speak to a Notice of Motion until it is brought forward on the next Agenda to be considered and voted on. Where there is urgency around the Notice of Motion, Council maintains the right to waive the rules to both consider and vote on the Notice of Motion at the same meeting where it is presented and to also permit any delegations to speak.

Further, staff are recommending that once a Notice of Motion is finalized that the Clerk be responsible for circulating the wording to Council prior to the Member bringing it forward.

**By-laws**

The section concerning by-laws has been condensed to bring it in line with the practices of other municipalities. As per the previous practice, the Clerk will continue to be able to make administrative editorial changes to by-laws once they are passed in order to correct any errors.

**Petitions**

A new section concerning petitions received from the public has been added to the by-law to provide greater clarity on how these will be handled and brought before Council. The wording of this section follows the current practice and redaction of personal information.

**Delegations**

The timelines for submitting delegation requests to the Clerks Division have been updated to reflect the registration deadlines for any meetings that are scheduled to occur during the day. Due to technical challenges around the display of video presentations from delegations, Clerks staff are recommending that video presentations not be permitted.
The time limit for delegations representing groups has been reduced from 15 minutes to the standard 5-minute limit. Delegations who need more than 5 minutes maintain the right to bring their request before Council through the Clerk and Council shall put the matter to a vote. The previous 15-minute limit for groups was difficult for Clerk’s staff to monitor and it has proven challenging to confirm if delegates are part of a group with virtual participation as opposed to in person. By removing this and having Council grant additional time it provides a more equitable approach to all delegations rather than those who are part of a formal or informal group.

Staff have added a list of matters to which delegations are not permitted in the by-law to provide greater clarification. For matters that do not fall within the jurisdiction of Council but that the public would like Council to take a position on, a provision has been added to the by-law that in such cases the individual or group may approach their Ward Councillor to request that a Notice of Motion be brought forward on the matter.

**Public Conduct at Meetings**

This section has been expanded on to include clothing with political messaging, heckling, offensive and disrespectful behavior and behavior that is disruptive to the meeting and Council's deliberations.

**Rules of Conduct**

Greater clarify has been added to this section around how the Chair should handle Members who insist on disregarding the rules of procedure and the process that should be followed to bring the meeting back to order.

**Assignment of Motions**

The previous term of Council voiced unanimous support for wanting the Clerk to continue assigning motions to individual members by Ward, with the Chair of the associated Standing Committee assigned as the Seconder. Staff are recommending that this practice continue and have worked wording around this into the new by-law.

**Alternative Motions to Staff Recommendation**

Staff reports contain recommendations that Council is not obligated to pass if it does not agree with them. Staff are recommending that Members who wish to introduce alternative motions than what is contained in the staff report notify the Clerk of their intent to do so no later than 24 hours prior to the meeting so that the Clerk can work with the Member and necessary staff to develop the appropriate wording for the motion.
Once drafted and approved by the Member, the Clerk would circulate the alternative wording to all Members of Council and staff.

**Withdrawal of Motions**

The current procedure by-law did not accurately speak to the process to withdraw a motion that had been moved and seconded and was before Council. At any time after a motion has been moved and seconded and is with Council or Committee it may be withdrawn with the consent of the mover and seconder. A motion that was withdrawn may also be renewed during the same meeting. A vote is not required to withdraw a motion.

**Motions to Reconsider and Motions to Rescind**

The previous procedure by-law did not accurately capture the proper use of a Motion to Reconsider in accordance with Robert’s Rules of Order. When properly used, a motion to reconsider’s purpose is to revisit a decision that was made at the same meeting and potentially change the decision that was made. On the other hand, the purpose of a Motion to Rescind is to change something that was adopted at a previous meeting.

In review of these procedural ‘tools’, staff have updated the new by-law to reflect the correct process and have added in the parameters around when and how they are to be used as well as the required votes for them to pass.

**Schedules Added to Procedure By-law**

Staff have included three (3) schedules as part of the new procedure by-law. Schedule A (included as Appendix B to this report) is the Hybrid Meeting Procedure which will be discussed in detail in the next section of this report. Schedule B (included as Appendix C to this report) provides a table of commonly used motions.

During the review of the by-law with the previous term of Council, members felt that it would be helpful to include a table of commonly used motions in Council and Committee Meetings and their order of precedence. It was felt that having this quick reference guide would be of aid to members as it outlines the purpose of each type of motion and other characteristics such as whether it can be debated, amended and the type of vote required for it to pass.

Schedule C to the by-law (included as Appendix D to this report) is a guidance document on Points of Order and Points of Privilege. Staff had noted in recent years that some Members of Council struggled with knowing when to use these procedural tools and the process for how to address them and have therefore developed a guidance document with examples to guide future Councils.
2. Transitioning to Hybrid Meetings

With approval to move forward with the technology upgrade to Council Chambers, staff began to develop a Hybrid Meeting Procedure that would guide the new Council with maneuvering this new meeting format once it took office.

Hybrid Meetings provide the opportunity for participation in person or virtually for all attendees and are based on several guiding principles:

a) Meeting participants should be able to participate using multiple methods

The ability to participate in a meeting through multiple methods, such as by attending Council Chambers in-person or by joining virtually, is the key to effective hybrid meetings.

Enabling participants to choose their method of participation is important to ensure that their needs are met, which encourages participation and increases accessibility. Staff are looking to offer in-person attendance which may be restricted to begin with based on room capacity limits. Participants will also be offered attendance through zoom and telephone.

b) Meeting participants should have an equitable experience regardless of their method of participation

Hybrid meetings will be set up to ensure that participants are treated equitably regardless of which method they use to join. The audiovisual technology has been configured so that the in-person and virtual options provide as similar an experience as possible for both the participants and members of the public.

c) Meeting participation should be in alignment with prevailing public health guidance

As the City has transitioned through the COVID-19 pandemic period and has reopened facilities, the hybrid meeting approach has allowed the most flexible response to changing public health guidelines. Hybrid meetings allow for future public health measures to be addressed quickly and responsively.

d) Future changes should be based on best practices

Hybrid meetings represent a new approach to municipal Council meetings in Ontario. All municipalities have the opportunity to learn from the experience gained throughout the pandemic and develop best practices on hybrid meetings going forward. The hybrid
meeting approach will continue to evolve and be reviewed as best practices are developed.

**Council Participation**

Virtual participation allows for Councillors to join the Council meeting, even if they are not able to attend the meeting in-person in Council Chambers. While in-person attendance is expected to remain the most common type of participation for Council, the option to join virtually allows for flexibility. Council Members who may not be able to attend meetings for periods of time due to illness, injury or recovery from surgery, for example, may be able to attend from home and not miss extended periods of meetings. Similarly, Council Members suffering from minor illnesses may attend the meeting if they are feeling well enough, but may stay home to avoid spreading an illness to other people. The COVID-19 pandemic has illustrated the importance of preventing the spread of illness through physical distancing. Virtual participation also allows for Council Members to join meetings from outside of Cambridge, such as during travel.

The flexibility provided by virtual participation allows Council Members to avoid missing meetings due to other commitments. For example, a Councillor who must attend a personal medical appointment during a meeting may have been unable to attend the entire meeting in-person. However, it may be possible for the Councillor to join for the remainder of the meeting through virtual participation. While Councillors are encouraged to avoid scheduling other commitments during meetings, Council Members may be able to attend more meetings that would ordinarily have been missed in their entirety.

Previously, virtual participation was limited in the Municipal Act, as Members of Council participating virtually did not count towards quorum and could not join closed session meetings through virtual participation. As these legislated restrictions no longer remain in effect, there is no longer a legal distinction between in-person and virtual participation.

One of the Hybrid meeting goals is to ensure that all Members of Council are treated equally within a meeting, regardless of the method in which they join the meeting. The procedure for hybrid meetings attached as Appendix B to this report does not set limits regarding Members of Council virtual participation, such as a minimum number of Members physically present or a maximum number of times per year a Member may join virtually. Such restrictions place an administrative burden on staff to track for all meetings and Members and set virtual participation apart from in-person participation, which encourages a perception that virtual participation is not equivalent to in-person participation. Further circumstances may change for a Member of Council and limiting the number of meetings a member may attend virtually may be perceived as non-inclusive.
Greater Accessibility of Meetings

Virtual participation allows for greater accessibility for Council and Standing Committee meetings. For members of the public, staff or Council Members with mobility or other accessibility needs, being able to attend a Council meeting virtually improves the ability to participate. Virtual participation may also increase the ability for members to participate in the case of long-term illnesses or recoveries. It also gives flexibility for members who may be expecting or planning to take parental leave, or who have young children, to be able to attend meetings more frequently and fit around their schedule.

The 2022 Municipal and School Board Election underscored the importance of increasing accessibility of meetings. Potentially increasing the number of local residents who wish to participate in municipal government provides strong support for hybrid meetings. In-person meetings may present an accessibility barrier that hybrid meetings can help to reduce.

Public Participation

Throughout the COVID-19 pandemic, virtual Special Council meetings saw continued public participation. Residents had the ability to provide comments through written correspondence, or by joining the meeting live by telephone or in some cases through Zoom. Staff added additional measures to ensure residents would be able to join successfully. Due to these options, public participation remained high during the pandemic and virtual participation even allowed for delegations to join from outside the Cambridge area. Technology has caused some delays when connecting with virtual participation and although this may present challenges moving forward with Hybrid meetings the upgrade to Council Chamber technology is expected to mitigate most of the challenges.

Moving forward the option to participate virtually will provide additional engagement opportunities for public participation. Delegations will have an option to attend meetings in person or by participating virtually through Zoom or by telephone. The City is excited to see meetings move to a hybrid model and will ensure there is increased awareness around this practice. Virtual participation also allows for residents to join a meeting without the same time commitment as attending in person. For example, residents who may commute for work outside Cambridge may be able to provide their delegation from their work location, without the need to take time off work and travel back to Cambridge to attend in person. This increases options for public participation and ensures inclusivity of our community.

Citizen Advisory Committees and Local Boards
Citizen Advisory Committees have continued to meet virtually through to the end of the 2018-2022 term of Council. The Clerk’s Division will continue to provide guidance to any Advisory Committees and local boards wishing to meet virtually but will permit committees to make the decision on whether to meet virtually or in-person on their own. Hybrid meetings are challenging for Citizen Advisory Committee meetings as there are limited locations where the technology can support a mixture of both in-person and virtual participation. The Council Chambers having recently gone through technology upgrades is not available for the first 6 months of 2023 to be used for any other meetings other than Council meetings to ensure staff and Council are all comfortable with the settings placed in the new technology. Staff will work with Citizen Committees and Local Boards when the Chambers is open to other uses.

EXISTING POLICY / BY-LAW(S):

Procedure By-law 18-15, as amended, is in effect. Should Council approve the new Procedure By-law included as Appendix B to this report, By-law 18-15 and all related amendments would be repealed.

Section 238 (2) of the Municipal Act, 2001 provides that every municipality have a procedure by-law for governing the calling, place and proceedings of meetings.

Further, the Municipal Act, 2001 requires that, subject to the provisions in Section 239, all meetings be open in order for members of the public to observe the meetings. In order to comply with these provisions, members of the public who do not wish to attend Council meetings in-person may still view open meetings online through the City’s calendar and through YouTube. Following the meeting all Council meetings are archived on the City’s website. In 2021 the City implemented an electronic meeting management cloud solution that enhances the accessibility of meeting materials and includes the posting of a pdf copy of all meeting materials as well as an HTML copy of meeting materials. For ease of access, meeting agendas and minutes are video time stamped after the meeting has occurred so that the public can click on an item of interest in an agenda or in the minutes and go straight to that discussion without having to view the whole meeting.

FINANCIAL IMPACT:

There is no financial impact.

PUBLIC VALUE:
Engagement:

Public involvement has been invited through the City’s delegation survey which has provided consistent feedback since the start of the COVID-19 pandemic and transition to virtual meetings. This feedback has been taken into consideration as part of the development of the hybrid meeting procedure presented as part of this report.

ADVISORY COMMITTEE INPUT:
Advisory Committees Consulted:

The City’s Advisory Committees were not consulted as part of the procedure by-law review during the previous term of Council. Advisory Committee training conducted by Clerk’s staff following the recruitment and appointment of new members will include training on the new procedure by-law, should it be adopted by Council.

Advisory Committees will have the option to continue meeting virtually or may transition back to in-person meetings when they reconvene meetings in the new year.

PUBLIC INPUT:

Throughout the span of the pandemic, the public has continued to play an integral part in the Council meeting process while Special Council meeting virtually. There was ongoing engagement in virtual meetings, through delegations and written submissions. With the transition to hybrid meetings, the public now has the opportunity to participate in Council meetings both in-person and virtually, which will provide greater flexibility and increased public participation.

INTERNAL / EXTERNAL CONSULTATION:

Upon Council approval of the proposed new Procedure By-law and Hybrid Meeting Procedure, staff will ensure the new by-law is posted to the City’s website for the public and will provide copies to Council as a reference. The City’s delegation form will be updated to give those wishing to address Council the option to appear either in-person or through virtual participation at meetings. As agendas serve as notice of meetings, agendas and the City’s website will be modified as well to reflect the move to a hybrid meeting structure.

CONCLUSION:

A significant amount of time has been put into the review of the procedure by-law and to develop a hybrid meeting procedure for the City of Cambridge. At this time, staff are recommending that the by-law and hybrid meeting procedure be approved for a one-year period to allow time for the new Council to become more comfortable with meeting
procedures and the Hybrid Meeting format. Prior to the completion of the one-year period, Staff will undertake consultations with Council to capture any additional changes to the procedure by-law and hybrid meeting procedure.

REPORT IMPACTS:
Agreement: No
By-law: Yes
Budget Amendment: No
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:
1. Report 22-057-CRS Appendix A – Draft Procedure By-law
2. Report 22-057-CRS Appendix B – Hybrid Meeting Procedure
3. Report 22-057-CRS Appendix C – Table of Common Motions
Appendix A – Draft Procedure By-law

THE CORPORATION OF THE CITY OF CAMBRIDGE

By-law 22-XXX

Being a by-law to govern the proceedings of Council and its Committees and to repeal By-laws 18-15, 165-16, 20-030, 20-073 and By-law 133-18 to define the mandate and meeting procedures for Advisory Committees

WHEREAS Section 238 (2) of the Municipal Act, 2001, S.O. 2001, c.25, amended, (“the Act” provides that every municipality shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the City of Cambridge hereby enacts as follows:

THAT for the purposes of this by-law:

PART 1  DEFINITIONS

1.1 “Ad Hoc Committee” means a Committee or Task Force created by Council with a defined ending, to report directly to Council on a specific matter;

1.2 "Chair" means the person presiding at a meeting;

1.3 "Challenge" means to appeal a ruling of the Chair;

1.4 "Chief Administrative Officer" or "CAO" means the City Manager of the City, or their designate;

1.5 "City Solicitor" means the City Solicitor or their designate;

1.6 "Clerk" means the City Clerk of The Corporation of the City of Cambridge, and/or their designate;

1.7 "Closed Session" means a Meeting or part of a Meeting of Council, or any of its Committees, not open to the public in accordance with the Act;

1.8 "Committee" means any advisory or other committee, subcommittee or similar entity and includes a Standing Committee, an Ad Hoc Committee, a Special Committee, or a Task Force of Council;

1.9 "Committee Chair" means the Chair of a Committee; "Committee Vice-Chair" means the Vice-Chair of a Committee;
1.10 "Confirmatory By-law" means a by-law passed for the purpose of giving general effect to a previous decision or proceedings of Council;

1.11 “Consent Agenda” means a listing of items that include, but are not limited to, those with no delegations, where no discussion is anticipated, informational items, and routine matters;

1.12 "Council" means the Council of The Corporation of The City of Cambridge;

1.13 “Council Workshop” means a meeting convened for the purpose of educating or training the members, for providing the members with information and/or advice, or to solicit input from the members;

1.14 “Declared Emergency” means any period of time during which an emergency has been declared by the Head of Council or the Premier and/or Cabinet under sections 4 or 7.0.1 of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9;

1.15 "Delegation" means an address to Council or a Committee at the request of a person wishing to speak;

1.16 "ex-officio" means by virtue of the office the Mayor is an ex-officio member and may attend all committees and shall have full voting privileges and shall be counted for the purpose of the committee’s quorum;

1.17 “Hybrid Meeting” means a type of in-person meeting operation that also includes virtual (off-site) attendance;

1.18 "Inaugural Meeting" means the first meeting of City Council after a regular election as set out in the Act;

1.19 " Majority Vote” means an affirmative vote of more than one half of the Members present;

1.20 "Mayor" means that Member of Council holding the office of Mayor and who is the Head of Council;

1.21 "Meeting" means any regular, special, or other meeting of Council or a Committee where,

- a quorum of members is present, and
- members discuss or otherwise deal with any matters in any way that materially advances the business or decision-making of the Council or Committee;

1.22 "Member" means a Member of Council and shall include the Mayor;
1.23 "Motion" means a proposal moved by a Member and, if moved in Council or Committee, seconded by another Member, to adopt, amend or otherwise deal with a matter before Committee or Council;

1.24 "Motion to Call the Question" means a motion to end debate and put the matter before the Council for a vote by its members.

1.25 "Motion to Defer" means a motion to delay consideration of a matter until later in the same meeting or to a future meeting of Council or a Committee;

1.26 "Motion to Receive" means a motion to acknowledge an item, report or recommendation under consideration and to have it placed in the records of Council with no additional action being taken;

1.27 “Motion to Reconsider” means a motion to revisit a decision that has been made at the same meeting where Council realizes that a decision was made without fulsome debate or perhaps additional information was received later in the meeting that would impact the decision that was already made;

1.28 “Motion to Refer” means a motion to dispose of a question under consideration, with or without any proposed amendment, in order to seek consideration by, and, if deemed desirable, one or more reports from any Committee, body or official;

1.29 “Motion to Rescind” means a motion to change a decision that was adopted at a previous meeting;

1.30 "Motion to Table" means a motion to postpone without setting a definite date as to when the matter will be considered again;

1.31 “Non-Jurisdiction” means a matter that lies with another level of government and is outside the scope of Council’s powers as set out in Section 11 of the Municipal Act, 2001, S.O. 2001, c. 25, this includes matters that fall under Regional, Provincial or Federal responsibility or that lie with another municipality;

1.32 "Notice of Motion" means a written notice of a motion respecting a substantive matter not on the agenda for a meeting of Council which is received by the Clerk, moved by a Member, and seconded by another Member, for inclusion on the agenda for a future meeting of Council;

1.33 “Pecuniary Interest” means a direct or indirect financial impact in accordance with the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50;

1.34 "Point of Order" means a matter that a member considers to be a departure from or contravention of the rules, procedures and/or generally accepted practices of
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 22-XXX

Council;

1.35 "Point of Privilege" means a matter that a member considers to question their integrity and/or the integrity of the Council;

1.36 "Presentation" means an address to Council or Committee at the request of Council, a Committee or staff and applies to City staff, contractors or approved agents;

1.37 "Presiding Officer" means any person who is presiding at a meeting;

1.38 “Quorum” means a majority of the whole number of Members required to constitute a Council at a meeting, or a Committee at a meeting, as the case may be;

1.39 "Recorded Vote" means the recording of the name and vote of every Member voting on any matter or question during a Meeting of Council;

1.40 "Region" means The Regional Municipality of Waterloo;

1.41 "Resolution" means the decision of Council on any motion;

1.42 “Rules of Procedure” shall mean the rules and regulations provided in this by-law;

1.43 "Senior Management" includes the members of the Management Committee and/or designates;

1.44 "Standing Committee" means a Committee of which at least 50 per cent of the members are also Members of Council;

1.45 "Statutory Public Meeting" means a public meeting as defined in the Planning Act, R.S.O. 1990, c.P.13, as amended, and other applicable Ontario statutes;

1.46 "Two-Thirds Majority" means a positive vote of at least two-thirds of the Members present at a meeting;

1.47 “Virtual Participation” means a Member of Council taking part in a Meeting through the use of video conferencing technology that provides for both audio and visual participation in place of attending in person;

1.48 “Website” means the official City of Cambridge internet website;

PART 2 APPLICATION

2.1 The rules and regulations contained in this by-law shall be observed in all meetings and shall be the rules and regulations for the order and dispatch of business of
Council and, with necessary modifications, in Standing Committees;

2.2 Any rules or regulations contained in this by-law may be temporarily suspended, except for those rules or obligations that are set out by legislation, with the consent of at least two-thirds of members present;

2.3 The Clerk will be response to interpret the rules of procedure under this by-law;

2.4 All points of order or procedure for which rules have not be provided in this by-law will be decided by the Chair in accordance with the rules of parliamentary law as contained in Robert’s Rules of Order;

2.5 All Advisory Committees of the City and boards that may be described as Local Boards under the Municipal Act, will use the rules of order and debate and relevant provisions of this by-law to govern the calling and proceedings of meetings except if the Local Board has a Council approved Procedure By-law of its own;

2.6 All local boards and Advisory Committees of Council will adopt provisions related to access of public meetings similar to this by-law;

2.7 Notwithstanding anything in this by-law, where Council or a Committee convenes for the purpose of holding a hearing as required by any statute, the provisions of the statute and the Statutory Powers Procedure Act, R.S.O. 1990, c.S.22, as applicable, shall govern the proceedings.

PART 3 ROLE OF MAYOR AND COUNCIL

Mayor

3.1 The Role of the Mayor as Head of Council is to:

a) preside over Council Meetings so that its business can be carried out efficiently and effectively;
b) provide leadership to Council;
c) provide information and recommendations to the Council with respect to the role of Council;
d) represent the municipality at official functions;
e) carry out the duties of the head of council under the Municipal Act and any other Act;
f) uphold and promote the purposes of the municipality;
g) promote public involvement in the municipality’s activities;
h) act as the representative of the municipality both within, provincially, nationally and internationally; and
i) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

Council
3.2 The Role of Council is to:

a) represent the public and to consider the well-being and interests of the municipality;

b) develop and evaluate the policies and programs of the municipality;

c) determine which services the municipality provides;

d) ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;

e) ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;

f) maintain the financial integrity of the municipality;

g) carry out the duties of council under the *Municipal Act* or any other Act;

h) uphold the by-laws and policies of the Corporation of the City of Cambridge;

i) deliberate on the business submitted to Committee and Council;

j) vote on all motions before Council; and

k) respect the rules of procedure at all meetings.

PART 4 ROLE OF CLERK AND CHIEF ADMINISTRATIVE OFFICER

Clerk

4.1 The Role of the Clerk is to:

a) carry out the responsibilities of their roles as described in section 228 of the *Municipal Act*;

b) provide procedure advice to the Chair and to members on agenda business and on preparing motions;

c) ensure notice of meetings is provided as set out in this by-law;

d) make minor deletions, additions or other administrative changes to any by-law, motion, and/or minutes to ensure the correct and complete implementation of the actions of Council;

e) authenticate by signature, when necessary, all resolutions, by-laws and minutes of meetings and certify copies of such documents when required;

f) perform such other duties as prescribed by law, or by direction of Council.

4.2 The Clerk and/or their designate, will be present at all meetings of Committee and Council.

Chief Administrative Officer (City Manager)

4.3 The Role of the Chief Administrative Officer (City Manager) is to:

a) exercise general control and management of the affairs of the municipality for the purpose of ensuring efficient and effective operation of the
municipality;

b) perform such other duties as are assigned by the municipality.

PART 5 STANDING COMMITTEES OF COUNCIL

Standing Committee Structure

5.1 There are two Standing Committees of Council being Budget Committee and Planning – Statutory Public Meeting Committee.

Membership

5.2 All members of Council are members of the City’s Standing Committees of Council.

5.3 The Mayor may be an ex-officio member of each Standing Committee to which the Mayor is not specifically named, shall be counted towards quorum and entitled to vote at such meetings at which they are present.

Chairs and Vice Chairs

5.4 Each Standing Committee will elect a Chair and Vice-Chair at the first meeting after the Inaugural meeting of Council to preside until the end of the term of Council.

5.5 The Clerk or their designate shall preside at the first meeting of each Committee in a calendar year for the purpose of the election of a Chair and Vice-Chair of that Committee.

5.6 In the event that the Chair of a Standing Committee has not arrived to the meeting at which they are to preside within fifteen (15) minutes of the appointed time for the commencement of the meeting, the Committee Vice-Chair shall call the meeting to order and preside until the arrival of the Chair.

5.7 Where neither the Chair nor Vice-Chair attend the meeting within fifteen (15) minutes of the appointed time for the commencement of the meeting, those Members in attendance shall appoint one of the Members to act in the place and stead of the Committee Chair and Committee Vice-Chair for that meeting. Such Members shall then call the meeting to order and preside until the arrival of the Committee Chair and/or Vice-Chair.

Standing Committee Responsibilities

5.8 The role of Standing Committees is to:

a) make recommendations to Council on matters which are connected to their duties or referred to them by the Mayor and/or by Council;

b) guide and request staff through the Chief Administrative Officer, to provide reports on the direction and nature of policy development, fact findings,
analysis and generation of possible alternatives required; and

c) receive public delegations and establish mechanisms to receive further
public input on vital public policy matters.

Budget & Audit Committee

5.9 The Budget & Audit Committee will meet and report to Council on matters relating
to financial planning, funding opportunities and financial statements. The Committee
shall study and report to Council on policy matters which include, but are not limited to:

a) annual budgets and rates/fees,
b) annual and quarterly financial statements; and

c) minutes and recommendations form the Grants Review Committee.

Planning – Statutory Public Meeting Committee

5.10 The Planning – Statutory Public Meeting Committee will meet to report to Council
on matters affecting the City of Cambridge that require the holding of a statutory
public meeting pursuant to legislation including but not limited to the Planning Act,
1997, c. 27, as amended.

5.11 Notwithstanding sections 5.9 and 5.10 matters that fall outside of the mandates of
either Standing Committee shall be dealt with at Council meetings or where
appropriate, at Council Workshops.

PART 6 ADVISORY COMMITTEES OF COUNCIL

6.1 Council may, at any time, establish a committee to advise Council on matters within
their jurisdiction with such committee to report to an assigned Standing Committee
as set out in their respective terms of reference.

6.2 Members of the committees will be appointed by a committee established for this
purpose at the recommendation of the Clerk with appointments ratified by Council.

6.3 Unless necessary, only one member of Council will be appointed to each board
and/or Advisory Committee to act as a liaison to the committee.

6.4 Advisory Committees will be reviewed at the beginning of each term of Council.

6.5 All Advisory Committees will follow the rules of Standing Committees unless
otherwise stated in their terms of reference approved by Council.

PART 7 COUNCIL AND STANDING COMMITTEE MEETINGS

Meetings Open to the Public
7.1 Except as provided in this by-law, all meetings will be open to the public.

7.2 No person shall be excluded from a meeting open to the public except for improper conduct or for a break of this by-law or applicable statute.

7.3 A meeting shall not be closed to the public during the taking of a vote, except in accordance with the Act.

Recordings of Meetings

7.4 The Municipal Act does not require the City of Cambridge to record the meetings of Council or its Standing Committees; however, the City may choose to offer livestreamed and/or archived webcasting of meetings. The official record of the meeting is the minutes.

Annual Schedule of Meetings

7.5 Council shall adopt a schedule of meetings annually and any changes to the schedule shall be authorized by Council.

7.6 All Meetings of Council and any Standing Committees of Council shall be held in the Council Chamber in Old City Hall located in Cambridge or elsewhere at the discretion of the Mayor and Clerk in accordance with the calendar set annually and approved by Council.

7.7 In the event that the regular meeting or date falls on a public holiday, the Council or Standing Committees shall meet at the same hour on the next day not being a public holiday.

Meeting Cancellations

7.8 Where it has been determined by the Mayor and the Clerk that there are not enough items of importance on an agenda to warrant the holding of a meeting, the Clerk shall cancel the meeting and provide public notice accordingly.

Changes to Meeting Start Time and Location

7.9 The Mayor may authorize an earlier or later commencement time of a meeting, a change to the location of a meeting and the notice provisions under Part 9 of this by-law shall apply. The Clerk shall notify all members and provide public notice accordingly.

Inaugural Meeting of Council

7.10 The Inaugural meeting of Council for each term shall be held in accordance with the Municipal Act on the third Tuesday of November at a time and place to be fixed by
the Clerk.

7.11 The order of proceedings at an inaugural meeting shall include:

a) filing of Members’ declarations of office;
b) signing of the Mayor’s declaration of office;
c) passage of a confirming by-law and any other relevant by-laws; and
d) other ceremonials proceedings as deemed appropriate by the Mayor, the Chief Administrative Officer or the Clerk.

Regularly Scheduled Meetings

7.12 The regular meetings of Council and Standing Committees are routinely held in accordance with the schedule adopted annually by Council, except:

a) when otherwise directed by resolution of Council; or
b) when the Mayor advises otherwise upon a minimum of forty-eight (48) hours advance notice, provided that this notice shall not be required in an emergency.

Special Meetings

7.13 The Mayor may at any time call a Special Meeting of Council by providing written direction to the Clerk to issue a Notice of Special Meeting.

7.14 The only business to be dealt with at a Special Meeting is that which is identified in the agenda for the Meeting.

Council Workshops

7.15 Council Workshops will be held when time is required for training, discussions with other levels of government and outside agencies, on complex matters or strategic planning.

7.16 The requirement for a Council Workshop shall be determined by the Cambridge Leadership Team and Clerk.

7.17 No delegations will be heard at Council Workshops and only motions to receive and to direct staff will be in order.

7.18 Notwithstanding the requirements outlined in section 13.2 of this by-law, as workshops are for education and training purposes only, a workshop may proceed in the absence of quorum.
Hybrid Meetings

7.19 Any meeting of Council its Committees or Local Boards may be conducted as a Hybrid Meeting in accordance with the Municipal Act and the Hybrid Meeting Procedure outlined in Schedule A of this by-law.

7.20 Virtual participation shall be allowed at any scheduled meetings of Council, Committee or a Local Board.

7.21 A Member of Council, a Committee or a Local Board can participate virtually in a meeting that is closed to the public.

PART 8 CLOSED SESSION

Permitted Reasons for Closed Session

8.1 In accordance with the provisions of the Municipal Act, a meeting, or part of a meeting may be closed to the public if the subject matter being considered is:

a) The security of the property of the municipality or local board;

b) Personal matters about an identifiable individual, including municipal or local board employees;

c) A proposed or pending acquisition or disposition of land by the municipality or local board;

d) Labour relations or employee negotiations;

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

f) Advice that is subject to solicitor client privilege, including communications necessary for that purpose;

g) A matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;

h) Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;

i) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or
j) A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; and

k) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board;

Matters that Require a Closed Session

8.2 In accordance with the provisions of the Municipal Act, a meeting or part of a meeting shall be closed to the public if the subject matter being considered is:

a) A request under the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M. 56, if the council, board, commission or other body is the head of an institution for the purposes of that Act;

b) An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in section 223.13 (1) of the Municipal Act or the investigator referred to in subsection 239.2 (1) of the Municipal Act.

Education and Training

8.3 In accordance with the provisions of the Municipal Act, a meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

a) The meeting is held for the purpose of educating or training the members; and

b) At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Requirement to Pass a Motion

8.4 Prior to moving into a closed session for one of the reasons listed in sections 8.1, 8.2 or 8.3 Council will pass a motion stating:

a) The fact that Council is convening into closed session;

b) The specific provision(s) under the Municipal act that permit the item(s) to be considered in a closed session; and
c) The general nature of the matter to be considered.

**Discussion of Additional Matters in Closed Session**

8.5 Members are prohibited from discussing any additional matters during closed session other than those identified by the motion passed to move into closed session.

**Attendance in Closed Session**

8.6 Attendance in closed sessions will be limited to the members of Council, the Clerk and/or their designate(s), Corporate Leadership Team and those specifically invited to remain.

**Conduct of Members**

8.7 The use of electronic devices by members to record proceedings of a closed session or to photograph Closed Session materials is prohibited.

8.8 While in closed session, all attendees participating electronically shall abide by the closed session Meeting criteria for Hybrid Meetings as outlined in the Hybrid Meeting Procedure included as Schedule “A” to this by-law.

8.9 Members shall not in any way disclose to any person or other body, by any means, any reports or items, or disclose the nature or content of any reports or items or of discussions, regarding any matters that are confidential and are part of a confidential agenda, without approval of such release by Council.

8.10 Any printed closed session materials received by Members shall be returned to the Clerk for destruction at the conclusion of the meeting.

**Permitted Votes in Closed Session**

8.11 When in closed session a vote will not be taken unless the vote is for a procedural matter, or for giving direction to staff or other individuals under section 239(6) of the *Municipal Act*.

**Reporting out to Public**

8.12 While in closed session, in consultation with the Clerk the Chair shall ascertain what information shall be released in public.

8.13 On reconvening in public session, the Chair will accept a motion to resolve the
manner publicly, or alternatively advise that direction had been given to staff during the closed session in accordance with the Municipal Act.

Closed Meeting Materials and Minutes

8.14 The Clerk is responsible for maintaining a record of all closed meetings in accordance with the Municipal Act. This includes a copy of all original documentation distributed and minutes of all Closed Session meetings.

Closed Meeting Investigations

8.15 Any person may file a complaint as to whether the municipality has complied with the open meeting legislation by filing the complaint with the Clerk for submission to an Investigator appointed under section 239.2 of the Municipal Act.

PART 9 NOTICE OF MEETINGS

Timing of Notice to Members

9.1 Notice to members of all meetings, agendas, agenda items, cancellations and re-scheduling shall be provided by the Clerk to each Member’s residence, city hall office, place of business or email address, as directed by the Member, not less than seventy-two (72) hours prior to the time set for the meeting.

9.2 Notice of all Special Meetings of Council or Workshops, detailing the matters to be considered at the meeting, shall be delivered to all Members not less than twenty-four (24) hours before the time set for the meeting.

Method of Notice

9.3 Notice may be personally delivered or sent by first-class mail, courier or e-mail. Notice may also be provided by any additional means in case of an emergency. Any notice to Members referred to in this by-law shall be provided to the Member at the address and by the means referred to in section 9.1 of this by-law.

Notice to Media and Public

9.4 The Clerk shall provide notice to the public and the media of all meetings of Council and Standing Committees including agendas, agenda items, cancellations and re-scheduling by:

a) publishing the annual schedule of meetings, once adopted by Council, by posting on the City’s official Website and by distributing copies upon request;
b) updating the annual schedule of meetings posted on the City's official website within twenty-four (24) hours of any changes made to the schedule;

c) not less than seventy-two (72) hours in advance, posting a copy of meeting notices, main agendas, and main agenda items for review at the Office of the City Clerk; and

d) not less than seventy-two (72) hours in advance, posting meeting notices, agendas and agenda items on the City's official website.

9.5 The notice of a meeting of Council or its Standing Committees shall indicate the day, date, time and place of commencement of the meeting, and the contact information for the Clerk’s Office.

9.6 The notice requirements set out in this by-law are minimum requirements only, and the Clerk may give notice in an extended manner if, after consultation with appropriate parties, the Clerk deems the extended manner reasonable and necessary in the circumstances.

9.7 The notice requirements set out in this by-law shall be superseded by any specific requirements for the fixing of notice as prescribed by legislation.

9.8 Any Meeting may be cancelled or rescheduled to a day, time and place set out in a notice from the Clerk with at least forth-eight (48) hours before the scheduled date of the meeting.

9.9 Notice which is substantively given but which is irregular or not otherwise in strict compliance with this by-law will not invalidate the holding of a meeting or any proceeding taken at a meeting.

PART 10 COUNCIL AND STANDING COMMITTEE AGENDAS AND MINUTES

Agenda Order of Business

10.1 The Clerk will prepare for members of Council the order of business which may include any combination of the following:

a) Meeting Called to Order
b) National Anthem
c) Indigenous Territory Acknowledgement and Pause to Reflect
d) Disclosures of Pecuniary Interest
e) Public Meeting Notice
f) Public Meetings
g) Delegations
h) Presentations
i) Closed Session
j) Rise from Closed Session
k) Consent Agenda
   • Minutes of Previous Council Meetings
   • Council Information Package (CIP)
   • Adoption of Committee Reports
l) Consideration of Reports
   • Corporate Services
   • Corporate Enterprise
   • Community Development
   • Infrastructure Services
   • Office of the City Manager
m) Other Business
n) Correspondence
o) Notice of Motion
p) Motion(s)
q) Motion to Receive Correspondence and Presentations
r) Introduction and Consideration of By-Laws
s) Confirmatory By-Law
t) Adjournment

10.2 The business of Council and Standing Committees shall, in all cases, be taken up in the order in which it appears on the Agenda, unless otherwise directed by the Chair. Any matter on the Agenda not disposed of by Council or the Standing Committee shall be placed on the Agenda of the next regular meeting of Council or the Standing Committee.

Circulation to Public

10.3 As soon as the Agenda and/or Addendum is published and distributed by the Clerk to Members, the information may be made available to the public except for information relating to matters to be considered in Closed Session. Certain information may be released sooner to comply with provincial legislation.

Council Information Package (CIP)

10.4 The Clerk will have prepared bi-weekly, or as frequently as may be required, a Council Information Package for Members. If any Member prefers to have an item of correspondence contained therein dealt with by a Standing Committee or Council, the Member will contact the Clerk and it will be placed on the appropriate agenda.

10.5 Items within the Council Information Package may include, but are not limited to: internal informational communications in memo format and correspondence from external bodies including other municipalities and levels of government.

10.6 Members of the Public are not able to add items to the Council Information
Consent Agenda

10.7 All items listed on the Consent Agenda are subject to a single motion that is neither debatable, nor amendable. A member may make a brief comment regarding a consent item prior to the consideration of the motion.

10.8 If a Consent Agenda item requires deliberation it must be removed from the Consent Agenda and placed on the regular agenda for discussion.

10.9 Items to be placed on the Consent Agenda include, but are not limited to, those with no delegations, where no discussion or debate is anticipated, informational items, and routine matters.

10.10 Items that have by-laws to be passed and/or recommendations requiring funding will not be placed on the Consent Agenda.

Other Business

10.11 The placement of an “Other Business” section on a Committee or Council agenda shall be limited to inquiries of members, announcements or comments. Members will be limited to two items and may use the opportunity to highlight happenings in their Ward or the work of Advisory Committees.

Notices of Motion

10.12 A Notice of Motion in respect of a matter which is not within the jurisdiction of Council shall not be in order and shall not be considered by Council.

10.13 A Member wishing to bring forward a Notice of Motion shall advise the Clerk who will work with relevant staff to develop the appropriate wording and to verify any financial and other figures included.

10.14 The finalized Notice of Motion shall be provided to the Clerk who will circulate the wording to Council prior to the Member bringing it forward at a Council meeting.

10.15 Once a Notice of Motion has been introduced at a meeting, it will be placed on the agenda for the next Council meeting.

10.16 Where it is deemed necessary to not delay the consideration of a Notice of Motion to the next meeting of Council, a notice of motion may be considered by Council immediately upon its introduction by a successful two-third majority vote of members present.
10.17 All Notices of Motion on the Agenda and not disposed of shall be placed on the Agenda for the next meeting of Council under the heading of "Motions".

10.18 In accordance with section 12.17 subsection (i) of this by-law, no delegations will be permitted when the Notice of Motion is initially presented to Council deems it necessary to not delay consideration until the next meeting as outlined in section 10.16 of this by-law and Council votes to waive this rule to permit delegations to speak.

10.19 Notwithstanding section 10.17 of this by-law, any Notice of Motion, the subject matter of which falls within the mandate of a Committee, shall be referred directly to that Committee by the Council unless the Council determines that it should not be first considered by the Committee, for reasons of emergency, health, safety or legal deadline.

10.20 When a Notice of Motion has been on the Agenda for two consecutive meetings after notice has been given, and not proceeded with, it shall be dropped from the Agenda and deemed withdrawn.

10.21 A Member who is unable to attend a meeting where their Notice of Motion will be brought forward may, at their discretion, have another Member to present the Motion on their behalf with such arrangement to be communicated to the Chair and Clerk in advance of the meeting at which the Notice of Motion is to be presented.

10.22 After a Notice of Motion is moved at the Council meeting or placed on the Council Agenda it shall be deemed to be in the possession of Council and may be withdrawn with consent of the mover and seconder.

**Agenda Materials**

10.23 Reports of Committees included in the Council agenda will constitute notice of motion with respect to any matter contained in the reports and recommended by any Committee for adoption by Council.

10.24 Staff reports in the Council agenda, listed under Consideration of Reports, not having been considered by any Committee for adoption by Council, will constitute notice of motion for the purposes of any relevant motion brought at Council.

**Addendum**

10.25 After delivery of the Council or Standing Committee Agenda, the Clerk may amend the Agenda by way of an Addendum by adding or deleting matters from the prepared Agenda. In this case, the Clerk shall endeavor to forward additional Agenda material to the Members prior to the meeting. The Addendum may be presented at the Council or Standing Committee meeting, and is not subject to the Notice requirements set out in sections 10.25 and 10.26 of this by-law.
By-laws

10.26 The adoption of every by-law presented to Council may be the subject of one motion, unless otherwise provided by legislation.

10.27 By request of any Member, any by-law(s) may be discussed or voted on individually or in smaller groupings.

10.28 Every by-law, when introduced, shall be in typewritten form and shall comply with the provisions of any relevant legislation.

10.29 The proceedings at every Regular and Special Meeting of Council shall be confirmed by by-law so that every decision of Council at that Meeting of Council and every resolution passed thereat shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.

10.30 Amendments to any by-laws approved by Council shall be deemed to be incorporated into the by-law and if the by-law is enacted by Council, the amendments shall be inserted by the Clerk.

10.31 Every by-law enacted by Council shall be signed by the Mayor and Clerk. The corporate seal shall be affixed to the by-law and the by-law shall be numbered, dated and deposited in the Clerk's Office Vault and a duplicate originally signed copy will be stored at the City Archives.

10.32 The Clerk may make such minor corrections to any by-law resulting from technical or typographical errors, which may be required for the purpose of ensuring correct and complete implementation of the actions of Council.

Minutes

10.33 The Minutes of Council and Standing Committee meetings shall record:

   a) The place, date and time of meeting;
   b) The name of the Chair and the record of the attendance of the Members and staff;
   c) Declarations of Pecuniary Interest; and
   d) The motions considered and votes taken by Council, or Committee without note or comment.

10.34 The Minutes of each Council and Standing Committee meeting shall be presented to Council for approval at the next regular meeting.

10.35 After the Council Minutes have been approved by Council, they shall be signed
by the Mayor and Clerk.

10.36 Upon approval of Standing Committee minutes, they shall be signed by the Chair and Clerk

Closed Session Minutes

10.37 Closed session minutes shall record:

a) The place, date and time of meeting;

b) The starting and concluding times for the closed session;

b) The names of the Chair and the record of the attendance of the Members; staff and any other attendees;

c) A description of the substantive and procedural matters discussed, including specific reference to any documents considered;

d) The specific provision under the Act under which meeting in closed session was permitted;

d) The procedural motions considered and votes taken by Council; and

e) All directions given

f) Any other proceedings.

PART 11  CORRESPONDENCE AND PETITIONS FOR COUNCIL

Correspondence

11.1 Correspondence may be sent related to agenda items before Council and will be included as part of the public record. Correspondence should be legibly written and must contain the name, contact address, telephone number and e-mail address of the send that the Clerk can communicate with on behalf of the Council or a Committee.

11.2 All correspondence must remain respectful, not include profanity or hate speech.

11.3 Should correspondence be received that includes materials or content that is deemed in violation of public policy, the Clerk will advise and provide the public another opportunity to provide respectful correspondence.

11.4 Communication within the jurisdiction of a Standing Committee shall first be referred to the appropriate Committee unless the communication relates to a subject or report scheduled to be considered by Council.

11.5 Communications listed on the Agenda, which contain a request for action on the part of Council, shall not be acted upon without Council first receiving a report from staff or the appropriate Committee, unless the action is of a routine or
congratulatory nature.

Petitions

11.6 Formal petitions on a specific issue coming before Council shall be submitted to the Clerk’s Office for inclusion on the agenda.

11.7 Petitions that are unrelated to a matter coming before Council by way of a staff report will be forwarded to the appropriate City Department and will be brought forward for Council’s consideration through the appropriate meeting agenda.

11.8 Petitions should be legible and include a clear statement or position, be in printed format with the names of signatories visible, contain the contact information of the sender, be respectful in language and tone and not contain any defamatory allegations.

11.9 All personal information will be redacted from a petition before it is placed on a meeting agenda for Council’s consideration and for public inspection.

PART 12 DELEGATIONS, MEDIA & PUBLIC CONDUCT

Delegations Generally Before Committees

12.1 Delegates shall be directed by the Clerk to the appropriate Standing Committee except where the delegate wishes to address Council with respect to a matter which will be before Council.

Requests to Delegate

12.2 Individuals, organizations or groups wishing to address Council shall complete a Delegation Request Form available on the City’s website and return it to the Clerk no later than 4:30 p.m. on the day before a meeting that starts the following morning or 12 noon on the day of a meeting that starts at 5 p.m. or afterwards.

12.3 Delegation requests must include the name, a primary and secondary phone number (where possible) and e-mail address that the delegate can be reached at along with indication of which item(s) on the agenda the delegate would like to speak to and a general outline of the comments they wish to make.

Delegations with Presentations

12.4 Delegations intending to present to Council and/or Committee using a Power Point Presentation or other visual or written method of presentation, must provide those items to the Clerk in accordance with this section and in accordance with the agenda and addendum printing deadlines.
12.5 If the delegation has registered on the day of the meeting and has a presentation or correspondence to share with Council, the material will be included in the minutes of the meeting and not on the addendum.

12.6 Notwithstanding section 12.4 of this by-law, videos will not be permitted during presentations.

12.7 The City Clerk's decision on whether material is appropriate and can be presented will be final.

**Statutory Public Meetings**

12.8 The requirement to register as a delegation does not apply to Statutory Public Meetings held under the *Planning Act*.

**Address Presiding Officer**

12.9 All delegates appearing in person at a Council or Committee meeting shall address the Chair from the lectern in the Council Chamber or from the presenter's table, as the case may be, and shall state their name and whom they represent if speaking on behalf of a group, association or other organization.

12.10 Delegates appearing before Council by way of Electronic Participation shall address the Chair from their location and state their name and whom they represent if speaking on behalf of a group, association or other organization.

**Delegations Representing a Group**

12.11 Where there is a group of people wishing to address Council with respect to a particular position on an issue, Council may determine that the group shall be represented by one person.

**5-Minute Limit**

12.12 Unless otherwise permitted by a majority vote, delegates, including those representing a group, shall be limited to five (5) minutes for speaking at Council or such other time period approved by Council at the meeting.

12.13 Delegates requesting time beyond the 5-minute limit may present their request directly to the Chair prior to making their delegation and the Chair shall put the matter to a vote.

12.14 Notwithstanding Section 12.13 of this by-law, the maximum speaking time to be granted to any group shall not exceed ten (10) minutes.
Questions

12.15 The time involved in receiving and answering questions from Members shall not be deducted from the time limit for the Delegation. Members may address a delegate only to ask questions and not express opinions or enter into debate or discussion.

Right to Appear

12.16 Any person, group of persons or organization may request to speak to an item listed on the agenda provided that the subject matter of the delegation directly relates to the item on the agenda.

Matters to Which Delegations Not Permitted

12.17 Delegations will not be permitted to address Council on matters not appearing on an agenda by way of a staff report or pertaining to the following:

   a) Council Workshops held for the purpose of training, discussions with other levels of government and outside agencies, on complex matters or strategic planning
   b) Reports stemming from Closed Meeting, Integrity Commissioner or Ombudsman Investigations
   c) Labour relations or employee negotiations;
   e) Litigation or potential litigation matters;
   f) Tenders, RFP's and other procurement issues;
   g) Litigation that is either expected to proceed, that is currently proceeding, or that has already been decided by a trier of fact;
   h) Matters not within the jurisdiction of the municipality;
   i) The initial presentation of a Notice of Motion;
   j) Procedural motions that are required to be passed before Council may proceed on a matter, i.e. Motions to waive notice or other procedural rules
   k) Notices of Motion to Reconsider
   l) By-laws listed on an agenda;
   m) Presentations at Council or Committee meetings;
   n) Any other matter that is properly the subject of the closed session exclusions in the Act, subject to a two-third majority vote by Council.

12.18 Where a member of the public would like Council to take a position on a matter that is not within the jurisdiction of the municipality, the individual may approach their Ward Councillor to request that they bring forward a Notice of Motion to Council on the matter.

12.19 Delegations may register to speak to Notices of Motion at the next meeting when they are presented as a motion and are on the agenda to be debated and voted or, where the Notice of Motion will result in a report to Council from staff, delegates
may register to speak to the report.

**Late Delegation Requests**

12.20 Council will not hear delegations who miss the deadline to register as outlined in section 12.2 of this by-law unless a motion is made, seconded and confirmed by a majority vote to hear the Delegation.

12.21 The Clerk will provide the Chair with all requests to delegate submitted after the deadlines stated in section 12.2 for Council consideration. A majority vote is required to permit the delegate(s) to speak.

**Delegations to Matters Not on Agenda**

12.22 Any delegation requests that relate to requests for funding from the city must come at the appropriate budget time.

12.23 If a delegate requests to speak regarding a matter not listed on an agenda the Clerk will work with the requestor and appropriate staff to explore options for resolution on their matter.

12.24 Should the delegate’s request not be resolved by staff and the delegate still wishes to speak to Council regarding the matter they may approach their Ward councilor who can bring forward a Notice of Motion to Council.

**Curtailment of Time**

12.25 The Chair may curtail any Delegation, any questions of a delegate, or debate during a Delegation for disorder or any other breach of this by-law, and, if the Chair rules that the Delegation is concluded, the person or persons appearing shall withdraw. The Chair can, or can request that the Clerk, mute the Delegate's microphone.

**Behaviour**

12.26 No delegate shall:

   a) Speak disrespectfully of any person;
   b) Use offensive words or unparliamentary language;
   c) Speak on any subject other than the subject for which they have received approval to address Council;
   d) Disobey the rules of procedure or a decision of the Chair or Council;
   e) Interrupt, speak-over, or continue to speak when advised by the Chair not to, or otherwise disrupt the Chair.
Location

12.27 No person, except Members and authorized City staff shall be permitted to come within the Members’ area (the Horseshoe) during a Council meeting without permission of the Clerk.

Public Conduct at Meetings

12.28 Members of the public and media who constitute the audience at a meeting, shall not:

   a) Address Council without permission;
   b) Bring food or beverages into the Council Chamber or meeting room unless so authorized;
   c) Bring signage, placards, picket signs or banners into City Hall and Historic City Hall;
   d) Wear or otherwise display clothing with political messages;
   e) Heckle or engage in telephone or other conversation, or any behavior that may be considered disruptive or disrespectful;
   f) Use indecent, offensive, or insulting language or speak disrespectfully to anyone;
   g) Engage in any activity or behaviour that would affect the Council or Committee deliberations.

12.29 Photography and video should be kept to a minimum during a meeting and will only be permitted so long as it does not interfere with the meeting in any way.

12.30 At any time during the meeting, at the discretion of the Clerk, use of electronic devices may also be prohibited if it is believed that the use is interfering with the meeting.

Recording of Meetings

12.31 Meetings which are not closed to the public may be televised or otherwise recorded so long as the act of recording does not interfere with proceedings at the meeting, and provided that the recording has been authorized by the meeting Chair.

Expulsion

12.32 The Chair may cause to be expelled and excluded any member of the public who creates any disturbance or acts improperly during a meeting of Council or Committee. If necessary, the Chair may call upon the appropriate assistance from security or police officers to affect this ruling.

PART 13 CALL TO ORDER, QUORUM & DISCLOSURES OF PECUNIARY
INTEREST

Call to Order

13.1 The Chair will call the meeting to order as soon after the hour of meeting as a quorum is present. Quorum is achieved when a majority of the members are present either through in-person or electronic participation.

Quorum

13.2 If a quorum is not present at a scheduled meeting of Council or Committee meeting fifteen (15) minutes after the scheduled commencement time, the meeting shall stand adjourned until the next regular meeting of Council or Committee and the Clerk shall record the names of the Members present.

13.3 If a quorum is lost during a meeting of Council or Committee then the Chair shall, upon determining that a quorum is not present, request the Clerk to call for a recess for a period of fifteen (15) minutes, or until a quorum is present, whichever is sooner.

13.4 If there is still no quorum of Council or Committee after fifteen (15) minutes, the meeting shall stand adjourned and the Clerk shall record the names of the Members present. In the case of a Council meeting, the confirming by-law will reflect all business validly conducted by the Council before quorum was lost. All unfinished business shall be carried forward to the next meeting of Council or Committee.

13.5 Where the number of Members who, by reason of the provisions of the Municipal Conflict of Interest Act, are prohibited from participating in a meeting is such that, at that meeting, the remaining Members are not of sufficient number to constitute a quorum, then the remaining number of Members shall be deemed to constitute a quorum, provided this number is not fewer than two (2)

Meeting Recess

13.6 Council or Committee may, at any point, recess for a period deemed appropriate by the Chair.

Adjournment Hour

13.7 All meetings will adjourn when Council, or Committee have completed all business listed on the agenda, or at 11:00 p.m., whichever is earlier.

13.8 No meeting will proceed beyond the hour of 11:00 p.m.

13.9 Unless decided otherwise prior to the adjournment of the meeting, any unfinished business will be discussed at the next scheduled Council or Committee meeting.
Disclosures of Pecuniary Interest

13.10 Where a Member, on their behalf or while acting for, by, with or through another, has any Pecuniary Interest, direct or indirect, in any matter and is present at a meeting at which the matter is the subject of consideration, the Member shall, in accordance with the Municipal Conflict of Interest Act:

a) Before the meeting, submit to the Clerk in writing the Member's interest and the general nature thereof;

b) Prior to any consideration of the matter at the meeting, disclose the Member's interest and the general nature thereof; and

c) Not take part in the discussion of, or vote on any question in respect of the matter; and

d) Not attempt in any way whether before, during or after the meeting to influence the voting on the matter.

13.11 Where a meeting is not open to the public, in addition to complying with the requirements of the Municipal Conflict of Interest Act, the Member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration.

13.12 Where the interest of a Member has not been disclosed by reason of the Member’s absence from a particular meeting, the Member shall disclose the Member's interest and otherwise comply at the first meeting of Council, as the case may be, attended by the Member after the particular meeting.

13.13 The Clerk shall record in reasonable detail the particulars of any disclosure of pecuniary interest made by a Member, and this record shall appear in the minutes of that meeting and be posted to the City’s Conflict of Interest Registry on the City’s website.

PART 14 CHAIR’S DUTIES, CONDUCT OF MEMBERS & RULES OF DEBATE

Chair’s Duties

14.1 The Chair shall preside over the meetings of Council and Committee so that business can be carried out efficiently and effectively, and shall:

a) Maintain order and preserve the decorum of the meeting;

b) Rule on all procedural matters, without debate or comment;

c) Receive and submit to a vote all motions presented by the Members that do not contravene the rules of procedure;

d) Decline to put to a vote motions which do not comply with the rules of procedure, or which are not within the jurisdiction of Council;
e) Announce the results of the vote on any motions presented for a vote;
f) Facilitate or delegate the Clerk to facilitate all delegations;
g) Expel or exclude from any meeting any person whom the Chair feels has exhibited improper conduct at the meeting;
h) Adjourn; suspend or recess the meeting if considered necessary because of grave disorder;
i) Close the meeting when business is concluded or recess the meeting as required; and
j) Without limiting the above, preside over the meeting fairly and objectively without becoming actively involved in debates. By way of example, the Chair may not call for a recorded vote, move or second a motion, etc. The Chair should keep their comments relatively brief and generally for the purpose of summation of the debate before a vote is to occur or to intercede for the purpose of moving a debate forward to a resolve.

Order to Vacate

14.2 The Chair, after three warnings, shall call by name any Member persisting in breach of the rules of procedure and, subject to an appeal by a majority vote of Members present, order such Member in breach of the rules to vacate their seat and leave the meeting.

Matters Not Covered in this By-Law

14.3 Any rules of debate not covered by this by-law shall be decided by the Chair. The Chair may consult with the Clerk for advice on how best to address a procedural matter following which Chair shall announce their ruling.

Appeal of the Chair’s Ruling

14.4 A Member who disagrees with the ruling of the Chair may appeal such ruling to the Chair who, in response, shall call a vote on the question of sustaining the ruling. The Chair may provide further explanation of the ruling prior to calling the vote.

Absence of Chair at Scheduled Start Time

14.5 In the case that the Mayor does not attend within fifteen (15) minutes of the scheduled commencement time for a meeting of Council and a quorum is present, or after resumption of the meeting after an adjournment, the Clerk shall call upon the Acting Mayor for the month in question and they shall preside until the arrival of the Mayor. In the case of a Standing Committee Meeting, the Clerk shall call upon the Vice Chair and they shall preside until the arrival of the Chair.
Mayor's Designation

14.6 The Mayor may designate another Member of Council as presiding officer during any part of a Council meeting when they leave the Chair for any reason. The presiding officer at a Council meeting shall have and may exercise all the rights, powers, authority and obligations of the Mayor under this by-law.

Rules of Conduct

14.7 The conduct of Members at Council and Committee meetings shall be governed by the contents of this by-law and by the Hybrid Meeting Procedure attached as Appendix A to this by-law.

No Member shall:

a) Speak disrespectfully of any member of the Royal Family, the Governor General, the Lieutenant Governor of any Province, Council, any Member or any official or employee of the City;

b) Use offensive words or unparliamentary language;

c) Engage in private conversation while in the Council meeting or use electronic devices in a manner which interrupts the proceedings of the Council;

d) Leave their seat or make any noise or disturbance while a vote is being taken and until the result of the vote is announced;

e) Speak on any subject other than the subject under debate;

f) Where a matter has been discussed in Closed Session, and where the matter remains confidential, disclose the confidential matter or the substance of deliberations at a closed meeting, except to the extent that Council has previously released or disclosed the matter in public;

g) Disobey the rules of Council or a decision of the Chair or of Council on questions of order or practice or upon the interpretation of the rules of Council.

h) Use language that is not inclusive.

14.8 Where a member has been called to order by the Chair for disregarding the rules of procedure and the member persists in such conduct, the Chair may order the member to vacate the meeting and shall not recognize that Member, except for the purpose of receiving an apology from the Member. If the Member apologizes, the Chair may permit the Member to retake their seat or rejoin the meeting where such Member is participating electronically.

14.9 If the member called out does not apologize and will not vacate the meeting, the Chair will recess the meeting and request that the Clerk contact security.

14.10 Notwithstanding sections 14.7 and 14.8 of this by-law, where a Member is participating electronically and refuses to apologize or leave the meeting, the Chair will recess the meeting and the Clerk will remove the Member from the Conference
Seating Arrangements

14.11 For the term of office of the Council the seating order for in-person attendees at the Council table shall be in order by Ward. Council may establish alternate seating arrangements if required.

Absences from Council and Committee Meetings

14.12 Members shall inform the Meeting Chair and Clerk of all planned absences and late arrivals.

Rules of Debate

14.13 No debate on any item can occur until an item has been both moved and seconded.

14.14 To address Council, a Member shall request to speak and be recognized by the Mayor.

Speaking

14.15 Prior to speaking to any question or motion, each Member shall engage their microphone through the Chair or unmute in the Conference System, if participating by electronic means.

14.16 When two or more Members indicate their desire to speak at the same time, the Chair shall designate the order of speakers.

14.17 When a Member is speaking, no other Member shall interrupt the Member speaking except to raise a point of order or privilege.

14.18 Any Member may require a motion or question under discussion to be read at any time during the debate, but not so as to interrupt the Member speaking.

14.19 No Member shall speak for longer than ten (10) minutes on a question.

14.20 No Member shall speak more than twice to the same question.

Questions

14.21 A Member may ask a question only for the purpose of obtaining information relating to the matter under discussion and the question shall be stated succinctly and asked only of the Chair, the previous speaker, the City Manager, City Solicitor, Clerk, Deputy City Managers, and their respective designates. All
questions must be directed through the Chair.

**Introduction of Additional Items**

14.22 No Member shall introduce any item to Council for its consideration unless:

a) The item relates to a matter on the Agenda for that meeting; or
b) The matter is of an urgent nature and leave is granted by a two-third majority vote.

**PART 15 MOTIONS**

**Requirement to be in Writing**

15.1 Except as provided in Section 15.8 of this by-law, all motions shall be in writing and moved and seconded.

**Assignment of Motions**

15.2 The Clerk will assign motions to individual members of Council by Ward, depending on the nature of the matter with the Chair of the associated Standing Committee assigned as the Seconder.

15.3 The Clerk will not reassign Motions to other members of Council without the permission of the Members to whom the motion was originally assigned.

15.4 The Clerk will allocate motions as soon as possible after the agenda is printed.

**Alternative Motions**

15.5 Where a member wishes to introduce an alternative recommendation from what is contained in a staff report, they shall notify the Chair and the Clerk of their intent no later than twenty-four (24) hours prior to the meeting and upon notification of such intent, the Clerk will work with the report author and other necessary staff to develop the wording.

15.7 Once drafted, the new wording will be forwarded for review to the Member so wishing to introduce it and upon the Member’s confirmation of the wording, the alternative motion will be circulated by the Clerk to Members of Council.

**During the Meeting**

15.8 In Council or Committee, the following motions may be introduced verbally, without notice and without leave, except as otherwise provided by this by-law:

(a) a point of order or privilege;
15.9 The Chair may require that any amendment be in writing and signed by the mover and the seconder.

15.10 A motion shall be moved and seconded before the Chair puts the question to vote and the motion shall be recorded in the minutes of the meeting.

Withdrawal

15.11 After a motion is moved and seconded it shall be deemed to be in the possession of Council or Committee and may not be withdrawn without the consent of the mover and seconder.

15.12 A motion that has been withdrawn after being placed on the floor may be renewed with the mover and seconder, with the same intent, only if no decision was made in the first place.

Motion Under Consideration Takes Precedence

15.13 When a motion is under consideration, no new main motion will be accepted. Non-main motions are acceptable including procedural motions, and motion to refer, defer, and amend.

15.14 After a motion has been put to vote by the Chair, no member may speak to the motion nor will any other motion be made until after the vote it taken and the result has been declared.

Non-Jurisdiction Motions

15.15 A motion regarding a matter that is beyond the jurisdiction of Council will not be in order and shall not be considered by Council except a matter that, in the opinion of the majority of Council, has to do with the welfare of the citizens generally. The question of the opinion is to be decided without debate and requires a two-third majority vote passed by Council.

Schedule of Common Motions

15.16 Schedule B of this by-law describes the form and standard descriptive
characteristics of motions commonly used in Committee and Council.

Points of Order and Privilege

15.17 Schedule C of this by-law provides guidance on Points of Order and Privilege, how they are to be raised and when it is appropriate to bring either forward.

PART 16 VOTING

Order of Voting

16.1 Voting will be conducted in the following order:

   a) amendment to any amending motion;
   b) upon determination of a) above, any subsequent amendment to the amending motion;
   c) the amending motion;
   d) the main motion, as amended or as originally presented.

Separate Votes

16.2 Upon the request of any Member, and when the Chair is satisfied that a matter under consideration contains distinct proposals, the vote upon each proposal shall be taken separately and no vote will be required to be taken on the matter as a whole.

Members Must Vote

16.3 Every Member present at a meeting will vote on every motion, unless they have declared a pecuniary interest. Failure to vote for any reason will be deemed to be a negative vote.

Mover May Vote in Opposition

16.4 A Member may move a motion in order to initiate discussion and debate and that Member may vote in opposition to the motion. A seconder of a motion may vote against the motion.

Actions During Vote

16.5 When the Chair calls for the vote on a question:

   a) Members must occupy their seat and remain in place until the result of the vote has been declared by the Chair, and
   b) during this time no Member shall walk across the room or make any other motion or speak to the question or any other Member or make any noise or
disturbance.

Method of Voting

16.6 A Member shall vote by raising a hand or otherwise indicating the Member’s vote, except where a recorded vote is requested. The Chair shall announce the result of all votes taken and shall vote last.

Recorded Vote

16.7 All votes at Council meetings shall be recorded votes with the Clerk to note name and vote of every Member on any question.

16.8 The Clerk shall use the electronic voting device or may call Members and the Members shall indicate or announce their vote in order of their Ward.

16.9 The Clerk shall announce the result of the recorded vote.

16.10 Notwithstanding Sections 16.7, 16.8 and 16.9, no recorded votes will be taken at Committee meetings

Carried Votes

16.11 Except as provided elsewhere in this by-law, a motion will be considered carried when a majority of the Members present and voting have voted in favour of the motion.

Tied Votes

16.12 When there is a tie vote the motion is deemed lost.

Reconsideration

16.13 A motion to reconsider may be brought forward if a member wants to revisit and potentially change a decision made at the same meeting where a decision was made.

16.14 A motion to reconsider may only be made if it is possible to reverse or to modify the motion that was adopted.

16.15 After any question has been decided, any Member who voted with the prevailing side may make a motion to reconsider the question with such motion to be seconded by a member who voted with the prevailing side. For clarity, the mover and seconder voted yes if the motion was passed or voted no if the motion was lost.

16.16 For the purposes of determining Section 16.15, the Chair may seek confirmation
from Members on whether they voted with the prevailing side and/or consult with the Clerk on the results of the vote.

16.17 No discussion of the main question shall be allowed until the motion for reconsideration is carried.

16.18 Where a motion to reconsider is approved, reconsideration will become the next order of business unless the motion to reconsider included direction to postpone reconsideration to a definitive date.

16.19 Once the question is reopened, it is reopened in its entirety unless the reopening motion specifies otherwise.

16.20 A motion to reconsider a previous decision of Council made earlier in a meeting:

a) may be presented at any time prior to the meeting’s adjournment by any member who voted in the majority when the decision was made;
b) may not be applied to a decision to table a motion; and
c) requires an affirmative vote of the majority of the members present.

Process for Bringing Forward a Motion to Reconsider

16.21 A member wishing to bring forward a motion to reconsider and who voted on the prevailing side should wait to be recognized by the chair who will then ask for a seconder who voted on the prevailing side.

16.22 The Chair will advise that the motion to reconsider is pending and open the floor to debate.

16.23 Once debate is over, the matter to reconsider the decision that was made shall be put to a vote.

16.24 If the motion to reconsider is adopted by a majority vote, the original recognized motion is brought back to Council to be voted on again.

16.25 Where the motion to reconsider is lost, then business proceeds to the next item on the agenda.

Rescinding Something Previously Adopted

16.26 A motion to rescind may be used when a member wishes to change something that was adopted at a previous meeting.

16.27 Notwithstanding Section 16.26, if the original motion has been acted upon and that action cannot be rescinded, then a motion to rescind is out of order such as with
purchasing or contract related matters; however, any unexecuted part could be rescinded or amended.

16.28 Any proposed amendment to the original motion must be within the scope of the notice to rescind something previously adopted.

16.29 A motion to rescind can be made by any member, regardless of how that member voted originally and there is no time limit on making a motion to rescind.

16.30 In order to rescind something previously adopted by a majority vote, Council must have received notice of the intent to present such a motion either at a previous meeting or with the call of the meeting.

16.31 Where notice of intent to present a notice to rescind has not occurred, the vote required to rescind is a two-thirds majority of those present and voting.

16.32 No question, after it has been decided, shall be rescinded within two years following the decision of the Council unless Council decides to do so by a two-third majority vote. Any motion to rescind after this period requires a majority vote.

16.33 A Member who was not a Member during the vote contemplated in Section 16.31 may make or second a motion to rescind.

16.34 No discussion of the main question or hearing of Delegations shall be allowed until the motion to rescind is carried.

16.35 If the question is reopened, all previous decisions of the Council remain in force unless the Council decides otherwise.

16.36 No matter before Council that has been the subject of a motion to rescind can be rescinded by Council within one year of the original motion to rescind.

**Process for Bringing Forward a Motion to Rescind**

16.37 The motion to rescind can be introduced at a time when no other business is pending.

16.38 After being recognized by the chair, a member may make the motion to rescind.

16.39 The motion should include a description or reference to the decision in question (worded as closely as possible to any notice that has already been provided).

16.40 Another member then must second the motion.

16.41 The Chair will then restate the motion to rescind and permit debate.

16.42 During debate, any member may propose amendments (changes that are greater
than the scope of notice are not in order).

16.43 After full debate, the vote is taken on rescinding the motion.

PART 17 SHORT TITLE

17.1 This by-law may be referred to as the City of Cambridge Procedure By-law.

PART 18 REPEAL

18.1 By-laws 18-15, 165-16, 20-030, 20-073 and 133-18 are hereby repealed.

PART 19 SEVERABILITY

19.1 If a portion of this by-law is found by a court of competent jurisdiction to be invalid, the invalid portion will be voided and the rest of the by-law remains valid and effective.

PART 20 EFFECTIVE DATE

20.1 This by-law shall come into force and take full effect on the date of passing and remain in effect for a one-year period ending December 31, 2023.

Enacted and passed this 29 day of November, 2022.

_________________________________
MAYOR

_________________________________
CLERK
Appendix B

HYBRID MEETING PROCEDURE

1. PURPOSE AND APPLICATION

This procedure is intended to establish rules and practices governing the process for participating and conducting Council and its Committee Meetings in an electronic format.

The procedure applies to all Council and Committee meetings, both open and closed sessions, where an element of electronic participation is present which creates a hybrid meeting format whereby some members, staff and the public attend in-person while others participate electronically (virtually).

This guide may change due to practical application and the use of different technologies.

2. AUTHORITY

On July 21, 2020, through Bill 197, the Ontario Government made amendments to the Municipal Act to permanently allow quorum for electronic meetings outside of an emergency.

Through By-laws 20-030 and 20-073, amendments to the City’s previous Procedure By-law 18-15 were subsequently made to permit Cambridge City Council to hold electronic meetings and a pilot procedure was put in place until Hybrid meetings were implemented at the City of Cambridge.

The procedure outlined in this document has been prepared as part of the Procedural By-law Review conducted in 2021.

The City Clerk and Deputy City Clerk administer and oversee this procedure in accordance Municipal Act, 2001 and the City of Cambridge Procedure By-law.

3. DEFINITIONS

“City” means The Corporation of the City of Cambridge.

“Chair” means the Mayor or Acting Mayor of City Council or the Chair or Acting Chair of a committee meeting.

“Council” means the City’s elected representatives, comprised of the Mayor and Councillors.
“In Person Delegate” means a person or persons attending to address Council or its committees in person. This may also include those providing presentations in accordance with the Procedure By-law or those attending for Statutory Public Meetings.

“Electronic Meeting” means a meeting called and held in full or in part via electronic means including, but not limited to, video teleconference, audio teleconference or telephone, and with or without in person attendance.

“Virtual Participation/Participants” means meeting attendance not in-person or electronically.

“Host Computer” means the Staff person and computer that has the scheduled start, stop of the meeting, and can share presentations or other materials as need.

“Hybrid Meeting” means a type of meeting operation that includes both in-person and virtual (off-site) attendees.

“Meeting Management Software” means the chosen technology to support meeting facilitation. This may include agenda, minutes and voting processes.

“Member” refers to a member of a Council, of a local board or of a committee of either of them.

“Procedure By-law” means the City’s by-law governing the calling, place and proceedings of meetings of Council and its committees.

“Virtual Delegate” means a person or persons appearing by virtual participation to address Council or its committees. This may also include those providing presentations in accordance with the Procedure By-law or those appearing before Statutory Public Meetings.

4. HYBRID MEETING PROCEDURE

4.1 Technology

The method and technology used for a Hybrid Meeting in Open Session or Closed Session shall be determined by the City Clerk/designate, based on advice and resources available from the City’s Technology Services staff and taking into consideration the circumstances and context for the given meeting.

The meeting agenda will inform the public on how to connect to the meeting and will set out public participation parameters.
It is the responsibility of those participating virtually to ensure there is nothing preventing their participation within the meeting and that they have the internet connectivity required to join the Conference System effectively. Clerks and Technology Services staff will be available a minimum of 30 minutes before the start of the meeting to test technology and assist Council Members and staff, where possible, with any connection issues that arise.

If a member who is participating virtually runs into connectivity issues and is unable to have their camera on they may be brought into the meeting over the phone but will not be able to vote until such time as connectivity is restored and they are able to turn their camera on again. If they cannot be brought in over the phone, the Chair may recess the meeting to allow for attempts to reconnect. After 15 minutes of not connecting, the meeting shall resume and no further efforts shall be taken to reconnect the Member. In such cases, the Member may request the item being discussed be deferred.

Members can anticipate that there may be a greater frequency of technical difficulties during the transition to Hybrid Meetings. At any time during the meeting, should technical difficulties or other unforeseen matters require a recess, the Chair or City Clerk/designate will issue instructions on how the meeting will resume. The meeting may not proceed unless both the in-person and virtual Members are able to join and the public live stream is active.

**4.2 Attendance and Notice to the Clerk**

Where virtual participation is chosen, notice is required to the Clerk no less than 48 hours (2 days) before the meeting in order to facilitate participation, with the exception for in-person and virtual delegations or persons attending a Statutory Public Meeting that register in accordance with the provisions of the Procedure By-law or attend as a representative. No notice being received, the in-person participation shall be the default.

Members who decide to participate virtually in a meeting are encouraged to notify the Clerk if their circumstances change and they decided to instead participate in-person.

The Chair of the Hybrid Meeting shall, unless for Emergency or extenuating circumstances, attend at a designated meeting space supported by the Clerk.

Attendance on the Conference System shall be reserved to Members of Council or Committee, as the case may be, Staff and registered virtual delegations or participants of a Statutory Public Meeting. Those wishing to view the meeting shall do so either be being present in-person (providing capacity limits permit social distancing) or viewing the live broadcast of the meeting on the City’s YouTube Channel. Where a meeting is not broadcasted but is open to the public, the those wishing to attend the meeting may do so in-person.
The Clerk may remove any unauthorized person(s) joining the Conferencing System.

Any declarations of pecuniary interest and amending motions should be submitted in advance of the meeting to the City Clerk/designate by email.

4.3 In-person Seating in Council Chambers

In keeping with current COVID-19 guidance, it is at the member's discretion as to whether they wear a medical grade mask during in-person attendance at meetings. Masks will be available in Member’s drawers in the Chambers and from Clerks staff on site.

Members may be seated to maximize physical distancing, where feasible. Plexiglass dividers have been placed between each seat around the Council table and where staff sit. Depending on the number of Members and staff in attendance, Clerks staff may adjust seating in such a way as to maximize space between participants.

Individuals not physically separated should aim to maintain physical distancing, this includes the gallery area where staff and the public may be seated.

4.4 Logging onto the Conference System

All members of Council and senior staff participating in the meeting via either in-person or virtually are encouraged to log into the system on their City issued devices at least 30 minutes prior to the start of the meeting using the link provided by the Clerk’s office in advance of the meeting.

Virtual attendees are required to blur their background upon entering the meeting to protect the privacy of those around them and to minimize distractions during the meeting.

4.5 Quorum, Scheduling & Participation

A Member of a Council, of a local board or of a citizen committee who is participating virtually in a meeting may be counted in determining whether or not a quorum of Members is present at any point in time in accordance with Section 238 (3.3) of the Municipal Act, 2001, as amended.

There shall be no restriction on how often each Member of Council shall be allowed to participate virtually in a year nor a limit on the number of consecutive meetings that a Member of Council can participate in virtually.

Members attending virtually should announce their departure verbally prior to leaving the meeting.

All Members should advise the Clerk if they expect to be absent or late to a meeting.
4.6 Member Conduct

In-person participants are not required to turn their cameras on in the Conference System during Open Meetings as the camera system in Council Chambers will display the images of all in-person attendees and will zoom in on Member’s when they speak into the microphone system in Chambers.

Members participating virtually must have their camera on at all times during the meeting in order to count towards quorum and may only have their camera off if extenuating medical reasons prevent them from having their camera on and arrangements have been made with the Clerk prior to the meeting.

Where virtual participation is chosen, Members must ensure there is no background noise at their location that may interfere with the meeting, and shall mute their device when not participating.

Members will take direction from Mayor/Chair in order to facilitate an effective, efficient and orderly meeting.

In-person participants will use the microphones in Council Chambers to speak and NOT unmute in the Conference System. The Conference System will be integrated with the Council Chambers sound system. To avoid feedback, Members in the room should not unmute themselves in the Conference System.

The Chair shall announce each agenda item on the floor of the meeting and shall maintain an orderly meeting process keeping members informed.

4.7 Staff Conduct

In-person attendance will be expected of CLT, Clerks staff and report authors who are presenting unless a medical exemption exists that prevents the individual from attending in-person.

Authors with reports on the Consent Agenda and SMT who have no reports on the agenda will only be permitted to attend virtually.

Whether participating electronically or in-person, all staff required to have their name and title OR name and City of Cambridge if appearing on camera.

Staff attending virtually must ensure there is no background noise at their location that may interfere with the meeting, and for muting their device when not participating.

It is the expectation that staff dress appropriately for meetings, whether attending in-person or virtually. Business attire is considered appropriate for the purposes of Council and Committee meetings.
Staff that intend to join the meeting virtually must let their Executive Assistant know which items they need to attend the meeting for and this information will be communicated to Clerks in advance of the meeting. Staff should then reach out to the Clerks Office directly to obtain the link to the Conference System by contacting Clerks@cambridge.ca. Staff who receive the link to the Conference System shall not share the link other staff, consultants, applicants or the public generally.

4.8 Commencing the Meeting

The Chair shall call the meeting to order at the prescribed start time as indicated on the agenda.

The City Clerk/designate will conduct a roll call by taking attendance of the members present and confirm a quorum of members is present.

The Chair will introduce those in attendance, as customarily done at in-person meetings including reading the Land Acknowledgement.

The Chair shall call for Declarations of Pecuniary interest to be announced from members present, noting that any Declarations must also be submitted to the City Clerk/designate in advance of the meeting.

4.9 Voting and Speaking Rights of Members

Motions (The Mover’s List) and other documents will continue to be delivered to Members. Motions and presentations will be screenshared in the Conference System and visible to Members attending both in-person and virtually.

The Mayor/Chair shall announce each agenda item and will advise of any presentations from staff or external guests prior to the mover placing the motion on the floor.

Where indicated on the Agenda, staff will provide a presentation to Council, and may pause for questions of clarification from Council prior to the matter being placed on the floor as a motion.

The Mayor/Chair shall announce each agenda item and indicate the mover of each motion.

The mover of the motion will then read the motion into the record as well as announce the seconder of the motion.

The Mayor/Chair shall invite Members to request to ask questions of clarification. Both in-person and virtual participants will use the “raise hand” feature in the Conference System to get on the speaker’s list as this feature is equally available to all meeting participants.
The Mayor/Chair shall invite Members to comment on the motion. Members shall make a request by using the raise hand feature in the Conference System.

Once the speakers have concluded, the discussion on an agenda item is deemed complete and the Mayor/Chair shall call the vote.

Recorded Votes will be administered by the City Clerk/designate through the AV System in Council Chambers, where possible, and the results will be displayed by the Host Computer once voting has concluded. The City Clerk/designate will announce the results of votes and subsequently record the result of the vote in the minutes.

Where either the AV System is not engaged or the vote is called by a show of hands from the Chair, the following guidelines apply when a Hybrid Meeting is being conducted:

- In-person Members to be recognized first for speaking, followed by virtual participants;

- The votes of those attending in-person shall be confirmed first followed by Electronic Participants;

- If a Member participating virtually is called for their vote response and no response to indicate their vote is received, the City Clerk/designate will mark them absent for the vote.

Members are requested to submit amendments to motions in writing to the City Clerk/designate in advance of the meeting.

Members are requested to submit Notices of Motion in writing to the City Clerk/designate in advance of a meeting and the Clerk/designate will work with the Member on distribution of the motion.

4.10 Closed Session

In the event of a closed session, the City Clerk will secure the electronic meeting Conference System.

Prior to the commencement of a closed session, the City Clerk/designate shall:

- ensure the Chair calls for a motion to Consider Matters in Closed Session;
- stop the live streaming of the online video conference;
- stop the recording of the online video conference;
- clear out attendees in Council Chambers and secure the doors;
• indicate to the Chair once the meeting is secure;

• Instruct all virtual attendees to have their camera on during Closed session and to turn off any blurred backgrounds.

Once the closed session has ended, the City Clerk shall enable the public live stream again.

In accordance with the provisions of the Procedure By-law, Members shall not in any way disclose to any person or other body, by any means, any reports or items or of discussions, regarding any matters that are confidential and are part of a confidential agenda, without approval of such release by Council.

Any printed closed session materials received by Members shall be returned to the Clerk for destruction at the conclusion of the meeting.

4.11 Delegations and Registration Process

All delegates shall register with the City Clerk’s Office by e-mail, the online Delegation Request Form or by telephone. A phone number, a secondary number, name and information regarding the matter you are speaking to is required to ensure registration for all delegations.

Delegations will have the option participate at the Meeting either in-person or virtually, such participation shall constitute an appearance before Council or Committee in accordance with the Procedure By-law.

Due to physical distancing requirements, a limited number of seats will be reserved in Council Chambers for in-person delegations. Once all in-person registration spaces have been filled, Electronic Participation will become the default method of appearance.

Written delegation submissions shall be submitted to the City Clerk’s office at clerks@cambridge.ca prior to the start of the Meeting, and shall be provided to members in advance of the meeting by email.

For Special Council meetings the Clerk will review and authorize all delegation requests to ensure they are related to agenda items for the meeting.

There are four methods to speak at Council and Committee Meetings, delegates may:

• Submit written correspondence through email ahead of the meeting for distribution, and not attend in-person or virtually to speak at the meeting;

• Submit written correspondence, via the City of Cambridge mail drop-box located at the exterior entrance to City Hall;

• Register to speak either in-person or virtually at the meeting;
• Call in to speak to a specific Statutory Public Meeting item and attend virtually at a meeting

All delegates who attempt to call in via telephone to speak to a specific Statutory Public Meeting but do not reach a live person when calling will receive a call back as soon as is possible with verbal instructions regarding Electronic Participation.

During the delegation portion of the meeting, the Chair will invite those registered to address Council and the Clerk/designate shall facilitate the speaking opportunity along with any materials that were submitted in accordance with the Procedure By-law.

Should a delegate that is appearing virtually experience technical disruption, three attempts will be made to facilitate an alternative Electronic Participation. Where the attempts are unsuccessful, the meeting shall continue in the absence of the delegate and the Clerk’s Office will follow up with the delegate to invite them to send in written correspondence that can be included for Council’s review as part of the meeting minutes.

4.12 Contacting Delegations

The City Clerk’s Office will act as the conference host for delegations and will facilitate the Conference System invitation for virtual delegations where needed.

Once the City Clerk’s office receives the Delegation Request Form from a delegation, the City Clerk’s office will provide further instructions about what to expect during the meeting regardless of whether the delegation is appearing in-person or virtually.

Delegates will be called upon for the item they are speaking to in the order they appear on the agenda, or the order of when they registered or called in for a Statutory Public Meeting.

If the virtual or call-in (in the case of Statutory Public Meetings) delegation cannot be reached by the City Clerk’s Office when it is their turn to speak, a second attempt will be made to reach the delegation. A third and final attempt will be made once all other delegations have been heard.

Delegates shall be advised once their time to speak has expired.

Once the delegate has been thanked by the Chair, further questions may be asked by Members of Council, following questions the connection with the virtual or call-in delegate will be ended and the delegate may continue watching the live stream on YouTube.
4.13 Public Participation for Confirmed Registered Delegations

Requests to delegate to a Hybrid Meeting under this procedure shall be made by way of electronic submission, submitted to the Clerks Department at clerks@cambridge.ca by noon the day before the meeting. If the meeting is on a Monday, requests to delegate shall be submitted by noon on the day of the meeting. Presentations or written submissions shall be provided to Members in advance of the meeting. Written submissions received after the meeting will be included in the minutes of the meeting.

All delegates who register on-line shall receive an e-mail from the City Clerk’s Office with instructions for participation depending on whether they will be appearing in-person or virtually.

All delegates who register via telephone shall receive verbal instructions from the City Clerk’s Office regarding their attendance.

All requests to delegate must contain a copy of the delegate’s intended remarks which will be circulated to all Members in advance.

If delegations wish to use written materials or a presentation, these materials shall be provided to the Clerk’s office by noon the day of the meeting and should be provided in PowerPoint, Word or PDF format. Materials may not be accepted beyond this deadline.

All rules in the Procedure By-law with respect to delegations shall apply to in-person and virtual participation.

On the day of the meeting, all registered virtual delegates should log into the Live Stream of the meeting in advance of the meeting start time, and be prepared to mute their Live Stream audio when staff make contact via telephone to have them enter the meeting and complete their remarks. Following the delegation’s remarks and any questions form Council, delegates may resume watching the Live Stream on YouTube.

The Chair will notify delegates that a bell will chime when the delegate has one-minute left to complete their delegation. It is the decision of the Chair/Clerk to grant additional time to group requests for delegations and delegates may be limited to a (5) minute time limit in accordance with the City’s Procedural By-law.

4.14 Public Participation for Statutory Public Meetings

Delegates wishing to speak at a public meeting held under the provisions of provincial legislation, such as the Planning Act, R.S.O. 1990, c. P.13, as amended, shall not be required to register in advance.
Under normal circumstances, registration for delegating at a Statutory Public Meeting is not required but acceptable. For those choosing to register in advance of a Statutory Public Meeting, requests should be made by way of electronic submission, submitted to the Clerks Division at clerks@cambridge.ca by noon the day before the Public Meeting. If the Public Meeting is on a Monday, requests to delegate shall be submitted by noon on the Friday before the meeting. Submissions shall be provided to members in advance of the meeting.

All requests to delegate should contain a copy of the delegate’s intended remarks which will be circulated to all Members in advance as a back-up to technology.

If delegates do not register ahead of a Public Meeting, they may participate in one of the following ways:

- Attend the meeting in-person and approach the podium when the Chair opens the floor to delegations.
- By following along with the YouTube Live Stream and contacting the City at 519-740-4680 Extension 4799 once the meeting begins to request to speak to the Public Meeting item that is being considered. Delegates choosing to call in will be called into the Zoom meeting over the phone and by audio only at the appropriate time.
- Where participating through the Zoom link, indicate their desire to speak at the appropriate time and wait to be recognized by the Chair before beginning remarks. Due to privacy considerations, individuals participating through the Zoom link will not be required to have their camera turn on during their remarks but may do so if they wish.

If delegations wish to use written materials or a presentation, they should register to be a delegation and these materials should be provided to the Clerk’s office by 9:00 a.m. the day of the meeting. Materials may not be accepted beyond this deadline.

Following the delegation and any questions form Council, virtual delegates may resume watching the Live Stream on YouTube or remain on the Zoom link.

Delegates are to conduct themselves in accordance with the City of Cambridge Code of Conduct during Public Meetings. The Mayor/Chair may cause to be expelled and excluded any member of the public who creates any disturbance or acts improperly during any meeting of Council.
4.15 Procedural Matters

When the question is called on a motion by the City Clerk/designate, a Member or Members participating both in-person and electronically shall state verbally whether they are for or against, rather than by a show of hands;

Any Member may call a point of order or move an amendment verbally. The Chair shall ensure that Members participating electronically are given the same opportunity to speak to each question as those participating in person;

Both in-person and virtual Members participating in a meeting may declare a pecuniary interest by emailing the declaration form to the City Clerk/designate in advance of the meeting and shall verbally state their conflict when the Chair calls for declarations.

If a member has indicated that they have a pecuniary interest they will be required to not be present during that portion of the meeting when that matter is being dealt with, they are required to leave their seat if participating in-person or turn their video off if participating electronically until the next item of business.

Hybrid Meetings may include a Closed Session, which shall be conducted in the absence of the public and in accordance with Section 239 of the Municipal Act, 2001.
# Appendix C

## Commonly Used Motions in Council and Committee Meetings

The motions below are listed in order of precedence. Any motion can be introduced if it is higher on the chart than the pending motion.

<table>
<thead>
<tr>
<th>Motion Type</th>
<th>Purpose</th>
<th>May Interrupt?</th>
<th>Seconder Required</th>
<th>Debatable</th>
<th>Amendable</th>
<th>Vote Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjourn</td>
<td>Brings a meeting to an end, to a specific time or to reconvene after a specified event</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Recess</td>
<td>Provides for a short break in the proceedings, even while another motion is pending</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Only with respect to the length of recess</td>
<td>Majority</td>
</tr>
<tr>
<td>Point of Privilege</td>
<td>To request immediate action on a matter affecting the rights and privileges of Council or Committee as a body or Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Close Debate (Previous Question)</td>
<td>Puts the pending motion to an immediate vote, ending any further discussion</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3 Majority</td>
</tr>
<tr>
<td>Postpone to a Certain Time (Deferral)</td>
<td>Used to delay action on a pending question until a later time</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes, with respect to time and/or date</td>
<td>Majority</td>
</tr>
<tr>
<td>Refer</td>
<td>A motion is referred to a committee when it needs to be discussed more informally or at greater length than is possible in a Council meeting</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Amend</td>
<td>Used to change the wording of the motion under consideration</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Table</td>
<td>Postpones a motion without setting a definite date on when the matter will be considered again</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>---------</td>
</tr>
<tr>
<td>Main Motion</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
</tbody>
</table>

**Incidental Motions**

No order of precedence. Are decided as they arise.

<table>
<thead>
<tr>
<th>Motion Type</th>
<th>Purpose</th>
<th>May Interrupt?</th>
<th>Seconder Required</th>
<th>Debatable</th>
<th>Amendable</th>
<th>Vote Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Point of Order</td>
<td>Used to point out an error in procedure or a breach of the rules</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Suspend rules</td>
<td>Enables Council or Committee to do something it cannot do without violating the rules of its procedure by-law</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3 Majority</td>
</tr>
</tbody>
</table>

**Motions that Bring a Question Again Before Council and Committee**

No order of precedence. Are introduced only when nothing else is pending.

<table>
<thead>
<tr>
<th>Motion Type</th>
<th>Purpose</th>
<th>May Interrupt?</th>
<th>Seconder Required</th>
<th>Debatable</th>
<th>Amendable</th>
<th>Vote Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rescind</td>
<td>Enables Council or Committee to change a decision that was adopted at a previous meeting</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>2/3 Majority or Majority if Notice</td>
</tr>
<tr>
<td>Reconsideration</td>
<td>Brings a decision made at the same meeting again before Council</td>
<td>No</td>
<td>Yes</td>
<td>Yes, as to reasons for or against</td>
<td>No</td>
<td>2/3 Majority</td>
</tr>
</tbody>
</table>
Appendix D - Points of Order and Points of Privilege Guidance Document

1. At a Glance – Which is Which?

**Point of Order** – to point out an error in procedure or a breach of the rules and ask that the rules be followed.

A point of order is used to bring attention to an error in procedure. Examples include:

- “The motion is out of order.”
- “This item is not within the jurisdiction of this committee/Council.”
- “We did not have the opportunity to ask questions of the delegation/staff.”
- “The order of voting on these motions is not correct.”

**Point of Privilege** – to request immediate action on a matter affecting the rights and privileges of (a) Council or committee as a whole, or (b) a committee or Council member.

A point of privilege is used to request immediate action on a matter affecting the rights and privileges of Council or a committee as a whole, or one or more Council or committee members.

Examples of points of privilege concerning the rights and privileges of Council committee include:

- Heating, ventilation, sound, lighting, comfort and security;
- The dignity and integrity of the Council or committee and its proceedings, or obstructions to carrying out its functions.

Examples of rights and privileges of Members - “Personal Privilege” include:

- Requests for personal assistance;
- Objections to personal remarks or wrongful accusations made by another person at the meeting; or
- Relief from any obstruction or interference with a Member performing their duties.

2. How to Raise a Point of Order or Point of Privilege

**Step 1: Obtaining the Floor**

- Address the Chair and say that you have a point of order or point of privilege.
- A point order or a point of privilege may interrupt a speaker who has the floor if the Chair determines the matter is of an urgent nature.
- If the Chair determines that the matter is not urgent, they may allow the current speaker to continue and return to you at the end of that speech.
Step 2: State your Point

- Be brief and succinct in stating your point of order or privilege

Point of Order Examples:

- “I believe this matter was decided recently and requires Council to rescind its previous decision before it can be dealt with again.”

Point of Privilege Examples:

- “It is very warm in the room. Can we get someone to do something about it?”
- “I can’t hear the debate because of the activity in the gallery. Can you please ask people to leave the Chambers.”
- “I have been wrongly accused of doing something I did not. I request that the Member withdraw that accusation and apologize.”

Step 3: Wait for the Ruling of the Chair

Once you have made your point of order or point of privilege Council procedures require that the Chair make a ruling.

3. Procedural Rules

No Debate

- There is no debate or amendment of a point of order or point of privilege.
- A Member making a point of order or point of privilege is not entitled to make a speech in support of the point raised.
- Other Members are not entitled to speak or question or make amendments to the point of order or point of privilege.

One Point at a Time, Please!

- Do not raise another point of order or point of privilege while one is already being considered by the Chair.

Chair’s Ruling

- The Chair rules on a point of order or point of privilege immediately and gives reasons for the ruling.
- The ruling is not debatable or amendable.
- Alternatively, the Chair made decide to put the matter to the assembly by way of a yes-or-no vote.
- The Chair may recess the meeting briefly to consult with the Clerk or other City officials before making the ruling.
- If it will not hold up debate or interfere with the proceedings, the Chair may reserve the right to rule later in the meeting if additional consultation or research is required.
Appealing the Chair’s Ruling

- Immediately following the Chair’s ruling, the member who made the point of order or point of privilege may make a motion to appeal that ruling, despite another member having the floor.
- Members cannot debate or amend a motion to appeal.
- When a member makes a motion to appeal, the Chair shall ask the members, “is the ruling of the Chair upheld?” and immediately put the motion to appeal to a vote.
- A Chair’s ruling that is not appealed, or is supported on appeal by majority vote is final.
- When the Chair’s ruling is not supported on appeal, Council’s decision or the committee’s decision is final.

4. Advice for Chairs

When a member raises a point of order or point of privilege:

1. Ask yourself whether the interruption meets the definition of a point of order or point of privilege?
   - If the interruption does not meet the definition of a point of order or point of privilege, you should not allow the interruption.
   - If it does meet the definition of one or the other, you must deal with the point.

2. Ask yourself whether the point of order or point of privilege requires immediate disposal?
   - If the point interrupts another Member who has the floor and, if the point does not need to be heard and ruled upon before the current speaker is finished, you can wait until the current speaker is finished before considering the point.
   - If the point is urgent, you should consider the matter immediately and return to the current speaker afterwards.

3. Make your ruling promptly You should consider and make a ruling on a point of order or privilege immediately.
   - You should rule before any other business is conducted, including additional points of order or points of privilege.
   - As an alternative, you can also decide to put a point of order to the committee or Council for a yes or no vote. Consider doing this if the rules are not clear and you wish to seek the direction of the body.
   - You may call a short recess to consult with the Clerk, other City officials, the procedure by-law or Robert’s Rules of Order.
   - You may also reserve your ruling until later in the meeting, but only if the delay does not hold up debate or otherwise interfere with the proceedings.
4. **Give reasons for your ruling**

- You are required to give reasons for your ruling.
- If your reasons are clear, this should eliminate the need for any questions of clarification which should ordinarily not be entertained.

5. **If your ruling is appealed, deal with it promptly and without debate**

- Ask the members, “Is the ruling of the Chair upheld?”; and
- Immediately put the motion to appeal to a vote.
- Do not allow speaking, rebuttal or questioning on your ruling

5. **Do’s and Don’ts**

**Do:**

- Use a point of order to draw to the Chair’s and the meeting’s attention an error in procedure or a breach of the rules
- Use a point of privilege to request immediate action on something affecting the rights and privileges of the meeting or a Member
- Wait for the Chair to rule
- Appeal the ruling of the Chair if you do not agree with it

**Don’t:**

- Raise another point of order before the chair has ruled on the first.
- Make a speech in support of your point of order or point of privilege.
- Ask or answer questions about your point
- Argue with the Chair over their ruling (simply appeal the ruling if you wish)
- Raise the same point of privilege after the Chair has ruled unappealed, or the Chair is appealed and Council decides
To: SPECIAL COUNCIL

Meeting Date: 11/29/2022

Subject: Cambridge Fire Station No. 1 – Burn Tower Repairs

Submitted By: Sheryl Ayres, Chief Financial Officer

Prepared By: Dave Mawdsley, Manager of Procurement

Report No.: 22-063-CRS

File No.: Q21-61

Wards Affected: Ward 8

RECOMMENDATION(S):

THAT Report 22-063-CRS (Cambridge Fire Station No. 1 – Burn Tower Repairs) be received;

AND THAT Q22-61 Cambridge Fire Station No. 1 – Burn Tower Repairs be awarded to United Building Restoration Ltd. of Pickering, Ontario in the amount of $125,311.35 inclusive of HST;

AND FURTHER THAT the budget for Capital Project A/01239-40 – Training Tower Fire Department be increased by $59,847 from the Facility Maintenance Reserve Fund.

EXECUTIVE SUMMARY:

The City undertook a competitive process for the Cambridge Fire Station No.1 – Burn Tower Repairs located at 1625 Bishop Street North in Cambridge, Ontario in May of 2022. No bids were received in response to this solicitation.

In accordance with the Procurement By-Law, the City may negotiate directly with the vendor community where no bids are received through a formal bid call (Article 12.1.5).

City staff, in conjunction with RJC Engineers, have reviewed the quotation which appears reasonable based upon the postponement of the work until 2023 and current market conditions.

STRATEGIC ALIGNMENT:

☐ Strategic Action; or
☒ Core Service
Objective(s): Not Applicable

Strategic Action: Prepare for emergency prevention and recovery

Program: Fire Services

Core Service: Fire Supression

BACKGROUND:
Capital project A/01239-40 – Training Tower Fire Department was approved in the 2022 Capital Budget in the amount of $73,000. The scope of work for this project includes renovation of the Fire Department training tower based on service deterioration and life expectancy of the training tower components and materials.

The City undertook a competitive process for the Cambridge Fire Station No.1 – Burn Tower Repairs located at 1625 Bishop Street North in Cambridge, Ontario in May of 2022.

The building is a 4-storey training facility utilized by the City of Cambridge fire department and was constructed circa 1975. The training facility is comprised primarily of a cast-in-place concrete superstructure with refractory tiles in the interior slab soffits.

ANALYSIS:
No bids were received in response to this solicitation. In accordance with the Procurement By-Law, the City may negotiate directly with the vendor community where no bids are received through a formal bid call (Article 12.1.5). Therefore, City staff, in conjunction with RJC Engineers, have obtained a quotation from United Building Restoration Ltd and negotiated directly with the vendor for completion of the repairs to the burn tower. The quotation for the scope of work to be completed was reviewed and appears reasonable based upon the postponement of the work until 2023 and current market conditions.

EXISTING POLICY / BY-LAW(S):
Under Procurement By-law 19-187, the Manager of Procurement or their designate, who is under the general direction of the Chief Financial Officer, is delegated the authority to approve the award of Tenders and Proposals when all of the following conditions have been satisfied:
a) when there is sufficient funding, as approved by Council through the budget process and verified by the Finance Division by the Departmental Recommendation to Award Report.

b) when all procedures in accordance with this By-law, have been followed; and

c) when the lowest compliant Tender bid or highest scored Proposal is accepted and recommended.

This award requires approval from Council as additional funding is required

FINANCIAL IMPACT:

Current total approved budget for A/01239-40 - Training Tower Fire Department is $73,000 funded from the Facility Maintenance Reserve Fund.

Table 1 – A/01239-40 Training Tower Fire Departments

<table>
<thead>
<tr>
<th>Item of Expense</th>
<th>Reserve Fund</th>
<th>Budget</th>
<th>Q21-61*</th>
<th>Other Commitments</th>
<th>Savings/(Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tower Repairs</td>
<td>Facility Mtce</td>
<td>$73,000</td>
<td>$112,847</td>
<td>$20,000</td>
<td>$ (59,847)</td>
</tr>
<tr>
<td><strong>Total Project Savings/(Deficit)</strong></td>
<td></td>
<td>$73,000</td>
<td>$112,847</td>
<td>$200,000</td>
<td>$ (59,847)</td>
</tr>
</tbody>
</table>

*Amounts are net of applicable HST rebate

The results are considered to be an accurate reflection of the cost to perform the work. It is recommended to draw $59,847 from the Facility Maintenance Reserve Fund for completion of the repairs to the training tower.

PUBLIC VALUE:

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

ADVISORY COMMITTEE INPUT:

N/A

PUBLIC INPUT:

The advertising for the RFQ was as follows:

a) Advertised on the City’s Bids and Tenders website: May 6, 2022
b) Closing Date: May 24, 2022

INTERNAL / EXTERNAL CONSULTATION:
Request for Quotation documents were compiled by Procurement, however the
detailed specifications contained within the documents were prepared and submitted
to Procurement by Sustainable Development and RJC Engineers.

CONCLUSION:
It is recommended that Q22-61 Cambridge Fire Station No. 1 – Burn Tower Repairs be awarded to United Building Restoration Ltd. of Pickering, Ontario in the amount of $125,311.35, inclusive of HST.

REPORT IMPACTS:
Agreement: No
By-law: No
Budget Amendment: Yes
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:
N/A
RECOMMENDATION(S):

THAT Report 22-070-CRS 2023 Schedule of Meetings of Council be received;

AND THAT Council approve the December, 2022 meeting time for the Planning-Statutory Public Meeting at 10:00 a.m. and the Council meeting at 5:00 p.m. due to statutory notification requirements;

AND THAT Council set the time for all 2023 Committee and Council meetings as outlined in report 22-070-CRS;

AND FURTHER THAT Council approve the 2023 Acting Mayor Schedule as attached as Appendix B to report 22-070-CRS.

EXECUTIVE SUMMARY:

PURPOSE

- The purpose of this report is to provide the new term of Council with a proposed 2023 Schedule of Meetings and highlight the plans for the return to in-person meetings as the City transitions to hybrid meetings.

- The City of Cambridge Council Chambers has undergone an extensive upgrade to technology to facilitate hybrid meetings. The technology update includes larger monitors for Council, microphone systems and software to assist in delivery of in person and virtual participation at meetings.
The proposed 2023 Schedule of Meetings of Council will ensure the public is informed in advance of upcoming meetings for the year and allow staff to plan efficiently for Council meetings.

Appendix B provides a schedule for a rotational Acting Mayor Schedule allowing each member of Council to sit in the Acting Mayor role for a three-month period.

Key Findings

- Prior to each new year Council is required to set a Schedule of Meetings and each term adopts an Acting Mayor Schedule;
- Efficiencies have been found over the last few years as a result of the virtual meeting environment including a change to the structure of Council’s Standing Committees as proposed.
- Public participation has increased with virtual meetings and the hybrid meeting practice will bring further opportunities for accessible engagement with the public.

Financial Impacts

Financial implications are not anticipated as a result of establishing a 2023 Schedule of Meetings of Council. Staff will advertise all meetings on the City’s website in advance of the meeting. The approved schedule of meetings will also be posted to the City’s website.

In 2021, Council approved report 21-224 (CRS) Council Chamber Audio and Video System Replacement which outlined the need to replace the technical meeting equipment in Council Chambers as a result of equipment not being able to facilitate hybrid meetings or integrate with the City’s new electronic meeting management system. The technology replacement project included capital project A/00794-10 with a plan budget of $264,000 to be funded from the Rate Stabilization Reserve Fund - Safe Restart Agreement funding received from the Province.

STRATEGIC ALIGNMENT:

☐ Strategic Action; or
☐ Core Service

Objective(s): WELLBEING - Connect people to services that support individual and community wellbeing

Strategic Action: Not Applicable
Program: Council Services

Core Service: Council Support

By establishing a schedule of meetings for the year ahead Council is able to ensure effective and efficient operation for the City and provide clear direction to staff. Regular meetings of Council enable decisions to be made by those elected and provide for transparent and accessible information to the public.

The proposed 2023 Schedule of Meetings of Council and the introduction of hybrid meetings aligns with the City of Cambridge’s Governance and Leadership goals to ensure effective and efficient meeting management and ensure the business of the City can move forward. The introduction of hybrid meetings will lead to additional public participation opportunities and increased accessibility.

BACKGROUND:

The City of Cambridge has been meeting virtually since March, 2020 due to the COVID-19 Pandemic and as a result of the Council Chambers technology upgrade.

On July 21, 2020, the COVID-19 Economic Recovery Act, 2020 (“Bill 197”) received Royal Assent, which allowed for Municipal Council’s to continue to meet electronically with no requirement for a state of emergency. As a result of this legislative change, municipalities across Ontario have adopted hybrid meeting policies following the pandemic to allow for enhanced public participation options at meetings.

The City of Cambridge Council updated the Procedure By-law to allow for continued virtual participation at Council meetings beyond the Provincial and Municipal Emergency. This change to continue with hybrid meetings is outlined in the Procedure By-law report 22-057-CRS.

Pursuant to the Municipal Act, 2001, municipalities are required to adopt a Procedure By-law, the last update to the Procedure By-law was done in 2018. Council may make amendments to the Procedure By-law at any time in consultation with staff.

The proposed 2023 Schedule of Meetings, as presented in Appendix 1, has the first round of meetings for 2023 occurring in late January to allow for more consideration of the budget for the new term of Council.

The structure of Standing Committees prior to March 2020 included the following committees comprised of all members of Council:

General Committee – Tuesday’s 7:00 p.m.
Planning and Development Committee – Tuesday’s 7:00 p.m.

Budget and Audit Committee – As required – Tuesday’s 9:30 a.m.

Council Workshops – As required - times varied

Council Meetings – Tuesday 7:00 p.m.

The hybrid meeting option is one that most municipalities have adopted due to the increase in public participation throughout the pandemic and to provide for flexibility around meeting attendance.

Over the course of the pandemic, Cambridge Council has been meeting virtually and has seen an increase in the number of views and delegations.

Hybrid meetings provide more options for the public, rather than just appearing to speak to Council in person, the public may now delegate via telephone or via zoom on camera if they chose. The City also invites the public to send in written correspondence for inclusion in meeting minutes.

**Acting Mayor Schedule**

Each term of Council a schedule is developed assigning each member of Council to take on the role of Acting Mayor during a three-month period. Over the 4-year term each member will likely take the role of Acting Mayor twice. This role requires members of Council to be available when the Mayor is otherwise committed to other responsibilities and requires the Acting Mayor to attend on behalf of the City to events, celebrations and openings. The Acting Mayor does not have signing authority under the *Municipal Act, 2001* and is not able to act as a delegate to the Mayor’s role on Regional Council. This role is a ceremonial role that provides increased exposure for Mayor and Council at local community events.

**ANALYSIS:**

The proposed Schedule of meetings for 2023 incorporates the Regional Council meetings as well as statutory holidays.

Council members also may require time away from the office to attend conferences throughout the year. Two of these conferences that occur annually have been taken into consideration when developing the proposed meeting schedule:

- Federation of Canadian Municipalities Conference (FCM) – May 25-28, 2023
- Association of Municipalities of Ontario (AMO) – August 20-23, 2023
Proposed dates for review of the 2023 Budget are included in the proposed schedule and provide multiple dates for Council’s review of the budget beginning in February 2023.

Council will receive a presentation related to the operating and capital budgets in December 2023. Approval of the budget in February provides new members of Council additional time for questions and review of the budget proposal from staff.

All Members of Council sit on Standing Committees of Council as well as Council. Since March of 2020 the City has suspended the use of most Standing Committees and all matters have been going straight to Council.

The elimination of items having to go to Standing Committee prior to Council has proven to be a structure that allows for more efficiency of City business and therefore staff are recommending the proposed 2023 Schedule of Meetings of Council include the following structure:

**Planning Statutory Public Meetings**
- Providing the public and Council the opportunity to hear all statutory public meetings in one meeting
- To occur once a month (or as required) to hear Statutory Public Meetings (6:00 p.m. start time proposed)

**Council Workshops**
- Providing the opportunity for Council to provide feedback to staff on various topics as required.
- To occur as required (times may vary)

**Budget & Audit Committee**
- Providing the opportunity for budget items to be presented annually or as required.
- To occur during Budget time annually (9:30 a.m. start time proposed)

**Council**
- to receive all other items for Council’s consideration
- to occur twice a month (6:00 p.m. start time proposed)

Where a matter of urgency requires a decision of Council at any time during the year, an Emergency or Special Council meeting may be arranged at the call of the Mayor in consultation with the City Clerk.
Meeting Times:

Since March 2020 Council meetings have started at 5:00 p.m. for regular Council and 10:00 a.m. for Statutory Public Meetings.

Prior to the pandemic, in person Council meetings began at 7:00 p.m.

Staff are proposing that Council consider a 6:00 p.m. start time for all meetings except for Budget and Audit Committee meetings. A 6:00 p.m. start time will provide for additional time and prevent meetings from having to be extended beyond 11:00 p.m.

Budget meetings are typically held only when the budget requires approval and can require multiple staff areas being involved and additional time for review of various parts of the budget. Therefore, staff recommend that Council consider keeping the 9:30 a.m. start time however also hold an evening delegation budget meeting so that members of the public may delegate in the evening.

Traditionally, evening meetings have favoured people working 9 to 5 type jobs and have disadvantaged those working evenings, afternoons or night shifts or with less flexibility. As we emerge from the pandemic with video conferencing tools more accessible and available, there is anecdotal evidence that these tools in combination with increasing flexibility in workplaces would allow people working in office type environments to continue participate in meetings at earlier start times, while further extending the opportunity to participate to more and different voices, including those who work alternative shift schedules.

When considering the connection to cultural and religious days of significance, daytime meetings also provide flexibility for those participating in religious practices with an emphasis on sunset times (for example Ramadan). Hybrid meetings increase accessibility and access for everyone, hybrid meetings allow the public, City Council and staff to join and participate in Council meetings in-person or remotely over the phone, a mobile device or traditional computer.

This makes it much easier to participate or delegate in meetings while juggling work, childcare, family and other responsibilities of modern life. Previous shifts to earlier meetings have resulted in increased public participation.

The core working hours of most employees who are regularly required to join City Council meetings is 8:30 am to 4:30 pm Monday – Friday. Evening meetings require that employees stay at City Hall between 4:30-7:00 p.m. and beyond, or stay connected virtually from home outside of those core working hours. The City of Cambridge prioritizes the health and well-being of its employees and recognizes that disconnecting from work is an important part of a healthy work-life balance.
Staff recommend Council’s consideration of a 6:00 p.m. start time to minimize costs to the Corporation and provide for additional meeting time for larger agendas.

The Acting Mayor Schedule as outlined in Appendix B has been proposed in consultation with the Mayor and Mayor’s Director of Operations and Council Initiatives. The schedule provides members of Council to act on behalf of the Mayor and the City within the community in the absence of the Mayor due to other responsibilities.

EXISTING POLICY / BY-LAW(S):

Procedure By-law 18-15, as amended, is in effect. Should Council approve the new Procedure By-law as outlined in the November 29, 2022 Council Agenda in report 22-057-CRS, By-law 18-15 and all related amendments would be repealed. The proposed Procedure By-law outlines the structure of Committee and Council meetings and provides guidance and parliamentary rules for meetings of Council.

Section 238 (2) of the Municipal Act, 2001 provides that every municipality have a procedure by-law for governing the calling, place and proceedings of meetings. This proposed 2023 Schedule of Meetings reflects the need to call for meetings.

FINANCIAL IMPACT:

It is essential that Council establish a meeting schedule to comply with the requirements of the municipality’s Procedure By-law and provincial legislation. Setting dates for the annual schedule of meetings provides for transparent planning. There is no financial impact to the schedule of meetings, other than the printing of the calendar that will be funded from the Clerk’s Operating Budget.

PUBLIC VALUE:

Engagement:

The proposed 2023 Schedule of Meetings provides the opportunity to inform and engage the public. Upon approval of the Schedule of Meetings staff will post all meetings on the City Meeting Calendar to ensure the public is informed of upcoming meetings. The agenda for meetings is posted to the City’s website on the City Meeting Calendar the week prior to the meeting. Public involvement is invited through the City’s delegation form and guide that is also posted on the City’s website. Statutory Public Meetings under the Municipal Act, 2001 and the Planning Act provide further opportunity for public involvement by way of statutory notices that are provided through postal mail and notice on the City’s website for upcoming meetings.

It is important that the public be provided with a wide range of methods they may be
involved in the decision-making process before Council. Staff are confident that the Hybrid meeting environment is one that the public will find brings flexibility to engagement with Council and enhanced access to meetings of Council.

ADVISORY COMMITTEE INPUT:
The proposed 2023 Schedule of Meetings only reflects meetings of Council. Meeting schedules for 2023 for all Citizen Advisory Committees will be set following resumption of the Committees in the new year. Committees were not consulted in the setting the proposed 2023 Schedule as these meetings required to be set by Council as set in the Procedure By-law.

PUBLIC INPUT:
The proposed 2023 Schedule of Meetings is reflective of the meetings of Council over the last three years. The increase in public participation has been considered in the proposed meeting structure and times and is incorporated throughout the proposed hybrid meeting practices. The City has anticipated the introduction to hybrid meetings to provide the public with the opportunity to participate in Council meetings both in-person and virtually, which will provide greater flexibility and increased public participation.

INTERNAL / EXTERNAL CONSULTATION:
Upon Council approval of the proposed 2023 Schedule of Meetings, staff will ensure the schedule is added to the City’s meeting calendar and that all staff and Council receive meeting invitations for the 2023 meetings.

The City’s website and delegation form will be updated to give those wishing to address Council the option to appear either in-person or through virtual participation at meetings. As agendas serve as notice of meetings, agendas and the City’s website will be modified as well to reflect the move to a hybrid meeting structure and will incorporate the new structure of meetings of Council.

The Acting Mayor schedule has been provided as proposed by the Mayor’s Office and will provide for planning for attendance at events and other functions throughout the 2022-2026 term of Council.

CONCLUSION:
The setting of the 2023 Schedule of Meetings provides Council, staff and the public with the opportunity to participate in the public process of Council meetings and provides increased accessibility to City meetings. The proposed Acting Mayor Schedule will begin in January 2023 and outlines the assignment to each member of Council for the remainder of the term. The recommendations in this report are based on the public participation rates observed prior to and throughout the pandemic and take into consideration the changes that Hybrid meetings have brought to municipal meetings, further the recommendations look to establish meetings that are efficient for moving City business forward and assist Council in effective management of meetings of Council.

REPORT IMPACTS:
Agreement: No
By-law: No
Budget Amendment: No
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:
Director
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:

1. 22-070-CRS Appendix A – Proposed 2023 Schedule of Meetings
2. 22-070-CRS Appendix B – Proposed Acting Mayor Schedule
Appendix A – Proposed 2023 Schedule of Meetings

Council Meeting
Council Workshop
Budget & Audit Committee
Planning– Statutory Public Meeting
Statutory Holiday
Regional Council


<table>
<thead>
<tr>
<th></th>
<th>S</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>T</th>
<th>F</th>
<th>S</th>
</tr>
</thead>
<tbody>
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<td>January</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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(Additional meetings may be added and meeting dates are subject to change)
Appendix B – Proposed Acting Mayor Schedule

Acting Mayor Schedule and Duties
Acting Mayor Duties occur in the Mayor’s absence and may include the following:
- Attendance at the following:
  - City events
  - Community events
  - Openings

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<tr>
<th>Term</th>
<th>Councillor</th>
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<td>October – December</td>
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To: SPECIAL COUNCIL  
Meeting Date: 12/13/2022  
Subject: Library Board Appointments  
Submitted By: Danielle Manton, City Clerk  
Prepared By: Jennifer Shaw, Deputy City Clerk / Manager of Council & Committee Services  
Report No.: 22-059-CRS  
File No.: C1101  
Wards Affected: All Wards  

RECOMMENDATION(S):  
THAT Report 22-059-CRS Library Board Appointments be received;  
AND THAT Confidential Appendix A to report 22-059-CRS Library Board Appointments be received as information and remain confidential;  
AND THAT the individuals noted in Confidential Appendix A to report 22-059-CRS Library Board Appointments be appointed to the Library Board for the 2022-2026 term of Council  
AND FURTHER THAT the City Clerk be directed to notify the successful and unsuccessful applicants.  

EXECUTIVE SUMMARY:  
Purpose  
To confirm the appointment of eight (8) members to the Library Board for the 2022-2026 term of Council.  
Key Findings  
A meeting of the Library Interview Committee and Succession Committee of the Library Board was held on Thursday, November 10, 2022 in order to discuss and recommend candidates to fill the vacancies on the Library Board for the 2022-2026 term of Council. eight (8) candidates have been selected and these appointments require ratification by Council.
Financial Implications

There are no financial implications.

STRATEGIC ALIGNMENT:

☐ Strategic Action; or
☒ Core Service

Objective(s): Not Applicable

Strategic Action: Not Applicable

Program: Council Support

Core Service: Council and Citizen Committees

The selection of Library Board members is an essential component in preparing for the new term of Council and enables the Library Board to fulfill its responsibilities set out in the Public Libraries Act, R.S.O. 1990, c. P. 44.

BACKGROUND:

The Library Board manages, regulates and controls the Cambridge Public Libraries carrying on business as Idea Exchange under the terms and conditions of the Public Libraries Act, 1990. The Act provides that to be eligible for appointment to the Board, applicants must be:

- At least 18 years old;
- A resident of the City of Cambridge; and
- A Canadian citizen or a permanent resident of Canada within the meaning of the Immigration and Refugee Protection Act (Canada)

The Board consists of nine (9) members, comprised of one (1) member of Council and eight (8) citizen appointees.

The Board has the authority to recommend appointees that have applied to serve on the Board and may conduct interviews with applicants to discern the skill set they bring to the position.

Terms for Board members are concurrent with the term of Council or until a successor is appointed where there has been a resignation.

The Board’s Terms of Reference set out the various positions of the membership which
includes the following structure:

- Chair
- Vice Chair(s)
- Fundraising Chair (optional position)
- Secretary-Treasurer

The Chief Executive Officer (CEO) of the Cambridge Public Library is also the Secretary-Treasurer.

Meetings of the Board occur once a month for at least seven (7) months of the year as required by the Act but may occur more frequently at the discretion of the Board.

**ANALYSIS:**

Nine (9) eligible Library Board candidates were booked for interviews on Monday November 7 and Wednesday November 9 after a month-long recruitment period throughout the month of October.

Recruitment for Library Board Members was conducted through the Library’s and City’s Social Media channels (Facebook, Instagram) and through posting of vacancies on the Committees and Boards section of the City’s website.

On Thursday November 10, 2022 the Library’s Interview Committee and Succession Committee of the Board met to make their final recommendations on appointments. The names of the selected candidates were subsequently forwarded to the Clerk’s Office to be presented to Council for ratification as part of this report.

The appointment process for the Library Board was previously done through Striking Committee with recommendations forwarded to Council for ratification; however, the Public Library Act, 1990 provides the authority to the Library Board to conduct interviews for new members. As such, the process of forwarding the recommended appointments to Striking Committee prior to Council ratification was an unnecessary step in the appointment process as the appointments only need to be ratified by Council. Concurrently with this report, Council will be considering an Advisory Committee Review Report that recommends the elimination of Striking Committee going forward.

**EXISTING POLICY / BY-LAW(S):**

There is no existing policy/by-law.
FINANCIAL IMPACT:
There is no financial impact.

PUBLIC VALUE:

Leadership:
The opportunity for residents to apply to the Library Board contributes to residents’ pride of place by permitting them to become involved in their community. Members of the community have skills and experience that can be of benefit in advancing the work of the Board and help improve library services and offerings to Cambridge as a whole.

Collaboration:
Collaboration has involved working in partnership with Library staff to ensure the posting for applicants went out to the public and that there was sufficient time permitted for interested applicants to apply. City and Library staff have been in contact throughout the process to pass along names and applications of those interested in serving on the Board and in communicating next steps as far as the interview process and timeline for ratification of the appointments by Council.

Transparency:
To ensure transparency, all eligible applicants to the Library Board were invited for an interview with the Interview Committee and Succession Committee of the Board. Both the successful and unsuccessful applicants to the Board will be notified following ratification of the new members by Council. The unsuccessful applicants will be invited to apply to another of the City’s Committees and Boards.

Engagement:
Public involvement and participation on the City’s Library Board was invited through posting of the vacancies on the Committees and Boards section of the City’s website as well as through social media posts by the Library and City’s Corporate Communications team.

ADVISORY COMMITTEE INPUT:
Not Applicable.

PUBLIC INPUT:
INTERNAL / EXTERNAL CONSULTATION:

Insert Talking header(s) as appropriate

There was no internal/external consultation undertaken.

CONCLUSION:

Based on consultations with the Library Board CEO, staff respectfully recommend approval of the Library Board’s selections for appointment to the Board for the 2022-2026 term of Council.

REPORT IMPACTS:

Agreement: No
By-law: No
Budget Amendment: No
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:

1. Report 22-059-CRS Confidential Appendix A – Library Board Appointees
To: SPECIAL COUNCIL  
Meeting Date: 11/29/2022  
Subject: 22-028-CRE Appointment of New Members Business Improvement Area Board of Management for the 2023-2026 Term  
Submitted By: James Goodram, Director Economic Development  
Prepared By: Michael Marini, Economic Development Officer  
Report No.: 22-028-CRE  
File No.: C1101  
Wards Affected: Ward 2  
Ward 3  
Ward 4  

RECOMMENDATION(S):  
THAT Report 22-028-CRE Appointment of New Members Business Improvement Area Board of Management for the 2023-2026 Term be received;  
AND THAT based on the nominations received Cambridge Council appoint 5 members to the Preston Towne Centre BIA Board of Management:  
1. Julie Barlow  
2. Todd Bowman  
3. Jeffrey Butler  
4. Kendra Brough  
5. Tony Schmidt;  
AND THAT based on the nominations received Cambridge Council appoint 7 members to the Hespeler Village BIA Board of Management:  
1. Shannon Brock  
2. Cory De Villiers  
3. Danna Greer  
4. Kenn Norman  
5. Tara O’ Donnell  
6. Mark Thomson  
7. Kira Wilkensen;
AND FURTHER THAT based on the nominations received Cambridge Council appoint the following 8 members to the Downtown Cambridge BIA Board of Management:

1. Mano Duggal
2. Steve Falco
3. Donna Gelinas
4. Simon Holley
5. Shane Murphy
6. Matt Rolleman
7. Patrick Simmons

EXECUTIVE SUMMARY:

Purpose

To appoint new members to the Preston Towne Centre BIA, Hespeler Village BIA, and Downtown Cambridge BIA for the next 4 year term of Council (2023 to 2026).

Key Findings

The nomination period for the Board of Management of each respective BIA opened on August 10, 2022 and closed at 4:30pm on August 31, 2022.

A total of five (5) nominees were received for Preston Towne Centre, a total of seven (7) nominees were received for Hespeler Village and a total of eight (8) nominees were received for Downtown Cambridge.

As the number of certified candidates for the board of management was the same as or less than the number to be elected, the City Clerk can declare the candidates elected by acclamation and an election is not required.

Each BIA announced acclamation of the new Board of Managers at their respective Annual General Meetings which were held on: Hespeler Village BIA September 19, 2022, Preston Towne Centre BIA September 21, 2022, Downtown Cambridge BIA September 26, 2022.

Council approval is required to appoint the new members at which time, the new Boards of Management 4 year term for 2023 to 2026 will commence.

Financial Implications

There are no financial implications
STRATEGIC ALIGNMENT:
☐ Strategic Action; or
☒ Core Service
Objective(s): STRONG CORES - Create an inviting downtown that connects and complements core areas and neighbourhoods where people want to live and visit

Strategic Action: Not Applicable

Program: BIA / Core Area Support

Core Service: BIA / Core Area Support

BACKGROUND:
Section 204 (1) of the Municipal Act, 2001 as amended, provides that a local municipality may designate an area as an improvement area and may establish a Board of Management to oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally, and to promote the area as a business or shopping area. Accordingly, the City has approved by-law 21-016 to establish and regulate the “Board(s) of Management” for Cambridge’s three (3) BIAs.

Subsection 204 (4) of the Municipal Act, 2001, as amended, indicates that members of an improvement area must be a commercial property owner or commercial property tenant within the BIA area as designated by by-law.

Each Board of Management’s mandate is the improvement, beautification, and maintenance of public lands, buildings and structures in the improvement area, and for the marketing and promotion of the area beyond that provided at the expense of the municipality. Cambridge has three active BIAs that ensure this mandate is fulfilled.

As per by-law, the Board of Management shall be comprised of a minimum of five (5) directors and a maximum of nine (9) directors appointed by Council. One director shall be a City Councillor as appointed by Council.

ANALYSIS:
In concert with the election of City Council, each Business Improvement Area membership must hold a general election to elect a new Board of Management for the 2023 to 2026 term.
Nominations

Staff, including the City Clerk, assisted with the collection of nominations for each of the BIAs. The subject nomination period opened on August 10, 2022 and closed at 4:30pm on August 31, 2022. A total of five (5) nominees were received for Preston Towne Centre, a total of seven (7) were received for Hespeler Village and a total of eight (8) were received for Downtown Cambridge.

Acclamation of Boards

Each of the nominations were certified by Staff and the BIAs as potential candidates to serve on their respective Boards. For this election, the number of certified candidates were the same as or less than the number to be elected. Each BIA announced acclamation of the new Board of Managers at their respective AGM’s which were held on September 19, 2022 (Hespeler Village), September 21, 2022 (Preston Towne Centre) and September 26, 2022 (Downtown Cambridge). Council approval is required to appoint the new members as required by by-law. Once said appointments are complete, the new Boards of Management will begin their 2023 to 2026 term.

The following persons have been nominated for:

Preston Towne Centre BIA Board of Management

1. Julie Barlow: Swifty Print, 602 King Street East
2. Todd Bowman: Home Hardware, 718 King Street East
3. Jeffrey Butler: Chords and Cards, 644 King Street East
4. Kendra Brough: Towne Centre Chiropractic Clinic, 855 King Street East
5. Tony Schmidt: Howie Schmidt Realty Inc, Brokerage, 107 Westminster Drive North;

The Hespeler Village BIA Board of Management:

1. Shannon Brock: Deathly Hallows Ink, 48 Queen Street East
2. Cory De Villiers: Property Owner: 39 Queen Street East
3. Danna Greer: Indulge Ice Cream, 10 Queen Street East
4. Kenn Norman: Fashion History Museum, 74 Queen Street East
5. Tara O’ Donnell: Desjardins Insurance, 27 Queen Street East
6. Mark Thomson: Sty’n at 14 Queen, 14 Queen Street East
7. Kira Wilkensen: Queen Latin Music, 39 Queen Street East

The Downtown Cambridge BIA Board of Management:

1. Mano Duggal: Phidon Pens, 63 Dickson Street
2. Steve Falco: Breakout Escapes, 114 main Street
3. Donna Gelinas: No Words, 29 Ainslie Street
4. Simon Holley: The Witty & Co, 20 Ainslie Street
5. Shane Murphy: Clippers, 85 Dickson Street
6. Matt Rolleman: Thirteen, 13 Main Street
7. Patrick Simmons, Property Owner: 36 Water Street South
8. Kayla Zawiski, Property Owner: 2 Water Street North

Being a member of the Board of Management of a BIA is time consuming and challenging. City staff thanks these dedicated individuals for their hard work and passion.

Staff is of the opinion that the requested appointment of members noted in this report adheres to by-law 21-016, and fulfills the regulations of the Municipal Act, 2001, as amended.

Financial Implications

There are no financial implications

EXISTING POLICY / BY-LAW(S):

By-law 21-016 is a by-law of the Corporation to provide for the establishment and regulation of a “Board of Management” for Cambridge’s three (3) BIAs.

FINANCIAL IMPACT:

There is no financial impact.

PUBLIC VALUE:

Collaboration:

Actively work together with our partners and the community to achieve common goals and ensure representation of community interests.

ADVISORY COMMITTEE INPUT:

Not Applicable

PUBLIC INPUT:

Posted publicly as part of the report process.

INTERNAL / EXTERNAL CONSULTATION:

There was no internal/external consultation undertaken.
CONCLUSION:

The Municipal Act, 2001, as amended, authorizes a municipality to designate an area as an improvement area and establish a Board of Management, with eligible members being property owners or business owners within the designated area.

With the current acclamation of all Boards for the 2023 to 2026 term, Council approval is now required to bind the appointments. Staff respectfully recommends appointing the new members to the respective BIA Board of Managements.

REPORT IMPACTS:

Agreement: No
By-law: No
Budget Amendment: No
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:

N/A
THE CORPORATION OF THE CITY OF CAMBRIDGE

By-law 22-070

Being a by-law to govern the proceedings of Council and its Committees and to repeal By-laws 18-15, 165-16, 20-030, 20-073 and By-law 133-18 to define the mandate and meeting procedures for Advisory Committees

WHEREAS Section 238 (2) of the Municipal Act, 2001, S.O. 2001, c.25, amended, ("the Act" provides that every municipality shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the City of Cambridge hereby enacts as follows:

THAT for the purposes of this by-law:

PART 1 DEFINITIONS

1.1 "Ad Hoc Committee" means a Committee or Task Force created by Council with a defined ending, to report directly to Council on a specific matter;

1.2 "Chair" means the person presiding at a meeting;

1.3 "Challenge" means to appeal a ruling of the Chair;

1.4 "Chief Administrative Officer" or "CAO" means the City Manager of the City, or their designate;

1.5 "City Solicitor" means the City Solicitor or their designate;

1.6 "Clerk" means the City Clerk of The Corporation of the City of Cambridge, and/or their designate;

1.7 "Closed Session" means a Meeting or part of a Meeting of Council, or any of its Committees, not open to the public in accordance with the Act;

1.8 "Committee" means any advisory or other committee, subcommittee or similar entity and includes a Standing Committee, an Ad Hoc Committee, a Special Committee, or a Task Force of Council;

1.9 "Committee Chair" means the Chair of a Committee; "Committee Vice-Chair" means the Vice-Chair of a Committee;

1.10 "Confirmatory By-law" means a by-law passed for the purpose of giving general effect to a previous decision or proceedings of Council;
1.11 “Consent Agenda” means a listing of items that include, but are not limited to, those with no delegations, where no discussion is anticipated, informational items, and routine matters;

1.12 "Council" means the Council of The Corporation of The City of Cambridge;

1.13 “Council Workshop” means a meeting convened for the purpose of educating or training the members, for providing the members with information and/or advice, or to solicit input from the members;

1.14 “Declared Emergency” means any period of time during which an emergency has been declared by the Head of Council or the Premier and/or Cabinet under sections 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9;

1.15 "Delegation" means an address to Council or a Committee at the request of a person wishing to speak;

1.16 "ex-officio" means by virtue of the office the Mayor is an ex-officio member and may attend all committees and shall have full voting privileges and shall be counted for the purpose of the committee's quorum;

1.17 “Hybrid Meeting” means a type of in-person meeting operation that also includes virtual (off-site) attendance;

1.18 "Inaugural Meeting" means the first meeting of City Council after a regular election as set out in the Act;

1.19 "Majority Vote" means an affirmative vote of more than one half of the Members present;

1.20 "Mayor" means that Member of Council holding the office of Mayor and who is the Head of Council;

1.21 "Meeting" means any regular, special, or other meeting of Council or a Committee where,

- a quorum of members is present, and
- members discuss or otherwise deal with any matters in any way that materially advances the business or decision-making of the Council or Committee;

1.22 "Member" means a Member of Council and shall include the Mayor;

1.23 "Motion" means a proposal moved by a Member and, if moved in Council or
Committee, seconded by another Member, to adopt, amend or otherwise deal with a matter before Committee or Council;

1.24 "Motion to Call the Question" means a motion to end debate and put the matter before the Council for a vote by its members.

1.25 "Motion to Defer" means a motion to delay consideration of a matter until later in the same meeting or to a future meeting of Council or a Committee;

1.26 "Motion to Receive" means a motion to acknowledge an item, report or recommendation under consideration and to have it placed in the records of Council with no additional action being taken;

1.27 “Motion to Reconsider” means a motion to revisit a decision that has been made at the same meeting where Council realizes that a decision was made without fulsome debate or perhaps additional information was received later in the meeting that would impact the decision that was already made;

1.28 “Motion to Refer” means a motion to dispose of a question under consideration, with or without any proposed amendment, in order to seek consideration by, and, if deemed desirable, one or more reports from any Committee, body or official;

1.29 “Motion to Rescind” means a motion to change a decision that was adopted at a previous meeting;

1.30 "Motion to Table" means a motion to postpone without setting a definite date as to when the matter will be considered again;

1.31 “Non-Jurisdiction” means a matter that lies with another level of government and is outside the scope of Council’s powers as set out in Section 11 of the Municipal Act, 2001, S.O. 2001, c. 25, this includes matters that fall under Regional, Provincial or Federal responsibility or that lie with another municipality;

1.32 "Notice of Motion" means a written notice of a motion respecting a substantive matter not on the agenda for a meeting of Council which is received by the Clerk, moved by a Member, and seconded by another Member, for inclusion on the agenda for a future meeting of Council;

1.33 “Pecuniary Interest” means a direct or indirect financial impact in accordance with the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50;

1.34 "Point of Order" means a matter that a member considers to be a departure from
or contravention of the rules, procedures and/or generally accepted practices of Council;

1.35 "Point of Privilege" means a matter that a member considers to question their integrity and/or the integrity of the Council;

1.36 "Presentation" means an address to Council or Committee at the request of Council, a Committee or staff and applies to City staff, contractors or approved agents;

1.37 "Presiding Officer" means any person who is presiding at a meeting;

1.38 “Quorum” means a majority of the whole number of Members required to constitute a Council at a meeting, or a Committee at a meeting, as the case may be;

1.39 "Recorded Vote" means the recording of the name and vote of every Member voting on any matter or question during a Meeting of Council;

1.40 "Region" means The Regional Municipality of Waterloo;

1.41 "Resolution" means the decision of Council on any motion;

1.42 “Rules of Procedure” shall mean the rules and regulations provided in this by-law;

1.43 "Senior Management" includes the members of the Management Committee and/or designates;

1.44 "Standing Committee" means a Committee of which at least 50 per cent of the members are also Members of Council;

1.45 "Statutory Public Meeting" means a public meeting as defined in the Planning Act, R.S.O. 1990, c.P.13, as amended, and other applicable Ontario statutes;

1.46 "Two-Thirds Majority" means a positive vote of at least two-thirds of the Members present at a meeting;

1.47 “Virtual Participation” means a Member of Council taking part in a Meeting through the use of video conferencing technology that provides for both audio and visual participation in place of attending in person;

1.48 “Website” means the official City of Cambridge internet website;
PART 2  APPLICATION

2.1 The rules and regulations contained in this by-law shall be observed in all meetings and shall be the rules and regulations for the order and dispatch of business of Council and, with necessary modifications, in Standing Committees;

2.2 Any rules or regulations contained in this by-law may be temporarily suspended, except for those rules or obligations that are set out by legislation, with the consent of at least two-thirds of members present;

2.3 The Clerk will be response to interpret the rules of procedure under this by-law;

2.4 All points of order or procedure for which rules have not be provided in this by-law will be decided by the Chair in accordance with the rules of parliamentary law as contained in Robert’s Rules of Order;

2.5 All Advisory Committees of the City and boards that may be described as Local Boards under the Municipal Act, will use the rules of order and debate and relevant provisions of this by-law to govern the calling and proceedings of meetings except if the Local Board has a Council approved Procedure By-law of its own;

2.6 All local boards and Advisory Committees of Council will adopt provisions related to access of public meetings similar to this by-law;

2.7 Notwithstanding anything in this by-law, where Council or a Committee convenes for the purpose of holding a hearing as required by any statute, the provisions of the statute and the Statutory Powers Procedure Act, R.S.O. 1990, c.S.22, as applicable, shall govern the proceedings.

PART 3  ROLE OF MAYOR AND COUNCIL

Mayor

3.1 The Role of the Mayor as Head of Council is to:

a) preside over Council Meetings so that its business can be carried out efficiently and effectively;
b) provide leadership to Council;
c) provide information and recommendations to the Council with respect to the role of Council;
d) represent the municipality at official functions;
e) carry out the duties of the head of council under the Municipal Act and any other Act;
f) uphold and promote the purposes of the municipality;
g) promote public involvement in the municipality’s activities;
h) act as the representative of the municipality both within, provincially, nationally and internationally; and
i) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

Council

3.2 The Role of Council is to:

a) represent the public and to consider the well-being and interests of the municipality;
b) develop and evaluate the policies and programs of the municipality;
c) determine which services the municipality provides;
d) ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
e) ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
f) maintain the financial integrity of the municipality;
g) carry out the duties of council under the Municipal Act or any other Act;
h) uphold the by-laws and policies of the Corporation of the City of Cambridge;
i) deliberate on the business submitted to Committee and Council;
j) vote on all motions before Council; and
k) respect the rules of procedure at all meetings.

PART 4 ROLE OF CLERK AND CHIEF ADMINISTRATIVE OFFICER

Clerk

4.1 The Role of the Clerk is to:

a) carry out the responsibilities of their roles as described in section 228 of the Municipal Act;
b) provide procedure advice to the Chair and to members on agenda business and on preparing motions;
c) ensure notice of meetings is provided as set out in this by-law;
d) make minor deletions, additions or other administrative changes to any by-law, motion, and/or minutes to ensure the correct and complete implementation of the actions of Council;
e) authenticate by signature, when necessary, all resolutions, by-laws and minutes of meetings and certify copies of such documents when required;
f) perform such other duties as prescribed by law, or by direction of Council.
4.2 The Clerk and/or their designate, will be present at all meetings of Committee and Council.

Chief Administrative Officer (City Manager)

4.3 The Role of the Chief Administrative Officer (City Manager) is to:

a) exercise general control and management of the affairs of the municipality for the purpose of ensuring efficient and effective operation of the municipality;
b) perform such other duties as are assigned by the municipality.

PART 5 STANDING COMMITTEES OF COUNCIL

Standing Committee Structure

5.1 There are two Standing Committees of Council being Budget Committee and Planning – Statutory Public Meeting Committee.

Membership

5.2 All members of Council are members of the City’s Standing Committees of Council.

5.3 The Mayor may be an ex-officio member of each Standing Committee to which the Mayor is not specifically named, shall be counted towards quorum and entitled to vote at such meetings at which they are present.

Chairs and Vice Chairs

5.4 Each Standing Committee will elect a Chair and Vice-Chair at the first meeting after the Inaugural meeting of Council to preside until the end of the term of Council.

5.5 The Clerk or their designate shall preside at the first meeting of each Committee in a calendar year for the purpose of the election of a Chair and Vice-Chair of that Committee.

5.6 In the event that the Chair of a Standing Committee has not arrived to the meeting at which they are to preside within fifteen (15) minutes of the appointed time for the commencement of the meeting, the Committee Vice-Chair shall call the meeting to order and preside until the arrival of the Chair.

5.7 Where neither the Chair nor Vice-Chair attend the meeting within fifteen (15) minutes of the appointed time for the commencement of the meeting, those Members in attendance shall appoint one of the Members to act in the place and
stead of the Committee Chair and Committee Vice-Chair for that meeting. Such Members shall then call the meeting to order and preside until the arrival of the Committee Chair and/or Vice-Chair.

**Standing Committee Responsibilities**

5.8 The role of Standing Committees is to:

a) make recommendations to Council on matters which are connected to their duties or referred to them by the Mayor and/or by Council;
b) guide and request staff through the Chief Administrative Officer, to provide reports on the direction and nature of policy development, fact findings, analysis and generation of possible alternatives required; and
c) receive public delegations and establish mechanisms to receive further public input on vital public policy matters.

**Budget & Audit Committee**

5.9 The Budget & Audit Committee will meet and report to Council on matters relating to financial planning, funding opportunities and financial statements. The Committee shall study and report to Council on policy matters which include, but are not limited to:

a) annual budgets and rates/fees,
b) annual and quarterly financial statements; and
c) minutes and recommendations from the Grants Review Committee.

**Planning – Statutory Public Meeting Committee**

5.10 The Planning – Statutory Public Meeting Committee will meet to report to Council on matters affecting the City of Cambridge that require the holding of a statutory public meeting pursuant to legislation including but not limited to the *Planning Act*, R.S.O. 1990, c.P.13, as amended, and the *Development Charges Act*, 1997, S.O. 1997, c. 27, as amended.

5.11 Notwithstanding sections 5.9 and 5.10 matters that fall outside of the mandates of either Standing Committee shall be dealt with at Council meetings or where appropriate, at Council Workshops.

**PART 6 ADVISORY COMMITTEES OF COUNCIL**

6.1 Council may, at any time, establish a committee to advise Council on matters within their jurisdiction with such committee to report to an assigned Standing Committee as set out in their respective terms of reference.

6.2 Members of the committees will be appointed by a committee established for this
purpose at the recommendation of the Clerk with appointments ratified by Council.

6.3 Unless necessary, only one member of Council will be appointed to each board and/or Advisory Committee to act as a liaison to the committee.

6.4 Advisory Committees will be reviewed at the beginning of each term of Council.

6.5 All Advisory Committees will follow the rules of Standing Committees unless otherwise stated in their terms of reference approved by Council.

PART 7 COUNCIL AND STANDING COMMITTEE MEETINGS

Meetings Open to the Public

7.1 Except as provided in this by-law, all meetings will be open to the public.

7.2 No person shall be excluded from a meeting open to the public except for improper conduct or for a break of this by-law or applicable statute.

7.3 A meeting shall not be closed to the public during the taking of a vote, except in accordance with the Act.

Recordings of Meetings

7.4 The Municipal Act does not require the City of Cambridge to record the meetings of Council or its Standing Committees; however, the City may choose to offer livestreamed and/or archived webcasting of meetings. The official record of the meeting is the minutes.

Annual Schedule of Meetings

7.5 Council shall adopt a schedule of meetings annually and any changes to the schedule shall be authorized by Council.

7.6 All Meetings of Council and any Standing Committees of Council shall be held in the Council Chamber in Old City Hall located in Cambridge or elsewhere at the discretion of the Mayor and Clerk in accordance with the calendar set annually and approved by Council.

7.7 In the event that the regular meeting or date falls on a public holiday, the Council or Standing Committees shall meet at the same hour on the next day not being a public holiday.
Meeting Cancellations

7.8 Where it has been determined by the Mayor and the Clerk that there are not enough items of importance on an agenda to warrant the holding of a meeting, the Clerk shall cancel the meeting and provide public notice accordingly.

Changes to Meeting Start Time and Location

7.9 The Mayor may authorize an earlier or later commencement time of a meeting, a change to the location of a meeting and the notice provisions under Part 9 of this by-law shall apply. The Clerk shall notify all members and provide public notice accordingly.

Inaugural Meeting of Council

7.10 The Inaugural meeting of Council for each term shall be held in accordance with the Municipal Act on the third Tuesday of November at a time and place to be fixed by the Clerk.

7.11 The order of proceedings at an inaugural meeting shall include:

a) filing of Members' declarations of office;
b) signing of the Mayor's declaration of office;
c) passage of a confirming by-law and any other relevant by-laws; and
d) other ceremonial proceedings as deemed appropriate by the Mayor, the Chief Administrative Officer or the Clerk.

Regularly Scheduled Meetings

7.12 The regular meetings of Council and Standing Committees are routinely held in accordance with the schedule adopted annually by Council, except:

a) when otherwise directed by resolution of Council; or
b) when the Mayor advises otherwise upon a minimum of forty-eight (48) hours advance notice, provided that this notice shall not be required in an emergency.

Special Meetings

7.13 The Mayor may at any time call a Special Meeting of Council by providing written direction to the Clerk to issue a Notice of Special Meeting.

7.14 The only business to be dealt with at a Special Meeting is that which is identified in the agenda for the Meeting.
Council Workshops

7.15 Council Workshops will be held when time is required for training, discussions with other levels of government and outside agencies, on complex matters or strategic planning.

7.16 The requirement for a Council Workshop shall be determined by the Cambridge Leadership Team and Clerk.

7.17 No delegations will be heard at Council Workshops and only motions to receive and to direct staff will be in order.

7.18 Notwithstanding the requirements outlined in section 13.2 of this by-law, as workshops are for education and training purposes only, a workshop may proceed in the absence of quorum.

Hybrid Meetings

7.19 Any meeting of Council its Committees or Local Boards may be conducted as a Hybrid Meeting in accordance with the Municipal Act and the Hybrid Meeting Procedure outlined in Schedule A of this by-law.

7.20 Virtual participation shall be allowed at any scheduled meetings of Council, Committee or a Local Board.

7.21 A Member of Council, a Committee or a Local Board can participate virtually in a meeting that is closed to the public.

PART 8 CLOSED SESSION

Permitted Reasons for Closed Session

8.1 In accordance with the provisions of the Municipal Act, a meeting, or part of a meeting may be closed to the public if the subject matter being considered is:

a) The security of the property of the municipality or local board;

b) Personal matters about an identifiable individual, including municipal or local board employees;

c) A proposed or pending acquisition or disposition of land by the municipality or local board;
d) Labour relations or employee negotiations;

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

f) Advice that is subject to solicitor client privilege, including communications necessary for that purpose;

g) A matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;

h) Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;

i) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

j) A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; and

k) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board;

**Matters that Require a Closed Session**

8.2 In accordance with the provisions of the Municipal Act, a meeting or part of a meeting shall be closed to the public if the subject matter being considered is:

a) A request under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M. 56, if the council, board, commission or other body is the head of an institution for the purposes of that Act;

b) An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in section 223.13 (1) of the *Municipal Act* or the investigator referred to in subsection 239.2 (1) of the *Municipal Act.*
Education and Training

8.3 In accordance with the provisions of the Municipal Act, a meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

a) The meeting is held for the purpose of educating or training the members; and

b) At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Requirement to Pass a Motion

8.4 Prior to moving into a closed session for one of the reasons listed in sections 8.1, 8.2 or 8.3 Council will pass a motion stating:

a) The fact that Council is convening into closed session;

b) The specific provision(s) under the Municipal act that permit the item(s) to be considered in a closed session; and

c) The general nature of the matter to be considered.

Discussion of Additional Matters in Closed Session

8.5 Members are prohibited from discussing any additional matters during closed session other than those identified by the motion passed to move into closed session.

Attendance in Closed Session

8.6 Attendance in closed sessions will be limited to the members of Council, the Clerk and/or their designate(s), Corporate Leadership Team and those specifically invited to remain.

Conduct of Members

8.7 The use of electronic devices by members to record proceedings of a closed session or to photograph Closed Session materials is prohibited.

8.8 While in closed session, all attendees participating electronically shall abide by the closed session Meeting criteria for Hybrid Meetings as outlined in the Hybrid Meeting Procedure included as Schedule “A” to this by-law.
8.9 Members shall not in any way disclose to any person or other body, by any means, any reports or items, or disclose the nature or content of any reports or items or of discussions, regarding any matters that are confidential and are part of a confidential agenda, without approval of such release by Council.

8.10 Any printed closed session materials received by Members shall be returned to the Clerk for destruction at the conclusion of the meeting.

Permitted Votes in Closed Session

8.11 When in closed session a vote will not be taken unless the vote is for a procedural matter, or for giving direction to staff or other individuals under section 239(6) of the Municipal Act.

Reporting out to Public

8.12 While in closed session, in consultation with the Clerk the Chair shall ascertain what information shall be released in public.

8.13 On reconvening in public session, the Chair will accept a motion to resolve the matter publicly, or alternatively advise that direction had been given to staff during the closed session in accordance with the Municipal Act.

Closed Meeting Materials and Minutes

8.14 The Clerk is responsible for maintaining a record of all closed meetings in accordance with the Municipal Act. This includes a copy of all original documentation distributed and minutes of all Closed Session meetings.

Closed Meeting Investigations

8.15 Any person may file a complaint as to whether the municipality has complied with the open meeting legislation by filing the complaint with the Clerk for submission to an Investigator appointed under section 239.2 of the Municipal Act.

PART 9    NOTICE OF MEETINGS

Timing of Notice to Members

9.1 Notice to members of all meetings, agendas, agenda items, cancellations and reschedulings shall be provided by the Clerk to each Member's residence, city hall office, place of business or email address, as directed by the Member, not less than seventy-two (72) hours prior to the time set for the meeting.
9.2 Notice of all Special Meetings of Council or Workshops, detailing the matters to be considered at the meeting, shall be delivered to all Members not less than twenty-four (24) hours before the time set for the meeting.

Method of Notice

9.3 Notice may be personally delivered or sent by first-class mail, courier or e-mail. Notice may also be provided by any additional means in case of an emergency. Any notice to Members referred to in this by-law shall be provided to the Member at the address and by the means referred to in section 9.1 of this by-law.

Notice to Media and Public

9.4 The Clerk shall provide notice to the public and the media of all meetings of Council and Standing Committees including agendas, agenda items, cancellations and re-scheduling by:

a) publishing the annual schedule of meetings, once adopted by Council, by posting on the City's official Website and by distributing copies upon request;

b) updating the annual schedule of meetings posted on the City's official website within twenty-four (24) hours of any changes made to the schedule;

c) not less than seventy-two (72) hours in advance, posting a copy of meeting notices, main agendas, and main agenda items for review at the Office of the City Clerk; and

d) not less than seventy-two (72) hours in advance, posting meeting notices, agendas and agenda items on the City's official website.

9.5 The notice of a meeting of Council or its Standing Committees shall indicate the day, date, time and place of commencement of the meeting, and the contact information for the Clerk's Office.

9.6 The notice requirements set out in this by-law are minimum requirements only, and the Clerk may give notice in an extended manner if, after consultation with appropriate parties, the Clerk deems the extended manner reasonable and necessary in the circumstances.

9.7 The notice requirements set out in this by-law shall be superseded by any specific requirements for the fixing of notice as prescribed by legislation.
9.8 Any Meeting may be cancelled or rescheduled to a day, time and place set out in a notice from the Clerk with at least forty-eight (48) hours before the scheduled date of the meeting.

9.9 Notice which is substantively given but which is irregular or not otherwise in strict compliance with this by-law will not invalidate the holding of a meeting or any proceeding taken at a meeting.

PART 10 COUNCIL AND STANDING COMMITTEE AGENDAS AND MINUTES

Agenda Order of Business

10.1 The Clerk will prepare for members of Council the order of business which may include any combination of the following:

a) Meeting Called to Order
b) National Anthem
c) Indigenous Territory Acknowledgement and Pause to Reflect
d) Disclosures of Pecuniary Interest
e) Public Meeting Notice
f) Public Meetings
g) Delegations
h) Presentations
i) Closed Session
j) Rise from Closed Session
k) Consent Agenda
   • Minutes of Previous Council Meetings
   • Council Information Package (CIP)
   • Adoption of Committee Reports
l) Consideration of Reports
   • Corporate Services
   • Corporate Enterprise
   • Community Development
   • Infrastructure Services
   • Office of the City Manager
m) Other Business
n) Correspondence
o) Notice of Motion
p) Motion(s)
q) Motion to Receive Correspondence and Presentations
r) Introduction and Consideration of By-Laws
s) Confirmatory By-Law
t) Adjournment
10.2 The business of Council and Standing Committees shall, in all cases, be taken up in the order in which it appears on the Agenda, unless otherwise directed by the Chair. Any matter on the Agenda not disposed of by Council or the Standing Committee shall be placed on the Agenda of the next regular meeting of Council or the Standing Committee.

Circulation to Public

10.3 As soon as the Agenda and/or Addendum is published and distributed by the Clerk to Members, the information may be made available to the public except for information relating to matters to be considered in Closed Session. Certain information may be released sooner to comply with provincial legislation.

Council Information Package (CIP)

10.4 The Clerk will have prepared bi-weekly, or as frequently as may be required, a Council Information Package for Members. If any Member prefers to have an item of correspondence contained therein dealt with by a Standing Committee or Council, the Member will contact the Clerk and it will be placed on the appropriate agenda.

10.5 Items within the Council Information Package may include, but are not limited to: internal informational communications in memo format and correspondence from external bodies including other municipalities and levels of government.

10.6 Members of the Public are not able to add items to the Council Information Package.

Consent Agenda

10.7 All items listed on the Consent Agenda are subject to a single motion that is neither debatable, nor amendable. A member may make a brief comment regarding a consent item prior to the consideration of the motion.

10.8 If a Consent Agenda item requires deliberation it must be removed from the Consent Agenda and placed on the regular agenda for discussion.

10.9 Items to be placed on the Consent Agenda include, but are not limited to, those with no delegations, where no discussion or debate is anticipated, informational items, and routine matters

10.10 Items that have by-laws to be passed and/or recommendations requiring funding will not be placed on the Consent Agenda.
Other Business

10.11 The placement of an “Other Business” section on a Committee or Council agenda shall be limited to inquiries of members, announcements or comments. Members will be limited to two items and may use the opportunity to highlight happenings in their Ward or the work of Advisory Committees.

Notices of Motion

10.12 A Notice of Motion in respect of a matter which is not within the jurisdiction of Council shall not be in order and shall not be considered by Council.

10.13 A Member wishing to bring forward a Notice of Motion shall advise the Clerk who will work with relevant staff to develop the appropriate wording and to verify any financial and other figures included.

10.14 The finalized Notice of Motion shall be provided to the Clerk who will circulate the wording to Council prior to the Member bringing it forward at a Council meeting.

10.15 Once a Notice of Motion has been introduced at a meeting, it will be placed on the agenda for the next Council meeting.

10.16 Where it is deemed necessary to not delay the consideration of a Notice of Motion to the next meeting of Council, a notice of motion may be considered by Council immediately upon its introduction by a successful two-third majority vote of members present.

10.17 All Notices of Motion on the Agenda and not disposed of shall be placed on the Agenda for the next meeting of Council under the heading of “Motions”.

10.18 In accordance with section 12.17 subsection (i) of this by-law, no delegations will be permitted when the Notice of Motion is initially presented to Council deems it necessary to not delay consideration until the next meeting as outlined in section 10.16 of this by-law and Council votes to waive this rule to permit delegations to speak.

10.19 Notwithstanding section 10.17 of this by-law, any Notice of Motion, the subject matter of which falls within the mandate of a Committee, shall be referred directly to that Committee by the Council unless the Council determines that it should not be first considered by the Committee, for reasons of emergency, health, safety or legal deadline.

10.20 When a Notice of Motion has been on the Agenda for two consecutive meetings
after notice has been given, and not proceeded with, it shall be dropped from the Agenda and deemed withdrawn.

10.21 A Member who is unable to attend a meeting where their Notice of Motion will be brought forward may, at their discretion, have another Member to present the Motion on their behalf with such arrangement to be communicated to the Chair and Clerk in advance of the meeting at which the Notice of Motion is to be presented.

10.22 After a Notice of Motion is moved at the Council meeting or placed on the Council Agenda it shall be deemed to be in the possession of Council and may be withdrawn with consent of the mover and seconder.

**Agenda Materials**

10.23 Reports of Committees included in the Council agenda will constitute notice of motion with respect to any matter contained in the reports and recommended by any Committee for adoption by Council.

10.24 Staff reports in the Council agenda, listed under Consideration of Reports, not having been considered by any Committee for adoption by Council, will constitute notice of motion for the purposes of any relevant motion brought at Council.

**Addendum**

10.25 After delivery of the Council or Standing Committee Agenda, the Clerk may amend the Agenda by way of an Addendum by adding or deleting matters from the prepared Agenda. In this case, the Clerk shall endeavor to forward additional Agenda material to the Members prior to the meeting. The Addendum may be presented at the Council or Standing Committee meeting, and is not subject to the Notice requirements set out in sections 10.25 and 10.26 of this by-law.

**By-laws**

10.26 The adoption of every by-law presented to Council may be the subject of one motion, unless otherwise provided by legislation.

10.27 By request of any Member, any by-law(s) may be discussed or voted on individually or in smaller groupings.

10.28 Every by-law, when introduced, shall be in typewritten form and shall comply with the provisions of any relevant legislation.

10.29 The proceedings at every Regular and Special Meeting of Council shall be confirmed by by-law so that every decision of Council at that Meeting of Council
and every resolution passed thereat shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.

10.30 Amendments to any by-laws approved by Council shall be deemed to be incorporated into the by-law and if the by-law is enacted by Council, the amendments shall be inserted by the Clerk.

10.31 Every by-law enacted by Council shall be signed by the Mayor and Clerk. The corporate seal shall be affixed to the by-law and the by-law shall be numbered, dated and deposited in the Clerk’s Office Vault and a duplicate originally signed copy will be stored at the City Archives.

10.32 The Clerk may make such minor corrections to any by-law resulting from technical or typographical errors, which may be required for the purpose of ensuring correct and complete implementation of the actions of Council.

Minutes

10.33 The Minutes of Council and Standing Committee meetings shall record:

   a) The place, date and time of meeting;
   b) The name of the Chair and the record of the attendance of the Members and staff;
   c) Declarations of Pecuniary Interest; and
   d) The motions considered and votes taken by Council, or Committee without note or comment.

10.34 The Minutes of each Council and Standing Committee meeting shall be presented to Council for approval at the next regular meeting.

10.35 After the Council Minutes have been approved by Council, they shall be signed by the Mayor and Clerk.

10.36 Upon approval of Standing Committee minutes, they shall be signed by the Chair and Clerk

Closed Session Minutes

10.37 Closed session minutes shall record:

   a) The place, date and time of meeting;
   b) The starting and concluding times for the closed session;
   b) The names of the Chair and the record of the attendance of the Members;
staff and any other attendees;

c) A description of the substantive and procedural matters discussed, including specific reference to any documents considered;
d) The specific provision under the Act under which meeting in closed session was permitted;
d) The procedural motions considered and votes taken by Council; and
e) All directions given
f) Any other proceedings.

PART 11 CORRESPONDENCE AND PETITIONS FOR COUNCIL

Correspondence

11.1 Correspondence may be sent related to agenda items before Council and will be included as part of the public record. Correspondence should be legibly written and must contain the name, contact address, telephone number and e-mail address of the send that the Clerk can communicate with on behalf of the Council or a Committee.

11.2 All correspondence must remain respectful, not include profanity or hate speech.

11.3 Should correspondence be received that includes materials or content that is deemed in violation of public policy, the Clerk will advise and provide the public another opportunity to provide respectful correspondence.

11.4 Communication within the jurisdiction of a Standing Committee shall first be referred to the appropriate Committee unless the communication relates to a subject or report scheduled to be considered by Council.

11.5 Communications listed on the Agenda, which contain a request for action on the part of Council, shall not be acted upon without Council first receiving a report from staff or the appropriate Committee, unless the action is of a routine or congratulatory nature.

Petitions

11.6 Formal petitions on a specific issue coming before Council shall be submitted to the Clerk's Office for inclusion on the agenda.

11.7 Petitions that are unrelated to a matter coming before Council by way of a staff report will be forwarded to the appropriate City Department and will be brought forward for Council's consideration through the appropriate meeting agenda.
11.8 Petitions should be legible and include a clear statement or position, be in printed format with the names of signatories visible, contain the contact information of the sender, be respectful in language and tone and not contain any defamatory allegations.

11.9 All personal information will be redacted from a petition before it is placed on a meeting agenda for Council's consideration and for public inspection.

PART 12 DELEGATIONS, MEDIA & PUBLIC CONDUCT

Delegations Generally Before Committees

12.1 Delegates shall be directed by the Clerk to the appropriate Standing Committee except where the delegate wishes to address Council with respect to a matter which will be before Council.

Requests to Delegate

12.2 Individuals, organizations or groups wishing to address Council shall complete a Delegation Request Form available on the City’s website and return it to the Clerk no later than 4:30 p.m. on the day before a meeting that starts the following morning or 12 noon on the day of a meeting that starts at 5 p.m. or afterwards.

12.3 Delegation requests must include the name, a primary and secondary phone number (where possible) and e-mail address that the delegate can be reached at along with indication of which item(s) on the agenda the delegate would like to speak to and a general outline of the comments they wish to make.

Delegations with Presentations

12.4 Delegations intending to present to Council and/or Committee using a Power Point Presentation or other visual or written method of presentation, must provide those items to the Clerk in accordance with this section and in accordance with the agenda and addendum printing deadlines.

12.5 If the delegation has registered on the day of the meeting and has a presentation or correspondence to share with Council, the material will be included in the minutes of the meeting and not on the addendum.

12.6 Notwithstanding section 12.4 of this by-law, videos will not be permitted during presentations.

12.7 The City Clerk's decision on whether material is appropriate and can be
presented will be final.

**Statutory Public Meetings**

12.8  The requirement to register as a delegation does not apply to Statutory Public Meetings held under the *Planning Act*.

**Address Presiding Officer**

12.9  All delegates appearing in person at a Council or Committee meeting shall address the Chair from the lectern in the Council Chamber or from the presenter’s table, as the case may be, and shall state their name and whom they represent if speaking on behalf of a group, association or other organization.

12.10  Delegates appearing before Council by way of Electronic Participation shall address the Chair from their location and state their name and whom they represent if speaking on behalf of a group, association or other organization.

**Delegations Representing a Group**

12.11 Where there is a group of people wishing to address Council with respect to a particular position on an issue, Council may determine that the group shall be represented by one person.

**5-Minute Limit**

12.12  Unless otherwise permitted by a majority vote, delegates, including those representing a group, shall be limited to five (5) minutes for speaking at Council or such other time period approved by Council at the meeting.

12.13  Delegates requesting time beyond the 5-minute limit may present their request directly to the Chair prior to making their delegation and the Chair shall put the matter to a vote.

12.14  Notwithstanding Section 12.13 of this by-law, the maximum speaking time to be granted to any group shall not exceed ten (10) minutes.

**Questions**

12.15  The time involved in receiving and answering questions from Members shall not be deducted from the time limit for the Delegation. Members may address a delegate only to ask questions and not express opinions or enter into debate or discussion.
Right to Appear

12.16 Any person, group of persons or organization may request to speak to an item listed on the agenda provided that the subject matter of the delegation directly relates to the item on the agenda.

Matters to Which Delegations Not Permitted

12.17 Delegations will not be permitted to address Council on matters not appearing on an agenda by way of a staff report or pertaining to the following:

a) Council Workshops held for the purpose of training, discussions with other levels of government and outside agencies, on complex matters or strategic planning
b) Reports stemming from Closed Meeting, Integrity Commissioner or Ombudsman Investigations
c) Labour relations or employee negotiations;
e) Litigation or potential litigation matters;
f) Tenders, RFP's and other procurement issues;
g) Litigation that is either expected to proceed, that is currently proceeding, or that has already been decided by a trier of fact;
h) Matters not within the jurisdiction of the municipality;
i) The initial presentation of a Notice of Motion;
j) Procedural motions that are required to be passed before Council may proceed on a matter, i.e. Motions to waive notice or other procedural rules
k) Notices of Motion to Reconsider
l) By-laws listed on an agenda;
m) Presentations at Council or Committee meetings;
n) Any other matter that is properly the subject of the closed session exclusions in the Act, subject to a two-third majority vote by Council.

12.18 Where a member of the public would like Council to take a position on a matter that is not within the jurisdiction of the municipality, the individual may approach their Ward Councillor to request that they bring forward a Notice of Motion to Council on the matter.

12.19 Delegations may register to speak to Notices of Motion at the next meeting when they are presented as a motion and are on the agenda to be debated and voted or, where the Notice of Motion will result in a report to Council from staff, delegates may register to speak to the report.

Late Delegation Requests

12.20 Council will not hear delegations who miss the deadline to register as outlined
in section 12.2 of this by-law unless a motion is made, seconded and confirmed by a majority vote to hear the Delegation.

12.21 The Clerk will provide the Chair with all requests to delegate submitted after the deadlines stated in section 12.2 for Council consideration. A majority vote is required to permit the delegate(s) to speak.

Delegations to Matters Not on Agenda

12.22 Any delegation requests that relate to requests for funding from the city must come at the appropriate budget time.

12.23 If a delegate requests to speak regarding a matter not listed on an agenda the Clerk will work with the requestor and appropriate staff to explore options for resolution on their matter.

12.24 Should the delegate’s request not be resolved by staff and the delegate still wishes to speak to Council regarding the matter they may approach their Ward councillor who can bring forward a Notice of Motion to Council.

Curtailment of Time

12.25 The Chair may curtail any Delegation, any questions of a delegate, or debate during a Delegation for disorder or any other breach of this by-law, and, if the Chair rules that the Delegation is concluded, the person or persons appearing shall withdraw. The Chair can, or can request that the Clerk, mute the Delegate’s microphone.

Behaviour

12.26 No delegate shall:

   a) Speak disrespectfully of any person;
   b) Use offensive words or unparliamentary language;
   c) Speak on any subject other than the subject for which they have received approval to address Council;
   d) Disobey the rules of procedure or a decision of the Chair or Council;
   e) Interrupt, speak-over, or continue to speak when advised by the Chair not to, or otherwise disrupt the Chair.

Location

12.27 No person, except Members and authorized City staff shall be permitted to come
within the Members' area (the Horseshoe) during a Council meeting without permission of the Clerk.

Public Conduct at Meetings

12.28 Members of the public and media who constitute the audience at a meeting, shall not:

a) Address Council without permission;

b) Bring food or beverages into the Council Chamber or meeting room unless so authorized;

c) Bring signage, placards, picket signs or banners into City Hall and Historic City Hall;

d) Wear or otherwise display clothing with political messages;

e) Heckle or engage in telephone or other conversation, or any behavior that may be considered disruptive or disrespectful;

f) Use indecent, offensive, or insulting language or speak disrespectfully to anyone;

g) Engage in any activity or behaviour that would affect the Council or Committee deliberations.

12.29 Photography and video should be kept to a minimum during a meeting and will only be permitted so long as it does not interfere with the meeting in any way.

12.30 At any time during the meeting, at the discretion of the Clerk, use of electronic devices may also be prohibited if it is believed that the use is interfering with the meeting.

Recording of Meetings

12.31 Meetings which are not closed to the public may be televised or otherwise recorded so long as the act of recording does not interfere with proceedings at the meeting, and provided that the recording has been authorized by the meeting Chair.

Expulsion

12.32 The Chair may cause to be expelled and excluded any member of the public who creates any disturbance or acts improperly during a meeting of Council or Committee. If necessary, the Chair may call upon the appropriate assistance from security or police officers to affect this ruling.
PART 13    CALL TO ORDER, QUORUM & DISCLOSURES OF PECUNIARY INTEREST

Call to Order

13.1 The Chair will call the meeting to order as soon after the hour of meeting as a quorum is present. Quorum is achieved when a majority of the members are present either through in-person or electronic participation.

Quorum

13.2 If a quorum is not present at a scheduled meeting of Council or Committee meeting fifteen (15) minutes after the scheduled commencement time, the meeting shall stand adjourned until the next regular meeting of Council or Committee and the Clerk shall record the names of the Members present.

13.3 If a quorum is lost during a meeting of Council or Committee then the Chair shall, upon determining that a quorum is not present, request the Clerk to call for a recess for a period of fifteen (15) minutes, or until a quorum is present, whichever is sooner.

13.4 If there is still no quorum of Council or Committee after fifteen (15) minutes, the meeting shall stand adjourned and the Clerk shall record the names of the Members present. In the case of a Council meeting, the confirming by-law will reflect all business validly conducted by the Council before quorum was lost. All unfinished business shall be carried forward to the next meeting of Council or Committee.

13.5 Where the number of Members who, by reason of the provisions of the Municipal Conflict of Interest Act, are prohibited from participating in a meeting is such that, at that meeting, the remaining Members are not of sufficient number to constitute a quorum, then the remaining number of Members shall be deemed to constitute a quorum, provided this number is not fewer than two (2)

Meeting Recess

13.6 Council or Committee may, at any point, recess for a period deemed appropriate by the Chair.

Adjournment Hour

13.7 All meetings will adjourn when Council, or Committee have completed all business listed on the agenda, or at 11:00 p.m., whichever is earlier.

13.8 No meeting will proceed beyond the hour of 11:00 p.m.
13.9 Unless decided otherwise prior to the adjournment of the meeting, any unfinished business will be discussed at the next scheduled Council or Committee meeting.

Disclosures of Pecuniary Interest

13.10 Where a Member, on their behalf or while acting for, by, with or through another, has any Pecuniary Interest, direct or indirect, in any matter and is present at a meeting at which the matter is the subject of consideration, the Member shall, in accordance with the Municipal Conflict of Interest Act:

a) Before the meeting, submit to the Clerk in writing the Member’s interest and the general nature thereof;
b) Prior to any consideration of the matter at the meeting, disclose the Member’s interest and the general nature thereof; and
c) Not take part in the discussion of, or vote on any question in respect of the matter; and
d) Not attempt in any way whether before, during or after the meeting to influence the voting on the matter.

13.11 Where a meeting is not open to the public, in addition to complying with the requirements of the Municipal Conflict of Interest Act, the Member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration.

13.12 Where the interest of a Member has not been disclosed by reason of the Member’s absence from a particular meeting, the Member shall disclose the Member’s interest and otherwise comply at the first meeting of Council, as the case may be, attended by the Member after the particular meeting.

13.13 The Clerk shall record in reasonable detail the particulars of any disclosure of pecuniary interest made by a Member, and this record shall appear in the minutes of that meeting and be posted to the City’s Conflict of Interest Registry on the City’s website.

PART 14 CHAIR’S DUTIES, CONDUCT OF MEMBERS & RULES OF DEBATE

Chair’s Duties

14.1 The Chair shall preside over the meetings of Council and Committee so that business can be carried out efficiently and effectively, and shall:

a) Maintain order and preserve the decorum of the meeting;
b) Rule on all procedural matters, without debate or comment;
c) Receive and submit to a vote all motions presented by the Members that do not contravene the rules of procedure;

d) Decline to put to a vote motions which do not comply with the rules of procedure, or which are not within the jurisdiction of Council;

e) Announce the results of the vote on any motions presented for a vote;

f) Facilitate or delegate the Clerk to facilitate all delegations;

g) Expel or exclude from any meeting any person whom the Chair feels has exhibited improper conduct at the meeting;

h) Adjourn; suspend or recess the meeting if considered necessary because of grave disorder;

i) Close the meeting when business is concluded or recess the meeting as required; and

j) Without limiting the above, preside over the meeting fairly and objectively without becoming actively involved in debates. By way of example, the Chair may not call for a recorded vote, move or second a motion, etc. The Chair should keep their comments relatively brief and generally for the purpose of summation of the debate before a vote is to occur or to intercede for the purpose of moving a debate forward to a resolve.

Order to Vacate

14.2 The Chair, after three warnings, shall call by name any Member persisting in breach of the rules of procedure and, subject to an appeal by a majority vote of Members present, order such Member in breach of the rules to vacate their seat and leave the meeting.

Matters Not Covered in this By-Law

14.3 Any rules of debate not covered by this by-law shall be decided by the Chair. The Chair may consult with the Clerk for advice on how best to address a procedural matter following which Chair shall announce their ruling.

Appeal of the Chair’s Ruling

14.4 A Member who disagrees with the ruling of the Chair may appeal such ruling to the Chair who, in response, shall call a vote on the question of sustaining the ruling. The Chair may provide further explanation of the ruling prior to calling the vote.

Absence of Chair at Scheduled Start Time

14.5 In the case that the Mayor does not attend within fifteen (15) minutes of the scheduled commencement time for a meeting of Council and a quorum is present,
or after resumption of the meeting after an adjournment, the Clerk shall call upon the Acting Mayor for the month in question and they shall preside until the arrival of the Mayor. In the case of a Standing Committee Meeting, the Clerk shall call upon the Vice Chair and they shall preside until the arrival of the Chair.

**Mayor's Designation**

14.6 The Mayor may designate another Member of Council as presiding officer during any part of a Council meeting when they leave the Chair for any reason. The presiding officer at a Council meeting shall have and may exercise all the rights, powers, authority and obligations of the Mayor under this by-law.

**Rules of Conduct**

14.7 The conduct of Members at Council and Committee meetings shall be governed by the contents of this by-law and by the Hybrid Meeting Procedure attached as Appendix A to this by-law.

No Member shall:

a) Speak disrespectfully of any member of the Royal Family, the Governor General, the Lieutenant Governor of any Province, Council, any Member or any official or employee of the City;
b) Use offensive words or unparliamentary language;
c) Engage in private conversation while in the Council meeting or use electronic devices in a manner which interrupts the proceedings of the Council;
d) Leave their seat or make any noise or disturbance while a vote is being taken and until the result of the vote is announced;
e) Speak on any subject other than the subject under debate;
f) Where a matter has been discussed in Closed Session, and where the matter remains confidential, disclose the confidential matter or the substance of deliberations at a closed meeting, except to the extent that Council has previously released or disclosed the matter in public;
g) Disobey the rules of Council or a decision of the Chair or of Council on questions of order or practice or upon the interpretation of the rules of Council.
h) Use language that is not inclusive.

14.8 Where a member has been called to order by the Chair for disregarding the rules of procedure and the member persists in such conduct, the Chair may order the member to vacate the meeting and shall not recognize that Member, except for the purpose of receiving an apology from the Member. If the Member apologizes, the Chair may permit the Member to retake their seat or rejoin the meeting where such
Member is participating electronically.

14.9 If the member called out does not apologize and will not vacate the meeting, the Chair will recess the meeting and request that the Clerk contact security.

14.10 Notwithstanding sections 14.7 and 14.8 of this by-law, where a Member is participating electronically and refuses to apologize or leave the meeting, the Chair will recess the meeting and the Clerk will remove the Member from the Conference System.

Seating Arrangements

14.11 For the term of office of the Council the seating order for in-person attendees at the Council table shall be in order by Ward. Council may establish alternate seating arrangements if required.

Absences from Council and Committee Meetings

14.12 Members shall inform the Meeting Chair and Clerk of all planned absences and late arrivals.

Rules of Debate

14.13 No debate on any item can occur until an item has been both moved and seconded.

14.14 To address Council, a Member shall request to speak and be recognized by the Mayor.

Speaking

14.15 Prior to speaking to any question or motion, each Member shall engage their microphone through the Chair or unmute in the Conference System, if participating by electronic means.

14.16 When two or more Members indicate their desire to speak at the same time, the Chair shall designate the order of speakers.

14.17 When a Member is speaking, no other Member shall interrupt the Member speaking except to raise a point of order or privilege.

14.18 Any Member may require a motion or question under discussion to be read at any time during the debate, but not so as to interrupt the Member speaking.
14.19 No Member shall speak for longer than ten (10) minutes on a question.

14.20 No Member shall speak more than twice to the same question.

Questions

14.21 A Member may ask a question only for the purpose of obtaining information relating to the matter under discussion and the question shall be stated succinctly and asked only of the Chair, the previous speaker, the City Manager, City Solicitor, Clerk, Deputy City Managers, and their respective designates. All questions must be directed through the Chair.

Introduction of Additional Items

14.22 No Member shall introduce any item to Council for its consideration unless:

   a) The item relates to a matter on the Agenda for that meeting; or
   b) The matter is of an urgent nature and leave is granted by a two-third majority vote.

PART 15 MOTIONS

Requirement to be in Writing

15.1 Except as provided in Section 15.8 of this by-law, all motions shall be in writing and moved and seconded.

Assignment of Motions

15.2 The Clerk will assign motions to individual members of Council by Ward, depending on the nature of the matter with the Chair of the associated Standing Committee assigned as the Seconder.

15.3 The Clerk will not reassign Motions to other members of Council without the permission of the Members to whom the motion was originally assigned.

15.4 The Clerk will allocate motions as soon as possible after the agenda is printed.

Alternative Motions

15.5 Where a member wishes to introduce an alternative recommendation from what is contained in a staff report, they shall notify the Chair and the Clerk of their intent no later than twenty-four (24) hours prior to the meeting and upon notification of such intent, the Clerk will work with the report author and other necessary staff to
develop the wording.

15.7 Once drafted, the new wording will be forwarded for review to the Member so wishing to introduce it and upon the Member’s confirmation of the wording, the alternative motion will be circulated by the Clerk to Members of Council.

**During the Meeting**

15.8 In Council or Committee, the following motions may be introduced verbally, without notice and without leave, except as otherwise provided by this by-law:

(a) a point of order or privilege;
(b) to suspend the rules of procedure
(c) to postpone definitely (deferral motion with specified date/meeting);
(d) to refer;
(e) to amend;
(f) to postpone indefinitely (deferral motion without specifying a date/meeting);
(g) to close debate;
(h) to adjourn
(i) any other procedural motion.

15.9 The Chair may require that any amendment be in writing and signed by the mover and the seconder.

15.10 A motion shall be moved and seconded before the Chair puts the question to vote and the motion shall be recorded in the minutes of the meeting.

**Withdrawal**

15.11 After a motion is moved and seconded it shall be deemed to be in the possession of Council or Committee and may not be withdrawn without the consent of the mover and seconder.

15.12 A motion that has been withdrawn after being placed on the floor may be renewed with the mover and seconder, with the same intent, only if no decision was made in the first place.

**Motion Under Consideration Takes Precedence**

15.13 When a motion is under consideration, no new main motion will be accepted. Non-main motions are acceptable including procedural motions, and motion to refer, defer, and amend.

15.14 After a motion has been put to vote by the Chair, no member may speak to the
motion nor will any other motion be made until after the vote it taken and the result has been declared.

Non-Jurisdiction Motions

15.15 A motion regarding a matter that is beyond the jurisdiction of Council will not be in order and shall not be considered by Council except a matter that, in the opinion of the majority of Council, has to do with the welfare of the citizens generally. The question of the opinion is to be decided without debate and requires a two-third majority vote passed by Council.

Schedule of Common Motions

15.16 Schedule B of this by-law describes the form and standard descriptive characteristics of motions commonly used in Committee and Council.

Points of Order and Privilege

15.17 Schedule C of this by-law provides guidance on Points of Order and Privilege, how they are to be raised and when it is appropriate to bring either forward.

PART 16 VOTING

Order of Voting

16.1 Voting will be conducted in the following order:

   a) amendment to any amending motion;
   b) upon determination of a) above, any subsequent amendment to the amending motion;
   c) the amending motion;
   d) the main motion, as amended or as originally presented.

Separate Votes

16.2 Upon the request of any Member, and when the Chair is satisfied that a matter under consideration contains distinct proposals, the vote upon each proposal shall be taken separately and no vote will be required to be taken on the matter as a whole.

Members Must Vote

16.3 Every Member present at a meeting will vote on every motion, unless they have declared a pecuniary interest. Failure to vote for any reason will be deemed to be a
negative vote.

**Mover May Vote in Opposition**

16.4 A Member may move a motion in order to initiate discussion and debate and that Member may vote in opposition to the motion. A seconder of a motion may vote against the motion.

**Actions During Vote**

16.5 When the Chair calls for the vote on a question:

   a) Members must occupy their seat and remain in place until the result of the vote has been declared by the Chair, and
   b) during this time no Member shall walk across the room or make any other motion or speak to the question or any other Member or make any noise or disturbance.

**Method of Voting**

16.6 A Member shall vote by raising a hand or otherwise indicating the Member's vote, except where a recorded vote is requested. The Chair shall announce the result of all votes taken and shall vote last.

**Recorded Vote**

16.7 All votes at Council meetings shall be recorded votes with the Clerk to note name and vote of every Member on any question.

16.8 The Clerk shall use the electronic voting device or may call Members and the Members shall indicate or announce their vote in order of their Ward.

16.9 The Clerk shall announce the result of the recorded vote.

16.10 Notwithstanding Sections 16.7, 16.8 and 16.9, no recorded votes will be taken at Committee meetings.

**Carried Votes**

16.11 Except as provided elsewhere in this by-law, a motion will be considered carried when a majority of the Members present and voting have voted in favour of the motion.
Tied Votes

16.12 When there is a tie vote the motion is deemed lost.

Reconsideration

16.13 A motion to reconsider may be brought forward if a member wants to revisit and potentially change a decision made at the same meeting where a decision was made.

16.14 A motion to reconsider may only be made if it is possible to reverse or to modify the motion that was adopted.

16.15 After any question has been decided, any Member who voted with the prevailing side may make a motion to reconsider the question with such motion to be seconded by a member who voted with the prevailing side. For clarity, the mover and seconder voted yes if the motion was passed or voted no if the motion was lost.

16.16 For the purposes of determining Section 16.15, the Chair may seek confirmation from Members on whether they voted with the prevailing side and/or consult with the Clerk on the results of the vote.

16.17 No discussion of the main question shall be allowed until the motion for reconsideration is carried.

16.18 Where a motion to reconsider is approved, reconsideration will become the next order of business unless the motion to reconsider included direction to postpone reconsideration to a definitive date.

16.19 Once the question is reopened, it is reopened in its entirety unless the reopening motion specifies otherwise.

16.20 A motion to reconsider a previous decision of Council made earlier in a meeting;

   a) may be presented at any time prior to the meeting's adjournment by any member who voted in the majority when the decision was made;
   b) may not be applied to a decision to table a motion; and
   c) requires an affirmative vote of the majority of the members present.

Process for Bringing Forward a Motion to Reconsider

16.21 A member wishing to bring forward a motion to reconsider and who voted on the prevailing side should wait to be recognized by the chair who will then ask for a seconder who voted on the prevailing side.
16.22 The Chair will advise that the motion to reconsider is pending and open the floor to debate.

16.23 Once debate is over, the matter to reconsider the decision that was made shall be put to a vote.

16.24 If the motion to reconsider is adopted by a majority vote, the original recognized motion is brought back to Council to be voted on again.

16.25 Where the motion to reconsider is lost, then business proceeds to the next item on the agenda.

**Rescinding Something Previously Adopted**

16.26 A motion to rescind may be used when a member wishes to change something that was adopted at a previous meeting.

16.27 Notwithstanding Section 16.26, if the original motion has been acted upon and that action cannot be rescinded, then a motion to rescind is out of order such as with purchasing or contract related matters; however, any unexecuted part could be rescinded or amended.

16.28 Any proposed amendment to the original motion must be within the scope of the notice to rescind something previously adopted.

16.29 A motion to rescind can be made by any member, regardless of how that member voted originally and there is no time limit on making a motion to rescind.

16.30 In order to rescind something previously adopted by a majority vote, Council must have received notice of the intent to present such a motion either at a previous meeting or with the call of the meeting.

16.31 Where notice of intent to present a notice to rescind has not occurred, the vote required to rescind is a two-thirds majority of those present and voting.

16.32 No question, after it has been decided, shall be rescinded within two years following the decision of the Council unless Council decides to do so by a two-third majority vote. Any motion to rescind after this period requires a majority vote.

16.33 A Member who was not a Member during the vote contemplated in Section 16.31 may make or second a motion to rescind.

16.34 No discussion of the main question or hearing of Delegations shall be allowed until the motion to rescind is carried.
16.35 If the question is reopened, all previous decisions of the Council remain in force unless the Council decides otherwise.

16.36 No matter before Council that has been the subject of a motion to rescind can be rescinded by Council within one year of the original motion to rescind.

**Process for Bringing Forward a Motion to Rescind**

16.37 The motion to rescind can be introduced at a time when no other business is pending.

16.38 After being recognized by the chair, a member may make the motion to rescind.

16.39 The motion should include a description or reference to the decision in question (worded as closely as possible to any notice that has already been provided).

16.40 Another member then must second the motion.

16.41 The Chair will then restate the motion to rescind and permit debate.

16.42 During debate, any member may propose amendments (changes that are greater than the scope of notice are not in order).

16.43 After full debate, the vote is taken on rescinding the motion.

**PART 17 SHORT TITLE**

17.1 This by-law may be referred to as the City of Cambridge Procedure By-law.

**PART 18 REPEAL**

18.1 By-laws 18-15, 165-16, 20-030, 20-073 and 133-18 are hereby repealed.

**PART 19 SEVERABILITY**

19.1 If a portion of this by-law is found by a court of competent jurisdiction to be invalid, the invalid portion will be voided and the rest of the by-law remains valid and effective.

**PART 20 EFFECTIVE DATE**

20.1 This by-law shall come into force and take full effect on the date of passing and remain in effect for a one-year period ending December 31, 2023.
Enacted and passed this 29 day of November, 2022.

_________________________________
MAYOR

_________________________________
CLERK
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 22-071

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;

WHEREAS the Municipal Act, 2001 S.O. 2001, c.25, Section 9 and 11, provides that except where otherwise provided the powers of any Council shall be exercised by by-law;

AND WHEREAS in many cases action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT the action of the Council at its meeting held on the 29th day of November, 2022, 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. **AND THAT** this by-law shall come into full force on the day it is passed.

Enacted and Passed this 29th day of November, 2022.

_________________________________
MAYOR

_________________________________ 
CLERK