Corporation of the City of Cambridge
Council Meeting
Agenda

Date: Tuesday, May 28, 2024, 4:00 p.m.
Location: Council Chambers

To increase delegate accessibility, 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 delegate in-person or by telephone. Alternative formats and communication supports are available upon request.

Members of the public wishing to speak at Council may complete the 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.

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

1. Meeting Called to Order
2. Indigenous Territory Acknowledgement
3. Disclosure of Pecuniary Interest
4. Presentations
   4.1 KPMG re: 24-027-CRS 2023 Financial Report
   This Presentation will be provided on the Addendum.
   4.2 Mary Lou Tanner, NPG Planning re: 24-077-CD - Recommendation Report for OPA and ZBA - 201 Water St and 66 Highman Ave
   4.3 Mark Stone, Planner re: 24-077-CD - Recommendation Report for OPA and ZBA - 201 Water St and 66 Highman Ave
   4.4 Sancy Sebastian, Planner re: 24-032-CD Recommendation Report for City initiated Zoning By-law Amendment - 214 and 216 Union St. N. and 229 and 231 Anne St.
   4.5 Trevor Hawkins, MHBC Planning re: 24-078-CD Recommendation Report for Official Plan Amendment and Zoning By-law Amendment - 777 Laurel Street and 308 Dolph Street North
   4.6 Toula Theocharidis, Planner re: 24-078-CD Recommendation Report for Official Plan Amendment and Zoning By-law Amendment - 777 Laurel
5. **Delegations and Consideration of Related Reports**

5.1 Jill Summerhayes re: 24-033-CD 2024 Arts and Culture Action Plan Approval

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 Council Information Package - May 17, 2024

6.2 24-084-CD Noise By-law Exemption – Region of Waterloo Dundas Street Phase 2 Reconstruction

7. **Consideration of Reports**

7.1 Corporate Services

7.1.1 24-027-CRS 2023 Financial Report

7.2 Community Development

7.2.1 24-077-CD - Recommendation Report for OPA and ZBA - 201 Water St and 66 Highman Ave

7.2.2 24-032-CD Recommendation Report for City initiated Zoning By-law Amendment - 214 and 216 Union St. N. and 229 and 231 Anne St.

7.2.3 24-078-CD Recommendation Report for Official Plan Amendment and Zoning By-law Amendment - 777 Laurel Street and 308 Dolph Street North

7.2.4 24-033-CD 2024 Arts and Culture Action Plan Approval

7.2.5 24-038-CD Neighbourhood Associations Support Services Policy Review

7.3 Motions

7.3.1 Motion re: Establishing safe and inclusive areas for the delivery of health services to better meet the needs of Cambridge’s most vulnerable residents

*Note: This Motion has been withdrawn and will no longer be discussed at this meeting.*

7.4 Community Development

7.4.1 24-030-CD – Approval of the Amended Grand River Source Protection Plan
7.5 Corporate Enterprise
7.5.1 24-005-CRE Core Areas Community Improvement Plan Minor Amendment

7.6 Community Development
7.6.1 24-069-CD Updated Heritage Impact Assessment (HIA) Terms of Reference

7.7 Infrastructure Services
7.8 Office of the City Manager

8. Other Business
9. Notices of Motion
10. Correspondence
11. Motion to Receive and File
12. Consideration of By-laws

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

- 24-056 Being a by-law to adopt Amendment No. 80 of the City of Cambridge Official Plan (2012), as amended, with respect to lands municipally known as 201 Water Street South and 66 Highman Avenue

- 24-057 Being a by-law to amend Zoning By-law No. 150-85, as amended, with respect to lands municipally known as 201 Water Street South and 66 Highman Avenue

- 24-058 Being a by-law to adopt Amendment No. 79 of the City of Cambridge Official Plan (2012), as amended, with respect to land municipally known as 777 Laurel Street and 308 Dolph Street

- 24-059 Being a By-law to amend Zoning By-law No. 150-85, as amended, with respect to land municipally known as 777 Laurel Street and 308 Dolph Street North

- 24-060 Being a by-law to amend Zoning By-law 150-85, as amended, with respect to lands municipally known as 214 and 216 Union Street North, and 229 and 231 Anne Street

13. Confirmatory By-law
14. Adjournment
Description of Subject Lands

Two Separate Parcels:

<table>
<thead>
<tr>
<th>ADDRESS</th>
<th>BUILDINGS &amp; STRUCTURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>201 Water Street South</td>
<td>2-storey stone residence – heritage building; existing agricultural building</td>
</tr>
<tr>
<td>66 Highman Avenue</td>
<td>Single detached dwelling</td>
</tr>
</tbody>
</table>

- Irregularly shaped parcel
- **Frontage:** 169.36 metres (Water Street South); 14.8 metres (Highman Avenue)
- **Area:** 1.54 hectares
2 Public Meetings and 1 Neighbourhood Meeting

Key Issues that we heard

- Affordable Housing
- Views from rear yards on Highman Avenue
- Emergency access from Highman Avenue
- Landscaping and tree planting – Highman Avenue properties
- Parking on Highman Avenue
- Potential construction impacts on existing homes on Highman Avenue
- Balcony locations
Public Consultation Process – Our Actions

• The middle 9-storey tower has been removed, leaving a 6-storey podium between the towers

• The other 2 towers have been modified to 15 storeys each

• Distance between the two towers has increased from 18.55 metres to approximately 47 metres
Public Consultation Process – Our Actions

- Access from Highman Avenue is solely an emergency access:
  - No access for private vehicles to building
  - One way exit for residents to leave in case of emergency
  - No buildings permitted on 66 Highman Avenue property
• Stone residence at 201 Water Street South will be designated under Part IV of the Ontario Heritage Act
Public Consultation Process – Our New Commitments

- **Affordable Housing:**
  - 20 units will achieve Waterloo Region’s affordable home ownership threshold

- **Stone Building:**
  - Support designation of the existing stone residence under the *Ontario Heritage Act*

- **Construction:**
  - Pre and post construction monitoring of adjacent homes on Highman Avenue

- **Environmental Stewardship:**
  - Relocation of Regionally identified Species consistent with direction from City/Region with monitoring

- **Highman Avenue Access:**
  - Emergency Vehicle Access / resident exit only with no buildings permitted on 66 Highman Avenue

- **Balconies:**
  - Screening materials will be used on east side of buildings for privacy to Highman Avenue rear yards

- **Parking on Highman Avenue:**
  - No vehicle access to Highman Avenue from development
  - Sufficient parking, including visitors, provided onsite

- **Landscaping:**
  - Landscaping plans to address tree planting
REVISED Development Proposal

- Two (2) residential towers atop of a unified 3 storey podium
- 330 units
- Density of 219 units per hectare
- Two (2) vehicular accesses proposed on Water Street South
- One (1) emergency vehicle access via 66 Highman Avenue
- 416 vehicle parking spaces provided for residents and visitors, which meets the City's Zoning By-law requirement, plus 117 bicycle spaces
• Consistent with the Provincial Policy Statement, conform with the policies of the Provincial Growth Plan 2020, the Waterloo Region OP, the City OP

• Provides an increased range of housing choices including affordable housing

• Provides new housing in proximity to existing and planned transit and active transportation options making it suitable for development

• Makes efficient use of existing services and infrastructure
201 Water Street South and
66 Highman Avenue
OR08/23 – Recommendation

May 28, 2024

File Planner:
Mark Stone
stonem@cambridge.ca
Residential intensification development proposed within Built-up Area
Official Plan and Zoning By-law Amendments

Existing Official Plan Designations: Low/Medium Density Residential and Natural Open Space System

Proposed Official Plan Designations: High Density Residential and Natural Open Space System

<table>
<thead>
<tr>
<th>Policy</th>
<th>Proposed</th>
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</thead>
<tbody>
<tr>
<td>Maximum Units</td>
<td>330</td>
</tr>
<tr>
<td>Maximum Height</td>
<td>15 storeys</td>
</tr>
</tbody>
</table>

Existing Zoning: Open Space (OS1) and Residential (R4)

Proposed Zoning: Multiple Residential (H-RM3) and Open Space (OS1) with site-specific provisions.
Response to Public Meeting
Comments

- Building Height, Privacy and Shadowing
- Emergency Access
- Traffic and Parking
- Affordable Housing

- Impacts on Existing Residential and Buffering
- Impacts on Natural Environment
- Construction and Noise Impacts
Recommendation

It is the opinion of Planning Staff that the proposal is consistent with Provincial, Regional and City policies.

The proposal represents an efficient use of existing municipal services and infrastructure, and provides more housing options, including some affordable housing units.

Planning Staff recommends approval of the proposed Official Plan and Zoning By-law Amendments.
214 & 216 Union Street North and
229 & 231 Anne Street
R17/23 – Council Meeting
May 28th, 2024
Subject Lands

Three Separate Lots:

- 229 Anne Street
- 231 Anne Street
- 214 & 216 Union Street North
Official Plan Designation:
- Low / Medium Density Residential, Regeneration Area and Built-up Area

Existing Zoning:
- RM3 - Multiple Residential, s. 4.1.299

Proposed Zoning:
- RM4 - Multiple Residential, s.4.1.475 to permit semi-detached dwellings on the subject lands
- The site-specific provision to the zoning is to permit a reduced lot frontage for each semi-detached dwelling unit (on individual lot) from 9 metres to 8.5 metres
Council Direction from Public Meeting

• **Timeline of development applications** – Provided in Appendix C of the staff report

• **Staff response to public concerns raised** – Provided in Table under the Public Input section of the staff report
The proposed Zoning By-law Amendment will legalize the two existing semi-detached dwellings on the subject lands and complete the proposed severance to create individual lots for the semi-detached dwelling located at 214 and 216 Union Street North.

Planning staff recommend approval of the Zoning By-law Amendment application as it is consistent with the Provincial Policy Statement, conforms with the policies of the Provincial Growth Plan, the Regional Official Plan, and the City of Cambridge Official Plan and meets the general intent and purpose of the City of Cambridge Zoning By-law 150-85.
Questions/ Comments
Sanitary Easement

• 1989 - The owners of 220-254 Union Street entered into mutual private easements for a sanitary service through the backyards of the properties (see yellow highlight top image).

• 1994 - the easement was transferred to the City, along with ownership of the sanitary service.

• 2022 - the sanitary easement was extended through lots 222, 220, 216 and 214 Union Street (see red highlight bottom image).

• 2023 – 214 and 216 Union Street connected Sanitary Service.
Subject Lands
Proposed Development

Revised Plan

1. Increase in the supply of parking from 1.0 space per unit (0.9 per unit for residents and 0.1 per unit for visitors) to 1.15 spaces per unit.

2. Increase in the number of units.

3. Increase in building height to accommodate more parking (extra level of the structure) and balance supply of parking with number of units.

4. Accommodate required setback from railway.
Proposed Development
**Official Plan Amendment**

- Amend Map 2 (General Land Use) to re-designate the subject lands from *Business Industrial* to *High Density Residential*.

- Amend Map 2A (Site Specific Policies) to apply a new Site Specific Policy to the subject lands that permits a maximum building height of 19 storeys and a maximum density of 385 units per hectare.
Zoning By-law Amendment

- Limit height including specific limitation on different areas of the site
  - lowest height closest to Laurel Street
  - greatest height closest to railway
- Require 1.15 parking spaces per unit including dedicated visitor parking
- Specific horizontal and vertical combined setback from the railway
- Maximum density in units per hectare
- Specific parking stall size to allow for more efficient use of land
Studies

• Traffic and Parking Study – accepted by the City
• Noise and Vibration Study – accepted by the Region – to be implemented through a Holding provision and specific setback from the railway
• Land Use Compatibility Study – accepted by the Region
• Functional Servicing Report – accepted by the City – more detailed engineering to follow through site plan approval process
Conclusion

• The Official Plan and Zoning Bylaw Amendment is consistent with the Provincial Policy Statement and conforms to the Growth Plan, and the Regional Official Plan

• The lands are planned for the conversion from industrial to residential uses

• The proposed development will provide much needed rental housing within the community, close to the Preston Core, community amenities, shopping and future Major Transit Station Area

• The technical studies have all been accepted and where required, will be refined through the Holding provision

• The owner supports the staff recommendation
777 Laurel Street/308 Dolph Street North
OR05/23 – Recommendation
May 28, 2024

File Planner:
Toula Theocharidis
toula@meridian-vaughan.ca
01 Proposal

Residential infill development within:

• Built-up Area
• Regeneration Area
Proposed Official Plan Designation:
High Density Residential with Site Specific Policies

<table>
<thead>
<tr>
<th>Policy</th>
<th>Existing Official Plan Policy</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Height</td>
<td>Maximum Permitted 8 storeys</td>
<td>Maximum proposed 19 storeys</td>
</tr>
<tr>
<td>Density</td>
<td>Maximum Permitted 2.0 FSI</td>
<td>A minimum and maximum FSI shall not apply. A maximum of 1,215 units shall apply.</td>
</tr>
</tbody>
</table>
**Existing Zoning:**

- General Industrial – ‘M3’

**Proposed Zoning:**

- Multiple Residential H(RM3) with site-specific provision 4.1.477

<table>
<thead>
<tr>
<th>Development Standard</th>
<th>Existing Zoning By-law 150-85</th>
<th>Proposed (H)RM3 s.4.1.477</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum density (units/ net residential hectare)</td>
<td>75 UPH</td>
<td>385 UPH (1,215 total units)</td>
</tr>
<tr>
<td>Minimum Amenity Area</td>
<td>20 sq.m. per one-bedroom unit; 30 sq.m. per two or more-bedroom unit</td>
<td>15 sq.m. per unit; includes private and common amenity area</td>
</tr>
<tr>
<td>Minimum Required Parking Rate</td>
<td>1.25 spaces per unit</td>
<td>1.15 spaces per unit;</td>
</tr>
<tr>
<td>Minimum Parking Stall Width</td>
<td>2.9 metres</td>
<td>2.75 metres</td>
</tr>
<tr>
<td>Maximum Building Height</td>
<td>N/A</td>
<td>8 to 19 storeys, subject to meeting additional minimum setbacks</td>
</tr>
<tr>
<td>Minimum Setback from Railway</td>
<td>This standard is not part of the Zoning By-law</td>
<td>30 metres (or 15 metres horizontal and 15 metres vertical setback), subject to Section 3 of (RAC) Guidelines</td>
</tr>
<tr>
<td>Definitions – Lot Lines</td>
<td>As per Section 1</td>
<td>Establish the front, rear, side and exterior side lot lines (due to irregular shaped lot)</td>
</tr>
</tbody>
</table>
Response to Public Meeting Comments

- Land Use Compatibility, Building Height, Scale
- Parking & Traffic on Local Roads
- Shadow Impacts
- Railway Safety
- Housing Affordability
Recommendation

It is the opinion of Planning Staff that the proposal is consistent with Provincial, Regional and City policy.

The proposal represents good planning by adding to the rental housing supply.

Planning Staff recommends approval of the proposed Official Plan and Zoning By-law Amendments.
Agenda

- Welcome
- Project Overview and Key Findings
- Presenting the Arts and Culture Action Plan
- Wrap up and Final Remarks
Project Overview and Key Findings
Project Overview

Develop a 10-year arts, culture, and events strategy for the City of Cambridge, with recommendations on how to develop and enhance culture services, facilities, programming, and events.

Key Objectives:

- Creating an arts friendly city
- Building community capacity
- Clarifying and strengthening the City’s role in culture
- Developing and expanding cooperative programs/create structures
### Summary of Engagements

<table>
<thead>
<tr>
<th>The City</th>
<th>3 Roundtables (18 individuals)</th>
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<tr>
<td></td>
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<tr>
<td>The Sector</td>
<td>7 Interviews (34 individuals)</td>
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<tr>
<td>Those whose work is directly impacted by arts and culture</td>
<td>7 Roundtables</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>The Community</td>
<td>3 Public Open Houses, conversations with youth, written responses from newcomers and other community members. (89 individuals)</td>
</tr>
<tr>
<td>Those who live, work, and/or play in Cambridge</td>
<td>Online survey (472 complete responses)</td>
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The plan was also informed by additional touchpoints with key City stakeholders:

- Arts and Culture Advisory Committee
- The Cambridge Arts Guild
- City Staff
- Cambridge Leadership Team
- Schedule A Events
- Key creative stakeholders
Key Needs & Priorities

Diversity and Inclusion
Public Art
Supportive City Infrastructure
Community Connection, Communication, and Collaboration
Special Events
Presenting the Arts & Culture Action Plan
Vision for Arts and Culture in Cambridge

“Home to rich built heritage and beautiful natural assets, Cambridge is an attractive, diverse, and growing community where arts and culture promotes a sense of people, place, and prosperity. Whether for residents or visitors, arts and culture is an economic driver, and is what makes Cambridge an enjoyable place to live, work, play. In Cambridge, arts and culture ignites endless creativity, curiosity, and exploration, all the while enhancing our sense of community, well-being, and belonging.”
Arts and Culture Action Plan: Overview

Pillar 1 | Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity

Pillar 2 | Amplify Municipal Support for an Arts Friendly City

Pillar 3 | Activate Public Spaces through Creative Placemaking and Public Art

Pillar 4 | Enhance Community Connection, Communication, and Collaboration

Pillar 5 | Strengthen Special Events
Goal Statement:
Celebrate the richness and diversity of Cambridge’s arts and culture scene, and embrace the experiences and cultures of those who live, work, and play in Cambridge.

Objective 1.1: Ensure that City-led programming provides interesting and inclusive opportunities for all ages, abilities, and backgrounds.

Objective 1.2: Increase visibility of arts and culture offerings for historically under-represented groups in Cambridge.
Pillar 2
Amplify Municipal Support for an Arts Friendly City (1/2)

Goal Statement:
Solidify the City’s role in supporting and incubating a strong, vibrant, and sustainable arts and culture sector in Cambridge.

Objective 2.1: Address capacity needs at the City while bolstering support for the arts and culture sector.

Objective 2.2: Enhance internal sightlines and inter-department collaboration to better advance City priorities through arts and culture.

Objective 2.3: Leverage existing supports and infrastructure to create a stronger, more vibrant, arts and culture scene.
Pillar 3
Activate Public Spaces through Creative Placemaking and Public Art

Goal Statement:
Leverage placemaking and public art to enhance and celebrate Cambridge’s heritage and natural assets, create visible indicators of arts and culture throughout the city, and increase vibrancy of the downtown cores and neighbourhoods across the city.

Objective 3.1: Enhance capacity to support growth and investment in public art and placemaking.

Objective 3.2: Incorporate arts and culture space needs within urban and park development plans.

Objective 3.3: Ensure that City controlled public art remains open, accessible, inclusive, and culturally sensitive.
Pillar 4
Enhance Community Connection, Communication, and Collaboration

**Goal Statement:**
Create stronger community connections through shared experiences, connect audiences to arts and culture opportunities across Cambridge, and build a stronger, more connected local arts and culture sector.

**Objective 4.1:** Enhance communications around arts and culture in Cambridge to grow community engagement.

**Objective 4.2:** Support career advancement for local talent.

**Objective 4.3:** Increase connections among the arts and culture community.
Goal Statement:
Allow for all special events in Cambridge to thrive and contribute to the vibrancy of the city.

Objective 5.1: Ensure balanced opportunity for special events.

Objective 5.2: Build capacity for events organizers and support for special events.

Objective 5.3: Enhance data collection, monitoring, and reporting for evidence-based decision-making.

Objective 5.4: Improve marketing and visibility of events.

Objective 5.5: Optimize outdoor spaces for events usage.
Thank you!
# COUNCIL INFORMATION PACKAGE

## May 17, 2024

### City of Cambridge Correspondence

*includes City of Cambridge memos and meeting minutes*

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<th>Subject</th>
<th>Page</th>
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<td>1</td>
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<td>Cambridge Cycling and Trails Advisory Committee April 11, 2024 Meeting Minutes</td>
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### Received Correspondence and Resolutions

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<td>Autonomy of Conservation Authorities in Ontario</td>
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<tr>
<td></td>
<td>Municipality</td>
<td>Description</td>
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<td>County of Hastings</td>
<td>Sustainable Infrastructure Funding for Small Rural Municipalities</td>
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<td>10</td>
<td>Township of Georgian Bay</td>
<td>Sustainable Infrastructure Funding for Small Rural Municipalities</td>
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<td>11</td>
<td>Township of Alnwick/Haldimand</td>
<td>Provincial National Fire Fighting Strategy</td>
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<td>Township of Puslinch</td>
<td>Amend Ontario Heritage Act</td>
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<td>Township of Alnwick/Haldimand</td>
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<td>Amend Blue Box Regulation</td>
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<td>23</td>
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<td>Restrict Keeping of Nonnative (&quot;exotic&quot;) Wild Animals</td>
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<td>27</td>
<td>Township of Amaranth</td>
<td>Phase out Free Well Water Testing</td>
<td>125-126</td>
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</table>
Committee Members in Attendance: Andrew Cann, Julie Graham, Matt Rogers, Mike Jeans, Sarah Purdy, Selwyn Langlois, Renee Billau, and Stephanie Bangarth

Staff Members in Attendance: Claire McLoughlin, Landscape Architect, Mohamed Juuda, Senior Transportation Engineering Technologist, Scott MacDonald, Project Engineer, and Shannon Smith, Administrative Service Representative

Others in Attendance: Councillor R. Earnshaw, Mark Longo, Alternative Committee Member

Meeting Called to Order

The regular meeting of the Cambridge Trails Advisory Committee of the City of Cambridge was held in a hybrid format in person at Cambridge City Hall, 50 Dickson St, Cambridge, ON N1R 8S1, Secord Room, 2nd floor; and virtually via Zoom. S. Bangarth, Chair, welcomed everyone present and called the meeting to order at 7:01 p.m.

Roll Call

Indigenous Territory Acknowledgment

Disclosure of Interest

No disclosures of interest

Approval of March 2024 Advisory Committee Minutes

Moved by: S. Purdy

Seconded by: S. Langlois

THAT the minutes listed under the heading of Approval of Minutes be approved.

1. Cambridge Cycling and Trails Advisory Committee Meeting Minutes – March 14, 2024, be approved.

In Favour (5): A. Cann, M. Jeans, S. Purdy, S. Langlois, and S. Bangarth

CARRIED (5-0)
J. Graham and M. Longo joined the meeting at 7:03 p.m.

Agenda Items

a) Blackbridge Road Construction Update

A presentation was provided on the Black Bridge Road and Townline Road improvements. Updates on the project include:

- Staff are working on finalizing contracts, receiving approvals and permits and tendering
- Utility relocations are to be completed in 2024
- Construction is expected to commence in 2024 in three phases. Phase 1 includes new bridge approaches, phase 2 is expected to begin in 2025 and will include Black Bridge road and heritage bridge improvements and phase 3 expected to start in 2026 and includes improvements to Townline road.

R. Billau joined the meeting at 7:10 p.m.

M. Rogers joined the meeting at 7:23 p.m.

b) Cycle WR Wayfinding Routes Presentation Discussion

A round table discussion took place regarding the Cambridge wayfinding proposal previously presented at the March 14th meeting provided by CycleWR. The committee was asked to approve the below motion.

THAT the Cambridge Cycling and Trails Advisory Committee supports the proposed concept (excluding rankings) of improving wayfinding across Cambridge.

Moved by: S. Bangarth

Second by: M. Jeans

In favour (8): A. Cann, J. Graham, M. Rogers, M. Jeans, S. Purdy, S. Langlois, R. Billau and S. Bangarth

CARRIED (8-0)

S. MacDonald left the meeting at 7:56 p.m.
c) Great Flood of ’74 Event Planning & Bike Month Planning

i. Great Flood of ’74 Event Planning

The event takes place on Saturday, May 4, 2024. The Cambridge Cycling and Trails Advisory Committee have a shaded tent located outside of City Hall in Civic Square, set up will start at 8:30 a.m. Committee members will have water bottles, bags, trail maps and a QR code available to handout.

ii. Bike Month Planning

A virtual month long event will run for the month of June 2024 with the intention of an in-person event taking place in 2025.

Committee members were asked to complete trail segments that can be utilized for social media posts. It is expected that there will be one post per week. Material for segments are to be provided to the committee liaisons by Tuesday, April 30, 2024.

d) Ontario Bike Summit – Attendee Update

Attendees provided a summary of interesting topics covered at the Ontario Bike Summit. Presentations received at the summit will be shared with members of the committee and further discussions will be held at future committee meetings.

e) Operational Updates – Standing Item

- The bike repair station at the Trans Canada Trail pavilion has been installed, a photo was shared with the group.

- A history walk of the Forgotten Anglestone Trail will be held on Sunday, April 14th, 2024 located nearby Beaverdale Road and Hunt Club Road. Committee liaisons will send link for event to those who are interested.

- Committee liaisons reviewed the ongoing Forestry and Horticulture maintenance upgrades list.

Councillor’s Report

- Ainslie St. Reconstruction Project - Councillor Earnshaw inquired about the possibility of the trails running along Wellington South to the GRT bus station as an alternate solution to address concerns for loss of parking on Ainslie St and to still have a connection to the bus station.

- The Beverly St. construction has started. The project includes a muti-use trail and is expected to be completed in October/November 2024
• Recreation and Cultures proposal for the fountain in Market Square is scheduled to go back to Council the week of April 15, 2024.

• Will be completing a bike ride over the highway in May with Janice Jim, Chair of the Waterloo Active Transportation Committee.

Other Business

• The Chair of the Kitchener Active Transportation Committee will be reaching out to the CCTAC liaisons and chair about the cities within the region collaborating on issues for region wide initiatives.

Next Meeting

Date & Time: Thursday, May 9th, 2024, at 7:00 p.m. - Hybrid Meeting (Cambridge City Hall, 50 Dickson St, Cambridge, ON N1R 8S1, in the Secord Room [2nd Floor]; and via Zoom Link)

Close of Meeting

Moved by: R. Billau

Seconded by: S. Purdy

THAT the Advisory Committee meeting does now adjourn at 9:03 p.m.

In Favour (8): A. Cann, J. Graham, M. Rogers, M. Jeans, S. Purdy, S. Langlois, R. Billau and S. Bangarth

CARRIED (8-0)

Chair

Stephanie Bangarth

Committee Liaison

Mohamed Juuda

Name of Staff Member

Mohamed Juuda
April 25, 2024

SENT VIA EMAIL

Julie Kirkelos, Town Clerk
Town of Lincoln
4800 South Service Road
Beamsville, Ontario L0R 1B1

Dear Julie:

Re: Welland City Council – Urgent Need for increased funding to libraries & museums in Ontario

At its meeting of April 23, 2024, Welland City Council passed the following motion:

“THAT THE COUNCIL OF THE CITY OF WELLAND receives for information and endorses the correspondence from the Town of Lincoln dated February 28, 2024 regarding urgent need for increased funding to libraries and museums in Ontario.”

Yours truly,

Tara Stephens
City Clerk

c.c.: - Premier of Ontario, sent via e-mail
   - Minister of Tourism, Culture and Sport, sent via e-mail
   - Association of Municipalities of Ontario (AMO), sent via e-mail
   - Ann-Marie Norio, Clerk, Niagara Region, sent via-email
   - Local Area Municipalities, sent via-email
   - All Ontario Municipalities, sent via-email
May 1, 2024

Re: Mental Health Services of Renfrew County (MHSRC) Hoarding Program

Please be advised that at their last regular meeting of Council on Wednesday May 1st, 2024, the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan supported the following resolution:

Resolution # 2024-05-01-11
Moved By: Councillor Quade
Seconded by: Councillor Keller

"Be it resolved that the Council of the Corporation of the Township of Brudenell, Lyndoch and Raglan hereby supports the resolution from the Town of Arnprior and their support for the Mental Health Services of Renfrew County (MHSRC) Hoarding Program and its benefits to all residents within the County of Renfrew.

And further that Council directs staff to provide a copy of this resolution to the Pembroke Regional Hospital, all local municipalities and the County of Renfrew in support of the MHSRC Hoarding Program."

CARRIED.

Sincerely,

Tammy Thompson
Deputy Clerk

Cc: Pembroke Regional Hospital
    All Local Municipalities
    County of Renfrew
May 1, 2024

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

Dear Mr. Ford,

Re: Township of Brudenell, Lyndoch and Raglan – Supporting the Town of Bracebridge “Request to the Province of Ontario for New Provincial-Municipal Fiscal Framework”

Please be advised that at their last regular meeting of Council on Wednesday May 1st, 2024, the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan supported the following resolution:

Resolution # 2024-05-01-08
Moved By: Councillor Banks
Seconded by: Councillor Kauffeldt

“Be it resolved that the Council of the Corporation of the Township of Brudenell, Lyndoch and Raglan hereby supports the Town of Bracebridge letter dated March 14th 2024, regarding the request to the Province of Ontario for New Provincial-Municipal Fiscal Framework.

And further that Council directs staff to provide a copy of this resolution to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Finance; the Local Member of Provincial Parliament; the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers; Clerks and Treasurers of Ontario (AMTCO); and all Ontario Municipalities.”

CARRIED.
Sincerely,

Tammy Thompson
Deputy Clerk

Cc: Doug Ford, Premier of Ontario
    Paul Calandra, Minister of Municipal Affairs and Housing
    Peter Bethlenfalvy, Minister of Finance
    John Yakabuski, Local Member of Provincial Parliament
    Association of Municipal Managers, Clerks and Treasurers of Ontario (AMTCO)
    Association of Municipalities of Ontario (AMO)
    All Ontario Municipalities
March 14, 2024

Re: Item for Discussion – Resolution of Support Regarding Request to the Province of Ontario for New Provincial-Municipal Fiscal Framework

At its meeting of March 13, 2024, the Council of the Corporation of the Town of Bracebridge ratified motion #24-GC-053, regarding Resolution of Support Regarding Request to the Province of Ontario for New Provincial-Municipal Fiscal Framework, as follows:

"WHEREAS the current provincial-municipal fiscal arrangements are undermining Ontario’s economic prosperity and quality of life;

AND WHEREAS nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly $4 billion a year;

AND WHEREAS municipal revenues, such as property taxes, do not grow with the economy or inflation;

AND WHEREAS unprecedented population and housing growth will require significant investments in municipal infrastructure;

AND WHEREAS municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises;

AND WHEREAS inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;

AND WHEREAS property taxpayers – including people on fixed incomes and small businesses – can’t afford to subsidize income re-distribution programs for those most in need;

AND WHEREAS the province can, and should, invest more in the prosperity of communities;

AND WHEREAS municipalities and the provincial government have a strong history of collaboration;

NOW THEREFORE, BE IT RESOLVED THAT the Town of Bracebridge calls on the Province of Ontario commit to undertaking, with the Association of Municipalities of Ontario, a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario;
AND FURTHER THAT a copy of this motion be sent to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Finance; the Local Member of Provincial Parliament; the Association of Municipalities of Ontario; the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO); the Muskoka and Area Indigenous Leadership Table (MAILT); and all Ontario Municipalities."

In accordance with Council's direction, I am forwarding you a copy of the resolution for your reference.

Please do not hesitate to contact me if I can provide any additional clarification in this regard.

Yours truly,

Lori McDonald
Director of Corporate Services/Clerk
May 1, 2024

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

Dear Mr. Ford,

Re: Township of Brudenell, Lyndoch and Raglan – Supporting the Town of Aurora’s Request for Amenity Sharing Memorandum of Understanding (MOU) with School Boards for Evening/Weekend Gymnasium Use

Please be advised that at their last regular meeting of Council on Wednesday May 1st, 2024, the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan supported the following resolution:

Resolution # 2024-05-01-09
Moved By: Councillor Keller
Seconded by: Councillor Quade

"Be It resolved that the Council of the Corporation of the Township of Brudenell, Lyndoch and Raglan hereby supports the Town of Aurora’s Request for Amenity Sharing Memorandum of Understanding (MOU) with School Boards for Evening/Weekend Gymnasium Use.

And further that Council directs staff to provide a copy of this resolution to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Education; the Local Member of Provincial Parliament; the Association of Municipalities of Ontario (AMO); and all Ontario Municipalities."

CARRIED.
Sincerely,

Tammy Thompson
Deputy Clerk

Cc: Doug Ford, Premier of Ontario
    Paul Calandra, Minister of Municipal Affairs and Housing
    Stephen Lecce, Minister of Education
    John Yakabuski, Local Member of Provincial Parliament
    Association of Municipalities of Ontario (AMO)
    All Ontario Municipalities
March 6, 2024

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

Dear Premier Ford:

Re: Town of Aurora Council Resolution of February 27, 2024
Member Motion 8.2.7 - Mayor Mrakas; Re: Request for Amenity Sharing
Memorandum of Understanding (MOU) with School Boards for Evening/Weekend
Gymnasium Use

Please be advised that this matter was considered by Council at its meeting held on
February 27, 2024, and in this regard, Council adopted the following resolution:

Whereas the Town of Aurora recognizes the importance of fostering community engagement and providing recreational opportunities; and

Whereas schools are funded by local taxpayers; and

Whereas school gymnasiums serve as valuable amenities that can enhance recreational activities for residents; and

Whereas existing school board policies/procedures do not prioritize municipal residency within their allocation of the use of space; and

Whereas the school board charges a premium rate to use the schools on weekends causing a barrier for the Town or local organizations to afford;

1. Now Therefore Be It Hereby Resolved That this Council requests the Province and the Minister of Education to assist in making school board facilities available to local municipalities on a priority, at a cost recovery rate; and

2. Be It Further Resolved That Council requests the School Boards within the jurisdiction of the Town of Aurora to enter into a Memorandum of Understanding (MOU) with the Town for the shared use of school gymnasiums on evenings and weekends; and

3. Be It Further Resolved That a copy of this request be sent to the relevant School Boards, expressing the Town’s interest in establishing a collaborative agreement for evening and weekend gymnasium access; and
4. Be It Further Resolved That the Town staff is directed to collaborate with the School Boards in drafting the terms and conditions of the MOU, ensuring clarity and fairness in the shared use of these facilities; and

5. Be It Further Resolved That upon reaching an agreement, the MOU shall be presented to Council for review and approval; and

6. Be It Further Resolved That a copy of this Motion be sent to The Honourable Doug Ford, Premier of Ontario, The Honourable Paul Calandra, Minister of Municipal Affairs and Housing, The Honourable Stephen Lecce, Minister of Education, Marit Stiles, Leader of the Ontario New Democratic Party, Bonnie Crombie, Leader of the Ontario Liberal Party, and all MPPs in the Province of Ontario; and

7. Be It Further Resolved That a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration of support.

The above is for your consideration and any attention deemed necessary.

Sincerely,

Michael de Rond
Town Clerk
The Corporation of the Town of Aurora

MdR/lb

Attachment (Council meeting extract)

Copy: York Region District School Board
York Catholic District School Board
Conseil scolaire catholique MonAvenir
Hon. Paul Calandra, Minister of Municipal Affairs and Housing
Hon. Stephen Lecce, Minister of Education
Marit Stiles, Leader of the Ontario New Democratic Party
Bonnie Crombie, Leader of the Ontario Liberal Party
All Ontario Members of Provincial Parliament (MPPs)
Association of Municipalities of Ontario (AMO)
All Ontario municipalities
8. **Standing Committee Reports**

**Moved by** Councillor Thompson  
**Seconded by** Councillor Gaertner

That the Standing Committee Reports, Items 8.1 and 8.2, be received and the recommendations carried by the Committee approved, with the exception of sub-items 8.1.7, 8.1.8, 8.2.1, 8.2.4, 8.2.6, and 8.2.8, which were discussed and voted on separately as recorded below.

**Yeas (6):** Mayor Mrakas, Councillor Weese, Councillor Gilliland, Councillor Gaertner, Councillor Thompson, and Councillor Gallo

**Absent (1):** Councillor Kim

**Carried (6 to 0)**

8.2 **General Committee Meeting Report of February 20, 2024**

8.2.7 **Member Motion - Mayor Mrakas; Re: Request for Amenity Sharing Memorandum of Understanding (MOU) with School Boards for Evening/Weekend Gymnasium Use**

Whereas the Town of Aurora recognizes the importance of fostering community engagement and providing recreational opportunities; and

Whereas schools are funded by local taxpayers; and

Whereas school gymnasiums serve as valuable amenities that can enhance recreational activities for residents; and

Whereas existing school board policies/procedures do not prioritize municipal residency within their allocation of the use of space; and

Whereas the school board charges a premium rate to use the schools on weekends causing a barrier for the Town or local organizations to afford;

1. Now Therefore Be It Hereby Resolved That this Council requests the Province and the Minister of Education to assist in making
school board facilities available to local municipalities on a priority, at a cost recovery rate; and

2. Be It Further Resolved That Council requests the School Boards within the jurisdiction of the Town of Aurora to enter into a Memorandum of Understanding (MOU) with the Town for the shared use of school gymnasiums on evenings and weekends; and

3. Be It Further Resolved That a copy of this request be sent to the relevant School Boards, expressing the Town's interest in establishing a collaborative agreement for evening and weekend gymnasium access; and

4. Be It Further Resolved That the Town staff is directed to collaborate with the School Boards in drafting the terms and conditions of the MOU, ensuring clarity and fairness in the shared use of these facilities; and

5. Be It Further Resolved That upon reaching an agreement, the MOU shall be presented to Council for review and approval; and

6. Be It Further Resolved That a copy of this Motion be sent to The Honourable Doug Ford, Premier of Ontario, The Honourable Paul Calandra, Minister of Municipal Affairs and Housing, The Honourable Stephen Lecce, Minister of Education, Marit Stiles, Leader of the Ontario New Democratic Party, Bonnie Crombie, Leader of the Ontario Liberal Party, and all MPPs in the Province of Ontario; and

7. Be It Further Resolved That a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration of support.

Carried
May 3, 2024

Honourable David Piccini, MPP
Minister of Labour, Immigration, Training and Skills Development
117 Peter Street
Port Hope, ON  L1A 1C5
david.piccini@pc.ola.org

Dear Sir:

RE: Resolution of Support – Expand Life Span of Fire Apparatus

At its Regular Council meeting of February 13, 2024, the Council of the Township of Alnwick/Haldimand passed the following resolution:

RES:20240213-18
Moved by Councillor Greg Booth, seconded by Councillor Mike Ainsworth;

"Whereas the Council of the Township of Alnwick/Haldimand considered the Resolution from the County of Prince Edward regarding support to request the Province to expand the life span of fire apparatus, specifically pertaining to the replacement of fire trucks, due to insurance requirements;

Be it resolved that Council hereby provides its support; and

Further be it resolved that Council direct the Deputy Clerk to send a copy of this Resolution to: MPP David Piccini - Minister of Labour, Immigration, Training and Skills Development, the Minister of Municipal Affairs and Housing, and all Ontario municipalities."

CARRIED.
Please find attached the resolution from the County of Prince Edward as supporting documentation.

We respectfully submit the resolution and supporting documentation for your consideration.

Yours truly,

Yolanda Melburn
Deputy Clerk

Encl.

Cc: Hon. Paul Calandra, Minister for Municipal Affairs and Housing
All Ontario Municipalities
January 22, 2024

Please be advised that during the regular Council meeting of January 16, 2024 the following motion regarding support for the Province to expand the life span of fire apparatus, specifically pertaining to the replacement of fire trucks due to insurance requirements was carried:

RESOLUTION NO. 2024-46

DATE: January 16, 2024

MOVED BY: Councillor Nieman

SECONDED BY: Councillor Branderhorst

WHEREAS By-Law 3256-2013, being a By-Law to Establish, Maintain, and Operate a Fire Department established service level standards for the Corporation of the County of Prince Edward Fire Department;

AND WHEREAS apparatus and equipment are directly tied to the delivery of fire protection services authorized by Council in By-Law 3256-2013, and a safe, reliable and diverse fleet is required to serve operational needs;

AND WHEREAS fire Apparatus is governed by industry best practices, the application of law and recognized industry partners, including the Ontario Fire Service Section 21 Guidance Notes, National Fire Protection Association Standards, The Occupational Health and Safety Act, and Fire Underwriters Survey (FUS);

AND WHEREAS Fire Underwriters Survey (FUS) is a provider of data, underwriting, risk management and legal/regulatory services focusing on community fire-protection and fire prevention systems in Canada, establishing apparatus replacement schedules based on safety and risk mitigation practices;

AND WHEREAS on November 16, 2023, Council, received report FD-06-2023 regarding asset Management - Fire Apparatus Fleet Report and noted the budgetary pressures of meeting FUS replacement schedules;

AND WHEREAS no provincial funding is available for new fire trucks, yet, small and rural municipalities must meet the same standards set by FUS as larger municipalities for fire equipment, including additional pressure to move fire trucks out when they reach a specific age, even though they can still meet the safety regulations;
THEREFORE BE IT RESOLVED THAT the Council of the Corporation of Prince Edward County direct the Mayor to draft a letter to MPP Minister Todd Smith requesting a meeting to discuss the life span of fire apparatus, specifically pertaining to the replacement of fire trucks due to insurance requirements; and

THAT the Mayor draft a letter to FUS requesting the creation of a new community fire-protection and fire prevention insurance system that does not put all municipalities under the same umbrella, with distinct categories for rural and urban municipalities;

THAT this resolution be sent to Premier Doug Ford, the Honourable David Piccini, Minister of Labour, Immigration, Training and Skills Development, Paul Calandra, Minister of Municipal Affairs and Housing requesting a response on this matter within 30 days of receipt; and

THAT this resolution be shared with all 444 municipalities in Ontario, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens’ Caucus (EOWC).

CARRIED

Yours truly,

Catalina Blumenberg, CLERK

cc: Mayor Steve Ferguson, Councillor Nieman, Councillor Branderhorst, Marcia Wallace, CAO and Fire Chief Chad Brown
May 06, 2024

SENT VIA E-MAIL

Andrea Fisher, Clerk
The Town of Goderich
57 West Street
Goderich, Ontario
N7A 2K5

Dear Clerk Fisher,


Please be advised that at its regular meeting held on Wednesday, May 1, 2024, the Council of the Corporation of the Township of Manitouwadge passed and endorsed the attached resolution concerning the Town of Goderich’s resolution regarding a review of the Ontario Works and Ontario Disability Support Program financial assistance rates.

Should you require any additional information, please do not hesitate to contact me.

Many thanks,

Joleen Keough
Clerk/Deputy CAO
The Township of Manitouwadge

CC: Premier Doug Ford
Hon. Paul Calandra
MPP Lisa Thompson, Huron–Bruce
Hon. Sylvia Jones
Association of Municipalities of Ontario
Ontario Municipal Social Services Association
Ontario Municipalities
RESOLVED THAT: The Town of Goderich's resolution regarding a review of the Ontario Works and Ontario Disability Support Program financial assistance rates be received and endorsed.

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<tr>
<th>Recorded Vote</th>
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<td>Councillor Kathy Hudson</td>
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<td>Councillor Coady Keough</td>
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<td>Mayor Jim Moffat</td>
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CARRIED    DEFEATED

Mayor Jim Moffat
April 23, 2024

SENT VIA E-MAIL

Andrea Fisher, Clerk
The Town of Goderich
57 West Street
Goderich, Ontario
N7A 2K5

Dear: Clerk Fisher,


Please be advised that the Council of the Corporation of the Town of Grimsby at its meeting held on April 15, 2024, passed, and endorsed the following resolution:

Moved: Councillor Korstanje
Seconded: Councillor DiFlavio

Resolved that the Town of Goderich's resolution regarding a review of the Ontario Works and Ontario Disability Support Program financial assistance rates be received and endorsed.

If you require any additional information, please let me know.

Regards,

Victoria Steele
Town Clerk
CC: Premier Doug Ford
Hon. Paul Calandra
MPP Lisa Thompson, Huron–Bruce
Hon. Sylvia Jones
Association of Municipalities of Ontario
Ontario Municipal Social Services Association
Ontario Municipalities
Wednesday, April 10, 2024

Catalina Blumenberg
Clerk
Prince Edward County
332 Picton Main Street
Picton, Ontario
K0K 2T0

SENT VIA EMAIL: clerks@pecounty.on.ca


Dear C. Blumenberg,

Please be advised of the following motion passed at the Monday, March 18, 2024, Goderich Town Council Meeting:

Moved By: Councillor Segeren
Seconded By: Councillor Kelly

WHEREAS poverty is taking a devastating toll on communities, undermining a healthy and prosperous Ontario, with people in receipt of Ontario Works and Ontario Disability Support Program being disproportionately impacted;

WHEREAS the cost of food, housing, medicine, and other essential items have outpaced the highest inflation rates seen in a generation;

WHEREAS people in need of social assistance have been legislated into poverty, housing insecurity, hunger, poorer health, their motives questioned, and their dignity undermined;

WHEREAS Ontario Works (OW) Financial Assistance rates have been frozen since 2018 ($733 per month);

WHEREAS Ontario Disability Support Program (ODSP) benefit rates have been increased by 6.5 percent as of July 2023 to keep up with inflation, however even with the increase, ODSP rates still fall below their value in 2018 ($1,376 when adjusted for inflation) and significantly below the disability-adjusted poverty line ($3,091 per month);
WHEREAS OW and ODSP rates do not provide sufficient income for a basic standard of living and, as a result, hundreds of thousands of people across Ontario who rely on these programs live in poverty;

WHEREAS designated Service Managers are doing their part, but do not have the resources, capacity, or tools to provide the necessary income and health-related supports to people experiencing poverty; and

WHEREAS leadership and urgent action is needed from the Provincial Government to immediately develop, resource, and implement a comprehensive plan to address the rising levels of poverty in Ontario, in particular for those on Ontario Works and Ontario Disability Support Programs;

THEREFORE BE IT RESOLVED THAT the Town of Goderich requests the Provincial Government to urgently:

1. At least double Ontario Works and ODSP rates and index rates to inflation, answering calls already made by “Raise the Rates” campaign and the “Income Security Advocacy Centre”;
2. Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen;
3. Commit to jointly working between the Ministry of Children, Community, and Social Services and the Ministry of Health on the best methods of assessing client needs and then matching those in need to the services they require;

AND FURTHER THAT a copy of this resolution be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, Huron County Social and Property Services, the Western Ontario Wardens Caucus, and all Ontario Municipalities.

CARRIED

If you have any questions, please do not hesitate to contact me at 519-524-8344 ext. 210 or afisher@goderich.ca.

Yours truly,

Andrea Fisher
Director of Legislative Services/Clerk
/ar

cc. Premier Doug Ford premier@ontario.ca
Hon. Paul Calandra Paul.Calandra@pc.ola.org
MPP Lisa Thompson, Huron–Bruce lisa.thompsonco@pc.ola.org
Hon. Sylvia Jones Sylvia.Jones@pc.ola.org
Association of Municipalities of Ontario resolutions@amo.on.ca
Ontario Municipal Social Services Association dball@omssa.com
Huron County Social and Property Services
Western Ontario Wardens Caucus
Ontario Municipalities
WHEREAS the Ministry of Natural Resources and Forestry (MNRF) has proposed regulatory changes under the Conservation Authorities Act, as detailed in posting #019-8320 on the Environment Registry of Ontario, which grant the Minister of Natural Resources and Forestry unprecedented powers to i) prevent a conservation authority from issuing a permit and decide on a permit application in the place of the conservation authority, and ii) review a conservation authority permit decision at the request of an applicant, as notified by Jennifer Keyes, Director, Resources Planning and Development Policy Branch;

AND WHEREAS these changes threaten to undermine the expertise, autonomy, and localized knowledge of conservation authorities, risking the effective stewardship of Ontario’s natural resources, as articulated in the letter from Genevieve Lajoie, Mayor of Casselman and dedicated board member of the South Nation Conservation;

AND WHEREAS the proposed changes may lead to developments that compromise water quality, public health, and biodiversity, and ignore the critical role of conservation authorities in climate adaptation strategies, indigenous rights and knowledge, and environmental and economic sustainability;

THEREFORE BE IT RESOLVED that the Municipality of Casselman stands in solidarity, expressing deep concern and opposition to the proposed regulatory changes under the Conservation Authorities Act;

BE IT FURTHER RESOLVED that the Municipality of Casselman supports the call to uphold the principles of scientific integrity, local expertise, and community input in conservation efforts, advocating for the autonomy of conservation authorities to protect our environment from decisions that favor development at the expense of environmental integrity;

AND BE IT FURTHER RESOLVED that Municipality of Casselman urges all Ontario municipalities to join in this call by supporting the letter addressed to the MNRF by Mayor Genevieve Lajoie, and to advocate for the MNRF to reconsider the proposed regulatory changes in favor of environmental stewardship, public trust, and the rights of future generations.
ATTENDU QUE le ministère des Ressources naturelles et des Forêts (MNRF) a proposé des modifications réglementaires en vertu de la Loi sur les offices de protection de la nature, telles que détaillées dans l'affichage n°019-8320 sur le Registre de l'environnement de l'Ontario, qui accordent au ministre des Ressources naturelles et des Forêts des pouvoirs sans précédent pour i) empêcher un office de protection de la nature de délivrer un permis et décider d'une demande de permis à la place de l'office de protection de la nature, et ii) réviser une décision de permis d'un office de protection de la nature à la demande d'un requérant, comme l'a notifié Jennifer Keyes, directrice de la planification et du développement des ressources ;

ET ATTENDU QUE ces changements menacent de minimiser l'expertise, l'autonomie et les connaissances locales des offices de protection de la nature, mettant en péril la gestion efficace des ressources naturelles de l'Ontario, comme l'indique la lettre de Geneviève Lajoie, maire de la Municipalité de Casselman et membre dévouée du conseil d'administration de la Conservation de la Nation Sud ;

ET ATTENDU QUE les modifications proposées peuvent conduire à des développements qui compromettent la qualité de l'eau, la santé publique et la biodiversité, et ignorent le rôle essentiel des autorités de conservation dans les stratégies d'adaptation au climat, les droits et les connaissances des populations autochtones, ainsi que la durabilité environnementale et économique ;

QU'IL SOIT RÉSOLU QUE la Municipalité de Casselman soit solidaire, exprimant sa profonde inquiétude et son opposition aux changements réglementaires proposés en vertu de la Loi sur les offices de protection de la nature ;

QU'IL SOIT RÉSOLU que la Municipalité de Casselman soutienne l'appel à respecter les principes d'intégrité scientifique, d'expertise locale et de participation de la communauté aux efforts de conservation, en plaidant pour l'autonomie des autorités de conservation afin de protéger notre environnement contre les décisions qui favorisent le développement au détriment de l'intégrité environnementale ;

ET QU'IL SOIT EN OUTRE RÉSOLU QUE la Municipalité de Casselman encourage toutes les municipalités de l'Ontario à se joindre à cet appel en appuyant la lettre adressée au MRNF par la mairesse Geneviève Lajoie, et à demander au MRNF de reconsidérer les changements réglementaires proposés en faveur de la gestion de l'environnement, de la confiance du public et des droits des générations futures.
Cathy Bradley  
County of Hastings  
Postal Bag 4400  
Belleville, ON K8N 3A9

May 8, 2024

Dear Ms. Bradley,

Re: Sustainable Infrastructure Funding for Small Rural Municipalities

At their meeting held on May 6, 2024, Council of the Township of Stirling-Rawdon passed the following resolution:

Moved by Councillor Graff  
Seconded by Councillor Stewart

That the correspondence from Hastings County calling on the Provincial and Federal Governments to implement sustainable infrastructure funding for small rural municipalities be received; and further

That Council of the Township of Stirling-Rawdon supports the establishment of an intergovernmental working group which would include a member of the Eastern Ontario Wardens Caucus, to develop a plan on how to deal with the impending debt dilemma facing small rural municipalities; and

That this resolution be forwarded to the Prime Minister, the Minister of Housing Infrastructure and Communities of Canada, the Acting President and CEO of Canada Mortgage and Housing Corporation, the Premier, the Minister of Infrastructure, the Minister of Municipal Affairs and Housing, MP Shelby Kramp-Neuman, MPP Ric Bresee, AMO, ROMA, EOWC and all municipalities in Ontario.

Carried.

Thank you for bringing this important matter to the attention of Council.

Sincerely,

Sydney Dodson  
Deputy-Clerk

cc: Prime Minister, Minister of Housing Infrastructure and Communities of Canada, Acting President and CEO of Canada Mortgage and Housing Corporation, Premier, Minister of Infrastructure, Minister of Municipal Affairs and Housing, MP Shelby Kramp-Neuman, MPP Ric Bresee, AMO, ROMA, EOWC, all municipalities in Ontario
The Township of Georgian Bay
Resolutions
Council - 13 May 2024

Item 12.(a)

Date: May 13, 2024
Moved by Councillor Stephen Jarvis
Seconded by Councillor Peter Cooper

WHEREAS Ontario’s small rural municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets including roads and bridges and water wastewater and municipally owned buildings including recreational facilities and libraries;

WHEREAS in 2018, the Ontario government mandated all Ontario municipalities to develop capital asset management plans with the stipulation that they be considered in the development of the annual budget;

WHEREAS small rural municipalities (of 10,000 people or less) are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone;

WHEREAS the only application approved through the recently awarded Housing Accelerator Fund to a small rural municipality was to Marathon Ontario, who received an allocation of $1.9 million dollars while over $1.369 billion going to Ontario’s large urban centres, resulting in a 0.2% investment in rural Ontario;

WHEREAS the Ontario Government has committed $9.1 billion to Toronto alone to assist with operating deficits and the repatriation of the Don Valley and Gardner Expressway;

WHEREAS small rural Ontario cannot keep pace with the capital investments required over the next 20 years unless both the Provincial and Federal Governments come forward with new sustainable infrastructure funding;

WHEREAS it is apparent that both the Federal and Ontario Governments have neglected to recognize the needs of small rural Ontario;

NOW THEREFORE BE IT RESOLVED THAT the Township of Georgian Bay call on the Ontario and Federal Government to implement sustainable infrastructure funding for small rural municipalities;

AND THAT small rural municipalities are not overlooked and disregarded on future applications for funding;

AND THAT both the Federal and Ontario Governments begin by acknowledging that there is an insurmountable debt facing small rural municipalities;
AND THAT both the Federal and Ontario Governments immediately commission a Working Group that includes a member of the Eastern Ontario Wardens Caucus, to develop a plan on how to deal with the impending debt dilemma;

AND FINALLY THAT this resolution be forwarded to The Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada; Michel Tremblay Acting President and CEO, Canada Mortgage and Housing Corporation; The Honourable Doug Ford, Premier of Ontario; The Honourable Kinga Surma, Ontario Minister of Infrastructure; The Honourable Paul Calandra, Ontario Minister of Municipal Affairs and Housing; MP Shelby Kramp-Neuman, Hastings-Lennox Addington; MPP Ric Bresee Hastings-Lennox Addington, AMO, ROMA, FCM, Eastern Ontario Wardens’ Caucus and all Municipalities in Ontario.

☒ Carried ☐ Defeated ☐ Recorded Vote ☐ Referred ☐ Deferred

**Recorded Vote:**

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Peter Koetsier, Mayor
May 8, 2024

The Right Honourable Justin Trudeau, M.P.,
Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2
justin.trudeau@parl.gc.ca

Dear Prime Minister:

**RE: Resolution of Support – Provincial National Fire Fighting Strategy**

At its Regular Council meeting of February 13, 2024, the Council of the Township of Alnwick/Haldimand passed the following resolution:

**RES:20240213-19**
Moved by Councillor Mary Catherine O'Neill, seconded by Councillor Mike Ainsworth;

"Whereas the Council of the Township of Alnwick/Haldimand considered the Resolution from the Municipality of Calvin regarding a request for a Provincial National Fire Fighting Strategy;

Be it resolved that Council hereby provides its support; and

Further be it resolved that Council direct the Deputy Clerk to send a copy of this Resolution to: the Prime Minister of Canada, the Minister of National Defence, the Premier of Ontario, the Minister of Natural Resources and Forestry of Ontario, the Minister of Economic Development Ontario, the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO), and all Ontario municipalities."

CARRIED.
Please find attached the resolution from the Municipality of Calvin as supporting documentation.

We respectfully submit the resolution and supporting documentation for your consideration.

Yours truly,

Yolanda Melburn
Deputy Clerk

Encl.

Cc: Hon. Bill Blair, Minister of National Defence
    Hon. Doug Ford, Premier of Ontario
    Hon. Graydon Smith, Minister of Natural Resources and Forestry of Ontario
    Hon. Victor Fedeli, Minister of Economic Development, Job Creation and Trade
    The Federation of Canadian Municipalities (FCM)
    The Association of Municipalities of Ontario (AMO)
    All Ontario Municipalities
Corporation of the Municipality of Calvin
Council Resolution

Date: January 30, 2024
Resolution Number: 2024-31
Moved By: Councillor Moreton
Seconded By: Councillor Manson

Background: Before Calvin township became a township, it was burned by numerous forest fires. This was before the time of fire towers, water bombers, and municipal fire departments. A 1881 report from Lawrence Tallan, Provincial Land surveyor, states: "The township of Calvin has been traversed by repeated and severe fires – so well have the flames done their work that with the exception of an insignificant portion, scarcely a vestige of the original timber remains."

History has a way of repeating itself, and now rural municipalities and remote areas need more than ever to be prepared to respond to forest fires. Invasive pests like the emerald ash borer and the spruce bud worm are killing large numbers of trees, leaving copious amounts of dry kindling in our forests just waiting for a careless human or a lightning strike. Our forests are choked with deadfall and forest fires are becoming increasingly difficult to control. Add to this the effects of rising temperatures and drier seasons, or climate change, and we could be facing increasingly disastrous forest fires. This is not the time to be caught short with limited forest fire-fighting resources.

Jordan Omstead of the Canadian Press recently wrote: “But as Canada's water bombers age – and wildfire seasons are expected to intensify – some wildland
firefighters and emergency preparedness experts say the country needs to prop up its fleet of firefighting aircraft, even though several provinces are playing down concerns about capacity.” He quotes Eric Davidson, president of the Ontario Professional Association of Wildland Firefighters, “We’re really starting to see the effect of the aging fleet.”

The article further states the John Gradek, lecturer at McGill University estimates that almost half of the larger water bombers used to fight Canadian forest fires are nearing the end of their service life.

However, a Canadian company making a large skimmer-style water bomber is backed up with orders from European countries until the end of the decade.

Ontario has its own fleet of aircraft. They have 20 fixed-wing aircraft which includes 9 CL215 and CL415 water bombers that are 24 years old on average. The remaining 11 aircraft are an average of 54 years old. Melissa Candelaria, a spokesperson for Minister Graydon Smith says the MNR can handle Ontario fires with these aircraft, but Jennifer Kamau, communications manager for the Canada Interagency Forest Fire Centre, CIFFC, noted that other provinces contract out firebombers and last year there was a strain in Canada to get the resources to areas in need because there were so many fires across the country at the same time and very few aircraft available.

Peter Zimonjic of the CBC quoted the Canadian Association of Fire Chiefs (CAFC) President Ken McMullen, “It’s not often that the fire chiefs sound the alarm. We are very concerned about this impending crisis that the summer of 2024 and beyond is going to bring our sector.”

In 2023 we all smelled the smoke and saw the sky turn brown. Buildings can be replaced, but lives cannot. And once an area is burned it takes more than a lifetime for it to return to its original state.

**WHEREAS** Forest fires are a very real threat to rural municipalities.
AND WHEREAS smoke from forest fires put people’s health at risk. This is especially true of children and the elderly. The David Suzuki Foundation reports that wildfires kill many thousands of people per year and most of the deaths are from smoke inhalation.

AND WHEREAS forest fires are a very real danger to the climate and according to The Guardian, in 2023 they emitted three times as much carbon as the entire carbon footprint of Canada.

AND WHEREAS according to the John Crace interview in The Guardian with William Kurz, a retired scientist with Natural Resources Canada, around two billion tonnes of carbon have been released into the atmosphere from forest fires in 2023.

AND WHEREAS carbon emissions from forest fires are not counted against Canada’s Paris agreement commitments, according to Kurz, but they far exceeded all of the emissions tied to Canada’s economy (670 mega tonnes, or 0.67 billion tonnes, according to Environment and Climate Change Canada).

AND WHEREAS that standing healthy forest serves as a carbon sink, drawing in carbon, but once destroyed by fire, even though second growth takes its place, it is much less effective for many decades.

AND WHEREAS the federal government owns no water bombers and assists the provinces through the CIFFC, Canadian Interagency Forest Fire Centre, a spokesperson with CIFFC says that last year there were too many requests and not enough inventory to meet the needs of the country.

AND WHEREAS as reported by De Havilland Canada who manufacture the Canadian made water bomber, they have contracts with European countries for the next 22 of its new DHC-515 planes, which will take until 2029 or 2030 to complete and there will be very little production available to replace the aging water bombers in Ontario and the rest of Canada.
NOW THEREFORE BE IT RESOLVED THAT the council of the Corporation of Calvin Township urges and encourages the Federal Government to commit additional funds for cost sharing of provincial firefighting and to consider the development of a national strategy of firefighting. Furthermore, we urge the federal government to consider the measures necessary for acquiring a national fleet of Canadian-made waterbombers, with home bases strategically located to best serve and respond to the needs of rural communities, and a national fire administration to better coordinate and manage efforts across the country. We also encourage the introduction of a program similar to the Joint Emergency Preparedness Program (JEPP) which was ended in 2013.

And we encourage Minister Graydon Smith to step up the on-the-ground firefighting capability and water bomber acquisitions in Ontario.

AND THAT this resolution be forwarded to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Bill Blair, Minister of National Defence, The Honourable Doug Ford, Premier of Ontario, The Honourable Graydon Smith, Minister of Natural Resources and Forestry of Ontario, The Honourable Vic Fideli, Minister of Economic Development Ontario, the Federation of Canadian Municipalities (FMC) and the Association of Municipalities Ontario (AMO).

AND THAT this resolution be shared with all 444 municipalities in Ontario for their consideration and adoption.

Results: Carried

Recorded Vote:

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<td>Councillor Manson</td>
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RE: Resolution from Town of Coburg Council regarding Request to Amend Subsection 27(16) of the Ontario Heritage Act

Please be advised that Township of Puslinch Council, at its meeting held on April 10, 2024 considered the aforementioned topic and subsequent to discussion, the following was resolved:

Resolution No. 2024-123: Moved by Councillor Hurst and Seconded by Councillor Sepulis

That the Consent Agenda item 6.13 be received for information; and

Whereas Council supports the resolution from the Town of Cobourg Council regarding a Request to Amend Subsection 27(16) of the Ontario Heritage Act;

That Council direct staff to forward a support resolution accordingly; and

That Council refer this consent item to the Heritage Advisory Committee for its information.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,
Justine Brotherston
Municipal Clerk

CC: Ontario Municipalities
RE: Correspondence from the Architectural Conservancy Ontario regarding Proposed Amendment to Subsection 27(16) of the Ontario Heritage Act with respect to the removal of listed (non-designated) properties from municipal heritage registers

Please be advised that the Town of Cobourg Council, at its meeting held on February 28, 2024, passed the following resolution:

WHEREAS subsection 27(16) of the Ontario Heritage Act stipulates that any non-designated heritage property listed on the municipal register of properties as of December 31, 2022 shall be removed from the municipal register on or before January 1, 2025, if the council of the municipality does not give a notice of intention to designate the property under subsection 29(1) of the Ontario Heritage Act on or before January 1, 2025; and

WHEREAS since January 1, 2023, municipal staff and members of the municipal heritage committee in the Town of Cobourg have been diligently working to: review the municipal heritage register; research the heritage value and interest of listed (non-designated) properties; review and research the heritage value and interest of non-designated properties; contact owners of such properties; determine which properties should potentially be designated in accordance with the provisions of Section 29 of the Ontario Heritage Act; and take all required steps to designate such properties; and

WHEREAS the above-noted work involving 213 listed properties in the Town of Cobourg is extremely time-consuming and cannot be completed by December 31, 2024 with the limited municipal resources available.
NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Cobourg authorize the Mayor to promptly send a letter to Doug Ford, Premier of Ontario, and Michael Ford, Minister of Citizenship and Multiculturalism, requesting that Subsection 27(16) of the Ontario Heritage Act be amended to extend the above-noted deadline for five years from January 1, 2025 to January 1, 2030; and

FURTHER THAT Council direct staff to forward this resolution to all 443 municipalities in Ontario seeking support of the ACO correspondence.

Sincerely,

Kristina Lepik
Deputy Clerk/Manager, Legislative Services
May 9, 2024

Association of Municipalities of Ontario (AMO)
155 University Avenue, Suite 800
Toronto, ON M5H 3B7
amo@amo.on.ca

Dear Sir/Madam:

RE: Resolution of Support – Request Province to Undertake with AMO a Comprehensive Review of Municipal Finances Across Ontario

At its Regular Council meeting of February 13, 2024, the Council of the Township of Alnwick/Haldimand passed the following resolution:

RES:20240213-24
Moved by Deputy Mayor Joan Stover, seconded by Councillor Mike Ainsworth;

"Whereas Council of the Township of Alnwick/Haldimand received letters from the Town's of Hanover and Orangeville supporting the province committing to the undertaking of a social and economic prosperity review; and

Whereas current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life; and

Whereas nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly $4 billion a year; and

Whereas municipal revenues, such as property taxes, do not grow with the economy or inflation; and

Whereas unprecedented population and housing growth will require significant investments in municipal infrastructure; and


Whereas municipalities are being asked to take on complex health and social challenges—like homelessness, supporting asylum seekers and addressing the mental health and addictions crises; and

Whereas inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity; and

Whereas property taxpayers—including people on fixed incomes and small businesses—can’t afford to subsidize income re-distribution programs for those most in need; and

Whereas the province can, and should, invest more in the prosperity of communities; and

Whereas municipalities and the provincial government have a strong history of collaboration;

Therefore, be it resolved that the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario; and

Further be it resolved that Council direct the Deputy Clerk to send a copy of this resolution to the Association of Municipalities of Ontario (AMO), the Minister of Municipal Affairs and Housing, Premier Doug Ford, MPP David Piccini—Minister of Labour, Immigration, Training and Skills Development and all Ontario municipalities,”

CARRIED.

Please find attached the resolution from the Town’s of Hanover and Orangeville as supporting documentation.

We respectfully submit the resolution and supporting documentation for your consideration.

Yours truly,

Yolanda Melburn
Deputy Clerk
End.

Cc:  Hon. Doug Ford, Premier of Ontario
     Hon. David Piccini, Minister of Labour, Immigration, Training and Skills Dev.
     Hon. Paul Calandra, Minister of Municipal Affairs and Housing
     All Ontario Municipalities
February 1, 2024

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

Via Email: premier@ontario.ca

Dear Premier Ford:

Re: Social and Economic Prosperity Review

Please be advised that the Council of the Town of Hanover adopted the following resolution at their meeting of January 15, 2024 regarding the above noted matter;

Moved by COUNCILLOR KOEBEL      Seconded by COUNCILLOR HOCKING

Whereas current provincial-municipal fiscal arrangements are undermining Ontario’s economic prosperity and quality of life;
Whereas nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly $4 billion a year;
Whereas municipal revenues, such as property taxes, do not grow with the economy or inflation;
Whereas unprecedented population and housing growth will require significant investments in municipal infrastructure;
Whereas municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises;
Whereas inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;
Whereas property taxpayers – including people on fixed incomes and small businesses – can’t afford to subsidize income re-distribution programs for those most in need;
Whereas the province can, and should, invest more in the prosperity of communities;
Whereas municipalities and the provincial government have a strong history of collaboration;
Therefore be it resolved that the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario;
And further that a copy of this motion be sent to the Minister of Municipal Affairs and Housing, and to the Association of Municipalities of Ontario.

CARRIED

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

Respectfully,

Tanya Patterson
Deputy Clerk

/cc:  Hon. Steve Clark, Minister of Municipal Affairs and Housing
     Honourable Rick Byers, MPP Bruce-Grey-Owen Sound
     Association of Municipalities of Ontario
     Ontario Municipalities
May 14, 2024

Minister of Municipal Affairs and Housing
Attention: Paul Calandra
777 Bay Street, 17th Floor
Toronto, ON M7A 2J3

Dear Mr. Calandra:


The Administrative Monetary Penalty System (AMPS) is an enforcement tool approved by the Provincial Government in August of 2009 and was originally used for parking offences to free up court time and cost.

A large number of municipalities have adopted an AMPS program and have applied AMPS to other Municipal enforcement by-laws as a replacement to the standard Part 1 Provincial Offences Act (POA) ticket system, as it provides the alleged offender with a flexible appeal system and the municipality the ability to apply unpaid penalties on to the property taxes. AMPS frees up valuable Provincial Offences Court time saving the province and the municipalities valuable resources and funds.

AMPS was written into the Building Code Act in December of 2017 however it has not received Royal Assent. AMPS has proven to be a valuable tool for education and enforcement of other Municipal by-laws. On behalf of the Council of the Corporation of the Township of Lake of Bays, we ask that AMPS receive Royal Assent. In doing so this would free up time for Building Officials to conduct their primary job (building inspections) instead of having to attend court normally a full day to hear an appeal to Part 1 ticket, at the same time providing the offender a more streamlined appeal system.

Sincerely,

Carrie Sykes, Dipl. M.A., CMO, AOMC
Director of Corporate Services/Clerk.

Via email: minister.mah@ontario.ca

Copy to:
MPP, Graydon Smith
Association of Ontario Municipalities
Association of Municipal Clerk and Treasurers of Ontario
All Area Municipalities
May 13, 2024

Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
AMCTO Advocacy Team
(advocacy@amcto.com)

Dear Sir/Madam:

RE: MFIPPA Modernization

This is to advise that the Council of the Corporation of the Township of Alnwick/Haldimand at their Special Council Meeting on January 25th, 2024, passed the following resolution:

**RES:20240125-11**
Moved by Deputy Mayor Joan Stover, seconded by Councillor Greg Booth;

"Whereas the Municipal Freedom of Information and Protection of Privacy Act, 1990 (MFIPPA) has not been comprehensively reviewed in over 30 years; and

Whereas municipalities consider transparency an important tool for building and maintaining public trust and recognize the importance of continuously improving; and

Whereas municipal administrators need legislation that supports effective local program delivery, is responsive to current technology and reflects its original intent of open and accountable government; and

Whereas MFIPPA presents a number of challenges for municipal staff which can hinder its effectiveness and efficiency when it comes to serving the public; and

Whereas municipalities should have updated legislation that ensures municipal resources are best allocated; increases trust in public institutions through strengthening
accountability, transparency and responsiveness; and addresses the needs of the digital era; and

Whereas the Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) has comprehensively reviewed MFIPPA and put forward recommendations in their submission "Looking Ahead: A Proactive Submission to Modernize the Municipal Freedom of Information and Protection of Privacy Act";

Be it resolved that the Ministry of Public Business and Service Delivery be requested to review MFIPPA and consider recommendations as outlined by AMCTO within their submission, "Looking Ahead: A Proactive Submission to Modernize the Municipal Freedom of Information and Protection of Privacy Act"; and

Further be it resolved that Council direct the Deputy Clerk to send a copy of this resolution to AMCTO's Advocacy Team, the Ministry of Public and Business Service Delivery and all Ontario municipalities.

CARRIED

We respectfully submit the resolution supporting the review and reform of MFIPPA.

Yours truly,

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

Cc: Ministry of Public and Business Service Delivery
All Ontario Municipalities
May 14, 2024

Kingston and Area Real Estate Association
720 Arlington Park Place
Kingston, ON K7M 8H9

Re: Protecting Our Community’s Water

Dear Erin Finn,

Please be advised that the Council of the Town of Greater Napanee passed the following resolution at its regular session meeting of April 30, 2024:

RESOLUTION #155/24: Pinnell Jr., Norrie
That Council receive for information the correspondence from the Kingston and Area Real Estate Association regarding the local impacts of the proposed closure of the Kingston public health lab;
And further, that Council send a letter of support to the President of the Kingston and Area Real Estate Association;
And further that a copy of the letter be sent to Premier Doug Ford, Deputy Premier and Minister of Health Sylvia Jones, Ric Bresee, MPP - Hastings Lennox and Addington; Shelby Kramp-Neuman, MP - Hastings and Lennox and Addington and all municipalities in Ontario.

CARRIED

Please do not hesitate to contact jwalters@greaternapanee.com if you require any further information with respect to this resolution.

Sincerely,

Jessica Walters
Clerk

c. Hon. Doug Ford, Premier of Ontario
   Hon. Sylvia Jones, Deputy Premier and Minister of Health
   Ric Bresee, MPP for Hastings-Lennox & Addington
   Shelby Kramp-Neuman, MP for Hastings-Lennox & Addington
   All municipalities of Ontario
Dear Mayor Richardson and Council

As a valued member of our community, I feel it is important to share with you a matter of significant concern that affects us all, especially those of us living in or considering rural properties in Hastings, Lennox and Addington and Frontenac Counties.

Recent recommendations have put the future of our local Public Health Ontario laboratory in jeopardy. This facility is crucial for conducting no-cost water testing, a service that many of our rural residents rely on to ensure their drinking water is safe. The proposed closure of the Kingston lab could have a direct impact on our community's health and safety, as well as potential implications for property values and the attractiveness of rural living.

Why Your Support is Needed:

• Community Health: Safe drinking water is a cornerstone of public health. Losing access to local, no-cost water testing could lead to increased health risks.

• Rural Impact: Rural residents, in particular, depend on these services due to the absence of municipal water services in many areas.

• Economic Considerations: The availability of reliable water testing services is essential for maintaining property values and the desirability of rural properties.

How You Can Help:

The Kingston and Area Real Estate Association is spearheading a petition to keep the Kingston water testing lab operational and its services free. We believe that by coming together as a community, we can ensure that our voices are heard and that this essential service remains available to those who need it most.

We kindly ask for your support by:

1. Note and receive this letter for information and to provide a motion that a copy of this letter is sent to:
   - Premier Doug Ford
   - Deputy Premier and Minister of Health Sylvie Jones
   - MPP Ric Bresee
   - MP Shelby Kramp-Neuman
   - All remaining 443 Ontario Municipalities

2. Spread the Word: Please share this information with friends, family, and neighbours. The more voices we gather, the stronger our appeal.

Your engagement in this cause is not just about preserving a service; it's about upholding the health and well-being of our community. Together, we can make a difference.

Thank you for taking the time to read this message and for considering this call to action. Your support means everything to us and to rural communities across Ontario.

Should you have any questions or wish to discuss this further, please don't hesitate to get in touch.

Warm regards,

Erin Finn

2024 President Kingston and Area Real Estate Association (KAREA)
May 16, 2024

The Honourable Doug Ford  
Premier of Ontario  
premier@ontario.ca

Dear Premier Ford,

Please be advised that at the Regular Meeting of Council on April 24, 2024, Council of the Corporation of the Town of Deep River passed the following resolution in support of the County of Renfrew Council resolution regarding Rural and Small Urban Municipalities – Affordability of Water and Wastewater Systems:

6.1.1 Rural and Small Urban Municipalities - Affordability of Water and Wastewater Systems  
Renfrew County Council

RESOLUTION 2024 117

MOVED BY: Councillor Hughes  
SECONDED BY: Councillor Giardini

BE IT RESOLVED THAT the correspondence from the County of Renfrew Council regarding the affordability of Water and Wastewater Systems of rural and small urban municipalities, be received,

THAT Council of the Town of Deep River endorses the motion, and

THAT it be forwarded to the same persons as listed in the County of Renfrew distribution list.

CARRIED
Kind Regards,

Jackie Mellon, on behalf of the Council of the Town of Deep River
Clerk
Town of Deep River

cc: The Honourable Kinga Surma, Minister of Infrastructure
    The Honourable Dominic LeBlanc, Minister of Public Safety, Democratic Institutions
    and Intergovernmental Affairs
    The Honourable Paul Calandra, Minister of Municipal Affairs and Housing
    The Honourable Andrea Khanjin, Minister of the Environment, Conservation and Parks
    Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke
    John Yakabuski, MPP, Renfrew-Nipissing-Pembroke and Parliamentary Assistant to
    the Minister of the Energy
    Association of Municipalities Ontario (AMO)
    Rural Ontario Municipal Association (ROMA)
    Federation of Canadian Municipalities (FCM)
    All Ontario Municipalities
January 31, 2024

The Honourable Doug Ford
Premier of Ontario
premier@ontario.ca

DELIVERED VIA EMAIL

RE: Rural and Small Urban Municipalities – Affordability of Water and Wastewater Systems

Dear Premier Ford,

Please be advised that at the Regular Council Meeting on January 31, 2024, The County of Renfrew passed the following resolution:

WHEREAS the Provincial Policy Statement (PPS) (Section 1.6.6.2) states that municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety and that intensification and redevelopment within these settlement areas should be promoted; and

WHEREAS the PPS (Section 2.2.1 (f)) states that planning authorities shall protect, improve, or restore the quality and quantity of water by implementing the necessary restrictions on development and site alternation to protect all drinking supplies and designated vulnerable areas, and protect, improve, or restore vulnerable surface and ground water, sensitive surface water features and sensitive groundwater features, and their hydrologic functions; and

WHEREAS the PPS (Sections 2.2.1(h) and (i)) states that there is consideration of environmental lake capacity as well as stormwater management practices; and

WHEREAS the Ministry of the Environment, Protection and Conservation (MECP) Procedural Guideline B-1-5 Policy 2 provision states that water quality which presently does not meet the Provincial Water Quality Objectives shall not be further degraded and all practical measures shall be undertaken to upgrade the water quality to the Objectives; and

WHEREAS in 2014 the Township of Whitewater Region authorized Jp2gConsultants Inc. to undertake a Municipal Class Environmental Assessment (EA) for the purpose of evaluating viable options to upgrade the 1979 Cobden Wastewater Treatment Plant. This plant did not meet guidelines for effluent flow into Muskrat Lake and Cobden Wetland being highly sensitive, at-capacity, inland lake, and Provincial Significant Wetland (PSW) and acknowledged as one of
the most eutrophic in the province. The plant had ongoing seasonal overflow events, and was operating at maximum capacity; and

WHEREAS in 2018 the Council of the Township of Whitewater Region approved the construction of a new parallel mechanical system that would meet all provincial environmental and regulatory requirements including accommodating future growth. Federal and provincial contributions only covered 50% of the final construction costs, as there was no ability to renegotiate with federal and provincial partners once real costs were known. As a result, the balance of costs ($6M) was debentured over 30 years at interest rates that are slightly punitive to rural and small urban municipalities; and

WHEREAS in 2019 the Council of the Township of Whitewater Region conducted a Water and Wastewater Rate Study that demonstrated the need for rate increases of over 100% to fund the new wastewater treatment plant construction debenture and the significantly increased operating costs for a parallel mechanical system. Rural and small urban municipalities experience very limited growth as federal and provincial policies heavily support growth in urban centers. As there are no other sources of available operational funding, rural and small urban municipalities are expected to fund the construction and operation of these state-of-the-art systems from existing property owners and nominal forecasted growth; and

WHEREAS in 2023 the Township of Whitewater Region combined water and wastewater rates have risen to almost $3,000/year for its five hundred and eleven (511) users and are among the highest in the County of Renfrew and across the Province of Ontario. There are similarly high user rates in the Township of Madawaska Valley as a result of Provincial regulations and a small number of users. Other examples of rapidly increasing rates include the Towns of Deep River, Renfrew, Arnprior, Laurentian Hills, and Petawawa, and the Townships of Bonnechere Valley, Laurentian Valley and Killaloe, Hagarty and Richards, where significant upgrades in short periods of time are making rates unaffordable even with an increased number of users.

NOW, THEREFORE BE IT RESOLVED THAT the Council of the County of Renfrew:
Advocate to the provincial and federal levels of government to make them aware that rural and small urban water and wastewater systems are financially unsustainable; and Advocate to the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipalities Association (ROMA) and the Federation of Canadian Municipalities (FCM) to examine if the unaffordability of water and wastewater system operational costs is systemic provincially and nationally.

AND THAT a copy of this resolution be circulated to The Honourable Doug Ford, Premier of Ontario; the Honourable Kinga Surma, Minister of Infrastructure (Ontario); the Honourable Dominic LeBlanc, Minister of Intergovernmental Affairs, Infrastructure and Communities (Canada); the Honourable Paul Calandra, Minister of Municipal Affairs and Housing, the Honourable Andrea Khanjin, Minister of the Environment, Conservation and Parks (Ontario), Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke, John Yakabuski, MPP, Renfrew-Nipissing-Pembroke and Parliamentary Assistant to the Minister of the Environment, Conservation and Parks; AMO; ROMA; FCM; and all Municipalities in Ontario.
May 1, 2024

Hon. Paul Calandra  
Minister of Municipal Affairs and Housing  
Email: PaulmCalandra@pc.ola.org

Dear Mr. Calandra,

Re: Operational Budget Funding

Please be advised that at their last regular meeting of Council on Wednesday May 1st, 2024, the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan supported the following resolution:

Resolution # 2024-05-01-10  
Moved By: Councillor Banks  
Seconded by: Councillor Kauffeldt

"Be it resolved that the Council of the Corporation of the Township of Brudenell, Lyndoch and Raglan hereby supports the request of the Township of Amareth calling upon the Province of Ontario to treat all municipalities fairly and provide equivalent representative operational budget funding amount to all Ontario municipalities.

And further that Council directs staff to provide a copy of this resolution to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Local Member of Provincial Parliament; the Association of Municipalities of Ontario (AMO); and all Ontario Municipalities."

CARRIED.
Sincerely,

Tammy Thompson
Deputy Clerk

Cc: Doug Ford, Premier of Ontario
    Paul Calandra, Minister of Municipal Affairs and Housing
    John Yakabuski, Local Member of Provincial Parliament
    Association of Municipalities of Ontario (AMO)
    All Ontario Municipalities
March 12, 2024

Hon. Paul Calandra
Minister of Municipal Affairs and Housing

Sent by email to: Paul.Calandra@pc.ola.org

Re: Operational Budget Funding

At its regular meeting of Council held on March 6, 2024, the Township of Amaranth Council passed the following resolution.

Resolution #: 4
Moved by: G Little
Seconded by: A. Stirk
Whereas all Ontario municipalities are prohibited from running budget deficits for operating purposes, and;
Whereas all Ontario municipalities have similar pressures with respect to aging infrastructure and operating costs for policing, and;
Whereas the City of Toronto has recently received Provincial funding to cover a $1.2 billion dollar operating shortfall and approximately $12 million in Federal and Provincial funding for their Police operating budget, and;
Whereas the City of Toronto has the lowest tax rates in the Province, approximately 40% less than the average Dufferin rural municipal tax rate.
Be It Resolved That the Township of Amaranth call on the Province of Ontario to treat all municipalities fairly and provide equivalent representative operational budget funding amounts to all Ontario municipalities.
CARRIED

Please do not hesitate to contact the office if you require any further information on this matter.

Yours truly,

Nicole Martin, Dipl. M.A.
CAO/Clerk
C: Premier of Ontario; AMO; Ontario Municipalities
May 9, 2024

RE: Resolution No. 2024-124 regarding 6.14 Township of Amaranth Resolution regarding Operational Budget Funding

Please be advised that Township of Puslinch Council, at its meeting held on April 10, 2024 considered the aforementioned topic and subsequent to discussion, the following was resolved:

 Resolution No. 2024-124: Moved by Councillor Sepulis and Seconded by Councillor Hurst

That the Consent Agenda item 6.14 be received for information; and

Whereas Council supports the resolution from the Township of Amaranth regarding Operational Budget Funding;

That Council direct staff to forward a support resolution accordingly; and further

That the resolution be forwarded to the County Warden Lennox for information.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Justine Brotherston
Municipal Clerk

CC: Premier of Ontario, AMO, Ontario Municipalities
March 12, 2024

Hon. Paul Calandra
Minister of Municipal Affairs and Housing

Sent by email to: Paul.Calandra@pc.ola.org

Re: Operational Budget Funding

At its regular meeting of Council held on March 6, 2024, the Township of Amaranth Council passed the following resolution.

Resolution #: 4
Moved by: G Little
Seconded by: A. Stirk

Whereas all Ontario municipalities are prohibited from running budget deficits for operating purposes, and;
Whereas all Ontario municipalities have similar pressures with respect to aging infrastructure and operating costs for policing, and;
Whereas the City of Toronto has recently received Provincial funding to cover a $1.2 billion dollar operating shortfall and approximately $12 million in Federal and Provincial funding for their Police operating budget, and;
Whereas the City of Toronto has the lowest tax rates in the Province, approximately 40% less than the average Dufferin rural municipal tax rate.

Be it Resolved That the Township of Amaranth call on the Province of Ontario to treat all municipalities fairly and provide equivalent representative operational budget funding amounts to all Ontario municipalities.

CARRIED

Please do not hesitate to contact the office if you require any further information on this matter.

Yours truly,

Nicole Martin, Dipl. M.A.
CAO/Clerk
C: Premier of Ontario; AMO; Ontario Municipalities
DATE: May 6, 2024

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

Dear Premier Ford,

RE: Request to the Province to Amend Blue Box Regulation for ‘Ineligible’ Sources

Please be advised of the following motion passed at the Monday, April 29th, 2024, Municipality of North Glengarry Council Meeting:

Resolution: No. 7
Moved By: Councillor Jeff Manley
Seconded By: Councillor Michael Madden

Whereas under Ontario Regulation 391/21: Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for ‘eligible’ sources only;

And Whereas ‘ineligible’ sources which producers are not responsible for including businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks;

And Whereas should a municipality continue to provide services to the ‘ineligible’ sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs;

Be it resolved that the Council of the Corporation of the Municipality of North Glengarry hereby request that the province amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources;
And further that Council hereby requests the support of all Ontario Municipalities;

And further that this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Andrea Khanjin, Minister of the Environment, Conservation, and Parks, and the Honourable Graydon Smith, Minister of Natural Resources and Forestry, to MPP of Glengarry, Prescott, Russel, MPP Stéphane Sarrazin, and all Ontario Municipalities.

CARRIED

Your attention to this matter is greatly appreciated.

If you have any questions, please do not hesitate to contact me.

Yours truly,

Timothy Wright
Director of Public Works
CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY

Council Meeting

Resolution #1

Date: Monday, April 29, 2024

Moved by: Jeff Manley
Seconded by: Michael Madden

THAT the Council of the Township of North Glengarry receives staff report PW 2024-08, Request to the Province to Amend Blue Box Regulations for 'Ineligible' Sources; and

THAT the Council of the Township of North Glengarry passes the motion to request that the province amends the blue box regulation for ineligible sources as follows:

WHEREAS under Ontario Regulation 391/21: Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only; and

WHEREAS 'ineligible' sources which producers are not responsible for including businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks;

AND WHEREAS should a municipality continue to provide services to the 'ineligible' sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs;

BE IT RESOLVED that the Council of the Corporation of the Municipality of North Glengarry hereby request that the province amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources;

AND FURTHER that Council hereby request the support of all Ontario Municipalities;

AND FURTHER that this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Andrea Khanjin, Minister of the Environment, Conservation, and Parks, and the Honourable Graydon Smith, Minister of Natural Resources and Forestry, to MPP of Glengarry, Prescott, Russel, MPP Stéphane Sarrazin, and all Ontario Municipalities

Carried

Deferred

Defeated

Mayor / Deputy Mayor

[Signature]

Jena Doonan — Commissioner
by virtue of my office as
Deputy Clerk
Township of North Glengarry

Page 121 of 677
THAT the Council of the Township of Larder Lake supports the resolution passed by the Council of the Township of North Glengarry regarding a request to the province to amend the blue box regulation for ineligible sources as follows:

WHEREAS under Ontario Regulation 391/21: Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only; and

WHEREAS 'ineligible' sources which producers are not responsible for including businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks;

AND WHEREAS should a municipality continue to provide services to the 'ineligible' sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs;

BE IT RESOLVED that the Council of the Corporation of the Municipality of Larder Lake hereby request that the province amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources;

AND FURTHER that Council hereby requests the support of all Ontario Municipalities;

AND FURTHER that this resolution be forwarded to the Premier of Ontario, the Honourable Minister of the Environment, Conservation, and Parks, and the

Recorded vote requested: ☐

Disclosure of Pecuniary Interest*  

I declare this motion with the following outcome:

☐ Carried
☐ Lost / Defeated
☐ Deferred to: _______________ (enter date)
Because:
☐ Referred to: _______________ (enter body)
Expected response: _______________ (enter date)

*Disclosed his/her (their) interest(s), abstained from discussion and did not vote on this question.
Honourable Minister of Natural Resources and Forestry, to MPP Timiskaming-Cochrane and all Municipalities within the District of Timiskaming.
WHEREAS Ontario has more private non-native ("exotic") wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province;

AND WHEREAS the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of exotic wild animals in captivity;

AND WHEREAS exotic wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the province;

AND WHEREAS the keeping of exotic wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife;

AND WHEREAS owners of exotic wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns;

AND WHEREAS municipalities have struggled, often for months or years, to deal with exotic wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges;

AND WHEREAS the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection's campaign for provincial regulations of exotic wild animals and

Disclosure of Pecuniary Interest*

*Disclosed his/her (their) interest(s), abstained from discussion and did not vote on this question.
roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry;

THEREFORE BE IT RESOLVED THAT The Corporation of the Township of Larder Lake hereby petitions the provincial government to implement provincial regulations to restrict the possession, breeding, and use of exotic wild animals and license zoos in order to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario’s citizens and the exotic wild animal population;

AND FINALLY THAT a copy of this resolution be forwarded to the Premier of Ontario, Ontario’s Solicitor General, Ontario’s Minister for Natural Resources and Forestry, MPP Timiskaming-Cochrane, AMO, AMCTO, MLEAO, Timiskaming Municipal Association (TMA), the Federation of Northern Ontario Municipalities, (FONOM), and all municipalities within the District of Timiskaming.

Recorded vote requested: □

For: □ Against: □

Tom Armstrong □
Patricia Hull □
Paul Kelly □
Lynne Paquette □
Patty Quinn □

I declare this motion

☑ Carried

☐ Lost / Defeated

☐ Deferred to: ___________ (enter date)
Because:

☐ Referred to: ___________ (enter body)
Expected response: ___________ (enter date)

Chair: _______________________

Disclosure of Pecuniary Interest*

*Disclosed his/her (their) interest(s), abstained from discussion and did not vote on this question.
May 15, 2024

SENT VIA EMAIL

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Ann-Marie:

Re: Correspondence from the City of St. Catharines regarding Provincial Regulations Needed to Restrict Keeping of Nonnative ("exotic") Wild Animals.

At its meeting on May 7, 2024, Welland City Council passed the following motion:

"THAT THE COUNCIL OF THE CITY OF WELLAND receives for information and supports the correspondence from the City of St. Catharines dated April 23, 2024, regarding Provincial Regulations Needed to Restrict Keeping of Nonnative ("exotic") Wild Animals."

Yours truly,

Tara Stephens
City Clerk

C.c.: - The Honourable Doug Ford, Premier of Ontario
- Local Area Municipalities, sent via e-mail
- The Honourable Michael S. Kerzner, Solicitor General
- The Honourable Graydon Smith, Minister of Natural Resources and Forestry
- Local MPPs
- Association of Municipalities of Ontario (AMO)
- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
- Municipal Law Enforcement Officers’ Association of Ontario (MLEAO)
- All Municipalities of Ontario
REGULAR COUNCIL MEETING
HELD
May 14th, 2024

2024-105
Moved by Councillor Trahan
Seconded by Councillor Kelly

THAT Council for the Municipality of East Ferris supports the resolution from the Township of the Archipelago regarding requesting the Province reconsider and ultimately decide against the proposed phasing-out of free private drinking water testing services;

AND FURTHER THAT that this resolution be sent to all Ontario municipalities, Minister of Environment Conservation and Parks, Minister of Health, North Bay Parry Sound District Health Unit, MPP Nipissing.

Carried Mayor Rochefort

CERTIFIED to be a true copy of
Resolution No. 2024-105 passed by the Council of the Municipality of East Ferris on the 14th day of May, 2024.

Kari Hanselman, Dipl. M.A.
Clerk

T: 705-752-2740
E: municipality@eastferris.ca
25 Taillefer Road, Corbeil, ON. P0H 1K0
Agenda Number: 15.8.  
Resolution Number 24-082  
Title: Public Health Ontario proposes phasing out free water testing for private wells  
Date: Friday, April 19, 2024

Moved by: Councillor Manners  
Seconded by: Councillor MacLeod

WHEREAS the Ontario Auditor General's annual report on public health from December 2023 indicates that Public Health Ontario is proposing the phasing-out of free provincial water testing services for private drinking water; and

WHEREAS free private drinking water testing services has played a pivotal role in safeguarding public health, particularly in rural communities, including the entire Township of The Archipelago, that rely predominantly on private drinking water; and

WHEREAS the removal of free private drinking water testing could lead to a reduction in testing, potentially increasing the risk of waterborne diseases in these vulnerable populations; and

WHEREAS the tragic events in Walkerton, Ontario underscored the critical importance of safe drinking water.

NOW THEREFORE BE IT RESOLVED that The Township of The Archipelago hereby requests that the Province reconsider and ultimately decide against the proposed phasing-out of free private drinking water testing services.

FURTHER BE IT RESOLVED that this resolution be sent to all Ontario municipalities, Minister of Environment Conservation and Parks, Minister of Health, North Bay Parry Sound District Health Unit, Graydon Smith, MPP Parry Sound-Muskoka.

Carried
1.0 Summary

Public Health Ontario is an independent, board-governed agency with a broad mandate to provide scientific and technical advice and support to those working across health-related sectors to protect and improve the health of Ontarians. This includes carrying out and supporting activities such as population health assessment, public health research, surveillance, epidemiology, and planning and evaluation. Established in 2007 following the SARS outbreak in 2003, Public Health Ontario is one of the three pillars of Ontario’s public health system, consisting of 34 local public health units and the Ministry of Health (Ministry), which exercises its authority in the area of public health primarily through the Office of the Chief Medical Officer of Health.

Public Health Ontario supports areas such as preventing and controlling infections and the spread of communicable diseases, improving environmental health and preventing chronic diseases, and operates Ontario’s public health laboratory. Public Health Ontario provided public health and testing expertise during the COVID-19 pandemic, for example, in the area of vaccine safety, through its surveillance of adverse events following immunization.

The Ministry is the primary funder of Public Health Ontario. The agency spends the majority of its annual funding, which was about $222 million in 2022/23, on operating the province’s 11 public health laboratory sites. Ontarians relied on the agency’s public health laboratory to perform 6.8 million tests in 2022/23 for diseases that include HIV, syphilis, tuberculosis, influenza, COVID-19 and West Nile virus. The laboratory also carries out all required testing relating to outbreaks and investigations in Ontario, and has the capability of diagnosing pathogens requiring a high level of biosecurity and safety measures.

In early 2019, the Province announced its intention to modernize Ontario’s public health system. A 2019 discussion paper to support the provincial plan outlined the key challenges facing public health. The paper noted the importance of working toward clearer and better aligned roles and responsibilities between the Province, Public Health Ontario and local public health units. In particular, it stated Public Health Ontario’s potential to strengthen public health functions if these are co-ordinated or provided at the provincial level. The government revised its approach to modernizing the public health system in August 2023 to include a review of standards that govern the work of public health units, the roles and responsibilities that all three pillars of the public health system play, as well as their relationships and alignment across and beyond the broader health-care system.

Our audit found that Public Health Ontario has been unable to meet a number of its legislated responsibilities under the Ontario Agency for Health Protection and Promotion Act, 2007. This is partially due to a lack of direction from the Ministry to perform at its full potential. This includes a continued lack of clarity on roles and responsibilities in an evolving health-care system that saw the introduction of a new health agency, Ontario Health, that became operational in 2019. Though Public Health Ontario is responsible for providing scientific and technical advice and support to clients in the government, it was not consulted on some critical decisions concerning public health, such as the health impacts of increased access to gambling.
and alcohol in recent years, and it did not address these topics independently.

We also found that lack of information sharing between the Ministry, public health units and Public Health Ontario has limited the agency’s ability to centralize and co-ordinate work effectively in the area of research and evidence synthesis (a research methodology involving collecting the best available evidence on a given topic and summarizing it to inform best practice). This has resulted in duplication of efforts between provincial and local public health entities. From our work, we noted examples where multiple public health units have independently developed local resources in areas including key public health issues such as mental health and alcohol, when it would have been more cost-effective for Public Health Ontario to develop resources centrally.

Further, we found that Public Health Ontario’s laboratory sites, where about 70% of its financial resources are allocated, were not operating efficiently. We found that three sites were able to perform tests on only 9% to 20% of the samples and specimens they receive, transferring the remainder of samples to other laboratory sites. Each of these three sites had base operating costs ranging from $5 million to $10 million over the last five years. The agency explained that transferring out laboratory tests to other sites was necessary for reasons that included lack of expertise or lack of sufficient volume to maintain competency of laboratory personnel in a specific test, lack of equipment to conduct certain tests, and efficiencies to achieve economy of scale. The agency developed a plan collaboratively with the Ministry in 2017 to modernize its laboratory operations by consolidating resources into fewer laboratory sites and discontinuing or restricting eligibility for certain tests; however, the government still had not approved the plan at the time of our audit. The Ministry stated this was due to reasons that include the COVID-19 pandemic and more recent recommendations relating to provincial laboratory optimization from an external consulting firm. We also found that the agency was not taking the lead in performing or co-ordinating testing for the surveillance of some diseases of public health significance. These include a laboratory test to detect latent tuberculosis—a disease of public health significance that can disproportionately affect Indigenous people and newcomers to Ontario—as well as wastewater testing for the detection of COVID-19, which is currently led by another Ministry.

Other observations of this audit include:

- **Public Health Ontario is challenged by a lack of sustainable funding from the Ministry of Health.** We found that since 2019/20, Public Health Ontario has seen limited increases in base funding, and has had some of its base funding replaced by one-time annual funding. While the Ministry has increased base funding since 2020/21, it has still not restored it to pre-pandemic levels. This lack of consistent funding threatens Public Health Ontario’s ability to fully deliver on its mandate, and hinders the agency’s ability to continue to provide services. For example, the agency has begun to explore options to scale back or dismantle the operations of a committee designed to enhance provincial capacity to respond to public health emergencies.

- **Public Health Ontario did not adequately monitor compliance with procurement policies.** We found that Public Health Ontario has not always followed the Ontario Public Service Procurement Directive, as well as the agency’s own corporate procurement policy. From 2018/19 to 2022/23, Public Health Ontario staff at various laboratory sites were using their purchasing cards to make recurring purchases of laboratory and health-care supplies from the same vendor, instead of engaging in competitive procurement as required by internal policies. The agency provided explanations for why it used purchasing cards for recurring transactions with two of the top vendors. For the remaining 28 vendors, we found that annual transaction values over this same period ranged from $25,133 to $222,283. We further found that Public Health Ontario does not have a formal process to track vendor performance.
and non-compliance, even though the Directive requires vendor performance to be managed and documented.

- **Public Health Ontario mostly measures outputs but little in the way of client satisfaction or service quality.** The agency establishes performance indicators as well as targets in its annual business plans; however, these indicators mostly focus on quantifying the output of the agency’s operational activities rather than client satisfaction and actual performance of its core activities, making it difficult for the agency to demonstrate that it has been effective in meeting the needs of its clients. We also found that the agency’s performance indicators do not cover all of its key functions, for example, the performance of its research ethics committee, which provides ethics reviews to 26 of Ontario’s 34 public health units, to measure the turnaround time of its reviews.

- **Public Health Ontario’s information technology (IT) processes need improvement.** We examined Public Health Ontario’s IT controls and processes related to user account management, cybersecurity and software management. Due to the nature of these findings and so as to minimize the risk of exposure for Public Health Ontario, we provided relevant details of our findings and recommendations directly to Public Health Ontario. Public Health Ontario agreed with the recommendations and committed to implementing them.

This report contains 10 recommendations, with 24 action items, to address our audit findings and to position Public Health Ontario for success to continue to contribute to the overall health of Ontarians as a public health agency, independent from the government.

**Overall Conclusion**

Our audit concluded that Public Health Ontario has delivered on some areas of its mandate as set out in the Ontario Agency for Health Protection and Promotion Act, 2007 (Act), but does not yet sufficiently collaborate with the Ministry of Health and local public health units to clearly define and ascertain the agency’s role in areas such as undertaking public health research, disseminating knowledge, and delivering public health laboratory services to more effectively protect and promote the health of the people in Ontario and reduce health inequities.

We also concluded that Public Health Ontario mostly measures outputs but little in the way of client satisfaction or service quality, and that the agency’s suite of performance indicators does not cover all of its key functions.

**OVERALL PUBLIC HEALTH ONTARIO RESPONSE**

Public Health Ontario thanks the Auditor General for this comprehensive value-for-money audit report.

Public Health Ontario is committed to fulfilling our mission to enhance the protection and promotion of the health of the people in Ontario and to contribute efforts toward reducing health inequities. By providing scientific and technical advice and leadership to support our clients across the public health and health systems, we enable evidence-informed public health action and decision-making.

In consideration of our role in the province, we recognize the importance of continuing to strive to improve our operations and enhance the quality of our services and products. As such, we appreciate the independent review of our organization by the Auditor General and the recommendations brought forward, all of which we have accepted and have plans to address.

When interpreting the findings of the report, it is important to note that the time frame covered by the audit includes more than three years during which Public Health Ontario was actively engaged in the COVID-19 pandemic response. Public Health Ontario, like other public health organizations, was greatly affected by the extraordinary demands of the pandemic. Due to the need to dedicate considerable resources to the pandemic, some areas of
our work did not progress as planned during this period, such as efforts to reduce purchasing card usage in the laboratory and expand our outcome-based performance measures.

As we are now in the process of returning to a “new normal” for the public health system in Ontario, Public Health Ontario is leveraging the lessons learned during the pandemic to inform the development of our next strategic plan covering the years 2024–29. The insights shared through this audit are helpful inputs that will support us in our commitment to continuous quality improvement and further enhance our leadership role within the public health system.

### 2.0 Background

#### 2.1 Overview of Public Health Ontario

The Ontario Agency for Health Protection and Promotion (also known as Public Health Ontario) was established in 2007 as an independent, board-governed agency, primarily funded by the Ministry of Health (Ministry) in response to Ontario’s challenges faced during SARS, a global respiratory outbreak that affected Ontario and other parts of Canada in 2003. Public health is the organized effort of society to promote and protect the health of populations and reduce health inequities through the use of supportive programs, services and policies. Thus, Public Health Ontario’s role is chiefly in disease surveillance, disease prevention and outbreak preparedness, as opposed to clinical treatment.

In accordance with the *Ontario Agency for Health Protection and Promotion Act, 2007*, the legislation that created Public Health Ontario, the agency’s mandate is to:

- enhance the protection and promotion of the health of Ontarians;
- contribute to efforts to reduce health inequities by providing scientific and technical advice and support to those working across health-related sectors to protect and improve the health of Ontarians; and
- carry out and support activities such as population health assessment, public health research, surveillance, epidemiology, planning and evaluation.

The agency’s primary clients are the Office of the Chief Medical Officer of Health as well as various divisions within the Ministry, Ontario’s 34 public health units, health system providers and health system partners. The Chief Medical Officer of Health of Ontario is responsible for determining provincial public health needs, developing public health initiatives and strategies, and monitoring public health programs delivered by Ontario’s local public health units. Ontario’s 34 public health units are primarily funded by the Ministry but also receive funding from local municipalities; each is led by its own Medical Officer of Health and governed by a Board of Health—and therefore they operate independently from each other. The public health units provide programs and services to all members of their respective communities as per the Ontario Public Health Standards—the minimum requirements that public health units must adhere to in delivering programs and services—and as determined by their own Boards of Health. They are not accountable to Public Health Ontario.

Figure 1 illustrates the relationship between Public Health Ontario and the various organizations involved in Ontario’s public health system, which, according to the Chief Medical Officer of Health, consists of about 9,000 people. Public Health Ontario has a complement of just under 870 full-time-equivalent staff as of June 2023.

#### 2.1.1 Public Health Modernization

As part of the 2019 Ontario Budget, the Province announced in April 2019 (pre-COVID-19 pandemic) that public health would be undergoing a modernization process. This decision had the most impact on public health units, aiming to reduce their number from 35 (since reduced to 34 through amalgamation)
to 10 by April 1, 2020; however, this modernization process was paused when the COVID-19 pandemic was declared in March 2020.

As part of the modernization process, the Ministry of Health launched a public consultation in November 2019, appointing a special advisor to lead the process of gathering feedback, and releasing a discussion paper in November 2019 outlining the key challenges facing public health. In this paper, Public Health Ontario is acknowledged as a key partner in the public health system, with the following themes being discussed:

- working toward improved clarity and alignment of roles and responsibilities between the Province, Public Health Ontario and local public health units;
- reducing duplication of efforts, co-ordinating and providing certain public health functions, programs or services at the provincial level, possibly by Public Health Ontario; and
- clarifying the role of Public Health Ontario in better informing and co-ordinating provincial priorities to increase consistency.

The government revised its approach to modernizing the public health system in August 2023 to include a review of the Ontario Public Health Standards, the roles and responsibilities that all three pillars of the system—the Ministry, Public Health Ontario and the local public health units—play, as well as their relationships and alignment across and beyond the broader health-care system.

### 2.2 Key Program Areas

Public Health Ontario’s operations consist of five principal public health program areas: Laboratory Science and Operations; Health Protection; Environmental and Occupational Health; Health Promotion, Chronic Disease and Injury Prevention; and Knowledge Exchange and Informatics.
2.2.1 Laboratory Science and Operations

About 70% of the agency’s resources are allocated to the operation of its laboratory. Public Health Ontario has 11 fully accredited laboratory sites across Ontario, located in Toronto, Hamilton, Kingston, London, Orillia, Ottawa, Peterborough, Sault Ste. Marie, Sudbury, Thunder Bay and Timmins. The agency’s laboratory conducts a wide range of functions described by the Canadian Public Health Laboratory Network, including laboratory tests such as diagnostic tests and confirmatory tests, as well as complex tests that other providers, such as hospital and community laboratories, refer to it. This testing informs public health surveillance, detects threats and outbreaks, and enables preventive and therapeutic interventions for public health action and patient management in Ontario.

Public Health Ontario’s laboratory serves public health units, hospital and community laboratories, long-term-care homes and other congregate settings, clinicians in private practice, and private citizens in the context of private well water testing. It performs the majority of its laboratory tests Monday to Friday for the detection and diagnosis of infectious diseases (such as tuberculosis) or antimicrobial resistance (that is, when a bacterium or fungus develops the ability to defeat the drug designed to kill it), and for specialized testing for molecular profiling of pathogens by examining the entire genetic makeup of a specimen (for example, identifying which variant of COVID-19 someone has), including genomics. Public Health Ontario’s laboratory also offers after-hours support, and it has been performing COVID-19 testing daily since the summer of 2020. It was still performing this daily testing at the time of our audit.

Public Health Ontario’s laboratory performed about 6.8 million tests in 2022/23; these tests include 100% of diagnostic HIV testing and over 95% of syphilis testing in the province. According to the agency, it operates one of the largest tuberculosis laboratories and one of the largest diagnostic mycology laboratories in North America. As well, the agency indicates that it is known as the provincial resource and expert for laboratory testing and outbreak support for emerging pathogens, as well as for the 10 most common infectious agents causing the greatest burden of disease in Ontario. These agents include C. difficile, E. coli, hepatitis B, hepatitis C, HIV, human papillomavirus, influenza, rhinovirus, Staphylococcus aureus and Streptococcus pneumoniae. The laboratory also carries out all testing relating to pathogens found in food, water or the environment to assist in their investigations, and is able to diagnose pathogens requiring a high level of biosecurity and safety measures, such as tuberculosis and anthrax.

Public Health Ontario’s laboratory undergoes accreditation by Accreditation Canada and the Canadian Association for Laboratory Accreditation Inc. to ensure that processes in accordance with the International Organization for Standards and requirements under environmental laws such as the Safe Drinking Water Act, 2002 are in place. As of June 2023, all 11 public health laboratory sites have met these standards and requirements, including those designed to help mitigate future occurrences similar to the Walkerton E. coli outbreak in 2000.

Figure 2 shows that test volumes at public health laboratory sites increased from about 6.3 million in 2018/19 to 7.7 million in 2021/22, primarily due to conducting COVID-19–related laboratory tests, and then decreased to 6.8 million in 2022/23. The cost of each laboratory test generally increased between 2018/19 and 2022/23 by 36%, from about $16.33 to $22.15.

2.2.2 Health Protection

Public Health Ontario’s Health Protection program provides data analysis, surveillance, evidence generation and synthesis, and consultation services to its clients. These activities are intended to better prevent communicable diseases, reduce transmission of infectious agents, and support system capacity building and professional development in public health and infection control best practices in Ontario. Expertise in this program spans:

- all diseases of public health significance (such as hepatitis A and B) as defined under the
Health Protection and Promotion Act (see Appendix 1 for a full list of diseases of public health significance);

- surveillance and epidemiology of communicable diseases;
- infection prevention and control (IPAC) best practices and lapse investigations (that is, deviations from IPAC standard of care);
- programs and research to support epidemiology, immunization and antimicrobial stewardship (that is, promoting appropriate use of antibiotics to limit the development of antibiotic resistance); and
- emergency preparedness.

Public Health Ontario has an interactive online tool to track infectious disease trends, which provides 10 years of analyzed data on diseases of public health significance in Ontario. This helps the agency’s clients and partners with surveillance, as well as informing program planning and policy. For example, as shown in Figure 3, the cases and rate of syphilis in Ontario from 2012 to 2021 have been steadily increasing according to Public Health Ontario’s surveillance efforts; this information could be helpful to clinicians, policy-makers, and the public to raise awareness. In 2021/22—the latest year for which information is available—over 2.1 million total visits were made to Public Health Ontario’s online centralized data and analytic tools, down from about 2.9 million in 2020/21, the first year that the agency measured this metric.

2.2.3 Environmental and Occupational Health

Public Health Ontario’s Environmental and Occupational Health program area provides field support and helps the agency’s clients and partners better understand and address evolving public health issues relating to exposures in the environment, such as indoor air quality, outdoor air pollution, water quality and food safety. This program works with and supports public health units and policy-makers to better respond to environmental threats and issues. This is done through situation-specific consultation and advice, interpretation of data, research, evidence-based reviews, case studies, access to environmental monitoring equipment, and training workshops.

2.2.4 Health Promotion, Chronic Disease and Injury Prevention

According to the World Health Organization, health promotion entails building healthy public policy; creating supportive environments; strengthening community action; developing personal skills; and reorienting health-care services toward prevention of illness and promotion of health. Public Health
Ontario’s Health Promotion, Chronic Disease and Injury Prevention program focuses on non-communicable diseases (such as heart disease, cancer, diabetes) and injuries, oral health conditions, and the modifiable risk factors that contribute to them. The program covers comprehensive tobacco control; healthy eating and physical activity; oral health; reproductive, child and youth health; healthy schools; mental health promotion; substance use (for example, opioids, alcohol, cannabis, tobacco); injury prevention; health equity; and health promotion. One of the program’s activities is tracking data on substance abuse, such as opioid-related morbidity and mortality, as shown in Figure 4.

### 2.2.5 Knowledge Exchange and Informatics

Public Health Ontario’s Knowledge Exchange program supports the development and dissemination of the agency’s products and services, including its external website. The program delivers professional development, including special events and learning exchanges, and the annual Ontario Public Health Convention; supports medical resident and student placements at Public Health Ontario and in public health units; provides training and education programs; and delivers library services, knowledge mobilization and evaluation supports to its own staff, as well as to the overall public health sector. In 2021/22—the latest year for which information is available—this program area facilitated 70 professional development sessions to external clients and stakeholders.

This program also includes the Locally Driven Collaborative Projects (LDCP) program, which brings together public health units, along with academic and community partners, to collaboratively design and implement applied research and program evaluation projects on important public health issues of shared interest, and build new partnerships among participants. Examples of LDCP in prior years include a project to help public health units plan programs around substance abuse and harm reduction, and another project to identify lessons learned from the collection of sociodemographic data during the COVID-19 pandemic, as this data informs targeted improvement to address health inequities.

Informatics applies information and data science to public health practice, research and learning, enabling and bridging the use of technology and data to present critical information needed for effective public health decision-making. This team provides specialized and centralized supports for the governance, acquisition, synthesis, analysis, interpretation and presentation of data and information.
2.3 Organizational Structure and Accountability

2.3.1 Organizational Structure

Figure 5 shows Public Health Ontario’s program areas and senior management. Public Health Ontario’s office and main laboratory site is located in Toronto, with laboratory sites in 10 other cities across Ontario. As of August 2023, Public Health Ontario had 1,176 employees (just under 870 full-time equivalents), with 67% (792) of its employees working in laboratory sites across the province.

2.3.2 Governance and Accountability

The Agencies and Appointments Directive issued by the Management Board of Cabinet, an accountability framework for all board-governed provincial agencies, outlines the requirements of the reporting relationships between parties (see Appendix 2 for more information). Public Health Ontario must adhere to this accountability framework. The Chief Medical Officer of Health, a senior employee of the Ministry, also has the power to issue directives to the agency, as shown in Figure 6.

A memorandum of understanding (MOU) between the agency and the Ministry outlines accountability relationships, roles and responsibilities, and expectations for the operational, administrative, financial, staffing, auditing and reporting relationships. Public Health Ontario’s day-to-day operations are administered by the President and CEO, who reports to the agency Board of Directors. Public Health Ontario’s Board of Directors consists of a maximum of 13 voting members; each is appointed for a three-year term by the Lieutenant Governor in Council. According to the Ontario Agency for Health Protection and Promotion Act, 2007, appointment of people to Public Health Ontario’s Board should consider persons with skills and expertise in areas covered by Public Health Ontario or in corporate governance, and include a person with expertise in public accounting or with related financial experience, and a lay person with demonstrated interest or experience in health issues. Figure 7 shows that the agency’s Board of Directors consisted of 12 people, with one vacancy, as of June 2023.

2.3.3 Joint Liaison Committee

The Joint Liaison Committee was created by the Ministry in 2008, shortly after the agency was established, to address issues of mutual interest between the Ministry and Public Health Ontario, resolve issues, provide direction, and delegate and co-ordinate work. The Committee is co-chaired by either the Assistant Deputy Minister or the Chief Medical Officer of Health from the Ministry, as well as the Chief Executive Officer of Public Health Ontario. The Committee held its last meeting prior to 2017/18, and since then the Office of the Chief Medical Officer of Health and the Chief Executive Officer of Public Health Ontario have mutually agreed to liaise informally as needed.

In April 2020, the Office of the Chief Medical Officer of Health created the COVID-19 Public Health Measures Table, consisting of public health unit
Figure 5: Program Areas and Senior Management of Public Health Ontario, August 2023
Source of data: Public Health Ontario
representatives and Public Health Ontario, with the purpose of providing advice to the Chief Medical Officer of Health on public health measures that may be implemented to prevent or slow the transmission of COVID-19.

### 2.4 Financial Information

As shown in Figure 8, Public Health Ontario’s expenditures were about $222 million in 2022/23, an approximately 37% increase over the last five fiscal years. The increase was mainly attributable to a temporary increase in testing volumes during the COVID-19 pandemic. In the last five years, 71% of the agency’s actual expenditures related to its laboratory program, 18% related to science and public health programs, and the remaining 11% were for general administrative and amortization expenses.

Figure 9 shows funding provided to Public Health Ontario for the last five years. The Ministry is the primary funder of Public Health Ontario, providing about 94% of the agency’s revenue. The agency also receives grants, mainly from the Canadian Institutes of Health Research, which averaged about $1.8 million.
annually in the last five years. Ministry-provided base funding for Public Health Ontario has generally flatlined over the last 10 years, and decreased in 2019/20 just prior to the onset of the COVID-19 pandemic. While the Ministry has increased base funding subsequent to 2020/21, it still has not restored it to pre-pandemic levels.

### 2.5 Other Jurisdictions

In Canada, British Columbia’s BC Centre for Disease Control and Quebec’s Institut national de santé publique are close comparators to Public Health Ontario. The federal government’s Public Health Agency of

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**Figure 7: Public Health Ontario Board of Directors as of June 30, 2023**

Source of data: Public Health Ontario

<table>
<thead>
<tr>
<th>Name</th>
<th>Board Position</th>
<th>Current/Most Recent Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helen Angus</td>
<td>Chair</td>
<td>Chief Executive Officer of AMS Healthcare, former Deputy Minister of Health</td>
</tr>
<tr>
<td>Dr. Isra Levy</td>
<td>Vice-Chair, Chair, Governance and Human Resources</td>
<td>Vice-President of Medical Affairs and Innovation, Canadian Blood Services</td>
</tr>
<tr>
<td>Ian McKillop</td>
<td>Member, Strategic Planning Standing Committee¹</td>
<td>Associate Professor at University of Waterloo, School of Public Health Sciences</td>
</tr>
<tr>
<td>S. Ford Ralph</td>
<td>Member, Chair, Audit Finance and Risk Standing</td>
<td>Former Vice-President of Petro-Canada</td>
</tr>
<tr>
<td>Roxanne Anderson</td>
<td>Member</td>
<td>Senior Vice-President of Business Optimization and the Chief Financial Officer of the</td>
</tr>
<tr>
<td>Harpreet Bassi</td>
<td>Member</td>
<td>Victorian Order of Nurses</td>
</tr>
<tr>
<td>Cat (Mark) Criger</td>
<td>Member</td>
<td>Indigenous Elder, Traditional Teacher and Knowledge Keeper</td>
</tr>
<tr>
<td>William MacKinnon</td>
<td>Member</td>
<td>Former Chief Executive Officer of KPMG</td>
</tr>
<tr>
<td>Theresa McKinnon</td>
<td>Member</td>
<td>Former Partner at PwC Canada, Assurance</td>
</tr>
<tr>
<td>Rob Notman</td>
<td>Member</td>
<td>Trustee and former Board Chair of the Royal Ottawa Mental Health Centre</td>
</tr>
<tr>
<td>Dr. Andy Smith</td>
<td>Member</td>
<td>President and Chief Executive Officer of Sunnybrook Health Sciences Centre, Professor of</td>
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<td></td>
<td></td>
<td>Surgery at the University of Toronto</td>
</tr>
<tr>
<td>David Wexler</td>
<td>Member</td>
<td>Former Chief Human Resources Officer for the Vector Institute for Artificial Intelligence,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FreshBooks, Syncapse, Alias Systems and the Canada Pension Plan Investment Board</td>
</tr>
</tbody>
</table>

1. The Governance and Human Resources Standing Committee supports the Board’s commitment to and responsibility for the sound and effective governance of Public Health Ontario. This includes nominations for recommendation by the Board for appointment to the Board; appointment of Board members to committees; help with orientation and education of new directors to assist them in fulfilling their duties effectively; and support for the Board in its oversight of human resources policies and strategies.

2. The Strategic Planning Standing Committee provides reviews and advice on Public Health Ontario’s strategic planning, performance measurement, quality assurance and stakeholder engagement processes, and monitors and advises it on progress against goals. The Chief Medical Officer of Health is part of this standing committee.

3. The Audit Finance and Risk Standing Committee ensures that Public Health Ontario conducts itself according to the principles of ethical financial and management behaviour and that it is efficient and effective in its use of public funds by overseeing Public Health Ontario’s accounting, financial reporting, audit practices and enterprise risk management.
Canada, while similar to Public Health Ontario, is not governed by a board but rather overseen by the federal Minister of Health. Appendix 3 shows a comparison of mandates and reporting relationships among these agencies.

**3.0 Audit Objective and Scope**

Our audit objective was to assess whether Public Health Ontario has effective systems and procedures in place to:

- deliver its mandate as set out in the *Ontario Agency for Health Protection and Promotion Act*, 2007, which includes providing scientific and technical advice and support to identified clients, including the Ministry of Health and other relevant ministries and agencies, public health units, and health-care providers; delivering public health laboratory services; undertaking public health research; and advancing and disseminating knowledge, best practices and research, with the goal of protecting and promoting the health of the people in Ontario and reducing health inequities; and
• measure and publicly report on the quality and effectiveness of these activities.

In planning for our work, we identified the audit criteria (see Appendix 4) we would use to address our audit objective. These criteria were established based on a review of applicable legislation, policies and procedures, internal and external studies, previous reports from our Office, and best practices. Senior management at Public Health Ontario reviewed and agreed with the suitability of our objectives and associated criteria.

We conducted our audit between January 2023 and August 2023. We obtained written representation from Public Health Ontario management that, effective November 10, 2023, it had provided us with all the information it was aware of that could significantly affect the findings or the conclusion of this report.

At Public Health Ontario, we:
• reviewed applicable legislation and regulations as well as documents consisting mainly of financial information, contracts and agreements, policy and procedure manuals, annual business plans, annual reports, strategic plans and meeting minutes;
• interviewed senior management and program staff responsible for all program areas, selected former agency management staff, as well as the Board Chair;
• obtained and analyzed financial and operational data from Public Health Ontario systems; and
• observed laboratory operations and met with staff at four of the 11 public health laboratory sites, located in London, Orillia, Sudbury and Toronto.

At the Ministry of Health, we conducted the majority of our work at the Office of the Chief Medical Officer of Health, where we interviewed staff and senior management, and reviewed documents consisting mainly of briefing notes, agreements, funding letters and external review reports of Public Health Ontario conducted since 2016.

We interviewed medical officers of health or their delegates from eight of the province’s 34 public health units, consisting of Eastern Ontario; Grey Bruce; Kingston, Frontenac and Lennox & Addington; Niagara; Peel; Sudbury; Timiskaming; and Toronto, to better understand local interactions with and perspectives on Public Health Ontario. We selected these public health units based on their size, geographic location and issues identified through our research. We reached out to 18 public health units to obtain more information on their courier routes for laboratory samples and specimens that would be delivered to Public Health Ontario, of which 16 responded. We selected these public health units based on factors including their geographic location and whether they used the agency’s or their own couriers. We also reviewed public-facing websites for all 34 public health units to identify locally developed knowledge products.

To assess the cybersecurity risks to Public Health Ontario, we met with and obtained data from the Cyber Security Division of the Ministry of Public and Business Service Delivery, which provides certain services to the agency.

To gain familiarity with emerging public health issues, we attended The Ontario Public Health Convention in March 2023. This conference was organized by Public Health Ontario for public health professionals.

In addition, we researched similar organizations in British Columbia and Quebec to identify best practices for public health agencies.

We conducted our work and reported on the results of our examination in accordance with the applicable Canadian Standards on Assurance Engagements—Direct Engagements issued by the Auditing and Assurance Standards Board of the Chartered Professional Accountants of Canada. This included obtaining a reasonable level of assurance.

The Office of the Auditor General of Ontario applies Canadian Standards on Quality Management and, as a result, maintains a comprehensive system of quality management that includes documented policies and procedures with respect to compliance with rules of professional conduct, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Professional Conduct of the Chartered Professional Accountants of
Ontario, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

4.0 Detailed Audit Observations

4.1 Ministry of Health Has Not Leveraged Public Health Ontario Effectively to Achieve Its Full Intended Capacity and Potential to Improve the Health of Ontarians

4.1.1 Public Health Ontario Has Been Left Out of the Province’s Decision-Making with Major Public Health Implications

Despite the mandate of Public Health Ontario to provide scientific and technical advice and support to clients working in government, public health, health care and related sectors, the agency was not consulted when the government made some of its decisions affecting public health, such as those relating to increased access to alcohol and gambling. As well, upon observing recent government decisions on increased access to alcohol and gambling, Public Health Ontario has not conducted independent research in these areas.

Increased Access to Alcohol and Gambling

The government’s decision to increase access to alcohol in various settings, such as grocery stores and convenience stores, was first announced in 2015 and saw expansion in 2019 and 2023. In addition, the new legal Internet gaming market in Ontario has grown by an average of more than 50% in total wagers and gaming revenue each quarter since its launch in April 2022. According to iGaming Ontario, a total of 1.65 million player accounts were active over the course of the 2022/23 fiscal year; these players on average spent about $70 per month.

Public Health Ontario representatives confirmed with us that government decision-makers have not consulted them on the health impacts of either of these decisions, which have implications on addictions and mental health on a population level. We asked the Ministry of Health (Ministry) why it did not consult Public Health Ontario, and Ministry representatives explained that the Ministry of Finance made both of these decisions. It did not seek an assessment of the impacts on public health from the Office of the Chief Medical Officer of Health, which also did not conduct a health impact assessment on increased access to alcohol and gambling. The Ministry informed us that, instead, the Ministry of Finance, working with other partner ministries, engaged and consulted stakeholders, for example, the Centre for Addiction and Mental Health, to understand the potential impacts.

In these cases, the government did not fully leverage Public Health Ontario to provide expert advice on the potential population health impacts of policy decisions made. One of the legislated responsibilities of Public Health Ontario according to the Ontario Agency for Health Protection and Promotion Act, 2007 (Act) that created it, is “to inform and contribute to policy development processes across sectors of the health care system and within the Government of Ontario through advice and impact analysis of public health issues.” Our 2017 audit on Public Health: Chronic Disease Prevention highlighted the Health in All Policies approach, defined by the World Health Organization as an approach that considers how government decisions affect population health so that more accountability is placed on policy-makers. Our 2017 report recommended that the Ministry develop a process to integrate this approach into policy settings where appropriate, but this had not yet been fully implemented as of the time of this audit.

While these provincial policy changes affecting public health were occurring, Public Health Ontario did not prioritize publishing the state of the evidence in these areas. To illustrate, in relation to alcohol, a public health unit in October 2018 requested Public Health Ontario to answer a research question on the impact of increasing alcohol availability. However, instead of publishing an independently researched knowledge product that could establish Public Health Ontario’s position on the state of the evidence, the agency compiled a list of existing journal articles and sent the
completed list directly to the public health unit in May 2019.

Similarly, we found that Public Health Ontario has not published any research on the health impact of problem gambling. In 2012, the agency published a knowledge product on the burden of mental illness and addictions in Ontario, but that product did not discuss problem gambling. We researched whether public health units had to independently develop knowledge products on problem gambling and found that six public health units—North Bay and Parry Sound, Ottawa, Peterborough, Sudbury, Toronto, and Windsor—had developed such research independently. Toronto Public Health explained in its report that studies have suggested an increase in problem or pathological gambling rates after gambling expansion, such as in Niagara where the rate increased from 2.2% to 4.4% one year after a casino opening. It also went on to note a consistent social impact from problem gambling, such as suicide and personal bankruptcy rates, with direct or indirect impacts on individuals and families.

We found that, unlike Public Health Ontario, other provinces have centrally developed knowledge products on problem gambling. For example, Quebec has made available centrally developed resources and knowledge products on the population health impact of problem gambling. Specifically, the Institut national de santé publique du Québec has on its website an interactive map that allows the public to quantify and visualize exposure and vulnerability to gambling in Quebec, and to support development of preventive initiatives and interventions to address these issues. Similarly, we found that British Columbia’s Centre for Disease Control had included problem gambling on its website on substance use, indicating that a report was forthcoming.

**Decisions Made During the COVID-19 Pandemic**

Public Health Ontario was also not consistently consulted by the Province to provide scientific and technical advice in certain key decisions related to the COVID-19 pandemic.

According to the Act, one of the roles of Public Health Ontario is to provide scientific and technical advice, and operational support, to any person or entity in an emergency or outbreak situation that has health implications, as directed by the Chief Medical Officer of Health.

Our 2020 audit on COVID-19 preparedness and management, Outbreak Planning and Decision-Making, noted that Public Health Ontario played a diminished role in the COVID-19 pandemic, despite the agency being created in response to the SARS outbreak in 2003. Even when Public Health Ontario provided advice, such as on the recommended indicators and threshold triggers for lockdown, the Ministry of Health either did not fully follow this advice, or implemented the agency’s advice much later than suggested.

Similarly, our 2022 audit on the COVID-19 Vaccination Program noted that Public Health Ontario was not represented on the COVID-19 Vaccine Distribution Task Force, where it felt that it could have contributed more scientific or technical expertise and support on vaccine distribution decisions.

**4.1.2 Public Health Ontario’s Role Has Continued to Diminish in the Public Health System, with Increased Reliance on One-Time Annual Funding**

**Public Health Ontario Could Not Fully Deliver Its Mandate, Citing Capacity and Funding Constraints**

As noted in Section 2.4, in 2019/20, the Ministry reduced Public Health Ontario’s base funding, replacing it with one-time annual funding. This was done because the Ministry at that time had assumed that its laboratory modernization plan would be implemented and that Public Health Ontario would be consolidated as part of Ontario Health. One-time funding makes it challenging for Public Health Ontario to plan for activities, as such funding is susceptible to being withdrawn. While the Ministry has increased base funding since 2020/21, it has still not restored it to pre-pandemic levels.
We found that, while the Ministry reduced Public Health Ontario’s base funding assuming implementation of the laboratory modernization plan, the Ministry has not yet implemented this plan. We discuss this plan in greater detail in Section 4.2.1.

The Ministry also eventually did not consolidate Public Health Ontario into Ontario Health, as it had assumed it would. The government announced in 2019 that it would consolidate multiple health-care agencies and organizations, including Cancer Care Ontario, Trillium Gift of Life Network and all 14 Local Health Integrated Networks, within a single agency, known as Ontario Health. Ontario Health is responsible for planning and funding the health-care system, primarily in clinical settings, and ensuring health service providers have the tools and information to deliver quality care.

Despite both of these assumptions resulting in reduced base funding for Public Health Ontario, the Ministry has still not restored the agency’s base funding to pre-pandemic levels, even though neither assumption was realized.

Our 2020 audit on COVID-19 preparedness and management, Outbreak Planning and Decision-Making, noted that, due to resource constraints, Ontario Health performed some tasks that were outlined in the Ontario Health Plan for an Influenza Pandemic as the responsibility of Public Health Ontario. These included co-ordinating laboratory testing for COVID-19 and analyzing provincial surveillance data.

Public Health Ontario explained to us that its budget has been flatlined for over 10 years, and has repeatedly raised this concern in its annual business plan, which it has submitted to the Ministry. While the Ministry provided Public Health Ontario with one-time COVID-19 funding between 2019/20 and 2022/23, this was strictly for use in the laboratory for COVID-19 testing, and little was added to fund the rest of the agency’s mandate to support its growth, such as in environmental health, health promotion, and chronic disease and injury prevention.

As explained in Section 2.3.2, the relationship between Public Health Ontario and the Ministry is governed by provincial legislation and directives, but also by a memorandum of understanding (MOU) that has not been updated since 2015. The Ministry and Public Health Ontario have continued to affirm the existing MOU since 2015 when new Board chairs and ministers have taken office. They informed us at the time of our audit that they were working on refreshing the MOU, with expected completion by the end of 2023.

Lack of Consistent Funding Puts the Continuation of Advisory Committee for Public Health Emergencies at Risk

In July 2020, the Province created the COVID-19 Science Advisory Table to provide emerging evidence and advice to the Ministry of Health to inform Ontario’s response to the COVID-19 pandemic. Part of the impetus for this Table was that Public Health Ontario could not fully support the Province in providing synthesized evidence relating to the COVID-19 pandemic due to capacity constraints. The Table was external to Public Health Ontario, though one of the then vice-presidents of the agency was a co-chair. In July 2022, following direction from the Ministry of Health, Public Health Ontario became the permanent home of this Table. In September 2022, Public Health Ontario, building on the work of the Table, announced the establishment of the Ontario Public Health Emergencies Science Advisory Committee, an external advisory committee whose mandate is to enhance provincial capacity to respond to public health emergencies with the best available evidence.

The Ministry provided one-time funding of $1.2 million in 2022/23 to the agency to establish and oversee this committee, but did not continue this funding in 2023/24. Public Health Ontario informed us that, as a result of the Ministry no longer providing funding, it was exploring options to scale back or dismantle the operations of this committee.

**Recommendation 1**

To enhance the clarity, relevance and value of Public Health Ontario’s role in Ontario’s public health system, we recommend that Public Health Ontario work with the Ministry of Health (Ministry) to:
• develop and implement a process to include Public Health Ontario’s review of evidence when developing provincial policy decisions that impact public health; and
• clarify the agency’s roles and responsibilities in the memorandum of understanding between the agency and the Ministry, especially with respect to Public Health Ontario’s role in relation to Ontario Health’s role.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and will work with the Ministry of Health to enhance and clarify our role within the public health system. While there are existing mechanisms in place for the Ministry to request support and advice from Public Health Ontario as needed, we recognize that there may be opportunity for improvement by formalizing a process specific to supporting provincial policy decisions. We also recognize the importance of clarifying the agency’s roles and responsibilities in the memorandum of understanding between Public Health Ontario and the Ministry, which, as noted in the report, is currently in the process of being refreshed.

RECOMMENDATION 2

To ensure that Public Health Ontario has sustainable resources required to deliver on the agency’s mandate effectively, we recommend that Public Health Ontario work with the Ministry of Health to develop a business case that addresses reallocation of one-time annual funding to base funding.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation to work with the Ministry of Health to reallocate its one-time annual funding to base funding for the agency.

4.1.3 Lack of Information Sharing on Priority Areas of Public Health Units Limits Public Health Ontario’s Ability to Centralize and Co-ordinate Work

Public Health Ontario obtains input from the Ministry and public health units, often through regular meetings, to inform its work. However, it does not have established information-sharing processes on what Ontario’s 34 public health units plan to do in terms of their program priorities and what research they would require that is best done centrally. Public health units report planned activities to the Ministry on an annual basis, but the Ministry does not share this information with Public Health Ontario. As a result, we found instances of fragmented responses to key public health issues and duplication of effort.

According to the Ontario Agency for Health Protection and Promotion Act, 2007, the agency is tasked with the responsibility to “undertake, promote and coordinate public health research in cooperation with academic and research experts as well as the community.” About half of the requests made to Public Health Ontario between 2018/19 and 2022/23 to conduct consultations, answer scientific questions and deliver presentations came from public health units, and the number of these requests ranged from 413 to 1,023 requests per year. Despite this, Public Health Ontario does not receive important summarized information on public health units’ planned program activities for the upcoming year so as to proactively prepare and direct its own efforts.

In contrast, every year, the Ministry of Health requires all 34 public health units to submit an annual service plan that outlines how each public health unit plans on satisfying the Ontario Public Health Standards, which we explain in Section 2.1. This includes planned activities, such as seasonal flu clinics, and the vaccine clinics in schools that public health units deliver as part of their programs. However, as the Ministry does not share the priorities in these annual service plans with Public Health Ontario, the agency
cannot synthesize information from these annual service plans to effectively identify areas where it can provide the most value across all public health units, such as co-ordinating research efforts and developing knowledge products, including evidence briefs and literature reviews. One of the purposes of these is to give users synthesized and easy-to-understand evidence to help them design programs and support advancing public health policy, knowledge and best practices in Ontario.

We found that public health units had duplicated efforts in producing resources on public health topics. For example, as noted in Section 4.1.1, six public health units individually developed resource materials on problem gambling, with Public Health Ontario not having published any such materials centrally. Similarly, between 2016 and 2020, eight public health units individually developed local resources on mental health and made these resources public. While five of these public health units referenced Public Health Ontario materials for either data or publications, the remaining three did not reference the agency at all. Public Health Ontario last conducted a full literature review on the burden of mental health problems and addictions in 2012, over 10 years ago.

With respect to the agency-developed resource on mental health from 2012, we further found that Public Health Ontario’s research did not cover some important areas that public health units needed and therefore had to produce on their own. This led to public health units duplicating efforts amongst themselves, a missed opportunity to have Public Health Ontario prepare one central report covering all these common topics. Specifically, public health units individually compiled data on the use of mental health services, suicide rates, emergency department visits, and community belongingness in the context of their own regions, while comparing these to the provincial scale. Public Health Ontario’s knowledge products on mental health did not discuss any of these topics for public health units to reference and adapt to their communities.

A successful example of this type of centralization has been seen in the topic of alcohol consumption. Seven public health units created knowledge products on low-risk alcohol consumption guidelines, and six out of the seven referenced the agency for either data or publications. In this instance, the majority of data references were taken from Public Health Ontario’s snapshot of self-reported rates of exceeding the low-risk consumption guidelines, where individual public health units pulled the centralized data and informational pieces for use in their local context.

Nevertheless, Public Health Ontario has demonstrated the ability to partner with public health units and other stakeholders to produce knowledge products:

- In 2013, one year after its literature review on mental health, Public Health Ontario released a report in partnership with Toronto Public Health and the Centre for Addiction and Mental Health, which discussed how Ontario public health units were addressing child and youth mental health.
- Since 2012, Public Health Ontario has partnered with four public health units to become hub libraries, which provide library services to 22, or 65%, of the province’s 34 public health units. Public health units may use the services of a hub library to promote knowledge exchange, which may be used for a variety of purposes, including to search for peer-reviewed journal articles and research done on a topic that a public health unit would want to build local resources on.

Agency representatives informed us that, as part of their strategic planning consultations in 2023, they heard feedback from some public health units that there is an interest in Public Health Ontario developing more centralized and shared services to avoid overlap and duplication of effort. Such services may include a repository of resources on topics of mutual interest. They added that the agency would be considering its role in this. In the meantime, librarians performing the search through this partnership are encouraged to check to see if any other librarians have done a similar search already. Neither Public Health Ontario nor the partnered libraries receive copies of completed health unit knowledge products, limiting the potential for information sharing and reduction of duplication of efforts.
**RECOMMENDATION 3**

To improve the cost-effectiveness and efficiency of generating public health research in Ontario, we recommend that Public Health Ontario work with the Ministry of Health and public health units to:

- evaluate the feasibility of a formal process to centralize public health research across all three pillars of the public health system in Ontario; and
- if the current process is kept, create a searchable research repository consisting of all public health journal articles and research products prepared by Public Health Ontario as well as individual public health units and share access to this repository with all public health units.

**PUBLIC HEALTH ONTARIO RESPONSE**

Public Health Ontario accepts the recommendation, and recognizes that there are opportunities to gain efficiencies through centralized public health research activities. While Public Health Ontario already routinely produces knowledge products, including scientific reports and research publications, on a variety of public health topics, we will engage with the Ministry of Health and public health units to evaluate the feasibility of further centralization. With respect to the potential creation of a central research repository, Public Health Ontario will also explore this idea with the Ministry and our public health unit clients to determine if this would be a valuable resource to support their work.

**4.1.4 Multiple Recommendations of the Agency’s 2016 Mandate Review Still Not Implemented**

In 2016, the Ministry commissioned a review of Public Health Ontario’s mandate, as is required for board-governed agencies every six years under the Agencies and Appointments Directive (Directive), described in Section 2.3.2. However, we found that the Ministry never shared the final report of this mandate review with Public Health Ontario, despite some of the recommendations being directed to the agency; many of the recommendations are still outstanding seven years later. When we asked the Ministry why it has withheld the final report, it informed us that it is common practice to not share final mandate review reports with provincial agencies. The Ministry noted that the recommendations in the final report directed toward Public Health Ontario were shared through other mechanisms and processes, including through the issuing of mandate letters. However, this did not give Public Health Ontario an opportunity to provide input into the mandate review process or address specific recommendations from this review.

The mandate review noted areas for improvement that spanned different areas including revising Public Health Ontario’s mandate and refining the agency’s activities and operations. Notably, the review recommended the following, which remain outstanding more than seven years later:

- the Ministry to update the MOU to incorporate the respective roles, responsibilities and accountabilities of Public Health Ontario with Ministry communications with the public;
- the Ministry to decide whether or not to amend the *Ontario Agency for Health Protection and Promotion Act, 2007* or develop a new regulation to clarify how the agency’s services will be directed; and
- Public Health Ontario and the Ministry to confirm alignment of the agency’s functions for supporting Ministry priorities and programs for health promotion and reducing health inequities.

Furthermore, as per the Directive, Public Health Ontario should have undergone another mandate review in 2022. However, the Ministry indicated to us that this was put on hold due to the COVID-19 pandemic, with no expected date for completion.
Mandate Letters Either Provided Late or Not Provided at All to Public Health Ontario, Contrary to Government Directive Requirement

Every year for the last six years (2018/19–2023/24), the Ministry has not complied with the Agencies and Appointments Directive requirement to provide Public Health Ontario with a mandate letter 180 days before the start of its fiscal year. The mandate letter is issued by the Minister of Health, and lays out the focus, priorities, objectives, opportunities and challenges that the Minister has set for the agency for the coming year. The Ministry transmitted Public Health Ontario’s mandate letters as late as six days before the start of the next fiscal year in 2021/22, making it difficult for the agency to set priorities for its annual business and strategic plans, and not providing sufficient time to plan activities prior to the start of the fiscal year. When we asked the Ministry why it had not complied with this requirement, the Ministry acknowledged that the timing to issue mandate letters to Public Health Ontario had not always met the 180-day requirement due to competing public health demands and priorities. The Ministry also indicated that the Chief Medical Officer of Health routinely shares Ministry priorities with Public Health Ontario through Board and committee meetings to help inform the agency’s development of its annual business plan.

As well, the Ministry did not provide a mandate letter to Public Health Ontario in 2019/20 or 2020/21. The Ministry’s explanation was that it was planning for public health modernization (explained in Section 2.1.1), and the public health system could have potentially changed.

RECOMMENDATION 4

To allow Public Health Ontario to more effectively plan its activities, we recommend that the Ministry of Health:

• share any review reports with Public Health Ontario and follow up on the implementation of any outstanding recommendation at least on an annual basis; and

• provide annual mandate letters to the agency on a timely basis in accordance with the Agencies and Appointments Directive.

MINISTRY RESPONSE

The Ministry of Health agrees with this recommendation and will continue to work closely with Public Health Ontario to ensure that agency goals, objectives and strategic directions align with government’s priorities and direction. This includes, but is not limited to, providing annual mandate letters to the agency in accordance with the Agencies and Appointments Directive and sharing any relevant review recommendations with Public Health Ontario and following up on the implementation on any outstanding recommendations on a timely basis.

4.2 Public Health Ontario Laboratory Not Operating Efficiently

4.2.1 Streamlining of 11 Public Health Ontario Laboratory Sites Not Yet Implemented

In addition to its main Toronto laboratory, Public Health Ontario has 10 regional laboratory sites across Ontario to provide regional coverage for public health units and hospitals. However, we found that some regional laboratory sites are unable to perform a large proportion of the tests on the samples and specimens they receive. The agency provided the Ministry with the recommendation to consolidate some of these laboratory sites, in 2017 and again in early 2023, based on factors that included test volume and productivity, stating that the consolidation can save $6 million in its budget. Although a 2020 consultant report had reached similar conclusions, the Ministry had not approved the consolidation of these sites at the completion of our audit.

According to an internal agency document, from September 2021 to September 2022, three public health laboratory sites transferred out more than 90% of the non-COVID-19 tests they received. We expanded this analysis to include all laboratory tests, including
COVID-19, that Public Health Ontario laboratory sites received and performed from 2018/19 to 2022/23. As shown in Figure 10, we found that:

- regional laboratory sites were completing wide ranges of between 9% and 80% of the tests they received and transferring the remainder to other laboratory sites;
- three laboratory sites—Peterborough, Sault Ste. Marie and Sudbury—transferred between 80% and 91% of all tests to other sites; and
- Toronto was the largest receiver of these transfers, receiving about 19 million tests from regional laboratory sites, with the London site receiving the next most tests, at over four million tests.

The three laboratory sites that transferred between 80% and 91% of the tests they received each had operating costs ranging from $5 million to $10 million over the last five years.

Public Health Ontario explained to us that the reasons for these transfers could include capacity issues, lack of expertise or sufficient volume to maintain competency of laboratory personnel in a specific test, lack of equipment to conduct certain tests, or efficiencies to achieve economy of scale. For example, only one of the 11 public health laboratory sites has the equipment necessary to test for *H. pylori*, a bacterium that affects the stomach.

In 2017, Public Health Ontario proposed a joint modernization plan to update its public health laboratory, collaboratively with Ministry staff at the request of the Deputy Minister, that would have resulted in:

- gradually closing six of its 11 public health laboratory sites (Hamilton, Kingston, Orillia, Peterborough, Sault Ste. Marie and Timmins), while maintaining coverage across the province through five geographic areas; and
- changing the types of tests offered at the Public Health Ontario laboratory that would remove 20 tests and restrict eligibility for 12 additional tests, as well as the gradual discontinuation of private drinking water testing.

According to the agency, this plan was needed to mitigate rising costs of repairs and upgrades in existing laboratory sites, and would result in a more efficient operating model to address issues such as sites needing to reroute the majority of samples and specimens they receive to other sites.

---

**Figure 10: Number of Tests Received, Completed and Transferred Out by Public Health Ontario Laboratory Sites, 2018/19–2022/23**

*Source of data: Public Health Ontario*

<table>
<thead>
<tr>
<th>Laboratory Site</th>
<th># Received</th>
<th># Completed</th>
<th># Transferred Out</th>
<th>% Transferred Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sudbury</td>
<td>670,052</td>
<td>57,935</td>
<td>612,994</td>
<td>91</td>
</tr>
<tr>
<td>Sault Ste. Marie</td>
<td>251,953</td>
<td>87,116</td>
<td>223,915</td>
<td>89</td>
</tr>
<tr>
<td>Peterborough</td>
<td>839,389</td>
<td>192,579</td>
<td>668,830</td>
<td>80</td>
</tr>
<tr>
<td>Ottawa</td>
<td>3,163,981</td>
<td>1,578,148</td>
<td>2,034,798</td>
<td>64</td>
</tr>
<tr>
<td>Timmins</td>
<td>415,938</td>
<td>276,814</td>
<td>203,773</td>
<td>49</td>
</tr>
<tr>
<td>Hamilton</td>
<td>2,769,143</td>
<td>1,484,913</td>
<td>1,301,497</td>
<td>47</td>
</tr>
<tr>
<td>Thunder Bay</td>
<td>1,027,948</td>
<td>603,753</td>
<td>433,203</td>
<td>42</td>
</tr>
<tr>
<td>London</td>
<td>4,211,543</td>
<td>3,224,316</td>
<td>1,199,701</td>
<td>28</td>
</tr>
<tr>
<td>Kingston</td>
<td>1,695,958</td>
<td>3,240,155</td>
<td>366,121</td>
<td>22</td>
</tr>
<tr>
<td>Orillia</td>
<td>1,044,555</td>
<td>1,599,189</td>
<td>213,330</td>
<td>20</td>
</tr>
<tr>
<td>Toronto</td>
<td>19,040,243</td>
<td>22,785,785</td>
<td>233,173</td>
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</tr>
</tbody>
</table>

1. Refers to the laboratory location that originally logged the sample or specimen in the laboratory information system; includes those tests that hospital and community laboratories and public health units send to this location.
2. Number of laboratory tests completed is greater than number of laboratory tests received mainly due to additional tests that other regional laboratory sites transferred to these laboratory sites.
The most recent iteration of this modernization plan, presented by Public Health Ontario to the Ministry in January 2023, included the same plan to consolidate sites, but instead focused on discontinuing its testing for H. pylori, which is not a disease of public health significance, and again recommended the gradual discontinuation of private drinking water testing. This updated plan also showed that current test volumes per full-time-equivalent staff ranged widely between all 11 existing sites, from 775 in Timmins to 13,523 in Hamilton.

A 2020 laboratory facilities report by a private-sector consultant commissioned by the Ministry of Government and Consumer Services (now the Ministry of Public and Business Service Delivery) and Infrastructure Ontario had findings consistent with Public Health Ontario’s proposed plan, and made identical recommendations with respect to Public Health Ontario laboratory sites. Our 2020 audit on COVID-19 preparedness and management, Laboratory Testing, Case Management and Contact Tracing, recommended that the Ministry of Health immediately review Public Health Ontario’s laboratory modernization plan, and consult with the agency to determine and provide the level of base funding that would allow the agency to fulfill its mandate.

Despite this, at the time of our audit, the Ministry of Health was still in the process of obtaining necessary internal approvals for the plan. We asked the Ministry why the plan was not yet implemented; it informed us that in the 2019 Ontario Budget, the government committed to modernize Ontario’s public health laboratory system by developing a regional strategy. However, implementation of this plan was put on hold due to the construction of the new London public health laboratory, as well as increased capacity required from all Public Health Ontario laboratory sites for COVID-19.

**RECOMMENDATION 5**

To more efficiently deliver public health laboratory services, we recommend that Public Health Ontario, in conjunction with the Ministry of Health, update and implement a plan within 12 months to streamline public health laboratory operations.

**PUBLIC HEALTH ONTARIO RESPONSE**

Public Health Ontario accepts the recommendation, and will continue to work in conjunction with the Ministry of Health to update the plan to streamline and modernize the agency’s laboratory operations. Upon receipt of Ministry approval to proceed, Public Health Ontario will commence the phased implementation of the plan. We will work closely with our stakeholders throughout the implementation process to communicate changes in service delivery and minimize service disruptions.

**4.2.2 Courier Services That Deliver Samples and Specimens Do Not Cover All Regions of the Province**

Primary-care clinicians, hospitals and public health units are just some examples of places that send specimens (such as blood, phlegm and stool) to Public Health Ontario laboratory sites across the province for testing. Private citizens also send samples (such as well water) to these sites. Public Health Ontario co-ordinates courier services that pick up and deliver samples and specimens, most of which are sensitive to time and temperature during transit, to and from these locations as well as among its own network of 11 public health laboratory sites. For example, in the five-year period between 2018/19 and 2022/23, 21% of the tests received by public health laboratory sites were transported to other public health laboratory locations for testing.

Over the last five years, Public Health Ontario has relied on a roster of up to 18 courier companies to transport samples and specimens, and has established formal contracts with four of them. Currently, there are two contracted couriers providing the majority of these services to the agency. One company covers the Greater Toronto Area, southwestern Ontario and eastern Ontario; the other company focuses on Northern Ontario. Public Health Ontario engaged the other courier companies on its roster only when needed, such as to supplement any shortfalls of the two contracted courier companies.
Public Health Ontario’s spending on courier services has increased by $1.6 million, or 99%, in the last five years. The majority of this increase is attributable to the change in market pricing for this specialized service, and the remainder is attributable to an 8% increase in overall test volumes over the same period. In 2022/23, Public Health Ontario spent about $3.8 million on courier services for samples and specimens, up from $1.9 million in 2018/19, as shown in Figure 11.

We could not determine whether Public Health Ontario’s courier services fully cover all primary-care clinician offices and hospitals that send samples and specimens to the public health laboratory, because the total number of these collection sites is not readily available. We found, however, that Public Health Ontario does not provide courier services to nine, or 26%, of the 34 public health units. We surveyed these nine public health units, and another random sample of nine geographically dispersed public health units that use Public Health Ontario’s contracted courier, of which seven responded. We noted the following:

- Five of the nine public health units that do not use Public Health Ontario’s courier were not even aware that this service exists; these public health units therefore had to co-ordinate their own couriers to send samples and specimens to the public health laboratory.
- Of the public health units that use the agency’s courier, some cited challenges with the courier services including delayed, missed and/or infrequent pickups; this can sometimes result in samples and specimens being rejected by the public health laboratory as they did not arrive within the time frame required for testing. Public Health Ontario and some public health units also have had to use external couriers to cover the shortfalls of the current courier routes so that samples and specimens can be delivered on time to be suitable for testing.

**RECOMMENDATION 6**

To achieve better value for money for the province’s use of couriers for the public health laboratory, we recommend that Public Health Ontario, in conjunction with the Ministry of Health, consult with all public health units to determine whether centrally procured courier services for laboratory samples and specimens would be beneficial, and make centrally co-ordinated courier services available to all public health units.

Figure 11: Public Health Ontario Courier Expenses for Transportation of Laboratory Samples and Specimens, 2018/19–2022/23

Source of data: Public Health Ontario
PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and recognizes the importance of better value for money with respect to laboratory courier services across the public health sector. We will work with the Ministry of Health, public health units and other partners, including the Ontario Laboratory Medicine Program, to determine the feasibility of making centrally co-ordinated courier services available to all public health units, including a collaborative procurement approach.

4.2.3 Some Laboratory Tests for Diseases of Public Health Significance Not Offered at the Public Health Laboratory

Public Health Ontario provides surveillance of communicable diseases based on data it collects through its laboratory or obtains from other sources. It provides over 270 tests, and is often the only laboratory in Ontario to test for certain diseases, for example, HIV. Providing comprehensive laboratory tests to detect and identify diseases of public health significance in its role as the provincial public health laboratory is therefore critical to effectively protect the health of Ontarians. We compared testing menus from Public Health Ontario to those of other provincial health agencies, and found some examples of tests not done through public health laboratories for diseases of public health significance, such as certain types of testing for latent tuberculosis, and wastewater testing that can identify COVID-19 transmission in geographic areas.

Interferon Gamma Radiation Assay for Latent Tuberculosis

One of Public Health Ontario’s legislated responsibilities is “to provide scientific and technical advice and support to the health care system and the Government of Ontario in order to protect and promote the health of Ontarians and reduce health inequities.” Despite this, we found that the Public Health Ontario laboratory does not offer a test that is specifically beneficial for the detection of latent tuberculosis in at-risk populations such as Indigenous communities and foreign-born populations.

Latent tuberculosis is a dormant form of tuberculosis, meaning the person does not feel sick or have symptoms, but has the potential to progress to active tuberculosis later in life due to weakened or compromised immune systems. Approximately 15% of people with latent tuberculosis progress to the active disease, which is preventable, as latent tuberculosis can be treated with antibiotics, through shared decision-making between the health-care providers and patients. Statistics from the Government of Canada showed that in 2020, there were 1,772 cases of active tuberculosis in Canada, with more than 80% of these cases found in foreign-born individuals and Indigenous people.

In Ontario, the only publicly funded test to detect latent tuberculosis is a skin test, which public health units and other health-care clinics conduct. Another testing method—interferon gamma release assay (IGRA)—involves blood testing done by laboratories. The last Ministry guidelines on tuberculosis, from 2018, stated that Ontario was assessing the use of IGRA in select communities. However, at the time of our audit, this test was still not publicly funded across Ontario. IGRA is currently available in Ontario at one children’s hospital under specific eligibility, as well as selected private laboratories at a cost of around $90 per test to the patient. Public Health Ontario’s laboratory currently does not perform any laboratory tests to detect latent tuberculosis.

Public Health Ontario published a report in 2019 that looked at testing for tuberculosis infection using IGRA as compared to the conventional skin testing method. The report did not look into the estimated costs of delivering IGRA versus the skin test method, but noted the pros and cons of each method as follows:

- The conventional skin test method requires a second clinic visit 48 to 72 hours after the first, which may result in patients, especially those living in rural and northern communities, not making that follow-up visit.
• IGRA is more specific to obtain the right diagnosis but also costlier due to the need for new equipment, training and processing time.
• IGRA requires specimens to be processed within a specific window of time after collection; Public Health Ontario’s laboratory does not have co-located facilities to support timely blood specimen collection and submission for assay testing, though one commercially available test can be processed up to 53 hours after specimen collection.

The agency has not more recently analyzed the full costs and benefits of IGRA versus the skin test to detect latent tuberculosis, and does not have plans to do so in the near future. Such an analysis could include the potential impact of not diagnosing and treating someone with latent tuberculosis. For instance, a recent study, using data obtained at a treatment centre in Ontario as well as two other centres in Canada, found that the median cost to treat patients with tuberculosis infection was $804 for the most easily treatable varieties and ranged as high as $119,014 for highly drug-resistant tuberculosis infections.

In contrast, the British Columbia Centre for Disease Control has co-ordinated with hospitals to offer IGRA for the diagnosis of latent tuberculosis. It controlled for some of the limitations of this test, such as time from sample collection to processing, by co-ordinating sample collection times with lab availability, to ensure that samples will be tested before spoiling.

Wastewater Testing
Public Health Ontario does not perform wastewater testing in Ontario, which can identify COVID-19 transmission in geographic areas and supplement other clinical data sources. Currently, wastewater testing is led by the Ministry of the Environment, Conservation and Parks, through its Wastewater Surveillance Initiative. Through this initiative, laboratory tests are conducted through 13 different Ontario universities, as well as the Public Health Agency of Canada’s National Microbiology Laboratory.

In contrast, the British Columbia Centre for Disease Control collects samples two to three times a week for testing from wastewater treatment plants in urban regions across British Columbia, to identify respiratory pathogens such as influenza and COVID-19. At the time of our audit, the Ministry of Health informed us that it was working collaboratively with Public Health Ontario to develop a proposal for a public health model for wastewater surveillance in Ontario.

RECOMMENDATION 7
To help ensure the public health laboratory in Ontario applies current and best practices to conduct surveillance on diseases of public health significance, we recommend that Public Health Ontario, together with the Ministry of Health:
• perform a jurisdictional scan to compare public health laboratory test menus;
• conduct a cost/benefit analysis on the tests not conducted by the public health laboratory in Ontario to determine whether the alternative tests would yield more accurate and timely results; and
• develop a plan to incorporate new tests into the Ontario public health laboratory test menu.

PUBLIC HEALTH ONTARIO RESPONSE
Public Health Ontario accepts the recommendation, and will work with the Ministry of Health to ensure that our test menu supports the evolving public health needs and ensures fiscal responsibility. We will continue our work to finalize the public health laboratory test menu for Ontario, which will be informed by a jurisdictional scan of other public health laboratory test menus in Canada and the findings of test cost/benefit analyses.

4.3 Weaknesses in Corporate Procurement Policy and Lack of Enforcement, Resulting in Poor Procurement Governance

The Ontario Public Service Procurement Directive (Directive), developed by the Management Board of Cabinet in March 2019, sets out the responsibilities of organizations throughout the procurement process. The purpose of the Directive is to ensure that goods...
and services are acquired through an open, fair and transparent process, to reduce purchasing costs, and to ensure consistency in the management of procurement. Public Health Ontario’s internal corporate procurement policy, originally drafted in July 2010 and last updated in November 2022, is based on this Directive.

During our audit, we reviewed details of procurement projects that were active as of May 31, 2023, and examined a sample of them. We found that Public Health Ontario did not always follow its own corporate procurement policy, which contributed to weaknesses in procurement governance and could have prevented the agency from achieving value for money. From 2018/19 to 2022/23, Public Health Ontario spent, on average, $207 million per year in goods and services to operate its laboratory and deliver its science and public health programs.

4.3.1 Agency Staff Purchased Goods and Services from Vendors Using Purchasing Cards Rather than Procuring Them Competitively

We found that Public Health Ontario’s laboratory staff were using purchasing cards (P Cards) in ways that are contrary to their intended purposes. As a result, we found instances where the agency did not acquire goods or services through an open, fair and transparent process.

According to the agency’s procurement policy, P Cards are “primarily used for low value purchases” and may only be used for individual purchases valued under $5,000 (or $10,000 for senior staff) that are “not recurring transactions with a single vendor.” The policy further clarifies that “a series of reasonably related transactions shall be considered as a single transaction for purposes of determining the required approval and authority levels.” At the time of our audit, the agency had issued P Cards to 126 of its staff, 68 of whom were responsible for laboratory operations.

The corporate procurement policy further states that program areas are required to work with the procurement team “to assist in the planning and coordination of all procurement activities.” However, the agency has not been enforcing this requirement. In fact, laboratory staff at Public Health Ontario can procure goods and services on their own without having to go through the procurement team.

We found that staff from various laboratory sites at Public Health Ontario were using their P Cards to make recurring purchases of laboratory and healthcare supplies from the same vendor between 2018/19 and 2022/23. Although the individual purchases were under $5,000, the cumulative value of the recurring transactions exceeded $25,000—the amount above which purchases must be procured competitively according to procurement policies. As shown in Figure 12, we found that from 2018/19 to 2022/23, Public Health Ontario staff made almost 17,000 transactions on their P Cards with 30 different vendors, for a combined purchase value of over $11 million over five years. Over $4 million of this amount related to purchases from two vendors. According to Public Health Ontario, the use of P Cards is required for purchases below $5,000 in the User Guide for the Vendor of Record arrangement with the top vendor. The User Guide was prepared by the then Ministry of Government and Consumer Services (now Ministry of Public and Business Service Delivery), Ontario Shared Services and Supply Chain Ontario. As a result, its staff have to follow this User Guide, resulting in recurring transactions using their P Cards. Regarding the second vendor, agency staff told us that, until recently, it accepted only P Cards as payment. Excluding the top two vendors, annual transaction values ranged from $25,133 to $222,283. Agency staff purchased laboratory equipment and supplies on a recurring basis from these vendors using their P Cards, when they should have instead procured these supplies and equipment competitively.

Our review of the individual transactions found that this practice, although limited to the agency’s laboratory operations, was widespread across several laboratory sites. For example, in 2022/23, 35 staff across various laboratory sites cumulatively made 1,339 recurring purchases of medical laboratory and healthcare supplies from a single vendor totalling over $554,000. This is equivalent to an average of 39 recurring transactions per staff member for that year alone. According to Public Health Ontario, these recurring P Card transactions were done in accordance
with the User Guide for the agency’s arrangement with this vendor. We noted that the agency’s P Card guidelines state that they are used to acquire goods and services that are not required frequently. According to Public Health Ontario, it has to follow this User Guide as opposed to its own procurement policy. This practice was also not limited to a single year. As shown in Figure 12, recurring P Card purchases exceeded $25,000 in all the five years we analyzed.

The agency’s finance team explained that for low-dollar and low-risk routine purchases, laboratory operations used P Cards instead of going through competitive procurement in these circumstances either because they needed to acquire the goods urgently, or, in cases where a contract existed between the agency and the vendor, because the contract did not cover the goods they needed. Additionally, they used P Cards for low-dollar and low-risk routine purchases when they needed to source from an alternative vendor if there were unforeseen supply shortages with the existing vendor. The dollar value of these recurring purchases, whether taken per year or cumulatively over the five years, should have required staff to procure the goods and services competitively, either by soliciting quotes from at least three vendors or requesting bids from vendors. In either process, the procurement would have resulted in formal contracts with the chosen vendors, stipulating deliverables, payments and performance monitoring. However, because these transactions were made through P Cards, the agency’s procurement team was not involved in these procurements, even though the team is responsible for monitoring the agency’s compliance with both internal and public-sector procurement policies. At the time of our audit, the finance team did not periodically review P Card use across the agency to identify recurring transactions for which central procurement might be used without the need to use P Cards.

Our review of individual P Card limits noted that six of the cards have spending limits that range from $35,000 to $60,000, and one card has a limit of $200,000 specifically for urgent COVID-19 pandemic-related purchases. According to Public Health Ontario, these exceptions were granted to meet operational needs resulting from the pandemic.

<table>
<thead>
<tr>
<th>Vendor #</th>
<th># of Years with P Card Charges &gt;$25,000</th>
<th>Value of Charges ($)</th>
<th># of Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>Avg. per Year</td>
</tr>
<tr>
<td>Top 10 Vendors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>5</td>
<td>2,789,087</td>
<td>557,817</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>1,381,694</td>
<td>460,565</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
<td>1,037,100</td>
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<td>5</td>
<td>5</td>
<td>622,895</td>
<td>124,579</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>485,805</td>
<td>97,161</td>
</tr>
<tr>
<td>7</td>
<td>5</td>
<td>475,601</td>
<td>95,120</td>
</tr>
<tr>
<td>8</td>
<td>4</td>
<td>408,235</td>
<td>102,059</td>
</tr>
<tr>
<td>9</td>
<td>4</td>
<td>360,486</td>
<td>90,121</td>
</tr>
<tr>
<td>10</td>
<td>5</td>
<td>352,095</td>
<td>70,419</td>
</tr>
<tr>
<td>All 30 Vendors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1–30</td>
<td>1–5</td>
<td>11,104,934</td>
<td>3,286,409</td>
</tr>
</tbody>
</table>

Figure 12: Top 10 Vendors by Total Value of Recurring Transactions Charged to Purchasing Cards (P Cards) and Totals for All 30 Vendors, 2018/19–2022/23
Source of data: Public Health Ontario
4.3.2 Vendor Progress and Performance Not Measured or Monitored

We found that Public Health Ontario does not have a formal process to track vendor performance and non-compliance, and does not always evaluate whether vendors have accomplished deliverables before it makes payment. As a result, procurement staff cannot easily verify, as part of their responsibilities to manage contracts, whether the vendor’s work has been completed satisfactorily and whether the vendor met agreed upon terms before making payments.

Public Health Ontario’s corporate procurement policy does not outline how to periodically monitor vendor performance and how to resolve matters of poor performance or non-compliance, even though the Directive outlines that vendor performance must be managed and documented, and any performance issues must be addressed.

Nonetheless, over half of the contracts we reviewed included requirements for the vendor to submit mandatory quarterly activity reports to Public Health Ontario that reflect all activities pertaining to the provision of goods and services. We requested copies of these reports submitted to Public Health Ontario for all contracts we reviewed, but the agency could not provide these reports for any contracts in our sample.

We also found that over half of the contracts we reviewed required the creation of a Contract Management Committee with representatives from Public Health Ontario and the vendor. The contract terms require the committee to meet regularly and conduct quarterly or semi-annual reviews of the vendors’ fulfillment of the deliverables. We requested minutes of committee meetings; the agency informed us that the committees, though mentioned in the contracts, were never struck or acted upon. As a result, these reviews had not been completed at the time of our audit.

The procurement team told us that they regularly met with program staff to review contracts and discuss procurement issues, and that they had not identified performance issues with any of the vendors in our sample. However, they could not provide us with supporting documentation for 35% of our sample. In all cases where the agency provided us with documentation, the communication between procurement staff and program area staff centred around clarification about contract terms and renewal options, with no discussion of the vendor’s performance.

We noted that, as of May 31, 2023, 43 vendors had between two and seven active contracts with Public Health Ontario, with one vendor accounting for $32 million in contracts. The value of the contracts with just these 43 vendors totalled $108 million, which comprised 78% of the total value of all active contracts at the time. The multiple contracts with certain vendors highlight the importance of having a system in place to monitor and document vendor performance across different contracts.

The consequences of not monitoring vendor performance were evident in 2022 when Public Health Ontario paid a consulting firm almost $50,000 to conduct a survey of staff to assess burnout, and recommend policies and practices to address agency staff burnout resulting from the COVID-19 pandemic. At the conclusion of the contract, the vendor recommended that Public Health Ontario develop initiatives to help staff become involved with self-help activities such as exercise and meditation. The vendor also recommended that the agency implement policies that would provide staff with sufficient time off to allow meaningful recovery from work stress. However, the agency already had these initiatives and policies in place at the time; it had provided the consultant with its existing initiatives and policies, but the consultants still made these recommendations. With proper vendor performance monitoring, this lapse would have been identified earlier, thereby preventing the redundant recommendations.

The lack of vendor performance tracking also hinders Public Health Ontario’s ability to review its history with vendors to help inform its decision-making process when engaging a vendor for a new project. In our review of a sample of contracts, we noted that in 73% of cases, there was no discussion of the vendors’ historical performance with the agency or evidence of reference checks to inquire about other organizations’ past experience with the vendors. For example, four
of the contracts we reviewed, with a combined value of over $32 million, were awarded to one vendor. The contracts had effective dates between March 2020 and April 2022 for terms of three to over six years. None of the documentation for any of the four contracts discussed the vendor’s historical performance.

**RECOMMENDATION 8**

To help ensure that Public Health Ontario is using taxpayer money to procure goods and services in an open and transparent manner and is receiving value for money, we recommend that Public Health Ontario:

- review the use of purchasing cards at least on an annual basis to identify recurring transactions with vendors, and take corrective actions as necessary;
- monitor that payments to vendors are made only when goods and services have been satisfactorily delivered and within the contract ceiling price;
- evaluate vendor progress and performance in accordance with contract terms; and
- develop and implement a process to include evaluation results in the consideration of vendor selection in future projects.

**PUBLIC HEALTH ONTARIO RESPONSE**

Public Health Ontario accepts the recommendation. Prior to the pandemic, we had initiated a purchasing card (P Card) project to reduce P Card usage in Laboratory Operations. The project, which was paused during the COVID-19 pandemic, was restarted in April 2023 and is now expected to be completed by February 2024. Public Health Ontario also plans to augment our procurement practices to ensure that processes are in place to evaluate vendor progress and performance. We will develop and implement a risk-based vendor performance framework to support these processes.

4.4 Public Health Ontario Has No Succession Plan in Place for Specialized Management Roles

Public Health Ontario does not have a formal succession plan in place to identify when key roles may need to be filled, such as in the case of retirement. This leaves Public Health Ontario at risk of being without senior leadership and/or key specialized roles for long periods before the positions are filled, potentially affecting its ability to appropriately respond to public health risks, especially during times of emergency.

The agency employs a wide variety of specialized roles, such as medical laboratory technologists, public health physicians, epidemiologists, clinical microbiologists, scientists and more. The scientific and technical advice Public Health Ontario provides to its clients is dependent on having a skilled workforce and anticipating any changes in these highly specialized roles, so that the agency can continue to carry out its mandate without any setbacks.

The impact of not having a succession plan was felt during the COVID-19 pandemic, when between April 2020 and September 2021, Public Health Ontario lost its President and CEO, Chief Health Protection Officer, and Chief of Microbiology and Laboratory Science all in the span of 17 months. Except for the President and CEO role, which was filled temporarily by an existing executive, these positions were filled by promoting internal senior leaders at a time when Public Health Ontario was looked to for leadership. The position of President and CEO was filled in July 2022, more than two years after its temporary holder took on the role.

In its 2017/18 annual business plan, Public Health Ontario outlined a strategic direction to continue to improve employee engagement, which included piloting a succession planning process for senior leadership positions. Work on this had begun in 2019 prior to the pandemic, specifically with the laboratory, such as developing guiding documents to support the succession planning process. More recently, in its 2020/23 strategic plan, Public Health Ontario outlined a
goal to build leadership capacity, by developing and implementing a proactive approach to workforce and succession planning that enhances diversity and inclusion and improves continuity and consistency of services. At the time of our audit, Public Health Ontario had not fully realized this goal.

Public Health Ontario also does not track which senior leadership or specialized positions have had a successor identified internally, and has not set a target for when a successor should be identified before an anticipated departure. Further, the agency does not have a formal process to identify which staff, including those in senior leadership or specialized positions, are about to retire and therefore would leave a position vacant or without effective leadership. During our audit, in June 2023 the agency’s new Chief of Health Promotion and Environmental Health Officer assumed the full responsibilities of the position only after a transition period that had begun with her predecessor’s retirement in January 2023. The predecessor’s retirement was known from May 2022, at which point a formal public recruitment began. However, this role required an experienced public health physician executive, and there was a limited pool of qualified candidates. Although the successful candidate accepted the position in March 2023, the responsibilities of the position were still being covered by agency executives for an additional three months, during which the successful candidate was transitioning to her new role.

Other jurisdictions have targeted goals in their strategic plans and annual reports for the proportion of prioritized positions they want to have a successor identified for internally. For example, Quebec’s Institut national de santé publique has a stated objective to anticipate the retirement of staff members whose expertise plays a key role in the pursuit of the institute’s mission, and to develop succession plans to offset the impact of such departures by focusing on the full potential of its personnel. The Quebec institute targeted 60% of its prioritized positions to have an internal successor identified in 2020/21.

**RECOMMENDATION 9**

To better prepare Public Health Ontario in continuing to deliver its mandate with the support of skilled staff and management, we recommend that Public Health Ontario:

- conduct an analysis to determine when senior positions and specialized roles are expected to become vacant;
- identify and develop potential talent from within the organization, or identify the need to recruit;
- develop and track key performance indicators that support succession planning; and
- develop and implement a succession plan for senior leadership and specialized roles.

**PUBLIC HEALTH ONTARIO RESPONSE**

Public Health Ontario accepts the recommendation. We are currently in the process of developing a new human resources strategy, which will include a focus on succession planning for the organization and will incorporate the elements described in the recommendation.

**4.5 Continuous Improvement Efforts Needed to Collect Better Data on Performance Indicators**

**4.5.1 Public Health Ontario’s Performance Indicators Mostly Measure Output Volume Instead of Client Satisfaction or Service Quality**

Public Health Ontario establishes performance indicators as well as targets in its annual business plans; however, these indicators mostly focus on quantifying the output of the agency’s operational activities rather than client satisfaction and actual performance of its core activities, making it difficult for the agency to demonstrate that it has been effective in meeting the needs of its clients.
As early as 2018/19, Public Health Ontario acknowledged in its annual report that the performance of public health organizations is often difficult to assess quantitatively. The agency noted that it continued to explore new approaches to performance measurement to incorporate additional impact, value and outcome considerations. Its 2018 peer review also recommended that the current performance indicators could be reoriented to capture service quality rather than focusing largely on volume of services delivered. However, the agency has made little progress on this. It stated in its 2021/22 annual report that it did not advance this work substantively due to focusing on requirements relating to the COVID-19 pandemic.

At the time of our audit, Public Health Ontario was tracking performance indicators that are mostly volumetric. These include the number of knowledge products published on the agency’s website, the number of visits to the agency’s online data and analytic tools, and the number of scientific and technical support activities and data requests completed in response to clients and stakeholders.

With respect to measuring client satisfaction, the only performance indicator where satisfaction is directly measured is the percentage of professional development sessions achieving a client/stakeholder rating of at least 3.5 out of 5. The agency noted that it also measures the quality of its core activities and services through indicators of the percentage of laboratory tests completed within the target turnaround time that it has established, and the percentage of multi-jurisdictional outbreaks of diseases of public health significance that it assesses for further investigation within one day of being notified. In our view, these are indirect measures of client satisfaction. Public Health Ontario also noted that it frequently receives client feedback; however, these results are not shared publicly.

4.5.2 Public Health Ontario Does Not Track or Report on Performance of Several Key Functions or Programs

Public Health Ontario’s suite of performance indicators do not cover all its key functions, for example, the performance of its research ethics committee, environmental and occupational health program consults, or the agency’s Locally Driven Collaborative Projects, explained in Section 2.2.5.

Public Health Ontario has contracts with 26 public health units to perform ethics reviews for local research these health units plan and conduct. According to the World Health Organization’s Tool for Benchmarking Ethics Oversight of Health-Related Research with Human Participants, among the criteria research ethics committees should select to evaluate is time from a project application’s submission to its approval. Public Health Ontario confirmed with us that it had not established clear definitions for the submission date of a project application for the purposes of tracking turn-around time.
We reviewed ethics reviews conducted by Public Health Ontario’s research ethics committee for public health units from 2017/18 to 2022/23 using the date of receipt or, in lieu of that, the earliest indicated date, and found that on average it completed the reviews in seven weeks, ranging from one week to 18 weeks. When asked why this was not reported as a performance indicator, the agency informed us that it was still in the process of determining an appropriate performance indicator for ethics reviews, as the time it takes to grant approval may vary due to the quality of the application, including missing information or necessary follow-up with the applicants.

We looked to other public health agencies, and found that the joint ethics review board for Health Canada and the Public Health Agency of Canada reported on its review board turnaround time, citing an average of 42 days (six weeks) in 2021/22 from time of application submission to approval, and this was reported in its ethics review board’s annual report. Tracking this metric and publicly reporting on it may allow Public Health Ontario to identify education opportunities for the agency to train public health units on best practices relating to the development of project applications, and a demonstrated record of efficiency will help as the agency works toward bringing the remaining public health units into agreements for its services.

Figure 13: Lead Program Areas Where Public Health Ontario Received Requests from All Clients, 2020/21–2022/23

Source of data: Public Health Ontario

<table>
<thead>
<tr>
<th>Lead Program Area</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Protection¹</td>
<td>1,540</td>
<td>1,441</td>
<td>980</td>
</tr>
<tr>
<td>Environmental and Occupational Health</td>
<td>216</td>
<td>120</td>
<td>122</td>
</tr>
<tr>
<td>Health Promotion, Chronic Disease and Injury Prevention</td>
<td>77</td>
<td>35</td>
<td>57</td>
</tr>
<tr>
<td>Laboratory²</td>
<td>126</td>
<td>115</td>
<td>49</td>
</tr>
<tr>
<td>Other³</td>
<td>11</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,970</strong></td>
<td><strong>1,718</strong></td>
<td><strong>1,222</strong></td>
</tr>
</tbody>
</table>

1. Includes communicable diseases, emergency preparedness and response, infection prevention and control and antimicrobial stewardship.
2. Reflects the requests made primarily by public health units and the Ministry of Health; separate from support requests to the laboratory customer support centre.
3. Includes knowledge exchange and communications, strategy stakeholder relations, and legal and privacy.

4.5.3 Public Health Ontario Does Not Track or Report Uptake of Its Services by Public Health Issue

Between 2020/21 and 2022/23, Public Health Ontario on average received about 1,630 requests annually from all clients, including public health units, which represent about 50% of those requests. The agency internally tracks the number of requests by the responsible lead program areas that handle them, but not by public health issue. Tracking and reporting on incoming requests by public health issue, such as alcohol, cannabis, dental health, food safety and healthy eating, could help the agency better inform and advise the Ministry on the most topical issues on which public health units require assistance from Public Health Ontario throughout the year, which would in turn provide the Ministry with a more complete picture of public health events that require intervention throughout the year across all three pillars of the public health system.

As shown in Figure 13, between 2020/21 and 2022/23, Public Health Ontario’s “health protection” was assigned as the lead program area for most of these requests, which includes communicable diseases, emergency preparedness and response. The high volume of requests in this program area likely corresponded with the COVID-19 pandemic and can
be readily linked to that public health issue. However, program areas such as “environmental and occupational health” and “health promotion, chronic disease and injury prevention” cover a wide range of potential public health issues and yield less specific information to inform the full scope of issues raised by requestors. Public Health Ontario noted that the title and description of the request can be filtered for key words. However, this is not done regularly, and can result in inconsistency.

In addition, the agency reports publicly only on total volume of outputs but does not break down the total into program areas. For example, one of its performance indicators is “responses to client and stakeholder requests,” which includes all program areas.

**RECOMMENDATION 10**

To increase its value and impact on public health units and other clients, we recommend that Public Health Ontario:

- conduct a jurisdictional scan of key performance indicators used by other public health agencies, focusing on those that measure client satisfaction;
- establish and collect data on key performance indicators that are focused on client satisfaction and outcomes;
- update the request tracking database to categorize requests according to public health issue, and report on this in its annual report; and
- publicly report on key performance indicators, including those that relate to client and stakeholder requests, broken down by program areas.

**PUBLIC HEALTH ONTARIO RESPONSE**

Public Health Ontario accepts the recommendation. As described in the report, we intend to complete a fundamental review of organization-wide performance measurement as part of the implementation of our new Strategic Plan for 2024–29. We will use that review as an opportunity to introduce additional performance indicators that are focused on client satisfaction and outcomes, informed by a jurisdictional scan of performance indicators used by other public health agencies. We also plan to make updates to our request tracking database at the start of the next fiscal year, which will enable reporting on client request performance indicators broken down by the lead program area and public health issue.

**4.6 IT Governance and Operations of Public Health Ontario**

We examined Public Health Ontario’s information technology (IT) controls and processes related to user account management, cybersecurity and software management. Due to the nature of these findings and so as to minimize the risk of exposure for Public Health Ontario, we provided relevant details of our findings and recommendations directly to Public Health Ontario. Public Health Ontario agreed with the recommendations and committed to implementing them.
# Appendix 1: Diseases of Public Health Significance under the *Health Protection and Promotion Act*

Prepared by the Office of the Auditor General of Ontario

<table>
<thead>
<tr>
<th>Disease</th>
<th>Communicable¹</th>
<th>Virulent²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquired immunodeficiency syndrome (AIDS)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Acute flaccid paralysis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Amebiasis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Anaplasmosis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Anthrax</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Babesiosis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Blastomycosis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Botulism</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Brucellosis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Campylobacter enteritis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Carbapenemase-producing Enterobacteriaceae infection or colonization</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Chancroid</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Chickenpox (varicella)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Chlamydia trachomatis infections</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Cholera</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Clostridium difficile infection outbreaks in public hospitals</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Creutzfeldt-Jakob disease, all types</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Cryptosporidiosis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Cyclosporiasis</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Diphtheria</td>
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<td>✓</td>
</tr>
<tr>
<td>Diseases caused by a novel coronavirus, including severe acute respiratory syndrome (SARS), Middle East respiratory syndrome (MERS) and coronavirus disease (COVID-19)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Echinococcus multilocularis infection</td>
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</tr>
<tr>
<td>Encephalitis, primary, viral</td>
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<td>✓</td>
</tr>
<tr>
<td>Encephalitis, post-infectious, vaccine-related, subacute sclerosing panencephalitis, unspecified</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Food poisoning, all causes</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Gastroenteritis, outbreaks in institutions and public hospitals</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Gonorrhea</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Group A streptococcal disease, invasive</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Group B streptococcal disease, neonatal</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Haemophilus influenzae disease, all types, invasive</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Hantavirus pulmonary syndrome</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Hemorrhagic fevers, including Ebola virus disease, Marburg virus disease, Lassa fever, and other viral causes</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Hepatitis A, viral</td>
<td></td>
<td>✓</td>
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<tr>
<td>Hepatitis B, viral</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Hepatitis C, viral</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Disease</td>
<td>Communicable¹</td>
<td>Virulent²</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<td>-----------</td>
</tr>
<tr>
<td>Influenza</td>
<td></td>
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<tr>
<td>Legionellosis</td>
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<tr>
<td>Leprosy</td>
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<tr>
<td>Listeriosis</td>
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<tr>
<td>Lyme disease</td>
<td></td>
<td></td>
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<tr>
<td>Measles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meningitis, acute, including bacterial, viral and other</td>
<td></td>
<td></td>
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<tr>
<td>Meningococcal disease, invasive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mumps</td>
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<td></td>
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<tr>
<td>Ophthalmia neonatorum</td>
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<tr>
<td>Paralytic shellfish poisoning</td>
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<td></td>
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<tr>
<td>Paratyphoid fever</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pertussis (whooping cough)</td>
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<td></td>
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<tr>
<td>Plague</td>
<td></td>
<td></td>
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<tr>
<td>Pneumococcal disease, invasive</td>
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<td></td>
</tr>
<tr>
<td>Poliomyelitis, acute</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Powassan virus</td>
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<td></td>
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<tr>
<td>Psittacosis/ornithosis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q fever</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rabies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respiratory infection outbreaks in institutions and public hospitals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rubella</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rubella, congenital syndrome</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salmonellosis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shigellosis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smallpox and other orthopoxviruses, including monkeypox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Syphilis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tetanus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trichinosis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuberculosis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tularemia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Typhoid fever</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verotoxin-producing E. coli infection, including hemolytic uremic syndrome (HUS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Nile virus illness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yersiniosis</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. An illness caused by pathogenic microorganisms, such as bacteria, viruses, parasites or fungi; can spread from the environment or from one person to another.
2. A pathogen’s or microorganism’s ability to cause damage to a host, such as a human.
## Appendix 2: Mandatory Requirements for Board-Governed Agencies per Agencies and Appointments Directive

Prepared by the Office of the Auditor General of Ontario

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directives</strong></td>
<td>• Must comply with all Treasury Board/Management Board of Cabinet (TB/MBC) directives whose application and scope cover board-governed agencies, unless exempted</td>
</tr>
<tr>
<td><strong>Mandate reviews</strong></td>
<td>• Required once every six years</td>
</tr>
<tr>
<td><strong>Mandate letter</strong></td>
<td>• Provided to the agency in time to influence business plan, no later than 180 calendar days prior to the start of the agency’s next fiscal year</td>
</tr>
</tbody>
</table>
| **Business plan**         | • Must be submitted to Minister no later than one month before the start of the provincial agency’s fiscal year  
|                           | • Must be Minister approved  
|                           | • Must be submitted to Chief Administrative Officer or executive lead three months prior to the beginning of the agency’s fiscal year                                                                                  |
| **Annual Report**         | • Must be submitted to Minister:  
|                           | • no later than 120 calendar days after the provincial agency's fiscal year-end, or  
|                           | • where the Auditor General is the auditor of record, within 90 calendar days of the provincial agency's receipt of the audited financial statement  
|                           | • Minister must approve within 60 calendar days of the Ministry's receipt of the report  
|                           | • The Ministry must table an agency’s annual report in the Legislative Assembly within 30 days of Minister’s approval of the report                                                                               |
| **Compliance attestation**| • Chairs of board-governed agencies must send a letter to the responsible Minister, at a date set by annual instructions, confirming their agency’s compliance with legislation, directives and accounting and financial policies  
|                           | • To support the Chair, Chief Executive Officers of provincial agencies should attest to the Chair that the provincial agency is in compliance with mandatory requirements                                                |
| **Public posting**        | • MOU, business plan and annual report must be made available to the public on a government or provincial agency website within 30 calendar days of Minister's approval of each  
|                           | • Agency mandate letter must be made available to the public on a government or provincial agency website at the same time as the agency's business plan  
|                           | • Expense information for appointees and senior executives must be posted on a government or provincial agency website                                                                                     |
| **Memorandum of understanding (MOU)** | • Must have a current MOU signed by the Chair and Minister  
|                           | • Upon a change in one of the parties, an MOU must be affirmed by all parties within six months                                                                                                          |
| **Risk assessment evaluation** | • Ministries are required to complete risk assessment evaluations for each provincial agency  
|                           | • Ministries must report high risks to TB/MBC on a quarterly basis                                                                                                                                 |
| **Financial audit**       | • Financial statements must be audited and reported based on meeting audit threshold criteria                                                                                                             |
## Appendix 3: Jurisdictional Scan of Public Health Agencies in Canada

Prepared by the Office of the Auditor General of Ontario

<table>
<thead>
<tr>
<th>Canada: Public Health Agency of Canada</th>
<th>British Columbia: BC Centre for Disease Control</th>
<th>Quebec: Institut national de santé publique du Québec</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandate and function</strong></td>
<td>Provides surveillance, detection, prevention, treatment, policy development, and health promotion programming to promote and protect the health of British Columbians.</td>
<td>Offers expertise and support to Quebec's Ministre de la Santé and the health sector.</td>
</tr>
<tr>
<td>• Contributes to disease and injury prevention and health promotion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Enhances sharing of surveillance information and knowledge of disease and injury.</td>
<td></td>
<td></td>
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<tr>
<td>• Provides federal leadership and accountability in managing public health events.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Strengthens intergovernmental collaboration and facilitates national approaches to public health policy and planning.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Serves as a central point for sharing public health expertise across Canada and with international partners, and for using this knowledge to inform and support Canada's public health priorities.</td>
<td></td>
<td></td>
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<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Department of Health Act, 1996</td>
<td>Provincial Health Services Authority (Authority)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quarantine Act, 2005</td>
<td>Constitution and By-Laws</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Pathogens and Toxins Act, 2009</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization type</th>
<th>Agency</th>
<th>Non-profit/Agency</th>
<th>Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governed by Board</td>
<td>No</td>
<td>Yes—part of the Authority</td>
<td>Yes</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Reporting relationship</th>
<th>Canada: Public Health Agency of Canada</th>
<th>British Columbia: BC Centre for Disease Control</th>
<th>Quebec: Institut national de santé publique du Québec</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The President is the deputy head of the agency and reports to the Minister of Health. As part of the agency, the Chief Public Health Officer provides the Minister of Health and the President of the agency with scientific public health advice.</td>
<td>The Vice President, Population and Public Health, is the lead for the agency and reports to the CEO of the Authority. The CEO of the Authority reports to the Authority’s Board Chair. The Board Chair of the Authority is the interface between the CEO and the Minister. The Provincial Health Officer reports to the Ministry of Health and is external to the agency but works with it on disease control, health protection and population health.</td>
<td>All Board members, including the Président-directeur général and Chair of the Board, are appointed by the government. The Board reports to the Minister. The province’s Directeur national de santé publique reports to the sous-ministre à la Santé et aux Services sociaux and is external to the agency.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Board appointment process</th>
<th>Governor-in-Council appointment</th>
<th>Appointed by the government</th>
<th>Appointed by the government</th>
</tr>
</thead>
<tbody>
<tr>
<td># of full-time-equivalent employees</td>
<td>4,565</td>
<td>444</td>
<td>666</td>
</tr>
</tbody>
</table>
## Appendix 4: Audit Criteria

Prepared by the Office of the Auditor General of Ontario

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Effective governance and accountability structures are in place and operating to ensure Public Health Ontario operates cost-effectively.</td>
</tr>
<tr>
<td>2.</td>
<td>Public Health Ontario’s role in Ontario’s public health system is clearly defined, and understood by its clients, stakeholders and the public.</td>
</tr>
<tr>
<td>3.</td>
<td>Public Health Ontario has access to and collects relevant data and provides timely and objective data analyses and advice to its clients that meet their needs.</td>
</tr>
<tr>
<td>4.</td>
<td>Public Health Ontario has effective processes in place to support public health units in developing programs and capacity to help deliver public health services locally, and seeks to identify opportunities for minimizing duplication of efforts in the public health system and achieving efficiencies in the laboratory system.</td>
</tr>
<tr>
<td>5.</td>
<td>Public Health Ontario has resources available to fulfill its mandate and allocates and uses them efficiently and effectively.</td>
</tr>
<tr>
<td>6.</td>
<td>Performance measures and targets are established, monitored and compared against actual results to ensure that the intended outcomes are achieved, and are publicly reported.</td>
</tr>
<tr>
<td>7.</td>
<td>Processes are in place to identify areas of improvement and to operate more efficiently and effectively, and changes are made on a timely basis.</td>
</tr>
</tbody>
</table>
### Appendix 5: Institut national de santé publique du Québec Examples of Strategic Objectives Performance Measures, 2021/22

Source of data: Institut national de santé publique du Québec

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Target (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in relevant legislative and governmental processes</td>
<td>80</td>
</tr>
<tr>
<td>Rate of participation in parliamentary committees and selected public consultations</td>
<td>80</td>
</tr>
<tr>
<td>Support public departments in their regional partnerships</td>
<td>90</td>
</tr>
<tr>
<td>Response rate to requests for support from public health departments in health impact assessment</td>
<td>90</td>
</tr>
<tr>
<td>Support public health actors in integrating knowledge into their practices</td>
<td>95</td>
</tr>
<tr>
<td>Client satisfaction rate on the usefulness of scientific productions to support clients in their work</td>
<td>95</td>
</tr>
<tr>
<td>Continuously capture the needs of regional partners</td>
<td>90</td>
</tr>
<tr>
<td>Satisfaction rate regarding support for intervention with public health departments in the event of a threat to the health of the population</td>
<td>90</td>
</tr>
<tr>
<td>Deliver scientific products in a timely manner for decision-makers</td>
<td>80</td>
</tr>
<tr>
<td>Rate of compliance with the deadlines set out in the charter of prioritized projects</td>
<td>80</td>
</tr>
</tbody>
</table>
Honourable Lisa Thompson  
Ontario Minister of Agriculture, Food and Rural Affairs  
Via e-mail: lisa.thompsonco@pc.ola.org

Township of Puslinch  
7404 Wellington Road 34  
Puslinch, ON N0B 2J0  
www.puslinch.ca

May 9, 2024

Dear Minister Thompson,

In the 2023 Auditor General's Value-for-Money Audit of Public Health Ontario (PHO) released in December 2023, recommendation number 5 states that PHO, in conjunction with the Ministry of Health (MOH), are to update and implement a laboratory modernization plan within 12 months to streamline the laboratory's operations.


This stemmed from a 2017 proposal by PHO, collaboratively with the MOH at the request of the Deputy Minister to close six of the 11 public health laboratory sites (Hamilton, Kingston, Orillia, Peterborough, Sault Ste. Marie and Timmins) and gradually discontinue private drinking water testing. The justification:

- Mitigating rising costs of maintaining facilities
- Establishing a more efficient operating model that reduces the rerouting of samples to other PHO laboratory sites

The residents of the Township of Puslinch do not have access to a municipal water supply and rely exclusively on private wells. The phasing out of free well water testing will impose an additional barrier to water sampling.

At the April 10, 2024, meeting of the Township of Puslinch’s Council the following resolution was unanimously approved:
Resolution No. 2024-134: Moved by Councillor Sepulis and Seconded by Councillor Hurst

That correspondence item 10.2 regarding the Ausable Bayfield Maitland Valley Source Protection Committee recommendation Phase Out of Free Well Water Testing be received for information; and

Whereas the Township of Puslinch in receipt of the February 26, 2024 letter from the Ausable Maitland Valley Source Protection Committee (via the Lake Erie Source Protection Committee Meeting of March 28, 2024) to Honourable Lisa Thompson, Ontario Ministry of Agriculture, Food and Rural Affairs concerned Public Health Ontario’s recommended phase out of free well water testing; and

Whereas the residents of the Township does not have access to a municipal water supply and rely exclusively on well water; and

Whereas the phasing of free well water testing will impose an additional barrier to ensuring safe drinking water when it is already difficult to encourage residents to test their water;

Be it resolved that the Township of Puslinch supports the letter from the Ausable Bayfield Maitland Valley Source Protection Committee to Minister Lisa Thompson and requests staff to send a similar letter of concern Minister Lisa Thompson, Honourable Sylvia Jones Minister of Heath and Long Term Care, Honourable Andrea Khanjin Minister of the Environment, Conservation and Parks, all Ontario Municipalities, AMO, Hon. Ted Arnott, and MPP Rae.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Justine Brotherston
Municipal Clerk
CC: Hon. Sylvia Jones, Hon. Andrea Khanjin, MPP Rae, Hon. Ted Arnott, All Ontario Municipalities
February 26th, 2023

Honourable Lisa Thompson, Ontario Minister of Agriculture, Food and Rural Affairs

Via e-mail: lisa.thompsonco@pc.ola.org

Re: Recommended Phase Out of Free Well Water Testing in the 2023 Auditor General’s Report

Dear Minister Thompson,

In the 2023 Auditor General’s Value-for-Money Audit of Public Health Ontario (PHO) released in December 2023, recommendation number 5 states that PHO, in conjunction with the Ministry of Health (MOH), are to update and implement a laboratory modernization plan within 12 months to streamline the laboratory’s operations.


This stemmed from a 2017 proposal by PHO, collaboratively with the MOH at the request of the Deputy Minister to close six of the 11 public health laboratory sites (Hamilton, Kingston, Orillia, Peterborough, Sault Ste. Marie and Timmins) and gradually discontinue private drinking water testing. The justification:

- Mitigating rising costs of maintaining facilities
- Establishing a more efficient operating model that reduces the rerouting of samples to other PHO laboratory sites

About 50% of the Ausable Bayfield Maitland Valley Region population is serviced by private wells. The proposed removal of PHO’s free private drinking water testing is of concern to our Ausable Bayfield Source Protection Committee, particularly when Source Protection Regions have been directed by the Ministry of Environment, Conversation and Parks, Source Protection Branch, to deliver education and outreach to private well owners under the new Best Practices initiative.

In our region, we have been working with service and community organizations such as the Lions, Optimists and Lakeshore Residents Associations to co-host very successful Best Practices ‘Water Wise’ events that encourage private well owners to sample their drinking water using the free microbial testing provided by the province. By distributing water sample bottles ahead of the event and delivering the samples to Huron Perth Public Health for lab analysis, most of
the barriers to water sampling are removed. At these events 25% to 50% of a community’s well water will be sampled in one day or night.

Well owners understand the importance of testing their well water; it is the inconvenience of doing so that is the barrier. One of the goals of the ‘Water Wise’ events is to encourage well owners to get in the habit of testing their water regularly as part of Best Practices for protecting their drinking water. The hope is that the community groups and service clubs that Source Protection staff work with will make Water Wise water sampling events part of their regular activities.

Private drinking water systems in Ontario do not have the legislated safeguards that are required for municipal/communal/public systems under the Safe Drinking Water Act, 2002. Only municipal water supply systems fall under the Clean Water Act, 2006 and the Source Water Protection program. Health Canada’s guidance on waterborne pathogens references three studies that determine that private systems are vulnerable and there is evidence that demonstrates they are more likely to contribute to gastrointestinal illness than public drinking water systems.

If the free water testing phase out recommendation is approved, well owners would have to use a commercial lab for a fee, which disincentivizes testing. When water is not monitored regularly, there is no way to know the true quality of the water, which puts people at increased risk of becoming ill. With private systems being stand-alone systems, any associated illnesses are isolated sporadic events and do not come to public attention like those seen during the Walkerton outbreak.

The private drinking water test data maintained by PHO has been used by researchers to publish evidence that helps support public health policy. Source Protection Committees can access data associated with their area, as was presented at our March 2023 meeting. The data can be used to inform well owners of regional water quality concerns and associated health risks. If PHO stops testing, this data and affiliated research will no longer be available.

In the Walkerton Inquiry Report Part 2, Justice O’Connor concluded the privatization of laboratory testing of drinking water samples connected directly to the E. coli O157:H7 outbreak in Walkerton Ontario in May 2000. Twenty-four years later, there is a proposal to privatize water testing once again.

At the January 31st meeting of the Ausable Bayfield Maitland Valley Source Protection Committee the following resolution was unanimously approved:
MOTION #SPC: 2024-02-04 Moved by Philip Keightley
Seconded by Mary Ellen Foran

“That the Source Protection Committee direct a letter to Minister Thompson requesting that the province not proceed with the recommended phase out of free private well testing in Ontario, and

“FURTHER, THAT area municipalities, the Minister of Environment Conservation and Parks, the Minister of Health and Long-Term Care, other Source Protection Committees, and local health units be forwarded the letter and asked for their support. “

Carried.

Thank you for your consideration of this request.

Sincerely

Matthew Pearson
Chair
Ausable Bayfield Maitland Valley Source Protection Committee

Cc Honourable Sylvia Jones, Minister of Health and Long-Term Care
Honourable Andrea Khanjin, Minister of the Environment, Conservation and Parks

Municipalities of Adelaide Metcalfe, Ashfield-Colborne-Wawanosh, Bluewater, Central Huron, Goderich, Howick, Huron East, Lambton Shores, Lucas Biddulph, Mapleton, Middlesex Centre, Minto, Morris-Turnberry, North Middlesex, North Perth, Perth South, South Bruce, South Huron, Warwick, West Perth, Wellington North
Townships of Huron-Kinloss and North Huron


Source Protection Regions: Cataraqui; Central Lake Ontario, Toronto, Credit Valley; Essex; Hamilton Halton; Grey Sauble, Saugeen, Northern Bruce Peninsula; Lake Erie; Lakehead; Mattagami; Mississippi-Rideau; Niagara; North Bay; Quinte; Raisin South Nation; Sault Ste. Marie; South Georgian Bay Lake Simcoe; Sudbury; Thames-Sydenham and Region; Trent Conservation Coalition
May 14, 2024

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

Dear Premier Ford:

**Re: Public Health Ontario proposes phasing out free water testing for private wells**

Please be advised that the Council of the Town of Gore Bay adopted the following resolution at their meeting of May 13, 2024, regarding the above noted matter;

15772

*Moved by Kelly Chaytor*  
*Seconded by Rob Dearing*

*BE IT RESOLVED THAT Gore Bay Council supports the Township of Archipelago’s request to the Province of Ontario to reconsider and ultimately decide against the proposed phasing out of free private drinking water testing services;*  
*FURTHER, this resolution is circulated to all Ontario municipalities, the Minister of Health, and Sudbury District Health Unit.*  
*Carried*

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

Respectfully,

Stasia Carr  
Clerk
Cc:
Minister of Health  sylvia.jones@pc.ola.org
Sudbury District Health Unit  sutcliffep@phsd.ca
Ontario Municipalities
Re: Resolution on Water Testing Services for Private Drinking Water

At its regular meeting of Council held on May 15, 2024, the Township of Amaranth Council passed the following resolution concerning Water Testing Services for Private Drinking Water.

Resolution #: 5

Moved by: G. Little  
Seconded by: A. Stirk

BE IT RESOLVED THAT:

Whereas the Ontario Auditor General's annual report on public health from December 2023 indicates that Public Health Ontario is proposing the phasing-out of free provincial water testing services for private drinking water; and

Whereas free private drinking water testing services has played a pivotal role in safeguarding public health, particularly in rural communities, including the entire Township of Amaranth, that rely predominantly on private drinking water; and

Whereas the removal of free private drinking water testing could lead to a reduction in testing, potentially increasing the risk of waterborne diseases in these vulnerable populations; and

Whereas the tragic events in Walkerton, Ontario underscored the critical importance of safe drinking water.

Now Therefore Be It Resolved that The Township of Amaranth hereby requests that the Province reconsider and ultimately decide against the proposed phasing-out of free private drinking water testing services.

Further Be It Resolved that this resolution be sent to all Ontario municipalities, Minister of Environment Conservation and Parks, Minister of Health, Wellington Dufferin Guelph Public Health Unit, and MPP Sylvia Jones.

CARRIED
Please do not hesitate to contact the office if you require any further information on this matter.

Yours truly,

Nicole Martin, Dipl. M.A.
CAO/Clerk

CC:
Minister of the Environment, Conservation and Parks
Minister of Health
Wellington Dufferin Public Health Unit
MPP Sylvia Jones
All Ontario Municipalities
RECOMMENDATION(S):

THAT Report 24-084-CD Noise By-law Exemption – Region of Waterloo Dundas Street Phase 2 Reconstruction be received;

AND THAT the Region of Waterloo be exempt from the City’s Noise By-Law 32-04 for one Sunday between June 2nd and June 30, 2024 in order to complete surface paving work associated with the reconstruction of Dundas Street from Hespeler Road to Shade Street.

EXECUTIVE SUMMARY:

Purpose

The Region of Waterloo has requested an exemption to the City’s Noise By-law for one Sunday between June 2nd and June 30, 2024, for surface paving work associated with Phase 2 of the reconstruction of Dundas Street from Hespeler Road to Shade Street.

This report is being brought forward as Council approval is required for a noise by-law exemption.

Key Findings

Council approval of the exemption to the Noise By-Law will minimize disruption to the community as it will allow paving to be completed on a weekend, should weather prevent paving from being completed on a Saturday in June 2024.
Staff are recommending that the Region of Waterloo receive an exemption to the Noise By-Law 32-04 from June 2nd and June 30, 2024. While the paving work is planned to occur over two Saturdays, this provides flexibility for scheduling the work on a Sunday should paving on a Saturday not be possible due to poor weather conditions.

**Financial Implications**

There are no financial implications.

**STRATEGIC ALIGNMENT:**

☐ Strategic Action

  **Objective(s):** Not Applicable

  **Strategic Action:** Not Applicable

OR

☒ Core Service

  **Program:** Road Management

  **Core Service:** Road Maintenance

The noise by-law exemption allows coordination with the Region of Waterloo in the planning and delivery of infrastructure.

**BACKGROUND:**

Construction of the second phase of the Region of Waterloo’s Dundas Street reconstruction project (from Hespeler Road to Shade Street) was completed to base asphalt in 2023. Surface asphalt is planned for late May and early June 2024.

The Region of Waterloo would like to complete the surface asphalt work in two stages over the course of two Saturdays in late May and June. However, should poor weather prevent the work from being completed on a Saturday, it could be completed on a Sunday in June 2024, which requires an exemption from the City’s noise control by-law 32-04.

**ANALYSIS:**

The completion of surface asphalt work will require localized road closures on a block by block basis. Completing the work on a weekend will minimize the disruption to adjacent property owners and the local community during peak traffic hours.
Staff is supportive of the Region of Waterloo’s desire to complete the closure during weekend hours, particularly given that there is an on-going closure at Beverly Street for a City reconstruction project, which is already impacting residents and businesses in this area.

City Engineering staff are recommending that the Region of Waterloo’s request for an exemption to Noise Control By-law 32-04 be approved for one Sunday between June 2nd and July 30, 2024, should weather conditions not permit paving on Saturday, with the final date coordinated with City staff based on weather conditions.

EXISTING POLICY / BY-LAW(S):
City of Cambridge Noise By-law 32-04 prohibits sound or noise arising from the use of material handling equipment between the hours of 8:00 p.m. Saturday and 7:00 a.m. Monday, except in the case of emergency. Council may issue exemptions to the by-law, as necessary.

FINANCIAL IMPACT:
There are no financial implications.

PUBLIC VALUE:
Collaboration:
The City has been working in partnership with the Region of Waterloo on the Dundas Street reconstruction to better coordinate the planning and construction of infrastructure in the City of Cambridge.

ADVISORY COMMITTEE INPUT:
Not Applicable

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

INTERNAL / EXTERNAL CONSULTATION:
The City has been a technical representative throughout the planning, design and construction process for the reconstruction of Dundas Street.

CONCLUSION:
The Region of Waterloo has requested an exemption to Noise By-Law 32-04 to allow surface paving to be completed on a Sunday in July 2024, should paving on a Saturday not be feasible due to weather conditions.
Council approval of the exemption to the Noise By-Law will allow the works to occur during a weekend, which will in turn minimize the disruption to local traffic.

Staff are recommending that the Region of Waterloo be granted an exemption to Noise By-Law 32-04 for one weekend between from June 2nd and July 30, 2024, with the final date to be coordinated with staff based on weather conditions.

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:
Not applicable
To: COUNCIL
Meeting Date: 5/28/2024
Subject: 2023 Financial Report
Submitted By: Sheryl Ayres, Chief Financial Officer
Prepared By: Mirna Raponi, Manager of Accounting and Financial Reporting
Report No.: 24-027-CRS
File No.: C11
Wards Affected: All Wards

RECOMMENDATION(S):
THAT Report 24-027-CRS Financial Report be received;
AND FURTHER THAT the audited consolidated financial statements for the Corporation of the City of Cambridge be approved for the year ended December 31, 2023.

EXECUTIVE SUMMARY:
Purpose
Consolidated audited financial statements are required under sections 294.1 and 296(1) of the Municipal Act, 2001. The statements are the responsibility of management and prepared by staff. The 2023 audited consolidated financial statements for the Corporation of the City of Cambridge is attached for approval.

Key Findings
- KPMG LLP, the City’s appointed external auditors, have audited the consolidated financial statements. Staff are pleased to report that the City has received an unqualified audit opinion, meaning that in the auditor’s opinion the statements are fairly and appropriately presented in accordance with Public Sector Accounting Board (PSAB) standards.
- A representative of KPMG will present their audit findings, attached as Appendix B, and will be available to answer any questions that members of Council may have related to the audit.
- For the eighth straight year, Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting (CAnFR) to the City of Cambridge for its annual financial report for the
fiscal year ended December 31, 2022. City staff are finalizing the 2023 Annual Report and will be submitting it to GFOA for consideration of the award. The City has shown its ability to continue to be awarded the CAnFR from the GFOA, which exemplifies transparency, accountability, and reporting excellence.

- The PSAB approved new accounting standards which has come into effect for the City’s 2023 audited financial statements. Staff reviewed the new standards and made changes to the audited financial statements to ensure compliance.

Financial Implications

The consolidated financial statements indicate that the City is fiscally strong as of December 31, 2023, with net financial worth of $1,012.8 million (2022 – $895.1 million). As at December 31, 2023, total financial assets were $462.2 million (2022 – 424.7 million), total liabilities were $298.2 million (2022 – $287.2 million) and non-financial assets were $848.8 million (2022 – $757.6 million).

STRATEGIC ALIGNMENT:

☐ Strategic Action

Objective(s): Not Applicable

Strategic Action: Not Applicable

OR

☒ Core Service

Program: Finance

Core Service: Financial Accounting and Reporting

The audited financial statements of the Corporation of the City of Cambridge provide transparency and information to the public about the financial affairs of the City of Cambridge for the year 2023.

BACKGROUND:

Consolidated Audited Financial Statements

The City is required to prepare annual audited financial statements under sections 294.1 and 296(1) of the Municipal Act, 2001. Statements must be prepared in accordance with generally accepted accounting principles as prescribed by the PSAB of the Chartered Professional Accountants of Canada. These standards differ from those followed by private sector businesses that are required to follow Accounting Standards for Private Enterprises (ASPE) or International Financial Reporting Standards (IFRS).
**Annual Report**

City staff are currently finalizing the 2023 Annual Report. The Annual Report provides further analysis of the City’s financial performance in 2023 and includes the consolidated audited financial statements, a message from the Chief Financial Officer, financial statement discussion and analysis, and ratio analysis. The 2023 Annual Report will also include a Financial Scorecard element to increase transparency and understandability by further communicating the financial health of the City.

For the eighth straight year, GFOA has awarded a CAnFR to the City for its annual financial report for the fiscal year ended December 31, 2022. The CAnFR was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. In order to be awarded a CAnFR, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government’s financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

The City of Cambridge is continuing this standard of high-quality reporting and is working towards submitting for the 2023 Annual Report. The City has shown its ability to continue to be awarded the CAnFR from the GFOA, which exemplifies transparency, accountability, and reporting excellence.

**ANALYSIS:**

**Year End Audit**

The auditors have full and free access to management and Council and their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards. The auditors perform tests and other procedures as they consider necessary to obtain reasonable assurance that the consolidated financial statements are free of material misstatements and present fairly the financial position and results of operations of the City in accordance with Canadian Public Sector Accounting Standards (PSAS).

**Management Involvement**

The consolidated financial statements are reviewed and approved by management prior to their submission to Council. Management meets periodically with the external auditor to approve the scope and timing of their respective audits, to review their findings, and to satisfy itself that their responsibilities have been properly discharged.
Financial Statements

There are five separate Financial Statements: Statement of Financial Position, Statement of Operations and Accumulated Surplus, Statement of Remeasurement Gains and Losses, Statement of Change in Net Financial Assets and Statement of Cash Flows. These Financial Statements provide information on the cost of all City activities, how they were financed, investing activities, as well as the assets and liabilities of the City. Below is a summary of the purpose of each statement:

**Statement of Financial Position:** Reports the resources, obligations, and ownership details as at a specific day. This statement includes the assets, liabilities, and accumulated surplus.

**Statement of Operations:** For a reporting period, reports the revenues/gains, expenses/losses, and net income and results.

**Statement of Remeasurement Gains and Losses:** This new statement is effective for fiscal years beginning on or after April 1, 2022. This statement explains the change in the overall financial position of the entity during the accounting period due to remeasurements related to unrealized gains and losses on specific financial assets and liabilities recorded at fair value, and unrealized foreign exchange gains and losses. This statement did not have any significant impact on the presentation of the City’s financial statements and will be discussed in further detail under New Accounting Standards below.

**Statement of Change in Net Financial Assets:** For a reporting period, this statement explains the difference between annual surplus and the change in net financial assets; reports spending to acquire non-financial assets; and reports disposal or use of non-financial assets.

**Statement of Cash Flow:** For a reporting period, this statement reports the City’s major sources and uses of cash by identifying where cash came from and shows where cash was used.

**Basis of Consolidated Statements**

The consolidated financial statements reflect the financial assets, liabilities, operating revenues and expenses, reserve funds and reserves, changes in investment in tangible capital assets and cash flows and include the activities of all governmental functions controlled and exercised by the City. The consolidated statements include the following boards which are under the control of Council:

- The Cambridge Public Library Board
- Preston Towne Centre Business Improvement Area
- Downtown Cambridge Business Improvement Area
Hespeler Village Business Improvement Area

The City owns 54.339% of its subsidiary, GrandBridge Corporation. GrandBridge Corporation is not consolidated, but is accounted for on the modified equity basis, which reflects the City’s investment in the enterprise and its share of net income or loss less dividends received since acquisition.

Financial Statements vs. Budget

The Audited Financial Statements are prepared to meet the requirements of PSAS. In comparison, the Budget is prepared to meet the requirements of the Municipal Act, 2001, and its related regulations. Both begin on the same basic framework of accrual-based accounting, but then there are exceptions in treatment of specific items. Please see below a summary between the consolidated financial statements and the budget:

<table>
<thead>
<tr>
<th>Category</th>
<th>Financial Statements</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Framework</td>
<td>Canadian PSAS.</td>
<td>Municipal Act, 2001</td>
</tr>
<tr>
<td>Transfers to/from Reserve and Reserve Funds</td>
<td>Netted out.</td>
<td>Included.</td>
</tr>
<tr>
<td>Long-term Debt</td>
<td>Interest payments are recorded as an expense.</td>
<td>Interest &amp; principal payments recorded as an expense.</td>
</tr>
<tr>
<td>GrandBridge Corporation</td>
<td>The City’s portion of GrandBridge Corporation income is recorded.</td>
<td>The dividend collected is recorded as revenue.</td>
</tr>
<tr>
<td>Tangible Capital Assets – Repairs and Maintenance</td>
<td>Recorded as an expense.</td>
<td>In some cases may be part of capital budget.</td>
</tr>
<tr>
<td>Depreciation</td>
<td>Recorded as an expense.</td>
<td>Excluded, but the transfer to the capital budget is included as an expense.</td>
</tr>
<tr>
<td>Post-Employment Benefits</td>
<td>Annual change in actuarial estimate is recorded as an expense.</td>
<td>Excluded.</td>
</tr>
</tbody>
</table>

New Accounting Standards

The City’s audited financial statements are required to follow PSAS as set out by the PSAB, which approved new standards that have come into effect for the City’s year ended December 31, 2023. Below provides a summary of the newly enacted standards and the impact to the City’s financial statements:
• **PS 3280 Asset Retirement Obligation:** This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets. Those identified at the City include buildings with asbestos, underground fuel tanks, an abandoned bridge, and underground fuel storage tanks. Under the new standard, a liability for an asset retirement obligation is recognized as the best estimate of the amount required to retire a tangible capital asset. Pursuant to the recommendations of PS 3280, the prior period has been restated to reflect the liability for asset retirement obligations as of January 1, 2022. In accordance with the provisions of this new standard, the City reflected the following adjustments for the year ended December 31, 2022:

<table>
<thead>
<tr>
<th>Category</th>
<th>Balances as previously reported</th>
<th>Adjustment</th>
<th>Balances as restated as at December 31, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible capital assets</td>
<td>$754,445,002</td>
<td>$419,429</td>
<td>$754,864,431</td>
</tr>
<tr>
<td>Asset retirement obligations</td>
<td>N/A</td>
<td>(1,296,274)</td>
<td>(1,296,274)</td>
</tr>
<tr>
<td>Accumulated surplus, opening</td>
<td>(810,173,020)</td>
<td>855,104</td>
<td>(809,317,916)</td>
</tr>
<tr>
<td>Impact on expenses for amortization</td>
<td>24,319,309</td>
<td>21,741</td>
<td>24,341,050</td>
</tr>
</tbody>
</table>

• **PS 1201 Financial Statement Presentation:** This section establishes general reporting principles and standards for the disclosure of information in government financial statements. The main change to this standard is the introduction of the Statement of Remeasurement Gains and Losses. Remeasurement gains and losses arise from foreign exchange gains and losses on items in the amortized cost category and unrealized gains and losses on financial instruments measured at fair value. In 2023, this standard did not have any significant impact on the presentation of the City’s financial statements as this standard is applied prospectively to transactions which have taken place since January 1, 2023. The City is in possession of financial instruments measured at fair value which can vary due to market conditions. Depending on the unrealized value of the financial instruments, this can impact the financial statements by reporting the unrealized gains or losses in the Statement of Remeasurement Gains and Losses.

• **PS 2601 Foreign Currency Translation:** This section establishes standards on how to account for and report transactions that are denominated in a foreign currency in government financial statements. Under this section, until monetary items denominated in foreign currencies have settled, exchanges gains and losses are recognized in the Statement of Remeasurement Gains and Losses.
rather than the Statement of Operations. However, as per this standard, the City has elected to recognize exchange gains and losses directly in the Statement of Operations, as the City has limited foreign exchange transactions. Therefore, this standard did not have any significant impact on the presentation of the City’s financial statements.

- **PS 3041 Portfolio Investments:** This section establishes standards on how to account for and report portfolio investments in government financial statements. Portfolio investments are investments in organizations that do not form part of the government reporting entity. Such investments are normally in equity instruments or debt instruments issued by the investee. This standard did not have any significant impact on the presentation of the City’s financial statements.

- **PS 3450 Financial Instruments:** This section provides comprehensive requirements for the recognition, measurement, presentation, and disclosure of financial instruments. Under PS 3450, all financial instruments included on the statement of financial position are assigned to one of two measurement categories: fair value or amortized cost. Staff reviewed each financial instrument based on their characteristics and the City’s own accounting policy to assign the instruments to the appropriate measurement category. Staff concluded that all financial assets and liabilities are recorded at cost/amortized cost, except for certain investments – marketable securities which must be recorded as fair value. In 2023, this standard did not have significant impact on the presentation of the City’s financial statements as this standard is applied prospectively to new investments acquired in 2023. The City is in possession of financial instruments measured at fair value which can vary due to market conditions. As a result, for financial instruments measured at fair value, changes in fair value in future fiscal years will be recognized in the Statement of Remeasurement Gains and Losses or the Statement of Operations.

**Financial Highlights**

The consolidated financial statements indicate that the City is fiscally strong as of December 31, 2023, with net financial worth of $1,012.8 million. As at December 31, 2023, total financial assets were $462.2 million, total liabilities were $298.2 million and non-financial assets were $848.8 million.

In comparison, as at December 31, 2022, net financial worth was $895.1, total financial assets were $424.7 million, total liabilities were $287.2 million, and non-financial assets were $757.6 million.
Financial Assets:

In 2023 the City’s financial assets totalled $462.2 million, an increase of $37.5 million from the prior year. This was mainly due to an increase in cash by $14.3 million, trade and other receivables increasing by $12.1 million, and investments increasing by $8.5 million.

Investments are made up of two types which are the City’s investment in GrandBridge Corporation and investment in marketable securities. The investment in GrandBridge Corporation as at December 31, 2023 was $140.5 million, an increase of $4.0 million from 2022. Additionally, the City received dividends and other cash proceeds from GrandBridge Corporation in the amount of $4.0 million.

Cash increased by $14.3 million, and investments in marketable securities increased by $4.5 million over the prior year, for a combined increase of $18.8 million. This is
reflective of overall increased balance of the reserve and reserve funds. Additionally in 2023, the City held increased funds in cash following improved bank interest rates.

Trade and other receivables increased by $12.1 million mainly due to an increase in deferred development charges by $7.0 million from the prior year. In 2023, the City entered into agreements where, for certain types of developments, will allow developers to pay their development charges (fees for developing in the City) at a later point in time. This results in an increase in receivables to reflect the future payment. In addition, trade and other receivables increased due to timing of payments at year end by $5.2 million.

**Liabilities:**

In 2023, the City’s liabilities totalled $298.2 million, an increase of $11.0 million from the prior year. The major contributors to the increase are due to long-term debt and deferred revenue – obligatory reserve funds offset by a decrease in accounts payable and accrued liabilities.

The increase in long-term debt of $13.8 million is due to new debentures issued by the City in 2023 totalling $19.5 million. The City also paid off $5.7 million worth of long-term debentures.

The increase in deferred revenue – obligatory reserve funds of $7.6 million is due to an increase from 2022 of cash collected but not earned related to the timing of capital work activity completed and funded through development charges.

The decrease in accounts payable and accrued liabilities of $11.1 million is due to an increase in trade accounts payable due to timing of payments of $4.6 million offset by a larger decrease in credit for service agreements (CFSA) by $16.9 million. A CFSA is an agreement with a developer to facilitate the construction of growth-related municipal infrastructure ahead of the City’s capital program. Under these agreements, developers construct infrastructure that the City is unwilling or unable to fund within the time frame sought by a developer. The reimbursement to the developer is provided by way of development charge credits, which will offset development charges owing at the time of subdivision registration or building permit issuance. In 2022, there were two CFSA’s for Morrison Creek and Cam West totalling $20.2 million. In 2023, as a significant portion of construction was completed in 2022, the CFSA liability for these two projects was reduced by $17.5 million.

**Non-Financial Assets:**

In 2023 the City’s non-financial assets totalled $848.8 million, an increase of $91.2 million from the prior year. Non-financial assets primarily consist of tangible capital assets, which reflects the City’s investment into capital infrastructure and the value of
new assets being added to the City’s inventory exceeding the annual amortization costs.

Below summarizes comparative information of the Statement of Financial Position:

<table>
<thead>
<tr>
<th>Category</th>
<th>2023</th>
<th>2022</th>
<th>Increase/ (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td>$462,188,424</td>
<td>$424,673,485</td>
<td>$37,514,939</td>
</tr>
<tr>
<td>Liabilities</td>
<td>298,168,970</td>
<td>287,187,958</td>
<td>10,981,012</td>
</tr>
<tr>
<td>Net financial assets</td>
<td>164,019,454</td>
<td>137,485,527</td>
<td>26,533,927</td>
</tr>
<tr>
<td>Non-financial assets</td>
<td>848,811,347</td>
<td>757,611,484</td>
<td>91,199,863</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>$1,012,830,801</td>
<td>$895,097,011</td>
<td>$117,733,790</td>
</tr>
</tbody>
</table>

**Reserve and Reserve Funds**

Total revenues and other income for 2023 is $327.9 million compared to total expenses of $210.2 million resulting in annual surplus of $117.7 million which is used to fund capital assets and contribute to reserves and reserve funds. Reserve and reserve funds balances increased from $124.0 million in 2022 to $133.4 million in 2023. The main sources of increases and decreases are as follows:

**Tax-Supported Operating:** Tax-supported operating reserve funds totalled $27.2 million in 2023, an increase of $8.1 million from 2022 of $19.1 million. The increase is mainly due to the 2022 year end operating surplus transferred to the rate stabilization reserve funds in 2022. Per Council Meeting on May 25, 2023 through motion 23-149, a portion of the tax-supported operating surplus was transferred to the rate stabilization reserve fund totalling $1.9 million. In addition, $4.9 million was transferred to the rate stabilization reserve fund due to the waived development charges which were under budget in 2023. These savings were contributed to the reserve to be set aside for future financial exposure on the waived development charges.

**Water Utilities Operating:** Water utilities operating reserve funds totalled $11.3 million in 2023, an increase of $2.3 million from 2022 of $9.0 million. The increase is mainly due to the 2022 year end wastewater surplus transferred to the wastewater rate stabilization reserve funds in 2022. Per Council Meeting on May 25, 2023 through motion 23-149, a portion of the wastewater surplus was transferred to the wastewater rate stabilization reserve fund totalling $0.5 million. In addition, $0.8 million was transferred to the wastewater rate stabilization reserve fund due to the waived development charges which were under budget in 2023. These savings were contributed to the reserve to be set aside for future financial exposure on the waived development charges.

**Core Areas Transformation:** Core areas transformation reserve fund totalled $13.7 million in 2023, a decrease of $1.2 million from 2022 of $14.9 million. The
decrease is mainly due to contribution to capital projects such as land acquisitions, placemaking study and pilot project, and property acquisition for 91 Spring Street. In addition, over $0.8 million in grant funding was provided in 2023 under the Core Areas Community Improvement Plan to leverage private investment in the core areas.

The graph below shows the reserve and reserve fund balances for the year ended December 31, 2023.

![Reserve and Reserve Funds](chart)

Revenues

Total revenue reported for the year 2023 was $223.8 million, an increase of $16.3 million from 2022 of $207.5 million. Various increases and decreases in revenue offset each other in a year over year comparison. The main sources of increases are as follows:

- **Taxation:** Taxation revenue totalled $110.5 million in 2023, an increase of $7.3 million from 2022 of $103.2 million. This was mainly due to the tax levy increase of $7.6 million ratified by Council during the 2023 budget approval process based on projected operating requirements. This increase is offset by higher tax write-offs and rebates in 2023 in comparison to 2022.

- **User fees and charges:** User fees and charges totalled $94.6 million in 2023, an increase of $4.2 million from 2022 of $90.4 million. The increase in user fee revenue in 2023 is due to an increase in water usage, connections, and
respective water and wastewater fixed and variable rates. Furthermore, the increase in revenues in 2023 is attributed to an increase in program related revenues due to higher enrollment and participation levels in City-run summer camps, arenas, and aquatic programming.

- **Investment income**: Investment income totalled $5.2 million in 2023, an increase of $2.7 million from 2022 of $2.5 million. The increase in investment income was largely due to the Bank of Canada’s higher overnight interest rate throughout 2023 when compared to 2022. Over the course of three rate increases during 2023, the Bank of Canada’s overnight interest rate was increased from 4.25% in December of 2022 to 5.00% in July 2023. In addition, the increase in investment income was caused by an increase in the City’s reserve and reserve fund balances.

- **Land sales and other**: Land sales and other totalled $4.9 million, an increase of $1.2 million from 2022 of $3.7 million. The increase was mainly due to contributions received from Conestoga College towards the Fountain Street Soccer Facility Construction. The City recognized $1.5 million of revenue in 2023 to offset the construction completed during the year.

### Revenues

For the year ended December 31, 2023
Other Income

Total other income for the year was $104.1 million in 2023, an increase of $18.3 million from 2022 of $85.8 million. The main sources of increases are as follows:

- **Contributed tangible capital assets**: Contributed tangible capital assets totalled $63.3 million in 2023, an increase of $41.2 million from 2022 of $22.1 million. Contributed tangible capital assets vary year-over-year depending on assumed assets from subdivisions.

- **Deferred revenue earned**: Deferred revenue earned totalled $21.3 million in 2023, an increase of $15.5 million from 2022 of $5.8 million. Deferred revenue earned includes development charges earned for the capital expenses incurred within the calendar year and do not include the actual cash collected in that year. The increase in this revenue source was related to the increase in capital work activity completed and funded through development charges.

The main source of a decrease in other income is as follows:

- **Gain on dilution from prior interest in Energy Plus**: During 2020, the shareholders of Energy Plus approved a merger of Energy Plus with Brantford Energy Corporation. The merger closed in 2022 and the City owns 54.339% of the merged entity, GrandBridge Corporation. Prior to the merger, the City owned 92.1% of Energy Plus. In 2022 the City recorded a gain of $38.3 million on dilution of its prior interest in Energy Plus. In comparison, in 2023 the City recorded a gain of $0.9 million on redemption of Class C Shares.

Expenses

Total expenses reported for the year was $210.2 million, an increase of $2.7 million from 2022 of $207.5 million. The main sources of increases are as follows:

- **Environmental services**: Environmental services expenses totalled $70.7 million in 2023, an increase by $4.5 million compared to 2022 of $66.2 million. This was due to an increase in contracted services, amortization of tangible capital assets, offset by a slight decrease in salaries wages and employee benefits.
  
  - The increase in contracted services is due to increase in usage and rates associated with the purchase of clean water and wastewater treatment from the Region of Waterloo.
  
  - The increase in amortization of tangible capital assets is due to increase in investment of linear asset capital infrastructure, resulting in increased amortization expense in 2023 over 2022.
The decrease in environmental salaries expenses is due to the job evaluation retroactive payment for the CUPE 32 union for $1.3 million which occurred in 2022.

- **Recreation and cultural services:** Recreation and cultural services expenses totalled $36.2 million in 2023, an increase by $3.2 million compared to 2022 of $33.0 million. This was mainly due to salaries and employee benefits as well as materials:
  - The main driver of this is an increase in part-time salaries and employee benefits, as more part-time staff hours were used to run recreation programming in 2023 as compared to 2022. Furthermore, there were year-over-year increases due to employees earning higher pay rates.
  - The increase in materials is due to higher costs seen in hydro, water, and gas charges. This increase in materials is due to expanded programming and participation levels in City-run summer camps, arenas, and aquatic programming.

The main sources of decreases in expenses are as follows:

- **General government:** General government expenses totalled $33.7 million in 2023, a decrease by $4.4 million compared to 2022 of $38.1 million. This was due to a decrease in salaries, wages, and employee benefits as well as rents and financial expenses:
  - A key driver in salaries, wages, and employee benefits is due to a reduction in retroactive payment. In 2022, there was a union retroactive payment for CUPE 32 union for $1.4 million and CUPE 1882 market adjustment accrued in 2022 for $0.1 million. In addition, the employee future benefits expense decreased in 2023 in comparison to the prior year, which is due to a higher actuarial adjustment in 2022 for WSIB Fire survivor awards and line of duty death benefits.
  - The decrease in rents and financial expenses is due to timing of developments and associated waived development charges.

- **Planning and Development:** Planning and development expenses totalled $7.3 million in 2023, a decrease of $1.4 million compared to the 2022 of $8.7 million. This was mainly due to a decrease in external transfers. In 2022, the City entered into separate agreements with The Lyle Shantz Hallman Charitable Foundation and the KW Urban Native Wigwam Project which recognized $2.4 million in revenue and associated expenses of $2.4 million issued to KW Urban Native Wigwam Project.
EXISTING POLICY / BY-LAW(S):

As a municipality in the province of Ontario, the Corporation of the City of Cambridge complies with the requirements of the Municipal Act, 2001. Section 294.1 of the Municipal Act, 2001 requires that for each fiscal year, the municipality prepare annual financial statements in accordance with generally accepted accounting principles as recommended by the PSAB of the Chartered Professional Accountants of Canada. Section 296(1) requires that the municipality appoint an auditor who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements.

On April 16, 2024, Council approved the recent accounting policies of FIN 010 – Asset Retirement Obligations and FIN 011 – Liability for Contaminated Sites which establishes guidelines to ensure the City’s compliance with the PSAS.
FINANCIAL IMPACT:

The Financial Statements are prepared in accordance with the Canadian PSAS published by the PSAB of the Chartered Professional Accountants of Canada.

There are five separate Financial Statements: Statement of Financial Position, Statement of Operations and Accumulated Surplus, Statement of Remeasurement Gains and Losses, Statement of Change in Net Financial Assets, and Statement of Cash Flows. These Financial Statements provide information on the cost of all City activities, how they were financed, investing activities, as well as the assets and liabilities of the City.

The Independent Auditor's Report which is included in the statements provides an unqualified “clean” opinion on the City’s Consolidated Financial Statements for the year ended December 31, 2023.

Although it is a regulatory requirement to prepare annual financial statements, this requirement creates an increase in the credibility to the financial affairs of the City. In addition, the City is recognized for its financial reporting by being awarded the CAnFR from the GFOA, which exemplifies transparency, accountability, and reporting excellence.

PUBLIC VALUE:

This report supports the financial sustainability of the City by ensuring appropriate oversight and governance towards the City’s consolidated financial statements. This report also provides transparency in the City’s financial position and year end performance. Furthermore, this report ensures the City remains compliant with the requirements of section 294.1 and 296(1) of the Municipal Act, 2001.

ADVISORY COMMITTEE INPUT:

Not Applicable.

PUBLIC INPUT:

As per section 295(1) of the Municipal Act, 2001, the audited financial statements will be made available to the public.

INTERNAL / EXTERNAL CONSULTATION:

An audit involves performing procedures, as determined by the auditors, to obtain audit evidence about the amounts and disclosures in the financial statements. An audit also includes an evaluation of the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
The external auditors have full and free access to management and Council in order to complete their duties. As the preparers of the financial statements, staff in the Financial Services division of the City coordinates the audit, arranging meetings or obtaining evidence and documentation from departments throughout the City as determined necessary by the auditors.

The City engaged with external consultants, KPMG LLP Ottawa, with specialized expertise in providing advice on complex accounting issues and strategic support with the implementation of PS 3280 – Asset Retirement Obligations. Finance staff worked collaboratively with staff throughout the City including Engineering, Realty, Legal, Risk, Facilities, Fleet, Fire, Building Design & Construction, Information Technology, Asset Management, Operations, and Environmental Services. Additionally, finance staff attended various training seminars and performed research and analysis of the standards to ensure that the City’s 2023 financial statements are compliant with the newly enacted PSAS.

CONCLUSION:

At the completion of the audit, the auditors provide an opinion as to whether the consolidated financial statements present fairly, in all material respects, the financial position of the City at year-end and the results of its operations, net financial assets, and cash flows for the year. The opinion provided by the auditors as at December 31, 2023 and for the year ended thereof is an unqualified opinion, or in other words a clear opinion.

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:

1. 24-027-CRS Appendix A – Consolidated Financial Statements

2. 24-027-CRS Appendix B – Audit Findings Report
Consolidated Financial

Statements Year

Ended December 31,

2023
<table>
<thead>
<tr>
<th>Consolidated Financial Statements</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
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<td>Responsibility for Financial Reporting</td>
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<td>Auditors’ Report</td>
<td>2-4</td>
</tr>
<tr>
<td>Consolidated Statement of Financial Position</td>
<td>5</td>
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<tr>
<td>Consolidated Statement of Operations and Accumulated Surplus</td>
<td>6</td>
</tr>
<tr>
<td>Consolidated Statement of Change in Net Financial Assets</td>
<td>7</td>
</tr>
<tr>
<td>Consolidated Statement of Cash Flows</td>
<td>8</td>
</tr>
<tr>
<td>Notes to the Consolidated Financial Statements</td>
<td>9-31</td>
</tr>
</tbody>
</table>
The accompanying Consolidated Financial Statements and all other information contained in this Annual Report are the responsibility of the management of The Corporation of the City of Cambridge. The preparation of periodic financial statements involves the use of estimates and approximations because the precise determination of financial information frequently depends on future events. These Consolidated Financial Statements have been prepared by management within the reasonable limits of materiality and within the framework of Canadian generally accepted accounting principles for governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

Prior to their submission to Council, the Consolidated Financial Statements are reviewed and approved by the Corporate Leadership Team. In addition, management meets periodically with the City's external auditors to approve the scope and timing of their respective audits, to review their findings and to satisfy itself that their responsibilities have been properly discharged.

KPMG LLP, as the City's appointed external auditors have audited the Consolidated Financial Statements. The external auditors have full and free access to management and Council. The Auditors' Report is dated May 28, 2024 and appears on the following pages. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the Consolidated Financial Statements are free of material misstatements and present fairly the financial position and results of operations of the City in accordance with Canadian public sector accounting standards.

David Calder
City Manager

Sheryl Ayres, CPA, CGA
Chief Financial Officer
INDEPENDENT AUDITOR’S REPORT

To the Mayor and Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Cambridge

Opinion

We have audited the consolidated financial statements of the Corporation of the City of Cambridge (the Entity), which comprise:

- the consolidated statement of the financial position as at December 31, 2023
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “consolidated financial statements”).

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2023, and its consolidated results of operations, its changes in consolidated net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditor’s Responsibilities for the Audit of the Financial Statements” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.
**Emphasis of Matter - comparative information**

We draw attention to Note 3 to the financial statements ("Note 3"), which explains that certain comparative information presented for the year ended December 31, 2022 has been restated.

Note 3 explains the reason for the restatement and also explains the adjustments that were applied to restate certain comparative information.

Our opinion is not modified in respect of this matter.

**Other Matter – Comparative Information**

As part of our audit of the financial statements for the year ended December 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended December 31, 2022 and as at January 1, 2022.

In our opinion, such adjustments are appropriate and have been properly applied.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

**Auditor’s Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

- The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada
DRAFT
<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$42,149,035</td>
<td>$27,855,962</td>
</tr>
<tr>
<td>Taxes and grants-in-lieu</td>
<td>17,884,648</td>
<td>15,357,122</td>
</tr>
<tr>
<td>receipt (Note 6)</td>
<td>31,729,478</td>
<td>19,579,996</td>
</tr>
<tr>
<td>Investments (Note 7)</td>
<td>370,425,263</td>
<td>361,880,405</td>
</tr>
<tr>
<td><strong>Total Financial assets</strong></td>
<td>462,188,424</td>
<td>424,673,485</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and</td>
<td>58,512,691</td>
<td>69,568,069</td>
</tr>
<tr>
<td>accrued liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee future benefits</td>
<td>79,813,486</td>
<td>77,736,143</td>
</tr>
<tr>
<td>(Note 8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue -</td>
<td>88,935,929</td>
<td>81,379,125</td>
</tr>
<tr>
<td>obligatory reserve funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Note 9)</td>
<td>2,600,150</td>
<td>3,964,147</td>
</tr>
<tr>
<td>Deferred revenue - other</td>
<td>67,010,440</td>
<td>53,244,200</td>
</tr>
<tr>
<td>Long-term debt (Note 10)</td>
<td>1,296,274</td>
<td>1,296,274</td>
</tr>
<tr>
<td>Asset retirement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>obligations (Note 3, 11)</td>
<td>298,168,970</td>
<td>287,187,958</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net financial assets</strong></td>
<td>164,019,454</td>
<td>137,485,527</td>
</tr>
<tr>
<td><strong>Non-financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible capital assets</td>
<td>845,657,626</td>
<td>754,864,431</td>
</tr>
<tr>
<td>(Note 3, 12)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories of supplies</td>
<td>586,312</td>
<td>788,360</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>2,567,409</td>
<td>1,958,693</td>
</tr>
<tr>
<td><strong>Total Non-financial assets</strong></td>
<td>848,811,347</td>
<td>757,611,484</td>
</tr>
<tr>
<td><strong>Accumulated surplus</strong></td>
<td>$1,012,830,801</td>
<td>$895,097,011</td>
</tr>
</tbody>
</table>

Contingent liabilities (Note 14)

Approved by

The accompanying notes are an integral part of these financial statements
### Consolidated Statement of Operations and Accumulated Surplus

For the year ended December 31, 2023

<table>
<thead>
<tr>
<th></th>
<th>2023 Budget (Note 15)</th>
<th>2023 Actual</th>
<th>2022 Actual (Note 3, 17)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>$109,280,000</td>
<td>$110,487,643</td>
<td>$103,237,789</td>
</tr>
<tr>
<td>User fees and charges</td>
<td>93,647,700</td>
<td>94,570,612</td>
<td>90,362,952</td>
</tr>
<tr>
<td>Penalties and interest on taxes</td>
<td>2,550,000</td>
<td>3,518,046</td>
<td>2,819,859</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,079,100</td>
<td>5,221,052</td>
<td>2,487,404</td>
</tr>
<tr>
<td>Fines</td>
<td>714,000</td>
<td>695,330</td>
<td>456,637</td>
</tr>
<tr>
<td>Government transfers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>162,800</td>
<td>617,757</td>
<td>526,168</td>
</tr>
<tr>
<td>Ontario</td>
<td>1,156,700</td>
<td>1,363,846</td>
<td>1,442,255</td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>6,759,100</td>
<td>2,404,200</td>
<td>2,428,700</td>
</tr>
<tr>
<td>Land sales and other</td>
<td>564,000</td>
<td>4,913,613</td>
<td>3,745,960</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>216,913,400</td>
<td>223,792,099</td>
<td>207,507,724</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and transfers related to capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td></td>
<td>21,263,809</td>
<td>5,805,162</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>893,532</td>
<td></td>
<td>628,037</td>
</tr>
<tr>
<td>Government transfers - Federal</td>
<td>6,096,250</td>
<td></td>
<td>8,018,549</td>
</tr>
<tr>
<td>Contributed tangible capital assets (Note 12)</td>
<td>63,299,089</td>
<td></td>
<td>22,081,834</td>
</tr>
<tr>
<td>Share of net income for the year from GrandBridge Corporation (Note 7)</td>
<td>7,110,802</td>
<td></td>
<td>8,333,926</td>
</tr>
<tr>
<td>Gain on dilution from prior interest in Energy Plus (Note 7)</td>
<td>910,743</td>
<td></td>
<td>38,329,822</td>
</tr>
<tr>
<td>Interest earned on reserves</td>
<td>4,542,451</td>
<td></td>
<td>2,565,239</td>
</tr>
<tr>
<td><strong>Total other income</strong></td>
<td></td>
<td>104,116,676</td>
<td>85,762,569</td>
</tr>
<tr>
<td><strong>Total revenues and other income</strong></td>
<td>216,913,400</td>
<td>327,908,775</td>
<td>293,270,293</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General government</td>
<td>37,903,426</td>
<td>33,678,347</td>
<td>38,057,265</td>
</tr>
<tr>
<td>Protection to persons and property</td>
<td>36,914,164</td>
<td>36,540,337</td>
<td>35,371,426</td>
</tr>
<tr>
<td>Transportation services</td>
<td>23,481,468</td>
<td>22,179,928</td>
<td>22,737,426</td>
</tr>
<tr>
<td>Environmental services</td>
<td>71,710,381</td>
<td>70,723,465</td>
<td>66,219,224</td>
</tr>
<tr>
<td>Health services</td>
<td>1,810,875</td>
<td>1,827,021</td>
<td>1,801,703</td>
</tr>
<tr>
<td>Social and family services</td>
<td>2,097,200</td>
<td>1,809,399</td>
<td>1,649,333</td>
</tr>
<tr>
<td>Recreation and cultural services</td>
<td>37,786,411</td>
<td>36,151,067</td>
<td>32,977,699</td>
</tr>
<tr>
<td>Planning and development</td>
<td>7,014,209</td>
<td>7,265,421</td>
<td>8,677,122</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>218,718,134</td>
<td>210,174,985</td>
<td>207,491,198</td>
</tr>
<tr>
<td><strong>Annual surplus</strong></td>
<td>(1,804,734)</td>
<td>117,733,790</td>
<td>85,779,095</td>
</tr>
<tr>
<td>Accumulated surplus, beginning of year</td>
<td>895,097,011</td>
<td>810,173,020</td>
<td></td>
</tr>
<tr>
<td>Adjustment on adoption of the asset retirement obligation standard (Note 3)</td>
<td>-</td>
<td>(855,104)</td>
<td></td>
</tr>
<tr>
<td>Accumulated surplus, beginning of year, as restated (Note 3)</td>
<td>895,097,011</td>
<td>809,317,916</td>
<td></td>
</tr>
<tr>
<td><strong>Accumulated surplus, end of year</strong></td>
<td>$1,012,830,801</td>
<td>$895,097,011</td>
<td></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
### Consolidated Statement of Change in Net Financial Assets
For the year ended December 31, 2023

<table>
<thead>
<tr>
<th></th>
<th>2023 Budget (Note 15)</th>
<th>2023 Actual</th>
<th>2022 Actual (Note 3, 17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual surplus</td>
<td>$ (1,804,734)</td>
<td>$ 117,733,790</td>
<td>$ 85,779,095</td>
</tr>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>(52,717,688)</td>
<td>(54,843,407)</td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>25,023,511</td>
<td>24,341,050</td>
</tr>
<tr>
<td>Gain on disposal of tangible capital assets</td>
<td>-</td>
<td>(17,911)</td>
<td>(544,670)</td>
</tr>
<tr>
<td>Proceeds on disposal of tangible capital assets</td>
<td>-</td>
<td>217,982</td>
<td>4,863,979</td>
</tr>
<tr>
<td>Contributed tangible capital assets</td>
<td>-</td>
<td>(63,299,089)</td>
<td>(22,081,834)</td>
</tr>
<tr>
<td>Change in supplies inventories</td>
<td>-</td>
<td>(17,911)</td>
<td>(544,670)</td>
</tr>
<tr>
<td>Change in prepaid expenses</td>
<td>-</td>
<td>202,048</td>
<td>(163,111)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net financial assets</td>
<td>(1,804,734)</td>
<td>26,533,927</td>
<td>36,974,430</td>
</tr>
<tr>
<td>Net financial assets, beginning of year</td>
<td>137,485,527</td>
<td>137,485,527</td>
<td>101,807,371</td>
</tr>
<tr>
<td>Adjustment on adoption of the asset retirement obligation standard (Note 3)</td>
<td>-</td>
<td>-</td>
<td>(1,296,274)</td>
</tr>
<tr>
<td>Net financial assets, beginning of year, as restated</td>
<td>137,485,527</td>
<td>137,485,527</td>
<td>100,511,097</td>
</tr>
<tr>
<td><strong>Net financial assets, end of year</strong></td>
<td><strong>$ 135,680,793</strong></td>
<td><strong>$ 164,019,454</strong></td>
<td><strong>$ 137,485,527</strong></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
## Consolidated Statement of Cash Flows

For the year ended December 31, 2023

<table>
<thead>
<tr>
<th>Description</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual surplus</td>
<td><strong>$ 117,733,790</strong></td>
<td><strong>$ 85,779,095</strong></td>
</tr>
<tr>
<td>Items not involving cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>25,023,511</td>
<td>24,341,050</td>
</tr>
<tr>
<td>Contributed tangible capital assets</td>
<td>(63,299,089)</td>
<td>(22,081,834)</td>
</tr>
<tr>
<td>Share of net income for the year from GrandBridge Corporation</td>
<td>(7,110,802)</td>
<td>(8,333,926)</td>
</tr>
<tr>
<td>Gain on dilution from prior interest in Energy Plus</td>
<td>(910,743)</td>
<td>(38,329,822)</td>
</tr>
<tr>
<td>Gain on disposal of tangible capital assets</td>
<td>(17,911)</td>
<td>(544,670)</td>
</tr>
<tr>
<td>Changes in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes and grants-in-lieu receivable</td>
<td>(2,527,526)</td>
<td>(1,108,978)</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>(12,149,482)</td>
<td>2,814,203</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>(11,055,378)</td>
<td>13,955,830</td>
</tr>
<tr>
<td>Employee future benefits</td>
<td>2,077,343</td>
<td>3,667,385</td>
</tr>
<tr>
<td>Deferred revenue - obligatory reserve funds</td>
<td>7,556,804</td>
<td>26,934,741</td>
</tr>
<tr>
<td>Deferred revenue - other</td>
<td>(1,363,997)</td>
<td>1,902,025</td>
</tr>
<tr>
<td>Inventories of supplies</td>
<td>202,048</td>
<td>(163,111)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(608,716)</td>
<td>(376,672)</td>
</tr>
<tr>
<td><strong>Cash provided from operations</strong></td>
<td><strong>53,549,852</strong></td>
<td><strong>88,455,316</strong></td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>(52,717,688)</td>
<td>(54,843,407)</td>
</tr>
<tr>
<td>Proceeds on disposal of tangible capital assets</td>
<td>217,982</td>
<td>4,863,979</td>
</tr>
<tr>
<td><strong>Net investment in tangible capital assets</strong></td>
<td><strong>(52,499,706)</strong></td>
<td><strong>(49,979,428)</strong></td>
</tr>
<tr>
<td><strong>Investing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends received and other cash proceeds from GrandBridge Corporation</td>
<td>4,001,174</td>
<td>4,304,149</td>
</tr>
<tr>
<td>Purchase of marketable securities</td>
<td>(71,911,415)</td>
<td>(127,431,246)</td>
</tr>
<tr>
<td>Sale of marketable securities</td>
<td>67,386,928</td>
<td>99,042,968</td>
</tr>
<tr>
<td><strong>Net change in cash from investing activities</strong></td>
<td><strong>(523,313)</strong></td>
<td><strong>(24,084,129)</strong></td>
</tr>
<tr>
<td><strong>Financing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt issued</td>
<td>19,465,000</td>
<td>-</td>
</tr>
<tr>
<td>Debt principal repayment</td>
<td>(5,698,760)</td>
<td>(5,631,760)</td>
</tr>
<tr>
<td><strong>Net change in cash from financing activities</strong></td>
<td><strong>13,766,240</strong></td>
<td><strong>(5,631,760)</strong></td>
</tr>
<tr>
<td><strong>Net change in cash</strong></td>
<td><strong>14,293,073</strong></td>
<td><strong>8,759,999</strong></td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>27,855,962</td>
<td>19,095,963</td>
</tr>
<tr>
<td><strong>Cash, end of year</strong></td>
<td><strong>$ 42,149,035</strong></td>
<td><strong>$ 27,855,962</strong></td>
</tr>
<tr>
<td>High interest savings account (Note 7)</td>
<td>48,347,221</td>
<td>45,725,217</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents, end of year</strong></td>
<td><strong>$ 90,496,256</strong></td>
<td><strong>$ 73,581,179</strong></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
1. Municipal status

The Corporation of the City of Cambridge ("the City") was created on January 1, 1973 when the three municipalities of Galt, Preston, and Hespeler and the settlement of Blair were amalgamated into a single legal entity under a new name.

The City operates as a lower tier government in the Province of Ontario, Canada. Cambridge provides municipal services such as fire protection, public works, water distribution, urban planning, recreation and cultural services, and other general government services. The City owns 54.339% of its subsidiary, GrandBridge Corporation.

2. Summary of significant accounting policies

The consolidated financial statements of the City are the representation of management, prepared in accordance with local government accounting standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The following is a summary of the significant accounting policies followed in the preparation of these financial statements:

(a) Basis of consolidation

(i) Consolidated entities

These consolidated statements reflect the financial assets, liabilities, operating revenues and expenses, reserve funds and reserves, changes in investment in tangible capital assets and cash flows and include the activities of all governmental functions controlled and exercised by the City and the following boards which are under the control of Council:

- The Cambridge Public Library Board
- Preston Towne Centre Business Improvement Area
- Downtown Cambridge Business Improvement Area
- Hespeler Village Business Improvement Area

All inter-organizational transactions and balances between these entities have been eliminated.

(ii) Government Business Enterprises

GrandBridge Corporation is not consolidated but is accounted for on the modified equity basis which reflects the City's investment in the enterprises and its share of net income or loss, equity transactions and dividends received since acquisition. Under the modified equity basis, the enterprises' accounting principles are not adjusted to conform with those of the City and inter-organizational transactions and balances are not eliminated.

(iii) Accounting for Region and School Board transactions

The taxation, other revenues, expenses, assets and liabilities, with respect to the operations of the School Boards and the Regional Municipality of Waterloo, are not reflected in these consolidated financial statements.

(iv) Trust funds

Trust funds and their related operations administered by the City are not consolidated, but are reported separately on the Trust Funds Statement of Financial Position and Statement of Continuity (see Note 5).
2. Summary of significant accounting policies - Continued

(b) Basis of accounting
The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the legal obligation to pay.

(c) Non-financial assets
Non-financial assets are not normally available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess revenues over expenses, provides the consolidated change in net financial assets for the year.

(i) Tangible capital assets
Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>Not Amortized</td>
</tr>
<tr>
<td>Buildings</td>
<td>40 to 50 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td></td>
</tr>
<tr>
<td>Specialty and fire trucks</td>
<td>9 to 20 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td>5 years</td>
</tr>
<tr>
<td>Computer hardware and software</td>
<td>5 years</td>
</tr>
<tr>
<td>Water and waste plants and networks</td>
<td></td>
</tr>
<tr>
<td>Underground networks</td>
<td>40 to 80 years</td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Roads</td>
<td>25 to 35 years</td>
</tr>
<tr>
<td>Bridges and structures</td>
<td>30 to 50 years</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>3 to 15 years</td>
</tr>
<tr>
<td>Land improvements</td>
<td>15 to 50 years</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>24 years</td>
</tr>
</tbody>
</table>

The full amount of annual amortization is charged in year of disposal. Assets under construction are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets (donated)
Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Interest capitalization
The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.
2. Summary of significant accounting policies - Continued

(c) Non-financial assets - Continued

(iv) Works of art and cultural and historic assets

These non-operational heritage assets are not recorded in these financial statements.

(v) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(vi) Inventories and prepaid expenses

Inventories held for consumption are recorded at the lower of cost and replacement cost.

Prepaid expenses relate to expenditures incurred in the current period which relate to and will be expensed in a future fiscal period.

(d) Employee future benefits

The contributions to a multi-employer, defined benefit plan are expensed when the contributions are due. The costs of post-employment benefits are recognized when the event that obligates the City occurs. Costs include projected future income payments, health care continuation costs, and fees paid to independent administrators of these plans, calculated on a present value basis.

The costs of post-employment benefits are actuarially determined using the projected benefits method prorated on service and management's best estimate of retirement ages of employees, salary escalation, and expected health care costs. Any gains or losses from changes in assumptions or experience are amortized over the average remaining service period for active employees.

(e) Cash

Cash is comprised of accounts maintained at chartered financial institutions with an original maturity of three months or less.

(f) Investment income

Investment income is reported as revenue in the period earned. Investment income earned on obligatory reserve funds is considered deferred until the funds are applied.
2. Summary of significant accounting policies - Continued

(g) Revenue recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recorded as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Government transfers, contributions, and other amounts are received from third parties pursuant to legislation, regulation, or agreement and may only be used in the conduct of certain programs, in the completion of specific work, or the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible assets are acquired.

Tax revenue is recognized when it is authorized and in the period for which the tax is levied. Tax revenue reported relates to property taxes.

(h) Land held for resale

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

(i) Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all the following criteria are met:

i. an environmental standard exists;

ii. contamination exceeds the environmental standard;

iii. the City:

is directly responsible; or

accepts responsibility; and

iv. a reasonable estimate of the amount can be made.

A liability for contaminated sites has not been accrued for as of the current year-end.
2. Summary of significant accounting policies - Continued

(j) Asset retirement obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when all of the following criteria are met:

i. there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
ii. the past transaction or event giving rise to the liability has occurred;
iii. it is expected that future economic benefits will be given up; and
iv. a reasonable estimate of the amount can be made.

The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at the financial statement date.

When the cash flows and timing required to fulfill the retirement obligation can be reasonably estimated, a present value technique may be used to account for the obligation. The liability is discounted to its present value upon initial recognition and adjusted yearly for accretion expense. When there is uncertainty about the amount or timing of cash flows to settle the ARO, the present value technique may not be used. Uncertainties about timing and amount to settle an ARO does not remove the obligation but will affect its measurement.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset. Where the obligation relates to an asset which is no longer in service, and not providing economic benefit, or to an item not recorded by the City as an asset, the obligation is expensed upon recognition.

At each financial reporting date, the City reviews the carrying amount of the liability. Changes to the liability arising from revisions to either the timing, the amount of the original estimate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. All subsequent changes in the estimate of the related asset retirement obligation liability is recognized as an expense in the fiscal year it is incurred.

The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

(k) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. These estimates and assumptions, including employee benefits payable, taxation assessment appeals, legal claims provisions, liability for contaminated sites, the valuation of tangible capital assets and their related useful lives and amortization, are based on management's best information and judgement and may differ significantly from future actual results.

In addition, the City's implementation of PS3280 Asset Retirement Obligations has resulted in the requirement for management to make estimates regarding the useful lives of affected tangible capital assets and the expected retirement costs, as well as the timing and duration of these retirement costs.
2. Summary of significant accounting policies - Continued

(I) Financial instruments

All financial instruments reported on the consolidated statement of financial position for the year ended December 31, 2023 are measured as follows:

<table>
<thead>
<tr>
<th>Financial Asset</th>
<th>Measurement Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Investments - investment in GrandBridge Corporation</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Investments – marketable securities</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>High interest savings accounts</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Guaranteed investment certificates</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Bonds</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Notes - other</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Principal protected notes</td>
<td>Fair value</td>
</tr>
<tr>
<td>Pooled investment funds</td>
<td>Cost/amortized cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Liabilities</th>
<th>Measurement Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Deferred revenue – obligatory reserve funds</td>
<td>Cost/amortized cost</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>Cost/amortized cost</td>
</tr>
</tbody>
</table>

Financial Instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost. The unrealized re-measurement gains and losses are recorded in the statement of re-measurement gains and losses. Once realized, re-measurement gains and losses are transferred to the statement of operations. As all financial instruments are measured at cost or amortized cost, there have been no re-measurement gains or losses. Therefore, the Statement of Remeasurement Gains (Losses) has been excluded.

Financial instruments that are subsequently measured at fair value are classified based on the observability of inputs as follows:

- **Level 1** - Unadjusted quoted market prices in active markets for identical assets or liabilities;
- **Level 2** - Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- **Level 3** - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

Principal protected notes within investments – marketable securities are measured as level 2 financial instruments.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Statement of Operations.
3. Change in accounting policies

In 2023, the City adopted the Public Sector Accounting Board’s new standard for the recognition, measurement, and disclosure of a liability for asset retirement obligations under PS 3280 Asset Retirement Obligations. The new standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in buildings by public sector entities. Under the new standard, a liability for an asset retirement obligation is recognized as the best estimate of the amount required to retire a tangible capital asset when certain criteria are met as described in Note 11.

Pursuant to the recommendations of PS 3280, the change was applied retroactively using the modified retrospective method and prior periods have been restated to reflect the liability for asset retirement obligations as of January 1, 2022. In accordance with the provisions of this new standard, the City reflected the following adjustments for the year ended December 31, 2022:

<table>
<thead>
<tr>
<th></th>
<th>Balance as previously reported December 31, 2022</th>
<th>Adjustment</th>
<th>Balance as restated as at December 31, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible capital assets</td>
<td>754,445,002</td>
<td>419,429</td>
<td>754,864,431</td>
</tr>
<tr>
<td>Asset retirement obligations</td>
<td>-</td>
<td>(1,296,274)</td>
<td>(1,296,274)</td>
</tr>
<tr>
<td>Accumulated surplus, opening</td>
<td>(810,173,020)</td>
<td>855,104</td>
<td>(809,317,916)</td>
</tr>
<tr>
<td>Impact on expenses for amortization</td>
<td>24,319,309</td>
<td>21,741</td>
<td>24,341,050</td>
</tr>
</tbody>
</table>

In 2023, the City adopted Public Accounting Standards PS 1201 Financial Statement Presentation, PS 2601 – Foreign Currency Translation, PS 3041 Portfolio Investments, and PS 3450 – Financial Instruments. These standards have no significant impact on the presentation of the financial statements. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and where applicable, the municipality’s accounting policy choices.
4. Operations of School Boards and the Region of Waterloo

Further to note (2) (a) (iii), the taxation, other revenues, and requisitions of the School Boards and the Regional Municipality of Waterloo are comprised of the following:

<table>
<thead>
<tr>
<th></th>
<th>School Boards</th>
<th>Region of Waterloo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxation and user charges</td>
<td>$ 58,069,613</td>
<td>$ 202,346,191</td>
</tr>
<tr>
<td>Share of payments in lieu of taxes</td>
<td>64,312</td>
<td>824,586</td>
</tr>
<tr>
<td>Amounts requisitioned</td>
<td>$ 58,133,925</td>
<td>$ 203,170,777</td>
</tr>
</tbody>
</table>

5. Trust funds

Trust funds administered by the City amounting to $12,931,675 (2022 - $12,169,690), have not been included in the Consolidated Statement of Financial Position nor have their operations been included in the Consolidated Statement of Operations and Accumulated Surplus. The trust funds under administration are composed of the following:

**2023**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Balance, beginning of year</th>
<th>Receipts</th>
<th>Expenditures</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Care and Maintenance Fund</td>
<td>$ 7,389,081</td>
<td>$ 556,072</td>
<td>$ 177,852</td>
<td>$ 7,767,301</td>
</tr>
<tr>
<td>Cemetery Care and Maintenance Monuments</td>
<td>629,995</td>
<td>46,008</td>
<td>15,128</td>
<td>660,875</td>
</tr>
<tr>
<td>Cemetery Charges Prepaid</td>
<td>3,544,087</td>
<td>256,450</td>
<td>130,391</td>
<td>3,670,146</td>
</tr>
<tr>
<td>Election Surplus</td>
<td>4,501</td>
<td>106</td>
<td>-</td>
<td>4,607</td>
</tr>
<tr>
<td>Arthur White Scholarship Fund</td>
<td>15,879</td>
<td>373</td>
<td>-</td>
<td>16,252</td>
</tr>
<tr>
<td>C.I.T.C. Training Cambridge</td>
<td>18,156</td>
<td>426</td>
<td>-</td>
<td>18,582</td>
</tr>
<tr>
<td>Arts Guild Improvement</td>
<td>48,922</td>
<td>6,154</td>
<td>-</td>
<td>55,076</td>
</tr>
<tr>
<td>Cambridge Arts Guild</td>
<td>588</td>
<td>14</td>
<td>-</td>
<td>602</td>
</tr>
<tr>
<td>Prepaid Rent</td>
<td>10,707</td>
<td>251</td>
<td>-</td>
<td>10,958</td>
</tr>
<tr>
<td>School of Architecture Bursary</td>
<td>55,870</td>
<td>1,312</td>
<td>-</td>
<td>57,182</td>
</tr>
<tr>
<td>Ancient Mariners Canoe Club Fund</td>
<td>33,863</td>
<td>2,803</td>
<td>-</td>
<td>36,666</td>
</tr>
<tr>
<td>Allan Reuter Centre Renovation</td>
<td>31,611</td>
<td>742</td>
<td>-</td>
<td>32,353</td>
</tr>
<tr>
<td>Fiddlesticks Neighbourhood Association</td>
<td>349,117</td>
<td>220,683</td>
<td>-</td>
<td>569,800</td>
</tr>
<tr>
<td>Cambridge Rowing Club</td>
<td>1,579</td>
<td>37</td>
<td>-</td>
<td>1,616</td>
</tr>
<tr>
<td>David Durward Centre</td>
<td>25,419</td>
<td>607</td>
<td>3,915</td>
<td>22,111</td>
</tr>
<tr>
<td>G.E. (Ted) Wake Lounge Seniors Fund</td>
<td>10,315</td>
<td>233</td>
<td>3,000</td>
<td>7,548</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 12,169,690</td>
<td>$ 1,092,271</td>
<td>$ 330,286</td>
<td>$ 12,931,675</td>
</tr>
</tbody>
</table>

**2022**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Balance, beginning of year</th>
<th>Receipts</th>
<th>Expenditures</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Care and Maintenance Fund</td>
<td>$ 7,059,474</td>
<td>$ 541,980</td>
<td>$ 212,373</td>
<td>$ 7,389,081</td>
</tr>
<tr>
<td>Cemetery Care and Maintenance Monuments</td>
<td>592,875</td>
<td>55,005</td>
<td>17,885</td>
<td>629,995</td>
</tr>
<tr>
<td>Cemetery Charges Prepaid</td>
<td>3,414,702</td>
<td>290,764</td>
<td>161,379</td>
<td>3,544,087</td>
</tr>
<tr>
<td>Election Surplus</td>
<td>4,372</td>
<td>129</td>
<td>-</td>
<td>4,501</td>
</tr>
<tr>
<td>Arthur White Scholarship Fund</td>
<td>15,424</td>
<td>455</td>
<td>-</td>
<td>15,879</td>
</tr>
<tr>
<td>C.I.T.C. Training Cambridge</td>
<td>17,635</td>
<td>521</td>
<td>-</td>
<td>18,156</td>
</tr>
<tr>
<td>Arts Guild Improvement</td>
<td>47,519</td>
<td>1,403</td>
<td>-</td>
<td>48,922</td>
</tr>
<tr>
<td>Cambridge Arts Guild</td>
<td>571</td>
<td>17</td>
<td>-</td>
<td>588</td>
</tr>
<tr>
<td>Prepaid Rent</td>
<td>10,400</td>
<td>307</td>
<td>-</td>
<td>10,707</td>
</tr>
<tr>
<td>School of Architecture Bursary</td>
<td>54,268</td>
<td>1,602</td>
<td>-</td>
<td>55,870</td>
</tr>
<tr>
<td>Ancient Mariners Canoe Club Fund</td>
<td>30,608</td>
<td>3,255</td>
<td>-</td>
<td>33,863</td>
</tr>
<tr>
<td>Allan Reuter Centre Renovation</td>
<td>30,704</td>
<td>907</td>
<td>-</td>
<td>31,611</td>
</tr>
<tr>
<td>Fiddlesticks Neighbourhood Association</td>
<td>196,590</td>
<td>152,527</td>
<td>-</td>
<td>349,117</td>
</tr>
<tr>
<td>Cambridge Rowing Club</td>
<td>1,534</td>
<td>45</td>
<td>-</td>
<td>1,579</td>
</tr>
<tr>
<td>David Durward Centre</td>
<td>28,397</td>
<td>836</td>
<td>3,814</td>
<td>25,419</td>
</tr>
<tr>
<td>G.E. (Ted) Wake Lounge Seniors Fund</td>
<td>11,969</td>
<td>346</td>
<td>2,000</td>
<td>10,315</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 11,517,042</td>
<td>$ 1,050,099</td>
<td>$ 397,451</td>
<td>$ 12,169,690</td>
</tr>
</tbody>
</table>
6. Taxes and accounts receivable

Taxes receivable and accounts receivable are reported net of a valuation allowance of **$5,438,110** (2022 - $5,438,110) and **$317,442** (2022 - $317,442) respectively.

7. Investments

Investments are comprised of the following:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in GrandBridge Corporation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital stock</td>
<td>$131,266,308</td>
<td>$131,266,308</td>
</tr>
<tr>
<td>Increase in equity since inception</td>
<td>9,200,259</td>
<td>5,179,888</td>
</tr>
<tr>
<td></td>
<td><strong>140,466,567</strong></td>
<td><strong>136,446,196</strong></td>
</tr>
<tr>
<td>Marketable securities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High interest savings accounts</td>
<td>48,347,221</td>
<td>45,725,217</td>
</tr>
<tr>
<td>Guaranteed investment certificates</td>
<td>112,059,246</td>
<td>108,280,157</td>
</tr>
<tr>
<td>Bonds</td>
<td>6,811,143</td>
<td>3,583,292</td>
</tr>
<tr>
<td>Notes - other</td>
<td>45,055,871</td>
<td>50,151,043</td>
</tr>
<tr>
<td>Principal protected notes</td>
<td>17,485,215</td>
<td>17,494,500</td>
</tr>
<tr>
<td>Pooled investment funds</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td><strong>229,958,696</strong></td>
<td><strong>225,434,209</strong></td>
</tr>
<tr>
<td>Total investments</td>
<td><strong>$370,425,263</strong></td>
<td><strong>$361,880,405</strong></td>
</tr>
</tbody>
</table>

 Marketable securities have a market value of **$230,084,130** (2022 - $219,124,526).

On August 1, 2000, pursuant to requirements of the Ontario Government's Electricity Competition Act (Bill 35), the net assets of the Hydro Electric Commission of Cambridge and North Dumfries were transferred to Cambridge and North Dumfries Energy Plus Inc. ("Energy Plus") and affiliated companies. Energy Plus and affiliates carried on the former business of the Commission with all its rights, duties, obligations and responsibilities from the date of transfer. During 2020, the shareholders of Energy Plus approved a merger of Energy Plus with Brantford Energy Corporation. The merger closed on May 2, 2022 and the City owns 54.339% of the merged entity, GrandBridge Corporation. Prior to the merger, at December 31, 2021, the City owned 92.1% of Energy Plus. The City's investment in GrandBridge Corporation for the year ended December 31, 2023 is as follows (see note 2(a) (ii)):

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment, beginning of year</td>
<td><strong>$136,446,196</strong></td>
</tr>
<tr>
<td>Share of GrandBridge Corporation net income for the year</td>
<td><strong>7,110,802</strong></td>
</tr>
<tr>
<td>Gain on dilution from prior interest in Energy Plus</td>
<td><strong>910,743</strong></td>
</tr>
<tr>
<td>Dividends received from GrandBridge Corporation for the year</td>
<td><strong>(3,090,431)</strong></td>
</tr>
<tr>
<td>Cash proceeds on redemption of shares</td>
<td><strong>(910,743)</strong></td>
</tr>
<tr>
<td>Investment, end of year</td>
<td><strong>$140,466,567</strong></td>
</tr>
</tbody>
</table>
7. Investments - Continued

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment, beginning of year</td>
<td>$ 94,086,597</td>
</tr>
<tr>
<td>Share of Energy Plus net income for the period from January 1, 2022 to May 1, 2022</td>
<td>2,496,831</td>
</tr>
<tr>
<td>Dividends received from Energy Plus from January 1, 2022 to May 1, 2022</td>
<td>(3,459,979)</td>
</tr>
<tr>
<td>Investment, May 2, 2022</td>
<td>93,123,449</td>
</tr>
<tr>
<td>Gain on dilution from prior interest in Energy Plus</td>
<td>38,329,822</td>
</tr>
<tr>
<td>Share of GrandBridge Corporation net income for the period from May 2, 2022 to December 31, 2022</td>
<td>5,837,095</td>
</tr>
<tr>
<td>Cash proceeds on redemption of shares</td>
<td>(186,963)</td>
</tr>
<tr>
<td>Dividends received from GrandBridge Corporation from May 2, 2022 to December 31, 2022</td>
<td>(657,207)</td>
</tr>
<tr>
<td>Investment, end of year</td>
<td>$ 136,446,196</td>
</tr>
</tbody>
</table>

The following table provides condensed financial information in respect of GrandBridge Corporation for its fiscal 2023 year:

<table>
<thead>
<tr>
<th>Financial position</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>(000's)</td>
<td></td>
<td>(000's)</td>
</tr>
<tr>
<td>Current assets</td>
<td>$ 71,926</td>
<td>$ 86,308</td>
</tr>
<tr>
<td>Capital assets</td>
<td>360,588</td>
<td>333,355</td>
</tr>
<tr>
<td>Goodwill</td>
<td>78,548</td>
<td>78,548</td>
</tr>
<tr>
<td>Other assets</td>
<td>41,031</td>
<td>39,760</td>
</tr>
<tr>
<td>Total assets</td>
<td>552,093</td>
<td>537,971</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>70,810</td>
<td>71,556</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>217,877</td>
<td>209,132</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>288,687</td>
<td>280,688</td>
</tr>
<tr>
<td>Net assets</td>
<td>263,406</td>
<td>257,283</td>
</tr>
<tr>
<td>Regulatory deferral account credit balances</td>
<td>(4,904)</td>
<td>(6,180)</td>
</tr>
<tr>
<td>Total shareholders’ equity</td>
<td>258,502</td>
<td>251,103</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement of operations</th>
<th>2023</th>
<th>2022</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>(000's)</td>
<td></td>
<td>May 1, 2022 to</td>
<td>December 31, 2022</td>
</tr>
<tr>
<td>Revenues</td>
<td>385,546</td>
<td>76,872</td>
<td>269,307</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(362,862)</td>
<td>(72,220)</td>
<td>(254,379)</td>
</tr>
<tr>
<td>Non-operating expenses</td>
<td>(5,675)</td>
<td>(1,180)</td>
<td>(571)</td>
</tr>
<tr>
<td>Payments in lieu of corporate income taxes</td>
<td>(3,923)</td>
<td>(761)</td>
<td>(3,615)</td>
</tr>
<tr>
<td>Net income</td>
<td>13,086</td>
<td>2,711</td>
<td>10,742</td>
</tr>
<tr>
<td>City’s share of net income</td>
<td>$ 7,111</td>
<td>$ 2,497</td>
<td>$ 5,837</td>
</tr>
</tbody>
</table>
8. Employee and post employment benefits

The City provides certain employee benefits which will require funding in future periods. An actuarial estimate of future liabilities has been completed and forms the basis for the estimated liability reported in these financial statements. Post-employment benefits and sick leave benefits were estimated by an actuarial update as at December 31, 2022. Workplace safety & insurance benefits was estimated by an actuarial update as at December 31, 2023.

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-employment benefits</td>
<td>$ 62,628,289</td>
<td>$ 62,239,380</td>
<td>$ 388,909</td>
</tr>
<tr>
<td>Sick leave benefits</td>
<td>7,269,538</td>
<td>7,115,083</td>
<td>154,455</td>
</tr>
<tr>
<td>Workplace safety &amp; insurance benefits</td>
<td>9,915,659</td>
<td>8,381,680</td>
<td>1,533,979</td>
</tr>
<tr>
<td></td>
<td>$ 79,813,486</td>
<td>$ 77,736,143</td>
<td>$ 2,077,343</td>
</tr>
</tbody>
</table>

The significant actuarial assumptions adopted in measuring the City's accrued benefit obligations for the accumulated sick leave and post-employment benefit entitlements at December 31, 2023, are as follows:

- Future cost of long term debt: 4.50% 4.50%
- Future inflation rates: 2.00% 2.00%
- Future salaries escalations: 3.00%
- Future dental premium rates escalations: 4.00% 4.00%
- Future health care premium rates: 2023 6.00% 5.67%
  Declining by 2029 to 4.00% 2030 to 4.00%

Information about the City's benefit plan is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Liability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of the year</td>
<td>$ 77,736,143</td>
<td>$ 74,068,758</td>
</tr>
<tr>
<td>Current service cost</td>
<td>2,107,784</td>
<td>2,139,730</td>
</tr>
<tr>
<td>Actuarial adjustment</td>
<td>1,014,028</td>
<td>2,514,230</td>
</tr>
<tr>
<td>Interest cost</td>
<td>3,425,918</td>
<td>2,827,720</td>
</tr>
<tr>
<td>Amortization of net actuarial loss</td>
<td>(261,907)</td>
<td>(42,129)</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>(4,208,480)</td>
<td>(3,772,166)</td>
</tr>
<tr>
<td>Balance, end of the year</td>
<td>$ 79,813,486</td>
<td>$ 77,736,143</td>
</tr>
</tbody>
</table>

a) Pension Plan

The City makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of members of its staff. The Plan is a defined benefit plan, which specifies the amount of retirement benefit to be received by the employees based on the lengths of service and rates of pay. Employee contributions are matched by the City.

The amount contributed to OMERS for 2023 was $6,905,345 (2022 - $6,614,967) for current service and is included as an expense on the consolidated statement of operations.
8. Employee and post employment benefits - Continued

a) Pension Plan - Continued
The OMERS pension plan has a deficit. The last available report for the OMERS plan was on December 31, 2023. At that time the plan reported a $4.2 billion actuarial deficit (2022 - $6.7 billion), based on actuarial liabilities of $136.2 billion (2022 - $130.3 billion) and actuarial net assets of $132.0 billion (2022 - $123.6 billion). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions will be required in the future.

b) Post-employment benefits
The City makes available to qualifying employees who retire before the age of 65, the opportunity to continue their coverage for such benefits as extended health and drugs, dental care, and life insurance. Coverage ceases at the age of 65 except for life insurance and extended health and drugs. In addition, changes in assumptions, and experience gains and losses are amortized on a straight-line basis over 11 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year of occurrence of the actuarial gains or losses.

The actuarial valuation report estimated the liability for the above mentioned employee future benefits to be $62,628,289 (2022 - $62,239,380) at year end based on present value of the current obligation for past and current employees.

c) Sick leave
Under the sick leave benefit plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment when they leave the City's employment. In addition, adjustments arising from the plan amendment, changes in assumptions, and experience gains and losses are amortized on a straight-line basis over 12 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year of occurrence of the actuarial gains or losses.

The liability for these accumulated days based on an actuarial assessment, to the extent that they have vested and could be taken in cash by an employee on termination or retirement, amounted to $7,269,538 (2022 - $7,115,083) at the end of the year. An amount of $316,463 (2022 - $878,098) was paid to employees who either changed union groups or left the City's employment during the current year.

The reserve fund was established to fund the cost of future employee benefits provided by the City. The balance at the end of the year was $13,619,078 (2022 - $12,204,696).

d) Workplace safety & insurance
In 1996, in order to decrease workers' compensation expense, the City assumed the risk of workers' compensation coverage.

The potential liability, based on an actuarial valuation update for all existing claims as at December 31, 2023 amounted to $9,915,659 (2022 - $8,381,680).

A self-insurance reserve fund for workers' compensation was established which, at December 31, 2023, amounted to $2,336,370 (2022 - $2,348,788). Premiums which otherwise could be paid to Workplace Safety & Insurance Board are paid into the fund and workers' compensation claims are charged to the fund.
9. Deferred revenue - obligatory reserve funds

A requirement of the Public Sector Accounting Board, of the Chartered Professional Accountants of Canada, is that obligatory reserves be reported as deferred revenue, as these are restricted revenue. This requirement is in place as provincial legislation restricts how these funds may be used and under certain circumstances these funds may be refunded. Deferred revenue balances are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development charges and user fees</td>
<td>$29,371,934</td>
<td>$36,491,154</td>
</tr>
<tr>
<td>Canada Community - Building Fund</td>
<td>4,299,582</td>
<td>4,120,433</td>
</tr>
<tr>
<td>Investment income</td>
<td>3,537,760</td>
<td>1,540,136</td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td><strong>37,209,276</strong></td>
<td><strong>42,151,723</strong></td>
</tr>
<tr>
<td>Deferred revenue recognized and other adjustments</td>
<td>(29,652,472)</td>
<td>(15,216,982)</td>
</tr>
<tr>
<td><strong>Change in deferred revenue</strong></td>
<td>7,556,804</td>
<td>26,934,741</td>
</tr>
<tr>
<td>Deferred revenue, beginning of year</td>
<td>81,379,125</td>
<td>54,444,384</td>
</tr>
<tr>
<td>Deferred revenue, end of year</td>
<td>88,935,929</td>
<td>81,379,125</td>
</tr>
</tbody>
</table>

Represented as follows:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development charges</td>
<td>68,012,993</td>
<td>63,859,433</td>
</tr>
<tr>
<td>Recreational land</td>
<td>6,811,722</td>
<td>5,635,805</td>
</tr>
<tr>
<td>Cash in lieu of parking</td>
<td>27,849</td>
<td>26,678</td>
</tr>
<tr>
<td>Building permits</td>
<td>9,909,009</td>
<td>7,040,090</td>
</tr>
<tr>
<td>Canada Community - Building Fund</td>
<td>4,174,356</td>
<td>4,817,119</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88,935,929</strong></td>
<td><strong>81,379,125</strong></td>
</tr>
</tbody>
</table>

10. Long-term debt

The City has assumed responsibility for the payment of principal and interest charges on certain long-term debt issued by the Region of Waterloo. At the end of the year, the total outstanding principal amount of this liability is **$67,010,440** (2022 - $53,244,200). This includes newly assumed debt in the amount of **$19,465,000** (2022 - $nil). The debt bears interest at rates ranging from 1.11% to 5.02% per annum.

Principal repayments required over the next 5 years and thereafter are as follows:

- 2024 - $6,380,760
- 2025 - 6,450,760
- 2026 - 6,062,760
- 2027 - 5,383,760
- 2028 - 5,314,760
- Thereafter - 37,417,640

**Total** **$67,010,440**

Interest charges for fiscal 2023 relating to long-term debt were **$1,160,047** (2022 - $1,246,315).
11. Asset retirement obligations

The City’s asset retirement obligations, recognized under PS 3280 Asset Retirement Obligations, is comprised of the following:

a) Asbestos obligation
The City owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition or renovation of the building. The Occupational Health and Safety Regulations, 1996 outlines the legal obligation to remove it. Following the adoption of PS3280 Asset Retirement Obligations, the City recognized an obligation relating to the removal of the asbestos in these buildings as estimated at January 1, 2022. The costs were based upon the presently known obligations obtained through assessments.

b) Storage tank obligation
The City owns and operates several storage tanks which represents a risk of ground contamination due to leaks and corrosion. The Hazardous Substances and Waste Dangerous Goods Regulations outlines the legal obligation to remove the tanks and clean up the surrounding soil. Following the adoption of PS3280 Asset Retirement Obligations, the City recognized an obligation relating to the removal of the tanks and the surrounding soil remediation as estimated at January 1, 2022. The costs were based upon the presently known obligations obtained through assessments.

c) Abandoned bridge obligation
Abandoned bridges fall under the Public Transportation and Highway Improvement Act. The City has identified an abandoned bridge in Cambridge. Inspection reports are prepared every two years in accordance with the Act. Following the adoption of PS3280 Asset Retirement Obligations, the City recognized an obligation relating to the removal of the bridge and any shoreline remediation as estimated at January 1, 2022. The costs were based upon the presently known obligations obtained through assessments. In compliance with this standard, as the bridge is no longer in productive use, asset retirement obligation must be expensed.

The transition and recognition of asset retirement obligations involved an accompanying increase to the corresponding tangible capital assets and the restatement of prior year balances (see Note 3).

Changes to the asset retirement obligation in the year are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Buildings (Asbestos)</th>
<th>Machinery &amp; Equipment (Storage Tanks)</th>
<th>Infrastructure (Bridge)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance (restated) January 1, 2022</td>
<td>$ 635,924</td>
<td>$ 330,350</td>
<td>$ 330,000</td>
<td>$ 1,296,274</td>
</tr>
<tr>
<td>Ending Balance, December 31, 2023</td>
<td>$ 635,924</td>
<td>$ 330,350</td>
<td>$ 330,000</td>
<td>$ 1,296,274</td>
</tr>
</tbody>
</table>
### 12. Tangible capital assets

#### 2023

<table>
<thead>
<tr>
<th></th>
<th>Land improvements</th>
<th>Buildings</th>
<th>Leasehold improvements</th>
<th>Infrastructure</th>
<th>Information technology</th>
<th>Machinery &amp; equipment</th>
<th>Vehicles</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additions</td>
<td>9,607,816</td>
<td>21,555,158</td>
<td>7,151,104</td>
<td>-</td>
<td>64,239,553</td>
<td>2,074,005</td>
<td>14,849,384</td>
<td>2,302,104</td>
<td>57,197,015</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>100,641</td>
<td>88,847</td>
<td>-</td>
<td>798,311</td>
<td>1,043,442</td>
<td>1,089,278</td>
<td>1,472,308</td>
<td>62,959,362</td>
</tr>
<tr>
<td>Cost, end of year</td>
<td>113,322,972</td>
<td>113,181,491</td>
<td>197,405,491</td>
<td>4,338,125</td>
<td>697,141,202</td>
<td>21,804,850</td>
<td>45,887,559</td>
<td>22,655,261</td>
<td>61,671,213</td>
</tr>
</tbody>
</table>

#### Accumulated amortization

<table>
<thead>
<tr>
<th></th>
<th>Land improvements</th>
<th>Buildings</th>
<th>Leasehold improvements</th>
<th>Infrastructure</th>
<th>Information technology</th>
<th>Machinery &amp; equipment</th>
<th>Vehicles</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>-</td>
<td>-</td>
<td>635,924</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>966,274</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amortization expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated amortization, end of year</td>
<td>-</td>
<td>50,084,742</td>
<td>92,762,302</td>
<td>1,389,313</td>
<td>244,205,518</td>
<td>17,299,538</td>
<td>12,386,855</td>
<td>-</td>
<td>431,750,538</td>
</tr>
</tbody>
</table>

| Net book value, end of year | $113,322,972 | $63,096,749 | $104,643,189 | $2,948,812 | $452,935,684 | $4,505,312 | $32,265,289 | $10,268,406 | $61,671,213 | $845,657,626 |

#### 2022 (Note 3, 17)

<table>
<thead>
<tr>
<th></th>
<th>Land improvements</th>
<th>Buildings</th>
<th>Leasehold improvements</th>
<th>Infrastructure</th>
<th>Information technology</th>
<th>Machinery &amp; equipment</th>
<th>Vehicles</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition of asset retirement obligation</td>
<td>-</td>
<td>-</td>
<td>635,924</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance, beginning of year, as restated</td>
<td>$99,160,110</td>
<td>$89,991,832</td>
<td>$186,368,569</td>
<td>$4,338,125</td>
<td>$585,942,110</td>
<td>$20,997,579</td>
<td>$24,142,437</td>
<td>$23,362,892</td>
<td>$64,005,564</td>
</tr>
<tr>
<td>Additions</td>
<td>6,605,066</td>
<td>2,198,189</td>
<td>4,910,970</td>
<td>-</td>
<td>51,843,084</td>
<td>1,247,958</td>
<td>9,475,272</td>
<td>370,277</td>
<td>60,553,472</td>
</tr>
<tr>
<td>Disposals</td>
<td>2,050,020</td>
<td>463,047</td>
<td>936,305</td>
<td>-</td>
<td>4,085,234</td>
<td>1,471,250</td>
<td>1,490,256</td>
<td>1,907,704</td>
<td>57,125,476</td>
</tr>
<tr>
<td>Cost, end of year</td>
<td>103,715,156</td>
<td>91,726,974</td>
<td>190,343,234</td>
<td>4,338,125</td>
<td>633,699,960</td>
<td>20,774,287</td>
<td>45,887,559</td>
<td>22,655,261</td>
<td>67,433,560</td>
</tr>
</tbody>
</table>

#### Accumulated amortization

<table>
<thead>
<tr>
<th></th>
<th>Land improvements</th>
<th>Buildings</th>
<th>Leasehold improvements</th>
<th>Infrastructure</th>
<th>Information technology</th>
<th>Machinery &amp; equipment</th>
<th>Vehicles</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>-</td>
<td>45,945,081</td>
<td>84,207,682</td>
<td>1,186,291</td>
<td>223,664,264</td>
<td>13,896,584</td>
<td>9,355,931</td>
<td>-</td>
<td>12,928,732</td>
</tr>
<tr>
<td>Recognition of asset retirement obligation</td>
<td>-</td>
<td>-</td>
<td>401,223</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>123,881</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance, beginning of year, as restated</td>
<td>-</td>
<td>45,945,081</td>
<td>84,608,905</td>
<td>1,186,291</td>
<td>223,664,264</td>
<td>13,896,584</td>
<td>9,479,812</td>
<td>370,277</td>
<td>60,553,472</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>352,169</td>
<td>173,216</td>
<td>-</td>
<td>477,202</td>
<td>1,249,916</td>
<td>950,749</td>
<td>1,727,684</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>2,187,779</td>
<td>4,185,328</td>
<td>115,419</td>
<td>4,085,234</td>
<td>1,471,250</td>
<td>1,490,256</td>
<td>1,907,704</td>
<td>57,125,476</td>
</tr>
<tr>
<td>Amortization expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated amortization, end of year</td>
<td>-</td>
<td>47,780,691</td>
<td>88,621,017</td>
<td>1,301,710</td>
<td>233,482,378</td>
<td>16,211,334</td>
<td>11,201,987</td>
<td>12,520,666</td>
<td>-</td>
</tr>
</tbody>
</table>


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12. Tangible capital assets - Continued

During the year, roads, underground networks, and other tangible capital assets contributed to the City totalled $63,299,089 (2022 - $22,081,834) and were capitalized at their fair value at the time of receipt.

13. General insurance coverage

In order to decrease insurance premiums, the City has undertaken a portion of the risk through increased deductibles. The deductibles generally range up to $50,000 depending on the types of claims. Insurance coverage is in place for claims in excess of these deductibles up to various policy limits.

The City has made provision for a Reserve for Self-Insurance for various types of insurance, the balance of which at December 31, 2023 amounted to $903,312 (2022 - $1,215,229), and is reported in Note 16 under Reserves. The City budgets annually for claims related to self-insurance and the difference between budgeted and actual claims during the year is drawn from the reserve fund. In 2023 the amount drawn from the reserve was $336,217 (2022 - $475,837). Claims for all forms of self-insurance during the year amounting to $634,644 (2022 - $603,477), including adjusters’ fees and costs, are reported as an expenditure on the Consolidated Statement of Operations and Accumulated Surplus.

The City has an agreement with members of the Waterloo Region municipalities to purchase property damage and public liability insurance on a group basis and share a retained level of risk. The members pay an annual levy to fund insurance coverage, losses, and contribute to a surplus. The pool has purchased insurance to fund losses above a pre-determined deductible and any losses above a pre-determined total in any year.

14. Contingent liabilities

The City is involved in several legal suits of varying dollar amounts, the outcome of which is not presently determinable. No provision for possible liability has been recorded in these financial statements.

In the event the City is found liable, any amounts not recoverable from City's insurers will be adjusted against future revenues.
15. Budget figures, unaudited

Budget figures reported on the Consolidated Statement of Operations and Accumulated Surplus are based on the 2023 municipal operating and water/wastewater budgets as approved by Council February 21, 2023 and include subsequent amendments.

Approved budget figures have been reclassified and adjusted for the purposes of these financial statements to comply with Public Sector Accounting Board ("PSAB") reporting requirements. The chart below reconciles the approved operating budgets to the amended budget figures:

<table>
<thead>
<tr>
<th>Budget Amount</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Approved operating budget revenues</strong></td>
<td>$ 226,277,800</td>
</tr>
<tr>
<td>Budget amendments and reallocations</td>
<td></td>
</tr>
<tr>
<td>PSAB reporting adjustments:</td>
<td></td>
</tr>
<tr>
<td>Dividends from GrandBridge Corporation</td>
<td>(3,542,400)</td>
</tr>
<tr>
<td>Contributions from reserves and reserve funds</td>
<td>(5,822,000)</td>
</tr>
<tr>
<td><strong>Net operating budget revenues</strong></td>
<td>$ 216,913,400</td>
</tr>
<tr>
<td><strong>Approved operating budget expenses</strong></td>
<td>$ 226,277,800</td>
</tr>
<tr>
<td>Budget amendments and reallocations</td>
<td></td>
</tr>
<tr>
<td>PSAB reporting adjustments:</td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>24,319,309</td>
</tr>
<tr>
<td>Non-tangible capital asset expenditures</td>
<td>6,616,040</td>
</tr>
<tr>
<td>Unfunded accrual for employee future benefit obligation</td>
<td>3,667,385</td>
</tr>
<tr>
<td>Contribution to reserves and reserve funds</td>
<td>(30,909,700)</td>
</tr>
<tr>
<td>Debt principal repayments</td>
<td>(11,252,700)</td>
</tr>
<tr>
<td><strong>Net operating budget expenses</strong></td>
<td>218,718,134</td>
</tr>
<tr>
<td><strong>Net expenses before other income</strong></td>
<td>(1,804,734)</td>
</tr>
</tbody>
</table>
16. Accumulated surplus

Accumulated surplus consists of individual surpluses, reserve funds, and reserves as follows:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserve funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Works</td>
<td>$7,520,997</td>
<td>$11,073,402</td>
</tr>
<tr>
<td>Capital Works Committed</td>
<td>1,890,127</td>
<td>1,714,509</td>
</tr>
<tr>
<td>Wastewater Capital</td>
<td>18,311,127</td>
<td>14,635,376</td>
</tr>
<tr>
<td>Wastewater Rate Stabilization</td>
<td>7,025,120</td>
<td>5,073,115</td>
</tr>
<tr>
<td>Water System Capital</td>
<td>16,835,709</td>
<td>16,280,376</td>
</tr>
<tr>
<td>Water Rate Stabilization</td>
<td>4,236,024</td>
<td>3,883,455</td>
</tr>
<tr>
<td>Cemetery</td>
<td>437,525</td>
<td>753,351</td>
</tr>
<tr>
<td>Equipment</td>
<td>6,529,145</td>
<td>6,603,828</td>
</tr>
<tr>
<td>Facility Maintenance</td>
<td>271,746</td>
<td>1,506,661</td>
</tr>
<tr>
<td>Soccer Facility Capital</td>
<td>329,395</td>
<td>315,534</td>
</tr>
<tr>
<td>Library</td>
<td>433,159</td>
<td>973,886</td>
</tr>
<tr>
<td>Public Art</td>
<td>162,417</td>
<td>306,890</td>
</tr>
<tr>
<td>Energy Conservation</td>
<td>1,997,543</td>
<td>1,874,923</td>
</tr>
<tr>
<td>Economic Development</td>
<td>9,644,284</td>
<td>10,108,172</td>
</tr>
<tr>
<td>Future Employee Benefits</td>
<td>13,619,078</td>
<td>12,204,696</td>
</tr>
<tr>
<td>Workplace Safety and Insurance</td>
<td>2,336,370</td>
<td>2,348,788</td>
</tr>
<tr>
<td>Core Areas Transformation</td>
<td>13,729,353</td>
<td>14,972,122</td>
</tr>
<tr>
<td>Jacob Hespeler Field Capital</td>
<td>375,087</td>
<td>319,462</td>
</tr>
<tr>
<td><strong>Total reserve funds</strong></td>
<td>105,684,206</td>
<td>104,948,546</td>
</tr>
</tbody>
</table>

|                              |               |               |
|**Reserves**                  |               |               |
| Capital Works Debt Retirement| 3,518,180     | 2,310,280     |
| Heritage Conservation        | 84,699        | 71,553        |
| Archives                     | 41,309        | 41,309        |
| Election                     | (23,763)      | (25,130)      |
| Winter Maintenance           | 1,161,664     | 782,591       |
| Hydro Dividend Stabilization | 463,128       | 391,054       |
| Rate Stabilization           | 17,217,723    | 11,087,504    |
| Library Rate Stabilization   | 529,297       | -             |
| Self Insurance               | 903,312       | 1,215,229     |
| Affordable Housing           | 1,276,492     | 1,232,092     |
| Tree Canopy Management       | 1,370,426     | 885,810       |
| Municipal Accommodation Tax  | 1,176,101     | 1,058,775     |
| **Total reserves**           | 27,718,568    | 19,051,067    |

**Total reserve funds and reserves**

|                              | 133,402,774   | 123,999,613   |
16. Accumulated surplus - Continued

<table>
<thead>
<tr>
<th>Surpluses</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in tangible capital assets</td>
<td>845,657,626</td>
<td>754,864,431</td>
</tr>
<tr>
<td>Invested in repair and replacement of assets</td>
<td>36,390,098</td>
<td>4,163,560</td>
</tr>
<tr>
<td>Invested in Government Business Enterprise</td>
<td>140,466,567</td>
<td>136,446,196</td>
</tr>
<tr>
<td>Sanitary sewage systems</td>
<td>858,035</td>
<td>3,159,572</td>
</tr>
<tr>
<td>Water supply system</td>
<td>1,110,565</td>
<td>300,987</td>
</tr>
<tr>
<td>General revenue fund</td>
<td>2,001,967</td>
<td>3,375,147</td>
</tr>
<tr>
<td>Library board</td>
<td>963,814</td>
<td>933,868</td>
</tr>
<tr>
<td>Business improvements areas</td>
<td>99,555</td>
<td>130,254</td>
</tr>
<tr>
<td>Amounts to be recovered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee and post-employment benefits</td>
<td>(79,813,486)</td>
<td>(77,736,143)</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>(67,010,440)</td>
<td>(53,244,200)</td>
</tr>
<tr>
<td>Asset retirement obligations</td>
<td>(1,296,274)</td>
<td>(1,296,274)</td>
</tr>
<tr>
<td><strong>Total surplus</strong></td>
<td><strong>879,428,027</strong></td>
<td><strong>771,097,398</strong></td>
</tr>
</tbody>
</table>

Accumulated surplus

|                  | $1,012,830,801 | $ 895,097,011 |

17. Comparative figures

Certain of the prior year's comparative figures have been reclassed to conform to the current year's presentation.

18. Municipal insurance pool

In 1998, the City entered into an agreement with members of the Waterloo Region Municipalities to purchase property damage and public liability insurance on a group basis and share a retained level of risk. The members pay an annual levy to fund insurance and pre-fund expected losses. The pool has purchased insurance to fund losses above a pre-determined deductible and any losses above a pre-determined total in any year. The City's share of pool levies is 14.13% as of May 31, 2023 (14.41% as of May 31, 2022) and any surplus is 14.03% as of May 31, 2023 (14.16% as of May 31, 2022). The pool's surplus at May 31, 2023 is $3,210,268 (2022 - $5,038,515).
19. Financial instruments and risk management

(a) Credit risk

Credit Risk is the risk that one party to a financial instrument will cause a financial loss of the other party by failing to discharge the obligation. The City is exposed to credit risk from its financial assets including cash and cash equivalents, trade and other receivables, and investments.

The City holds its cash accounts with chartered financial institutions.

Trade and other receivables are primarily from government, corporations, and individuals. The City measures its exposure to credit risk based on how long amounts have been outstanding. As at December 31, 2023, $1,208,322 of accounts receivable were more than 90 days past due. Credit risk is mitigated by a highly diversified nature of debtors and other customers which minimizes its concentration of credit risk. Valuation allowances for accounts receivable are disclosed in Note 5. An impairment allowance is set up based on historical experiences regarding collections.

The City's investment policy governs the investment of surplus cash, reserves and reserve funds, and trust funds in accordance with Ontario Regulation 438/97 made under the Municipal Act. All investment by the municipality will be subject to Section 167 of the Municipal Act and Ontario Regulation 438/97 made under the Municipal Act. The goal of this policy is to invest all available funds of the Corporation in a prudent manner so as to maximize the rate of return while minimizing the degree of risk and ensuring an adequate level of liquidity under the Act.

(b) Liquidity risk

Liquidity risk is the risk that the City will not be able to meet all cash outflow obligations as they come due. The City is exposed to liquidity risk from accounts payable and accrued liabilities. The City mitigates this risk by monitoring cash activities and expected outflows through budgeting and monitoring investments that may be converted into cash to maintain sufficient funds for meeting obligations as they come due. Accounts payable and accrued liabilities are generally due within 30 days. The annual repayment obligations for municipal debt are disclosed in Note 10.

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk, and other price risk.

(i) Foreign currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The City is not exposed to significant currency risk as amounts held and purchases made in foreign currency are insignificant.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The City is exposed to interest rate risk through its investments and long-term debt. The City is not exposed to significant interest rate risk as the City invests solely in investments subject to Section 167 of the Municipal Act and Ontario Regulation 438/97 made under the Municipal Act and long-term debt has interest rates fixed for long periods of time with the debt intended to be repaid in accordance with the terms of the respective loans.
19. Financial instruments and risk management - Continued

(c) Market risk - Continued

(iii) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than current and interest rate risk). The City is not exposed to significant other price risks.

20. Segmented information

The City of Cambridge is a diversified municipal government institution that provides a wide range of services to its citizens, including fire, road, water distribution, sewer collection/conveyance, storm sewer, libraries, and community services.

Segmented information has been prepared by major functional classification of activities provided, consistent with the Consolidated Statement of Operations and Accumulated Surplus and provincially legislated requirements.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 2.
# Notes to the Consolidated Financial Statements
## For the year ended December 31, 2023

### 20. Segmented information - Continued

#### General Government

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>$31,281,008</td>
<td></td>
<td>$31,281,008</td>
</tr>
<tr>
<td>User fees and charges</td>
<td>$1,869,493</td>
<td></td>
<td>$1,869,493</td>
</tr>
<tr>
<td>Penalties and interest on taxes</td>
<td>$3,518,046</td>
<td></td>
<td>$3,518,046</td>
</tr>
<tr>
<td>Investment income</td>
<td>$5,221,052</td>
<td></td>
<td>$5,221,052</td>
</tr>
<tr>
<td>Fines</td>
<td>$263,305</td>
<td></td>
<td>$263,305</td>
</tr>
<tr>
<td>Government transfers - Canada</td>
<td>$370,590</td>
<td></td>
<td>$370,590</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>$82,400</td>
<td></td>
<td>$82,400</td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>$1,223,600</td>
<td></td>
<td>$1,223,600</td>
</tr>
<tr>
<td>Land sales and other</td>
<td>$846,142</td>
<td></td>
<td>$846,142</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>$44,414,331</td>
<td></td>
<td>$44,414,331</td>
</tr>
</tbody>
</table>

| **Other Income**               |           |              |             |
| Grants and transfers related to capital | | | |
| Deferred revenue earned        | $(62,132)  |             | $(62,132)   |
| Government transfers - Ontario | $331,681   |             | $331,681    |
| Government transfers - Federal | $2,814,071 |             | $2,814,071  |
| Contributed tangible capital assets (Note 12) | $5,550,000 |             | $5,550,000  |
| Share of net income for the year from GrandBridge Corporation | $7,110,802 | | $7,110,802 |
| Gain on dilution from prior interest in Energy Plus (Note 7) | $910,743 | | $910,743 |
| Interest earned on reserves    | $1,006,489 |             | $1,006,489  |
| **Total other income**         | $14,846,563|             | $14,846,563 |
| **Total revenues and other income** | $59,260,894|             | $59,260,894 |

#### Protection Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Transportation Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Environmental Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Health Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Social and Family Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Recreation and Cultural Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Planning and Development

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Other Income</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries wages and employee benefits</td>
<td>$25,381,560</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term debt charges</td>
<td>$58,970</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td>$2,825,725</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted services</td>
<td>$4,209,073</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rents and financial expenses</td>
<td>$2,106,322</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External transfers</td>
<td>$921,414</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>$2,507,910</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interfunctional adjustments</td>
<td>$(9,792,627)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$33,678,347</td>
<td></td>
<td>$33,678,347</td>
</tr>
</tbody>
</table>

#### Annual surplus (deficit)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual surplus (deficit)</strong></td>
<td>$25,582,547</td>
<td></td>
<td>$25,582,547</td>
</tr>
</tbody>
</table>
20. Segmented information - Continued
For the year ended December 31, 2022 (Note 3, 17)

<table>
<thead>
<tr>
<th></th>
<th>General Government</th>
<th>Protection Services</th>
<th>Transportation Services</th>
<th>Environmental Services</th>
<th>Health Services</th>
<th>Social and Family Services</th>
<th>Recreation and Cultural Services</th>
<th>Planning and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>$ 32,804,043</td>
<td>$ 29,704,200</td>
<td>$ 11,300,400</td>
<td>$ 919,046</td>
<td>$ 516,600</td>
<td>$ 614,700</td>
<td>$ 23,922,600</td>
<td>$ 3,456,200</td>
<td>$ 103,237,789</td>
</tr>
<tr>
<td>User fees and charges</td>
<td>1,960,577</td>
<td>4,217,977</td>
<td>3,637,957</td>
<td>72,886,700</td>
<td>1,148,575</td>
<td>218,548</td>
<td>4,849,703</td>
<td>1,442,915</td>
<td>90,362,952</td>
</tr>
<tr>
<td>Penalties and interest on taxes</td>
<td>2,819,859</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,819,859</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,487,404</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,487,404</td>
</tr>
<tr>
<td>Fines</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Government transfers - Canada</td>
<td>280,089</td>
<td>-</td>
<td>2,100</td>
<td>-</td>
<td>1,122,642</td>
<td>222,713</td>
<td>-</td>
<td>-</td>
<td>526,168</td>
</tr>
<tr>
<td>Government transfers - Ontario</td>
<td>96,900</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,122,642</td>
<td>222,713</td>
<td>-</td>
<td>-</td>
<td>1,442,255</td>
</tr>
<tr>
<td>Deferred revenue earned</td>
<td>1,224,500</td>
<td>-</td>
<td>307,400</td>
<td>896,800</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,428,700</td>
</tr>
<tr>
<td>Land sales and other</td>
<td>559,033</td>
<td>-</td>
<td>102,363</td>
<td>(940,485)</td>
<td>373,142</td>
<td>4,000</td>
<td>(163,899)</td>
<td>3,811,806</td>
<td>3,745,960</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>42,232,405</td>
<td>34,107,499</td>
<td>15,621,361</td>
<td>73,762,061</td>
<td>2,038,317</td>
<td>1,959,890</td>
<td>29,075,270</td>
<td>8,710,921</td>
<td>207,507,724</td>
</tr>
</tbody>
</table>

| **Other Income**       |                    |                     |                         |                        |                |                           |                                 |                          |          |
| Grants and transfers related to capital |                       |                     |                         |                        |                |                           |                                 |                          |          |
| Deferred revenue earned | (1,372,803)         | 146,192             | 1,378,872               | 3,083,156              | -              | -                         | 2,569,745                      | -                        | 5,805,162 |
| Government transfers - Ontario | 282,997 | 22,064             | -                       | -                      | -              | 75,959                    | 247,017                        | -                        | 628,037 |
| Government transfers - Federal | -                   | -                   | 3,816,963               | 3,380,998              | -              | 820,588                    | -                              | -                        | 8,018,549 |
| Contributed tangible capital assets (Note 12) | -                   | -                   | 3,004,405               | 19,100,288            | -              | (22,859)                   | -                              | -                        | 22,081,834 |
| Share of net income for the year from GrandBridge Corporation | 8,333,926          | -                   | -                       | -                      | -              | -                         | -                              | -                        | 8,333,926 |
| Gain on dilution from prior interest in Energy Plus (Note 7) | 38,329,822         | -                   | -                       | -                      | -              | -                         | -                              | -                        | 38,329,822 |
| Interest earned on reserves | 605,575               | -                   | 313,069                 | 903,671                | 17,363        | -                         | 48,084                        | 677,477                  | 2,565,239 |
| **Total other income** | 46,179,517          | 168,256             | 8,513,309               | 26,468,113             | 17,363        | -                         | 3,491,517                      | 924,494                  | 85,762,569 |
| **Total revenues and other income** | 88,411,922         | 34,275,755          | 24,134,760              | 100,230,174            | 2,055,680     | 1,959,890                  | 32,566,787                    | 9,635,415                | 293,270,293 |

| **Expenses**           |                    |                     |                         |                        |                |                           |                                 |                          |          |
| Salaries wages and employee benefits | 27,641,291          | 28,883,756          | 8,249,206               | 8,087,474             | 1,166,900     | 1,315,918                  | 17,028,313                    | 3,563,011                | 95,935,869 |
| Long term debt charges | 70,360              | -                   | 391,748                 | 417,687                | -              | -                         | 366,520                       | -                        | 1,246,315 |
| Materials              | 6,135,821           | 2,322,192           | 4,286,235               | 3,596,335              | 109,429       | 233,835                    | 4,488,411                      | 1,225,494                | 22,397,752 |
| Contracted services    | 3,714,904           | 2,279,610           | 3,202,358               | 38,129,971             | 175,628       | 99,580                     | 4,232,946                      | 531,718                  | 52,366,715 |
| Rents and financial expenses | 4,790,665          | 145,075             | 230,690                 | 544,829                | 1,902         | -                         | 31,585                        | 70,179                   | 5,814,925 |
| External transfers     | 406,239             | -                   | 31,064                  | -                      | -              | -                         | 1,666,155                      | 3,285,114                | 5,388,572 |
| Amortization of tangible capital assets | 3,898,227          | 804,367             | 6,073,792               | 8,493,333              | 111,375       | -                         | 4,577,946                      | 26,010                   | 24,341,050 |
| Interfunctional adjustments | (8,600,242)       | 936,428             | 272,333                 | 6,593,595              | 236,469       | -                         | (585,823)                     | (24,404)                 | -        |
| **Total expenses**     | 38,057,265          | 35,371,426          | 22,732,466              | 66,219,224             | 1,801,793     | 1,649,333                  | 32,977,699                    | 8,677,122                | 207,491,198 |
| **Annual surplus (deficit)** | $ 50,354,657         | (1,095,671)         | $ 1,397,244             | $ 34,010,950           | $ 253,977     | $ 310,557                  | (410,912)                      | $ 958,293                | 85,779,095 |

Notes to the Consolidated Financial Statements
For the year ended December 31, 2023
KPMG contacts

Key contacts in connection with this engagement

Matthew Betik
Lead Audit Engagement Partner
519-747-8245
mbetik@kpmg.ca

Courtney Cheal, CPA, CA
Senior Manager
519-747-8884
ccheal@kpmg.ca
The purpose of this report is to assist you, as a member of the Audit Committee, in your review of the results of our audit of the financial statements. This report is intended solely for the information and use of Management, the Audit Committee, and the Board of Directors and should not be used for any other purpose or by any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.
We have completed the audit of the financial statements for The Corporation of the City of Cambridge (Cambridge) with the exception of certain remaining outstanding procedures, which are highlighted on the 'Status' slide of this report. Page 6

Audit highlights

Status

No matters to report

Risks and results

Matters to report – see link for details

Uncorrected misstatements

Materiality $5,700,000

Risk of management override of controls

Presumed risk of fraudulent revenue recognition

Other risks of material misstatement

Going concern matters

Total Revenue (in $'000s)

As currently presented $327,908

Uncorrected misstatements $(316)

As a % of the balance (0.10)%

Total Assets (in $'000s)

As currently presented $1,310,999

Uncorrected misstatements $197

As a % of the balance 0.02%

Corrected misstatements

No misstatements identified that were subsequently corrected

Control deficiencies

Significant deficiencies

Policies and practices & Specific topics

Significant unusual transactions

Accounting policies and practices

Other financial reporting matters
Technology highlights
We plan to utilize technology to enhance the quality and effectiveness of the audit.

**KPMG Clara for Client (Kcfc)**
Allows the client team to see the real-time status of the engagement and who from our KPMG team is leading on a deliverable. The tool is used to control the status of audit requirements and as a collaboration site to share files and data.

**KPMG Clara Workflow (KCw)**
A modern, intuitively written, highly applicable audit methodology that allows us to deliver globally consistent engagements. The tool allows us to identify and respond to relevant risks, document our audit procedures, conclusions, and reporting.

**Datasnipper**
Datasnipper is an audit tool that uses optical character recognition and robotic process automation to automate vouching procedures within the audit engagement. It automatically matches specified excel data to the corresponding documents, leaving an audit trail behind for review.

**Monetary Unit Sampling (MUS)**
Sampling tool embedded in our KCw application used by the engagement team to calculate the most efficient sample sizes based on the specific risk considerations of an account and assertion, select and extract items from a population, and evaluate our results after audit procedures have been performed over selected items.
As of April 22, 2024 of preparation of Audit Findings Report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completing certain audit testing procedures, including follow up inquiries and documentation requests;
- Final review on certain procedures;
- Receipt of legal confirmations;
- Completing our discussions with Council;
- Obtaining evidence of Council’s approval of the financial statements; and
- Receipt of the signed management representation letter

We will update Council on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

A draft of our auditor’s report is provided in the draft financial statements.
Materiality

We determine materiality to provide a basis for:
• Determining the nature, timing and extent of risk assessment procedures;
• Identifying and assessing the risks of material misstatement; and
• Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

We also use materiality to evaluate the effect of:
• Identified misstatements on our audit; and
• Uncorrected misstatements, if any, on the financial statements and in forming our opinion.
Materiality

Materiality
$5,700,000
(2022: $5,000,000)

- 2023 Total Revenues and Other Income: $327,908,775 (2022: $293,270,293)
- 2022 Total Revenues and Other Income: $5,700,000 (2022: $5,000,000)

% of Benchmark
- Total Revenues and Other Income: 1.74%
- Total Assets: 0.40%
- Total Expenses: 2.71%

% of Other Relevant Metrics
- Total Assets: 0.42%
- Total Expenses: 2.41%
Significant risks and results

We highlight our significant findings in respect of significant risk.

Management Override of Controls

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

<table>
<thead>
<tr>
<th>Significant risk</th>
<th>Estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant risk</td>
<td>No</td>
</tr>
</tbody>
</table>

Our response

- We tested the design and implementation of controls surrounding the review of journal entries, and the business rationale for significant entries.
- Using our KPMG Clara Journal Entry Analysis Tool, we obtained 100% of the journal entries posted during the year.
- In responding to risks of fraud and management override of controls, we set specific criteria to isolate high risk journal entries and adjustments in order to analyze for further insights into our audit procedures and findings. We focused on journal entries recorded and posted as part of the year-end closing process.
- No issues were noted in the performance of the above procedures.

No significant qualitative aspects to note.
Other risks of material misstatement and results

Asset retirement obligation ("ARO"), new accounting standard adoption

Significant risk

Asset retirement obligation

We are focusing on this area due to this being an estimate with significant judgment used by management and management’s specialists. Additionally, there is complexity of the accounting guidance.

The transition to PS 3280 has required management to retrospectively apply PS 3280 with adjustments to financial information of the comparative year of 2022, which has involved making numerous policy decisions, judgments, and estimates.

Our response

KPMG gained an understanding of the Cambridge’s process for identifying AROs. This includes required estimates, any changes to estimates, how management made the ARO estimate, and the underlying data (methodology; controls; use of experts; assumptions)

KPMG focused on key audit risks:

• We assessed that the AROs reported are complete on the financial statements, and have verified that all required assets have been identified as in-scope

• We assessed if management’s measurement of the obligation appropriate and based on reliable data and costing models through inspection of management’s policy compared to the standard, and assessment of data inputs used in determining the estimate, such as square footage of buildings and costs of remediation

• Management has correctly applied the Modified Retrospective transition method

• Management has adequate documentation of the process and audit working papers enabling auditability

Estimate?

Yes

Significant qualitative aspects of the City’s accounting practices

No significant qualitative aspects to note.
Other risks of material misstatement and results

Financial instruments and financial statement presentation, new accounting and presentation standard

Significant risk

Financial instruments and financial statement presentation - Risk of error over completeness, existence, accuracy and presentation of financial instruments.

Estimate?

No

Our response

- We gained an understanding of the Cambridge’s process for identifying financial instruments.
- We obtained and reviewed management’s policy for financial instruments; equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, are recorded at cost or amortized cost.
- The City has principal protected notes (PPN) that have an embedded derivative attached to them. The City has elected to measure at fair value the whole instrument instead of bifurcating the embedded derivative and fair valuing the derivative separately. The identification of embedded derivatives are allowed and will be prospectively applied as of the date of transition, January 1, 2023, therefore all PPNs are at amortized cost as of December 31, 2023. We has assessed this as reasonable and appropriately included in the notes to the financial statements.
- We confirmed investments with Custodians

Significant qualitative aspects of the City’s accounting practices

No significant qualitative aspects to note.
Other risks of material misstatement and results

Obligatory reserve fund revenue and deferred revenue

Obligatory reserve fund revenue and other deferred grant revenue. We are focusing on this area due to revenue recognized from development charge reserve fund is subject to judgment as capital projects must be growth related in nature. Additionally, we will focus on deferred revenue from the federal and provincial governments.

Our response

- We have performed statistical sampling and reconciled to agreement, cash received and revenue reported for the fiscal year.
- We have performed statistical sampling over contributions received and contributions recognized in deferred revenue and obtained supporting documentation to ensure the contribution was received and the funds were used for expenditures that are growth related in nature.
- No issues noted.

Significant qualitative aspects of the City’s accounting practices

No significant qualitative aspects to note.
Other risks of material misstatement and results

## Tangible Capital Assets

<table>
<thead>
<tr>
<th>Significant risk</th>
<th>Estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible capital assets</td>
<td>No</td>
</tr>
</tbody>
</table>

We are focusing on this area due to the significance of the account balances and the fact that there is a risk of error in inappropriately recognizing costs as either capital or operating.

### Our response

- Discussion over capitalization policies and their application with management
- Performed statistical sampling to select tangible capital asset additions and retirements in the year.
- Tested expense accounts to ensure that items related to tangible capital assets were not inappropriately expensed in 2023.
- Tested the reasonableness of amortization expense.

- During our audit procedures over repairs and maintenance it was noted that there were some expenditures that were expensed in 2023 that were incurred in prior years and therefore should have been expensed in the year incurred. Management's policy is to capitalize all costs in work in progress until the project is substantially complete and then determine if parts should be expensed or capitalized. This should be done on an annual basis instead of when the project is substantially complete. Please see our uncorrected misstatement schedule on page 16.

### Significant qualitative aspects of the City's accounting practices

No significant qualitative aspects to note.
Other risks of material misstatement and results

Post-employment benefits

<table>
<thead>
<tr>
<th>Significant risk</th>
<th>Estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-employment benefits</td>
<td>No</td>
</tr>
</tbody>
</table>

We are focusing on this area due to this being an estimate with significant judgment used by management and management’s specialists. Additionally, there is complexity of the accounting guidance.

**Our response**

- Communicated with management’s actuarial specialists.
- Management’s process for identification and making accounting estimates are consistent with prior year.
- Assessed the reasonableness of assumptions used, and tested the appropriateness of the underlying data, including employee populations.
- We used the work of the Nexus Actuarial Consultants Ltd. (Actuarial Consultant) in our audit of the accounts and disclosures.
- No issues were noted in the performance of the above procedures.

**Significant qualitative aspects of the City’s accounting practices**

No significant qualitative aspects to note.
Uncorrected misstatements and corrected misstatements

Uncorrected misstatements include financial presentation and disclosure omissions.

Impact of uncorrected misstatements – Not material to the financial statements

- The management representation letter includes the Summary of Uncorrected Misstatements, which discloses the impact of all uncorrected misstatements considered to be other than clearly trivial
  - This includes the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole
- Based on both qualitative and quantitative considerations, management have decided not to correct certain misstatements and represented to us that the misstatements —individually and in the aggregate—are, in their judgment, not material to the financial statements. This management representation is included in the management representation letter.
- We concur with management’s representation that the uncorrected misstatements are not material to the financial statements. Accordingly, the uncorrected misstatements have no effect on our auditor's report.
- We did not identify any misstatements that were communicated to management and subsequently corrected in the financial statements.

Below is a summary of the impact of the uncorrected misstatement:

<table>
<thead>
<tr>
<th></th>
<th>Revenue (in $'000s)</th>
<th>Total assets (in $'000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>As currently presented</td>
<td>$327,908</td>
<td>$1,310,999</td>
</tr>
<tr>
<td>Uncorrected misstatements</td>
<td>$(316)</td>
<td>$197</td>
</tr>
<tr>
<td>As a % of the balance</td>
<td>(0.10)%</td>
<td>0.02%</td>
</tr>
</tbody>
</table>
## Individually significant uncorrected misstatements

### Uncorrected audit misstatements:

<table>
<thead>
<tr>
<th>Description of individually significant misstatements</th>
<th>Income effect</th>
<th>Financial position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roll forward of prior year uncorrected misstatements</td>
<td>(Decrease) 320,607</td>
<td>(Decrease) -</td>
</tr>
<tr>
<td>To record accrual for contingent liability relating to a matter that was settled after year but before issuance of financial statements</td>
<td>(1,788,458)</td>
<td>197,542</td>
</tr>
<tr>
<td>To record a projected misstatement relating to expensing repairs and maintenance in the current year which related to prior years</td>
<td>1,152,125</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(315,726)</strong></td>
<td><strong>197,542</strong></td>
</tr>
</tbody>
</table>
Control deficiencies

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Entity’s preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.

No significant control deficiencies were identified throughout the audit.
Accounting policies and practices

Initial selection

The following new accounting policies and practices were selected and applied during the period.

- PSAS 3280 Asset Retirement Obligations
- PS 1201 Financial Statement Presentation
- PS 3450 Financial Instruments
- PS 3401 Portfolio Investments
- PS 2601 Foreign Currency Translation

Changes to material accounting policies and practices and the impact on the financial statements are disclosed in Note 3 to the financial statements.

The new accounting standard for asset retirement obligations had a significant impact on the financial statements. At adoption, there was an adjustment to lower the opening equity of $855,104 to set up the asset retirement obligation.

The remaining new standards did not have a significant impact on the City’s financial statements.

Revised

There were no changes to accounting policies and practices during the year, other than the above new accounting standards.

Significant qualitative aspects

No significant qualitative aspects of accounting policies and practices
We also highlight the following:

**Financial statement presentation - form, arrangement, and content**

The form, arrangement, and content of the financial statements are appropriate for the size, scope, and industry of the organization.

**Concerns regarding application of new accounting pronouncements**

Next year the City of Cambridge will have to adopt PS 3400 Revenue, Public Sector (PS) guideline 8 – Purchased intangibles, and PS 3160 Public private partnerships.

Management will be assessing the impact of the above new accounting standards for 2024. Management and KPMG do not believe the impact of the new standards to be significant. See Appendix: Accounting Standards for proposed future accounting standards.

**Significant qualitative aspects of financial statement presentation and disclosure**

There are no concerns with respect to the presentation or disclosure of the financial statements; the financial statement presentation and disclosure is considered appropriate for the organization.
## Specific topics

We have highlighted the following that we would like to bring to your attention:

<table>
<thead>
<tr>
<th>Matter</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illegal acts, including noncompliance with laws and</td>
<td>No matters to report</td>
</tr>
<tr>
<td>regulations, or fraud</td>
<td></td>
</tr>
<tr>
<td>Other information in documents containing the audited</td>
<td>No matters to report</td>
</tr>
<tr>
<td>financial statements</td>
<td></td>
</tr>
<tr>
<td>Significant difficulties encountered during the audit</td>
<td>No matters to report</td>
</tr>
<tr>
<td>Difficult or contentious matters for which the auditor</td>
<td>No matters to report</td>
</tr>
<tr>
<td>consulted</td>
<td></td>
</tr>
<tr>
<td>Management’s consultation with other accountants</td>
<td>No matters to report</td>
</tr>
<tr>
<td>Disagreements with management</td>
<td>No matters to report</td>
</tr>
<tr>
<td>Related parties</td>
<td>No matters to report</td>
</tr>
<tr>
<td>Significant issues in connection with our appointment or</td>
<td>No matters to report</td>
</tr>
<tr>
<td>retention</td>
<td></td>
</tr>
<tr>
<td>Other matters that are relevant matters of governance</td>
<td>No matters to report</td>
</tr>
<tr>
<td>interest</td>
<td></td>
</tr>
</tbody>
</table>
Independence

The services are not prohibited, and threats to our independence, if any, resulting from the provision of the services will be eliminated or reduced to an acceptable level. Further details on the services and the assessment of the potential effects on our independence are included on the slides that follow.

We are not aware of any relationships or other matters between our firm and the Organization that, in our professional judgement, may reasonably be thought to bear on our independence.

### Matters that could impact our fee

The proposed fees outlined above are based on the assumptions described in the engagement letter. The critical assumptions, and factors that cause a change in our fees, include:

- Audit readiness, including delays in the receipt of requested working papers, audit samples, inquiries and financial statements information from the agreed upon timelines, and the books and records being properly closed at the start of our year-end audit work;
- The availability, participation and responsiveness of key City of Cambridge team members during the audit;
- Significant changes to internal control over financial reporting;
- Significant changes in the nature or size of the operations of City of Cambridge beyond those contemplated in our planning processes;
- Significant unusual and/or complex transactions;
- Changes in the timing of our work;
- Other significant issues (e.g. cyber security breaches, change in IT systems);
- Any accounting advice

<table>
<thead>
<tr>
<th>Audit services</th>
<th>Fee</th>
<th>Fee structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit of financial statements of City of Cambridge for the year ending December 31, 2023</td>
<td>$ 63,200</td>
<td>Fixed</td>
</tr>
</tbody>
</table>

We are not aware of any relationships or other matters between our firm and the Organization that, in our professional judgement, may reasonably be thought to bear on our independence.
Audit of the financial statements of the following:

- The Corporation of the City of Cambridge for the year ending December 31, 2023, in accordance with Canadian public sector accounting standards

- The Corporation of the City of Cambridge Trust Funds for the year ending December 31, 2023, in accordance with Canadian public sector accounting standards

- Financial statements of Downtown Cambridge Business Improvement Area for the year ending December 31, 2023, in accordance with Canadian public sector accounting standards

- Financial statements of Preston Towne Centre Business Improvement Area for the year ending December 31, 2023, in accordance with Canadian public sector accounting standards

- Financial statements of Hespeler Village Business Improvement Area for the year ending December 31, 2023, in accordance with Canadian public sector accounting standards

Audit of the statement of revenue and expenditures for the Community Support Services Program for the period ending March 31, 2024, in accordance with Canadian public sector accounting standards.

Such services are provided by the auditor pursuant to statutory or regulatory requirements and are permitted under CPA Code and IESBA independence rules.
Independence: Additional detail

Professional accounting services to assist Cambridge initiative to implement PS 3280, asset retirement obligations for the fiscal year ended December 31, 2023.

The proposed services are not prohibited under CPA Code or IESBA independence rules. The advisory services will not involve contingent fees. The advisory work is led by a Partner from an office other than that of the Lead Partner for the financial statements. Additionally, the project team for the advisory work was comprised entirely of team members independent of the financial statement audit. Lastly, the nature and extent of audit procedures performed by the audit team over the ARO work will not be reduced from what normally be to support the financial statement audit opinion.

KPMG advisory is not considered the preparer or the developer of the information or project. Management assumes responsibility to review and otherwise attempt to verify the accuracy or completeness of the information provided.
Appendix: Other required communications

Engagement terms

A copy of the engagement letter is included in Appendix: Engagement Letter

CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- CPAB Audit Quality Insights Report: 2021 Annual Inspections Results
- CPAB Audit Quality Insights Report: 2022 Annual Inspections Results
- CPAB Audit Quality Insights Report: 2023 Interim Inspections Results
Appendix: Management representation letter
We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the financial statements (hereinafter referred to as "financial statements") of The Corporation of the City of Cambridge ("the Entity") as at and for the period ended December 31, 2023.

GENERAL:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in Attachment I to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

RESPONSIBILITIES:

1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated October 4, 2019, including for
   a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
   b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements ("relevant information"), such as financial records, documentation and other matters, including:
      – the names of all related parties and information regarding all relationships and transactions with related parties;
      – the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in summaries.
   c) providing you with unrestricted access to such relevant information.
   d) providing you with complete responses to all enquiries made by you during the engagement.
   e) providing you with additional information that you may request from us for the purpose of the engagement.
   f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.

h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

INTERNAL CONTROL OVER FINANCIAL REPORTING:

2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:

3) We have disclosed to you:
   a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
   b) all information in relation to fraud or suspected fraud that we are aware of that involves:
      − management;
      − employees who have significant roles in internal control over financial reporting; or
      − others
      where such fraud or suspected fraud could have a material effect on the financial statements.
   c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
   d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
   e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

SUBSEQUENT EVENTS:

4) All events subsequent to the date of the financial statements and through to the date of the review report for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

RELATED PARTIES:

5) We have disclosed to you the identity of the Entity’s related parties.

6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.

7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.
ESTIMATES:

8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

GOING CONCERN:

9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.

MISSTATEMENTS:

10) The effects of the uncorrected misstatements described in Attachment II are immaterial, both individually and in the aggregate, to the financial statements as a whole

11) We reaffirm that the uncorrected misstatements described in Attachment II for the year ended December 31, 2022, are immaterial, both individually and in the aggregate, to the financial statements as a whole

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission (“SEC”) Issuer (as defined by the Sarbanes-Oxley Act of 2002).

13) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

By: Sheryl Ayres, Chief Financial Officer

By: Sheena Pawliwec, Director of Finance and Deputy Treasurer

By: Mirna Raponi, Manager of Accounting and Financial Reporting
Attachment I – Definitions

MATERIALITY
Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity’s own circumstances.

FRAUD & ERROR
Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity’s assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Related parties
In accordance with Public Sector Accounting Board (PSAB) related party is defined as:

- A related party exists when one party has the ability to exercise control or shared control over the other. Two or more parties are related when they are subject to common control or shared control. Related parties also include key management personnel and close family members.

In accordance with Public Sector Accounting Board (PSAB) a related party transaction is defined as:

- A transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party. These transfers are related party transactions whether or not there is an exchange of considerations or transactions have been given accounting recognition. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.
### Summary of Audit Misstatements - Uncorrected

**Corporation of the City of Cambridge**

For Period Ended: December 31, 2023

**Final Materiality:** 5,700,000.00

<table>
<thead>
<tr>
<th>ID</th>
<th>Description of misstatement</th>
<th>Factual, judgmental or projected misstatement?</th>
<th>Accounts (if applicable)</th>
<th>Debit</th>
<th>Credit</th>
<th>Income effect of correcting the balance sheet in prior period (as if pro forma from prior period)</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to Rollover method</th>
<th>Surplus financial assets</th>
<th>Liabilities</th>
<th>Non-financial assets</th>
<th>Operating Activities</th>
<th>Investing Activities</th>
<th>Capital Financing</th>
<th>Financing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY SAM</td>
<td>Rollforward of prior year entry - Terminated accrued liabilities that were not recorded in 2023 but relate to 2022</td>
<td>Factual accounts</td>
<td>General government</td>
<td>0</td>
<td>519,276</td>
<td>(519,276)</td>
<td>(519,276)</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY SAM</td>
<td>Rollforward of prior year entry - Accrue for retro-active tax on expected final collective agreement</td>
<td>Factual accounts</td>
<td>General government</td>
<td>0</td>
<td>(576,632)</td>
<td>(576,632)</td>
<td>(576,632)</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY SAM</td>
<td>Rollforward of prior year entry - To record the understatement of contributed capital in 2023</td>
<td>Factual accounts</td>
<td>Contributed capital</td>
<td>0</td>
<td>(996,942)</td>
<td>(996,942)</td>
<td>(996,942)</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAM 1</td>
<td>To record an error for repairs and maintenance testing that relate to prior period expenses</td>
<td>Factual accounts</td>
<td>General government</td>
<td>1,788,458</td>
<td>(1,788,458)</td>
<td>1,788,458</td>
<td>(1,788,458)</td>
<td>1,788,458</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAM 1</td>
<td>To record an overstatement for contingent liability relating to legal claim</td>
<td>Factual accounts</td>
<td>Legal expense</td>
<td>0</td>
<td>(197,542)</td>
<td>0</td>
<td>197,542</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAM 1</td>
<td>To record an understatement of contributed assets in 2021</td>
<td>Factual accounts</td>
<td>Contributed capital</td>
<td>1,152,125</td>
<td>(1,152,125)</td>
<td>1,152,125</td>
<td>(1,152,125)</td>
<td>1,152,125</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate effect of uncorrected audit misstatements (before tax):**

<table>
<thead>
<tr>
<th>Debit</th>
<th>Credit</th>
<th>Income effect of correcting the balance sheet in prior period (as if pro forma from prior period)</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to Rollover method</th>
<th>Surplus financial assets</th>
<th>Liabilities</th>
<th>Non-financial assets</th>
<th>Operating Activities</th>
<th>Investing Activities</th>
<th>Capital Financing</th>
<th>Financing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>315,726</td>
<td>1,788,458</td>
<td>197,542</td>
<td>0</td>
<td>(1,986,000)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Tax effect:**

<table>
<thead>
<tr>
<th>Debit</th>
<th>Credit</th>
<th>Income effect of correcting the balance sheet in prior period (as if pro forma from prior period)</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to Rollover method</th>
<th>Surplus financial assets</th>
<th>Liabilities</th>
<th>Non-financial assets</th>
<th>Operating Activities</th>
<th>Investing Activities</th>
<th>Capital Financing</th>
<th>Financing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>315,726</td>
<td>1,788,458</td>
<td>197,542</td>
<td>0</td>
<td>(1,986,000)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Financial statement amounts (after final financial statements):**

<table>
<thead>
<tr>
<th>Debit</th>
<th>Credit</th>
<th>Income effect of correcting the balance sheet in prior period (as if pro forma from prior period)</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to Rollover method</th>
<th>Surplus financial assets</th>
<th>Liabilities</th>
<th>Non-financial assets</th>
<th>Operating Activities</th>
<th>Investing Activities</th>
<th>Capital Financing</th>
<th>Financing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>(117,719,705)</td>
<td>(6,017,819,875)</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
<td>861,388,975</td>
</tr>
</tbody>
</table>

**Uncorrected audit misstatements as a percentage of financial statement amounts (after tax):**

<table>
<thead>
<tr>
<th>Debit</th>
<th>Credit</th>
<th>Income effect of correcting the balance sheet in prior period (as if pro forma from prior period)</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to Rollover method</th>
<th>Surplus financial assets</th>
<th>Liabilities</th>
<th>Non-financial assets</th>
<th>Operating Activities</th>
<th>Investing Activities</th>
<th>Capital Financing</th>
<th>Financing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.27%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
### Summary of Audit Misstatements - Uncorrected

**Entity:** City of Cambridge  
**For Period Ended:** December 31, 2022

**Method Used to Quantify Audit Misstatements:** Rollover method  
**Final Materiality:** 5,000,000

<table>
<thead>
<tr>
<th>ID</th>
<th>Description of misstatement</th>
<th>Factual or judgmental or projected misstatement?</th>
<th>Accounts Affecting</th>
<th>Debit (Credit)</th>
<th>Income effect of correcting the balance sheet in prior period (before tax)</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to Rollover method</th>
<th>Income effect according to tax</th>
<th>Income effect of correcting the current period balance sheet</th>
<th>Income effect according to tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAM 1</td>
<td>Add accrued expense for contingent liability relating to legal claim</td>
<td>Factual</td>
<td>accounts</td>
<td>(500,000)</td>
<td>(500,000)</td>
<td>500,000</td>
<td>300,000</td>
<td>500,000</td>
<td>(500,000)</td>
<td>500,000</td>
</tr>
<tr>
<td>SAM 2</td>
<td>Add accrued expense relating to contributed assets in 2022</td>
<td>Factual</td>
<td>accounts</td>
<td>(600,000)</td>
<td>(600,000)</td>
<td>600,000</td>
<td>200,000</td>
<td>600,000</td>
<td>(600,000)</td>
<td>600,000</td>
</tr>
<tr>
<td>SAM 3</td>
<td>Add accrued expense for contingent liability relating to legal claim</td>
<td>Factual</td>
<td>accounts</td>
<td>(3,947,877)</td>
<td>(3,947,877)</td>
<td>3,947,877</td>
<td>(3,947,877)</td>
<td>3,947,877</td>
<td>(3,947,877)</td>
<td>3,947,877</td>
</tr>
<tr>
<td>SAM 4</td>
<td>Add accrued expense relating to contributed assets in 2022</td>
<td>Factual</td>
<td>accounts</td>
<td>(996,942)</td>
<td>(996,942)</td>
<td>996,942</td>
<td>996,942</td>
<td>996,942</td>
<td>996,942</td>
<td>996,942</td>
</tr>
<tr>
<td>SAM 5</td>
<td>Add accrued expense for contingent liability relating to legal claim</td>
<td>Factual</td>
<td>accounts</td>
<td>519,276</td>
<td>519,276</td>
<td>519,276</td>
<td>519,276</td>
<td>519,276</td>
<td>519,276</td>
<td>519,276</td>
</tr>
<tr>
<td>SAM 7</td>
<td>Add accrued expense for contingent liability relating to legal claim</td>
<td>Factual</td>
<td>accounts</td>
<td>(576,632)</td>
<td>(576,632)</td>
<td>576,632</td>
<td>576,632</td>
<td>576,632</td>
<td>576,632</td>
<td>576,632</td>
</tr>
<tr>
<td>SAM 8</td>
<td>Add accrued expense relating to contributed assets in 2022</td>
<td>Factual</td>
<td>accounts</td>
<td>1,765,552</td>
<td>1,765,552</td>
<td>1,765,552</td>
<td>1,765,552</td>
<td>1,765,552</td>
<td>1,765,552</td>
<td>1,765,552</td>
</tr>
<tr>
<td>SAM 9</td>
<td>Add accrued expense for contingent liability relating to legal claim</td>
<td>Factual</td>
<td>accounts</td>
<td>2,935,014</td>
<td>2,935,014</td>
<td>2,935,014</td>
<td>2,935,014</td>
<td>2,935,014</td>
<td>2,935,014</td>
<td>2,935,014</td>
</tr>
<tr>
<td>SAM 10</td>
<td>Add accrued expense relating to contributed assets in 2022</td>
<td>Factual</td>
<td>accounts</td>
<td>676,982</td>
<td>676,982</td>
<td>676,982</td>
<td>676,982</td>
<td>676,982</td>
<td>676,982</td>
<td>676,982</td>
</tr>
<tr>
<td>SAM 11</td>
<td>Add accrued expense for contingent liability relating to legal claim</td>
<td>Factual</td>
<td>accounts</td>
<td>298,273</td>
<td>298,273</td>
<td>298,273</td>
<td>298,273</td>
<td>298,273</td>
<td>298,273</td>
<td>298,273</td>
</tr>
</tbody>
</table>

### Aggregate effect of uncorrected audit misstatements (before tax)

<table>
<thead>
<tr>
<th>Item</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Statement Effect</td>
<td>1,222,462</td>
<td>1,472,732</td>
<td>250,270</td>
<td>1,472,732</td>
<td>57,356</td>
</tr>
<tr>
<td>Balance Sheet Effect</td>
<td>1,152,462</td>
<td>1,472,732</td>
<td>250,270</td>
<td>1,472,732</td>
<td>57,356</td>
</tr>
</tbody>
</table>

### Tax effect

<table>
<thead>
<tr>
<th>Item</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Statement Effect</td>
<td>1,222,462</td>
<td>1,472,732</td>
<td>250,270</td>
<td>1,472,732</td>
<td>57,356</td>
</tr>
<tr>
<td>Balance Sheet Effect</td>
<td>1,152,462</td>
<td>1,472,732</td>
<td>250,270</td>
<td>1,472,732</td>
<td>57,356</td>
</tr>
</tbody>
</table>

### Uncorrected audit misstatements as a percentage of financial statement amounts (after tax)

<table>
<thead>
<tr>
<th>Item</th>
<th>Percentage</th>
<th>Percentage</th>
<th>Percentage</th>
<th>Percentage</th>
<th>Percentage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Statement Effect</td>
<td>0.29%</td>
<td>0.16%</td>
<td>0.01%</td>
<td>0.07%</td>
<td>0.71%</td>
<td>1.67%</td>
</tr>
<tr>
<td>Balance Sheet Effect</td>
<td>0.29%</td>
<td>0.16%</td>
<td>0.01%</td>
<td>0.07%</td>
<td>0.71%</td>
<td>1.67%</td>
</tr>
</tbody>
</table>

---

**Cash Flow Effect**

- **Increase (Decrease)**
  - **Correcting Entry Necessary at Current Period End**
  - **Income Statement Effect - Debit (Credit)**
  - **Balance Sheet Effect - Debit (Credit)**

<table>
<thead>
<tr>
<th>Item</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
<th>Debit (Credit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debit (Credit)</td>
<td>1,152,125</td>
<td>0</td>
<td>1,152,125</td>
<td>0</td>
<td>1,152,125</td>
</tr>
</tbody>
</table>

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*Page 268 of 677*
Appendix: Engagement letter
KPMG LLP  
115 King Street South  
2nd floor  
Waterloo ON N2J 5A3  
Canada  
Tel 519-747-8600  
Fax 519-747-8830

PRIVATE & CONFIDENTIAL

Ms. Sheryl Ayres  
Treasurer  
Corporation of the City of Cambridge  
Cambridge City Hall  
50 Dickson Street  
Cambridge, Ontario N1R 8S1

October 4, 2019

Dear Ms. Ayres:

The purpose of this letter is to outline the terms of our engagement for the Corporation of the City of Cambridge and its subsidiaries (the "Entity") commencing for the periods ending December 31, 2019. We will issue reports on the financial statements of the Entity as follows:

<table>
<thead>
<tr>
<th>Entity</th>
<th>Report</th>
<th>Basis of Financial Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Corporation of the City of Cambridge</td>
<td>Audit</td>
<td>Consolidated</td>
</tr>
<tr>
<td>2 Trust Funds Administered by the City of Cambridge</td>
<td>Audit</td>
<td></td>
</tr>
<tr>
<td>3 The Cambridge Public Library Board (o/s Idea Exchange)</td>
<td>Audit</td>
<td></td>
</tr>
<tr>
<td>4 Preston Towne Centre Business Improvement Area</td>
<td>Audit</td>
<td></td>
</tr>
<tr>
<td>5 Downtown Cambridge Business Improvement Area</td>
<td>Audit</td>
<td></td>
</tr>
<tr>
<td>6 Hespeler Village Business Improvement Area</td>
<td>Audit</td>
<td></td>
</tr>
<tr>
<td>7 Annual Reconciliation Report (ARR) for the Ministry of Health &amp; Long-Term Care</td>
<td>Financial information (Audit)</td>
<td></td>
</tr>
</tbody>
</table>

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. KPMG Canada provides services to KPMG LLP.
The terms of the engagement outlined in this letter will continue in effect from period to period, unless amended or terminated in writing. The attached Terms and Conditions and any exhibits, attachments and appendices hereto and subsequent amendments form an integral part of the terms of this engagement and are incorporated herein by reference (collectively the "Engagement Letter").

FINANCIAL REPORTING FRAMEWORK FOR THE FINANCIAL STATEMENTS

The annual financial statements will be prepared and presented in accordance with Canadian public sector accounting standards (hereinafter referred to as the "financial reporting framework").

The annual financial statements will include an adequate description of the financial reporting framework.

MANAGEMENT'S RESPONSIBILITIES

Management responsibilities are described in Appendix – Management’s Responsibilities.

An audit does not relieve management or those charged with governance of their responsibilities.

AUDITORS' RESPONSIBILITIES

Our responsibilities are described in Appendix – Auditors' Responsibilities.

If management does not fulfill the responsibilities above, we cannot complete our audit.

AUDITORS' DELIVERABLES

The expected form and content of our report(s) is provided in Appendix – Expected Form of Report. However, there may be circumstances in which a report may differ from its expected form and content.

In addition, if we become aware of information that relates to the after we have issued our audit report, but which was not known to us at the date of our audit report, and which is of such a nature and from such a source that we would have investigated that information had it come to our attention during the course of our audit, we will, as soon as practicable: (1) communicate such an occurrence to those charged with governance; and (2) undertake an investigation to determine whether the information is reliable and whether the facts existed at the date of our audit report. Further, management agrees that in conducting that investigation, we will have the full cooperation of the Entity’s personnel. If the subsequently discovered information is found to be of such a nature that: (a) our audit report would have been affected if the information had been known as of the date of our audit report; and (b) we believe that the audit report is currently being relied upon or is likely to be relied upon by someone who would attach importance to the information, appropriate steps will be taken by KPMG and appropriate steps will also be taken by the Entity to prevent further reliance on our audit report.

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Such steps include, but may not be limited to, appropriate disclosures by the Entity to the users of the financial statements and audit report thereon of the newly discovered facts and the impact to the financial statements.

**AUDIT OF HISTORICAL FINANCIAL INFORMATION OTHER THAN FINANCIAL STATEMENTS**

**FINANCIAL REPORTING FRAMEWORK FOR THE FINANCIAL INFORMATION**

The other historical financial information will be prepared and presented in accordance with the financial reporting provisions of the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and Chapter 11 of the Community Annual Planning Submissions (CAPS) Guidelines issued by the Ministry of Health and Long-Term Care. (hereinafter referred to as the "financial reporting framework").

The other historical financial information will include an adequate description of the financial reporting framework.

This other historical financial information will be prepared for the purpose of meeting the financial reporting requirements and for the use of Ministry of Long-Term Care and the Local Health Integration Network. The purpose and use will be disclosed in the notes to the other historical financial information.

It is understood that because the other historical financial information is prepared in accordance with a special purpose financial reporting framework that the other historical financial information will not be distributed to parties outside of the specified users.

**MANAGEMENT'S RESPONSIBILITIES**

Management responsibilities are described in Appendix – Management’s Responsibilities.

An audit does not relieve management or those charged with governance of their responsibilities.

**AUDITORS’ RESPONSIBILITIES**

Our responsibilities are described in Appendix – Auditors’ Responsibilities.

If management does not fulfill the responsibilities above, we cannot complete our audit.

**AUDITORS’ DELIVERABLES**

The expected form and content of our report(s) is provided in Appendix – Expected Form of Report. However, there may be circumstances in which a report may differ from its expected form and content.

In addition, if we become aware of information that relates to the other historical financial information after we have issued our audit report, but which was not known to us at the date of our audit report, and which is of such a nature and from such a source that we would have investigated that information had it come to our attention during the course
of our audit, we will, as soon as practicable: (1) communicate such an occurrence to those charged with governance; and (2) undertake an investigation to determine whether the information is reliable and whether the facts existed at the date of our audit report.

Further, management agrees that in conducting that investigation, we will have the full cooperation of the Entity’s personnel. If the subsequently discovered information is found to be of such a nature that: (a) our audit report would have been affected if the information had been known as of the date of our audit report; and (b) we believe that the audit report is currently being relied upon or is likely to be relied upon by someone who would attach importance to the information, appropriate steps will be taken by KPMG, appropriate steps will also be taken and expected by the Entity to prevent further reliance on our audit report. Such steps include, but may not be limited to, appropriate disclosures by the Entity to the users of the other historical financial information and audit report thereon of the newly discovered facts and the impact to the other historical financial information.

**ADDITIONAL RESPONSIBILITIES REGARDING “OTHER INFORMATION”**

“Other information” is defined in professional standards to be the financial or non-financial information (other than the financial statements and the auditors’ report thereon) included in the “annual report”. An “annual report” is defined in professional standards to comprise a document or combination of documents. Professional standards also indicate that:

- an annual report is prepared typically on an annual basis in accordance with law, regulation or custom (i.e., is reoccurring)
- an annual report contains or accompanies the financial statements and the auditors’ report thereon
- an annual report’s purpose is to provide owners (or similar stakeholders) with information on the Entity’s:
  - operations; and/or
  - financial results and financial position as set out in the financial statements.

Based on discussions with management, the following are expected to meet the definition of an “annual report” under professional standards:

- The document likely to be entitled Annual Report

Management agrees, when possible, to provide us with the final versions of the document(s) comprising the “annual report” prior to the date of our auditors’ report on the financial statements. If that timing is not possible, management agrees to provide us with the final versions of the document(s) comprising the “annual report” prior to the entity’s issuance so that we can complete our responsibilities required under professional standards.
Management is responsible for the "other information". Our responsibility is to read the "other information" and, in doing so, consider whether such information is materially inconsistent with:

- the ; or
- our knowledge obtained in the audit.

Our responsibility is also to remain alert for indications that the "other information" appears to be materially misstated.

Our auditors' report on the , when applicable under professional standards, will contain a separate section where we will report on this "other information".

INCOME TAX COMPLIANCE AND ADVISORY SERVICES

Tax compliance and advisory services are outside the scope of this letter. These services will be subject to the terms and conditions of a separate engagement letter.

FEES

Appendix - Fees for Professional Services to this letter lists our fees for professional services to be performed under this Engagement Letter.

* * * * * * * * *

We are available to provide a wide range of services beyond those outlined above. Additional services are subject to separate terms and arrangements.

We are proud to provide you with the services outlined above and we appreciate your confidence in our work. We shall be pleased to discuss this letter with you at any time. If the arrangements and terms are acceptable to the Entity, please sign the duplicate of this letter in the space provided and return it to us.

Yours very truly,

Matthew Betik, CPA, CA
Partner, responsible for the engagement and its performance, and for the report that is issued on behalf of KPMG LLP, and who, where required, has the appropriate authority from a professional, legal or regulatory body
519-747-8245
Enclosure

The terms of the engagement for Corporation of the City of Cambridge set out are as agreed:

______________________________
Sheryl Ayres, Treasurer

10/10/19

Date (DD/MM/YY)
Appendix - Management’s Responsibilities

Management acknowledges and understands that they are responsible for:

(a) the preparation and fair presentation of the financial statements in accordance with the financial reporting framework referred to above.
(b) providing us with all information of which management is aware that is relevant to the preparation of the such as financial records, documentation and other matters, including:
   - the names of all related parties and information regarding all relationships and transactions with related parties
   - complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors, and committees of the board of directors that may affect the. All significant actions are to be included in such summaries.
(c) providing us with unrestricted access to such relevant information.
(d) providing us with complete responses to all enquiries made by us during our engagement.
(e) providing us with additional information that we may request from management for the purpose of the engagement.
(f) providing us with unrestricted access to persons within the Entity from whom we determine it necessary to obtain evidence.
(g) such internal control as management determines is necessary to enable the preparation of that are free from material misstatement, whether due to fraud or error. Management also acknowledges and understands that they are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
(h) ensuring that all transactions have been recorded and are reflected in the.
(i) providing us with written representations required to be obtained under professional standards and written representations that we determine are necessary. Management also acknowledges and understands that, as required by professional standards, we may disclaim an audit opinion when management does not provide certain written representations required.
(j) ensuring that internal auditors providing direct assistance to us, if any, will be instructed to follow our instructions and that management, and others within the entity, will not intervene in the work the internal auditors perform for us.
Appendix - Auditors' Responsibilities

Our function as auditors of the Entity is:

- to express an opinion on whether the Entity's annual financial statements, prepared by management with the oversight of those charged with governance, are, in all material respects, in accordance with the financial reporting framework referred to above
- to report on the annual financial statements

We will conduct the audit of the Entity's annual financial statements in accordance with Canadian generally accepted auditing standards and relevant ethical requirements, including those pertaining to independence (hereinafter referred to as applicable "professional standards").

We will plan and perform the audit to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error. Accordingly, we will, among other things:

- identify and assess risks of material misstatement, whether due to fraud or error, based on an understanding of the Entity and its environment, including the Entity's internal control. In making those risk assessments, we consider internal control relevant to the Entity's preparation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control
- obtain sufficient appropriate audit evidence about whether material misstatements exist, through designing and implementing appropriate responses to the assessed risks
- form an opinion on the Entity's annual financial statements based on conclusions drawn from the audit evidence obtained
- communicate matters required by professional standards, to the extent that such matters come to our attention, to the appropriate level of management, those charged with governance and/or the board of directors. The form (oral or in writing) and the timing will depend on the importance of the matter and the requirements under professional standards
Appendix - Expected Form of Report

INDEPENDENT AUDITORS' REPORT

To the Members of Council

Opinion

We have audited the financial statements of The Corporation of the City of Cambridge (the Entity), which comprise:

- the statement of financial position as at December 31, 2019
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies,

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2019, and its results of operations and its cash flows year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged With Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.
Appendix - Expected Form of Report (continued)

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
Appendix - Expected Form of Report (continued)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
AUDIT OF HISTORICAL FINANCIAL INFORMATION OTHER THAN FINANCIAL STATEMENTS

Appendix - Management's Responsibilities

Management acknowledges and understands that they are responsible for:
(a) the preparation and presentation of the other historical financial information in accordance with the financial reporting framework referred to above
(b) providing us with all information of which management is aware that is relevant to the preparation of the other historical financial information such as financial records, documentation and other matters, including:
   - the names of all related parties and information regarding all relationships and transactions with related parties
   - complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors, and committees of the board of directors that may affect the other historical financial information. All significant actions are to be included in such summaries.
(c) providing us with unrestricted access to such relevant information.
(d) providing us with a complete responses to all enquiries made by us during the engagement.
(e) providing us with additional information that we may request from management for the purpose of the engagement.
(f) providing us with unrestricted access to persons within the Entity from whom we determine it necessary to obtain evidence.
(g) such internal control as management determines is necessary to enable the preparation of other historical financial information that is free from material misstatement, whether due to fraud or error. Management also acknowledges and understands that they are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
(h) ensuring that all transactions have been recorded and are reflected in the other historical financial information.
(i) ensuring that internal auditors providing direct assistance to us, if any, will be instructed to follow our instructions and that management, and others within the entity, will not intervene in the work the internal auditors perform for us.
(j) determining that the basis of accounting is an acceptable basis for the preparation of the other historical financial information in the circumstances and informing us of all steps taken to determine that the applicable financial reporting framework is acceptable in the circumstances.
(k) providing us with written representations required to be obtained under professional standards and written representations that we determine are necessary. Management also acknowledges and understands that, as required by professional standards, we may disclaim an audit opinion when management does not provide certain written representations required.
AUDIT OF HISTORICAL FINANCIAL INFORMATION OTHER THAN FINANCIAL STATEMENTS

Appendix - Auditors' Responsibilities

Our function is:

- to express an opinion on whether the Entity's other historical financial information is prepared, in all material respects, in accordance with the financial reporting framework referred to above, and
- to report on the other historical financial information.

We will conduct the audit of the Entity's other historical financial information in accordance with Canadian generally accepted auditing standards and relevant ethical requirements, including those pertaining to independence (hereinafter referred to as applicable "professional standards").

We will plan and perform the audit to obtain reasonable assurance about whether the other historical financial information as a whole is free from material misstatement, whether due to fraud or error. Accordingly, we will, among other things:

- identify and assess risks of material misstatement, whether due to fraud or error, based on an understanding of the Entity and its environment, including the Entity's internal control. In making those risk assessments, we consider internal control relevant to the Entity's preparation of the other historical financial information in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control
- obtain sufficient appropriate audit evidence about whether material misstatements exist, through designing and implementing appropriate responses to the assessed risks
- form an opinion on the other historical financial information based on conclusions drawn from the audit evidence obtained
- communicate matters required by professional standards, to the extent that such matters come to our attention, to the appropriate level of management, those charged with governance and/or the board of directors. The form (oral or in writing) and the timing will depend on the importance of the matter and the requirements under professional standards
AUDIT OF HISTORICAL FINANCIAL INFORMATION OTHER THAN FINANCIAL STATEMENTS

Appendix - Expected Form of Report

INDEPENDENT AUDITORS' REPORT

To the Ministry of Health and Long-Term Care and the Waterloo Wellington Local Health Integration Network To the Ministry of Health and Long-Term Care and the Waterloo Wellington Local Health Integration Network

Opinion

We have audited the accompanying Community Support Services Program (“CSS”) schedules (ARRFin1, ARRFin2, ARRFin3) and the Proxy Pay Equity Reconciliation Report (excluding Statistics and FTEs) of the Corporation of the City of Cambridge (“City of Cambridge”) Annual Reconciliation Report for the period ended March 31, 2020 including a summary of significant accounting policies and other explanatory information (Hereinafter referred to as the “Statement”). In our opinion, the accompanying Statement referred to above is prepared, in all material respects, in accordance with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ministry of Health and Long-Term Care and the agreement between City of Cambridge and the Ministry of Health and Long-Term Care and the Waterloo Wellington Local Health Integration Network

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors' Responsibilities for the Audit of the Statement” section of our auditors' report. We are independent of the City of Cambridge in accordance with the ethical requirements that are relevant to our audit of the Statement in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 1 in the Statement, which describe the applicable financial reporting framework. As a result, the Statement may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management

Management is responsible for the preparation of the Statement in accordance with financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ministry of Health and Long-Term Care and for such internal control as management determines is necessary to enable the preparation of a statement that is free from material misstatement, whether due to fraud or error.
AUDIT OF HISTORICAL FINANCIAL INFORMATION OTHER THAN FINANCIAL STATEMENTS

Appendix - Expected Form of Report (continued)

Auditors’ Responsibilities for the Audit of the Statement

Our objectives are to obtain reasonable assurance about whether the Statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Statement. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
• Identify and assess the risks of material misstatement of the Statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City of Cambridge’s internal control.
• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
Appendix - Fees for Professional Services

The Entity and KPMG agree to a fee based on actual hours incurred at mutually agreed-upon rates. The estimated fee for the services described in this letter is $71,550.

Harmonized Sales Tax (HST) will be computed and shown separately on our invoices, together with our firm’s HST registration number, so that you will have the information required to claim input tax credits and input tax refunds, if applicable.

The Entity agrees, by accepting the terms of this engagement, to pay all invoices to KPMG upon receipt.
TERMS AND CONDITIONS FOR ASSURANCE ENGAGEMENTS  
(NON-LISTED COMPANY CLIENTS)

These Terms and Conditions are an integral part of the accompanying engagement letter or proposal from KPMG that identifies the engagement to which they relate (and collectively form the "Engagement Letter"). The Engagement Letter supersedes all written or oral representations on this matter. The term "Entity" used herein has the meaning set out in the accompanying engagement letter or proposal. The term "Management" used herein means the management of Entity.

1. DOCUMENTS AND LICENSES.
   a. All working papers, files and other internal materials created or produced by KPMG in relation to this engagement and all copyright and intellectual property rights therein are the property of KPMG.
   b. Only in connection with the services herein, Entity hereby grants to KPMG a limited, revocable, non-exclusive, non-transferable, paid up and royalty-free license, without right of sublicense, to use all logos, trademarks and service marks of Entity solely for presentations or reports to Entity or for internal KPMG presentations and intranet sites. Further, Entity agrees that KPMG may list Entity as a customer in KPMG's internal and external marketing materials, including KPMG websites and social media, indicating the general services rendered (e.g., "Client is an Audit, Advisory, and/or Tax client of KPMG LLP").

2. ENTITY'S RESPONSIBILITIES.
   a. Entity agrees that all management responsibilities will be performed and all management decisions will be made by Entity, and not by KPMG.
   b. Entity's provision of documents and information to KPMG on a timely basis is an important factor in our ability to deliver reports under this Engagement Letter. KPMG is not responsible for any consequences arising from Entity's failure to deliver documents and information as required.
   c. To the extent that KPMG personnel are on Entity's premises, Entity will take all reasonable precautions for their safety.
   d. Entity understands and acknowledges that KPMG's independence may be impaired if any KPMG partner, employee or contractor accepts any offer of employment from Entity.
   e. Except as required by applicable law or regulation, Entity shall keep confidential the terms of this Engagement Letter, and such confidential information shall not be distributed, published or made available to any other person without KPMG's express written permission.
   f. Management agrees to promptly provide us with a copy of any comment letter or request for information issued by any securities or other regulatory authority in respect of information on which KPMG reported, including without limitation any continuous disclosure filings.

3. FEE ARRANGEMENTS.
   a. KPMG's estimated fee is based in part on the quality of Entity's records, the agreed-upon level of preparation and assistance from Entity's personnel, and adherence by Entity to the agreed-upon timetable. KPMG's estimated fee also assumes that Entity's financial statements and/or other financial information, as applicable, are prepared in accordance with the relevant financial reporting framework or the relevant criteria, as applicable, and that there are no significant changes to the relevant financial reporting framework or the relevant criteria, as applicable; no significant new or changed accounting policies; no significant changes to internal control; and no other significant issues.
   b. Additional time may be incurred for such matters as significant issues, significant unusual and/or complex transactions, informing management about new professional standards, and any related accounting advice. Where these matters arise and require research, consultation and work beyond that included in the estimated fee, Entity and KPMG agree to revise the estimated fee. Our professional fees are also subject to an additional charge to cover information technology infrastructure costs and administrative support of our client service personnel. Disbursements for items such as travel, accommodation and meals will be charged based on KPMG's actual disbursements.
   c. KPMG's Invoices are due and payable upon receipt. Amounts overdue are subject to interest. In order to avoid the possible implication that unpaid fees might be viewed as creating a threat to KPMG's independence, it is important that KPMG's bills be paid promptly when rendered. If a situation arises in which it may appear that KPMG's independence is threatened because of significant unpaid bills, KPMG may be prohibited from signing any applicable report or consent.
   d. Fees for any other services will be billed separately from the services described in this Engagement Letter and may be subject to written terms and conditions supplemental to those in the Engagement Letter.
   e. Canadian Public Accountability Board ("CPAB") participation fees, when applicable, are charged to Entity based on the annual fees levied by CPAB.

4. USE OF MEMBER FIRMS AND THIRD PARTY SERVICE PROVIDERS; STORAGE AND USE OF INFORMATION.
   a. KPMG is a member firm of the KPMG International Cooperative ("KPMG International"). Entity acknowledges that in connection with the provision of services hereunder, KPMG may use the services of KPMG International member firms, as well as other third party service providers or subcontractors, and KPMG shall be entitled to share with them all documentation and information related to the engagement, including Entity's confidential information and personal information ("information"). KPMG may also: (i) directly, or using such aforementioned KPMG International member firms, third party service providers or subcontractors, perform data analytics in respect of the information; and (ii) retain and disclose to KPMG International member firms the information to share best practices or for knowledge sharing purposes. In all such cases, such information may be used, retained, processed, or stored outside of Canada by such KPMG International member firms, other third party service providers or subcontractors, and may be subject to disclosure in accordance with the laws applicable in the jurisdiction in which the information is used, retained, processed or stored, which laws may not provide the same level of protection for such information as will Canadian laws. KPMG represents that such KPMG International member firms, other third party service providers or subcontractors have agreed or shall agree to conditions of confidentiality with respect to Entity's confidential information, and that KPMG is responsible to ensure their compliance with those conditions. Any services performed by KPMG International member firms or other third party service providers or subcontractors shall be performed in accordance with the terms of this Engagement Letter, but KPMG remains solely responsible to Entity for the delivery of the services hereunder. Entity agrees that any claims that may arise out of the engagement will be brought solely against KPMG, the contracting party, and not against any other KPMG International member firms or other third party service providers or subcontractors referred to above.
b. Certain information (including information relating to time, billing and conflicts) collected by KPMG during the course of the engagement may be used, retained, processed and stored outside of Canada by KPMG, KPMG International member firms or third party service providers or subcontractors providing support services to KPMG for administrative, technological and clerical/organizational purposes, including in respect of client engagement acceptance procedures and maintaining engagement profiles; and to comply with applicable law, regulation, or professional standards (including for quality performance reviews). Such information may be subject to disclosure in accordance with the laws applicable in the jurisdiction in which the information is used, retained, processed or stored, which laws may not provide the same level of protection for such information as will Canadian laws. KPMG may also share information with its legal advisers and insurers for the purposes of obtaining advice.

c. Entity acknowledges that KPMG aggregates anonymous information from sources including the Entity for various purposes, including to monitor quality of service, and Entity consents to such use. KPMG may also use Entity's information to offer services that may be of interest to Entity.

5. PERSONAL INFORMATION CONSENTS AND NOTICES.

KPMG may be required to collect, use and disclose personal information about individuals during the course of the engagement. Any collection, use or disclosure of personal information is subject to KPMG’s Privacy Policy available at www.kpmg.ca. Entity represents and warrants that (i) it will obtain any consents required to allow KPMG to collect, use and disclose personal information in the course of the engagement, and (ii) it has provided notice to those individuals whose personal information may be collected, used and disclosed by KPMG hereunder of the potential processing of such personal information outside of Canada (as described in Section 4 above). KPMG’s Privacy Officer noted in KPMG’s privacy policy is able to answer any individual’s questions about the collection of personal information required for KPMG to deliver services hereunder.

6. THIRD PARTY DEMANDS FOR DOCUMENTATION AND INFORMATION / LEGAL AND REGULATORY PROCESSES.

a. Entity on its own behalf hereby acknowledges and agrees to cause its subsidiaries and affiliates to acknowledge that KPMG or a foreign component auditor which has been engaged in connection with an assurance engagement ("component auditor") may from time to time receive demands from a third party (each, a "third party demand"), including without limitation (i) from CPAB or from professional, securities or other regulatory, taxation, judicial or governmental authorities (both in Canada and abroad), to provide them with information and copies of documents in KPMG’s or the component auditor’s files including (without limitation) working papers and other work-product relating to the affairs of Entity, its subsidiaries and affiliates, and (ii) summons for production of documents or information related to the services provided hereunder; which information and documents may contain confidential information of Entity, its subsidiaries or affiliates. Except where prohibited by law, KPMG or its component auditor, as applicable, will advise Entity or its affiliate or subsidiary of the third party demand. Entity acknowledges, and agrees to cause its subsidiaries and affiliates to acknowledge, that KPMG or its component auditor, as applicable, will produce documents and provide information in response to the third party demand, without further authority from Entity, its subsidiaries or affiliates.

b. KPMG will use reasonable efforts to withhold from production any documentation or information over which Entity asserts privilege. Entity must identify any such documentation or information at the time of its provision to KPMG by marking it as "privileged". Notwithstanding the foregoing, where disclosure of such privileged documents is required by law, KPMG will disclose such privileged documents. If and only if the authority requires such access to such privileged documents pursuant to the laws of a jurisdiction in which express consent of Entity is required for such disclosure, then Entity hereby provides its consent, c. Entity agrees to reimburse KPMG for its professional time and any disbursements, including reasonable legal fees and taxes, in responding to third party demands.

d. Entity waives and releases KPMG from any and all claims that it may have against KPMG as a result of any disclosure or production by KPMG of documents or information as contemplated herein.

e. Entity agrees to notify KPMG promptly of any request received by Entity from any third party with respect to the services hereunder, KPMG’s confidential information, KPMG’s advice or report or any related document.

7. CONNECTING TO THE ENTITY’S IT NETWORK; EMAIL, AND ONLINE FILE SHARING AND STORAGE TOOLS.

a. Entity authorizes KPMG personnel to connect their computers to Entity’s IT Network and the Internet via the Network while at the Entity’s premises for the purpose of conducting normal business activities.

b. Entity recognizes and accepts the risks associated with communicating electronically, and using online file sharing, storage, collaboration and other similar online tools to transmit information to or sharing information with KPMG, including (but without limitation) the lack of security, unreliability of delivery and possible loss of confidentiality and privilege. Entity assumes all responsibility or liability in respect of the risk associated with the use of the foregoing, and agrees that KPMG is not responsible for any issues that might arise (including loss of data) as a result of Entity using the foregoing to transmit information to or otherwise share information with KPMG and, in the case of online tools other than email, KPMG’s access to and use of the same in connection with obtaining Entity information and documents.

8. LIMITATION ON WARRANTIES.

THIS IS A SERVICES ENGAGEMENT. KPMG WARRANTS THAT IT WILL PERFORM SERVICES HEREUNDER IN GOOD FAITH WITH QUALIFIED PERSONNEL IN A COMPETENT AND WORKMANLIKE MANNER IN ACCORDANCE WITH APPLICABLE INDUSTRY STANDARDS. SUBJECT TO SECTION 14: KPMG DISCLAIMS ALL OTHER WARRANTIES, REPRESENTATIONS OR CONDITIONS, EITHER EXPRESS OR IMPLIED, INCLUDING, WITHOUT LIMITATION, WARRANTIES, REPRESENTATIONS OR CONDITIONS OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

9. LIMITATION ON LIABILITY AND INDEMNIFICATION.

a. Subject to Section 14: (i) Entity agrees that KPMG shall not be liable to Entity for any actions, damages, claims, fines, penalties, complaints, demands, suits, proceedings, liabilities, costs, expenses, or losses (collectively, "Claims") in any way arising out of or relating to the services performed hereunder for an aggregate amount in excess of the lesser of one million dollars ($1,000,000) or two times the fees paid by Entity to KPMG under the engagement; and (ii) on a multi-phase engagement, KPMG’s
liability shall be based on the amount actually paid to KPMG for the particular phase that gives rise to the liability.

b. Subject to Section 14, in the event of a Claim by any third party against KPMG that arises out of or relates to the services performed hereunder, Entity will indemnify and hold harmless KPMG from all such Claims, including, without limitation, reasonable legal fees, except to the extent finally determined to have resulted from the intentional, deliberate or fraudulent misconduct of KPMG.

c. Subject to Section 14: (i) in no event shall KPMG be liable for consequential, special, indirect, incidental, punitive or exemplary damages, liabilities, costs, expenses, or losses (including, without limitation, lost profits and opportunity costs); (ii) in any Claim arising out of the engagement, Entity agrees that KPMG’s liability will be several and not joint and several; and (iii) Entity may only claim payment from KPMG of KPMG’s proportionate share of the total liability based on degree of fault.

d. For purposes of this Section 9, the term KPMG shall include its subsidiaries, its associated and affiliated entities and their respective current and former partners, directors, officers, employees, agents and representatives. The provisions of this Section 9 shall apply regardless of the form of Claim, whether in contract, statute, tort (including, without limitation, negligence) or otherwise.

10. CONSENT TO THE USE OF THE KPMG NAME OR KPMG REPORT.

Except as otherwise specifically agreed in this Engagement Letter, KPMG does not consent to:

i. the use of our name or our report in connection with information, other than what we have reported on as part of this engagement letter or our report thereon, that contains, incorporates by reference, or otherwise accompanies our report or our name;

ii. the use of our report in another language, or the use of our report in connection with information that we reported on that has been translated into another language, or the use of our name in connection with information that we reported on that has been translated into another language;

iii. the use of our report in connection with an offering document or other securities filing, including continuous disclosure filings; or

iv. the use of our name or our report in connection with the interim financial statements (or other interim financial information) to any statement by the Entity regarding the services that we provided on the interim financial statements or other interim financial information. Any communication, report, statement or conclusion on the interim financial statements may not be included in, or otherwise referred to in any public document or public oral statements except when the interim review conclusion contains a modified conclusion, in which case our interim review report will accompany the interim financial statements.

If the Entity wishes to obtain KPMG’s consent regarding the matters above or other matters not otherwise specifically covered by this Engagement Letter, we will be required to perform procedures as required by applicable professional standards, and such procedures would be a separate engagement and subject to separate engagement terms.

11. ALTERNATIVE DISPUTE RESOLUTION.

Any dispute or claim between the parties arising under or relating to this Engagement Letter or the services provided hereunder (the “Dispute”) shall be submitted to non-binding mediation. If mediation is not successful within 90 days after the issuance by a party of a request for mediation, then the Dispute shall be referred to and finally resolved by arbitration under the Arbitration Rules of the ADR Institute of Canada in force at that time. The Seat of Arbitration shall be the province where KPMG’s principal office performing this engagement is located. The language of the arbitration shall be English. The Arbitral Tribunal shall be made up of a single Arbitrator. The arbitration award shall be final, conclusive and binding upon the parties, and not subject to appeal.

12. POTENTIAL CONFLICTS OF INTEREST.

a. KPMG is or may be engaged by entities and individuals who have potentially conflicting legal and business interests to Entity. Entity agrees that, without further notice or disclosure to Entity, KPMG may: (i) accept or continue such engagements on matters unrelated to KPMG’s engagement for Entity; and (ii) provide advice or services to any other person or entity making a competing bid or proposal to that of Entity whether or not KPMG is providing advice or services to Entity, or if the entity in respect of Entity’s competing bid or proposal.

b. In accordance with professional standards, KPMG will not use any confidential information regarding Entity in connection with its engagements with other clients, and will establish confidentiality and other safeguards to manage conflicts, which may include, in KPMG’s sole discretion, the use of separate engagement teams and data access controls.

c. In no event shall KPMG be liable to Entity, or shall Entity be entitled to a return of fees or disbursements, or any other compensation whatsoever as a result of KPMG accepting or continuing a conflicting engagement in accordance with the terms of this Engagement Letter.

d. Entity agrees that KPMG may, in its sole discretion, disclose the fact and nature of its engagement for Entity to (i) KPMG International member firms to inform conflict searches, and (ii) to the extent reasonably required in order to obtain the consent of another entity or individual in order to permit KPMG to act for such entity or individual, or for Entity, in connection with the engagement or any future engagement.

e. In the event that circumstances arise that place KPMG into a conflict of interest as between Entity and a pre-existing client, which in KPMG’s sole opinion cannot be adequately addressed through the use of confidentiality and other safeguards, KPMG shall be entitled to immediately terminate the engagement with Entity, without liability.

f. Other KPMG International member firms are or may be engaged by entities and individuals who have potentially conflicting legal and business interests to Entity. Entity agrees that (i) it will not assert that other KPMG International member firms are precluded from being engaged by those other entities or individuals, and (ii) those engagements of other KPMG International member firms do not conflict with KPMG’s engagement for Entity.

13. LOBBYING.

Unless expressly stated in this Engagement Letter, KPMG will not undertake any lobbying activity, as that term is defined in all applicable federal, provincial and municipal lobbyist registration statutes and regulations. In connection with the engagement, in the event that KPMG and Entity agree that KPMG will undertake lobbying activity in connection with the engagement, such agreement shall be set out in an amendment to this Engagement Letter.
14. SEVERABILITY.
The provisions of these Terms and Conditions and the accompanying proposal or engagement letter shall only apply to the extent that they are not prohibited by a mandatory provision of applicable law, regulation or professional standards. If any of the provisions of these Terms and Conditions or the accompanying proposal or engagement letter are determined to be invalid, void or unenforceable, the remaining provisions of these Terms and Conditions or the accompanying proposal or engagement letter, as the case may be, shall not be affected, impaired or invalidated, and each such provision shall remain valid and in effect and be enforceable and binding on the parties to the fullest extent permitted by law.

15. GOVERNING LAW.
This Engagement Letter shall be subject to and governed by the laws of the province where KPMG’s principal office performing this engagement is located (without regard to such province’s rules on conflicts of law).

16. LLP STATUS.
KPMG is a registered limited liability partnership (“LLP”) established under the laws of the Province of Ontario and, where applicable, has been registered extra-provincially under provincial LLP legislation.

17. INDEPENDENT LEGAL ADVICE
Entity agrees that it has been advised to retain independent legal advice at its own expense prior to signing this Engagement Letter (including without limitation with respect to Entity’s rights in connection with potential future conflicts) and agrees that any failure on its part to retain such independent legal counsel shall not affect (and it shall not assert that the same affects) the validity of the provisions of this Engagement Letter.

18. SURVIVAL.
All sections hereof other than Section 7(a) shall survive the expiration or termination of the engagement.
Appendix: Audit quality - How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm’s Statement on the Effectiveness of our SoQM.

We define ‘audit quality’ as being the outcome when:

- audits are executed consistently, in line with the requirements and intent of applicable professional standards within a strong system of quality management; and
- all of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics and integrity.
Appendix: Audit quality - Indicators (AQIs)

The objective of these measures is to provide the Audit Committee and management with more in-depth information about factors that influence audit quality within an audit process. Below you will find the current status of the AQIs that we have agreed with management are relevant for the audit.

### Team composition

<table>
<thead>
<tr>
<th>Experience of the team</th>
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</thead>
<tbody>
<tr>
<td>Engagement Partner: Matt Betik 25+ years experience in the industry</td>
</tr>
<tr>
<td>Senior Manager: Courtney Cheal 15 years of experience in the industry</td>
</tr>
<tr>
<td>In-Charge: Lucas Machalski 3+ years of experience in the industry</td>
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</tbody>
</table>

### Technology in the audit

**Implementation of Technology in the Audit**

- We have expanded the number of technologies implemented in the audit including:
  - **KPMG Clara Workflow ("KWc")** – new audit workflow to allow us to deliver globally consistent engagements
  - **KPMG Clara Advanced Capabilities** – Journal Entry Analysis – focuses audit effort on journal entries that are riskier in nature
  - **Datasnipper** – Excel based tool, which allows us to automatically match Excel data with underlying source documents and form data extraction from documents with the same layout
  - **Datashare** - Data extraction tool that enables easy and reliable data extraction to support our year-end audit work from clients using a compatible accounting system

### Timing of prepared by client (PBC) items

**Timeliness of PBC items**

- We requested 50 PBCs, with various follow-up requests as a result of our findings.
- We had confirmed the availability of PBCs with management in advance of interim and year-end fieldwork.
- All PBC requests were received on time and in due course.
### Appendix: Changes in accounting standards

<table>
<thead>
<tr>
<th>Standard</th>
<th>Summary and implications</th>
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</table>
| Asset retirement obligations                 | - The new standard PS 3280 *Asset retirement obligations* is effective for fiscal years beginning on or after April 1, 2022.  
- The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets.  
- The asset retirement obligations (“ARO”) standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life if the asset is in productive use.  
- The City implemented this standard in the current year. See note 3 of the financial statements for overall impact |
| Financial instruments and foreign currency translation | - The new standards PS 3450 *Financial instruments*, PS 2601 *Foreign currency translation*, PS 1201 *Financial statement presentation* and PS 3041 *Portfolio investments* are effective for fiscal years beginning on or after April 1, 2022.  
- Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity’s choice and this choice must be made on initial recognition of the financial instrument and is irrevocable.  
- Hedge accounting is not permitted.  
- A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations.  
- PS 3450 *Financial instruments* was amended subsequent to its initial release to include various federal government narrow-scope amendments.  
- The City implemented this standard in the current year. There was no impact to the financial statements for the current year |
## Appendix: Changes in accounting standards (continued)

<table>
<thead>
<tr>
<th>Standard</th>
<th>Summary and implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>• The new standard PS 3400 <em>Revenue</em> is effective for fiscal years beginning on or after April 1, 2023.</td>
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<tr>
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<td>• The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement.</td>
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<td>• The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.</td>
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<td>• The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.</td>
</tr>
<tr>
<td>Purchased Intangibles</td>
<td>• The new Public Sector Guideline 8 <em>Purchased intangibles</em> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted.</td>
</tr>
<tr>
<td></td>
<td>• The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles.</td>
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<td>• Narrow scope amendments were made to PS 1000 <em>Financial statement concepts</em> to remove the prohibition to recognize purchased intangibles and to PS 1201 <em>Financial statement presentation</em> to remove the requirement to disclose purchased intangibles not recognized.</td>
</tr>
<tr>
<td></td>
<td>• The guideline can be applied retroactively or prospectively.</td>
</tr>
<tr>
<td>Public Private Partnerships</td>
<td>• The new standard PS 3160 <em>Public private partnerships</em> is effective for fiscal years beginning on or after April 1, 2023.</td>
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<td>• The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership.</td>
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<tr>
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<td>• The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends.</td>
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<tr>
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<td>• The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure.</td>
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<tr>
<td></td>
<td>• The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.</td>
</tr>
<tr>
<td></td>
<td>• The standard can be applied retroactively or prospectively.</td>
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### Appendix: Changes in accounting standards (continued)

<table>
<thead>
<tr>
<th>Standard</th>
<th>Summary and implications</th>
</tr>
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</table>
| **Concepts Underlying Financial Performance** | • The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted.  
• The framework provides the core concepts and objectives underlying Canadian public sector accounting standards.  
• The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced. |
| **Financial Statement Presentation** | • The proposed section PS 1202 *Financial statement presentation* will replace the current section PS 1201 *Financial statement presentation*. PS 1202 *Financial statement presentation* will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted.  
• The proposed section includes the following:  
  • Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.  
  • Separating liabilities into financial liabilities and non-financial liabilities.  
  • Restructuring the statement of financial position to present total assets followed by total liabilities.  
  • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).  
  • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”.  
  • A new provision whereby an entity can use an amended budget in certain circumstances.  
  • Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.  
  • The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model. |
Appendix: Changes in accounting standards (continued)

<table>
<thead>
<tr>
<th>Standard</th>
<th>Summary and implications</th>
</tr>
</thead>
</table>
| **Employee benefits** | • The Public Sector Accounting Board has initiated a review of sections PS 3250 *Retirement benefits* and PS 3255 *Post-employment benefits, compensated absences and termination benefits*.  
  • The intention is to use principles from International Public Sector Accounting Standard 39 *Employee benefits* as a starting point to develop the Canadian standard.  
  • Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.  
  • The proposed section PS 3251 *Employee benefits* will replace the current sections PS 3250 *Retirement benefits* and PS 3255 *Post-employment benefits, compensated absences and termination benefits*. It will apply to fiscal years beginning on or after April 1, 2026. Early adoption will be permitted and guidance applied retroactively.  
  • This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.  
  • The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft. |
Appendix: Newly effective auditing standards

Effective for periods beginning on or after December 15, 2022

**ISA/CAS 220**  
(Revised) Quality management for an audit of financial statements

**ISQM1/CSQM1**  
Quality management for firms that perform audits or reviews of financial statements or other assurance or related services engagements

**ISQM2/CSQM2**  
Engagement quality reviews
Appendix: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights
Curated research and insights for audit committees and boards.

Board Leadership Centre
Leading insights to help board members maximize boardroom opportunities

Audit Committee Guide – Canadian Edition
A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

Accelerate 2023
The key issues driving the audit committee agenda in 2023.

Momentum
A quarterly newsletter with the latest thought-leadership from KPMG’s subject matter leaders across Canada and valuable audit resources for clients.

KPMG Climate Change Financial Reporting Resource Centre
Our climate change resource center provides insights to help you identify the potential financial statement impacts to your business.

Government and public sector - KPMG Canada
KPMG in Canada’s Government & Public Sector practice aims to deliver meaningful results through a deep understanding of the issues, an intimate appreciation of how the public sector works, and global and local insight into the cultural, social and political environments.
Insights and Resources

Public sector and not-for-profit organizations across Canada are facing a plethora of challenges: financial uncertainty, advanced technological risk, environmental, social, and governance objectives, all of which demand innovative approaches to policy, strategies, and operating models.

To help you understand and navigate these challenges, we have compiled insights and resources in one spot for you. This page was built for you, to ensure you have the right information in a timely way to enable your organization’s success.

Organized into five content tracks, each section is dedicated to a specific area of relevance to the public sector and not-for-profit organizations. This resource site has guides, reports, on-demand webinars and articles. You will find content on topics such as ESG, legal considerations, accounting updates, risk considerations and financial sustainability.

The resources on this site go beyond the traditional areas of tax and accounting and will be of interest and importance to Board Members and Executive Directors, as well as CFOs, Directors of Finance, and accounting professionals.

We encourage you to visit the site to learn more about these topics; simply scan/click the QR code to access.

Our local team of trusted advisors in the Waterloo Wellington Region bring a creative and innovative approach to problem solving that reflects a keen understanding of the public sector and not-for-profit organizations.

We can help you understand relevant sector insights to help achieve sustainable results.
### Appendix: ESG - Global regulatory reporting standards

<table>
<thead>
<tr>
<th>EU</th>
<th>US</th>
<th>ISSB</th>
<th>CAN</th>
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<tbody>
<tr>
<td>The European Financial Reporting Advisory Group (EFRAG) was mandated to develop European Sustainability Reporting Standards (ESRSs) setting out the detailed disclosure requirements under the Corporate Sustainability Reporting Directive (CSRD)</td>
<td>SEC’s climate rule proposal published in March 2022 would require investor-focused climate disclosures</td>
<td>In June 2023, the International Sustainability Standards Board (ISSB) issued its first two IFRS Sustainability Disclosure Standards – IFRS S1 (general requirements standard) and IFRS S2 (climate standard)</td>
<td>The CSA proposal published in October 2021 would require investor-focused climate disclosures</td>
</tr>
<tr>
<td>On July 31, 2023, the European Commission published the final text of its first set of twelve ESRSs as delegated acts</td>
<td>The SEC’s latest regulatory agenda, published in December 2023, included three items of note:</td>
<td>The standards are effective for annual periods beginning on or after January 1, 2024 – subject to local jurisdiction adoption</td>
<td>Subsequent to the release of the IFRS Sustainability Disclosure Standards, the CSA announced that they intend to conduct further consultations to adopt disclosure standards based on the IFRS Sustainability Disclosure Standards, with modifications considered necessary and appropriate in the Canadian context</td>
</tr>
<tr>
<td>The ESRs will become effective as early as 2024 reporting periods for some companies</td>
<td>• the climate rule, scheduled to be finalized in April 2024;</td>
<td>Companies will be required to report material sustainability-related financial disclosures for the same period and at the same time as their annual financial statements, subject to temporary transition relief options</td>
<td>Bill S-211, Canada’s new Act on fighting against forced labor and child labour will take effect on January 1, 2024. Canadian and foreign businesses impacted by the Act will be required to file a report on their efforts to prevent and reduce the risk of forced labour and child labour in their supply chain, by May 31st of each year</td>
</tr>
<tr>
<td>There are potentially considerable ESG reporting implications for Canadian entities – as most EU-listed companies and large subsidiaries of Canadian companies with significant operations in the EU are in scope. Non-EU parent entities with substantial activity in the EU may also be in scope, with separate standards to be developed for these entities, with an effective date of 2028 reporting periods</td>
<td>• a proposal for human capital management disclosures, scheduled for April 2024; and</td>
<td>• a proposal for corporate board diversity, scheduled for October 2024</td>
<td></td>
</tr>
<tr>
<td>• On October 7, 2023, the California Governor signed two climate disclosure laws that will shape climate disclosure practices beyond the state’s borders. The laws will apply to US businesses (including US subsidiaries of non-US companies) that meet specified revenue thresholds and do business in California</td>
<td>• a proposal for corporate board diversity, scheduled for October 2024</td>
<td>• The Canadian Sustainability Standards Board (CSSB) has been established with the mandate to develop and support the adoption of the ISSB standards in Canada. The CSSB expects to release draft requirements in March 2024 for public consultation</td>
<td></td>
</tr>
<tr>
<td>• Under the climate disclosure laws, certain businesses will be required to disclose scope 1, 2 and 3 GHG emissions, with limited assurance requirements from 2026 (on FY25 data)</td>
<td>• On October 7, 2023, the California Governor signed two climate disclosure laws that will shape climate disclosure practices beyond the state’s borders. The laws will apply to US businesses (including US subsidiaries of non-US companies) that meet specified revenue thresholds and do business in California</td>
<td>• The Canadian Sustainability Standards Board (CSSB) has been established with the mandate to develop and support the adoption of the ISSB standards in Canada. The CSSB expects to release draft requirements in March 2024 for public consultation</td>
<td></td>
</tr>
</tbody>
</table>

1. Refer to our [US Quarterly Outlook publication](#) for regulatory updates on the proposed SEC climate rules
2. Refer to our [ESRS resource centre](#) for resources on implementing the ESRSs
3. Refer to our [ISSB resource centre](#) for resources on implementing the IFRS Sustainability Disclosure Standards
4. Refer to our [guide](#) which compares the sustainability proposals issued by the ISSB, SEC and EFRAG
5. Refer to our [publication](#) on California’s introduction of climate disclosures and assurance requirements
6. Refer to our [publication](#) on the impact of EU ESG reporting on non-EU companies
Appendix: How we can help along your ESG reporting journey

Preparing for ESG reporting in accordance with regulatory standards will take substantial time and resources – it is a journey. The end goal is implementing and sustaining ESG external reporting in compliance with the applicable reporting frameworks in such a way that the ESG information and metrics reported can be verified and assured.

As your financial statement auditor, we are able to support you across a number of activities throughout your ESG reporting journey, prior to undertaking assurance readiness or formal assurance on your reported ESG information and metrics.

**Establish**

- Findings and observations with respect to **materiality assessment**, governance structure, reporting strategy
- **Gap assessment** to global reporting standards (e.g., IFRS S1 and S2)
- **Peer benchmarking and insights** on industry best practices

**Implement / Report**

- ESG reporting **training** to Board and Management

**Assess**

- Feedback on current state **operating model**, including processes, people, technology, service delivery model and data
- Review existing **data and estimation methodologies**

**Design**

- Provide management with feedback on the reporting **roadmap**
- Findings and observations on draft external disclosures based on leading practice
Appendix: Why your auditors should be engaged in the reporting journey

We are one-team at KPMG.

With KPMG’s one-team approach, you will benefit from the efficiencies gained by having members of your financial statement audit team engaged in your ESG reporting journey along with our ESG subject matter experts.

**We know you**

It is important to have a general understanding of the entity and its control environment (e.g., IT systems and underlying processes) to best support you in your ESG reporting journey.

**Connected to financial statements**

Increased demand for consistency between ESG reporting and financial reporting puts us in the best position to support you.

**Weed approach**

Management meetings are carried out once and leveraged across your financial statement and ESG journey process, wherever possible.

**Synergies gained**

Key messages and reports to management and the audit committee will be consistent and include both financial and ESG information.

**Connected to financial statements**

Increased demand for consistency between ESG reporting and financial reporting puts us in the best position to support you.

**Single point of contact**

Having KPMG as your ESG service provider – your key audit points of contacts will enable you to get clear perspectives on all your reporting needs when you need them.

**Future efficiencies**

Engaging us in the reporting process today will be an investment that will lead to efficiencies when undergoing limited assurance in the future.
RECOMMENDATION(S):

THAT Report 24-077-CD Recommendation Report for Official Plan Amendment and Zoning By-law Amendment - 201 Water Street South and 66 Highman Avenue be received;

AND THAT Council adopts proposed Official Plan Amendment No. 80 to redesignate the subject lands from Low / Medium Density Residential and Natural Open Space System to High Density Residential and Natural Open Space System with a Site Specific Policy 8.10.116 to permit an increased density with a maximum of 330 residential units and a maximum building height of up to 15 storeys, and that the adopted Official Plan Amendment be submitted to the Regional Municipality of Waterloo for approval;

AND THAT Council approves the proposed Zoning By-law Amendment to rezone the subject lands from Open Space - OS1 and Low Density Residential - R4 to Multiple Residential - (H)RM3 s.4.1.447 and Open Space - OS1 to facilitate the development of two 15-storey towers containing 330 dwelling units;

AND THAT Council is satisfied that the requirements for a public meeting in accordance with subsections 17(15) and 34(12) of the Planning Act have been met;

AND FURTHER THAT that the By-laws attached to Report 24-077-CD be passed.
EXECUTIVE SUMMARY:

Purpose

The purpose of this report is to provide a recommendation on Official Plan Amendment and Zoning By-law Amendment applications to facilitate the development of a high-density residential development consisting of two 15-storey towers atop a shared podium containing 330 dwelling units.

Key Findings

- The proposed development represents an efficient use of the subject lands and would utilize existing municipal services.

- The recommended site-specific zoning by-law introduces new regulations to guide the design of tower and podium development.

- The proposed development is in a highly visible location and therefore will provide a high level of site design and quality building materials.

- The Applicant has committed a total of 20 residential units for affordable housing. The City and the Region support the provision of a full range of housing options, including affordable housing.

- The proposed development aligns with Provincial, Regional, and City development policies.

Financial Implications

- A planning application fee in the amount of $40,598 has been paid to the City of Cambridge to process the Official Plan and Zoning By-law Amendments and includes a Heritage Impact Assessment fee.

- This application will be subject to a Bill 109 fee refund in the amount of $8,400 under the Planning Act if a decision has not been made by Council within 120 days of deeming the application complete which is June 1, 2024.

STRATEGIC ALIGNMENT:

☐ Strategic Action

Objective(s): Not Applicable

Strategic Action: Not Applicable

OR
Core Service

Program: Development Approvals

Core Service: Official Plan and Zoning By-law Amendments

BACKGROUND:

Subject Property

The Subject Lands (the “Site”) are comprised of two abutting properties, municipally addressed as 201 Water Street South and 66 Highman Avenue. The Site is located on the east side of Water Street South and west side of Highman Avenue, between Myers Road and Ainslie Street South.

201 Water Street South is legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, City of Cambridge, Regional Municipality of Waterloo. 66 Highman Avenue is legally described as Lot 40 Plan 1059, Cambridge; S/T 210502, 219025; City of Cambridge, Regional Municipality of Waterloo.

The Site is irregular in shape and has an approximate area of 1.53 hectares (3.78 acres) and frontage of 169.36 metres (555.64 feet) along Water Street South and 14.8 metres (48.6 feet) along Highman Avenue. With a 222 square metre road widening to be conveyed along part of the Water Street South frontage to Waterloo Region, the site area will be reduced to 1.51 hectares (3.73 acres).

201 Water Street South contains vegetation and tree cover with a topography sloping downward 20.6 metres from east to west. It is currently occupied by two structures, including a 2-storey single detached dwelling (the “stone residence”) and an accessory building (the “outbuilding”). The stone residence is proposed to be retained, and outbuilding proposed to be demolished as a part of the development. 66 Highman Avenue contains an existing single detached dwelling which is proposed to be demolished to accommodate the development. The subject lands are identified on Figure 1 below.
Figure 1 – Aerial Map of the Subject Lands

**Surrounding Lands**

Water Street South is a Regional Road which becomes Provincial Highway 24 connecting Cambridge with Brantford. Beyond Water Street South, the Grand River is located west of the Site with industrial and residential land uses located beyond that.

Immediately north of the Site at 193 Water Street South and 62 Highman Avenue, a proposed high density residential development comprised of 990 units within five, 15
storey apartment buildings have been approved (via Official Plan Amendment No. 54 and Zoning By-law Amendment No. 22-063). The Site is located approximately 550 m south of the southern boundary of the Galt Core Area. The Galt Core Area has a mix of uses including residential uses of various heights and densities, low-density commercial/office buildings, institutional uses, parks and trails and a historic central portion of downtown.

Low-density residential development consisting of single and semi-detached dwellings are located immediately to the east of the Site, with Glenview Park Secondary School and Stewart Avenue Public School located slightly further.

Abutting the Site to the south is 205 Water Street South comprised of one single detached dwelling, followed by Churchill Park which is a 27-hectare park with open landscaped spaces, sports grounds including soccer fields and baseball diamonds, playgrounds, splashpad and walking paths.

The Ainslie Street Bus Terminal is located 1.3 km from the Site, and planned future Light Rail Transit (LRT), with a stop located in proximity to the bus terminal, will connect the Galt Core Area to Kitchener and Waterloo. In addition, existing transit routes are within walking distance through Highman Avenue.

ANALYSIS:

Original Development Proposal

The Applicant’s original proposal was to redevelop the Site with a high-density residential apartment complex consisting of two 13-storey towers and one 9-storey tower atop a 6-storey shared podium containing a total of 330 dwellings units. The proposed development would have a maximum density of 219 units per net residential hectare and a maximum Floor Space Index (FSI) of 3.0 for the Site.

The proposed development included approximately 152 one-bedroom units, 71 one-bedroom plus den units, and 107 two-bedroom units. The Applicant has confirmed that the proposed tenure of the building will be condominium.

Amenity space for the development is proposed through the provision of common and private terraces, the adaptive reuse of the stone residence with a courtyard, and lounge spaces.

Revised Development Proposal

In response to comments from Council and local residents, and following discussions with City staff, the Applicant has revised the proposal as follows:
• The middle 9-storey tower has been removed, leaving the 6 storey podium between the towers;
• The other two towers have increased from 13 to 15 storeys each; and,
• The gap between the remaining two 15 storey towers will be reduced by approximately 13 metres (from around 60 to 47 metres) for urban design purposes.

There is no change to the number and types of units, maximum density or maximum FSI for the Site. A copy of the revised concept site plan is provided in Appendix 1 of this report, and a coloured version of the concept site plan and plan views are provided below in Figures 2, 3 and 4.

![Figure 2 – Revised Concept Site Plan (Coloured Version)](image-url)
Figure 3 – Revised Design – View from Water Street South

Figure 4 – Revised Design – View from 66 Highman Avenue
Parking, Bicycle Parking and Transportation

The development proposes a total of 416 parking spaces, comprised of 330 parking spaces for residents, and 86 parking spaces for visitors. Parking is provided at the surface, and within three parking garage levels. 117 bicycle parking spaces are also proposed, comprised of 100 long-term bicycle parking spaces located indoors, and 17 short-term bicycle parking spaces located outdoors.

Two accesses from Water Street South are proposed as the primary access points for the development. A separate emergency only access is proposed (using the property known as 66 Highman Avenue) to satisfy requirements of the Grand River Conservation Authority for the provision of safe access. This access point will be utilized by emergency vehicles and residents in the event of flooding on Water Street South, as Water Street South is located within the floodplain of the Grand River.

A road widening along Water Street South is required to be dedicated to the Region of Waterloo. A Transportation Impact Study (TIS) was submitted with the proposed applications. The Region has no objection to the approval of the proposed Official Plan and Zoning By-law Amendments and will require the submission of an updated TIS as part of the future Site Plan application, which will confirm the number and location of accesses to Water Street (Regional Road) and any required road improvements as a result of the proposed development.

Urban Design

The development is oriented to face the Grand River and Water Street South and has been designed to provide a transition from the approved high density residential development immediately to the north at 193 Water Street South, while incorporating building setbacks that are aligned with the development for a consistent streetscape. The Applicant has indicated that the design of the development considered the existing topography of the site and based on angular plane tests completed, the proposed development will not overwhelm the active amenity and enjoyment areas for the neighbouring properties to the east.

The original development design proposed two 13-storey towers and one 9-storey tower atop a 6-storey shared podium, with 18.55 metres of spacing between each of the towers. The design has been revised to remove the centre tower and while this has also resulted in an increase in the height of both of the remaining two towers from 13 to 15 storeys, the spacing between towers has increased from 18.55 to 47 metres.
Environmental Impact

The Site is partially located within the One-Zone Floodplain and Significant Valleys of the Grand River. No portion of the development is located within the One-Zone Floodplain area.

An Environmental Impact Study (EIS) was prepared by Natural Resource Solutions Inc. and submitted in support of the development. The EIS identifies a cultural woodland and cultural thicket community on the Site but does not identify Core Environmental Features or Environmentally Sensitive Valley Features on the Site.

The EIS concludes that the development will not negatively impact Core Environmental Features located in proximity to the Site and provides recommendations and mitigation measures to limit impacts to wildlife, and significant vegetation on Site.

The cultural woodland and cultural thicket community are required to be removed to facilitate the development, and City policy requires that the compensation be provided for tree removal as discussed later in this report. The EIS recommends that significant vegetation species located on Site including Big Bluestem, Yellow Indiangrass, and Common Hackberry that are proposed to be removed, be relocated to suitable alternate habitat locations and re-establishment monitored.

The EIS concludes that wildlife will be displaced by the development due to grading and vegetation removal, however these species are common and well-adapted to living in urban landscapes and are anticipated to return post-development. The Bat Monitoring Survey concluded that roosting habitats for bats, including species at risk bats, are not anticipated to be impacted by the removal of existing structures on Site, or proposed tree removals. The EIS recommends that tree removal occur outside the bird nesting season from April 1 to August 31, and to avoid impacts to bats occur outside the period of May 1 to September 30.

Existing Vegetation

To facilitate the development, 172 trees will need to be removed. Tree removal is concentrated along the Water Street South frontage, and generally in the location of surface parking and the internal drive aisle providing access to the building and parking garages. Many trees along the eastern Site limits closest to Highman Avenue are maintained in the development.

The City requires that trees proposed for removal be replaced on the site. A total of 208 trees are required in compensation for the development which may be provided through plantings on the site or through cash-in-lieu payment in amount of $525 per tree.
Affordable Housing

The Applicant is proposing to commit 20 residential units in the development to affordable housing. In consultation with the Region of Waterloo, the units are proposed to be sold at a maximum purchase price of $418,000 per unit. In order for affordable housing to fulfill its purpose of being affordable to those who require rents or purchase prices lower than the regular market provides, an agreement is to be entered into with conditions establishing the income levels of the people who can rent or own the homes, as well as conditions on how long those units need to remain affordable. The Region has indicated that it will work with the Applicant to establish these conditions and the agreement through the Site Plan Approval stage.

Policy Overview

The Site is located within the “Built-Up Area” identified in the Provincial Growth Plan, the Regional Official Plan (ROP) and City Official Plan (City OP). The ROP requires a minimum of 65% of new residential development occurring annually within the region as a whole to be constructed within the Built-Up Area.

The Site is currently designated Low/Medium Density Residential and Natural Open Space System in the City OP which does not permit the proposed development. The Applicant is requesting an Official Plan Amendment to redesignate the Site to High Density Residential and to increase the maximum permitted density on the Site from 2.0 FSI to 3.0 FSI. To appropriately reflect how massing and density is controlled on this Site, staff recommend implementing a density based on a maximum number of units for the Site rather than applying FSI. The maximum density requirement in the Zoning By-law for the RM3 zone is based on units per hectare and not FSI, therefore, staff recommend including a maximum unit cap in both the site specific Official Plan and Zoning by-law amendments.

Section 5.4 of the City OP provides policies with the goal to achieve a high standard of urban design. The Applicant submitted a Planning Justification Report and Urban Design Brief (UDB) to, in part, address these policies.

The policies of the City OP state that prominent sites with high visibility are required to meet a higher standard of architectural quality and urban design (5.4.2). In the UDB, the Applicant recognizes that this site is a highly visible location and the “Conceptual Elevation Drawings of the proposed development incorporate a high-quality architectural design through façade variation, terrace design, setbacks, pedestrian connections and establishes a strong visual identity along the streetscape. The detailed design of the building and the site will be finalized through the subsequent Site Plan control process to ensure their high standard of architectural design and urban design”.
Section 5.4.4 of the City OP states, in part, that views to natural or cultural heritage elements within the vicinity of the Grand River will be protected from negative impacts. The UDB notes that the “first four storeys of the proposed development are setback a minimum distance of 5.5 metres from the stone residence” and “beyond the fourth storey, this setback is increased to 16.35 metres… to ensure the stone residence stands out and away from the proposed development”. As noted earlier in this report, the Applicant has agreed to increase the minimum setbacks noted above by approximately 6.5 metres providing for enhanced visibility and prominence of the stone residence.

Section 5.7, Site Development and Buildings, speaks to development that is compatible in terms of massing and scale with the existing and planned streetscape, and provides appropriate transitions in height to adjacent buildings. The design includes a 13.8 metre setback between the low-density residential lots to the east of the subject lands and the proposed towers, providing an appropriate height transition.

Section 5.7 also states that buildings should generally be situated at or near the street edge to frame the street and will have compatible front yard setbacks with adjacent buildings. The proposed development faces and frames Water Street South and will have front yard building setbacks that are in keeping with the variety of building setbacks on lots in the area.

Lastly, Section 5.7 states that blank building walls along street frontages are discouraged. The Applicant has indicated, in the UDB, that the design of the building along Water Street South will have “ample transparent windows and vertical panels of various colours with minimal blank walls” and the “ground floor incorporates an active use, i.e. residential lobbies to animate the development’s street-facing elevation”.

Sections 8.4.2 and 8.4.3 of the Official Plan provide policy direction with respect to compatible development and massing of new buildings in the residential designations.

The Applicant has provided comprehensive responses to the policies in Sections 8.4.2 and 8.4.3, including:

- The proposed High Density Residential designation is consistent with the recently approved designation on the property to the north (193 Water Street South), and the proposed development is at a lower density and can provide a transition in density toward the open space to the south and the lower density residential neighbourhood to the south/southwest.

- The scale of the proposed podium/tower design is consistent with the adjoining property to the north. The scale of the development is mitigated by a change in elevation, with the Site being at a lower elevation than the adjoining low density residential neighbourhood to the east.
• Variations in height within the proposed development will provide visual interest from the street.

• The proposed development is appropriately oriented to face the Grand River, as well as Water Street South and the park/trail system that parallel the Grand River.

• There is consistency in setback and architectural design approach with the approved development at 193 Water Street South. Both developments will present a similar modern design aesthetically and incorporate the podium/tower approach in terms of massing.

• There will be no impact on the viability of the residential neighbourhood to east as the land uses are separated physically, which is enhanced by a grade change – the subject lands are a lower elevation.

• Three separate studies were completed to assess noise, air quality, and proximity to major facilities (Canadian General Tower and the Galt WWTP). Noise attenuation will be achieved through the installation of windows with greater noise attenuating capabilities, a Noise Warning Clause, and central air conditioning at occupancy. Air quality impacts arise from Water Street South and will be mitigated through air filtration at the air intakes and central air conditioning at occupancy. The two major facilities in the vicinity of the subject lands achieve the distance separation in the D Series Guidelines for Ontario and are not anticipated to have adverse impacts on the subject lands and the proposed development.

• There is a transition in density from the north to the subject lands but the proposed development represents intensification along this section of Water Street South. The location is appropriate for the proposed development given Water Street South is a major arterial road that provides access to the Downtown Galt Urban Growth Centre, the southern limits of which are located approximately 550 metres to the north of the subject lands. The transition to the east is managed through a significant elevation change, with the subject lands being lower in elevation, and the vegetation present (and to be retained in part) at the eastern property line. Transition to the south is achieved through setbacks and retention of the stone residence.

EXISTING POLICY / BY-LAW(S):
City of Cambridge Official Plan, 2012, as amended

Existing Land Use Designations: Built-Up Area and Low / Medium Density Residential and Natural Open Space System on Maps 1A and 2 of the City’s Official Plan.
Proposed Official Plan Amendment and Site-Specific Policy 8.10.116:

- Redesignate the vast majority of the Site to the High Density Residential land use designation. The Natural Open Space System designation will be maintained for the thin sliver of floodplain/hazard lands along the Water Street South frontage.

- Remove the minimum and maximum Floor Space Index (FSI) requirement and permit a maximum of 330 residential units.

- Set maximum building heights to two 15 storey towers, including a 6 storey podium.

- Prohibit any buildings on the proposed emergency access lands (66 Highman Avenue).

- Require building design that is sympathetic to heritage building on the subject lands.

- Require enhanced landscaping and/or fencing on the abutting properties along Highman Avenue.

- Require that the implementing zoning by-law contain a holding provision limiting development and site alteration until certain requirements are satisfied.

Figure 5 below shows the existing Land Use Designation on Map 2 of the City’s Official Plan, and Figure 6 shows the proposed land use designations.
City of Cambridge Zoning By-law 150-85, as amended

**Existing Zoning:** OS1 Open Space Zone and R4 Residential Zone

**Proposed Zoning:** RM3 Multiple Residential Zone and OS1 Open Space Zone

Figure 7 below shows the existing zoning, and Figure 8 shows the proposed zoning.

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**Proposed Site-specific Zoning Provisions:**

Both City Policy staff and the Region of Waterloo have recommended that the existing OS1 Zone be retained for the thin sliver of floodplain/hazard lands along the Water Street South frontage.

Given the irregular shape and two road frontages, the proposed by-law specifically designates or defines certain lot lines to allow for easier implementation of regulations for this site. While not included in the proposed by-law, Figure 9 below summarizes the lot lines for the purposes of implementing the zoning regulations that will apply to this site.
**Proposed Site-Specific Zoning Regulations**

<table>
<thead>
<tr>
<th>Development Standard</th>
<th>Proposed Site Specific RM3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front Lot Line</td>
<td>Water Street South</td>
</tr>
<tr>
<td>Exterior Lot Line</td>
<td>Highman Avenue</td>
</tr>
<tr>
<td>Interior Side Lot Line</td>
<td>Interior side lot line (north side) shall be the north lot line.</td>
</tr>
<tr>
<td></td>
<td>Interior side lot line (south side) shall be the south lot line.</td>
</tr>
<tr>
<td>Minimum Interior Side Yard</td>
<td>6 metres</td>
</tr>
<tr>
<td>(north side)</td>
<td></td>
</tr>
<tr>
<td>Minimum Interior Side Yard</td>
<td>30 metres and 12.7 metres to existing heritage building</td>
</tr>
<tr>
<td>(south side)</td>
<td></td>
</tr>
<tr>
<td>Minimum Exterior Side Yard</td>
<td>57 metres</td>
</tr>
<tr>
<td>Minimum Rear Yard</td>
<td>12.0 metres</td>
</tr>
<tr>
<td>Development Standard</td>
<td>Proposed Site Specific RM3</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Maximum Density</strong></td>
<td>219 units per net residential hectare (330 residential units maximum)</td>
</tr>
<tr>
<td><strong>Definition – First Storey</strong></td>
<td>The storey at the lowest elevation shall be deemed the first storey</td>
</tr>
<tr>
<td><strong>Maximum Building Height (excluding mechanical penthouses)</strong></td>
<td>15 storeys at a maximum elevation of 311 metres above sea level, including a 6 storey podium at a maximum elevation of 281 metres above sea level and the maximum height of the existing heritage building shall be as exists</td>
</tr>
</tbody>
</table>
| **Minimum Tower Separation from Exterior Building Face (excluding balconies)** | 45 metres from tower on same lot  
To Interior side lot line  
(north side) 30 metres  
(south side) 47 metres |
| **Maximum Tower Footprint**                  | 1,000 m²                                                                                                                                                                                                                 |
| **Location of Parking Facilities, including access** | Permitted between the regulatory building line and street line no closer than 0.3 m to the street line, and may be partially located in the Open Space zone on the same lot.                             |
| **Planting Strips and Fencing**              | (a) a sodded or planting strip not less than 3 metres in width throughout along the lot line; or  
(b) a sodded or planting strip not less than 1.5 metres in width throughout with a 1.5 metre high fence along the lot line, save and except for within 3 metres of a street line where a 0.9 metre high fence is required. |
| **Accessory Structure Minimum Setbacks**     | The minimum distance between an accessory structure (retaining wall) and front lot line or interior side lot line (south side) shall be 0 metres                                                                                       |
| **Geothermal Well**                          | Prohibit geothermal wells                                                                                                                                                                                                 |

Technical studies were prepared in support of the Applications, however at the time this report was prepared, a few studies were still under review by some agencies. For most studies, staff and review agencies had issued comments identifying certain outstanding information, technical oversights, or other concerns that were requested to be addressed in a formal resubmission.

For these reasons, Staff recommend the use of a holding in the site specific Zoning By-law to ensure that prior to allowing any development of the Lands to proceed, the following must be completed:

- Record of Site Condition and Ministry Acknowledgement Letter.
- Roadway Traffic Noise Feasibility Assessment.
- Stationary Noise Assessment.
- Monitoring Plan (related to re-establishment of Regionally significant species).
- Information pamphlet related to Environmental Impact Study.
- Updated Shadow Study.
- Preparation of a pre- and post-construction inspection plan (to identify any impacts on existing nearby residential lots as a result of the development of the site).
- Consolidation of the two properties into one property.

**Staff Recommendation**

Staff gave consideration to Provincial, Regional and City policy, agency comments, compatibility with the surrounding neighbourhood with respect to height and density and the appropriateness of the site-specific provisions that were requested by the Applicant.

The Applicant has worked with and responded to comments, concerns, and suggestions. The change to the design that increases the spacing between towers from approximately 18.55 to 47 metres will provide a more open ‘feel’ to the proposed development and will also still allow for a high level of urban design when viewed from Water Street. In addition, the shifting of the south tower northward will provide for enhanced visibility and prominence of the stone residence.

It is the opinion of Planning staff that the proposed applications are consistent with the Provincial Policy Statement and conform with the policies of the Provincial Growth Plan 2020, the ROP, the City OP, subject to the requested amendments, and meet the general intent and purpose of the City of Cambridge Zoning By-law No. 150-85.

Planning decisions are subject to appeal to the Ontario Land Tribunal (OLT). An appeal may be filed if the applications are refused, approved, or if a decision is not made within the timeline for processing the applications set out in the Planning Act, which for this application is June 1, 2024.

**FINANCIAL IMPACT:**

- A planning application fee in the amount of $40,598 has been paid to the City of Cambridge to process the Official Plan and Zoning By-law Amendments and includes a Heritage Impact Assessment fee.

- Future planning application fees will be required as part of the submission of a complete Site Plan application as well as a Plan of Condominium Application.
- City and Regional Development Charge fees will be collected prior to building permit issuance. Development Charges collected for the proposed development will be used for the construction of new infrastructure required to support growth of the city.

- Any further costs associated with the development of the site are to be borne by the Applicant.

**PUBLIC VALUE:**

A statutory public meeting required under the Planning Act was held on March 5, 2024. This meeting was deferred as insufficient information and plans related to views from Highman Avenue were not provided with the Applicant’s presentation.

A second public meeting under the Planning Act was held on April 2, 2024.

An informal neighbourhood meeting was also held on April 11, 2024, at City Hall, between 7:00 pm – 9:00 pm. The Applicant and their consulting team hosted the meeting, and City Development Planning Staff were in attendance to answer questions. Some members of Council, and members of the public were also in attendance to ask questions and provide comment on the proposed development.

Following the Public Meetings, any person that provided their contact information on the sign-in registry at either of the meetings or requested through other means to be kept informed about the application were notified through mailed correspondence of the Council Meeting and provided with access to this Recommendation Report.

**ADVISORY COMMITTEE INPUT:**

**Advisory Committees Consulted**

201 Water Street South is listed on the Heritage Properties Register as a property of interest, therefore a Heritage Impact Assessment was required to accompany the development applications.

The Heritage Impact Assessment (HIA) submitted by the Applicant concluded that the stone residence only meets one of nine criteria under O. Reg 9/05 (as amended by O. Reg 569/22); however, Staff completed a separate analysis and determined the stone residence contains sufficient cultural heritage value to warrant designation under Part IV of the Ontario Heritage Act.

The proposed Official Plan Amendment includes a policy stating that the building design shall be architecturally sympathetic to the Part IV designated building on the south portion of 201 Water Street South and the Applicant has agreed to shift the
south tower slightly northward to create additional spacing between the new building construction and the heritage building.

Staff’s recommendation to designate the stone residence was heard at the March 21, 2024 Municipal Advisory Committee (MHAC). The recommendation to designate and HIA were received by MHAC, and MHAC recommended to Council that the Clerk be authorized to publish a Notice of Intention to Designate the stone residence, in its entirety. On April 30, 2024, Council received and approved the recommendation of the MHAC.

PUBLIC INPUT:

Members of the public spoke at a public meeting and/or the non-statutory neighbourhood meeting and/or provided written submissions regarding the proposed development. The general themes of the comments are summarized below, followed by staff responses to each:

- Concerns with the building height, and privacy and shadowing impacts.
  - The scale of the development is mitigated by the substantial differences in elevation from west to east, tower separations, proposed landscaping and buffering, and high-quality architectural design.
  - A shadow study was submitted in support of the Applications with a particular focus on potential impacts on the existing residential neighbourhood to the east. The study examined shadow impacts in March, June, September and December at different times of the day between 10 am to 6 pm. The study showed that shadowing from the proposed development would result in shadowing on Water Street South throughout the year. The study also concluded that some parts of the existing residential neighbourhood to the east would experience shadowing towards the end of the day in March, September and December. Notwithstanding these findings, staff is recommending a holding provision in the Zoning By-law Amendment that can only be lifted when certain requirements are met, including submission of an updated shadow study to the satisfaction of the City.
  - With respect to privacy, concern was expressed regarding people on balconies or terraces looking into backyards of existing residences, and there were questions regarding the necessity of providing balconies for residences, specifically facing Highman Avenue. Balconies are provided in the development as outdoor amenity space for residents, and the location of balconies facing Highman Avenue allows for greater sun exposure. However, it is anticipated that these concerns can be addressed, in part, through the
combination of minimum building setbacks and additional buffering to be provided in the interface between the development and existing residences.

- Concerns with the impact of the proposed development on the natural environment, including previous tree removals and the proposed tree removals, loss of habitat and the location of the Site with respect to the floodplain of Grand River.
  
  o The Environmental Impact Study (EIS) submitted in support of the Applications has a number of recommendations that will be implemented at the Site Plan Approval stage including pre-, during and post-construction monitoring by an environmental inspector, Certified Arborist or qualified biologist to ensure the proper installation of sediment and erosion control measures, and tree protection measures.

  o It was concluded in the EIS that no portion of the Regional Core Environmental Features would be directly impacted by the proposed development. Mitigation through the relocation of three regionally significant vegetation species will be required, and any vegetation removal is recommended to occur outside of the breeding and nesting season for migratory birds.

  o For the 208 compensation trees to be removed, it is recommended that suitable regionally native species be selected.

  o City Environmental Planning will require the preparation and submission of a Monitoring Plan to monitor the re-establishment of Regionally significant species, and this will be required as a condition of lifting the Holding symbol in the proposed zoning.

- Concerns with the traffic impacts of the development and that the parking requirement is too low and will result in people parking on Highman Avenue.

  o The Transportation Impact Study (TIS) concludes that all movements at the studied intersections are expected to operate at acceptable levels of service. While the Region of Waterloo, the road authority for Water Street, has no objection to the proposed Amendments, the Region will require an updated TIS as part of the future Site Plan application to confirm the proposed accesses to this site and any other required road improvements.

  o The Development provides the required resident and visitor parking spaces in accordance with the City’s Zoning By-law.
• Concerns with the affordable housing component being limited to one-bedroom units only.
  
  o As discussed in this report, further discussions are required between the City, Region, and Applicant to secure the 20 residential units to be sold at affordable levels. At that time, there will be additional discussions about possible options for a more diversified, affordable unit mix.

• The provision of an adequate buffer between the development and existing residences.
  
  o A policy has been included in the proposed Official Plan Amendment requiring that additional landscaping and/or fencing is to be provided by the developer on existing residential lots located along the west side of Highman Avenue and abutting the east property line of the subject lands, to provide additional buffering to the satisfaction of the City.
  
  o A Landscape Plan will be required to be submitted and reviewed in support of a future Site Plan application.

• Concerns with the proposed emergency access, its use by other vehicles and pedestrians, and use during construction. Questions were posed about consolidating the access with the proposed development at 193 Water Street South and 62 Highman Avenue.
  
  o The Applicant confirmed it will only be used for construction purposes to demolish the existing residence, and to construct the emergency access as proposed. The Conservation Authority requires that there be separate emergency accesses for each property.

• Concerns with dust, noise, and mud on roads as a result of construction. Also concerns with noise from rooftop and mechanical equipment.
  
  o A Stationary Noise Assessment was submitted in support of the Applications. Further a Holding provision will require an updated detailed Stationary Noise Study to review potential impacts of noise (e.g. HVAC systems) on surrounding residential uses.
  
  o A Construction Management Plan will be required to be submitted and reviewed in support of a future Site Plan application.
  
  o Prior to any development taking place, the owner will be required to enter into a site plan agreement that contains requirements with respect to the control and elimination of dust, mud, and debris.
• Concerns with the impacts on existing homes and properties fronting Highman Avenue, including foundations, accessory buildings, grading, erosion, loss of views and impacts on property values.

  o While loss of property value is not a land use planning consideration, the applicant has agreed to prepare a pre- and post-construction inspection plan, to identify any impacts on existing nearby residential lots as a result of the development of the site, to the satisfaction of the City of Cambridge.

  o The City has engineering standards that are implemented through the development and plans review process and during construction and matters such as grading and erosion are reviewed. The owner/developer will be required to enter into agreement(s) with the City (e.g. site plan agreement) and provide financial securities and insurance to ensure compliance with all requirements.

INTERNAL / EXTERNAL CONSULTATION:

The applications have been circulated to the departments and commenting agencies listed in Appendix E.

Staff has received comments from applicable City departments and outside agencies in regard to the proposed Official Plan and Zoning By-law Amendments. Staff and agency comments have been acknowledged and/or addressed by the Applicant and will be implemented through the future Site Plan application.

CONCLUSION:

The City of Cambridge is expecting to accommodate significant population growth within the current Planning Horizon into the year 2051. With limited vacant residential land available within the City and an increase in housing costs, there is a growing need and demand for more dense housing options that can accommodate more people in smaller spaces. There is also a demand for more attainable housing options than traditional single detached homes.

The proposed development represents an efficient use of existing municipal water and sanitary sewer services, and roads, and provides more housing options, including some affordable housing units.

It is the opinion of Planning staff that the proposed applications are consistent with the Provincial Policy Statement, conform with the policies of the Provincial Growth Plan 2020, the ROP, the City OP, subject to the requested amendments, meet the general intent and purpose of the City of Cambridge Zoning By-law No. 150-85, and represent good planning.
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
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:
1. 24-077-CD Appendix A – Concept Site Plan
2. 24-077-CD Appendix B – Written Public Submissions (Redacted)
4. 24-077-CD Appendix C – Proposed By-law for Official Plan Amendment
5. 24-077-CD Appendix D – Proposed By-law for Zoning By-law Amendment
6. 24-077-CD Appendix E – Internal/External Consultation and List of Supporting
   Studies
Jaqueline Hannemann:

I am contacting you to convey my opinion on the towers to be built on Water St.

I have been a resident of Ravine Dr. for more than 20 years. This is a mature 60 year old neighborhood.
The height of these building are going to be looming over all of our properties.

I oppose the application to change the number of units and the application to be closer to the road.

I am totally against the height.

I have been down to the area and have taken pictures. What assurances are there in place to have some trees saved or replanted?

There is a large number of Birch trees in that forest. These should be taken into consideration. It is next to Birch St.!

I was under the impression that a part of that area was a flood plain. Never to be built on.

Sincerely,

Cathy
March 14, 2024

City Of Cambridge Community Development Department
City Clerk
P.O. Box 669
Cambridge, ON
N1R 5W8

RE: Application to change the use of the property located at
201 Water Street South and 66 Highman Avenue
OR08/23

To Whom It May Concern:

As required, herein is our written request to be notified of:

- any future Committee or Council meetings at which recommendations are to be considered, and
- the approval of the proposal, or
- the refusal of a request to adopt the Official Plan Amendment or to amend the Zoning By-law

Thanking you in advance for your assistance, we remain

Yours truly,

Gary & Chea
City of Cambridge Community Development Department and  
City of Cambridge Clerk 
PO Box 669 
Cambridge ON N1R 5W8 

Attention Jacqueline Hannemann 
RE: File No: OR08/23 

I am an owner and resident of Cambridge, located at [redacted], which is directly east of the property in question (201 Water St. South & 66 Highman Ave.). I have lived in Cambridge for 20 years and at my current residence for 15 years. I am opposed to the proposal to rezone the lands in order to build three residential towers, two 13-storeys tall and one 9-storeys tall. I respectfully request that the application to amend the City’s Official Plan and Zoning By-law be refused. 

I oppose this plan to construct three high density towers for a number of reasons. 

1. **The view:** The report from the applicant suggests that no views/vistas are affected. That is not true. The drawings indicate that a thirteen-storey tower will be built along the full length of my property line, which will ruin my view. The reason I bought my property was ultimately because of the view. I take great delight in watching the sunrises light up the forest on the opposite side of the Grand River, as well as the painted skies of sunsets and the cyclical changes of the seasons evident in the foliage every year. This view feeds my soul, giving me much-needed peace and tranquility, while fostering my mental and emotional well-being. (See photos at the end of my letter.)

2. **The casting of shadows:** Reviewing the shadow study, I was able to conclude that at various parts of the year, my entire backyard will be cast in a shadow in the latter part of the day. That means that the “golden hour” sunshine that I currently enjoy will no longer be shining in the rear windows of my home — yet another way that my mental and emotional well-being will be affected, especially in the gray and dark days of winter.

3. **Privacy:** A thirteen-storey building behind my property will mean that residents of that building will be able to look into my backyard, which invades my privacy. The backyard is where I spend most of my outdoor time. At night, my privacy would also be affected as tower residents could look into the rear windows of my home. As well, the current proposal does not indicate how they would prevent residents from trespassing on adjacent backyard properties of Highman Avenue residences.

4. **Wildlife and Birds:** I currently see quite a variety of wildlife including a red fox, coyote, chipmunks, squirrels and raccoons. In addition, many birds visit my bird feeders, including Chickadees, Nuthatches, Woodpeckers, Finches, Sparrows, Wrens and some which are more rare such as the Rose-Breasted Grosbeak, Cedar Waxwing, Baltimore Oriole, Northern Flicker and Cooper’s Hawk. Even a Bald Eagle has been spotted resting on top of the hydro pole. I fear the proposed
development will drastically affect the habitats of these creatures, causing a decline in numbers, and perhaps even threatening some of the migrating bird species.

5. **Construction Noise/Air pollution:** The proposed development is going to create a lot of construction noise. During the tear down and rebuilding of a house on the property to the south of 201 Water St. S., last year, I was extremely bothered by the digging and beeping of construction vehicles. In fact, shelves and objects in my home vibrated from the digging and building. It was enough to make me go crazy. I can only imagine how much worse it would be with a tower being built directly behind my home. It also makes me wonder how the digging could affect the foundation and structure of my home, as well as the overall soil stability on my property. During the construction, there would also be dust/dirt in the air, which would affect our breathing and air quality potentially leading to further health concerns. Following construction, additional noise pollution would result from rooftop mechanical equipment, along with an increased presence of noise from more traffic coming and going from such a high-density location.

6. **Street View from Highman Ave.:** In the applicant’s report, a photo of the amount of tower visible behind one of the bungalows is misleading. First of all, the photo (see Figure 13b) is distorted with the distance from the sidewalk to the bungalow being much shorter in reality. Secondly, the tower in Figure 13b appears behind 80 Highman Avenue, when in fact the drawings show it directly behind my property at 82 Highman Ave. The report neglects to show how my property would be affected by the viewsed.

7. **Surrounding Streetscape Compatibility:** The applicant’s report suggests that their “tapered” plan would blend in with the current stone structure of heritage. Including a 13-storey tower beside a 2-storey house does not demonstrate much of a blending technique, even with a 4th floor terrace on the adjacent side.

8. **Haldimand Tract Moratorium on Development:** The applicant has submitted a wide variety of studies/reports, but not one has mentioned consultation with the Haudenosaunee Confederacy. Building three high-density towers and increasing the density of units per hectare further puts a strain on our water and land resources. This development sits on a flood plain, at a spot where flooding has occurred almost annually. How can this applicant proceed without having first consulted with The Haudenosaunee Confederacy?

In conclusion, for a wide variety of reasons, the applicant’s request to amend the City’s Official Plan and Zoning By-law in order to construct three more high-density towers is not in the best interest of the Highman Avenue neighbours, nor for the sustainability of these lands and adjacent waters of the Grand River. Just because such a development CAN be done, does not mean it SHOULD be done.

I respectfully request that the current zoning of the City’s Official Plan and By-laws be maintained as Low/Medium Density Residential and Natural Open Space System with no additional site specific policy change, as well as maintaining the “Open Space — OS1” and “Residential — R4”.

Page 346 of 677
I wish to be notified of any future Committee or Council meetings at which recommendations are to be considered, and wish to be notified of the approval of the proposal or refusal of a request to adopt the Official Plan Amendment or to amend the Zoning By-Law.

Sincerely,
Marjorie Siertema
Cambridge ON
OR08/23-201 Water St. South and 66 Highman Ave
Joint submission by
- Gary & Chea
- Marjorie
- Graham & Taryn
- Meghan

**Location and project size**

The magnitude of the proposed project hits very close to home, literally.

Our homes are single-storey bungalows atop a steep hill next to the proposed buildings. **Excavating 30’ down into the bedrock to construct such tall structures** just 12 meters from our backyards gives us great concern as to the long term, slow revealing damages it could cause to our foundations and properties.

We are grateful for the suggestion of pre- and post-construction engineering inspections at the developers’ cost. To ensure unbiased opinions, the structural engineering reports should be issued by a mutually agreed upon firm. Said opinions should address the **preservation of the integrity of our home foundations**, as well as that of our **hills**. We worry that excavating at the proposed scale could spark an erosion factor which could, **over time**, weaken the integrity of the land on those hills, and affect the survival of our trees/vegetation, and by extension, the stability of our very homes.

If councils/boards greenlight this proposed development, we respectfully request that they consider doing so on 3 conditions, applicable to 8 houses, from #68 Highman to #84 Highman:

1. We respectfully request that proper **retaining walls** be constructed at the developers’ cost at the bottom of said properties.
2. In addition to the pre- and post-construction inspections, we respectfully request that the developers provide us with **during- and follow up inspections** within a mutually agreed upon time frame determined with the input of the same engineering firm hired to execute the pre- and post- inspections. Said time frame should take into account the slow revealing nature of potential damages to our properties/hills, existing and new retaining walls..
3. Furthermore, we respectfully request the **developers’ undertaking to repair at their cost all potential property/hill** [including existing retaining walls] and **home damages traceable back to their construction project**, from start of construction up to the end of the above-mentioned time frame.
Cambridge Times' Bill Doucet's headline: "Neighbours tell council high-density Cambridge development doesn't belong in their back yards [sic]". It is without question that the potential loss of our exceptional privacy and view in our backyards is real, and will reduce the enjoyment of our homes, as well as their value, hence our retirement funds.

BUT above all, we are worried about the foundation of our homes and the integrity of our properties/hills. These are not unreasonable, change-adversed NIMB concerns looking to override the community's welfare with a dogged resolution to preserve our patch of grass. They are legitimate, significant and real concerns.

The construction of retaining walls at the bottom of our hills, the pre-, during-, post-, follow up- inspections, as well as the developers’ undertaking would help to allay some of our fears and losses.
Image 1 was provided by the developers, with the following commentary: "This is a different perspective from 80 Highman and we mapped out the exact setbacks. This would be a viewpoint from the back of the houses along Highman. So you will see … imagery of the trees in the winter time" (from the transcript of April 2nd meeting [21.37 mark])

There are inaccuracies in their computer generated image and its description. They concern the vantage point and the imagery of trees.

Based on geometry, the computer image vantage point is not the backyards of houses along Highman, as stated; rather, its vantage point is in the middle of Highman Av, (96' from the back yard); not even on the property itself, and certainly not in its backyard. In other words, the image was stated to be from the backyard but was actually from the street, with houses removed and replaced with grass and trees.

Images 2 and 3 show the topographical differences in vantage points, alleged and actual.
I, Gary produced Image 4 below. Believe it or not, Image 1 and 4 are from the exact same vantage point, the middle of the street. Image 4 accurately shows an actual photograph of that site from the street [developers’ actual vantage point], with accurately positioned simulated proposed buildings and existing tree coverage. We can see the tip of some trees by the hydro pole and evergreens behind the house on the left on Image 4. The “imagery of the trees in the winter time” is very far from reality.

Image from same street angle as in Image 1

Image stated being from backyard, but actually from street

The same tree image inaccuracy appears in Image 5.

The computer generated trees in Image 5 do not match the actual tree density on the properties shown in Image 6. Indeed there are numerous trees on the properties, but most of them are on the sides and on the hill below the horizon line.

Image 5 is from developers, showing no house and computer generated trees

Image 6 showing house in actual location and existing trees
Setting aside inaccurate representations, since the developers wanted to show the Council, and the public, backyard images with proposed buildings, below are two of them for your review and ease of reference.

Image 7 showing backyard view at #82 Highman

Image 8 showing backyard view with buildings

Even Councillor Scott Hamilton who advocates that “This is what gateways to large cities do look like” concedes that “...the change is jarring”.

If the proposed development is approved, we suggest that at the very least, developers offer to plant approximately 16’ tall mature trees in our backyards, just like the trees they superimposed in their pictures which, to their credit, show a great sense of aesthetic. Ideal choices include native species, fast-growing pine & spruce trees, as well as fir and tamarack trees to add variety, along with silver maple and other native deciduous species. Some trees should also be planted on the developers’ side of the property line. Over time, that would improve screening and fill in the buffer.

Alternatively, they could financially compensate us for the inevitable devaluation of our homes. The quantum of said compensation would be mutually agreed upon based on pre- and post-real estate appraisals, and we would look after the tree planting ourselves.

As an ending, I, Gary [redacted] am more than willing to demonstrate to the Council the accuracy of my version of the images.
Thank you for facilitating the neighbourhood meeting last night.

When the question was posed of **SG Real Estate Developments** whether the firm has previously undertaken a project of this scale before, the answer was no, never mind at this type of location.. at the bottom of a steep hill with homes at the top of said hill..

So of course, our concern for appropriate damage control measures increased...
Mark was patient enough to reassure me after the meeting that the City thoroughly vets applicants and their contractors for all development projects.

However, allow us to repeat ourselves and re-state that:

It is of **utmost importance to the 8 houses [#68-84 Highman] directly impacted by this project which will go ahead, that their owners are provided with a legally binding undertaking that SG will be responsible to cover all costs related to damages caused by the implementation of the project; damages to the hill [erosion], structures [decks, sheds, etc], home foundations over a suitable set period of time.

To have any validity, that legally binding undertaking would have to be accompanied by **4 structural engineering inspections** paid for by SG.

We are talking about 8 houses, not the entire neighbourhood. If SG is absolutely confident that, by some magic engineering strategy, the project does not pose any risks to those 8 properties and houses, then it would not be an issue for them to provide us with that legally binding undertaking and those inspections.

SG conforms with the regulation of protection against 100-year flood. Eight home owners are asking for immediate and mid-term protection against damages to our very homes. We believe it is our fundamental right to be thus protected.
Hi,

SG affirmed at the neighbourhood meeting that appropriate studies were conducted to ensure that part of the City of Cambridge will be able to handle the increased traffic of 330 units.

I would like to inquire of the City Council if infrastructure studies [traffic, sewage, water, electricity, etc] were done in relation to just this application for 330 units, or were they done taking into account the 991 units already approved north of us, i.e. 1,321 units in total, equalling approximately 2,642 additional residents.

Looking forward to a reply,
Thank you.

Chea
Hi Mark/Adam.
In regard to the impact of vibration etc during the excavation and building at the above address, I have concerns for the homes directly across the street from the proposed build. Namely my home at #79 Highman. I am directly across the street from Marjorie [redacted] that will have the 13 story tower in her back yard. What is stopping my home from being negatively impacted by the vibration etc?? The main focus has been, and rightfully so on the homes whose backyards are in direct line to the location of the towers.
I would appreciate if you would direct my concerns to the developer reps. I assume there would be an answer at the next council meeting.
Thank you in advance.
Regards
Rosemarie [redacted]

Sent from my iPhone
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24 - XXX

Being a by-law of the Corporation of the City of Cambridge to adopt Amendment No. 80 of the City of Cambridge Official Plan (2012), as amended with respect to lands municipally known as 201 Water Street South and 66 Highman Avenue.

WHEREAS Sections 17 and 22 of the Planning Act R.S.O. 1990 c. P. 13, as amended empower the City of Cambridge to adopt an Official Plan and make amendments thereto;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT amendment No. 80 to the City of Cambridge Official Plan (2012) shall apply to lands legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, and Lot 40 Plan 1059, Cambridge; S/T 210502, 219025 in the City of Cambridge, Regional Municipality of Waterloo, and shown on Schedules ‘A’, ‘B’ and ‘C’ attached hereto and forming part of the By-law (herein referred to as ‘the Lands’);

2. THAT Amendment No. 80 to the City of Cambridge Official Plan (2012) as amended, consisting of the text and attached maps, is hereby adopted;

3. THAT the Clerk is hereby authorized and directed to make application to the Regional Municipality of Waterloo for approval of the aforementioned Amendment No. 80 to the City of Cambridge Official Plan (2012), as amended;

4. AND THAT this By-law shall come into full force and effect upon the final passing thereof.
Enacted and Passed this 28th day of May, 2024.

__________________________________
MAYOR

__________________________________
CLERK
Purpose and Effect of Official Plan Amendment No. 80, By-law No 24 - XXX

The purpose and effect of this Official Plan Amendment No. 80 (OPA 80) to the City of Cambridge Official Plan (2012), as amended is to redesignate the majority of the subject lands from Low / Medium Density Residential and Natural Open Space System to High Density Residential (with the small floodplain area along the Water Street South frontage to remain in the Natural Open Space System designation), and to add site specific policies to permit increased density with a maximum of 330 residential units and increased building height to 15 storeys on the lands municipally known as 201 Water Street South and 66 Highman Avenue, City of Cambridge and Regional Municipality of Waterloo.
1. Chapter 14, Map 2 of the City of Cambridge Official Plan is hereby amended by redesignating the lands from “Low / Medium Density Residential” and “Natural Open Space System” to “High Density Residential” and “Natural Open Space System” as shown on Schedule ‘A’ attached hereto;

2. Chapter 14, Map 2A of the City of Cambridge Official Plan is hereby amended by adding Site Specific 116, as shown on Schedule ‘B’ attached hereto;

3. Chapter 16 of the City of Cambridge Official Plan is hereby amended by adding Figure 116 as shown on Schedule ‘C’ attached hereto; and,

4. Section 8.10 of the City of Cambridge Official Plan is hereby amended by adding the following subsection thereto:

8.10.116 201 Water Street South and 66 Highman Avenue

1. Notwithstanding anything to the contrary, for the lands shown on Figure 116 and designated High Density Residential, the following site-specific policies shall apply:

   a. A minimum and maximum Floor Space Index (FSI) shall not apply.

   b. A maximum of 330 residential units shall be permitted.

   c. The maximum building height shall be 15 storeys, including a maximum 6 storey podium, and the implementing zoning by-law shall include further restrictions on height for buildings adjacent to low rise residential areas.

   d. No buildings are permitted on the property municipally known as 66 Highman Avenue, which are generally those lands within 57 metres of the Highman Avenue frontage.

   e. The building design shall be architecturally sympathetic to the heritage building located on the south portion of 201 Water Street South.

   f. Additional landscaping and/or fencing is to be provided by the developer on existing residential lots located along the west side of Highman Avenue and abutting the east property line of the subject lands, to provide additional buffering to the satisfaction of the City.
g. The implementing zoning by-law shall apply a holding (H) to the Lands to limit the development and/or site alteration until such time as:

i. A Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, has been filed with the Ministry of Environment, Conservation and Parks, and a Ministry Acknowledgement Letter has been provided to the satisfaction of the City of Cambridge and the Region of Waterloo.

ii. Detailed transportation and stationary noise impact studies are completed to the satisfaction of the City of Cambridge and the Region of Waterloo.

iii. A Monitoring Plan to monitor the re-establishment of the Regionally significant species has been submitted to the satisfaction of City Environmental Planning.

iv. An information pamphlet in accordance with the recommendations of the Environmental Impact Study has been submitted to the satisfaction of City Environmental Planning.

v. An updated Shadow Study is completed to the satisfaction of the City of Cambridge.

vi. The lands have been confirmed to be one (1) consolidated lot to the satisfaction of the City of Cambridge.

vii. Preparation of a pre- and post-construction inspection plan, to identify any impacts on existing nearby residential lots as a result of the development of the site, to the satisfaction of the City of Cambridge.

h. The implementing zoning by-law shall limit development on the Lands, until such time as all applicable requirements of the holding (H) are satisfied.
Schedule A – Map 2

Schedule A to Official Plan Amendment 80
Amendment to Map 2 of City of Cambridge Official Plan

SITE
Low / Medium Density Residential
High Density Residential (Subject to Section 8.10.116)
Recreation, Cemetery and Open Space
Natural Open Space System
Schedule B – Figure 116

Legend
- Subject Lands
- High Density Residential (Subject to Section 8.10.116)
- Natural Open Space System
WHEREAS Council of the City of Cambridge has the authority pursuant to Section 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this by-law;

WHEREAS this By-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS Council deems that adequate public notice of the public meetings was provided and adequate information regarding this Amendment was presented at public meetings held on March 5, 2024 and April 2, 2024, and that a further public meeting is not considered necessary in order to proceed with this Amendment.

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to lands municipally addressed as 201 Water Street South and 66 Highman Avenue and legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, and Lot 40 Plan 1059, Cambridge; S/T 210502, 219025 in the City of Cambridge, Regional Municipality of Waterloo, as shown outlined in heavy black on Schedule ‘A’ attached hereto and forming part of this by-law;

2. THAT Schedule ‘A’ to the City of Cambridge By-law 150-85, as amended, is hereby amended by changing the zoning classification of the lands shown outlined in heavy black in the attached Schedule ‘A’ to this By-law from OS1 and R4 to (H)RM3 s.4.1.447 and OS1.

3. THAT the aforesaid City of Cambridge Zoning By-law no. 150-85, as amended, is hereby further amended by adding the following subsection under section 4.1 thereof:

“4.1.447 – 201 Water Street South and 66 Highman Avenue”

1. Notwithstanding the provisions of subsections 1.1.1, 2.1.11.1(b) and (e), 2.2.2.3, 2.4.2.3 and 3.1.2.4, of the By-law, the following regulations shall
apply to the RM3 zone to which parenthetical reference “S.4.1.447” is made on Schedule ‘A’ attached and forming part of the by-law:

a) The Front Lot Line shall be the lot line that divides the lot from Water Street South.

b) The Exterior Lot Line shall be the lot line that divides the lot from Highman Avenue.

c) The Interior Side Lot Line (north side) shall be the north lot line.

d) The Interior Side Lot Line (south side) shall be the south lot line.

e) Minimum interior side yard (north side) shall be 6.0 metres.

f) Minimum interior side yard (south side) shall be 30.0 metres and 12.7 metres for the building existing as of the date of passing of this By-law.

g) Minimum exterior side yard shall be 57.0 metres.

h) Minimum rear yard shall be 12.0 metres.

i) Maximum density shall be 219 dwelling units per net residential hectare.

j) The First Storey shall be the storey at the lowest elevation.

k) Maximum Building Height, excluding mechanical penthouses, shall be 15 storeys at a maximum elevation of 311 metres above sea level, including a 6 storey podium at a maximum elevation of 281 metres above sea level.

l) The maximum height of the buildings existing as of the date of passing of this By-law shall be the existing height of those buildings.

m) Minimum tower separation measured from exterior face of the building, between storeys 7 and 15, excluding balconies, shall be:
   i. 45 metres from a tower on the same lot
   ii. 30 metres from interior side lot line (north side)
   iii. 47 metres from interior side lot line (south side)

n) A maximum tower footprint shall be 1,000 square metres per tower.

p) Parking facilities shall be permitted between the regulatory building line and street line no closer than 0.3 metres to the street line.

q) Required off-street parking facilities for a use, building or structure on the lot may be partially located in the Open Space zone on the same lot.

r) Minimum planting strips and fencing shall consist of one of the following:
   i. a sodded or planting strip not less than 3 metres in width throughout along the lot line; or
   ii. a sodded or planting strip not less than 1.5 metres in width throughout with a 1.5 metre high fence along the lot line, save and except for within 3 metres of a street line where a 0.9 metre high fence is required.
r) The minimum distance between an accessory structure (retaining wall) and the front lot line or the interior side lot line (south side) shall be 0 metres.

s) Geothermal wells are prohibited. A Geothermal Well includes a vertical well, borehole or pipe installation used for geothermal systems, ground-source heat pump systems, geo-exchange systems or earth energy systems for heating or cooling; including open loop and closed-loop vertical borehole systems. A geothermal well does not include a horizontal system where construction or excavation occurs to depths less than five metres unless the protective geologic layers overlaying a vulnerable aquifer have been removed through construction or excavation.

2. Notwithstanding the (H) Prefix Zone holding provisions as outlined in S.2.1.4 of the aforesaid City of Cambridge Zoning By-law, as amended, the removal of the (H) Holding Provision for the entirety of the lands zoned (H)RM3 S.4.1.447 may only be lifted upon submission of the following:

a) Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, that has been filed with the Ministry of Environment, Conservation and Parks, and Ministry Acknowledgement Letter to the satisfaction of the City of Cambridge and the Region of Waterloo;

b) A Transportation (road) and detailed Stationary Noise Study has been completed and implementation measures addressed to the satisfaction of the Regional Municipality of Waterloo. The detailed stationary noise study shall review the potential impacts of noise (e.g. HVAC systems) on the sensitive points of reception and the impacts of the development on adjacent noise sensitive uses.

c) A Monitoring Plan to monitor the re-establishment of the Regionally significant species to the satisfaction of City Environmental Planning.

d) An information pamphlet in accordance with the recommendations of the Environmental Impact Study to the satisfaction of City Environmental Planning.

e) Completion of an updated Shadow Study to the satisfaction of the City of Cambridge.

f) Preparation of a pre- and post-construction inspection plan, to identify any impacts on existing nearby residential lots as a result of the development of the site, to the satisfaction of the City of Cambridge.

g) The lands have been confirmed to be one (1) consolidated parcel to the satisfaction of the City of Cambridge.
4. **AND THAT** this By-law shall come into force and effect on the date it is enacted subject to Official Plan Amendment No. 80 coming into effect pursuant to Subsection 24(2) of the Planning Act, R.S.O., 1990, c. P. 13, as amended.

Enacted and Passed this 28th day of May, 2024.

___________________________________________
MAYOR

___________________________________________
CLERK
This is Schedule A attached to and forming part of
By-law ________
Purpose and Effect

The purpose and effect of this By-law is to amend the zoning classification of the lands legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, and Lot 40 Plan 1059, Cambridge; S/T 210502, 219025 in the City of Cambridge, Regional Municipality of Waterloo from OS1 and R4 to (H)RM3 s.4.1.447 and OS1 to facilitate a high density residential development with site specific regulations.
Appendix E
Internal/External Consultation & List of Supporting Studies

These applications have been circulated to the departments and agencies listed below.

City of Cambridge Engineering Division;

- City of Cambridge Transportation Engineering Division;
- City of Cambridge Recreation and Cultural Division;
- City of Cambridge Fire Department;
- City of Cambridge Building Services Division;
- City of Cambridge Accessibility Coordinator;
- City of Cambridge Economic Development Division;
- City of Cambridge Planning Services;
- Regional Municipality of Waterloo;
- Grand River Conservation Authority;
- Energy+ Inc;
- Waterloo Region District School Board; and,
- Waterloo Catholic District School Board.

List of Supporting Studies

- Planning Justification Report and Addendum
- Conceptual Site Plan
- Shadow Study
- Wind Study
- Environmental Impact Study
- Tree Management Plan
- Traffic Impact Study
- Traffic Noise Study
- Stationary Noise Study
- Environmental Site Assessment
- Hydrogeological Report
- Geotechnical Study
- Cultural Heritage Impact Study
- Urban Design Brief
- Source Water Protection Study
- Functional Servicing and Stormwater Management Report
To: COUNCIL
Meeting Date: 5/28/2024
Subject: Recommendation Report for City initiated Zoning By-law Amendment - 214 and 216 Union St. N. and 229 and 231 Anne St.
Submitted By: Sylvia Rafalski-Misch, MCIP, RPP, Manager of Development Planning
Prepared By: Sancy Sebastian, Planner – Development Co-ordinator
Report No.: 24-032-CD
File No.: R17/23
Wards Affected: Ward 1

RECOMMENDATION(S):
THAT Report 24-032-CD Recommendation Report for City initiated Zoning By-law Amendment - 214 and 216 Union St. N. and 229 and 231 Anne St. be received;
AND THAT Council approves the proposed Zoning By-law Amendment to rezone the subject lands from RM3 s.4.1.299 to RM4 s.4.1.475, with a site specific provision for a reduced lot frontage, to legalize the two existing semi-detached dwellings;
AND THAT Council is satisfied that the requirements for a public meeting in accordance with subsection 34(17) of the Planning Act have been met;
AND FURTHER THAT that the By-law attached to report 24-032-CD be passed.

EXECUTIVE SUMMARY:
Purpose
The purpose of this report is to provide a recommendation on a City initiated Zoning By-law Amendment to legalize the two (2) existing semi-detached dwellings, for a total of four (4) dwelling units on the subject lands.

Key Findings
- The current RM3 - Multiple Residential zone does not permit semi-detached dwellings. Two semi-detached dwellings have been built on the subject lands.
- The proposed City initiated Zoning By-law Amendment is to rezone the lands from RM3 to RM4 to legalize the two existing semi-detached dwellings.

- The Owner of 214 and 216 Union Street North has applied and received conditional approval for a consent application to create separate lots for the existing semi-detached dwellings.

- As a condition of the consent application, a Zoning Bylaw Amendment is required to legalize the existing semi-detached dwellings in order for the lot creation to be completed.

- No new development is proposed on the subject lands.

Financial Implications

- There were no application fees for this City initiated Amendment.

STRATEGIC ALIGNMENT:

☒ Strategic Action

Objective(s): PLANNING FOR GROWTH - Provide for a mix of development, uses and amenities in order to meet the needs of a changing and diverse population

Strategic Action: Increase housing options

OR

☒ Core Service

Program: Development Approvals

Core Service: Official Plan and Zoning By-law Amendments

BACKGROUND:

Subject Lands

The subject lands are located south of Highway 401, and west of Highway 24, within the Preston community. Bound by Anne Street to the west, Union Street to the east, and Duke Street to the south, the subject lands contain two semi-detached dwellings, for a total of four (4) dwelling units.
The lands at 214 and 216 Union Street North have a combined lot frontage of 17 metres and these lands are proposed to be severed into two separate lots, with a semi-detached dwelling unit on each lot. The lands at 229 and 231 Anne Street are already two separate lots, with a semi-detached dwelling unit located on each lot, with individual lot frontage of 8.5 metres. The subject lands are identified on Figure 1 below.

Figure 1 – Aerial view of the Subject Lands

Figure 2 – Existing semi-detached at 229 and 231 Anne Street

Figure 3 – Existing semi-detached at 214 and 216 Union Street North
Surrounding Lands

Surrounding land uses consist of a mix of single detached dwellings, semi-detached dwellings and townhouses with industrial lands and a rail corridor to the northeast of the subject lands. The properties on the south side of Duke Street across from the subject lands are identified as properties of interest on the Heritage Registry due to a historic wall along the south side of the property, facing King Street East.

ANALYSIS:

The City is initiating this amendment to legalize the two (2) existing semi-detached dwellings, for a total of four (4) dwelling units on the subject lands, for which building permits were issued. The one semi-detached dwelling at 229 and 231 Anne Steet was part of a larger townhouse development at the time of Site Plan approval. The existing site specific RM3 zone permits townhouse and apartment dwellings but does not permit semi-detached dwellings. A Zoning By-law Amendment is required to rezone the subject lands to RM4 with site specific provision for a reduced lot frontage.

The comprehensive timeline outlining the series of zoning changes, severance application, lot creation, and building permits and the steps taken towards resolution is included in Appendix C of this report.

City of Cambridge Official Plan (2012)

The 2012 City of Cambridge Official Plan designates the subject lands as “Low/Medium Density Residential”, which permits single detached dwellings, semi-detached dwellings, townhouses and/or walk-up apartments. The lands are also located in the “Regeneration Areas”. The maximum density for this area is 75 units per hectare. The subject lands are developed with two semi-detached dwellings with a density of 11 units per hectare. The proposed Zoning By-law Amendment conforms to the City Official Plan.

Proposed Zoning By-law Amendment

The proposed Amendment is to rezone the subject lands from RM3 with existing site-specific s.4.1.299 to RM4 with proposed site-specific s.4.1.475 to permit a reduced lot frontage for each semi-detached dwelling unit (on individual lot) from 9 metres to 8.5 metres, and to legalize the two existing semi-detached dwellings on Union Street and Anne Street.

If approved, the proposed Amendment will legalize the existing semi-detached dwellings and the owner of 214 and 216 Union Street can fulfill the consent condition to create two saleable lots within an established residential neighbourhood. No exterior additions
or site alterations are proposed and the required parking is provided for each unit in the garage and the driveway as it currently exists.

**EXISTING POLICY / BY-LAW(S):**

**City of Cambridge Official Plan, 2012, as amended.**

**Existing Land Use Designation(s):**

- Low/Medium Density Residential – Map 2 of Official Plan
- Regeneration Areas – Map 6 of Official Plan

No changes to the Official Plan designations are proposed. Figure 4 below shows the existing Land Use Designation on Map 2 of the City Official Plan.

![Existing Map 2 of The City Official Plan](image)

**City of Cambridge Zoning By-law 150-85, as amended.**

**Existing Zoning:** RM3 - Multiple Residential, s. 4.1.299 (By-law 126-15)

**Proposed Zoning:** RM4 - Multiple Residential, s.4.1.475

Figure 5 below shows the existing zoning and Figure 6 shows the proposed zoning.
FINANCIAL IMPACT:
There are no application fees associated with the proposed City initiated Zoning By-law Amendment.

PUBLIC VALUE:
A statutory public meeting required under the Planning Act was held on May 7th, 2024.

Following the Public Meeting, any person that provided their contact information on the sign-in registry at the meeting or requested through other means to be kept informed about the application, were notified of the May 28th, 2024 Council Meeting and provided with access to the Recommendation Report.

ADVISORY COMMITTEE INPUT:
Advisory Committees Consulted:
Not Applicable
The statutory public meeting required under the Planning Act was held on May 7, 2024, and official notification was provided in The Record on April 12, 2024. In addition, notice was provided to all assessed property owners within 120 metre (393.7 feet) radius of the site. Staff also received one written submission regarding the application. The comments expressed at the public meeting and through the written submission are summarized below and include Planning staff response.

<table>
<thead>
<tr>
<th>Number</th>
<th>Concerns Raised</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The current parking setup for townhouses along Duke Street has led to traffic incidents, primarily due to obscured visibility at the intersection of Union Street North and Duke Street.</td>
<td>As per staff analysis, no potential to create unacceptable adverse traffic operational and/or safety impacts on the road network was identified during staff's review of the Zoning Bylaw Amendment application in 2014.</td>
</tr>
<tr>
<td>2</td>
<td>Concern was raised whether a Transportation Impact Study was conducted during the Zoning Bylaw Amendment application process in 2014 and prior to the issuance of building permits for 214 and 216 Union Street North.</td>
<td>A Transportation Impact Study (TIS) is conducted whenever a proposed development will generate more than 75 additional peak hour trips to or from the site or if any of the listed below conditions apply:</td>
</tr>
</tbody>
</table>

- The development is located in an area of high roadway congestion and/or a high employment or population growth area.
- The development requires an amendment to the Official Plan.
- The development, its access(es) or type of operation is not consistent with land-use zoning or transportation plans.
- As part of the proposed development, a new traffic signal is proposed.
<table>
<thead>
<tr>
<th>Number</th>
<th>Concerns Raised</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Insufficient parking is available on Union Street North for visitors and the two semi-detached dwellings at 214 and 216 Union Street North do not have enough space to park two vehicles in the driveway, resulting into encroachment to sidewalk.</td>
<td>The properties from 220 to 256 Union Street North are zoned RM4. As per the parking requirements under the City Zoning Bylaw 150-85, no additional visitor parking spaces are required for these townhouse properties in the RM4 Zone. The two semi detached properties have one required parking space per dwelling unit based on bedroom count. Accordingly, one vehicle can be parked in the garage, and one additional vehicle can be parked in the driveway. The driveway is 3.05m wide and 7.6m long, which accommodates one vehicle with no encroachment onto the sidewalk.</td>
</tr>
<tr>
<td>4</td>
<td>214 and 216 Union Street North properties were not included in the public meeting proposal as part of the rezoning application in 2014.</td>
<td>The statutory public meeting held on March 10th, 2015, was based on the proposal to build a 3 storey 32-unit apartment building and that proposal included the 214 and 216 Union Street properties as part of the</td>
</tr>
<tr>
<td>Number</td>
<td>Concerns Raised</td>
<td>Staff Response</td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>subject lands. The Zoning Bylaw 126-15 was approved and passed by Council on July 14th, 2015.</td>
<td>5 The public meeting was conducted by the developer changing the proposal from a 32-unit apartment building to exclusively townhouses on Duke Street. In the presentation, no semi-detached units were proposed along Anne Street and Union Street North. The notices on record for the public meeting and neighbourhood meeting for the above noted Zoning By-law Amendment, were for a 3 storey 32-unit apartment building and included the 214 and 216 Union Street property as part of the subject lands. Staff are unable to comment on what was presented at a meeting held by the developer.</td>
</tr>
</tbody>
</table>
|        | In 1994 the City obtained ownership of the sanitary main located behind the properties from 220 to 254 Union Street North. The property at 256 Union Street North has a private sewer lateral that connects to this sanitary main. | 6 The properties located along Union Street North from 220 to 256 were noted to hold a 1/16 ownership stake in the sanitary easement passing through their backyards. Prior consultation with these property owners was required before establishing any new connections to the existing sanitary line. Further, it was stated that the covenant instrument attached to the deed of the property required to recognize the following.  
   • Sanitary services meaning sanitary main is privately owned by the owners of 220 to 256 Union Street North inclusive severely and jointly. |
<p>|        | This issue is beyond the scope of the current planning application. | 7 In 1989 when the sanitary main was constructed, asphalt was dumped by the developer across the back of |</p>
<table>
<thead>
<tr>
<th>Number</th>
<th>Concerns Raised</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>properties 220 to 256 Union Street. As the sanitary line was not placed at the right level, there was no adequate fall for the sanitary line to run along the back of the properties. Although the illegally dumped asphalt was later removed, it adversely affected the functionality of the sewer line. Consequently, the property owner at 256 Union Street had to finance the reconstruction of the sanitary lateral line to reinstate it at a higher level on her property</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The owner of 256 Union Street asserted that the 1/16th ownership of the sanitary line on their property was never transferred to the City, indicating that they still retain ownership of a portion of the sanitary main. Additionally, the properties at 214 and 216 Union Street North were connected to the sanitary line without obtaining permission from the owners of 256 Union Street North.</td>
<td>In 1994 the City obtained ownership of the sanitary main located behind the properties from 220 to 254 Union Street North. The property at 256 Union Street North has a private sewer lateral that connects to this sanitary main.</td>
</tr>
</tbody>
</table>

**Council Direction to Staff:**

At the Statutory Public Meeting held on May 7th, 2024, Council directed Staff to provide a response to the concerns raised at the public meeting and to include the timeline of previous approvals for the properties. Staff has responded in the above table to the comments provided at the public meeting and has included the timeline of previous approvals in Appendix C to this report.
INTERNAL / EXTERNAL CONSULTATION:
The proposed Amendment has been circulated to the departments and commenting agencies listed in Appendix B.

There were no objections or comments received from the circulated departments or commenting agencies with respect to the proposed Zoning By-law Amendment.

CONCLUSION:
The proposed Zoning By-law Amendment will legalize the two existing semi-detached dwellings on the subject lands and complete the proposed severance to create individual lots for the semi-detached dwelling located at 214 and 216 Union Street North.

It is the opinion of Planning staff that the proposed Zoning By-law Amendment is consistent with the Provincial Policy Statement, conforms with the policies of the Provincial Growth Plan, the Regional Official Plan, and the City of Cambridge Official Plan and meets the general intent and purpose of the City of Cambridge Zoning By-law 150-85.

As such, Planning staff recommends approval of the proposed Zoning By-law Amendment contained in Appendix A respectively.

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
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager
ATTACHMENTS:

1. 24-032-CD – Appendix A – Proposed Zoning By-law – 214 and 216 Union St N and 229 and 231 Anne St
2. 24-032-CD – Appendix B – Internal/External Consultation
3. 24-032-CD – Appendix C – Previous Approvals
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-XXX

Being a by-law to amend Zoning By-law 150-85, as amended with respect to lands municipally known as 214 and 216 Union Street North, and 229 and 231 Anne Street

WHEREAS Council of the City of Cambridge has the authority pursuant to Section 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this By-law;

WHEREAS this by-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS, Council deems that adequate public notice of the public meeting was provided and adequate information regarding this Amendment was presented at the public meeting held May 7th, 2024, and that a further public meeting is not considered necessary in order to proceed with this Amendment.

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to lands described as PART LOTS 8, 9 & 10 NORTH SIDE DUKE STREET PLAN 521 CAMBRIDGE, BEING PARTS 16, 17, 18 AND 19 58R20268; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 18 & 19, 58R20268 AS IN WR1173887; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 1 & 2, 58R21423 AS IN WR1519217; City of Cambridge, Regional Municipality of Waterloo, as shown outlined in heavy black on Schedule ‘A’ attached hereto and forming part of this by-law;

2. AND THAT Schedule ‘A’ to City of Cambridge Zoning By-law 150-85, as amended, is hereby amended by changing the zoning classification of the lands shown in heavy black in the attached Schedule ‘A’ to this By-law from RM3 s.4.1.299 to RM4 s.4.1.475;

3. AND THAT the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by adding the following subsection under section 4.1 thereof:

4.1.475 214 and 216 Union Street North and 229 and 231 Anne Street

1. Notwithstanding the provisions of section 3.1.2.3 (a) of this By-law, the
following regulations shall apply to the lands in that RM4 zone classification to which parenthetical reference to “s.4.1.475” is made on Schedule ‘A’ attached to and forming part of this By-law:

a) The minimum lot frontage for One Attached Dwelling Unit shall be 8.5 meters.

4. **AND FURTHER THAT** this By-law shall come into force and effect on the date it is enacted and passed by Council of The Corporation of the City of Cambridge, subject to notice hereof being circulated in accordance with the Planning Act and Ontario Regulation 545/06.

Enacted and Passed this 28th day of May, 2024.

_________________________________
MAYOR

_________________________________
CLERK
Schedule A
Purpose and Effect of By-law No 24-XXX

The purpose and effect of this by-law is to amend the zoning classification of the lands legally described as PART LOTS 8, 9 & 10 NORTH SIDE DUKE STREET PLAN 521 CAMBRIDGE, BEING PARTS 16, 17, 18 AND 19 58R20268; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 18 & 19, 58R20268 AS IN WR1173887; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 1 & 2, 58R21423 AS IN WR1519217; in the City of Cambridge, Regional Municipality of Waterloo from RM3 s.4.1.299 zone to RM4 s.4.1.475 zone to permit two semi-detached dwellings on the subject lands, for a total of four dwelling units with site specific provision to allow a reduced lot frontage of 8.5 metres for each unit/lot.
Appendix B – Internal/External Consultation – Report 24-032-CD

Internal/External Consultation

This application has been circulated to the departments and agencies listed below.

- Regional Municipality of Waterloo
- Grandbridge Energy Inc. (Hydro)
- The Grand River Conservation Authority
- Waterloo Regional District School Board
- Waterloo Catholic District School Board
- City of Cambridge Engineering and Transportation Divisions
- City of Cambridge Economic Development
- City Cambridge Fire Department
- Planning Services
- City of Cambridge Sustainable Transportation
- City of Cambridge Policy Services
- Ministry of Transportation

The following memo was circulated in support of this application.

- Memo R17-23_214-216 Union Street North and 229 and 231 Anne Street
Appendix C – Previous Approvals

Previous Approvals:

- **Background Rezoning in 2014:**
  In 2014, the broader parcel containing the subject lands was rezoned from R4 to RM3 S.4.1.299. The specific provision was to allow a 32-unit apartment building.

- **Parcel Severance in 2017:**
  In 2017, applications to sever the broader parcel were submitted and subsequently approved with conditions, for the creation of 17 separate lots.

- **Lot Creation Progress in May 2019:**
  By May 2019, the consent process for creating individual lots had progressed, with 15 out of the 17 lots finalized, with issuance of consent certificates. The consent for the 214 and 216 Union Street N. property was not finalized and remained as one parcel.

- **Site Plan Approval and Interpretation Challenges May 2019:**
  In May 2019, a site plan was approved for a development including 13 townhomes along Duke St. and one semi-detached dwelling along Anne St. The 214 and 216 Union St. N. property was not included in the final approved site plan. Staff made the interpretation that all buildings on the site plan were townhomes.

- **Building Permits in 2020 – Anne Street properties:**
  In 2020, a building permit was issued for a semi-detached dwelling at 229-231 Anne Street.

- **Consent Application in 2020 and Lapsed Approval:**
  A consent application was submitted in 2020 to sever the 214 and 216 Union St. N. property into two separate lots. The application was approved with conditions, and subsequently lapsed as the conditions were not satisfied.

- **Building Permits in 2023 – Union Street property:**
  In 2023, a building permit was issued for a semi-detached dwelling at 214-216 Union St. N.
• Resolution in 2023:
In 2023, a consent application was filed again for the 214 and 216 Union Street N. property. At this stage, staff noted that a semi-detached dwelling was not permitted in the RM3 zone. To ensure zoning compliance, the consent application was approved with a condition that the property be rezoned to permit the semi-detached dwelling at 214 and 216 Union Street N. Given a similar compliance interpretation was made for 229 and 231 Anne Street, these properties were also included in the City-initiated Zoning By-law Amendment to rezone the lands from RM3 to RM4 with site specific provision to address the reduced lot frontage and legalize the existing semi-detached dwellings.
To: COUNCIL  
Meeting Date: 5/28/2024  
Subject: Recommendation Report for Official Plan Amendment and Zoning By-law Amendment - 777 Laurel Street and 308 Dolph Street North  
Submitted By: Sylvia Rafalski-Misch, MCIP, RPP, Manager, Development Planning  
Prepared By: Toula Theocharidis, MCIP, RPP, Senior Planner, Meridian Planning Consultants  
Report No.: 24-078-CD  
File No.: OR05-23  
Wards Affected: Ward 3  

RECOMMENDATION(S):  
THAT Report 24-078-CD Recommendation Report for Official Plan Amendment and Zoning By-law Amendment - 777 Laurel Street and 308 Dolph Street North be received;  
AND THAT Council adopt proposed Official Plan Amendment No. 79 to redesignate the subject lands from ‘Business Industrial’ to ‘High-Density Residential’ with Site-Specific Policy 8.10.115 to permit increased density with maximum of 1,215 residential units and a maximum building height of up to 19 storeys, and that the adopted Official Plan Amendment be submitted to the Regional Municipality of Waterloo for approval;  
AND THAT Cambridge Council approves the proposed Zoning By-law Amendment to amend the zoning of the subject lands from ‘General Industrial’ - M3 to the ‘Multiple Residential’ - RM3 S.4.1.477, with Site-Specific provisions and a Holding (H) provision to facilitate the development of 1,215 residential apartment units;  
AND THAT Council is satisfied that the requirement for a public meeting in accordance with subsections 17(15) and 34(17) of the Planning Act has been met; and,  
AND FURTHER THAT the By-law(s) attached to this report 24-078-CD be passed.
EXECUTIVE SUMMARY:

Purpose

The purpose of this report is to provide a recommendation on the proposed Official Plan and Zoning By-law Amendment applications for a rental residential apartment development consisting of 1,215 units.

Key Findings

- The Subject Lands are located within the City’s existing delineated Built-Up Area and the proposal represents an opportunity to transform the lands into a vibrant redevelopment. The proposed development is within the City’s Regeneration Area in the City of Cambridge Official Plan, which anticipates a transition of use from employment uses to non-employment uses and where intensification is encouraged.

- The proposed development offers the intensification of lands at a higher density within the Built-Up Area where municipal services are available, and where increased density is encouraged and anticipated.

- The Subject Lands border the draft Preston Major Transit Station Area (MTSA) and are located within a 15 minute walking distance of the future Preston Transit Station. The proposal provides an opportunity for a transit-supportive development offering additional housing options, contributing to the creation of a complete community or a 15 minute neighborhood.

- The Subject Lands will be serviced with the existing municipal water and wastewater systems. The proposed development aligns with Provincial, Regional and City goals and objectives with respect to intensification.

FINANCIAL IMPLICATIONS:

- A planning application fee in the amount of $40,000 has been paid to the City of Cambridge to process the Official Plan and Zoning By-law Amendments.

- This application was submitted prior to the Planning Act changes resulting from Bill 109 and therefore is not subject to fee refunds.

STRATEGIC ALIGNMENT:

☐ Strategic Action

Objective(s): Not Applicable

Strategic Action: Not Applicable
BACKGROUND:

Subject Property

The Subject Lands are municipally known as 777 Laurel Street and 308 Dolph Street North ("the Subject Lands"), and are legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP-58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo.

The Subject Lands have frontage on the north side of Laurel Street, as well as on the west side of Dolph Street North and have a total area of approximately 3.17 hectares (7.83 acres). The Subject Lands have approximately 150 metres (492 feet) of frontage along Laurel Street and 110 metres (361 feet) of frontage along Dolph Street North. The northern limit of the lands is bounded by a Canadian Pacific Railway (CPR) freight line, which is still in use.

The Subject Lands are currently occupied by one large industrial multi-tenant building, containing various warehousing and manufacturing units, as well as outdoor storage facilities. The proposal involves demolishing the existing building in order to facilitate the proposed development. An aerial image of the Subject Lands is provided below on Figure 1.

Surrounding Land Uses

The Subject Lands are located within an established neighbourhood that is generally characterized by low-density residential and commercial/industrial lands. Immediately north of the Subject Lands is a railway line that provides active freight service with low train volumes and speeds. Further north, there are primarily industrial and residential lands as well as Lawrence Park. To the immediate west, there is a craft brewery operation and low-density residential dwellings along Laurel Street, beyond which is Civic Legion Park. To the south there are low-density detached and townhouse dwellings along Dolph Street North and Laurel Street, as well as residential lands along Duke Street. To the east there are residential and industrial lands. Further north and west is the Preston Core Area, which places the Subject Lands within walking distance to a range of local services and amenities.
ANALYSIS:

Proposal

The applicant is proposing an Official Plan Amendment to redesignate the Subject Lands from 'Business Industrial' to 'High-Density Residential' with site-specific policies to permit an increased density on the subject lands to a maximum of 1,215 units and a maximum building height of up to 19 storeys. The applicant is also proposing a Zoning By-law Amendment to change the zoning of the Subject Lands from ‘General Industrial’ - M3 to the ‘Multiple Residential’ - RM3 with site-specific provisions to facilitate the development of 1,215 residential apartment units.

Following the September 5, 2023 Public Meeting, Council and staff expressed a desire for additional parking for the proposal on a per unit basis. In response to this request, the applicant has revised the concept plan by increasing the supply of parking through
the addition of another level of structured parking within the podium of the building. To offset the significant extra cost of the additional parking, the applicant has revised their plan to increase the number of units, which resulted in increased building height.

Table 1 below compares the proposed building heights presented at the Public Meeting with the current updated proposal:

Table 1: Proposed Building Height Comparison

<table>
<thead>
<tr>
<th>Proposed Buildings</th>
<th>Public Meeting Concept Plan, September 2023</th>
<th>Current Concept Plan, March 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tower A</td>
<td>12 and 14 storeys</td>
<td>16 and 19 storeys</td>
</tr>
<tr>
<td>Tower B</td>
<td>12 storeys</td>
<td>15 storeys</td>
</tr>
<tr>
<td>Tower C</td>
<td>12 and 14 storeys</td>
<td>16 and 19 storeys</td>
</tr>
<tr>
<td>Tower D</td>
<td>12 storeys</td>
<td>15 storeys</td>
</tr>
<tr>
<td>Tower E</td>
<td>7 storeys</td>
<td>8 storeys</td>
</tr>
<tr>
<td>Tower F</td>
<td>7 storeys</td>
<td>8 storeys</td>
</tr>
</tbody>
</table>

Towers A through D sit on top of the proposed podium, which ranges in height from 3 storeys along Dolph Street North to 4 storeys at the western end of the lands due to sloping topography from east to west. The tower height provided in Table 1 includes the podium height.

To achieve a more balanced approach between parking supply and demand, the applicant has worked with staff to accommodate a higher parking rate to the satisfaction of Planning and Transportation staff. The following tables provide an overview of the proposed parking breakdown comparing the current plan (March 2024) with the plan presented at the Statutory Public Meeting (September 2023):
Table 2A: Proposed Parking Breakdown, Current Resubmission, March 2024

<table>
<thead>
<tr>
<th>Parking Space Type</th>
<th>Required Rate per ZBL</th>
<th>Required Spaces per ZBL</th>
<th>Proposed Parking Rate</th>
<th>Proposed Parking Spaces</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenant</td>
<td>1.0 spaces per unit</td>
<td>1,215 spaces</td>
<td>1.0 spaces per unit</td>
<td>1,215 spaces</td>
<td>None</td>
</tr>
<tr>
<td>Visitor</td>
<td>0.25 spaces per unit</td>
<td>304 spaces</td>
<td>0.15 spaces per unit</td>
<td>183 spaces</td>
<td>121 spaces</td>
</tr>
<tr>
<td>Total:</td>
<td>N/A</td>
<td>1,519 spaces</td>
<td>N/A</td>
<td>*1,398 spaces</td>
<td>121 spaces</td>
</tr>
</tbody>
</table>

*1398 spaces calculated, the plan provides for 1401 total spaces

Table 2B: Proposed Parking Breakdown, Public Meeting Submission, September 2023

<table>
<thead>
<tr>
<th>Parking Space Type</th>
<th>Required Rate per ZBL</th>
<th>Required Spaces per ZBL</th>
<th>Proposed Parking Rate</th>
<th>Proposed Parking Spaces</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenant</td>
<td>1.0 spaces per unit</td>
<td>1,046 spaces</td>
<td>0.9 spaces per unit</td>
<td>942 spaces</td>
<td>104 spaces</td>
</tr>
<tr>
<td>Visitor</td>
<td>0.25 spaces per unit</td>
<td>262 spaces</td>
<td>0.1 spaces per unit</td>
<td>105 spaces</td>
<td>157 spaces</td>
</tr>
<tr>
<td>Total:</td>
<td>N/A</td>
<td>1,308 spaces</td>
<td>N/A</td>
<td>1,047 spaces</td>
<td>261 spaces</td>
</tr>
</tbody>
</table>

The current plan proposes a total of 1,215 apartment units and a total of 1,401 parking spaces provided on site, whereas the plan presented at the Public Meeting proposed 1,046 apartment units and a total of 1,047 spaces. Although the total unit count has increased on the current plan, the applicant is providing a higher parking rate, at 1.15 spaces per unit for residential and visitor parking, which is closer to meeting the minimum parking requirement of 1.25 spaces in the Zoning By-law.

The current plan provides additional parking spaces. At the request of staff, the applicant has updated the concept plan to implement a slightly narrower parking stall width of 2.75 metres, reduced from 2.9 metres per the Zoning By-law. The reduction in the stall width applies to all proposed podium parking and surface parking spaces and excludes the proposed barrier free spaces. The proposed car parking will be unbundled, whereby future residents have the option to reserve a parking space as part of their tenancy, which would attract non-auto users. Staff find that this option can contribute to reducing the overall parking demand on site.
The proposed development will be rental tenure and subject to a future Site Plan application to implement the proposed development. The concept site plan is included in Appendix A, and the concept elevations and renderings are included in Appendix B to this report.

Policy Overview

The Subject Lands are within the Built-Up Area as identified in the Growth Plan, the Regional Official Plan (ROP), and the City Official Plan (City OP).

The Subject Lands are designated ‘Business Industrial’ and are within the City’s Regeneration Area, which is described in the City OP as an area intended to experience a land use transition from Industrial to Residential. Policy 2.7.3.2 of the City OP identifies Regeneration Areas as one of the areas in the City where intensification is encouraged to support and ensure the viability of existing and planned transit service levels.

An Official Plan Amendment is required to redesignate the lands from ‘Business Industrial’ to ‘High-Density Residential’ with a site-specific policy to permit an increased density that would accommodate up to 1,215 residential units and a maximum building height of 19 storeys.

Section 2.8.3.3 of the City OP establishes a maximum Floor Space Index (FSI) of 2.0 for development in Regeneration Areas. The proposed FSI including the podium parking is approximately 4.65. Excluding the podium parking, the proposed development has an FSI of approximately 3.39. In both instances, the proposed FSI exceeds the maximum FSI permission in the Official Plan. To appropriately reflect how density is controlled on this site, staff recommend implementing a density based on a maximum number of units for the site rather than applying FSI. Additional building and tower setbacks are also included in the proposed site specific policies and zoning by-law provisions. The maximum density requirement in the Zoning By-law for the RM3 zone is based on units per hectare and not FSI, therefore, staff recommend including a maximum unit cap in both the site specific Official Plan and Zoning By-law amendments.

Further, Section 2.8.3.3 of the City OP prescribes a maximum building height of 8 storeys in Regeneration Areas. In this regard, the Towers which flank Laurel Street meet this policy. However, Towers A to D, which range in height between 15 and 19 storeys exceed this maximum and require an amendment to the Official Plan. While a maximum building height of 8 storeys is prescribed, the City’s Regeneration Areas are intended to accommodate intensification through mixed and higher density land uses. In the absence of City led planning studies or Secondary Plans for the City’s Regeneration Areas, site specific Official Plan Amendments are required to facilitate land use changes and establish appropriate height and densities on a site-specific basis. The Subject
Lands and surrounding lands are planned for intensification and the density, scale, height and massing of built forms in the area will continue to evolve over time as redevelopment occurs.

Further, land use compatibility between the proposed residential development and the existing industrial uses and the adjacent CPR line will be addressed through the submission of an updated Stationary Noise Study that will be required through the use of a Holding provision as part of the implementing Zoning By-law Amendment. The Stationary Noise Study will also assess any potential noise impacts from the proposed development (e.g. rooftop or HVAC equipment) on nearby residential properties. In addition, staff has included a site specific provision that requires as part of future Site Plan application, the submission of an affidavit and a report from a qualified engineering consultant that the proposed development meets all noise levels and all safety standards of the Railway Association of Canada (RAC) *Guidelines for New Development in Proximity to Railway Operations*, to the satisfaction of City Planning in consultation with the Canadian Pacific Railway.

Overall, the proposal is consistent with the Provincial, Regional and City policy direction to build healthy, sustainable communities and provide for intensification within the Built-Up Area. The Subject Lands provide an opportunity for residential infill redevelopment that will be compatible with the surrounding neighbourhood. Additionally, the proposal will maximize the use of existing infrastructure available in the vicinity and overall represents appropriate development providing more housing options within the Built-Up Area of Cambridge.

The Subject Lands are zoned ‘Industrial’ - M3 under Zoning By-law No. 150-85, as amended. A Zoning By-law Amendment to change the use from the current ‘Industrial’ - M3 zone to the ‘Multiple Residential’ - RM3 zone with the following site-specific provisions:

- To allow a maximum density of 385 units per hectare whereas a maximum density of 75 units per hectare is permitted;
  - The intent of this provision is to ensure that the proposal is compatible with the character of the surrounding area. The Subject Lands are located within a Regeneration Area in the City OP where intensification is encouraged and transition from employment uses is anticipated, with the intent that in the future, the surrounding area will accommodate significantly higher forms of density. Further, the proposed density will help achieve the City’s goal of ensuring the creation of 65 percent of new housing units through infill and intensification of Built-Up Area of the City. The proposed density, although higher than the maximum allowable density outlined in the current Zoning By-
law, is being proposed in an efficient, compact form that integrates well with the surrounding area.

- In addition, the Subject Lands are outside of the Preston Core Area and border the City’s draft Preston Major Transit Station Area (MTSA), which is intended to attract the highest forms of density to support the City’s continued growth. The proposal is transit-supportive and within walking distance of the future Preston Transit Station. Given the proximity of the Subject Lands to the Preston Core Area, the proposal to permit increased density on the Subject Lands is appropriate.

- It is staff’s opinion that the Subject Lands are well positioned to accommodate the level of density proposed on-site as the lands are located in an excellent location to accommodate future population growth, given the walkable nature of the community and convenient access to a number of community amenities and local infrastructure.

- To permit a maximum building height between 8 to 19 storeys, subject to meeting additional minimum building setbacks from various lot lines;

- The RM3 zone does not regulate building height. The maximum building height of 8 storeys is a requirement of the Official Plan policy for Regeneration Areas. The applicant is proposing maximum building heights ranging from 8 to 19 storeys. The building design positions the two 8 storey buildings along Laurel Street and the tallest buildings in behind and further from the street to reduce massing. Further, for buildings that are 8 storey in height or taller, the building design has incorporated additional building setbacks from the property line along Laurel and Dolph Streets and the adjacent properties to provide appropriate spacing and transition between the proposed development and the surrounding properties. All required minimum building setbacks applicable to the RM3 zone in the Zoning By-law will be met or exceeded.

- The massing of the proposed towers has been oriented to limit shadow impacts over the surrounding properties, particularly during the spring and fall equinoxes. The applicant submitted a Shadow Study in support of the proposed development. During the spring and fall equinoxes, the adjacent properties in the area will have partial shadowing caused by the development from late morning until noon. The criteria to evaluate shadowing is that at least 50% or more of the property should not be shaded for more than two interval times (a 4-hour period), or at least 50% of the property should be in full sun for at least two interval periods (a 4-hour equivalency). In consideration of the criteria used to evaluate shadow impacts, and due to the
placement of the buildings and the significant setbacks, the shadow impacts are minimal and meet the criteria.

- The Province’s Growth Plan and the City’s Official Plan provides policies that guide growth and development. The Subject Lands are situated outside of the Preston Core Area and border the City’s draft Preston Major Transit Station Area (MTSA), and as such the proposed increased density and population will increase the ridership necessary to have a successful transit system in the area. Further, the addition of residents in this location will support existing local businesses. It is staff’s opinion that due to the location of the Subject Lands, the requested increase in maximum building height for the proposed development is appropriate.

- To permit a total minimum parking rate of 1.15 spaces (residents and visitors) per unit whereas a minimum of 1.25 spaces per unit or a minimum of 1,519 parking spaces are required;

  - The proposed rate of 1.15 spaces provides a minimum of 1.0 space per residential unit and 0.15 spaces per unit for visitor parking. Under the Zoning By-law, the parking rate would require 1,519 parking spaces based on 1,215 apartment units, whereas the applicant is proposing 1,401 parking spaces, a shortage of 121 parking spaces. This is an improvement from the applicant’s previous submission proposing 0.9 spaces per residential unit and 0.1 spaces per unit for visitor parking.

  - The applicant submitted a Parking Justification Study prepared by Crozier, dated June 2023 and a Parking Justification Study Comment Response memo prepared January 4, 2024 with justification for the reduction, indicating that the proposed parking rate is sufficient based on requirements for similar uses across neighbouring municipalities. Furthermore, the Transportation Impact Study (TIS), prepared by Crozier, dated January 2024 also supports the proposed parking reduction. The applicant proposes unbundled parking, whereby future residents have the option to reserve a parking space as part of their tenancy. This option would attract non-auto users, while reducing the overall parking demand on-site. To further support the proposed parking reduction, the applicant has committed to implement Transportation Demand Management (TDM) measures, including incorporating on-site bicycle parking and securing bicycle storage through the future Site Plan application.

  - Overall, the reduced parking is considered acceptable given the subject land’s proximity to existing transit options. The Subject Lands border the draft Preston Major Transit Station Area (MTSA) and are located within a 15
minute walking distance of the future Preston Transit Station. Staff are comfortable in supporting the reduced number of parking spaces in order to promote the use of transit and other forms of transportation in the City. The proposed development supports the revitalization of this area. It is staff’s opinion that the requested parking rate reduction is appropriate and will not create any adverse impacts.

- To permit a minimum required width of a parking stall (not including barrier free stalls) of 2.75 metres (9.02 feet), whereas a minimum stall width of 2.9 metres (9.5 feet) is required;
  - The general intent of this provision is to ensure that parking spaces provide a minimum width and length to provide adequate spacing for vehicular parking. Staff suggested increasing the parking supply by slightly reducing the size of the parking stall width. This resulted in additional 37 parking spaces for the proposed development. The reduction in the stall width is comparable to other parking standards across neighbouring municipalities and will not result in adverse impacts. The reduction does not include barrier free stalls. Staff are of the opinion that the reduction of the parking stall width is appropriate.

- To permit a minimum required amenity area of 15 square metres (161 square feet) per unit, which shall include both private and common amenity area, whereas a minimum amenity area of 20 square metres (215 square feet) per unit is required;
  - The Zoning By-law requires that a multi-unit residential building provides a minimum amenity area of 20 square metres per studio or one bedroom dwelling unit and a minimum of 30 square metres per each two-bedroom dwelling unit or more. The intent of this provision is to provide private amenity space for the exclusive use of the residential units (e.g. balconies, patios etc.). The applicant is proposing a reduction, which applies to all of the units regardless of the number of bedroom units. The reduction impacts residential units that have 2 or more bedrooms.
  - The applicant has provided sufficient amenity space including indoor amenity areas, private balconies, ground floor outdoor amenity space and a rooftop terrace. The applicant has identified all proposed private and common amenity areas on the concept plan. Staff find that the reduction in required amenity area (5.0 square metres / 54 square feet) is not considered to be significant given the proximity to a range of outdoor amenity spaces provided on-site in addition to recreational park spaces in the area.
Staff find that the request is a minor reduction and continues to meet the intent of the Zoning By-law, and therefore is considered appropriate.

- To establish a minimum setback of 30 metres from the lot line abutting the CPR line provided that the setback can be achieved through a combination of horizontal separation (being a building setback from the property line) and vertical separation (being the vertical distance between the average finished grade and the closest residential dwelling unit);

- The applicant is requesting a horizontal building setback of 15 metres from the rear lot line abutting the CPR line, and an additional vertical setback of 15 metres from the finished grade to the closest residential unit, achieving the 30 metres in total required by the RAC Guidelines. The intent of this provision is to ensure that properties have sufficient spacing from a railway. In this case, the CPR corridor abuts the Subject Lands along the rear portion of the proposed development. The podium acts to provide increased distance from the railway corridor, thus reducing the noise and providing safe distance from the railway corridor. Section 3 of the RAC Guidelines apply a 30 metre setback, which will be achieved for this development through the combined design of the podium/garage wall and the horizontal setback to the property line whereby the horizontal and vertical setbacks are totaled to meet the required setback.

In summary, the proposed development provides an opportunity to transform an industrial site to a vibrant transit supportive residential development that is within walking distance to the Preston Core Area. The proposal will support the growing population of the City by providing additional housing options in proximity to existing and future planned higher order transit.

**Staff Recommendation**

Staff gave consideration to Provincial, Regional and City policies and agency comments, and compatibility with the surrounding neighbourhood with respect to height and density. The proposed increase in height and in the total number of residential units will not result in unacceptable impacts related to land use compatibility with the surrounding community, impacts on local traffic, proposed parking and the adjacent CPR line.

It is the opinion of Planning Staff that the proposed applications are consistent with the Provincial Policy Statement, conform with the policies of the Provincial Growth Plan 2020 and the Regional Official Plan and meet the general intent of the City Official Plan and the City of Cambridge Zoning By-law No. 150-85.
Should Council approve the Official Plan and Zoning By-law Amendments, a Site Plan application will be required to implement the proposed site specific policies and zoning by-law provisions.

Planning decisions are subject to appeal to the Ontario Land Tribunal (OLT). An appeal may be filed if the application is refused, approved, or if a decision is not made within the timeline for processing the applications set out in the Planning Act. The application was received in June 2023, prior to revised Planning Act legislation and is not subject to fee refunds. The timelines for making a decision were exceeded, providing additional time for alterations to the original submission.

**EXISTING POLICY / BY-LAW(S):**

City of Cambridge Official Plan, 2012, as amended:

**Existing Land Use Designation(s):** Built-Up Area and Business Industrial as per Maps 1A and 2 in the City’s Official Plan. The lands are also identified as being within a Regeneration Area as per Map 6 of the Official Plan.

**Proposed Site-Specific Official Plan Designation:** Built-Up Area and High-Density Residential with Site-Specific Policy 8.10.115.

**Proposed Site-Specific Official Plan Policies:**

<table>
<thead>
<tr>
<th>Development Standard</th>
<th>Existing Official Plan Policy or Requirement</th>
<th>Proposed OPA 79, Site-Specific Policy 8.10.115</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum Height</td>
<td>8 storeys</td>
<td>19 storeys</td>
</tr>
<tr>
<td>Maximum Density</td>
<td>2.0 FSI</td>
<td>A minimum and maximum FSI shall not apply. A maximum of 1,215 units shall apply.</td>
</tr>
</tbody>
</table>

The existing and proposed land use designation in the City’s Official Plan is shown on Figure 2.
Figure 2 – Existing and Proposed Land Use Designation in the City Official Plan

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

**Existing Zoning:** General Industrial (M3) zone

**Proposed Zoning:** Multiple Residential (RM3) s.4.1.477 with site-specific provisions

**Proposed Site-Specific Zoning Provisions:**

<table>
<thead>
<tr>
<th>Development Standard</th>
<th>Existing RM3 Zoning By-law No. 150-85 Requirements</th>
<th>Proposed Zoning Standards for RM3 S.4.1.477</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum Density (units per net residential hectare or “UPH”)</td>
<td>75 UPH</td>
<td>385 UPH (1,215 total units)</td>
</tr>
<tr>
<td>Minimum Amenity Area</td>
<td>20 square metres per one-bedroom unit; 30 square metres per two or more-bedroom unit</td>
<td>15 square metres per unit; includes private and common amenity area</td>
</tr>
<tr>
<td>Minimum Required Parking Rate</td>
<td>1.25 spaces per unit</td>
<td>1.15 spaces per unit; (1.0 space per unit and 0.15 spaces per unit for visitors)</td>
</tr>
<tr>
<td>Minimum Parking Stall Width</td>
<td>2.9 metres</td>
<td>2.75 metres</td>
</tr>
<tr>
<td>Development Standard</td>
<td>Existing RM3 Zoning By-law No. 150-85 Requirements</td>
<td>Proposed Zoning Standards for RM3 S.4.1.477</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Maximum Building Height</td>
<td>N/A</td>
<td>8 to 19 storeys, subject to meeting additional minimum setbacks</td>
</tr>
<tr>
<td>Minimum Setback from Railway</td>
<td>This standard is not part of the Zoning By-law</td>
<td>30 metres (or 15 metres horizontal and 15 metres vertical setback), subject to Section 3 of Railway Association of Canada (RAC) Guidelines</td>
</tr>
<tr>
<td>Definitions – Lot Lines</td>
<td>As per Section 1</td>
<td>Establish the front, rear, side and exterior side lot lines (due to irregular shaped lot)</td>
</tr>
</tbody>
</table>

The existing and proposed zoning is shown on Figure 3 below.

![Figure 3 – Existing and Proposed Zoning](image)

**Holding Provision**

The Region requires a Holding Provision be added to the Zoning By-law Amendment for the Subject Lands for the following:
• The submission of a Record of Site Condition (RSC) and the Ministry’s Acknowledgement Letter be received to the satisfaction of the Regional Municipality of Waterloo.

• The submission of a detailed Stationary Noise Study assessing the impact of the building design regarding on-site and off-site sensitive uses be submitted to confirm that the development will comply with the Ministry of Environment, Conservation and Parks (MOECP) noise guidelines.

FINANCIAL IMPACT:

• A planning application fee in the amount of $40,000 has been paid to the City of Cambridge to process the Official Plan and Zoning By-law Amendment.

• Future planning application fees will be required as part of the submission of a complete Site Plan application for each phase of development.

• City and Regional Development Charge fees will be collected prior to building permit issuance. Development Charges collected for the proposed development will be used for the construction of new infrastructure required to support growth of the city.

• Any further costs associated with the development of the site are to be borne by the applicant.

PUBLIC VALUE:

A Statutory Public Meeting required under the Planning Act was held on September 5, 2023. Following the Public Meeting, any person that provided their contact information on the sign-in registry at the meeting or requested through other means to be kept informed about the application were notified through mailed correspondence of the Council Meeting and were provided with access to the Recommendation Report.

The full application submission was posted on the City’s “Current Development Applications” webpage for the public to view.

ADVISORY COMMITTEE INPUT:

Not applicable

PUBLIC INPUT:

A Statutory Public Meeting was held on September 5, 2023. There were public delegations present at the public meeting and City staff received written submissions related to the proposal. During the public meeting, questions were raised by Council and members of the public. The themes of the comments can generally relate to land
Land Use Compatibility, Building Height, Scale

The proposed towers sit on top of a 3 and 4 storey podium structure that will provide parking for the development. The proposed building design will transition in heights from 8 storeys along the Laurel Street frontage, which increases in height toward the CPR line. The two, 8 storey buildings along Laurel Street are designed to create a comfortable and engaging pedestrian-friendly environment through the provision of an attractive built form, that provides a transition between the existing residential properties and the proposed towers. To break up the massing and to enhance visual interest, building façades will largely consist of windows and vertical and horizontal elements and incorporate transitions between building materials.

The proposed residential towers provide an appropriate building transition between the development and the surrounding low density residential neighbourhood. Staff are satisfied that the proposed building heights, scale, massing will achieve a compatible transition from the surrounding neighbourhood. Furthermore, the building design incorporates various design elements to help create a visually appealing building mass. The proposal presents a height that would help achieve Provincial, Regional and City goals relating to housing.

Parking & Traffic on Local Roads

In support of the revised proposal, the applicant has submitted a Parking Justification Study prepared by Crozier, dated June 2023 and Parking Justification Study Comment Response memo dated January 2024 along with a Transportation Impact Study (TIS), prepared by Crozier Consulting, dated January 2024. The applicant seeks to implement similar parking ratios that apply across other municipalities. Such parking ratios encourage mixed-use and transit-oriented forms of development, which are considered appropriate for this regeneration area of the City. The TIS includes unbundling parking for residential units and demonstrates that there will be an adequate residential and visitor parking supply to meet the parking demand. Unbundled parking would provide a parking space option for future tenants, which would attract non-auto users.

This is further supported with the integration of dedicated bicycle parking and secure bicycle storage on-site for tenants, that encourages active transportation while reducing the reliance on vehicle ownership, decreasing the parking demand on-site. The studies demonstrate that there will be an adequate residential and visitor parking supply to meet the parking demand. The proposed development of the site will provide vehicle access from both Laurel Street and Dolph Street North, while pedestrian access to the development is also provided from both streets using sidewalks. Within the
development, walkways are provided to allow for movement between buildings, the streets, and outdoor areas. An internal roadway is provided within the development lands which will connect to Laurel Street and Dolph Street North.

Based on the findings of the TIS, the proposed development can be supported from a transportation operations and safety perspective. However, to improve operations at the intersection of Laurel Street at Duke Street, an all-way stop is recommended. Recommendations of the TIS will need to be implemented as part of the site development and future Site Plan application and the developer will be responsible for the cost of implementing the all-way stop.

Additionally, while there are challenges with the configuration of the intersection and the proximity of the rail crossing, City Transportation staff are working toward the implementation of an all-way stop at the intersection of Laurel Street at Lawrence Street to be implemented later this year.

**Shadow Impacts**

In support of the revised proposal, the applicant submitted a Shadow Study prepared by ABA Architects, together with supplemental information by MHBC in a letter dated March 22, 2024. Shadow impact guidelines require that in order to be considered acceptable, a Shadow Study must demonstrate, for potentially impacted residential properties, that, at least 50% or more of the residential property should not be shaded for more than two interval times (a 4-hour period), or at least 50% of the residential property should be in full sun for at least two interval periods (a 4-hour equivalency).

During the spring and fall equinoxes, the adjacent properties will have partial shadowing caused by the development from late morning until noon during the spring and fall equinoxes. The massing of the proposed towers has been designed to adequately limit shadow impacts on adjacent properties, particularly during the spring and fall equinoxes. In consideration of the criteria used to evaluate shadow impacts, and due to the placement of the buildings and the significant setbacks, the shadow impacts achieve the criteria.

**Railway Safety**

Concerns were raised regarding railway safety as it relates to appropriate signage within the vicinity of the Subject Lands. Two locations were identified during the Public Meeting, including the railway crossings on Dolph Street North, in addition to the crossing within the intersection of Laurel Street and Lawrence Street. Overall railway noise and train whistling impacts on the existing residential properties were also identified.
The City completed a railway assessment for the noted at-grade crossings as per Transport Canada requirements in 2018 and necessary safety improvements were made. In 2023, further assessment was completed at the Dolph Street North CPR crossing to identify if the crossing is a potential candidate for whistle cessation. It was determined that with satisfactory safety mitigation in place, this location could be a candidate for whistle cessation. In addition, there is an existing whistle cessation order in place at the Laurel Street and Lawrance Street railway crossing. Furthermore, the Dolph Street North CN crossing was decommissioned in 2023 and is no longer in operation.

**Housing Affordability**

The owner acknowledges the request for the contribution to the City’s Affordable Housing Fund and is considering the request. In addition, the applicant has the ability to partner with a housing provider within the Region to provide units within the building to be used for affordable housing.

It is staff’s opinion that an additional statutory public meeting is not necessary. Written public submissions are included in Appendix E to this report and an excerpt of the public meeting minutes is included in Appendix F.

**INTERNAL / EXTERNAL CONSULTATION:**

The applications have been circulated to the departments and commenting agencies listed in Appendix G.

Regional staff are supportive of the proposed redevelopment of the site. Although the subject lands are not located within a wellhead protection area, Regional staff requested the inclusion of the prohibition of geothermal wells within the site-specific zoning by-law.

**CONCLUSION:**

The City of Cambridge is expecting to accommodate significant population growth within the current Planning Horizon into the year 2051. With limited vacant residential land available within the City and an increase in housing costs, there is a growing need and demand for more dense housing options within the Built-Up Area of the City that can accommodate more people in smaller spaces. There is also a demand for rental housing due to the current low vacancy rate and more affordable housing options than traditional single detached dwellings.

The Region supports the provision of a range of housing options, including affordable housing. The development includes a wide range of unit sizes that will provide housing at a variety of rental rates. The proposed infill development represents an efficient use of existing municipal water and sanitary sewer services and provides more affordable options for market rate housing, supports the intensification objectives of the Provincial
Growth Plan and works towards the creation of a complete community or a 15-minute neighbourhood.

It is the opinion of planning staff that the proposed Official Plan and Zoning By-law Amendment applications are consistent with the Provincial Policy Statement, conform with the policies of the Provincial Growth Plan, the Regional Official Plan, and the City of Cambridge Official Plan and meet the general intent and purpose of the City of Cambridge Zoning By-law 150-85. The proposal represents good planning and contributes to the creation of additional housing stock for the City. The proposal is a desirable built form that incorporates high standards of design. As such, Planning Staff recommends approval of the proposed Official Plan and Zoning By-law Amendments contained in Appendix C and D respectively.

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
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:
Appendix A – Proposed Concept Plan
Appendix B – Proposed Building Elevations and Renderings
Appendix C – Proposed By-law for Official Plan Amendment
Appendix D – Proposed By-law for Zoning By-law Amendment
Appendix E – Written Public Submissions
Appendix F – Public Meeting Minutes Excerpts
Appendix G – Internal/External Consultation and List of Supporting Studies
Appendix A – Proposed Concept Plan
Appendix B – Proposed Building Elevations and Renderings

LOOKING EAST

LOOKING NORTH
Appendix B – Proposed Building Elevations and Renderings
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THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24 - ___

Being a by-law of the Corporation of the City of Cambridge to adopt Amendment No. 79 of the City of Cambridge Official Plan (2012), as amended with respect to land municipally known as 777 Laurel Street and 308 Dolph Street.

WHEREAS sections 17 and 22 of the Planning Act R.S.O. 1990 c. P. 13, as amended empower the City of Cambridge to adopt an Official Plan and make amendments thereto;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT amendment No. 79 to the City of Cambridge Official Plan (2012) shall apply to lands legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo; and shown on Schedules ‘A’, ‘B’ and ‘C’ attached hereto and forming part of the By-law (herein referred to as ‘the Lands’);

2. THAT Amendment No. 79 to the City of Cambridge Official Plan (2012) as amended, consisting of the text and attached map, is hereby adopted;

3. THAT the Clerk is hereby authorized and directed to make application to the Regional Municipality of Waterloo for approval of the aforementioned Amendment No. 79 to the City of Cambridge Official Plan (2012), as amended;

4. AND THAT this By-law shall come into full force and effect upon the final passing thereof.

Enacted and Passed this 28th day of May, 2024.

________________________________________

MAYOR

________________________________________

CLERK
Purpose and Effect of Official Plan Amendment No. 79, By-law No 24 -

The purpose and effect of Official Plan Amendment No. 79 (OPA 79) to the City of Cambridge Official Plan (2012), as amended, is to redesignate the lands municipally known as 777 Laurel Street and 308 Dolph Street in the City of Cambridge and Regional Municipality of Waterloo from 'Business Industrial' to 'High-Density Residential' with Site-Specific Policy 8.10.115 to permit a maximum of 1,215 residential units and a maximum building height of up to 19 storeys.
Amendment No. 79 to the City of Cambridge Official Plan

1. Chapter 14 Map 2 of the City of Cambridge Official Plan is hereby amended by redesignating the Lands from 'Business Industrial' to 'High-Density Residential' as shown on Schedule 'A' attached hereto;

2. Chapter 14 Map 2A of the City of Cambridge Official Plan is hereby amended by adding Site-Specific 115 as shown on Schedule 'B' attached hereto;

3. Chapter 16 of the City of Cambridge Official Plan is hereby amended by adding Figure 115 as shown on Schedule 'C' attached hereto;

4. Section 8.10 of the City of Cambridge Official Plan is hereby amended by adding the following subsection thereto:

8.10.115  777 Laurel Street and 308 Dolph Street

1. Notwithstanding policy 2.8.3.3 of this plan, for the Lands shown on Figure 115 on Schedule C attached hereto, the following site-specific policies shall apply:
   a. The maximum building height shall be 19 storeys and the implementing zoning by-law shall include further restrictions on height and setbacks for buildings.
   b. A minimum and maximum Floor Space Index (FSI) shall not apply.
   c. A maximum of 1,215 residential units shall be permitted.

2. As part of future Site Plan application, the following will be required:
   a. The submission of an affidavit and a report from a Professional Engineer licensed to practice in the Province of Ontario that demonstrates that the proposed development has been designed in accordance with the Railway Association of Canada's “Guideline for New Development in Proximity to Railway Operations” (Dialog & J.E. Coulter Associated Limited, May 2013), to the satisfaction of the Regional Municipality of Waterloo and the City of Cambridge.

3. The implementing zoning by-law shall apply a holding (H) to the Lands to limit the development and/or site alteration until such time as:
a. A Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, has been filed with the Ministry of Environment, Conservation and Parks, and a Ministry Acknowledgement Letter has been provided to the satisfaction of the City of Cambridge and the Region of Waterloo.

b. Detailed transportation and stationary noise impact studies are completed to the satisfaction of the City of Cambridge and the Region of Waterloo.
Schedule B – Map 2A
Schedule B – Figure 115
THE CORPORATION OF THE CITY OF CAMBRIDGE

By-law 24-XXX

Being a By-law to amend Zoning By-law No. 150-85, as amended with respect to land municipally known as 777 Laurel Street and 308 Dolph Street North.

WHEREAS Council of the City of Cambridge has the authority pursuant to Section 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this by-law;

WHEREAS this By-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding this Amendment was presented at the Public Meeting held September 5, 2023, and that a further public meeting is not considered necessary in order to proceed with this Amendment.

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to lands municipally addressed as 777 Laurel Street and 308 Dolph Street North and legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo, as shown outlined in heavy black on Schedule ‘A’ attached hereto and forming part of this by-law;

2. THAT Schedule ‘A’ to the City of Cambridge By-law 150-85, as amended, is hereby amended by changing the zoning classification of the lands shown outlined in heavy black in the attached Schedule ‘A’ to this By-law from General Industrial - M3 to Multiple Residential – (H) RM3 s.4.1.477.

3. THAT the aforesaid City of Cambridge Zoning By-law no. 150-85, as amended, is hereby further amended by adding the following subsection under section 4.1 thereof: “4.1.477 – 777 Laurel Street and 308 Dolph Street”

   1. Notwithstanding the provisions of sections 1.2.2.1, 2.2.3 and 3.1.2.4 of this by-law, the following regulations shall apply to the lands in that RM3 zone classification to which parenthetical reference “s.4.1.477” is made on Schedule ‘A’ attached and forming part of the by-law:

      a) The maximum density per net residential hectare shall be 385 units per hectare with a maximum of 1,215 residential units.

      b) A maximum building height of up to 7 storeys shall be permitted on the subject lands in accordance with the minimum front, rear, interior and exterior side yard setbacks permitted in the RM3 zone.

      c) A maximum building height of 8 storeys shall be permitted on the subject lands, provided a minimum setback of 10 metres from the front lot line abutting Laurel Street is provided.
d) A maximum building height of 9 to 15 storeys shall be permitted on the subject lands, provided a minimum setback of 10 metres from the exterior lot line abutting Dolph Street North is provided and a minimum setback of 30 metres from the front lot line abutting Laurel Street is provided.

e) A maximum building height of 16 to 19 storeys shall be permitted, provided a minimum setback of 30 metres from the exterior lot line abutting Dolph Street North is provided and a minimum setback of 36 metres from the front line abutting Laurel Street is provided.

f) A minimum 30 metre setback from the rear lot line abutting the Canadian Pacific Railway shall be provided, or a 15 metre horizontal and 15 metre vertical setback, subject to Section 3 of the Railway Association of Canada’s “Guideline for New Development in Proximity to Railway Operations” (Dialog & J.E. Coulter Associated Limited, May 2013).

g) The front lot line shall be all lot lines abutting Laurel Street.

h) The rear lot line shall be all lot lines abutting the Canadian Pacific Railway.

i) The exterior side lot line shall be the lot line abutting Dolph Street North.

j) All other lot lines shall be the interior side lot line.

k) A minimum required amenity area of 15 square metres per unit shall be provided, which shall include both private and common amenity area.

l) Parking shall be provided at a total minimum rate of 1.15 spaces per unit, which includes 1.0 parking spaces per residential unit, and 0.15 parking spaces per unit for visitors.

m) The minimum required width of a parking stall, not including barrier free stalls, shall be 2.75 metres.

n) Geothermal Wells are prohibited. A geothermal well is defined as a vertical well, borehole or pipe installation used for geothermal systems, ground-source heat pump systems, geo-exchange systems or earth energy systems for heating or cooling; including open-loop and closed-loop vertical borehole systems. A geothermal well does not include a horizontal system where construction or excavation occurs to depths less than five meters unless the protective geologic layers overlaying a vulnerable aquifer have been removed through construction or excavation.

2. Notwithstanding the (H) Prefix Zone holding provisions as outlined in S.2.1.4 of the aforesaid City of Cambridge Zoning By-law, as amended, the removal of the (H) Holding Provision for the entirety of the lands zoned (H)RM3 S.4.1.477 may only be lifted upon submission of the following:
a) Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, that has been filed with the Ministry of Environment, Conservation and Parks, and Ministry Acknowledgement Letter to the satisfaction of the City of Cambridge and the Region of Waterloo; and,

b) A detailed Transportation and Stationary Noise Study has been completed and mitigation measures addressed to the satisfaction of the Regional Municipality of Waterloo. The detailed stationary noise study shall review the potential impacts of noise (e.g. HVAC systems) on the sensitive points of reception and the impacts of the development on the adjacent noise sensitive uses.

4. **AND THAT** this By-law shall come into force and effect on the date it is enacted subject to Official Plan Amendment No. 79 coming into effect pursuant to Subsection 24(2) of the Planning Act, R.S.O., 1990, c. P. 13, as amended.

Enacted and Passed this 28th day of May, 2024.

_______________________________________
MAYOR

_______________________________________
CLERK
Schedule A
The Corporation of the City of Cambridge

By-law Number 24-XXX

Purpose and Effect

The purpose and effect of this By-law is to amend the zoning classification of the lands legally described and legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo from General Industrial - M3 to the Multiple Residential - RM3 s.4.1.477 to facilitate a residential apartment development with site specific provisions for a maximum of 1,215 units.
November 3, 2023

Your worship Mayor Liggett, members of Cambridge City Council,

On behalf of the board of directors of Preston Towne Centre Business Improvement Area, we wanted to reach out regarding the proposed development of 777 Laurel Street, Cambridge.

The board of directors would like to confirm that we offer our support for the proposed development on this site.

This project will bring a great deal of pedestrian traffic to the Core area of Preston, Cambridge and add a considerable amount of new housing to the area.

This type of project adds sustainably to our core area. Currently the City of Cambridge and the Region of Waterloo offer great public transit in the proposed area. The proposed development is within easy walking distance of Preston Towne Centre and will further support all our local shops and services that Preston Towne Centre currently provides.

Preston Towne Centre maintains a small town feeling and is a great place to live, work and enjoy, so anything you can do to make this project move forward would be a great investment of our further growth.

Sincerely,

Kendra Brough
Chair, Preston Towne Centre BIA
From: [Redacted]

Sent: Wednesday, July 19, 2023 8:32 AM

To: Michael Campos <camposm@cambridge.ca>

Subject: [External] 6 tower proposal at Dolph and Laurel in Preston

No thank you to this.

When the city and developers address the following, perhaps a proposal such as this could be considered:

1. Where is additional green space going to be located with the addition of these 1000s of residents?

2. When are main and secondary roadways going to be enhanced to facilitate the transportation of 1000s of additional people?

3. What is the plan for additional public transportation...and not additional buses on already existing roadways...?

Preston is now congested almost all day long. The roadways are not equipped for the people we have, never mind such a massive development.

How is the city, and developers, proposing to address this. Please don't suggest additional buses because that is nonsense.

Where is our additional green space and trees as these new residents move to this city?

I am sure these are loads of other considerations to the infrastructure that needs to be addressed before such a development is considered but these are mine at this point.
Hi Councillor Kimpson & Clerk, I missed the deadline to submit correspondence to the public meeting tonight but I thought I'd reach out to you directly anyway. I'm not sure if you'll recognize my name but I'm in your ward and I live on Laurel very near the proposed development area at 777 Laurel St.

I would love to see the property converted to residential. I think that it would be a great benefit to the community, though I do hope the shortage of parking the developer is proposing is taken into consideration.

My main concern though - rats! Please consider the current rat issues in Preston, and consider having the developer include some way to mitigate potential rat problems when the factory buildings are demolished (if approved, of course).

Preston has always had a strong 'not in my backyard' community, so I'm hoping my 'Yay for 777' isn't drowned out by that. It seems the development proposal addresses the key issues the naysayers are bringing up, such as increased traffic, street parking, job loss (those businesses can move!).

Yay for housing, development of downtown areas, and residential neighbourhoods.

Thank you,
MINUTES

Corporation of the City of Cambridge
Planning - Statutory Public Meeting

Date: September 5, 2023, 6:30 p.m.
Location: Council Chambers


Staff Members in Attendance: Hardy Bromberg, Deputy City Manager - Community Development; Bryan Boodhoo - City Solicitor; Michael Oliveri - Council Committee Services Coordinator; Maria Barrantes Barreto - Council Committee Services Coordinator

Others in Attendance: Jacqueline Hannemann - Senior Planner; Sylvia Rafalski-Misch - Manager of Development Planning; Rutvik Shah - Support Technician

1. Meeting Called to Order
2. Disclosures of Pecuniary Interest
   None.
3. Public Meeting Notice
4. Presentations
   4.2 Jacqueline Hannemann, Senior Planner re: 23-291-CD Public Meeting Report – Official Plan Amendment and Zoning By-law Amendment – 777 Laurel Street
5. Public Meetings

5.1 23-291-CD Public Meeting Report – Official Plan Amendment and Zoning By-law Amendment – 777 Laurel Street

Motion: 23-309

Moved by Councillor Kimpson
Seconded by Councillor Earnshaw

Alternate Motion

THAT Report 23-291-CD Public Meeting Report – Official Plan Amendment and Zoning By-law Amendment for 777 Laurel Street be received;

AND THAT application OR05/23 for 777 Laurel Street be referred back to staff for a subsequent report and staff recommendation.

AND FURTHER THAT staff be directed to schedule a meeting with the developer and residents to discuss concerns, obtain feedback and address resident concerns in the subsequent report and staff recommendation.

In Favour (8): Councillor Devine, Councillor Kimpson, Councillor Earnshaw, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Carried (8 to 0)

6. Delegations


7. Correspondence

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

Motion: 23-310

Moved by Councillor Hamilton
Seconded by Councillor Cooper

THAT all presentations and correspondence from the September 5, 2023, Planning – Statutory Public Meeting Committee be received.

In Favour (8): Councillor Devine, Councillor Kimpson, Councillor Earnshaw, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

**Carried (8 to 0)**

9. **Adjournment**

Motion: 23-311

Moved by Councillor Devine
Seconded by Councillor Roberts

THAT the Planning – Statutory Public Meeting Committee does now adjourn at 8:20 p.m.

In Favour (8): Councillor Devine, Councillor Kimpson, Councillor Earnshaw, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

**Carried (8 to 0)**
This application has been circulated to the department and agencies listed below. Their comments will be included in a future staff report to Council for consideration.

- Regional Municipality of Waterloo
- GrandBridge Energy Inc. (Hydro)
- Grand River Conservation Authority
- Waterloo Regional District School Board
- Waterloo Catholic District School Board
- City of Cambridge Development Engineering Division
- City of Cambridge Senior Environmental Planner
- City of Cambridge Transportation Division
- City of Cambridge Economic Development
- City of Cambridge Fire Department
- City of Cambridge Building Department
- City of Cambridge Accessibility Coordinator
- City of Cambridge Sustainability Transportation
- City of Cambridge Planning Services
- Canadian National Rail
- Canadian Pacific Rail

List of Supporting Plans, Reports and Studies:

- Set of Architectural Plans (Incl. Shadow Analysis)
- Planning Justification Report
- Set of Site Plans
- Functional Servicing and Stormwater Management Report
- Traffic Impact Study
- Wind Study
- Noise Study and Vibration Analysis
- Parking Study
- Archeological Report
- Urban Design Brief
To: COUNCIL  
Meeting Date: 5/28/2024  
Subject: 2024 Arts and Culture Action Plan Approval  
Submitted By: Lesley Head, Director of Recreation  
Prepared By: Rachel Fraser, Manager of Recreation, Sports and Culture  
Report No.: 24-033-CD  
File No.: C-1101  
Wards Affected: All Wards

RECOMMENDATION(S):  
THAT Report 24-033-CD 2024 Arts and Culture Action Plan Approval be received;  
AND THAT the Arts and Culture Action Plan outline Cambridge’s vision, strategic priorities and recommendations for developing and enhancing arts and culture services, facilities and programming for the City of Cambridge;  
AND THAT the implementation plan including projected timelines and associated budget be received and brought forward for consideration during the appropriate annual budget process;  
AND THAT the annual operating budget allocation for Special Events be increased by $25,000 to support the Cambridge Celebration of the Arts, to be considered as part of the 2025 budget process;  
AND THAT both the Canada Day and Cambridge Santa Clause Parade annual events become directly sanctioned city-lead events with an operating budget increase of $57,000 to be considered as part of the 2025 budget process;  
AND FURTHER THAT Council approve the 2024 Arts and Culture Action Plan as presented in 24-033-CD Appendix A – City of Cambridge 2024 Arts and Culture Action Plan.

EXECUTIVE SUMMARY:  
Purpose  
The purpose of this report is to obtain Council approval for the 2024 Arts and Culture Action Plan and authorize the launch and implementation to begin in mid to late Fall.
Key Findings

The Arts and Culture Action Plan (Action Plan) will outline priorities and provide direction for arts and culture in the City of Cambridge. This strategic document will outline the City’s vision, strategic priorities and recommendations for developing and enhancing arts and culture services, facilities, programming and events. The Recreation and Culture Division, and related City Departments, will be guided by this document for the next ten years.

Incorporated in the Action Plan are two other key guiding documents: the revisioning of the Public Art Process (Pillar Three) and the Special Events Strategy (Pillar Five).

Also included in the Action Plan are the results of the Collaborative Plan Project Charter between the Region of Waterloo and the cities of Cambridge, Kitchener and Waterloo with a focus on regional connectivity and the cultural sector networks between municipal boundaries. The purpose of the collaboration was not to produce an amalgamated Arts and Culture Action Plan, but rather a clear direction on a vision, values and priorities for culture enabling each municipality to continue to engage in our own unique plans and initiatives. The planning approach outlined a clear, shared vision across municipalities that supports this growth industry.

Working jointly to connect with the sector was a proactive approach that resulted in a more fulsome engagement to better enable the City’s ability to identify the cultural community’s existing networks and working partnerships that highlight strengths, duplications and gaps. The results of this engagement further support the pillars and are included as Appendix F in the Action Plan.

The City of Cambridge Arts and Culture Action Plan is important because it:

- Integrates the perspectives of the people who live, work and play in Cambridge
- Helps direct tax dollars to community priorities as they relate to Arts and Culture
- Guides decision-making and allocation of resources
- Provides measurable indicators that allow the community to assess and monitor progress on action items

Staff worked closely with the consultant (Nordicity) engaging key internal and external stakeholders to contribute to the development of the Action Plan as outlined in detail in the background section of this report.

Council approval will authorize the launch and implementation of the Action Plan which is scheduled to begin in mid to late Fall. The creative community is excited and engaged to see the delivery of the actionable items.

Financial Implications
Funding for the development of the 2024 Arts and Culture Action Plan in the amount of $101,500 was approved as part of the 2022 Capital Budget (A/00863-20). The project is on target to be completed within the allocated budget.

The operational budget request for existing events such as the Cambridge Celebration of the Arts is recommended to be increased by $25,000 during the 2025 operating budget process to ensure that required equipment can be provided and creatives are appropriately compensated.

In addition, the recommendation to move the Cambridge Canada Day Event and Cambridge Santa Clause Parade to directly sanctioned City-led events with an increase of $57,000 will be made as part of the 2025 operating budget request.

The Action Plan will be used to guide the preparation of the annual budget and business plan through to 2034 to ensure the financial and human resources are available to deliver on the goals of the Action Plan.

**STRATEGIC ALIGNMENT:**

☒ Strategic Action

  **Objective(s):** WELLBEING - Connect people to services that support individual and community wellbeing

  **Strategic Action:** Create and activate spaces that offer things for people to do

OR

☐ Core Service

  **Program:** Not Applicable

  **Core Service:** Not Applicable

**BACKGROUND:**

In March of 2022 a Request for Proposal was released to partner with the Recreation and Culture Division to complete the Arts and Culture Action Plan.

Nordicity was the successful consultant in the bid. Nordicity is a leading global consulting firm specializing in policy, strategy, and economic analysis for the arts, culture, and digital media sectors. Nordicity has developed cultural plans for a range of cities in many different jurisdictions.
The Action Plan includes several components: a vision for arts and culture; strategic goals (or pillars); objectives to help achieve the pillars; and specific actions linked to each objective. The pillars, objectives, and actions were directly informed by trends research, engagement findings and a strategic planning session with representatives from across multiple City departments, as well as supported by a review of other existing strategies and priorities for the City of Cambridge. This Action Plan aligns with and bolsters existing City-wide priorities, as identified in the City of Cambridge’s Strategic Plan – Cambridge Connected (2024-2026); recognizing these can be advanced through arts and culture:

- **People**: Foster a community with heart, where everyone belongs and is cared for
- **Place**: Embrace and celebrate our city’s unique character while enhancing the spaces where people connect
- **Prosperity**: Build a vibrant and resilient city where current and future generations will live well

The goal of the plan is to make Cambridge a thriving center of creative and cultural development – by making it a destination for artists and creatives, developing new and leveraging existing partnership structures to grow the local cultural network, enhancing how local cultural spaces are used, and clarifying the City’s role in arts and culture within Cambridge.

**ANALYSIS:**

**Implementation & Monitoring**

To develop the Action Plan, a five-phase process was utilized. The first three phases involved extensive research to understand Cambridge’s unique arts and culture context. It included a background review of key policy documents such as the Cambridge Connected Strategic Plan, Stronger Together; Diversity, Accessibility, and Inclusion Action Plan, Core Area Transformation Fund (CATF) Framework and previous Public Art Policy and Special Events Policy, cultural asset mapping, internal consultations with City staff, external consultations with arts and culture stakeholders, as well as engagement with the broader Cambridge public.

Included in the Action Plan are the following:

- Various Approaches of Interest highlighting successful examples of how certain recommendations have been adopted in municipalities across our Region, Province and Country.
- A Prioritization model has been proposed, divided into short-term (1-3 years),...
medium-term (3-5 years), and long-term (8-10 years) actions.

- In total fifty-one (51) recommendations exist across the five pillars. Thirty-one of the recommendations can be implemented with existing resources (but may be less fulsome should additional staff resources not be approved).
- Proposed budgetary impacts are provided for all short-term recommendations. With the adoption of the plan, these will have to be approved through the regular capital and operating budget process.

Recommendations outline partner organizations to help implement and support actionable items. Some key drivers include:

- Arts and Culture Advisory Committee (ACAC) – advisory committee of council that has a broad representation of arts and culture genres.
- Business Improvement Area (BIA) - an association of property owners and businesses within a specified area who organize, finance and carry out physical improvements and promote economic development in their district with the support of the municipality. The BIA area is defined by the Council approved by-laws.
- Cambridge Arts Guild (CAG) - an advocacy group and a fundraising body for the Cambridge Centre for the Arts (CCA). Their initiatives expand and improve the diversity and quality of the CCA’s programs and events. The CAG also supports community arts initiatives.
- Neighbourhood Association (NA) - provides a variety of recreational, athletic, and social programs in a defined geographic area.

**Pillar One: Highlight Cambridge’s Uniqueness and Artistic and Cultural Diversity**

Goal Statement: Celebrate the richness and diversity of Cambridge’s arts and culture scene, and embrace the experiences and cultures of those who live, work, and play in Cambridge. The five recommendations in this pillar achieve the purpose of the plan by:

- Celebrating Cambridge’s plethora of arts, culture, and heritage assets and opportunities.
- Using arts and culture to cultivate a sense of community, wellbeing, and belonging and encourage creative activity and expression.
- Ensuring there are diverse, inclusive, accessible cultural offerings that resonate with Cambridge’s community across all ages, abilities, identities, and experiences.
- Celebrating new or historically hidden stories and cultures in Cambridge while continuing to celebrate the stories that are already being told.

The Action Plan recommends increasing the operational budget to existing events such
as the Cambridge Celebration of the Arts by $25,000 to ensure that required equipment can be provided and creatives are appropriately compensated.

Pillar Two: Amplify Municipal Support for an Arts-Friendly City
Goal Statement: Solidify the City’s role in supporting and incubating a strong, vibrant, and sustainable arts and culture sector in Cambridge. This pillar achieves the purpose of the plan by:

- Clarifying the City’s role as a key supporter (rather than a driver) of arts and culture.
- Building capacity and creating the conditions for a richer, more diverse, strengthened and thriving arts and culture community in Cambridge.

The eleven recommendations housed in this pillar address capacity needs at the City while supporting the arts and culture sector; enhance internal sightlines and inter-departmental collaboration to better advance City priorities through arts and culture and leverage existing supports and infrastructure to create a stronger, more vibrant, arts and culture scene.

Pillar Three: Activate Public Spaces through Creative Placemaking and Public Art
Goal Statement: Leverage placemaking and public art to enhance and celebrate Cambridge’s heritage and natural assets, create visible indicators of arts and culture throughout the city, and increase vibrancy of the downtown cores and neighbourhoods across the city. This pillar achieves the purpose of the plan by:

- Improving quality of life for Cambridge’s community and encourage creative activity and expression.
- Cultivating opportunities for public art and placemaking to increase the attractiveness and vibrancy of neighbourhoods.
- Creating a more cohesive public realm and a shared identity of place.
- Highlighting Cambridge’s natural, historical, and (built) cultural assets.
- Creating and promoting a wide range of inviting and engaging destinations across the city.
- Bolstering downtown revitalization efforts in the three cores (Downtown Cambridge, Preston Towne Centre, Hespeler Village).
- Supporting tourism attraction by enhancing the visitor experience in neighbourhoods across the city.

The ten recommendations outlined in this pillar enhance the capacity to support growth and investment in public art and placemaking; incorporate arts and culture space needs within urban and park development plans and ensure that City controlled public art
remains open, accessible, inclusive and culturally sensitive.

**Pillar Four: Enhance Community Connection, Communication, and Collaboration**

*Goal Statement:* Create stronger community connections through shared experiences, connect audiences to arts and culture opportunities across Cambridge, and build a stronger, more connected local arts and culture sector. This pillar achieves the purpose of the plan by:

- Building community awareness and engagement with culture offerings to enhance community life across Cambridge.
- Fostering civic engagement through increased engagement with arts and culture and volunteerism.
- Creating a strong, thriving arts and culture sector that feels supported, connected, and informed.

The eight recommendations proposed in this pillar enhance communications around arts and culture in Cambridge to grow community engagement; support career advancement for local talent; and increase connections among the arts and culture community.

**Pillar Five: Strengthen Special Events**

*Goal statement:* Allow for all special events in Cambridge to thrive and contribute to the vibrancy of the city. This pillar achieves the purpose of the plan by:

- Creating the conditions for more vibrant and supported special events in the City of Cambridge, as events offer the most common point of community engagement with arts and culture.
- Building community connections through shared experiences to cultivate a sense of community, wellbeing, and belonging.

The seventeen recommendations outlined in this pillar ensure balanced opportunities for special events; build capacity for events organizers and support for special events; enhance data collection, monitoring, and reporting for evidence-based decision making and optimize outdoor spaces for events usage.

In alignment with the City of Cambridge Strategic Plan - Cambridge Connected, events bring the community together to foster a shared sense of understanding, wellbeing, and belonging. Events also ignite interest among community members and visitors alike, helping to increase foot traffic throughout the city, animate the downtown cores and other neighbourhoods, and lift the profile of local businesses.
At present, Cambridge provides varying levels of services and in-kind support to the following four categories of events, distinguished based on leadership and operation responsibilities:

- **Directly Sanctioned Special Events** – Events for which the budget is included in the City’s operating budget and city staff are primarily responsible. The success of Directly Sanctioned Special Events is dependent upon volunteer utilization (committee and/or day of event).
- **Schedule A Events** – Events that are led by a volunteer committee with City support and municipal insurance coverage.
- **Special Interest Events** – Events that are run for a specific interest group which typically have a historic relationship (ie. Fall Fair, Art Attic, Kin Carnivial).
- **Independent Events** – Events organized and implemented by individuals and organizations with no affiliation to the City of Cambridge.

To ensure balanced opportunities for special events and build capacity for event organizers the Action Plan is recommending transitioning Schedule A and Special Interest Events to an Affiliate Agreement model. This proactive approach will clearly outline the roles and responsibilities of both the event organizer and each department within the City of Cambridge. Due to the municipal importance, it is being suggested that the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade be moved to a directly sanctioned City-led special event.

Also included in this pillar is the recommendation to create outdoor dedicated event space to:

- Alleviate the challenge between sport user groups and event organizers.
- Offer design-built amenities to attract event organizers to the City of Cambridge.
- To create a significant gathering space for large placemaking opportunities.

Implementation of the Plan will be a continuous process of engagement and involvement with staff, advisory committees, boards, community partners and citizens. Ongoing monitoring of the overall Plan is critical to measuring progress and addressing community priorities. Annual reporting based on each recommendation’s measurable indicators will also be established as part of ongoing implementation. Specific initiatives to support each action will be identified as part of the annual budget and business planning cycle to progress the strategy.
EXISTING POLICY / BY-LAW(S):

C-10.080 Public Art Policy

C-80.040 Special Events Policy

Pillars three and five reference the need to review and revise the policies listed above.

FINANCIAL IMPACT:

Funding for the development of the 2024 Arts and Culture Action Plan in the amount of $101,500 was approved as part of the 2022 Capital Budget (A/00863-20). The project is on target to be completed within the allocated budget.

The operational budget request for existing events (such as the Cambridge Celebration of the Arts) will be increased by $25,000, to be considered during the 2025 operating budget process, to ensure that required equipment can be provided and creatives are appropriately compensated.

To move the Cambridge Canada Day Event and Cambridge Santa Clause Parade to directly sanctioned City-led events, an increase of $57,000 will be recommended as part of the 2025 operating budget request.

Proposed budgetary impacts for short-term action items (within the 1-3 year time frame) have been included in the plan to provide Council with a comprehensive overview. With the adoption of the plan, these identified costs would still have to be approved through the City’s annual capital and operating budget process. Highlights include funding of the Public Art reserve, staff positions to support the recommendations, artists directory and lending inventory.

As outlined in the Action Plan, whenever possible alternate funding sources are identified including accessing grant funding, alternative tax revenues and reallocation of current budgets. Sixty percent (60%) of the recommendations can be implemented using existing resources. It should be noted some may be less fulsome should staff capacity not be addressed.

The Plan will be used to guide both the preparation of the annual budget and business plans through to 2034 to ensure the financial and human resources are available to deliver on the goals of the Action Plan.

PUBLIC VALUE:

The Action Plan provides the Recreation and Culture Division the framework to identify priorities, make progress and evaluate outcomes. The strategic planning process allows for all stakeholders to contribute to, understand and play a role in achieving the vision expressed by our community.
The Action Plan contributes to the following public values principles:

- **Sustainability** – by providing a strategic perspective, the Action Plan helps the organization align internal and external priorities, resources and planning activities. This includes financial resources and staff time.
- **Collaboration** – the Action Plan speaks to enhancing internal sightlines, the creation of interdepartmental working groups, improved communication with and between creatives in order to accomplish common goals. It also can help us define how we can be most effective as part of partnerships and collaborative efforts.
- **Transparency** – the Action Plan provides clear direction that the community and department can use to measure progress; including measurable indicators for each recommendation. This will ensure accountability of the organization.
- **Engagement** – continuing to have touchpoints and reporting on the progress of the Action Plan with our community, stakeholders and partners at regular intervals is an important part of keeping the Action Plan relevant and impactful.

**ADVISORY COMMITTEE INPUT:**

The Arts and Culture Advisory Committee has been engaged and consulted throughout the project from the first stages of the Request for Proposal through to a detailed examination of the draft plan, providing extensive feedback. A final touchpoint was organized to ensure feedback was correctly incorporated in the final draft.

The Youth Advisory Committee was engaged and helped to support the Youth Symposium held at WG Johnson Centre during a successful monthly drop-in program.

Advisory Committees were invited during focus group consultations and will continue to be consulted during implementation as applicable.

**PUBLIC INPUT:**

Public consultation included three open houses (two in person and one virtual), a youth symposium, a newcomer focus survey which collectively provided 89 individual responses. Members of Council were engaged in the open houses and newcomer events.

An EngageCambridge survey took place for a one month period starting mid-January 2023. To promote the survey road signs, newspaper ads, social media and post cards
targeting recreation centre participants were utilized. In total 472 responses were received, of which 25% identified as being equity deserving groups.

INTERNAL / EXTERNAL CONSULTATION:

Internal Consultation

Three staff round tables including a curated list of 18 staff from departments across the City including members of the Corporate Leadership Team, Clerks, Risk, Transportations, Parks, Communications, Planning, Equity/Diversity/Inclusion/Accessibility (EDIA), By-Law, Service Cambridge, Economic Development and Recreation & Culture.

An interdepartmental steering committee was formed consisting of key stakeholders including Parks Operations, Economic Development, Planning and Recreation and Culture Staff met bi-weekly throughout the Action Plan process.

External Consultation

Seven (7) interviews and eleven (11) creative industry workshops and roundtables took place engaging over one hundred and twenty (120) external stakeholders including invitees from:

- Cultural Institutions
- Key Creatives
- Performing, Literary and Visual Artists
- Public, Separate and Post Secondary Education Institutions
- Event Organizers
- BIAs, Neighbourhood Associations, Advisory Committees
- First Nations Indigenous Communities representing Cambridge and Waterloo Region

A final touchpoint with the following key stakeholders was organized to ensure feedback was correctly incorporated in the final draft:

- Arts and Culture Advisory Committee
- Cambridge Arts Guild and Key Creatives
- Event Organizers
- Corporate Leadership Team
- Interdepartmental Staff Representatives
  - EDIA
  - Older Adult Services
  - Parks Operations
  - Economic Development
CONCLUSION:
The Action Plan identifies current and emerging priorities for the Recreation and Culture Division. Consultation and involvement of key stakeholder groups, including Council and staff have informed all stages of the Plan's development. The strategy will provide a framework for decision-making and resource allocation. Ongoing engagement and communication about the Plan during its life cycle will be important for ensuring that the Plan is supported and adopted. Enhancements made to our performance management framework will ensure transparent progression towards achievable goals and measures of success. This will be completed through a variety of actions including:

- Ongoing business plan development (in coordination with our budgeting process)
- The application and continuous monitoring of performance metrics; and
- Continued consultation with key internal and external stakeholders

The above will demonstrate where we have seen success and where performance gaps exist to ensure we are meeting the needs of our community.

REPORT IMPACTS:
Agreement: Yes
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:
1. 24-033-CD Appendix A – City of Cambridge Arts & Culture Action Plan
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Executive Summary

In May of 2022, the City of Cambridge engaged Nordicity to develop a new Arts and Culture Action Plan to lead the City’s efforts in supporting arts and culture in the city for the next 10 years. The goal of the plan is to make Cambridge a thriving center of creative and cultural development – by making it a destination for artists and creatives, developing new and leveraging existing partnership structures to grow the local cultural network, enhancing how local cultural spaces are used, and clarifying the City’s role in arts and culture within Cambridge.

The plan was developed in a five-phase process, which involved extensive research to contextualize arts and culture in Cambridge including a background review of key internal documents, existing strategies and priorities, and cultural mapping. A rigorous engagement process also took place and included internal consultations with City staff, external consultations with the arts and culture sector, and consultations with those who live, work, and play in Cambridge.

About the Arts and Culture Action Plan

This Arts and Culture Action Plan aligns with and bolsters existing City-wide priorities, as identified in the City of Cambridge’s Strategic Plan – Cambridge Connected (2020-2023). Cambridge Connected highlights three key goals, which – as this Action Plan recognizes – can be advanced through arts and culture:

- **People:** Foster a community with heart, where everyone belongs and is cared for
- **Place:** Embrace and celebrate our city’s unique character while enhancing the spaces where people connect
- **Prosperity:** Build a vibrant and resilient city where current and future generations will live well

The Cambridge Arts and Culture Action Plan includes several components: a **vision** for arts and culture; **strategic goals (or pillars)**; **objectives** to help achieve the pillars; and **specific actions** linked to each objective.
A Vision for Arts and Culture in Cambridge

A vision for arts and culture in Cambridge was developed through the engagement process and sought to align with existing City goals and priorities.

VISION

“Home to rich built heritage and beautiful natural assets, Cambridge is an attractive, diverse, and growing community where arts and culture promotes a sense of people, place, and prosperity. Whether for residents or visitors, arts and culture is an economic driver, and is what makes Cambridge an enjoyable place to live, work, play. In Cambridge, arts and culture ignites endless creativity, curiosity, and exploration, all the while enhancing our sense of community, well-being, and belonging.”

The Strategy: Summary of the Pillars, Objectives, and Actions

The Strategy is structured by five key pillars, summarized below:

Pillar 1: Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity

Goal Statement: Celebrate the richness and diversity of Cambridge’s arts and culture scene, and embrace the experiences and cultures of those who live, work, and play in Cambridge.

Objective 1.1: Ensure that City-led programming provides interesting and inclusive opportunities for all ages, abilities, and backgrounds.

Action 1.1a: Implement diversity, inclusion and accessibility-related criteria and targets for City-led events and programming, and track performance and progress.

Action 1.1b: Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.
Action 1.1c: Further invest in youth and children cultural programming at the Cambridge Centre for the Arts (CCA) and across the city, leveraging the use of multi-purpose arts and culture spaces available.

**Objective 1.2: Increase visibility of arts and culture offerings for historically under-represented groups in Cambridge.**

Action 1.2a: Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups (i.e., Indigenous, Black, and other racialized groups, the 2SLGBTQIA+ community, people with disabilities, etc.).

Action 1.2b: Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.

**Pillar 2: Amplify Municipal Support for an Arts Friendly City**

**Goal Statement:** Solidify the City’s role in supporting and incubating a strong, vibrant, and sustainable arts and culture sector in Cambridge.

**Objective 2.1: Address capacity needs at the City while bolstering support for the arts and culture sector**

Action 2.1a: Explore the establishment of a regional or local arms-length body (e.g., a Cambridge Arts Council) that would have autonomy in its operations to provide tailored support services for the arts and culture community.

Action 2.1b: Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support.

Action 2.1c: Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.

Action 2.1d: Consider making the Placemaking Working Group (PWG) a permanent body.
Objective 2.2: Enhance internal sightlines and inter-department collaboration to better advance City priorities through arts and culture

Action 2.2a: Assemble a standing Interdepartmental Arts & Culture Working Group for arts and culture comprised of City staff.

Action 2.2b: Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.

Objective 2.3: Leverage existing supports and infrastructure to create a stronger, more vibrant, arts and culture scene

Action 2.3a: Formalize a minimum percentage of the Community Grants Program to be guaranteed for arts and culture, and events – and a minimum percentage from this amount for emerging artists and organizations.

Action 2.3b: Connect the artistic community to existing local and regional studio, creative, and performance spaces to improve awareness, increase access, and optimize use of these spaces for art and culture community members in Cambridge.

Action 2.3c: Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.

Action 2.3d: Develop and launch a marketing strategy and campaign to boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture.

Action 2.3e: Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).

Pillar 3: Activate Public Spaces through Creative Placemaking and Public Art

Goal Statement: Leverage placemaking and public art to enhance and celebrate Cambridge’s heritage and natural assets, create visible indicators of arts and culture
throughout the city, and increase vibrancy of the downtown cores and neighbourhoods across the city.

**Objective 3.1: Enhance capacity to support growth and investment in public art and placemaking**

Action 3.1a: Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with providing guidance on the selection, acquisition, stewardship, and de-accession of works of art.

Action 3.1b: Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.

Action 3.1c: Review possibility of allocating 10% from Cambridge’s municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.

Action 3.1d: Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to $70,000 annually to bolster funding for public art.

**Objective 3.2: Incorporate arts and culture space needs within urban and park development plans**

Action 3.2a: Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge.

Action 3.2b: Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story.

Action 3.2c: Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community.

**Objective 3.3: Ensure that City controlled public art remains open, accessible, inclusive, and culturally sensitive**
Action 3.3a: Ensure City support is provided to an expanded definition of public art that includes community art.

Action 3.3b: Prioritize functional and interactive public art pieces to define public spaces and engage residents.

Action 3.3c: Explore opportunities for co-commissioned public art within the Waterloo region and other municipalities across the province and Canada.

Pillar 4: Enhance Community Connection, Communication, and Collaboration

Goal Statement: Create stronger community connections through shared experiences, connect audiences to arts and culture opportunities across Cambridge, and build a stronger, more connected local arts and culture sector.

Objective 4.1: Enhance communications around arts and culture in Cambridge to grow community engagement

Action 4.1a: Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples.

Action 4.1b: Establish methods for ongoing communication and feedback with the community.

Action 4.1c: Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond.

Objective 4.2: Support career advancement for local talent

Action 4.2a: Review the establishment of a new Artist in Residence program.

Action 4.2b: Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.

Action 4.2c: Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).
Action 4.2d: Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.

**Objective 4.3: Increase connections among the arts and culture community**

Action 4.3a: Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.

Action 4.3b: Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.

**Pillar 5: Strengthen Special Events**

**Goal Statement:** Allow for all special events in Cambridge to thrive and contribute to the vibrancy of the city.

**Objective 5.1: Ensure balanced opportunity for special events**

Action 5.1a: Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.

Action 5.1b: Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.

Action 5.1c: Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.

**Objective 5.2: Build capacity for events organizers and support for special events**

Action 5.2a: Formalize an Events Training Incubator.

Action 5.2b: Develop and circulate updated tools and resources for successful event planning and execution.
Action 5.2c: Host an annual special event organizers meeting.

Action 5.2d: Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.

Action 5.2e: Conduct a regular (i.e., every four years) review of by-laws and policies pertaining to and which impact events to ensure Municipal structures are event-friendly and mitigate barriers to event planning and execution.

**Objective 5.3: Enhance data collection, monitoring, and reporting for evidence-based decision-making**

Action 5.3a: Establish parameters for quantifying, measuring, and tracking the levels of in-kind support provided by the City,

Action 5.3b: Establish a framework for allocation of in-kind support to events

Action 5.3c: Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge.

**Objective 5.4: Improve marketing and visibility of events**

Action 5.4a: Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events.

Action 5.4b: Identify asset needs and invest in expanding Cambridge’s marketing content to portray Cambridge’s diversity and unique identity more effectively.

**Objective 5.5: Optimize outdoor spaces for events usage**

Action 5.5a: Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).

Action 5.5b: Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects.
Action 5.5c: Review and propose a category-based pricing strategy based on user type (commercial versus not-for-profit), size of event, and bundled amenities.

Action 5.5d: Establish a lending inventory of staple event supplies.
1. Introduction

The City of Cambridge is a picturesque mid-sized city located in Southern Ontario at the junction of the Grand River. Incorporated in 1973, Cambridge emerged when the three municipalities of Hespeler, Galt, and Preston joined together – now forming three distinct, but united, historic commercial areas in the city. Cambridge is also part of the Region of Waterloo alongside other cities including Kitchener and Waterloo (collectively known as the tri-cities), and Townships of North Dumfries, Wellesley, Wilcot, and Woolwich.

Home to rich built heritage and beautiful natural assets, Cambridge is an attractive and growing community. The city’s abundant activity in arts and culture is driven by a swath of community-led events, talented artists, a strong grassroots scene, and City-led and affiliated events such as Whimsical Wednesdays, Winterfest, and Celebration of the Arts. There is also an array of existing spaces for arts and culture that are held in high regard by its residents – including the Cambridge Centre for the Arts, Hamilton Family Theatre, and the Idea Exchange.

In May of 2022, the City of Cambridge engaged Nordicity to develop a new Arts and Culture Action Plan to lead the City’s efforts in supporting arts and culture in the city for the next 10 years. The goal of the plan is to make Cambridge a thriving center of creative and cultural development – by making it a destination for artists and creatives, developing new and leveraging existing partnership structures to grow the local cultural network, enhancing how local cultural spaces are used, and clarifying the City’s role in arts and culture within Cambridge.

To develop the Action Plan, Nordicity designed a five-phase process. The first three phases involved extensive research to understand Cambridge’s unique arts and culture context. It included a background review of key policy documents such as the Cambridge Connected Strategic Plan and previous Public Art Policy and Special Events Policy, cultural asset mapping, internal consultations with City staff, external consultations with arts and culture stakeholders, as well as engagement with the broader Cambridge public.
The amalgamation of this research process is this strategic City document or Action Plan. It outlines a vision, five strategic goals, objectives, and actions for the City’s Culture Division to develop and enhance arts and culture services, facilities, programming, and events.

Concurrent to this process, the Region of Waterloo and the cities of Cambridge, Kitchener and Waterloo embarked on a Collaborative Plan Project Charter with a focus on regional connectivity. The purpose of the collaboration was to produce a clear shared direction on a vision, values, and priorities for culture, enabling each municipality to pursue its own unique plan and initiatives catered to its local context. As Cambridge’s culture sector networks across multiple municipalities, this process allowed for a more fulsome understanding of the various strengths, duplications, and gaps that exist within the region. The results of this engagement further support the directions of the Arts and Culture Master Plan, and are included as an appendix in this document.

This Arts and Culture Action Plan aligns with and bolsters the regional initiative, as well as existing City-wide priorities, as identified in the City of Cambridge’s Strategic Plan – Cambridge Connected (2020-2023). Cambridge Connected highlights three key goals, which – as this Action Plan recognizes – can be advanced through arts and culture:

- **People**: Foster a community with heart, where everyone belongs and is cared for
2. **Strategy Overview**

The Cambridge Arts and Culture Action Plan includes several components: a **vision** for arts and culture; **strategic goals (or pillars)**; **objectives** to help achieve the pillars; and **specific actions** linked to each objective.

**VISION**

“Home to rich built heritage and beautiful natural assets, Cambridge is an attractive, diverse, and growing community where arts and culture promotes a sense of people, place, and prosperity. Whether for residents or visitors, arts and culture is an economic driver, and is what makes Cambridge an enjoyable place to live, work, play. In Cambridge, arts and culture ignites endless creativity, curiosity, and exploration, all the while enhancing our sense of community, well-being, and belonging.”

The strategic pillars form the foundation of the Arts and Culture Action Plan, and provide direction to guide focus and investment in arts and culture for the next 10 years. The pillars, objectives, and actions were directly informed by trends research, engagement findings and a strategic planning session with representatives from across multiple City departments, as well as supported by a review of other existing strategies and priorities for the City of Cambridge.

The **five pillars** are captured below:

- **Pillar 1**: Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity
- **Pillar 2**: Amplify Municipal Support for an Arts Friendly City
- **Pillar 3**: Activate Public Spaces through Creative Placemaking and Public Art
Pillar 4: Enhance Community Connection, Communication, and Collaboration

Pillar 5: Strengthen Special Events

Each pillar of the Arts and Culture Action Plan includes a **goal statement** (description of the ‘big picture’ goal), **purpose** (short summary of the pillar’s intended impact and alignment with Cambridge’s Strategic Plan), **objectives** (specific areas in which to advance each pillar), and **actions** (recommended steps to take towards achieving each objective). Each action is also accompanied by **implementation considerations**, including resourcing, timeline, and measurable indicators to help guide the City.

Several actions of this plan have cost and tax implications and will only be implementable with additional investment beyond what existing resources allow. Throughout the strategy, cost estimates are outlined for these actions. Additional investments will result in an increase to the City of Cambridge’s operating budget for the Recreation & Culture Division and will ultimately bring Cambridge closer in line with regional benchmarks. Currently, the City of Waterloo’s operating budget for arts and culture – which includes public art, festivals and events, capacity building, arts funding, creative space development, tourism/marketing, its film and media office, and staff salaries – equates to $11.27 per capita. This figure is nearly double the current arts and culture spend in Cambridge.
PILLAR 1 | Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity

Goal Statement: Celebrate the richness and diversity of Cambridge’s arts and culture scene, and embrace the experiences and cultures of those who live, work, and play in Cambridge.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- People:
  - Celebrate Cambridge’s plethora of arts, culture, and heritage assets and opportunities.
  - Use arts and culture to cultivate a sense of community, wellbeing, and belonging and encourage creative activity and expression.
  - Ensure there are diverse, inclusive, accessible cultural offerings that resonate with Cambridge’s community across all ages, abilities, identities, and experiences.
  - Celebrate new or historically hidden stories and cultures in Cambridge while continuing to celebrate the stories that are already being told.

Objective 1.1: Ensure that City-led programming provides interesting and inclusive opportunities for all ages, abilities, and backgrounds.

Action 1.1a: Implement diversity, inclusion and accessibility-related criteria and targets for City-led events and programming, and track performance and progress. Diversity and equity-related criteria and targets should be developed in collaboration with the Equity, Diversity, Inclusion, and Accessibility Services (EDIA) Team and the Cambridge Accessibility Advisory Committee. For instance, all City-led events and programming should begin with a land acknowledgement, and strive to have accessible practices in place when possible that go beyond minimum requirements under the Accessibility for Ontarians with Disabilities Act (AODA) (e.g., wheelchair and ramp access into buildings and event spaces, accessible parking spaces, accessible bathrooms, etc.). Performance against the criteria, as well as progress towards targets should be tracked and reported on an annual cycle, leveraging tools such as the welcoming spaces assessment tool (currently being developed by the EDIA Team).
Criteria and targets should be developed in close consultation with the Accessibility Advisory Committee, and with community members representing different disability communities and historically marginalized communities, using an intersectional approach to representation to the extent possible.

Action 1.1b: Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge. Such an event or festival would showcase the range of creative industries and activity in Cambridge, allow for culture exchange, and promote a sense of community, shared understanding, and belonging. This event or festival could also be leveraged as a key tourism driver, enticing day-trippers and visitors to the city.

The keystone festival or event could be standalone, entail a series of micro-events, and/or include multiple micro-activations across the City. There is also an opportunity to celebrate, leverage and combine successful existing festivals and events in Cambridge into a larger keystone festival or event. The keystone festival or event could be community-led, with support from the City, and potentially the local business improvement areas (BIAs). City support could entail fostering connections among various arts and culture groups in establishing the event, or other community partners (e.g., Moksha Canada Foundation) and connecting the festival to a core sponsor for ongoing sustainability and longevity. As another avenue, the keystone event could take the form of an expanded Cambridge Celebration of the Arts event.

- If community-led, this keystone festival or event will likely become an Affiliate Event under the Special Affiliated Events Policy (action 5.1a).
- See Appendix A1 for Approaches of Interest

Action 1.1c: Further invest in youth and children cultural programming at the Cambridge Centre for the Arts (CCA) and across the city, leveraging the use of multi-purpose arts and culture spaces available. Programming could include classes catered to teenagers and younger adults looking to get involved in the arts, such as dance, music, theatre, and art classes, lectures, and other programming.
o Programming targeting youth could be developed in collaboration/consultation with school educators and curriculum coordinators to develop curriculum-linked programs. In doing so, the City can also establish stronger connections with the local education sector and school boards to enhance awareness of existing programs (e.g., Cambridge Centre for the Arts summer arts camps, etc.).

o Partnerships for additional youth programming could be pursued with other organizations to ensure a spread of such programming across the city, and could include (but is not limited to) camps or extra-curricular after-school programs. The CCA could provide a model for other organizations to follow when developing programming targeted at youth and young adult audiences.
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<tr>
<th>Action</th>
<th>Timeframe</th>
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<th>Resources</th>
<th>Next Steps</th>
<th>Measurable Indicators</th>
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<tbody>
<tr>
<td>1.1a: Implement diversity and accessibility-related targets for City-led events and programming and track performance and progress.</td>
<td>Short-term (1-3 years); ongoing</td>
<td>Lead: Recreation &amp; Culture</td>
<td>Existing Resources; Operating budget. May require additional funding and capital to ensure the City is actually meeting targets.</td>
<td>1. Establish mandatory EDIA-related criteria as well as targets. 2. Communicate these criteria and targets to Cambridge stakeholders (Affiliate Events organizers, PA Subcommittee, etc.).</td>
<td>Metric 1: Criteria, targets, and assessment tools established and implemented Metric 2: Improved diversity and inclusion among arts and culture programs and events in Cambridge</td>
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<td>1.1b: Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.</td>
<td>Short-term (1-3 years)</td>
<td>Lead: Events Team</td>
<td>City support via Affiliate Event status. Additional budgetary supports may be required. Grants from the Ministry of Tourism, Culture and Sport can be explored, and/or review Municipal Accommodation Tax (MAT) as a possible funding source; to align with the ongoing Economic Development Action Plan.</td>
<td>1. Develop an event plan, and determine timing, location, and resource requirements. 2. Call to action to arts and culture groups, or identification of a key partner to lead this effort.</td>
<td>Metric 1: Inaugural running of a cultural festival Metric 2: # of community or cultural groups engaged Metric 3: # of attendees (growth in attendance year-over-year)</td>
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<td>1.1c: Further invest in youth and children cultural programming at the Cambridge Centre for the Arts and across the</td>
<td>Short-term (1-3 years) Medium-term (4-7 years): for longer/multi-tiered initiatives:</td>
<td>Lead: Recreation &amp; Culture (Cambridge Centre staff)</td>
<td>Enhance existing Youth Line in Recreation &amp; Culture budget (Program Supplies and PT Line); approx. $10,000 addition to support more programming. Supported by new Programming</td>
<td>1. Reach out to high school education sector partners to identify curriculum needs for arts. 2. Identify, develop and test 1-2 youth targeted</td>
<td>Metric 1: # of youth programs created Metric 2: # of youth involved in programs Metric 3: #and quality</td>
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<tr>
<td>Action</td>
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<td>city, leveraging the use of multi-purpose arts and culture spaces available.</td>
<td></td>
<td>Coordinator at the Centre (action 2.1b)</td>
<td>programs annually. 3. Assess program success and scale or iterate as needed.</td>
<td>of partnerships created</td>
<td></td>
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**Objective 1.2: Increase visibility of arts and culture offerings for historically under-represented groups in Cambridge.**

**Action 1.2a: Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups (i.e., Indigenous, Black, and other racialized groups, the 2SLGBTQIA+ community, people with disabilities, etc.).** Specific tactics would include promoting and encouraging community-led submissions to the events calendar to provide a more complete calendar of events to the community and increase visibility of smaller events, as well as community-led and cultural events. It could also include incorporating opportunities to showcase diverse cultures into existing events where appropriate. For example, in the past, the Cambridge Celebration of the Arts incorporated food, music, and art from different cultures. To increase access for community members, City staff should enhance promotion of existing programs such as the Activities for Less program subsidy program and the rental fee waiver mechanism at City facilities for Indigenous groups using the spaces for cultural and ceremonial events.

**Action 1.2b: Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.** The campaign could include marketing materials that outline major annual/upcoming events in the city (e.g., Cambridge Ribfest and Craft Beer Show, Winterfest, Cambridge Celebration of the Arts, Hespeler Village Music Festival, etc.), potential volunteer opportunities, a list of arts and culture offerings such as community-led and City-led programming and activities (e.g., the Cambridge
River Walk brochure, Digital Light Projection shows at the Old Post Office building, current and upcoming exhibitions at the Cambridge Art Centre Gallery, programming and activations in the planned Gaslight Square when they are available, etc.), information about the Activities for Less program, and a link to the calendar of events. Using visuals, photographs, and limited text is one strategy to make these marketing materials more understandable for individuals from diverse backgrounds and varying levels of English-proficiency.

- Translations for marketing materials into multiple languages could also be considered in the future based on feedback gathered at newcomer events and from community connectors. Translation requirements could be incorporated into EDIA criteria and targets (outlined in action 1.1a). This would also align with action 1.2.1 of the Stronger Together: Diversity, Accessibility, and Inclusion Action Plan.

- Other elements that could be considered would be to create a “Bridge to the Next Idea” arts and culture welcome package for new community members that includes information such as the elements listed above, alongside free passes to key activities through sponsorship/donation partnerships with relevant organizations (e.g., performances at the Hamilton Family Theatre, free admission to the Fashion History Museum, vouchers for vendors at events like Cambridge Ribfest and Craft Beer Show, tickets to the Cambridge Fall Fair, tickets to Cambridge symphony orchestra performances, etc.).
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<thead>
<tr>
<th>Action</th>
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</thead>
</table>
| 1.2a: Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups. | Short-term (1-3 years) | **Lead:** Recreation & Culture  
**Partners:** EDIA Team, Community Connectors | Existing resources, though may require a slight expansion for marketing and outreach; approx. $3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA. | 1. Draft and send letters of intent to key community groups.  
2. Identify and build ties with key community connectors to assist in further developing relationships with diverse community groups and organizations. | Metric 1: # of events added to events calendar  
Metric 2: Increase in attendance at community-led events |
| 1.2b: Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city. | Short-term (1-3 years) | **Lead:** EDIA Team, Recreation & Culture  
**Partners:** Community Connectors | Existing resources though may require a slight expansion for marketing and outreach; approx. $3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA. | 1. Design and distribute marketing materials as a part of the robust, local arts and culture brand and marketing plan (in alignment with action 4.1a).  
2. Gather feedback from community connectors and attendees at newcomer events. | Metric 1: # of new marketing materials created that are targeted to newcomers  
Metric 2: # of newcomers engaged  
Metric 3: Sense of welcoming and belonging among new community members |
PILLAR 2 | Amplify Municipal Support for an Arts Friendly City

Goal Statement: Solidify the City’s role in supporting and incubating a strong, vibrant, and sustainable arts and culture sector in Cambridge.

Purpose & Alignment with Cambridge Connected Strategic Plan:
- Prosperity:
  - Clarify the City’s role as a key supporter (rather than a driver) of arts and culture.
  - Build capacity and create the conditions for a richer, more diverse, strengthened and thriving arts and culture community in Cambridge.

Objective 2.1: Address capacity needs at the City while bolstering support for the arts and culture sector

Action 2.1a: Explore the establishment of a regional or local arms-length body (e.g., a Cambridge Arts Council) that would have autonomy in its operations to provide tailored support services for the arts and culture community. If designed as a local body, this organization would receive its mandate from the City of Cambridge and be held accountable in helping advance the actions laid out in this Arts and Culture Action Plan. The City would need to create a service agreement that would outline its relationship with this body. Roles that a Cambridge Arts Council (or similar organization) could play include:

- supporting connection and networking across the sector
- helping to establish and delivery training and capacity-building programs
- creating/maintaining an active and accessible directory of artists and organizations to provide visibility across the local sector
- distributing funding to the sector through a grant program funded by sponsorship and fundraising.

- See Appendix A2 for Approaches of Interest
**Action 2.1b: Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support.**

Increasing staff positions for arts and culture would bring staff capacity for arts and culture services in Cambridge in alignment with other cities in Waterloo region, and would ensure staff have more focused roles to play in enhancing Cambridge’s breadth of cultural services. It would also improve overall staff’s ability to grow support for the sector, be responsive, and deliver arts and culture services that meet evolving community and sector needs.

Prior to requesting additional positions, staff will ensure requests align with and do not duplicate resources identified in other strategic documents across departments. New staff positions required include:

- 1 FTE at the Cambridge Centre for the Arts: a Programming Coordinator to help oversee increased programming.

- 1 FTE for a new Public Art Coordinator under Recreation & Culture who is responsible for advancing and managing public art initiatives (in support of Pillar 3), serves as the staff liaison for the Public Art Subcommittee, and also sits on the Placemaking Working Group to ensure alignment and the identification of public art initiatives and potential sites (action 3.2c). This role will also be responsible for stewardship and management of the City’s Public Art Collection as outlined in the updated Public Art Policy.

- 1 FTE for a Recreation & Culture Marketing Coordinator who will liaise and strengthen collaboration between Recreation and Culture, the Corporate Communications department at the City, the Waterloo Regional Tourism Marketing Corporation (WRTMC), and other partners (in support of action 4.1c). This role will also oversee activities related to developing and implementing a robust arts and culture brand (action 4.1a), creating a targeted campaign to engage newcomers in arts and culture (action 1.2b), boosting awareness of City-owned facilities, resources, and assets (action 2.3d), receiving ongoing community feedback related to arts and culture (action 4.1b), and ensuring the display of Cambridge’s diversity (action 5.4b).

- 2 seasonal full-time positions allocated appropriately for events in Parks Operations budget. These positions would provide dedicated
assistance with special events (e.g., transporting, installation and
tear-down of equipment and amenities such as fences, picnic tables,
garbage bins; post-event clean-up and maintenance, etc.).

**Action 2.1c: Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.** As an example, the current Recreation Coordinator for Culture could play the role of a liaison for arts and cultural entrepreneurs and non-profit organizations, connecting them with existing resources and supports offered through Economic Development. They could also develop and deliver resources and supports tailored for the needs of arts and culture entrepreneurs and non-profits (e.g., sponsorship and fundraising development, grant-writing, advocacy and impact reporting, etc.) (in support of action 2.3c). The City should also adopt a proactive approach in determining whether or not to continue initiatives, which should be informed by community feedback (action 4.1b), and should be reviewed on a regular, ongoing basis. This action will include reviewing and cross-referencing other emerging plans at the City (through EDIA, Economic Development, etc.), linking requirements, and avoiding duplication in requests for FTEs.

**Action 2.1d: Consider making the Placemaking Working Group (PWG) a permanent body.** When originally formed, the primary purpose of the Placemaking Working Group (PWG) was to provide input and assist with the Placemaking Study that has been initiated by the City of Cambridge and funded through the Core Areas Transformation Fund (CATF). Given that placemaking is priority area contained in the City’s Strategic Plan, the new Public Art Policy, and now this Arts and Culture Action Plan, it is suggested that the working group continues to operate and support placemaking initiatives in the city beyond the current pilot initiative. As an ongoing fixture at the City, the PWG should be integrated into the public art process in helping to identify potential initiatives and sites (as per action 3.2c). The Public Art Coordinator should sit on the PWG to ensure ongoing alignment.
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| **2.1a:** Explore the establishment of a local or regional arms-length body (e.g., Cambridge Arts Council). | Medium-term (4-7 years) | **Lead:** 
Recreation & Culture  
**Support:** ACAC | Portion of funding from the City as a service delivery partner, provincial and federal funding (OAC, Canada Council), and private funds via sponsorship and donations. Estimated cost for a feasibility study: $60,000 – $90,000 | 1. Conduct a feasibility study to identify the business and governance models for the Arts Council.  
2. Develop a development/fundraising strategy. | **Metric 1:** 
Completion of a feasibility review  
**Metric 2:** Arts Council established with a mandate in alignment with the Arts & Culture Action Plan  
**Metric 3:** Increased funding and support for arts and culture  
**Metric 4:** Increased capacity in the local arts and culture sector |

| **2.1b:** Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support. | Short-term (1-3 years) | **Lead:** 
Recreation & Culture  
**Support:** Finance | Budget required (an estimated total of $340,800) to support new positions:  
1. CCA Coordinator: $99,100 (prioritize year 2)  
2. Public Art Coordinator: $99,100 (prioritize year 1)  
3. Recreation & Culture Marketing Coordinator: $99,100 (prioritize year 3)  
4. Two Parks Seasonal Staff dedicated to Events: $13,500 (prioritize year 2)  
Additional $30,000 ($10,000 per FTE) for supplies | 1. Submit formal staffing increase request to City. | **Metric 1:** 
Postings and hires for new positions |
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<tr>
<td>2.1c: Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.</td>
<td>Short-term (1-3 years); ongoing</td>
<td>Lead: Recreation &amp; Culture</td>
<td>Existing resources</td>
<td>1. Take current stock of staff roles and initiatives. 2. Formalize a regular review process (i.e., on an annual or biennial basis).</td>
<td>Metric 1: Establishment of a formalized review process  Metric 2: Increased interdepartmental coordination  Metric 3: Reduced pressure on staff</td>
</tr>
<tr>
<td>Action 2.1d: Consider making the Placemaking Working Group (PWG) permanent.</td>
<td>Short-term (1-3 years); ongoing</td>
<td>Lead: Recreation &amp; Culture  Support: Public Art Coordinator, other relevant departments</td>
<td>Existing Resources</td>
<td>1. Update Terms of Reference including mandate, roles and responsibilities, member recruitment, budget, operating procedures, and deliverables. 2. Continue to recruit members per the updated Terms of Reference.</td>
<td>Metric 1: Updated Terms of Reference  Metric 2: Implementation of updated Terms of Reference</td>
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**Objective 2.2: Enhance internal sightlines and inter-department collaboration to better advance City priorities through arts and culture**

**Action 2.2a: Assemble a standing Interdepartmental Arts & Culture Working Group for arts and culture comprised of City staff.** This working group will help ensure that a cultural lens is applied to other municipal processes such as development and infrastructure improvements for example, to identity opportunities for public art and placemaking at the
planning stages of initiatives. It will also help identify cross-departmental needs and considerations for arts and culture activities – including (but not limited to) downtown revitalization efforts and public art opportunities.

**Action 2.2b: Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.**

- For **special events**, an internal version of the Special Events Manual could be created, which points to specific contacts in the various departments required for each item in the checklist, timelines, and notes regarding any specific internal considerations from each involved department.

- Similarly, an internal process document for **public art** should follow the Public Art Policy, and would point to how public art initiatives are planned and who is involved (including key contacts in relevant departments), from planning to acquisition processes through to installation and ongoing collection management. The guide should be developed in collaboration with the Placemaking Working Group.

- For **sector support**, a guide should be created that identifies existing capacity-building tools and resources that can be accessed by arts and culture entrepreneurs and non-profit arts and culture organizations, along with relevant departmental liaisons across the City (e.g., in Economic Development).

- A guide should also be created for **marketing** and communicating arts and culture activities and initiatives happening in Cambridge. The creation of such a document could be led by the new Recreation & Culture Marketing Coordinator (action 2.1b), in collaboration with Corporate Communications, and should include guidance on when and how initiatives are to be communicated to the public (including internally in Cambridge and externally to relevant tourism markets), branding considerations (action 4.1a), and the process of when and how to involve the Waterloo Region Tourism Marketing Corporation (WRTMC).
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</table>
| 2.2a: Assemble an internal Interdepartmental Arts & Culture Working Group. | Short-term (1-3 years) | **Lead:** Recreation & Culture  
**Partners:** Representatives from Planning Services, Economic Development, etc. | Existing resources | 1. Establish a Terms of Reference complete with mandate, membership, and operating procedures.  
2. Recruit representatives/members from relevant departments.  
3. Convene inaugural meeting. | Metric 1: Inaugural meeting completed (year 1)  
Metric 2: # of new opportunities identified for arts & culture activation in Cambridge  
Metric 3: Improved efficiency and workflows across departments on arts & culture related initiatives |
| 2.2b: Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge. | Short-term (1-3 years) | **Lead:** Recreation & Culture  
**Partners:** Input from various departments involved in processes (e.g., Economic Development, Planning Services, etc.) | Existing resources | 1. Assign champions/leads to develop each internal document.  
2. Gather input from various other departments in the development of the documents. | Metric 1: Improved visibility of internal processes  
Metric 2: Improved efficiency and workflows across departments on arts & culture related initiatives  
Metric 3: Reduced strain on capacity for Recreation and Culture staff |
Objective 2.3: Leverage existing supports and infrastructure to create a stronger, more vibrant, arts and culture scene

Action 2.3a: Formalize a minimum percentage of the Community Grants Program to be guaranteed for arts and culture, and events – and a minimum percentage from this amount for emerging artists and organizations. At a minimum, the percentage could align with what proportion of annual community grants funding has been going to arts, culture, and events in recent years. This approach will ensure that artists and arts organizations have guaranteed funding amount available to them alongside other eligible initiatives (i.e., social services, civic and leisure interests, recreation and sport, and other not-for-profit organizations) as demand for community grant funding increases.

Action 2.3b: Connect the artistic community to existing local and regional studio, creative, and performance spaces to improve awareness, increase access, and optimize use of these spaces for art and culture community members in Cambridge. For example (but not limited to):

- Shared studio spaces in the Studio 64 space in the Gaslight District
- Old Post Office Creative Studios and Makerspaces (Idea Exchange)
- Performance and exhibition spaces in Cambridge such as, Cambridge Art Galleries (Idea Exchange), Hamilton family Theatre, etc.
- Individual and shared short and long-term studio spaces available at 44 Gaukel in neighbouring Kitchener

To address potential barriers related to affordability of non-City operated spaces, the City could consider adding studio subsidy grants to assist the arts and culture community in accessing these spaces. Or, the City could provide grants or funding to select facilities (such as those listed above) through a service agreement, whereby the facility would agree to offer a certain amount of studio space at a discounted rate to artists. Such programs could be supported by fundraising and/or sponsorship. The City
could also consider developing template contracts and insurance guidelines to help facilitate easier collaborations between property owners and artists.

**Action 2.3c: Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.** These liaisons serve as critical touchpoints between the City and the local artistic community. In addition to focusing on outreach and networking with talent outside of Cambridge, these individuals could also be engaged in serving and connecting with local talent and their needs.

- Improving visibility of these City touchpoints on the website as well as promoting them through community connectors will also help to improve visibility and access to these important resources.

**Action 2.3d: Develop and launch a marketing strategy and campaign to boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture.** Promotional efforts should combine push and pull techniques, and a mix of print and digital advertising to raise visibility and awareness of City assets, to build Cambridge’s status as a destination for arts and culture and a hub of artistic and creative production. This would be the responsibility of the Recreation & Culture Marketing Coordinator (action 2.1b). Promotional should be sector-facing (e.g., around spaces and resources), and community facing (e.g., around programming at the various facilities). Promotional tactics could include:

- Advertising City programs in high traffic areas around Cambridge, such as community/recreation centres, and key areas in the downtown cores through cross-promotional agreements with the downtown BIAs.

- Continuing direct messaging to community members through mailed flyers and brochures, targeted emails via Cambridge’s e-news platform, and social media posts making use of photos and short-form video (e.g., Instagram reels) to reach younger demographics.
Community outreach in partnership with community groups, community connectors, schools, etc. can also help to build awareness of the programming available across the city. For example, pop-ups during community and special events and in community spaces such as recreation centres, at school fun fairs, etc. Donating free program registration to school or community fundraisers (e.g., Raffles, silent auctions, etc.) are also a great way to build awareness and engage the community in arts and culture programming.

**Action 2.3e: Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).** Programming could include creative process and skills development classes for artists and creators to help artists hone their craft (e.g., artist talks, creative workshops, etc.), which the City could run in partnership with varying arts and culture organizations in the Cambridge community and beyond. Additionally, programming should also extend to business skills and capacity-building programming for individuals and organizations (e.g., grant writing, digital marketing, sponsorship and development, etc.). Such business-oriented training could involve bringing sessions currently run by Economic Development (i.e., seminars on accounting, marketing, etc.) to the arts and culture community, as well as sessions run as part of the events training incubator (action 5.2a).
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<tbody>
<tr>
<td>2.3a: Formalize a minimum percentage of Community Grants Program to be guaranteed for arts and culture.</td>
<td>Short-term (1-3 years)</td>
<td><strong>Lead</strong>: Recreation &amp; Culture</td>
<td>Existing resources</td>
<td>1. Update the Community Grants Program policy.</td>
<td><strong>Metric 1</strong>: Updated policy to reflect minimum percentage</td>
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<td><strong>Support</strong>: Finance, Grants Review Committee</td>
<td></td>
<td></td>
<td><strong>Metric 2</strong>: Stable and/or increased funding allocated to arts and culture on an annual basis</td>
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<tr>
<td>2.3b: Connect the artistic community to existing local and regional studio, creative, and performance spaces.</td>
<td>Medium-term (4-7 years)</td>
<td><strong>Lead</strong>: Recreation &amp; Culture</td>
<td>Existing resources</td>
<td>1. Create a database or list of all existing spaces for public access on the City website, leveraging the Culture Map.</td>
<td><strong>Metric 1</strong>: Improved visibility of and access to existing spaces</td>
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<td><strong>Support</strong>: Planning Services, ACAC, BIAS, Idea Exchange, Economic Development, IT, Realty</td>
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<td><strong>Metric 2</strong>: Increased occupancy at existing artistic and creative spaces</td>
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<td><strong>Partners</strong>: Community Connectors, potentially a local/regional arts council</td>
<td></td>
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<td><strong>Metric 2</strong>: Increased artistic activity throughout the city</td>
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<tr>
<td>2.3c: Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.</td>
<td>Short-term (1-3 years)</td>
<td><strong>Lead</strong>: Recreation &amp; Culture (Special Events Coordinator), Film Liaison</td>
<td>Existing resources</td>
<td>1. Promote liaisons on City website. 2. Identify and leverage community connectors.</td>
<td><strong>Metric 1</strong>: Improved visibility between City and sector</td>
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<td><strong>Partners</strong>: Community Connectors, potentially a local/regional arts council</td>
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<td><strong>Metric 2</strong>: Improved access to information and supports and workflows</td>
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<td><strong>Partners</strong>: Community Connectors, potentially a local/regional arts council</td>
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<td><strong>Metric 3</strong>: Increased use of City supports</td>
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<tr>
<td>2.3d: Develop and launch a marketing strategy and campaign to</td>
<td>Medium term (4-7 years), ongoing *coincides with broader</td>
<td><strong>Lead</strong>: Recreation &amp; Culture Marketing Coordinator</td>
<td>Budget would fall under operating budget for Recreation &amp;</td>
<td>1. Draft marketing strategy for approval. 2. Implement marketing strategy.</td>
<td><strong>Metric 1</strong>: Increased foot traffic at City-owned facilities and programs</td>
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<td>boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture.</td>
<td>arts and culture brand strategy (action 4.1a) *requires establishment of new Community Recreation &amp; Culture Marketing Coordinator position</td>
<td>Partners: Other Recreation &amp; Culture staff, Parks Operations staff to assist with execution, Economic Development to assist with activating BIAs, various cultural organizations for community pop-ups</td>
<td>Culture Marketing Coordinator (action 2.1b)</td>
<td></td>
<td>Metric 2: Increase in program attendance/registration (at Idea Exchange, Cambridge Centre for the Arts, etc.)</td>
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<tr>
<td>2.3e: Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).</td>
<td>Short-term (1-3 years): programming already offered by Economic Development Medium-term (4-7 years): establish partnerships and design new programs</td>
<td>Lead: Recreation &amp; Culture (Programming Coordinator at the Cambridge Centre, Recreation Coordinator Culture)</td>
<td>Existing resources Additional funds for new programs designed in partnership could be pursued through sponsorship funds.</td>
<td>1. Host existing City programming (Economic Development sessions) for the sector. 2. Establish additional professional development/creative training in partnership with arts and culture organizations.</td>
<td>Metric 1: # of programs offered Metric 2: # of individuals and organizations engaged from the arts and culture sector Metric 3: Improved capacity across the local sector</td>
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PILLAR 3 | Activate Public Spaces through Creative Placemaking and Public Art

**Goal Statement:** Leverage placemaking and public art to enhance and celebrate Cambridge’s heritage and natural assets, create visible indicators of arts and culture throughout the city, and increase vibrancy of the downtown cores and neighbourhoods across the city.

**Purpose & Alignment with Cambridge Connected Strategic Plan:**

- **People**
  - Improve quality of life for Cambridge’s community and encourage creative activity and expression.
  - Cultivate opportunities for public art and placemaking in order to increase the attractiveness and vibrancy of neighbourhoods.

- **Place**
  - Create a more cohesive public realm and a shared identity of place.
  - Highlight Cambridge’s natural, historical, and (built) cultural assets.
  - Create and promote a wide range of inviting and engaging destinations across the city.

- **Prosperity**
  - Bolster downtown revitalization efforts in the three cores (Downtown Cambridge, Preston Towne Centre, Hespeler Village).
  - Support tourism attraction by enhancing the visitor experience in neighbourhoods across the city.

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**Objective 3.1: Enhance capacity to support growth and investment in public art and placemaking**

**Action 3.1a:** Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with providing guidance on the selection, acquisition, stewardship, and de-accession of works of art.
As outlined in the Public Art Policy, the Public Art Subcommittee should be given the responsibility for the commissioning of major-scale public art pieces. It will also be consulted in the selection of micro-, small-, and medium-scale public art projects.

The Public Art Subcommittee would work closely with the Public Art Coordinator (action 2.1b) to identify, plan and implement public art initiatives, under the Public Art Policy.

Action 3.1b: Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.

- Municipalities such as Toronto, Barrie, Innisfil, and Waterloo have developed CBC strategies that incorporate and apply to public art.
- See Approaches of Interest in Appendix A3

Action 3.1c: Review possibility of allocating 10% from Cambridge’s municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.

- This allocation will see an approximate addition of $48,000 into the Public Art Reserve Fund on an annual basis, based on Cambridge retaining an estimated $480,000 per year as part of its municipal share (40%) of the annual MAT revenue. The review of the MAT as a possible funding source is to align with the ongoing Economic Development Action Plan. Public Art will also be funded by encouraging private investments through the Community Benefits Charge (CBC), as well as private sector and community gifts and donations.
- Public art (whether permanent or temporary) provides an important activation of public spaces that can enhance the visitor experience, attract tourism, and encourage tourism spending in neighbourhoods across the city.
Action 3.1d: Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to $70,000 annually to bolster funding for public art.

- The existing one percent capital requirement should be re-examined to ensure that all capital projects, whether debt-funded or not, contribute one percent of expenditures into the Public Art Reserve Fund. Debt-funded projects could be excluded from the requirement at the discretion of Council.

- Additionally, $70,000 could be transferred from the Capital Works Reserve Fund to the Public Art Reserve Fund on an annual basis (as outlined in the updated Public Art Policy).

- These measures, in tandem with those outlined in action 3.1c, would help safeguard additional funding support for public art.
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</table>
| 3.1a: Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with overseeing the selection, acquisition, stewardship, and de-accession of works of art. | Short-term (1-3 years) | **Lead:** Recreation & Culture  
**Support:** ACAC | Existing resources | 1. Update Subcommittee Terms of Reference in line with new Public Art Policy.  
2. Eventually transfer liaison responsibility to Public Art Coordinator (action 2.1b). | Metric 1: New authority of Subcommittee implemented with Public Art Policy  
Metric 2: Increase in efficiency of approval processes for public art  
Metric 3: Increase in number of public art projects planned, approved and implemented |
| 3.1b: Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art. | Short-term (1-3 years) | **Lead:** Legal, Planning  
**Support:** Public Art Subcommittee, Recreation & Culture | Existing resources | 1. Incorporate into the Community Benefit Charge Strategy | Metric 1: Increase in public art initiatives implemented in Cambridge  
Metric 2: Increase in the annual contributions to the Public Art Reserve Fund |
| 3.1c: Review possibility of allocating 10% from Cambridge’s municipal share of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund. | Short-term (1-3 years) | **Lead:** Economic Development  
**Support:** Finance, Recreation & Culture | Existing resources | 1. With the MAT Strategy in development, articulate priority of Public Art to the team developing the strategy.  
2. Ensure the review of the MAT as a possible funding source is aligned with the ongoing Economic Development Action Plan. | Metric 1: Increase in annual contributions to the Public Art Reserve Fund |
Objective 3.2: Incorporate arts and culture space needs within urban and park development plans

Action 3.2a: Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge. Consider incorporating space for arts and culture (such as studios and creative spaces, rehearsal and performance spaces, gallery and exhibition spaces, and storage space) into existing planned infrastructure projects in Cambridge, such as (but not limited to) the Recreation Complex on the south end of the city, as well as in neighbourhood park developments (e.g., Grand River Access Point, Highland Ridge, etc.). The Interdepartmental Arts and Culture Working Group (action 2.2a) will play a critical role in identifying opportunities for incorporating arts and culture spaces in the planning of these development projects early on.

- Investing in incorporating arts and culture spaces in mixed use models is an efficient way to de-centralize cultural service delivery and enhance equitable access to arts and culture services across the city (for both community members and the sector). Cambridge could also consider hub models in merging retail space with arts and culture needs.
  - See Approaches of Interest in Appendix A4
The City could also explore ways of utilizing private property for arts and culture use, such as by incentivizing or encouraging downtown property owners to invite artists to use unoccupied storefronts in the downtown cores. The City could help facilitate such an initiative by connecting artists to potential landlords, and providing a templated contract and information regarding insurance requirements.

See Approaches of Interest in Appendix A5 (for examples of similar initiatives, and reference to a toolkit)

**Action 3.2b: Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story.** This work should be a joint effort between the Public Art Subcommittee and Placemaking Working Group (as part of the latter’s pilot project). Here, public art should be considered broadly, to include artistic approaches to architecture, creative approaches to sidewalk features, signage, amenities; as well as permanent and temporary activations such as sculptures, murals, installations, live cultural programming, and so on.

**Action 3.2c: Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community.** Apart from the downtown cores, other locations for public art should include the entrances to the City from the 401 to create an appealing visual appearance at the city’s entrance, and opportunities for incorporating public art in the extension of the ION system into Cambridge’s downtown. Additionally, placement of public art should be considered to enhance, interact with, and draw attention to Cambridge’s natural assets – such as the Grand River (doing so could be enveloped into the Grand River Access Point Improvement Project). The projects pursued can range in scope (and therefore also in levels of investment). For instance, the City should look to identify locations for a range of possible public art projects, including major-scale works (e.g., sculptures), as well as small interventions (e.g., functional art, murals, temporary activations, etc.).
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<tr>
<td><strong>Action 3.2a:</strong> Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge.</td>
<td>Medium-term (4-7 years); ongoing</td>
<td><strong>Lead:</strong> Planning Services, Recreation &amp; Culture</td>
<td>Leverage capital budgets for planned infrastructure projects; sponsorships and major gifts for dedicated arts and culture spaces (i.e., naming rights, etc.).</td>
<td>1. Ensure upcoming planned projects are a point of discussion among the Interdepartmental Arts &amp; Culture Working Group.</td>
<td><strong>Metric 1:</strong> Increased integration of arts and culture in planning and development initiatives. <strong>Metric 2:</strong> Increase number and distribution of space for arts and culture across the city.</td>
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<td><strong>3.2b:</strong> Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story.</td>
<td>Short-term (1-3 years): calls-to-action established (at least for one of the cores) as part of the Placemaking Working Group pilot project. Long-term (8-10 years): to fully implement.</td>
<td><strong>Lead:</strong> Public Art Subcommittee, Placemaking Working Group <strong>Support:</strong> Economic Development <strong>Partners:</strong> Private developers, BIAs *This work could be advanced and enhanced through the Interdepartmental Arts &amp; Culture Working Group (action 2.2a)</td>
<td>Public Art Reserve Fund; budget required will vary per project depending on scale (ranging from micro- to major). Budgets per project can therefore range between &lt;$15,000 to &gt;$250,000. *Will require additional FTE Public Art Coordinator to support implementation of new initiatives (action 2.1b)</td>
<td>1. Determine scope of potential projects and locations in the three cores. 2. Select a potential pilot initiative for one of the cores and implement 1 new placemaking initiative to pilot.</td>
<td><strong>Metric 1:</strong> Plans established for each of the cores. <strong>Metric 2:</strong> Minimum of one placemaking/public art initiative implemented per core. <strong>Metric 3:</strong> Increase access to and engagement with public art across Cambridge. <strong>Metric 4:</strong> Increased footfall and revenue for local businesses.</td>
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Objective 3.3: Ensure that City controlled public art remains open, accessible, inclusive, and culturally sensitive

Action 3.3a: Ensure City support is provided to an expanded definition of public art that includes community art. In alignment with the new Public Art policy, adopt a renewed definition of public art that incorporates community art, creates opportunity for more interaction and involvement from diverse communities, and creates a sense of belonging.

- Additionally, the City should promote open calls for public art from other commissioning bodies, such as the local BIAs, local private businesses, private developers, and so on.

Action 3.3b: Prioritize functional and interactive public art pieces to define public spaces and engage residents. Functional and interactive public art allows the community and visitors alike to directly interact with the surrounding environment and public realm, removing barriers between the public and art.

See Approaches of Interest in Appendix A6
**Action 3.3c: Explore opportunities for co-commissioned public art within the Waterloo region and other municipalities across the province and Canada.** Co-commissioned works often include travelling and temporary art. Co-commissioning public art means that the City of Cambridge can pool resources with partners to commission bigger and higher quality works. The temporary and/or transient nature of many co-commissioned works also means that Cambridge has an opportunity to bring new experiences to the Cambridge community in the form of high-quality public art activations from across Canada or around the world. On the other hand, co-commissioned work can serve as an opportunity to share and promote Cambridge art and artists on a larger platform.

- See Approaches of Interest in Appendix A6
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<tr>
<td><strong>3.3a</strong></td>
<td>Short-term (1-3 years): to update City’s definition via the new Public Art Policy. Ongoing promotion of open calls.</td>
<td><strong>Lead</strong>: Recreation &amp; Culture (Public Art Coordinator) <strong>Partners</strong>: ACAC, Corporate Communications, Economic Development, BIA, neighbourhood associations, Idea Exchange</td>
<td>Existing resources; leverage City channels for promotion efforts (e-news, distribution lists, etc.); could explore supporting artists to lead community art projects through the Community Grants Program (action 2.3a). <em>Will require support of new FTE Public Art Coordinator (action 2.1b)</em></td>
<td>1. Approval of Public Art Policy. 2. Ongoing communications with the BIA and other commissioning bodies.</td>
<td><strong>Metric 1</strong>: Increased awareness around public art initiatives and open calls <strong>Metric 2</strong>: Increase in # of applications to public art calls <strong>Metric 3</strong>: Increase in number of public art activations led by local Cambridge artists <strong>Metric 3</strong>: Increased engagement in public art from diverse communities</td>
</tr>
<tr>
<td><strong>3.3b</strong></td>
<td>Long-term (8-10 years)</td>
<td><strong>Lead</strong>: Public Art Subcommittee, Public Art Coordinator <strong>Partners</strong>: Interdepartmental Arts and Culture Working Group (action 2.2a), Planning, Parks, Economic Development</td>
<td>Public Art Reserve Fund; budget requirements will range per public art project depending on scope. Budgets could range from &lt;$15,000 for micro-scale projects, to &gt;$250,000 for major works. <em>Will require support of new FTE Public Art Coordinator (action 2.1b)</em></td>
<td>1. Identify potential spaces/locations for functional art (in alignment with action 3.2c) 2. Develop public art acquisition plan (commission, purchase or loan). 3. Identify budget needs and request funding from Public Art Reserve as part of budget process. 3. Implement acquisition plan.</td>
<td><strong>Metric 1</strong>: Implementation of at least one functional public art initiative <strong>Metric 2</strong>: Increased engagement between Cambridge community and public art <strong>Metric 3</strong>: Increase in visitors to Cambridge</td>
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<tr>
<td>3.3c:</td>
<td>Long-term (8-10)</td>
<td><strong>Lead:</strong> Public Art Subcommittee; Public Art Coordinator&lt;br&gt;<strong>Partners:</strong> Municipalities across the region, province, and country</td>
<td>Public Art Reserve Fund; pooling funds with other partnering municipalities; budget requirements will range per public art project depending on scope. Budgets could range from &lt;$15,000 for micro-scale projects, to &gt;$250,000 for major works. <em>Will require support of new FTE Public Art Coordinator (action 2.1b)</em></td>
<td>1. Establish partnerships with other municipalities interested in co-commissions. 2. Draft Terms of Reference for new commission(s).</td>
<td><strong>Metric 1:</strong> # and quality of partnerships formed with other municipalities  <strong>Metric 2:</strong> At least one co-commissioned work implemented</td>
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PILLAR 4 | Enhance Community Connection, Communication, and Collaboration

**Goal Statement:** Create stronger community connections through shared experiences, connect audiences to arts and culture opportunities across Cambridge, and build a stronger, more connected local arts and culture sector.

**Purpose & Alignment with Cambridge Connected Strategic Plan:**

- **People:**
  - Build community awareness and engagement with culture offerings to enhance community life across Cambridge.
  - Foster civic engagement through increased engagement with arts and culture and volunteerism.

- **Prosperity:**
  - Create a strong, thriving arts and culture sector that feels supported, connected, and informed.

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**Objective 4.1: Enhance communications around arts and culture in Cambridge to grow community engagement**

**Action 4.1a:** Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples. This should be done by leveraging the “Bridge to the Next Idea” branding and should include increasing consistent communications around arts and culture and events. Marketing arts and culture should be done by:

- Advertising arts and culture programs, events and spaces in facilities where the community frequents, such as arenas in the three cores and community centres.

Marketing campaigns (for print and digital) designed and targeted for specific audiences (e.g., younger adult and youth audiences) that outline community and special events, arts and culture programs and activities, arts and culture spaces or public art features. The events calendar should be linked in all marketing communications.
Action 4.1b: Establish methods for ongoing communication and feedback with the community. Audience feedback is essential for monitoring audience engagement, satisfaction, and evolving needs to inform ongoing programming and investment decisions. Methods could include:

- Expanding on the current customer service mechanism at the City to allow the community to anonymously provide ongoing suggestions to improve City-led arts and culture events and programming or leveraging Engage Cambridge to seek input on a regular cycle (e.g., annually or bi-annually) about arts and culture in Cambridge.

- Offering opportunities for feedback from participants following City run events and programming, such as through a survey (potentially further leveraging the Engage Cambridge platform).

- Holding more regular town halls, or focus groups, with the community on a regular basis (e.g., annually) to foster a better two-way information flow between the City and its community to gather targeted input and feedback around arts and culture.

For events specifically, further feedback can be gathered through the Event Success Evaluation Framework (action 5.3c) and exit surveys.

Action 4.1c: Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond. This would include working with WRTMC to better connect and attract audiences visiting the Waterloo region. For instance, promoting arts and culture experiences available in Cambridge (e.g., upcoming events, performances, public art, walking tours, etc.) for those visiting the region for a conference. The identification of potential packages and working with the WRTMC would be the responsibility of a Recreation and Culture Marketing Coordinator (2.1b).
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<tr>
<td><strong>4.1a:</strong> Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples.</td>
<td>Short-term (1-3 years): for development of plan. Medium term (4-7 years): implementation of said plan. *Supports action 2.3a (developing a marketing strategy for City-owned assets)</td>
<td><strong>Lead:</strong> Outsourced marketing firm to design marketing plan, Recreation &amp; Culture Marketing Coordinator to lead implementation. <strong>Partners:</strong> Recreation and Culture, WRTMC, Service Cambridge, Communications, ACAC, neighbourhood associations, etc.</td>
<td>Budget required for a marketing firm to develop a brand and marketing strategy (est. $10,000 - $25,000). Budget required to implement marketing strategy (est. $10,000). Existing funds for promotion and marketing across different lines of business (totaling $50,600) could be used towards this work. The City could also leverage the existing Corporate and Communications budget to implement local communications. *requires an additional position to assist implementation Recreation &amp; Culture Marketing Coordinator (action 2.1b)</td>
<td>1. Initiate procurement to source and select a marketing firm to develop robust marketing plan, leveraging the “Bridge to the Next Idea” concept. 2. Develop and implement campaign to promote the new brand.</td>
<td>Metric 1: Development of a brand and marketing plan Metric 2: New marketing materials created Metric 3: Increased attendance and participation in arts and culture activities and programming Metric 4: Increased # visitors to Cambridge</td>
</tr>
<tr>
<td><strong>Action 4.1b:</strong> Establish methods for ongoing communication and feedback with the community.</td>
<td>Medium-term (4-7 years)</td>
<td><strong>Lead:</strong> Recreation &amp; Culture Marketing Coordinator <strong>Support:</strong> Recreation &amp; Culture</td>
<td>Existing operating budget *requires an additional position, Recreation &amp; Culture Marketing Coordinator (2.1b)</td>
<td>1. Decide on the best method of receiving feedback (e.g., Engage Cambridge, or customer service feedback system). 2. Promote ability to submit</td>
<td>Metric 1: Community feedback process established and implemented Metric 2: Reach and level of engagement with feedback process (# of responses) Metric 3: Improved quality of programming;</td>
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| Action 4.1c: Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond. | Medium-term (4-7 years) * should also be considered in the development of marketing plan (4.1a) | **Lead:** Recreation & Culture Marketing Coordinator, WRTMC  
**Support:** Recreation & Culture, Communications, Service Cambridge, BIAs, Economic Development | Review regional portion of MAT (via WRTMC) as a possible funding source, and/or explore grant funding such as through the Ministry of Tourism, Culture and Sport. *requires an additional position (Recreation & Culture Marketing Coordinator (action 2.1b) | 1. Incorporate consideration of potential packages in development of marketing plan.  
2. Coordinate promotion of packages with WRTMC. | **Metric 4:** Improved satisfaction with programming  
**Metric 1:** Increase in # visitors to Cambridge |

### Objective 4.2: Support career advancement for local talent

**Action 4.2a: Review the establishment of a new Artist in Residence program.** If reinstated, the program should address challenges and concerns of the past program by focusing on developing Cambridge’s emerging artistic talent, supporting career advancement, providing financial support/recompense to artists in residence that aligns with a living wage rate (i.e., $35-$50 per hour, plus a commission fee), and expanding the disciplines included in the program (among others). The program could also incorporate new and unique elements. Possibilities include:

- Having artists support the City’s branding and community outreach work (coordinated by the Public Art Coordinator or Recreation & Culture Marketing Coordinator);
Having artists-in-residence lead a community art project in their communities or at local high schools (the Public Art Coordinator could assist artists in finding participants for community art projects, as needed); and,

- Having artists-in-residence lead skills development programming of the arts community.

See Approaches of Interest in Appendix A7

**Action 4.2b: Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.** For example, the City could connect arts and culture community to information about other funding opportunities (e.g., at provincial and federal levels, private donations and sponsorships) and build capacity in the sector to successfully access these funding sources (e.g., grant writing and sponsorship development assistance). There is an opportunity to collaborate with the City’s Economic Development Division as well to encourage artists and organizations to access existing resources offered to the wider business community (e.g., seminars and workshops on topics related to legal, accounting, marketing, and more).

**Action 4.2c: Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).** In doing so, the City will help build the volunteer base for events and other arts organizations, and support skills development in the community. As an ambassador, the City could also work with schoolboards to promote volunteer opportunities in the sector, which will help engage a new generation of volunteers and engaged citizens, inspire a new generation of artists and cultural professionals, as well as support curriculum requirements for volunteer service.

**4.2d: Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.** Doing so can help to showcase local artists and better connect them to economic opportunities.
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<tr>
<td><strong>Action 4.2a:</strong> Re-evaluate an Artist in Residence program run through the Cambridge Centre for the Arts.</td>
<td>Medium term (4-7 years)</td>
<td><strong>Lead:</strong> Recreation &amp; Culture&lt;br&gt;<strong>Partners:</strong> Cambridge Center for the Arts, Idea Exchange, Economic Development, ACAC, Cambridge Arts Guild, Communications</td>
<td>Existing resources to re-evaluate the program. Additional resources required to re-instate program: sponsorships and fundraising (via the Cambridge Arts Guild) to help subsidized costs and provide stipend for artists that meet a living wage (i.e., $35-$50 per hour, plus a commission fee).</td>
<td>1. Engage in targeted discussions with the artistic community regarding a renewed artist-in-residence. 2. Develop a program plan (if being reinstated).</td>
<td><strong>Metric 1:</strong> # of artists applying to renewed program (if reinstated) <strong>Metric 2:</strong> # of artists supported annually through the program <strong>Metric 3:</strong> # and quality of projects created and presented <strong>Metric 4:</strong> Increased footfall at the Centre</td>
</tr>
<tr>
<td><strong>Action 4.2b:</strong> Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.</td>
<td>Short-term (1-3 years); ongoing</td>
<td><strong>Lead:</strong> Recreation &amp; Culture&lt;br&gt;<strong>Partners:</strong> Economic Development, Events Team</td>
<td>Existing resources</td>
<td>1. Identify and gather existing tools and resources that could be updated and disseminated to the arts community.</td>
<td><strong>Metric 1:</strong> # of new tools and resources created or updated <strong>Metric 2:</strong> Increased capacity and sustainability of arts sector <strong>Metric 3:</strong> Reduced demand on City resources</td>
</tr>
<tr>
<td><strong>Action 4.2c:</strong> Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).</td>
<td>Short-term (1-3 years)</td>
<td><strong>Lead:</strong> Recreation &amp; Culture&lt;br&gt;<strong>Partners:</strong> Youth Advisory Committee of Council, Idea</td>
<td>Existing resources</td>
<td>1. Create regular touchpoints with the Volunteer Waterloo Region (VWR), and assign a designated City liaison to</td>
<td><strong>Metric 1:</strong> Increase in volunteer numbers across the sector <strong>Metric 2:</strong> Increased civic engagement and</td>
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Objective 4.3: Increase connections among the arts and culture community

**Action 4.3a:** Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City. These meet-ups could be City-led through the Arts and Culture Advisory Committee (ACAC) – though responsibility could eventually be transferred to a Cambridge Arts Council, if pursued (action 2.1a). Informal in nature, the City should also use these meet-ups as an opportunity to relay pertinent information and upcoming initiatives pertaining to arts and culture as a way of creating better channels of communication. The location of these meetings should rotate between City spaces (e.g., Cambridge Centre for the Arts, Idea Exchange), and privately owned arts and culture spaces to boost awareness and access. Locations of these networking events should also ensure to rotate among the three cores and in locations Cambridge-wide.

**Action 4.3b:** Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike. Many municipalities make use of directories as a way of tracking artistic activity at the local level and building a robust distribution list for internal use and for communications. Additionally, a directory is one mechanism by which a City can act as a connector between local artists, and community members who are perhaps looking to hire talent (e.g., for a private event, a commissioned work, etc.). In Cambridge, such a directory could be the responsibility of the Recreation Coordinator for Culture, or the new Recreation & Culture Marketing Coordinator (action 2.1b).
See Approaches of Interest in Appendix A8

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</table>
| **4.3a**: Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City. | Short-term (1-3 years); ongoing | **Lead**: ACAC, (could eventually transition to local arts council if pursued))  
**Partners**: Recreation & Culture, private and sector partners (e.g., venues) | Largely using existing resources (i.e., leveraging City spaces, and partnerships when held in private spaces). May require some investment of $3000-$5000. | 1. Develop a program plan, schedule, time of day, and a list of potential locations, as well as potential programming and activations to drive participation (e.g., showcases).  
2. After the event, gather feedback from the artistic community on how to improve. | **Metric 1**: Inaugural meeting held  
**Metric 2**: Increased # of partnerships and collaborations in the arts and culture community |
| **4.3b**: Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike. | Short-term (1-3 years) | **Lead**: Recreation & Culture Marketing Coordinator or Recreation Coordinator for Culture (or local/regional arts council, if pursued) | Would require an estimated $15,000 to build this database, plus additional budget to maintain it. | 1. Select a back-end database/platform to house the directory.  
2. Leverage lists from the City, and create an open call for artists to submit a profile.  
3. Ongoing promotion. | **Metric 1**: Creation of the directory  
**Metric 2**: Use of the directory (website analytics) |
PILLAR 5 | Strengthen Special Events

Goal statement: Allow for all special events in Cambridge to thrive and contribute to the vibrancy of the city.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- People:
  - Create the conditions for more vibrant and supported special events in the City of Cambridge, as events offer the most common point of community engagement with arts and culture.
  - Build community connections through shared experiences to cultivate a sense of community, wellbeing, and belonging.

Objective 5.1: Ensure balanced opportunity for special events

Action 5.1a: Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact. Affiliate Events may be provided with funding allocations towards their operating budget as well as other supports through the City. An Affiliate Model will provide increased funding opportunity for events across Cambridge.

- Affiliate status should be granted for 3-year cycles, with Affiliate events able to apply for and secure funding for up to the full 3 years. This will provide affiliate events with greater financial stability and planning runway. It also, however, creates a sound accountability mechanism to ensure these events are meeting their obligations and responsibilities, and makes room for new affiliates.

- To gain affiliate status, organizations must demonstrate success against key outcome criteria. These criteria may include requiring that the event meets a community need or desire, and metrics related to attendance level, inclusion and accessibility, revenues/expenditures, as well as tourism and economic impact (using TREIM).

- Affiliation Service Agreements must be set up with each affiliate organization, and clearly lay out: a) the grant funding (if applicable),
in-kind support, and the dollar value of the in-kind support that will be provided by the City, as well as other responsibilities of the City, and b) the responsibilities and outcomes of the event required to maintain affiliate status (Success Evaluation Framework, action 12). This Agreement should also require affiliate events to clearly indicate their affiliate status and specify that they are not a City-run event in their public communications.

**Action 5.1b: Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.** Due to their municipal importance, these events should be under greater municipal control.

**Action 5.1c: Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.** Event organizers may receive administrative support to navigate insurance requirements, secure insurance coverage, as well as identify and access various funding sources through the Events Training Incubator (action 5.2a).
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<tr>
<td><strong>Action 5.1a:</strong> Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.</td>
<td>Short-term (1-3 years)</td>
<td><strong>Lead:</strong> Recreation &amp; Culture</td>
<td>Existing resources</td>
<td>1. Develop Affiliated Events Policy. 2. Share with stakeholders including event organizers to gather input and seek Council endorsement.</td>
<td><strong>Metric 1:</strong> Policy developed, adopted, and implemented</td>
</tr>
<tr>
<td><strong>Action 5.1b:</strong> Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.</td>
<td>Short-term (1-3 years)</td>
<td><strong>Lead:</strong> Recreation &amp; Culture</td>
<td>Staffing resources $32,000 Recreation &amp; Culture Co-op student $20,000 event expenses $5,000 PT staff for day of</td>
<td>1. Determine operating model 2. Transition current volunteer committees</td>
<td><strong>Metric 1:</strong> Reduced administrative burden on event organizers <strong>Metric 2:</strong> Improved authority of municipal event</td>
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<tr>
<td><strong>Action 5.1c:</strong> Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.</td>
<td>Short-term (1-3 years): to create mechanism</td>
<td><strong>Lead:</strong> Finance Partners: Recreation &amp; Culture</td>
<td>Review the possibility of earmarking a portion of the Municipal share of MAT to support this action (action 5.2d); to align with the ongoing Economic Development Action Plan.</td>
<td>1. Implement Affiliated Events Policy. 2. Establish additional sources of funding for Special Events (i.e. MAT) and re-assess support levels provided.</td>
<td><strong>Metric 1:</strong> Increased revenue and financial sustainability reported by Affiliated Events <strong>Metric 2:</strong> Reduced administrative burden on event organizers <strong>Metric 3:</strong> Increased ability for Affiliated Events to retain vendors</td>
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**Objective 5.2:** Build capacity for events organizers and support for special events
**Action 5.2a: Formalize an Events Training Incubator.** The incubator should include:

- A special events orientation that will provide event organizers with a fundamental understanding of how to run an event in the City of Cambridge, and direct them to various resources and supports available through the City.

- Opportunities for ongoing and specialized training for event organizers on various topics including obtaining insurance, accessing funding (municipal, provincial, and federal grants, as well as sponsorships and donations), securing food vendors, and navigating by-laws.

- Individualized advising services for event organizers to answer questions and provide appropriate resources.

A mentorship program that connects emerging events with established events to seek guidance and obtain additional support.

**Action 5.2b: Develop and circulate updated tools and resources for successful event planning and execution.** These tools and resources should include:

- An expanded Special Events Manual and checklist that includes timeline considerations around funding processes; a resource that lists walk routes that do not require road closures or police services as well as other commonly requested routes; a checklist for achieving environmentally sustainable events; a list of third-party insurance providers; a business directory of relevant partners and service providers that is filterable by categories such as location and type; and guidelines with tips on how to secure sponsorships.

- An exit survey or feedback mechanism for independent and community events so they can voluntarily gather feedback to identify gaps, challenges, and opportunities for future success.
An information toolkit to help link and support event organizers in attaining other sources of funding, such as provincial and federal grants as well as sponsorships and donations. The toolkit should include guidance on other grant opportunities to explore, as well as guidelines for grant writing and advocacy and impact communication. Reconsidering Museums developed a set of advocacy tools for museums to use which provide a useful example of framework to follow. A similar advocacy tool could be created and included in the event information toolkit.

**Action 5.2c: Host an annual special event organizers meeting.** The meeting would bring together special event organizers in Cambridge, as well as relevant partners across the Waterloo region and provide them with an opportunity for knowledge-sharing, networking, and collaboration between event organizers. Such a meeting would create an improved two-way information flow between the City and events.

**Action 5.2d: Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.** This policy should help expand funding for events in Cambridge, recognizing their unique social and economic impact contributions.

**Action 5.2e: Conduct a regular (i.e., every four years) review of by-laws and policies pertaining to and which impact events to ensure Municipal structures are event-friendly and mitigate barriers to event planning and execution.** By-laws and regulations that should be reviewed include (but are not limited to): Cambridge’s noise by-law, traffic and parking, busker by-law, sign by-law, among others. The goal would be to:

- Eliminate the need for a noise exemption in Cambridge’s priority events spaces (action 5.5a).
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<tr>
<th>Action 5.2a: Formulate an Events Training Incubator.</th>
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| **Action 5.2a:** Formulate an Events Training Incubator. | Medium-term (4-7 years) | **Lead:** Special Events Team  
**Partners:** Recreation and Culture, Special Events Advisory Team (SEAT), EDIA Team, Economic Development and other City departments | Existing resources | 1. Develop training programs/resources and pilot them to gather feedback and refine.  
2. Develop a recruitment plan and application processes for mentorship program. | Metric 1: # of participants at events and workshops  
Metric 2: # of event organizers using advising services  
Metric 3: # of event organizers securing additional funding external to the City (increased revenue and diversification of revenue mix)  
Metric 4: Reduced administrative burden on event organizers  
Metric 5: Improved quality and operations of special events |

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<tr>
<th>Action 5.2b: Develop and circulate updated tools and resources for successful event planning and execution.</th>
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</table>
| **Action 5.2b:** Develop and circulate updated tools and resources for successful event planning and execution. | Short-term (1-3 years) | **Lead:** Recreation & Culture (Events Team) | Existing resources | 1. Identify tools and resources that require updating or creation.  
2. Prioritize those that are likely to have the most impact and commission their development, or develop them internally as relevant. | Metric 1: # of new tools and resources created or updated  
Metric 2: Improved ease of organizing and executing events based on event organizer feedback  
Metric 3: Improved quality and
<table>
<thead>
<tr>
<th>Action 5.2c: Host an annual special event organizers meeting.</th>
<th>Timeframe</th>
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<th>Resources</th>
<th>Next Steps</th>
<th>Measurable Indicators</th>
</tr>
</thead>
</table>
| Short-term (1-3 years); ongoing | **Lead:** ACAC, Recreation & Culture (Events Team) | Would require a budget of approximately $11,500 total. This amount consists of costs for speakers and any equipment, refreshments, and training costs. | 1. Develop an event plan, and determine timing, location, and resource requirements. | operations of special events  
**Metric 4:** Improved communications between event organizers and City  
**Metric 5:** Reduced demand on City staff resources |

<table>
<thead>
<tr>
<th>Action 5.2d: Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Resources</th>
<th>Next Steps</th>
<th>Measurable Indicators</th>
</tr>
</thead>
</table>
| Short-term (1-3 years) | **Lead:** Economic Development  
**Partners:** Recreation & Culture, Finance | Existing resources | 1. Given the MAT Strategy is currently in development, the importance of Special events in Cambridge and the need for additional funding needs to be clearly articulated to the team developing the strategy.  
2. Determine a reasonable and effective percentage allocation based on estimated revenues and other funding | **Metric 1:** Increase in funding available for special events  
**Metric 2:** Improved quality and operations of special events  
**Metric 3:** Increased attendance at Special Events  
**Metric 4:** Increased # of
<table>
<thead>
<tr>
<th>Action</th>
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<th>Resources</th>
<th>Next Steps</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Action 5.2e: Conduct a regular (i.e., every four years) review of by-laws and policies.</td>
<td>Short-term (1-3 years); ongoing</td>
<td><strong>Lead:</strong> Recreation &amp; Culture (Events Team) <strong>Partners:</strong> By-Law Enforcement, SEAT, other City departments</td>
<td>Existing resources</td>
<td>1. Identify and assess all by-laws that impact event organizers; Establish by-law changes to be considered; assess feasibility of changes to identified by-laws. 2. Establish a timeframe for ongoing reviews (i.e., every 4 years). 3. Develop resources to help event organizers navigate challenges.</td>
<td><strong>Metric 1:</strong> Increase in number of special events <strong>Metric 2:</strong> Reduced administrative burden on event organizers <strong>Metric 3:</strong> Improved quality and operations of special events</td>
</tr>
</tbody>
</table>

**Objective 5.3: Enhance data collection, monitoring, and reporting for evidence-based decision-making**

**Action 5.3a: Establish parameters for quantifying, measuring, and tracking the levels of in-kind support provided by the City,** including staff hours contributed to supporting the planning and execution of Special Events (with dollar values attached), space and equipment offered in-kind, and services such as security and garbage removal. The City should also endeavour to provide this breakdown to event organizers to increase the visibility and communicate the value of City support, as well as help organizers with respect to future planning.

**Action 5.3b: Establish a framework for allocation of in-kind support to events.** The framework should be based on Affiliate Event status and specific criteria linked to event needs (# of expected attendees, location of event, ...
infrastructure and equipment needs, safety and security requirements, etc.) as well as City capacity and sustainability of support provision levels.

**Action 5.3c: Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge.** This framework should be complete with the specific outcomes and key performance indicators (KPIs) outlined in the Affiliation Service Agreements. To implement the use of this framework effectively, the City should:

- As a part of their application to the Community Grants Program, ask event organizers to outline how their event will fulfill key outcomes identified in the framework.
- Outline clearly in service delivery agreements with event organizers the expectations related to their responsibilities and outputs from the event.
- Conduct an annual review of the performance of events in Cambridge and determine necessary steps for improved outcomes.

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<tr>
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<th>Measurable Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 5.3a:</strong> Establish parameters for quantifying, measuring and tracking the levels of in-kind support provided by the City.</td>
<td>Short term (1-3 years); ongoing</td>
<td><strong>Lead:</strong> Recreation &amp; Culture  <strong>Support:</strong> Parks, Finance, Facilities</td>
<td>Existing resources.</td>
<td>1. Review and develop a fulsome list of event-related in-kind supports and services offered by the City.  2. Determine dollar values based on staff costs per hour, equipment costs, and operating costs for spaces/facilities.  3. Add these costs to the Corporate</td>
<td><strong>Metric 1:</strong> Increased visibility and recognition of value of in-kind support offered to events  <strong>Metric 2:</strong> Improved budgeting capabilities related to in-kind support provided to events</td>
</tr>
<tr>
<td>Action</td>
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</tbody>
</table>
| **Action 5.3b:** Establish a framework for allocation of in-kind support to events. | Short-term (1-3 years) | **Lead:** Recreation & Culture  
**Support:** Parks, Finance, Facilities | Existing resources. | 1. Establish provision-level criteria for in-kind support.  
2. Determine specific resource needs for each Affiliate Event and allocate City staff hours based on the standard provision-level criteria. | **Metric 1:** Increased sustainability of City staff commitments  
**Metric 2:** Increased visibility on staff hours contributed  
**Metric 3:** Improved recognition of City staff contributions among event organizers |

| Action 5.3c: | Short-term (1-3 years) | **Lead:** Recreation & Culture  
**Support:** EDIA, Communications, IT | Existing resources.  
May require procurement of external evaluation experts to develop the framework. | 1. Develop the framework and KPIs based on specific outcomes that the City hopes to achieve through special events  
2. Apply framework to all Affiliate events | **Metric 1:** Increase in visibility of social and economic impacts of special events  
**Metric 2:** Improved quality and operations of special events |

**Objective 5.4: Improve marketing and visibility of events**

**Action 5.4a:** Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events. to increase the visibility of, and improve community access to, information regarding the wide variety of activity happening across the City. In doing so, identify key community connectors, such as neighbourhood
associations, Idea Exchange, to assist in encouraging submissions, and update submission requirements for community event posting (i.e., make including a description of the event mandatory).

**Action 5.4b: Identify asset needs and invest in expanding Cambridge’s marketing content to portray Cambridge’s diversity and unique identity more effectively.** Ensure alignment with branding completed as a part of the development of the Arts and Culture Action Plan (using the tagline “Bridge to the Next Idea”, logo, and colour palette) as well as the development of a local arts and culture brand and marketing plan (action 4.1a).
| Action 5.4a: | Short-term (1-3 years) | Lead: Recreation & Culture | Existing resources | 1. Update submission requirements for community events to ensure they all include a description and/or website links.  
2. Identify a list of community organizations and events in Cambridge, and conduct outreach through community connectors and neighborhood associations. | Metric 1: Increased # and diversity of events listed on the event calendar  
Metric 2: Improved visibility of community-led events happening across the city  
Metric 3: Increased attendance at community-led events across the city |
|---|---|---|---|---|
| **Action 5.4b:** Identify asset needs and invest in expanding Cambridge’s marketing content to portray Cambridge’s diversity and unique identity more effectively. | Medium-term (4-7 years); ongoing | Lead: Recreation & Culture  
Support: EDIA Team, Communications, Community groups, BIAs, Idea Exchange, Recreation & Culture Marketing Coordinator  
Partner: Recreation & Culture | Review possibility of leveraging Arts and Culture allocation of Municipal share of MAT (action 5.2d); to align with the ongoing Economic Development Action Plan. | 1. Develop an asset inventory of event-related communications assets and identify gaps/needs.  
2. Develop list of assets to be developed.  
3. Acquire and/or develop assets, according to identified needs.  
4. Develop campaigns promoting the diverse events offering in Cambridge. | Metric 1: Increased representation of diverse community-led events and audiences in marketing materials  
Metric 2: Increase sense of inclusion and belonging for community members  
Metric 3: Increased attendance and diversity of audiences at events |

**Objective 5.5: Optimize outdoor spaces for events usage**

**Action 5.5a:** Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside.
Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt). These outdoor areas provide versatile and flexible spaces that can accommodate a range of events such as concerts, festivals, corporate functions, weddings, and community gatherings, and will help to address competing park usage with sports user groups. It will equip the city with event spaces that can be used to attract outside events and acts to Cambridge.

- The following outdoor spaces should be considered as possible secondary events spaces: Central park, Soper park, Mill Race park, Centennial Park, Optimist park (H) and Cambridge City Hall/Civic square.

**Action 5.5b: Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects.** A review of the priority events spaces should include considerations for: increased electrical power and number of outlets; potable water options; shade structures; permanent bandshells; parking options; fencing enhancements to allow for ticketed events; road closure efficiencies; emergency access; seating/picnic tables; wi-fi capabilities and/or enhancements; lighting; storage units; and waste management. These amenities should be considered with a lens of accessibility and inclusion.

**Action 5.5c: Review and propose a category-based pricing strategy based on user type (commercial versus not-for-profit), size of event, and bundled amenities.** To encourage event organizers to rent in Cambridge, offer an accompanying in-kind stipend.

**Action 5.5d: Establish a lending inventory of staple event supplies.** Doing so will help smaller and grassroot events that typically have tight budgets and do not have access to an existing inventory. Examples of events supplies that could be available to lend to event organizers are: a mobile stage; cable mats; tent anchors/weights; megaphones; utility carts; events flags; pylons/barricades; gate counters; stanchions; and event signage. To do this, a storage space would need to be made available to City staff and the public.
| Action 5.5a: Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt). | Short-term (1-3 years) | Lead: Recreation & Culture<br>Partners: Parks, Infrastructure Services, Finance | Existing Resources | 1. Obtain Council approval for priority outdoor events spaces<br>2. Assign City-led programming to priority spaces | Metric 1: Consensus and establishment of priority and secondary outdoor events spaces<br>Metric 2: # of events taking place at priority parks |
| Action 5.5b: Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects. | Medium-term (4-7 years); ongoing | Lead: Parks, Infrastructure Services<br>Partners: Recreation & Culture, Engineering, Finance | Review of capital infrastructure needs: $200,000 - 250,000 per park | 1. Conduct a review of capital infrastructure needs for each of the priority outdoor events spaces<br>2. Prioritize, select, and implement upgrades to priority outdoor events spaces | Metric 1: # of amenities added<br>Metric 2: Enhanced events capacity |
| Action 5.5c: Review and propose a category-based pricing strategy based on user type, commercial versus not-for-profit, size of event, and bundled amenities. | Short-term (1-3 years) | Lead: Recreation & Culture/Parks<br>Partners: Finance, Infrastructure Services | Existing resources | 1. Finalize criteria for pricing strategy<br>2. Add priority parks and associated costs to the events guidelines for community arts and culture use | Metric 1: Implementation of effective pricing strategy |
| Action 5.5d: Establish a lending inventory of staple event supplies. | Short-term (1-3 years) | Lead: Recreation and Culture<br>Partners: Finance | Approximately $50,000 would be required to build the inventory and $2000 annually to replenish. | 1. Conduct consultations with small event organizers to understand | Metric 1: # of items available in the lending inventory<br>Metric 2: # of events accessing
<table>
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<tr>
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<tbody>
<tr>
<td>In addition, a service vehicle will be needed. There is potential to pursue a grant or donation for this cost.</td>
<td></td>
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<td>their inventory needs.</td>
<td>2. Categorize inventory needs from critical to nice-to-have.</td>
<td><strong>Metric 3:</strong> Increase in number of emerging and grassroots events</td>
</tr>
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<td></td>
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<td>3. Obtain inventory supplies, starting with those that are most critical. For those that require additional funding, pursue grant/donor opportunities.</td>
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<td>4. Working with finance, establish reasonable rental costs/refundable deposits for equipment</td>
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</tbody>
</table>
3. Prioritization of Actions

As part of the strategic planning process, each action was prioritized based on the level of effort/resources it would require (e.g., funding, capacity, investment), and its potential impact.

- Short-term actions: These are actions that would require relatively low effort and have high potential impact, and/or are foundational pieces that need to be prioritized in the short-term. These actions should be completed in years 1-3.

- Medium-term actions: These are actions that require more time and investment, and/or are dependent on other actions being completed first. These actions are important in moving the City towards its goals, but should be completed in years 4-7.

- Long-term actions: These actions have high impact potential but require significant levels of effort and investment, and/or require other foundational pieces to be put in place before they can be acted upon. In other words, these actions are major undertakings that require more significant planning and lead up time. As such, these actions would be completed in years 8-10.

The prioritization of these actions will be summarized in the tables below.

<table>
<thead>
<tr>
<th>Action</th>
<th>Action Description</th>
<th>Pillar</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1a</td>
<td>Implement diversity and accessibility-related targets for City-led events and programming and track performance and progress. *ongoing</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>1.1b</td>
<td>Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>1.1c</td>
<td>Further invest in youth and children cultural programming at the Cambridge Centre for the Arts and across the city, leveraging the use of multi-purpose arts and culture spaces available.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>Action</td>
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</tr>
<tr>
<td>1.2a</td>
<td>Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>1.2b</td>
<td>Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>2.1b</td>
<td>Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support. *ongoing</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.1c</td>
<td>Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.1d</td>
<td>Consider making the Placemaking Working Group (PWG) permanent.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.2a</td>
<td>Assemble an internal Interdepartmental Arts &amp; Culture Working Group.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.2b</td>
<td>Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3a</td>
<td>Formalize a minimum percentage of Community Grants Program to be guaranteed for arts and culture.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3c</td>
<td>Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3e</td>
<td>Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>3.1a</td>
<td>Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with overseeing the selection, acquisition, stewardship, and de-accession of works of art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.1b</td>
<td>Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>Action</td>
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</tr>
<tr>
<td>3.1c</td>
<td>Review possibility of allocating 10% from Cambridge’s municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.1d</td>
<td>Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to $70,000 to bolster funding for public art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.2b</td>
<td>Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story. [establish a pilot project in the short-term]</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.2c</td>
<td>Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community. *ongoing</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.3a</td>
<td>Ensure City support is provided to an expanded definition of public art that includes community art. *ongoing (promotion of open calls)</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>4.1a</td>
<td>Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples. [creation of a marketing plan]</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.2b</td>
<td>Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed. *ongoing</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.2c</td>
<td>Become an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.2d</td>
<td>Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.3a</td>
<td>Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>Action</td>
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<td>Pillar</td>
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</tr>
<tr>
<td>4.3b</td>
<td>Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>5.1a</td>
<td>Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.1b</td>
<td>Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.1c</td>
<td>Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.2b</td>
<td>Develop and circulate updated tools and resources for successful event planning and execution.</td>
<td>5. Strengthen Special Events</td>
</tr>
</tbody>
</table>
| 5.2c   | Host an annual special event organizers meeting.  
*ongoing                                                                                                                                                                                                                                                                                  | 5. Strengthen Special Events                                          |
| 5.2d   | Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.                                                                                                                                                                                                                               | 5. Strengthen Special Events                                          |
| 5.2e   | Conduct a regular (i.e., every four years) review of by-laws and policies.  
*ongoing                                                                                                                                                                                                                                                                 | 5. Strengthen Special Events                                          |
| 5.3a   | Establish parameters for quantifying, measuring and tracking the levels of in-kind support provided by the City.  
*ongoing                                                                                                                                                                                                                                                                              | 5. Strengthen Special Events                                          |
| 5.3b   | Establish a framework for allocation of in-kind support to events.                                                                                                                                                                                                                                                                                 | 5. Strengthen Special Events                                          |
| 5.3c   | Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge.                                                                                                                                                                                  | 5. Strengthen Special Events                                          |
| 5.4a   | Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events.                                                                                                                                                  | 5. Strengthen Special Events                                          |
| 5.5a   | Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).                                                                             | 5. Strengthen Special Events                                          |
### Action 5.5c
Review and propose a category-based pricing strategy based on user type, commercial versus not-for-profit, size of event, and bundled amenities.

**Pillar:** 5. Strengthen Special Events

### Action 5.5d
Establish a lending inventory of staple event supplies.

**Pillar:** 5. Strengthen Special Events

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### Table 2- Medium-term Actions: 4-7 years

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>1.1c</td>
<td>Further invest in youth cultural programming at the Cambridge Centre for the Arts and across the city, leveraging the use of multi-purpose arts and culture spaces available.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>2.1a</td>
<td>Explore the establishment of a local or regional arms-length body (e.g., Cambridge Arts Council).</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3b</td>
<td>Connect the artistic community to existing local and regional studio, creative, and performance spaces.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3d</td>
<td>Develop and launch a marketing strategy and campaign to boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture. *ongoing (implementation)</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3e</td>
<td>Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>3.2a</td>
<td>Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge. *ongoing</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>4.1a</td>
<td>Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers and youth. [implementation of the marketing plan]</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.1b</td>
<td>Establish methods for ongoing communication and feedback with the community.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
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<td>Action</td>
<td>Action Description</td>
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<tr>
<td>4.1c</td>
<td>Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.2a</td>
<td>Re-evaluate an Artist in Residence program run through the Cambridge Centre for the Arts.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
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<tr>
<td>5.2a</td>
<td>Formalize an Events Training Incubator.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.4b</td>
<td>Identify asset needs and invest in expanding Cambridge's marketing content to portray Cambridge's diversity and unique identity more effectively.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.5b</td>
<td>Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects.</td>
<td>5. Strengthen Special Events</td>
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<th>Table 3 - Long-term Actions: 8-10 years</th>
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<td>Action</td>
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4. Conclusion

Arts and culture bring an array of benefits to communities across Canada including driving economic opportunity and growth through jobs and tourism, building a sense of place and community, driving equity and inclusion, and improving learning and health. The City of Cambridge – home to rich built heritage, beautiful natural assets, and abundant activity in arts and culture – has an opportunity to bolster its already thriving arts and culture sector to the benefit of the entire community.

The above Arts and Culture Action Plan lays out a detailed plan for the City to focus and invest in arts and culture over the next 10 years. The plan outlines actions that will allow Cambridge to leverage its existing strengths, address ongoing challenges and limitations, as well as take advantage of emerging opportunities for the city. While some of the recommended actions will require additional investment beyond what existing resources allow, the successful implementation of this plan will allow the City to achieve its vision and progress towards achieving key priorities and goals outlined in the City’s Strategic Plan.

Appendix A. Approaches of Interest

A.1 Keystone Cultural Events

A keystone festival or event would allow Cambridge to celebrate the diversity of arts and culture in the community. A large-scale community festival would also help to invigorate the downtown cores and promote local business activity. Similar to other jurisdictions, it would ideally include showcasing multiple art forms, including music, dance, poetry, and visual art by diverse local artists, groups and organizations, as well as highlighting the cultural diversity. Some examples from other jurisdictions include:

**Carassauga (Mississauga, ON):** Carassauga is Mississauga’s largest multicultural event; it is a city-wide event spanning multiple days and is suitable/intended for all ages. The festival involves music, dress, dance, art, and cuisines across numerous featured countries. It is run as an incorporated non-profit volunteer community organization, and was born out of a call to action to all cultural groups by (former) Mayor Hazel McCallion.

**Art on the Street (Guelph, ON):** Run by the Guelph Art Council in partnership with the Downtown Business Guelph Association, Art on the Street is an outdoor art...
exhibition that features contemporary fine art and craft from the city. The event provides an opportunity for emerging and established artists alike to showcase their work, and brings the community together in a celebration of local arts and craft.

**Moksha Canada Foundation:** The Moksha Canada Foundation is a non-profit organization produces multicultural events and festivals that bring together performing and visual arts, highlighting ethnic community groups. The organization puts on events across Canada, and holds several offices across Ontario. As an example, the organization led an Afro-Cuban Cultural festival in Toronto, spanning three days. The goal of this event was to celebrate and showcase the local Afro-Caribbean diaspora in Toronto through culture, arts, food, music, and heritage.

**Luminato Festival (Toronto, ON):** Luminato is an annual, international multi-day festival in Toronto that showcases contemporary art from across disciplines, including music, dance, theatre, and visual art. The festival brings local and international audiences together for a celebration of local, regional, and national art. Making use of multiple spaces and facilities, the festival brings foot traffic and interest throughout the city.

**Elora Plein Air Festival (Elora, ON):** The Elora Plein Art Festival is an annual multi-day event put on by the Elora Fergus Art Council and Elora Centre for the Arts. The event invites artists to partake; stationing them at various areas in Elora, Fergus, and the countryside to paint natural landscapes. As a celebration of Elora’s picturesque-ness, the event incentivizes artists’ participation by offering a series of awards (ranging from $200 to $1000). Audiences are invited to roam the city and experience the artists’ painting first-hand. The festival also provides workshops to audience members to learn how to paint en plein air. The event culminates in a show and sale, where audience members can purchase artists’ work.

**A.2 Arts Councils**

Many municipalities make use of a local arts council to provide dedicated support and services to the art and culture sector. Arts councils often sit at arms-length from a municipal government. This relationship is typically outlined through a service partnership agreement, whereby the City provides a level of operating funding. Some examples of arts councils from other jurisdictions include:
Brampton Arts Organization (Brampton, ON): BAO’s mandate entails growing, celebrating, advocating, and connecting the creative sector in Brampton. The organization sits under the City of Brampton, and is a key partner in executing the City’s Culture Master Plan. BAO delivers a variety of services for the arts sector, including: funding (including grants); leadership, advocacy, and innovation; and sector development (including artist training on topics such as marketing, artist fees, taxes, grant writing, mental health, disability arts, among others).

Guelph Arts Council (Guelph, ON): GAC champions Guelph’s creative community, providing communications, resources for learning, and cultural programs and partnerships. It offers various programs and services, including artist workshops, historical walking tours, Art on the Street (an art sale and exhibition), an artist in residence program, and the Guelph Emerging Artist Mentorship (intended to link emerging artists with professional opportunities). GAC’s website also houses a robust directory of local creatives and organizations across arts disciplines.

Operating as a separate entity with its own staff and Board, the organization receives funding through the City of Guelph, Downtown Guelph Business Association, Ontario Arts Council, Canada Council for the Arts, and notable private sponsors. GAC also offers low-cost memberships for both individuals and arts organizations ($30-$50 per year). Memberships provide a range of benefits, including the ability to create a profile on the directory, book private consultations with GAC staff, access to all workshops and programs for free or at a discounted rate, among other benefits.

Kingston Arts Council (Kingston, ON): Housed in a City-owned facility, KAC serves as a key resource for all artists, arts workers, and arts organizations in the local community. The organization connects the artistic community with relevant information support, and advocacy. It also administers grant funding programs, including the City of Kingston Art Fund (CKAF). Some samples of the programs run through KAC include the YGK Arts Project (which celebrates and profiles notable artists in Kingston to increase their visibility), the Mayor’s Arts Awards, and professional development workshops (e.g., grant writing, audience development, corporate sponsorship, among others).

A.3 Community Benefits Charge (CBC)

Under recent revisions to section 37 of the Ontario Planning Act, municipalities can adopt a Community Benefits Charge (CBC) by-law. This by-law enables municipalities to impose a percent for community benefit initiatives from private developments.
and redevelopments that are five stories high and contain a minimum of ten resident units. Many municipalities are in currently in the process of developing a CBC strategy to make use of such a mechanism to encourage financial contributions from private developers. Some municipalities, such as Toronto, Barrie, Innisfil, and Waterloo have developed CBC strategies that incorporate and apply to public art.

A.4 Models for Mixed Use Spaces

One way that many municipalities have created mixed use spaces for arts and culture are through cultural hubs. Cultural hubs are physical spaces where people gather collectively to experience arts or heritage related activities and/or a facility which brings together and supports the arts and/or heritage sectors and creative disciplines. Cultural hubs are becoming an increasing point of interest for many jurisdictions, as noted by feasibility studies and developments in Vancouver (Oakridge Park), Oakville (downtown), Oshawa (Arts Resource Centre), and various other municipalities across Canada.

- **Artscape Daniels Launchpad** (Toronto, ON): Artscape Daniels Launchpad is a state-of-the-art, 30,000 square foot hub for art and design entrepreneurship that welcomes creatives from all disciplines to come together as a community to learn, create work, collaborate and thrive in their creative practices. The space has a variety of spaces open for community rentals including creative studios, a digital media lab, coworking and meeting rooms, and events spaces. It also has a variety of programming including educational workshops on entrepreneurship and creative practice, as well as networking events.

- **401 Richmond** (Toronto, ON): 401 Richmond is a restored, heritage-designated, industrial building turned arts and culture hub in downtown Toronto. It is home to a huge variety of artists, social innovators, art galleries, festivals, charitable organizations, and shops. It also provides office and event spaces, and hosts a variety of art and cultural events.

- **The Squamish Lil’wat Cultural Center (SLCC)** (Whistler, BC): The SLCC is an award-winning cultural centre designed to blend the traditional Squamish Longhouse with the Lil’wat Istken. The venue hosts several permanent and temporary exhibits of Indigenous art, culture, photography, and historical artifacts. It also houses a gift shop and café, provides an event venue for
private events and weddings, and hosts its own programming and events including workshops, tours, and craft activities.

- **St Vlodymyr Institute (SVI) (Toronto, ON):** SVI, strategically located in downtown Toronto, is a 46-room residence for Canadian and foreign students attending post-secondary educational institutions. Housing a theatre, library, museum, and event spaces, SVI also serves as a cultural centre for the public. SVI offers cultural programming and Ukrainian language lessons, hosts Ontario’s annual Ukrainian Heritage Day activities, and showcases artists and academics exploring Ukrainian Canadian identity, history, culture, and experience. In addition, several organizations with a focus on Ukrainian history and heritage benefit from full-time office and display space at SVI.

### A.5 Leveraging Unoccupied Spaces for Arts and Culture Use

Exploring opportunities to leverage unoccupied spaces in the private realm can provide multiple benefits. First, it provides space for artists to create, and showcase their work through exhibitions or performances. Second, filling it empty space – especially through arts activity that attracts audiences – can serve as a way to add vibrancy and reinvigorate a city’s downtown. Walking down active streets also invites a sense of community and safety. Additionally, it provides private property owners with a way to use their space in the interim, while waiting for a long-term lease.

- **Creative Spaces (City of Melbourne, Australia):** Melbourne’s Creative Spaces program connects local artists with existing spaces available for temporary use, including in vacant buildings. Artists are able to use these spaces as studios, galleries, and rehearsal and performance venues.

- **Art in Storefronts (San Francisco, California):** Established in 2010, Art in Storefronts was a City-led initiative that helped to reinvigorate the city’s downtown in the aftermath of the 2008 economic downturn, by linking public art projects to vacant storefronts. The City has developed a toolkit for other cities looking to establish a similar program. The program cost the city approximately $55,000 USD – not including city staff time. The toolkit answers key questions related to how the city went about recruiting artists
and arts collectives for the program, as well as information about insurance and contract samples.

- **Made Here (Minneapolis, Minnesota):** Made Here was an initiative run by non-profit organization, Hennepin Theatre Trust. The program was made possible through partnerships with local businesses and landlords who offered their empty storefronts for use by artists. Hennepin Theatre Trust put out a call for artists submissions, with a focus on providing opportunity for emerging and established artists alike the opportunity to showcase their work in a highly visible setting. The art on display rotated, until the program was officially closed in 2018 (after 6 years).

- **Off the Grid (Jacksonville, Florida):** Off the Grid was a program initiated by artist, Jim Draper, in partnership with Downtown Vision Inc, a non-profit organization with a mission to maintain vibrant downtowns. The goal of the program was to help revitalize Jacksonville’s downtown core by matching artists with landlords, who offered artists reduced rent or rent-free spaces (with artists only paying for utilities) in empty storefronts and spaces downtown.

A City can play a supportive role in activating private spaces for arts and culture, such as by facilitating connections (matching artists to willing landlords). Municipalities can also provide incentives to help encourage property owners to engage in such initiatives. For instance, many cities have enacted vacant building bylaws, requiring landlords to register their storefront with the municipality and pay additional tax if it sits empty – as noted in research from Arts Habitat and the City of Edmonton’s RECOVER Initiative, “Activating Empty Storefronts.”

### A.6 Public Art Examples of Interest

**Functional and interactive public art:** Interactive public art provides the public with an opportunity to directly engage with the work and their surrounding environment. These pieces can take many forms, including (but not limited to) sculptures, playgrounds and gardens, digital installations, and can be either temporary or permanent works. Some examples of interactive public art include:

- **Musical Swings (Montreal, QC):** Musical Swings is an interactive exhibit created by artist group, Daily tous les jours. Music is generated as participants
swing – inviting human connection through a collaborative music making experience for the community. The work was installed as a temporary public art piece in the Quartiers des spectacles in Montreal, and was re-installed on an annual basis each spring for ten years. Now, the work tours and has held space in Uptown Waterloo, New York, Singapore, among others.

- **Cloud gate sculpture (Chicago, IL):** Commonly referred to as “The Bean”, Chicago’s cloud gate sculpture is a longstanding, permanent public art piece that serves as a key landmark in the city’s Millennial Park. The Bean attracts the local community and tourists alike, providing visitors with an opportunity to see themselves reflected in the city’s skyline through the sculpture’s distorted mirror.

- **Light Drift (Philadelphia, PA):** Light Drift is a temporary lighting exhibit on display along the Schyulkill River, created by artists Meejin Yoon in collaboration with Mural Arts Philadelphia. Colourful orbs placed in the river directly respond to users engaging with connecting orbs placed on land. Through their engagement, participants are able to directly transform the lighting patterns and colours of the orbs in the water. Overall, this work allows the public to interact with and absorb sites from the river in new ways.

- **BELTLINE Bike Rack Transformation (Calgary, AB):** The Beltline Bike Rack Transformation involved updating existing bike racks to make them more lockable and visual. It is a part of a broader initiative to create interesting streetscapes through functional public art. Several bike racks in Calgary’s Beltline have been designed to not only accommodate more bikes, but also celebrate the Beltline as a standout Calgary community through detailed and colourful designs that allow for countless ways to lock up.

**Co-commissioned public art:** Co-commissioned works offer an opportunity for a municipality to share the work of local artists on a wider scale, and also expose the local community to inspiring and exciting works of art from outside the city. In many cases, a municipality will commission a piece of temporary and/or travelling art to loan out to other municipalities or regions. A pertinent example includes:

- **Light Up the Square (Mississauga, ON):** The City of Mississauga has partnered with the Quartier des Spectacles Partnership (QDSP) – a not-for-profit organization in Quebec – to develop a large scale interactive public art piece that will hold its world premiere in Mississauga’s Celebration Square (as
a temporary installation). Following its premiere, the work is planned for an international tour. The City of Mississauga will invest in a portion of the commission (alongside another Canadian municipality) and will also receive revenue from future rentals of this work. Aside from community benefits, the City sees co-commissioned public art as a way of increasing revenues for public art, or at least sustaining commissions (i.e., breaking even).

A.7 Artist-in-Residence Programs

Many jurisdictions have City-led artist in residence programs, which provide local artists with much needed access to professional development opportunities, greater opportunity to make a living, promotional assistance from the City, and in some cases, physical space to create and refine their craft. In reconsidering the development of its own artist in residence, Cambridge could consider:

- flexible residency periods depending on the work, but with opportunities for longer-term (i.e. year-long) residency;
- providing training, networking, and other professional development opportunities for artists;
- providing a living wage to artists during their residency, either through grants or a stipend to assist artists during their residency, and a commissioning fee;
- ensuring the program remains open to a wide variety of disciplines;
- Potentially providing consistent, designated physical space for artists, such as through the Cambridge Centre for the Arts.

Some examples of artist in residence programs that take a conventional approach (i.e., providing artists access to space), as well as community-based residencies:

- **Neighborhood Engagement Artist Residency (NEAR) (Los Angeles, CA):** NEAR is a grant program and residency run by the Department of Cultural Affairs in LA. The program supports artists in Los Angeles in engaging with the local community through creative community-based, participatory projects. As part of the program, artists hold sessions with participants from the community, ending in one public presentation. Artists are encouraged to
work in non-arts venues, fostering broader connections and engaging community members new to cultural experiences.

- **Artists in Communities program (Vancouver, BC)**: This program, held annually by the City of Vancouver, engages and supports artists to work in neighbourhoods and community centres around Metro Vancouver. The goal of the program is to foster interactions between artists and residents alike. Through the program, artists work with community members to develop a piece of community-art, across artistic disciplines. The residency ties into the City’s broader community cultural development goals. They are also piloting a new youth focused residency in 2024 and 2025, whereby two community centres will host the program focused on building connections with youth.

- **Artist in Residence (AIR) Program (Guelph, ON)**: Guelph’s AIR program is open to all artists or artist-led groups across the city, with three selected to participate. Guelph opens its program to artists practicing in a broad range of mediums, including: visual arts, literary arts, performance, new media, and multi-disciplinary arts. This program is a shorter-term basis, (i.e., 4 months), but artists are also provided with awards in the amount of $7,000 for their participation. Through the program, artists are also provided with access to City-owned facilities and venues; City assistance in any administrative processes required including promotional efforts and event coordination; and are provided with an opportunity to present their work at the end of the residency. In the latest iteration of the program (2023), Guelph will allocate a minimum of one of the three awards to an artist or artist-led group from an equity-seeking community.

### A.8 Artist Directories

A number of municipalities maintain an artist directory in order to create more awareness of local creatives, and make it easier for the community to connect with creatives (i.e., to commission work, or for other employment opportunities). In some cases, the creation and maintenance of an artist directory is carried out by the local arts council (as is being recommended for Cambridge). In other cases, a municipality will take on the work themselves – often creating sector specific databases and profiles. Some examples include:
**MAC Arts for Business Directory (Mississauga, ON):** Run through the Mississauga Arts Council (MAC), the Arts for Business Directory includes an inventory of professional performers, musicians, visual artists, arts instructors, photographers, etc. who are members of the council. The main aim of the directory is to connect community members looking for artists for hire. The Council also provides a liaison to help address any inquiries when it comes to booking an artist through the directory, or otherwise.

**Member Directory (Guelph, ON):** The Guelph Arts Council (GAC) maintains a directory of its members. The directory is easily searchable and filterable by discipline (i.e., craft, dance, music, design, theatre, etc.).

**Musician Directory (Surrey, ON):** As an example of a City-led directory, the City of Surrey maintains a directory of all local music talent – including separate musician and music business directories. The aim of these directories is to help the community find and locate talent, and also serves as a way for the City to keep abreast of music activity. Musicians and music businesses can apply through a contact form to be added to the directory.

### A.9 Success Evaluation Frameworks

Service agreements between special events and municipalities outline terms and requirements that must be met to uphold the agreement. A Success Evaluation Framework for the City of Cambridge would help to outline what criteria would be pertinent, and by extension, what criteria special events would need to report on to maintain their affiliate status. A pertinent example of criteria is provided below:

**Significant Festivals and Events Policy (Waterloo, ON):** The City of Waterloo’s Significant Festivals and Events Policy outlines criteria that events must meet in order to obtain and maintain their Significant Festival and Events designation. It includes measuring the following indicators: the support the festival or event has within the community based on attendance figures; community involvement with festivals and events through the engagement of volunteers; elements of significance or uniqueness to offer to the community; economic impact through its contribution to community vitality, support of local artists and/or businesses, or attraction of visitors from outside of Waterloo; inclusivity and accessibility.
- **Event/Festival Evaluation Framework (Richmond Hill, ON):** The Event/Festival Evaluation Framework provides a set of criteria to identify and assess events that are closely aligned with the Town’s Strategic Plan and Cultural Plan, and how the event will impact the community. It considers a long list of criteria, including whether the event will draw visitors from the local community only, or from across the municipality, whether the event will provide programming aimed at children and youth, whether the event will provide a range of volunteer opportunities for residents, and whether the event organizer will participate in coordinated marketing initiatives.
Appendix B. Tracking Metrics

The measurable indicators provided throughout the document can be tracked in various different ways, including surveys and questionnaires, online feedback mechanisms, focus groups and town halls, social media listening, community liaison officers, and data analytics tools.

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<th>Data Collection Tool</th>
<th>Type of Data</th>
<th>Examples of Metrics</th>
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<td><strong>Surveys and Questionnaires</strong> - provide an excellent way to gather both quantitative and qualitative data, online and in-person, covering a wide range of topics. To maximize survey update, survey incentives (e.g., prize draws, access to free or discounted City-run program) should be considered.</td>
<td>Can be effective for quantitative and qualitative metrics.</td>
<td>Quantitative metrics: 1. Increased attendance and diversity of audiences at events 2. Reduced strain on capacity for Recreation and Culture staff</td>
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<td><strong>Online Feedback Collected Through Engage Cambridge</strong> - offer accessible opportunities for people to submit feedback,</td>
<td>Best for qualitative metrics.</td>
<td>1. Reach and level of engagement with feedback process (# of responses) 2. Increased event organizer satisfaction</td>
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<td>Data Collection Tool</td>
<td>Type of Data</td>
<td>Examples of Metrics</td>
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| **complaints, or suggestions.**   | Best for qualitative metrics. | 1. Sense of welcoming and belonging among new community members  
2. Improved efficiency and workflows across departments on arts & culture related initiatives  
3. Quality of partnerships created  
Focus groups can be used to gather feedback from specific groups of people such as Cambridge residents, City staff, and the artistic community. Questions can be curated to gather data on specific metrics. |
| **Focus Groups** - provide an opportunity to collect detailed feedback directly from various groups, either virtually or in-person, with the opportunity to ask clarifying questions and discuss. | Best for qualitative metrics. | 1. Increased civic engagement and community involvement in arts and culture  
2. Improved quality and operations of special events  
Attendance and participation in town halls provide a clear indication of the community’s engagement in arts and culture. Feedback gathered through these town halls also provide insight into the variety of topics covered at them, including the satisfaction with events in the city. |
| **Town Halls** - establish direct points of contact for residents and can facilitate ongoing communication and trust-building between the City and the community. | Best for qualitative metrics. | 1. Increase in number of emerging and grassroots events  
2. Increase in attendance at community-led events  
3. Increase in number of public art activations led by local Cambridge artists  
Tracking data from grant applications and funding decisions can be used to gather data on the number and types of events taking place in the city. In addition, the Success Evaluation Framework that is a part of Service Affiliate agreements for events, provide an effective way to gather artist and audience participation numbers from community-led events. |
| **Grant Reporting and Success Evaluation Framework** - | Best for quantitative metrics. | 1. # of attendees/participants  
2. Increase in volunteer numbers across the sector  
3. Increased access to and engagement with public art across Cambridge  
Data tools such as online ticketing systems, registration systems, and social media analytics tools can provide insight |
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<th>Data Collection Tool</th>
<th>Type of Data</th>
<th>Examples of Metrics</th>
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<td>identify trends and patterns that might not be immediately apparent in the data.</td>
<td>into reach, engagement, and participation in arts and culture activities across Cambridge. They can often provide more nuanced information on the groups being engaged. For example, ticketing systems can provide details on the types of tickets being sold (i.e., student, youth, senior, etc.)</td>
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Appendix C. Summary of Research Findings

The Cambridge Context

The City of Cambridge is a picturesque mid-sized city located in Southern Ontario at the junction of the Grand River. Incorporated in 1973, Cambridge emerged when the three municipalities of Hespeler, Galt, and Preston joined together – now forming three distinct, but united, historic commercial areas in the city. Cambridge is also part of the Region of Waterloo alongside other cities including Kitchener and Waterloo (collectively known as the tri-cities), and Townships of North Dumfries, Wellesley, Wilcot, and Woolwich.

Home to rich built heritage and beautiful natural assets, Cambridge is an attractive and growing community with abundant activity in arts and culture. To contextualize the state of arts and culture in Cambridge and to identify gaps in the ecosystem, Nordicity looked at how arts and culture are governed within the City of Cambridge and developed a robust map of Cambridge’s key arts and culture assets. Nordicity also reviewed background documentation and policies to identify existing municipal and regional priorities that the Art and Culture Action Plan will align with and help advance.

Governance of Arts and Culture in the City

At the City of Cambridge, arts and culture fall under the Division of Recreation and Culture, which is part of the Community Development Department. The below diagram illustrates the organizational structure of the Division, which includes 8 distinct full-time equivalent (FTE) positions involved in arts and culture: the Recreation and Culture Director, Recreation Manager, Recreation Supervisor (Arts, Culture, Special Events), 4 Recreation Coordinators (Arts, Culture, and 2 for Special Events), and an Events Assistant.
The Division not only oversees art and culture, but also oversees recreation and sport as well as other community development activities. Key arts and culture services delivered by the Division include running the Cambridge Centre for the Arts, as well as leading and supporting special events. Each area (arts, culture, special events) is also supported by a part-time team of instructors, volunteers, and/or committees.

There are a number of municipal Council-Appointed Advisory Committees at play in Cambridge – bolstering and propelling arts and culture in the city and keeping the Council and City staff attuned to community and sector needs. Arts and culture specific committees include:

- **Arts and Culture Advisory Committee (ACAC):** This advisory committee is responsible for advising Cambridge City Council on matters relating to arts and culture in Cambridge including the delivery of services, activities, and initiatives. According to the committee’s Terms of Reference, there are 9-13 seats available, requiring representation from at least four arts organizations in Cambridge. City personnel on the committee include one representative from Council and one staff liaison from the Community Services Department. Members are able to serve up to two terms for a total of eight years. As a
note of interest, there are no guidelines in the Terms of Reference to state that the business community should be represented on this committee, despite the recommendation to do so in the past 2009 Arts and Culture Plan.

- **Public Art Subcommittee**: A subcommittee of the ACAC. Members of the subcommittee were responsible for drafting Cambridge’s Public Art Policy. According to Cambridge’s current Public Art Policy, the subcommittee should be consulted at the planning stage of public space capital projects to identify opportunities for where and how public art can be included. According to section 10 of the Public Art Policy (titled ‘Management’), this subcommittee acts as an advisory body to the ACAC, providing advice and recommendations regarding acquiring new artworks for the collection and de-accessioning when required.

- **Cultural Awards Committee**: As a committee of trustees, the Cultural Awards Committee has decision-making authority on administering and distributing awards from the Bernice Adams Memorial Fund. The committee also holds the annual Bernice Adams Memorial Night to celebrate the accomplishments and contributions of community members in the arts and culture field.

- **Cambridge Farmers’ Market Committee**: This advisory committee provides Council with suggestions on policies and strategies in support of the Farmers Market in Cambridge.

- **Municipal Heritage Advisory Committee (MHAC)**: This heritage committee advises Cambridge City Council on matters relating to the conservation of historical, architectural, and contextually significant properties. The committee is overseen by Planning Services but interacts with Recreation and Culture when it comes to public art works. The committee reviews development applications that involve cultural heritage assets.

There are also a number of adjacent committees that are not arts and culture specific but help ensure that arts and culture align with other city objectives, including accessibility, youth engagement, and economic development considerations.

- **Accessibility Advisory Committee (ACC)**: This committee advises Council on ways to improve accessibility and improve access to services for those in
the community living with a disability. The committee can help ensure that arts and culture services also meet accessibility needs.

- **Economic Development Advisory Committee (EDAC):** This committee advises Council on economic development strategies and policies, and helps to coordinate initiatives in the community. A member from the Arts and Culture Committee also is present on EDAC.

- **Youth Advisory Committee of Council (YACC):** This committee provides Council with input on youth programming and raises awareness around youth interests in the community. The committee can help ensure that arts and culture programming is also meeting youth interests.

- **Grants Review Committee:** This committee reviews all applications from community non-profit organizations for municipal financial assistance. The committee also recommends levels of funding, based on their assessment process, to General Committee of Council.

### Mapping Arts and Culture in the City of Cambridge

A cultural asset map is a systematic inventory of cultural services, resources and assets within a community. Asset mapping is often a key component of municipal planning processes as it helps communities identify the range of initiatives and activities underway and helps them learn about gaps or needs in the cultural landscape. Nordicity undertook the asset mapping exercise by first collecting data from various City and regional sources, crowd-sourcing assets from the community via a public survey, and then organizing them through the application of the cultural resources framework (shown in figure 2 below).¹

¹ The majority of assets were collected through City and regional sources. Most of the assets provided by the community through the survey were already identified by other means but served as a point of validation.
Data Collection

Cambridge’s cultural asset map drew on numerous sources to develop a multilayered image of the cultural landscape. The asset map includes data from the following sources:

- **City of Cambridge Internal Sources**: Proposed interviewee list curated by City staff, Bernice Adams awards lists, 2019 Events List, 2009 Cultural Mapping

- **City of Cambridge External Sources**: Heritage Buildings List, Webpages (Trails, Parks, Community Centres, Arts and Culture, etc.)

- **Other Online Sources**: Waterloo Arts Fund Recipient List, Yellow Pages, Google Search

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Cambridge Community Sources: Discussions with Community Members and Key Stakeholders, Community Survey

Categorization of Culture Assets

Building a cultural asset map is not only about the identification of assets, but also the organization. Many taxonomies and categorization systems exist, informed by individual community context. In Ontario, municipalities such as the Niagara Region, Windsor, Vaughan, and Gravenhurst apply the Cultural Resources Framework, adapting it to the unique set of cultural actors, organizations, activities, and other assets within their communities. The Cultural Resources Framework distinguishes between multiple categories of cultural assets, and specific assets fall into these overarching categories.

Nordicity updated the framework to ensure that it captured the diversity of cultural assets in Cambridge. For example, by applying the term ‘Creative Cultural Organizations’ to ‘Community Cultural Organizations’ to distinguish this category from ‘Creative Groups and Individuals.’

Through an application of the Cultural Resources Framework, Nordicity identified more than 900 cultural assets in Cambridge. Although not an exhaustive list, this list allows for a nuanced understanding of the many cultural activities and initiatives that exist in Cambridge. The table below presents an overview of the findings.

Overview of Cultural Assets in Cambridge

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Assets</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Heritage</td>
<td>+385 assets</td>
<td>▪ Cultural heritage in Cambridge includes heritage buildings, murals, local monuments, etc.</td>
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<td></td>
<td></td>
<td>▪ Over 385 cultural heritage assets have been identified, of which nearly 350 are designated heritage buildings.</td>
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<td></td>
<td></td>
<td>▪ Cambridge’s historic buildings form a unique part of the local identity.</td>
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<td></td>
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<td>▪ Research participants noted murals such as Galt Wings, Gaslight heritage district, and Myers Road, a site of Indigenous cultural significance.</td>
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<tr>
<td>Creative Groups and Individuals</td>
<td>+230 assets</td>
<td>▪ Creative groups and individuals, including visual artists, musicians, poets, performing arts groups, etc.</td>
</tr>
<tr>
<td>Category</td>
<td>Number of Assets</td>
<td>Notes</td>
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| Natural Heritage               | +100 assets      | - We identified 232 creative groups and individuals across disciplines, which includes over 104 performing artists or groups and 90 visual artists.  
  - This category includes groups such as the Cambridge Youth Symphony Orchestra and individuals such as Barb Di Renzo, recipient of the 2019 Bernice Adams Visual Arts Award.  
  - Natural heritage is comprised of parks, trails, conservation areas, and other places of natural significance.  
  - Cambridge is home to at least 104 natural heritage assets, of which the majority are parks.  
  - Many stakeholders thus far noted natural heritage as one of Cambridge’s greatest strengths.  
  - Examples include Riverside Park and the Grand River.                                                                 |
| Festivals and Events           | +70 assets       | - Festivals and events range across movie nights, parades, music festivals, and other community or cultural events.  
  - 74 festivals and events were identified that take place across communities in Cambridge.  
  - Cambridge’s events calendar includes the Winterfest, the Scottish Festival, and many others.                                                                 |
| Facilities and Spaces          | +85 assets       | - Facilities and spaces in Cambridge include galleries, theatres, libraries, educational institutions, etc.  
  - We mapped 86 cultural facilities and spaces in our research, including 27 studios or schools.  
  - Key examples are the Cambridge Centre for the Arts, the Old Post Office, and Idea Exchange.                                                                 |
| Community Cultural Organizations| +65 assets       | - Community cultural organizations include cultural organizations, neighbourhood associations, arts groups, etc.  
  - Cambridge has at least 69 community cultural organizations.  
  - Key examples include the Canadian Hindu Cultural Society Radha Krishna Mandir, Cambridge Art Attic, and the Cambridge Arts Guild.                                                                 |
| Intangible Assets              | 9 assets         | - Intangible assets encompass artistic awards, local tours, place names, etc.  
  - Intangible assets in Cambridge include the Bernice Adams Awards and the Poppy Streets.                                                                 |
Of note, many cultural assets cut across categories. For instance, 50 Dickson Street is the site of City Hall, Civic Square, the Dorothy Harvey Gallery, and of Indigena Domain, a public sculpture by artist Stephen Cruise. This address is also the location of many local events, ranging from the Downtown Cambridge Potters Market to Movie Nights and Winterfest, as well as the offices of the Youth Advisory Committee of Council and the Municipal Heritage Conservation Advisory Committee. In sum, no fewer than 16 cultural assets are mapped to 50 Dickson Street, which fall under the categories of cultural heritage, spaces and facilities, festivals and events, and community cultural organizations.

Several other addresses also have multiple cultural assets mapped to them, because the building or location, the activities taking place, and/or the individuals or organizations within the space may each represent distinct cultural assets. This finding demonstrates the breadth of cultural assets in the City of Cambridge and the many strengths and gifts the community offers.

**Cambridge Policies and Plans**

As part of the Waterloo Regional Municipality, the City of Cambridge is governed by its own municipal strategies as well as regional planning contexts. Nordicity analyzed the regional and municipal policy documents listed below to better understand the wider priorities at play in Cambridge and to identify priorities that the Arts and Culture Action Plan should align with and support. The documents reviewed include:

- **Core Areas Transformation Fund (CATF) Framework**: This document outlines the framework of a targeted fund established by the City of Cambridge intended to stimulate projects in Cambridge’s downtown areas.

- **Urban Design Guidelines for Downtown, Main Street, Preston Towne Centre** (2013): Three separate documents that outline the respective goals and directions for urban design across each of Cambridge’s downtown areas.

- **Cambridge Public Art Policy** (Updated 2015): A policy manual to guide public art including definitions, processes for selection and acquisition, the Public Art Reserve Fund, the Public Art Subcommittee, and guidelines for preservation.
- **Regional Municipality of Waterloo Public Art Policy**: A policy document outlining the acquisition and display of public art in the region.

- **Master Plan for Leisure Services/Facilities – Special Events Policy (2014)**, and an internal draft update of an Events Strategy (2018): The Special Events Policy outlines the distinctions and City in-kind support received by certain sanctioned events. Revisions to this support were proposed in an updated Events Strategy in 2018; however, this revised document was kept internal and did not move to Council.

- **Stronger Together; Diversity, Accessibility, and Inclusion Action Plan (2018)**: This document outlines Cambridge’s comprehensive approach to a strategic vision for embedding diversity, equity, accessibility, and inclusion in City services, as a workplace, and in the community.

- **Indigenous Reconciliation Action Plan: Update and Actions (2021)**: This report provides an assessment of the Truth and Reconciliation Commission Report Calls to Action as they relate to municipalities, an update on work underway towards the creation of a Reconciliation Action Plan, and outlines plans at the City for recognizing and acknowledging National Day for Truth and Reconciliation.

- **City of Cambridge Official Plan (2018)**: This document outlines the Cambridge’s long-term land use strategy, particularly in the context of managing forecasted economic and population growth while maintaining broader City goals.

- **Waterloo Regional Official Plan (2010-2030)**: This document outlines Waterloo regions long-term use strategy, highlighting four facets that should guide designing a livable and sustainable City in the region: cultural, economic, environmental, and social.

- **Cambridge Connected Strategic Plan (2020-2023)**: A strategic plan for the City of Cambridge under the following three pillars: people, place, and prosperity.

*updated alongside the development of the new Arts and Culture Action Plan*
The following emerged as common themes across the above documents.

### City of Cambridge Priorities Identified through Background Documents

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<thead>
<tr>
<th>Theme</th>
<th>Relevance for Arts and Culture</th>
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<tbody>
<tr>
<td><strong>Vibrant Community Core Areas</strong></td>
<td>The City of Cambridge recognizes that vibrant, healthy core areas are fundamental in making a city a more desirable place to live, work, and play – thus fueling its economic potential. Cambridge’s Strategic Plan: Cambridge Connected emphasizes creating an inviting downtown that complements core areas and neighbourhoods, attracts diverse, multi-generational audiences, and that provides opportunities for residents and tourists to safely connect. It also emphasizes the need for disciplined and consistent messaging to reinforce Cambridge as a single city with multiple core areas/hubs and rivers. The Core Area Transformation Fund (CATF) was born from this understanding with the goal of investing in strategic projects that strengthen Cambridge’s local economy in three community core areas: Downtown Galt, Preston Towne Centre, Hespeler Village. One of CATF’s investment pillars includes placemaking and experiences that create “a unique sense of place” in Cambridge. Similarly, the various Urban Guidelines emphasize a need for increased vibrancy in City cores. Overall, the City has recognized that public art and placemaking initiatives play a key role in cultivating more vibrant city cores. The CATF specifically identifies placemaking projects and public art/streetscaping projects as funded activities. Specific examples include transforming public spaces, art installations, community gardens, and lighting of public assets. Public art and placemaking initiatives not only help to craft Cambridge’s unique identity but serve a larger economic purpose by attracting visitors and residents alike to these City cores, thus also spurring local business activity.</td>
</tr>
<tr>
<td><strong>Conservation and Celebration of Local History</strong></td>
<td>Cambridge has a rich past as a textile hub in southern Ontario and is home to an array of historical buildings. As such, the Urban Guidelines highlight the importance of promoting the heritage of Cambridge, creating a more cohesive public realm, and supporting active streetscapes. Heritage conservation is also a key objective outlined in the Cambridge Official Plan, and is also a Regional priority indicated in the Waterloo Regional Official Plan. Supporting these aims, public art and placemaking initiatives help to enhance the unique culture and heritage landscapes in Cambridge. The Urban Guidelines also outline that public art should be made place-specific in order to help share and celebrate the rich stories in Cambridge, and potentially designed to be interactive and functional.</td>
</tr>
<tr>
<td><strong>Placemaking</strong></td>
<td>Part of building vibrant communities and preserving local history is to develop a sense of place in Cambridge. Creating a sense of place is also highlighted in the Regional Official Plan and Cambridge’s Strategic Plan in terms of leveraging Cambridge’s natural, historical, and cultural assets to</td>
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<tr>
<td>Theme</td>
<td>Relevance for Arts and Culture</td>
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<tr>
<td><strong>Community Building</strong></td>
<td>Another City priority is to build a sense of community. To achieve this, Cambridge’s Strategic Plan highlights goals around creating a sense of wellbeing and belonging in the community. These are areas in which arts and culture can play a key role by providing opportunities for community gathering, connection, and cultural exchange.</td>
</tr>
<tr>
<td><strong>Equitable Opportunity (for Special Events and Public Art)</strong></td>
<td>Updating the Special Events policy (last published in 2014) was part of Nordicity’s mandate alongside developing a broader Arts and Culture Action Plan. A key priority for the revised Special Events strategy was to consider how best to provide equitable opportunity and support for events of different kinds in Cambridge given key resource and capacity constraints faced by the City. The new Public Art Policy, developed by Nordicity, prioritizes goals around building a collection of works by Cambridge artists and artisans as a lasting legacy for Cambridge citizens, ensuring public art is made available and accessible, and that the process for acquiring public art is open, fair, and equitable.</td>
</tr>
<tr>
<td><strong>Planning for Future Growth – Accessible Infrastructure and Connected Communities</strong></td>
<td>Cambridge’s Strategic Plan notes planning for future growth as a key goal. Also noted in the City’s Official Plan, Cambridge is prioritizing the “intensification of development” to ensure its infrastructure can match the projected growth in population. Within this development boom, the City is highlighting development that ensures convenient and accessible access to local services, including recreation and open spaces, for its residents. These efforts for better connection and access may be supported by a future LRT system. The City is also looking to promote mixed use development to live, work, play (and identify areas that could be transformed for mixed use). Additionally, the City wants to increase the attractiveness of new neighbourhoods currently in development, which could be another opportunity for public art and placemaking initiatives.</td>
</tr>
<tr>
<td><strong>Diversity, Equity, and Inclusion</strong></td>
<td>Diversity, Equity, and Inclusion is a growing priority for the City of Cambridge. The City’s recently updated Strategic Plan: Cambridge Connected included “Enhanced Equity and Inclusion Efforts” as one of 13 strategic actions that the City will focus on over the next several years. The Strategic Plan also laid out the mandate of the Diversity, Accessibility and Inclusion Action Plan – Deliver accessible, inclusive, and age-friendly programs, services, and facilities. A total of 66 actions were identified for the City of Cambridge to complete between 2018 and 2022. The actions included everything from developing customer feedback processes, assessing public-use facilities such as parks and</td>
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### Theme: Relevance for Arts and Culture

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<th>Theme</th>
<th>Relevance for Arts and Culture</th>
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|       | trails for accessibility, and staff equity training. Though the plan aims to imbed an overall equity lens as the foundation for the City’s work, focuses of the plan include newcomer outreach and supports, compliance with AODA standards and making the city more accessible, as well as Indigenous reconciliation.  
**A focus on Indigenous Reconciliation:** In 2020, the City of Cambridge along with area municipalities, established the Reconciliation Action Plan Work Group. The group was established in accordance with recommended actions from the Diversity, Accessibility, and Inclusion Action Plan. The group is developing a coordinated Reconciliation Action Plan with three key goals: (a) to address key themes of concern expressed by local Indigenous communities; (b) to see meaningful relationships enhanced between settlers and Indigenous people; (c) to respond to the calls to action laid out by the Canada Truth and Reconciliation Commission.  
One of those concerns raised by Indigenous community members was that access to space for cultural and ceremonial use can be a barrier to practicing Indigenous cultural customs and traditions. In response, the City of Cambridge Council voted to waive rental-related facility fees for Indigenous groups for ceremonies and cultural events in commemoration of the first National Day for Truth and Reconciliation. Event organizers will still be required to follow policies and permit requirements required by the City or Province and to pay associated fees. |

**Leveraging Regional Collaboration**  
As part of the larger Waterloo Region, the City of Cambridge often finds itself competing with neighbouring municipalities in the region (i.e., Waterloo, Kitchener). However, many of these documents also outline and point to a desire to seek more ways to collaborate across the region, particularly in terms of promoting cultural events, and building audience attention. Recently, the region collaborated on an “Arts and Culture Engagement Hub for the Region of Waterloo and Cities of Cambridge, Kitchener and Waterloo.”

### Comparative Review

Although no two municipalities are the same, a review of comparable municipalities can provide insight into best practices in arts and culture policy, service delivery, and management. Nordicity identified six Canadian municipalities that share certain features with Cambridge. The municipalities are either located in proximity to Cambridge, of a similar population size, and/or known for similar features, such as heritage buildings, community events, and greenspace. Taken together, Cambridge can draw lessons from each to understand how arts and culture services are provided in each comparable jurisdiction, ultimately informing the development of its own Arts & Culture Action Plan.
The table below presents the six municipalities, highlighting key characteristics of each, and the following sections present relevant practices related to arts and culture services, resources, policies, and innovations.

### Overview of Comparable Municipalities

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge, ON</td>
<td>138,479</td>
<td>▪ Mid-sized city&lt;br&gt;▪ Part of a Tri-City region&lt;br&gt;▪ Known for heritage architecture, community events, and parks</td>
</tr>
<tr>
<td>Kitchener, ON</td>
<td>256,885</td>
<td>▪ Mid-sized city&lt;br&gt;▪ Neighbour to Cambridge and part of the Tri-city region&lt;br&gt;▪ Known for technology and innovation</td>
</tr>
<tr>
<td>Waterloo, ON</td>
<td>121,436</td>
<td>▪ Mid-sized city&lt;br&gt;▪ Neighbour to Cambridge and part of the Tri-city region&lt;br&gt;▪ Known for technology and innovation&lt;br&gt;▪ Home to University of Waterloo</td>
</tr>
<tr>
<td>Guelph, ON</td>
<td>143,740</td>
<td>▪ Mid-sized city&lt;br&gt;▪ Located 35 km from Cambridge&lt;br&gt;▪ Known for agriculture and food processing&lt;br&gt;▪ Home to the University of Guelph</td>
</tr>
<tr>
<td>Brantford, ON</td>
<td>104,688</td>
<td>▪ Mid-sized city&lt;br&gt;▪ Located 45 km from Cambridge&lt;br&gt;▪ Known for historic architecture and cultural festivals</td>
</tr>
<tr>
<td>Abbotsford, BC</td>
<td>153,524</td>
<td>▪ Mid-sized city&lt;br&gt;▪ Located in Fraser Valley, BC&lt;br&gt;▪ Know for cultural diversity, community events, and parks&lt;br&gt;▪ Home to University of the Fraser Valley&lt;br&gt;▪ Recently updated its Culture Strategy</td>
</tr>
<tr>
<td>New Westminster, BC</td>
<td>78,916</td>
<td>▪ Small-sized city&lt;br&gt;▪ Located in Metro Vancouver, BC&lt;br&gt;▪ Situated between Burnaby (pop. 249,100) and Surrey (pop. 568,300)&lt;br&gt;▪ Known for heritage sites, museums, and cultural events&lt;br&gt;▪ Recently updated its Public Art Policy</td>
</tr>
</tbody>
</table>

The research revealed that municipalities have adopted a variety of approaches to arts and culture policy, service delivery, and management. Key examples include:

- Several municipalities have established formal agreements with local arts and culture providers to enhance service delivery. For example, arts
Councils in Guelph, Abbotsford, and New Westminster all play key roles in supporting the local sector, and their relationships are formalized through formal agreements.

- **Few comparable jurisdictions are leveraging technology and digital to its full extent to support delivery of cultural services.** This presents an opportunity for Cambridge to lead its peers in this area through online engagement and programming. The Quartier des spectacles in Montreal is an example that offers inspiration in this area.

- **Cambridge’s staffing contingent is lower than its direct neighbours – Kitchener and Waterloo – but higher than the other municipalities reviewed.** These findings indicate that its cultural services are adequately resourced, but increased staffing could make it more competitive in the region. Cambridge’s financial allocation could be enhanced to approximate the per capita spending found in Waterloo.

- **Cambridge’s focus on professional artists in its original Public Art Policy is not reflected across municipalities reviewed.** Brantford, Waterloo, Guelph, and Abbotsford all include community arts within the scope of their policies, defined as public art projects co-created between an artist and a community. Cambridge’s new Public Art policy developed in partnership with Nordicity expands the definition of public art to include community art initiatives as well.

- **Municipalities secure funding for public art through a variety of means.** All the jurisdictions reviewed have established a Public Art Reserve Fund, which finances public art projects as defined by each municipality. Most policies channel funding into this fund through a percent-for-public-art mechanism, the exceptions being Brantford and Guelph. This mechanism sees a percentage of construction budgets automatically directed in the reserves. In addition, municipalities make direct contributions to public art annually.

**Special Events in the City of Cambridge**

Pillar 5 of the Arts and Culture Action Plan provides a strategy for special events in the City of Cambridge. The strategy was developed through a thorough review of
events-related policies and processes, and extensive stakeholder consultation to understand the context, strengths and weaknesses of events in Cambridge. Key findings from Nordicity’s research are summarized below.

In Cambridge, special events offer the most common point of community engagement with arts and culture, and as such, form a key part of the city’s social fabric. In alignment with the City of Cambridge Strategic Plan (Connected Cambridge), events bring the community together to foster a shared sense of understanding, wellbeing, and belonging. Events also ignite interest among community members and visitors alike, helping to increase foot traffic throughout the city, animate the downtown cores and other neighbourhoods, and lift the profile of local businesses.

At present, Cambridge provides varying levels of services and in-kind support to the following three categories of events, distinguished based on leadership and operation responsibilities:

- **Directly Sanctioned Special Events** – Events for which the budget is included in the operating budget and city staff are primarily responsible. The success of Directly Sanctioned Special Events is dependent upon volunteer utilization (committee and/or day of event).

- **City-Affiliated Events (Schedule A Events)** – Events that are led by a volunteer committee with City support and municipal insurance coverage.

- **Special Interest Events** – Events that are run for a specific interest group which typically have a historical relationship (i.e., Fall Fair, Art Attic, Kin Carnival).

- **Independent Events** – Events organized and implemented by individuals and organizations with no affiliation to the City of Cambridge.

Numerous events currently obtain funding through the City’s Community Grants Program. Changes to the program came into effect in 2022 following Council’s approval of the Community Grants Policy in 2021. The revised program ensures that all groups who receive funding from the City must apply each year, in an effort to provide greater transparency and equitable access to funding provided from the City to community organizations. Grants are reviewed by an internal staff team and evaluated by the Grants Review Committee, with final approval and funding allocations determined by Council based on the Committee’s recommendations.

As per the Special Events Policy, additional in-kind municipal supports are provided to Directly Sanctioned Special Events and Schedule A Events. City staff are often directly responsible or heavily involved in the production and promotions of Directly
Sanctioned Events. Both categories of events receive significant support from City staff liaisons, access to City space, photocopying, and liability insurance for volunteers. Special Interest and independent events do not receive the same direct municipal supports (except grants for eligible not-for-profit groups), but are eligible to attend City training sessions and access expertise and guidance through the Cambridge Special Events Advisory Team (SEAT).

SEAT serves as a direct touchpoint between special events operators and City operations. It helps to coordinate municipal services internally in an effort to better streamline special event applications and the City’s approval process for event organizers. Members of SEAT also provide dedicated one-on-one support to event organizers, leveraging their municipal knowledge and expertise. In addition, SEAT connects event organizers with pertinent City resources including the Special Events Manual, which includes a timeline, checklist, and contact list for various relevant City Departments to assist in the successful execution of events. The City’s event calendar also serves as a resource to promote events to the community.

**Strengths, Weaknesses, Opportunities, and Threats**

The research captured within this document paints a clear picture of the state of arts and culture in Cambridge. Cambridge is a growing community in a charming location, with a strong community-led arts and culture scene with equally eager community members wanting to participate in cultural activities. However, as with any municipality, there are challenges that limit participation and the ability for the arts and culture sector to truly thrive. At the same time, there are a myriad of opportunities to address these challenges and help advance arts and culture in Cambridge. Nordicity synthesized the key findings from all research streams into a SWOT analysis (strengths, weaknesses, opportunities, and threats), presented below. Nordicity then distilled key needs and priority areas (based on the key findings identified across all research points), which formed the cornerstones of the above Arts and Culture Action Plan.

**Strengths**

- Cambridge is home to rich built heritage, natural heritage assets, and three distinct downtown cores which all enhance Cambridge’s uniqueness as a mid-sized city.
Arts and culture in Cambridge is driven by a swath of community-led events, talented artists, and a strong grassroots scene.

Cambridge has an array of existing spaces for arts and culture that are held in high regard by its residents – including (but not limited to) the Cambridge Centre for the Arts, Hamilton Family Theatre, and the Idea Exchange.

The Recreation and Culture Division at the City has a small but highly dedicated team that supports arts and culture. They are strengthened by a number of key committees (e.g., the Cambridge Arts and Culture Committee, the Public Art Committee).

The City provides a range of supports for arts and culture, including the Cambridge Centre for the Arts and Cambridge Arts Guild, in-kind services for special events, community grants, and funding through the Bernice Adams Memorial Fund.

Cambridge’s geographical position makes it an attractive place for artists to live with some artists noting that they have moved to Cambridge (i.e., from Toronto) because space is more affordable.

Weakenesses

Capacity limitations (City): Existing staff resource capacity is currently unable to meet the needs and demands of the culture sector, and support growth in the sector. Current funding and support programs at the City are also not able to meet the high demand/needs of the local arts and culture sector. There is a need to understand what pressures are affecting staff resource capacity and how they can be addressed. For example, Cambridge’s per capita arts and culture spend of $6.21 is roughly half of Waterloo’s ($11.27), indicating that the arts and culture sector may be financially under resourced.

Capacity limitations (Sector): Labour shortages and a fall in volunteerism post-COVID has placed significant strain on the volunteer-led arts and culture sector in Cambridge. In addition, artists and arts organizations are struggling financially with high and growing rental costs and a reliance on competitive and limited pots of money from the City. Currently, there is a gap in supports to help artists and arts organizations build capacity to successfully access (other) existing funding opportunities and address these challenges.

Fragmented communication and collaboration across City departments limits the opportunity to leverage arts and culture to advance City-wide priorities. The lack of interdepartmental communication is also felt by the local arts and culture sector and broader community who sometimes feel that City
processes are not streamlined and difficult to navigate for arts and culture workers).

- Rigorous, complex, and hard to navigate City processes, requirements, bylaws, and policies serve as barriers for artists, arts organizations, and event organizers in providing arts and culture services to the community.

- Limited data tracking – particularly around performance statistics and economic/social impact – have impeded the sector and City’s ability to effectively communicate the benefits and inherent value of arts and culture. There is also no formalized process to regularly track and request feedback from the community to help improve arts and culture programming and events (and ensure programming meets the needs specifically for marginalized communities).

- A disconnected and siloed arts and culture sector – both within artistic communities and between Cambridge’s community cores – have led to missed opportunities for coordination, collaboration, and exchange. These opportunities are critical for a vibrant and thriving arts sector.

- There are currently space limitations for arts and culture in Cambridge. In particular, there is competition with sports and recreation for use of outdoor spaces for arts and culture purposes.

- There is a general lack of visibility and communication around arts and culture in Cambridge. Consequently, community members often do not know where or how to access the diverse arts and cultural experiences in their community.

- Engagement from Cambridge youth in arts and culture is limited, partially due to a lack of programming as well as due to a lack of adequate consultation with young people on their needs and desires.

**Opportunities**

- Arts and culture can be better leveraged to help advance City priorities, particularly around community building, preserving and celebrating Cambridge’s history (e.g., through public art initiatives), downtown
revitalization across the three cores (to help promote visits to local businesses).

- There is an opportunity for Cambridge to continue to build on existing regional collaboration initiatives. Greater collaboration will continue to bring benefits through the cross-pollination of ideas, audiences, and initiatives that overall grant more visibility and create more career advancement opportunities for artists and arts workers across the region.

- Ion rapid transit – the integrated public transportation network in the Regional Municipality of Waterloo – also offers opportunities for regional connection and collaboration.

- In parallel to more collaboration, there is opportunity for Cambridge to find its niche and establish itself as a leader of arts and culture in the wider Waterloo region. In this vein, Cambridge could leverage its unique heritage and natural assets, and craft itself as a key destination in the region for cultural experiences.

- Given the number of committees at play in the City, there is an opportunity to better leverage the expertise of members to build and strengthen relationships with the sector, enhance collaboration, build new partnerships, and overall advance arts and culture in the City. There is also opportunity to leverage adjacent committees (i.e., those not necessarily arts and culture related) to better align with accessibility and youth engagement needs (e.g., via the Youth Advisory Committee and Accessibility Committee respectively).

- There is an opportunity to leverage the existing Arts Guild, or consider supporting the establishment of an Arts Council with funding through a formal agreement. Such an initiative could shift the burden of service delivery, improve communication and coordination with the local arts and culture sector – and meet their tailored needs around capacity building.

- While there are a range of arts and culture activities in Cambridge, survey and consultation findings reveal that there is opportunity to build more offerings that are more diverse, equitable, and inclusive. In doing so, the City could leverage the expertise of advisory committees (e.g., the Accessibility Committee). Additionally, more formalized processes and regular capturing
of audience feedback could help improve cultural experiences and offerings to ensure they meet needs of all community members.

- The Cambridge Centre for the Arts could be leveraged as a true hub for arts and culture in the city where the community could gather and connection. Doing so would first require removing barriers to accessing the space for the community.

- Consultations and the survey indicate that there are a number of underutilized spaces in Cambridge that could be repurposed for arts and culture use. Some of these spaces include Carnegie Library, historic core downtown areas such as Galt City Centre, Preston Towne Centre, and Hespeler Village, public parks such as Riverside Park and Mill Race Park, as well as other outdoor space often preferentially given to sports and recreation use.

- The jurisdictional scan suggests that few comparable municipalities are leveraging technology and digital to its full extent to support delivery of cultural services. There is an opportunity for Cambridge to explore this space and become a leader among its peers. For example, Cambridge could look to the Quartier des spectacles in Montreal for inspiration.

- There is an opportunity to expand support for community events and arts through the updated Special Event Strategy and Public Art Policy. In each case, clear supports for community artistic and cultural practice could help promote the work of emerging artists and community organizations.

- The City already has people, working groups, policies, and initiatives in place to advance equity, diversity, and inclusion (EDI). An opportunity exists to leverage and build on this existing foundation to operationalize EDI-related values for tangible change.
Threats

- Ontario’s Bill 23 (also known as the More Homes Built Faster Act) puts a number of Cambridge’s historic properties in jeopardy. The Bill has made changes to the Ontario Heritage Act that may see a number of previously protected properties lose their historical distinction status. City Council must re-designate properties within two years before they are officially removed from the register.

- Limited understanding of arts and culture’s value within the City and the broader community may impact support for investment in advancing arts and culture priorities.

- Inflation and recession may cause municipalities to enter an austerity period, which could lead to further stagnation or reduction in investment in arts and culture.

Key Needs & Priorities

- Strengthened Special Events – There is a need to enhance and support special events in Cambridge. To do this, the revised Special Events Strategy needed to strike a balance between continuing to support long-established, keystone events and supporting emerging community-led events. It also needed to ensure that the City can establish a way of meeting critical in-kind support needs through increasing capacity (in terms of City staff, leveraging committee members, etc.), streamlining processes, or rethinking what types of in-kind support can be offered across all events. This included improving tracking of such support. Further, the policy needed to ensure that transparent processes and event-friendly policies were adopted to help organizers navigate complex procedures, reduce barriers, and offer more flexibility in lead-up times. Finally, addressing insurance liability was identified as a crucial concern for Schedule A event organizers.

- Open and Accessible Public Art (and Placemaking) – To recognize the importance of public art in promoting downtown vibrancy, enhancing new

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3 CBC, “Thousands of heritage properties risk losing protection under Bill 23, including more than 300 in Cambridge”
neighborhoods, celebrating Cambridge's heritage, and fostering community identity and well-being, it was critical the new Public Art Policy addressed ongoing challenges in the city. Firstly, it needed to broaden the definition of public art to include digital media and contemporary forms, embrace community art alongside professional artists, and encourage more function and interactive pieces to engage residents. It also needed to reevaluate the role of key stakeholders including ACAC and the Public Art Committee. Finally, to ensure openness and accessibility, the policy needed to include a thorough process for acquiring public art that included widely promoting open calls and highlighting procurement processes.

- **Supportive City Infrastructure** - In order to better support the rich community-led and grassroots activity happening in Cambridge, the City needs to ensure that the supports and infrastructure in place address key sector needs. This includes improving communication around the value and impact of arts and culture both in the City and in the broader community to see that arts and culture is made a higher priority; simplifying approval processes and reviewing bylaws and permits to ensure they are artist-friendly; addressing capacity limitations at the City; addressing the labour shortage by supporting succession planning for volunteers, encouraging talent to pursue/return to work in the arts, and supporting career development opportunities; and improving access to funding and affordable space for artists.

- **Community Connection, Communication, and Collaboration** - Inviting more community connection and improving visibility of arts and culture activity in Cambridge were recurrent themes from the research. In particular, there is a need to increase youth engagement in arts and culture in Cambridge, as well as a need to increase awareness of arts and culture events, programming, and activities more broadly. In addition, there is a need to ensure that there is equal distribution of arts and culture activities across the three cores, and more alignment across Cambridge, and to provide opportunities for artists to connect and network.

- **Equity, Diversity, and Inclusion** - With growing diversity in the city, research revealed a need for a continued and expanded emphasis on initiatives that make Cambridge more equitable and inclusive. This includes expanded programming that reflects the diversity of residents in Cambridge,
welcoming newcomers and offering opportunities for cultural exchange, as well as removing barriers to participation in arts and culture for equity-deserving groups.
Appendix D: Actions Without Budgetary Implications

The following short-, medium-, and long-term actions can be completed by leveraging existing resources and thus have little to no budgetary implications.

Table 4 - Short-term Actions (1-3 years) without budgetary implications

<table>
<thead>
<tr>
<th>Action</th>
<th>Action Description</th>
<th>Pillar</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1a</td>
<td>Implement diversity and accessibility-related targets for City-led events and programming and track performance and progress.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>2.1c</td>
<td>Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.1d</td>
<td>Consider making the Placemaking Working Group (PWG) permanent.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.2a</td>
<td>Assemble an internal Interdepartmental Arts &amp; Culture Working Group.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.2b</td>
<td>Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3a</td>
<td>Formalize a minimum percentage of Community Grants Program to be guaranteed for arts and culture.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3c</td>
<td>Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>2.3e</td>
<td>Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td></td>
<td>*No budget implication for leveraging existing City programming through Economic Development</td>
<td></td>
</tr>
<tr>
<td>3.1a</td>
<td>Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with overseeing the selection, acquisition, stewardship, and de-accession of works of art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.1b</td>
<td>Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>Action</td>
<td>Action Description</td>
<td>Pillar</td>
</tr>
<tr>
<td>--------</td>
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</tr>
<tr>
<td>3.1c</td>
<td>Review possibility of allocating 10% from Cambridge’s municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.1d</td>
<td>Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to $70,000 annually to bolster funding for public art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.2c</td>
<td>Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>3.3a</td>
<td>Ensure City support is provided to an expanded definition of public art that includes community art.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>4.2b</td>
<td>Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.2c</td>
<td>Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.2d</td>
<td>Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>5.1a</td>
<td>Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.2b</td>
<td>Develop and circulate updated tools and resources for successful event planning and execution.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.2d</td>
<td>Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.2e</td>
<td>Conduct a regular (i.e., every four years) review of by-laws and policies.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.3a</td>
<td>Establish parameters for quantifying, measuring and tracking the levels of in-kind support provided by the City.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.3b</td>
<td>Establish a framework for allocation of in-kind support to events.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.4a</td>
<td>Continue to gather input from a diversity of community events to populate the Cambridge events calendar and</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>Action</td>
<td>Action Description</td>
<td>Pillar</td>
</tr>
<tr>
<td>--------</td>
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</tr>
<tr>
<td></td>
<td>clearly distinguish between community-led and Directly Sanctioned city-led events.</td>
<td></td>
</tr>
<tr>
<td>5.5a</td>
<td>Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.5c</td>
<td>Review and propose a category-based pricing strategy based on user type, commercial versus not-for-profit, size of event, and bundled amenities.</td>
<td>5. Strengthen Special Events</td>
</tr>
</tbody>
</table>

**Table 5 - Medium-term Actions (4-7 years) with without budgetary implications**

<table>
<thead>
<tr>
<th>Action</th>
<th>Action Description</th>
<th>Pillar</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3b</td>
<td>Connect the artistic community to existing local and regional studio, creative, and performance spaces.</td>
<td>2. Amplify Municipal Support for an Arts Friendly City</td>
</tr>
<tr>
<td>3.2a</td>
<td>Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge.</td>
<td>3. Activate Public Spaces through Creative Placemaking and Public Art</td>
</tr>
<tr>
<td>4.1b</td>
<td>Establish methods for ongoing communication and feedback with the community.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>5.2a</td>
<td>Formalize an Events Training Incubator.</td>
<td>5. Strengthen Special Events</td>
</tr>
</tbody>
</table>
Appendix E: Budgetary Impacts for Short Term Actions

The following table outlines actions estimated to take place in the first three years of the plan, and their expected budgetary implications.

Table 6 - Short-term Actions (1-3 years) with budgetary implications

<table>
<thead>
<tr>
<th>Action</th>
<th>Action Implications</th>
<th>Budgetary Implication</th>
<th>Pillar</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1b</td>
<td>Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.</td>
<td>City support via Affiliate Event status. Additional budgetary supports may be required. Grants from the Ministry of Tourism, Culture and Sport can be explored, and/or review Municipal Accommodation Tax (MAT) as a possible funding source; to align with the ongoing Economic Development Action Plan.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>1.1c</td>
<td>Further invest in youth and children cultural programming at the Cambridge Centre for the Arts and across the city, leveraging the use of multi-purpose arts and culture spaces available.</td>
<td>Enhance existing Youth Line in Recreation &amp; Culture budget (Program Supplies and PT Line); approx. $10,000 addition to support more programming. Supported by new Programming Coordinator at the Centre (action 2.1b)</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>1.2a</td>
<td>Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups.</td>
<td>Existing resources, though may require a slight expansion for marketing and outreach; approx. $3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>1.2b</td>
<td>Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.</td>
<td>Existing resources, though may require a slight expansion for marketing and outreach; approx. $3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA.</td>
<td>1. Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity</td>
</tr>
<tr>
<td>Action</td>
<td>Action Implications</td>
<td>Budgetary Implication</td>
<td>Pillar</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 2.1b     | Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support. | Budget required (an estimated total of $340,800) to support new positions:  
1. CCA Coordinator: $99,100 (prioritize year 2)  
2. Public Art Coordinator: $99,100 (prioritize year 1)  
3. Recreation & Culture Marketing Coordinator: $99,100 (prioritize year 3)  
4. Two Parks Seasonal Staff dedicated to Events: $13,500 (prioritize year 2)  
Additional $30,000 ($10,000 per FTE) for supplies and materials. | 2. Amplify Municipal Support for an Arts Friendly City |
| 2.3e     | Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts). | Additional funds for new programs designed in partnership could be pursued through sponsorship funds. | 2. Amplify Municipal Support for an Arts Friendly City |
| 3.2b     | Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story. | Public Art Reserve Fund; budget required will vary per project depending on scale (ranging from micro- to major). Budgets per project can therefore range between <$15,000 to >$250,000.  
Will require additional FTE Public Art Coordinator to support implementation of new initiatives (action 2.1b) | 3. Activate Public Spaces through Creative Placemaking and Public Art |
| 4.1a     | Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples. | Budget required for a marketing firm to develop a brand and marking strategy (est. $10,000 - $25,000). Budget required to implement marketing strategy (est. $10,000).  
Existing funds for promotion and marketing across different lines of | 4. Enhance Community Connection, Communication, and Collaboration |
<table>
<thead>
<tr>
<th>Action</th>
<th>Action Implications</th>
<th>Budgetary Implication</th>
<th>Pillar</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3a</td>
<td>Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.</td>
<td>Largely using existing resources (i.e., leveraging City spaces, and partnerships when held in private spaces). May require some investment of $3000-$5000.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>4.3b</td>
<td>Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.</td>
<td>Would require an estimated $15,000 to build this database, plus additional budget to maintain it.</td>
<td>4. Enhance Community Connection, Communication, and Collaboration</td>
</tr>
<tr>
<td>5.1b</td>
<td>Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.</td>
<td>Would require staffing resources from the City. $32,000 Recreation &amp; Culture co-op student $20,000 event expenses $5,000 PT staff for day of</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.1c</td>
<td>Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.</td>
<td>Review the possibility of earmarking a portion of the Municipal share of MAT to support this action (action 5.2d); to align with the ongoing Economic Development Action Plan.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.2c</td>
<td>Host an annual special event organizers meeting.</td>
<td>Would require a budget of approximately $11,500 total. This amount consists of costs for speakers and any equipment, refreshments, and training costs.</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>5.3c</td>
<td>Create a Success Evaluation Framework for Affiliate Events to understand if they are</td>
<td>Can be completed using existing resources, but</td>
<td>5. Strengthen Special Events</td>
</tr>
<tr>
<td>Action</td>
<td>Action Implications</td>
<td>Budgetary Implication</td>
<td>Pillar</td>
</tr>
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</tr>
<tr>
<td>meeting the needs and desires of all those who live, work, and play in Cambridge.</td>
<td>may require procurement of external evaluation experts to develop the framework.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.5d</td>
<td>Establish a lending inventory of staple event supplies.</td>
<td>Approximately $50,000 would be required to build the inventory and $2000 annually to replenish. In addition, a service vehicle will be needed. There is potential to pursue a grant or donation for this cost.</td>
<td>5. Strengthen Special Events</td>
</tr>
</tbody>
</table>
**Appendix F: Key Insights – Four Focus Areas from the Region of Waterloo and Cities of Cambridge, Kitchener, and Waterloo Engagement**

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Distribution of Funds and Grants</strong></td>
<td>Practitioners describe a general confusion around how funds and grants are distributed, and feel that ease of process in applying, in some cases, is difficult. While some seemed to navigate the system easily, others felt that they were not in the know. The perception that funding is broadly distributed left artists feeling there wasn’t enough support available for them, especially if they were not a large institution. This distribution, for artists, was connected to how funding links to new voices to shape the arts and culture scene in the Region and Cities. Practitioners are generally consumed by who makes these decisions and how the funds are distributed.</td>
</tr>
<tr>
<td><strong>Access to Physical Spaces</strong></td>
<td>Reflections often referred to the potential to better leverage art spaces and assets already in the region – and use them for collaborative or ‘co-location’ spaces for multi-disciplinary art forms. Practitioners recognized the arts spaces available – but felt they were either underused or held administrative barriers to access. These feelings were coupled with the practical challenges of practitioners to work and live within the region due to high real estate costs and limited availability of suitable studio space.</td>
</tr>
</tbody>
</table>
events are organized/decided upon, to how they are promoted and therefore supported. Practitioners referred to a desire for the sector to reflect the variety, creativity and cultural diversity of artists in the region.
RECOMMENDATION(S):

THAT Report 24-038-CD Neighbourhood Associations Support Services Policy Review be received;

AND THAT Support Services to Neighbourhood Association Policy# C-80.020 revisions identified in report 24-038-CD be approved.

EXECUTIVE SUMMARY:

Purpose

The purpose of this report is to provide Council with an updated policy to better support the services of our Neighbourhood Associations (NAs).

Key Findings

The City works in collaboration with the NAs to meet the varied needs of community members. The Support Services to Neighbourhood Associations Policy# C-80.020 (Appendix A) has been revised to reflect the needs of our changing neighbourhoods more accurately.

Revisions to the policy include:

- Dedicated staff liaison with the creation of the Recreation Coordinator – Community Development position.
• Introduction of core funding providing greater flexibility related to how NA’s utilize existing funding amounts.

• Provision that each NA (beyond Volunteer-Based Neighbourhood Association: Unstaffed - Level 1) confirm their own general liability insurance and strategic plan.

• Neighbourhood Associations will work with the staff liaison on business plan development regarding space needs.

• Neighbourhood Associations will be consulted as a collaborator in Strategic Plan reviews.

• Clarity into the steps to modify existing boundaries and the requirements to develop an association.

• All leadership staff and City Council will receive awareness information related to the Neighbourhood Associations as a part of the onboarding process.

• Calendar year outcome reporting, including key performance measures are required.

• Requirement to provide confirmation of sustainability and ability to maintain as an ongoing concern by supplying an actual to budget variance bi-annually for City staff review.

• The Neighbourhood Associations will present an annual update to Council.

Financial Implications
The policy revision does not have direct financial implications. The implementation of the policy may result in future financial requests that will support the growth and development of existing and new NAs in Cambridge. These would be presented to Council during annual budget deliberations for consideration.

The City acts as a core funder for each Neighbourhood Association. In a strategic manner, the City provides base funding which supports community development and the provision of neighbourhood specific programming.

The core funding provided to each Neighbourhood enables each neighbourhood access to additional financial support from other funders that further increases community member access to programs and services. The financial return on investment varies amongst NAs.
STRATEGIC ALIGNMENT:

☒ Strategic Action

Objective(s): WELLBEING - Connect people to services that support individual and community wellbeing

Strategic Action: Encourage safe and healthy neighbourhoods

OR

☐ Core Service

Program: Not Applicable

Core Service: Not Applicable

BACKGROUND:

Neighbourhood Associations have long been a part of Cambridge. Langs was the first association established in Cambridge in 1978. The Support Services to Neighbourhood Associations Policy # C-80.020 was last amended in 2013. The policy revisions have been minimal since its implementation in 2004.

In 2024, the City supports the operation of 10 different NAs that service 11 geographic communities. One association is currently unstaffed and 9 are staffed associations. There are neighbourhoods within Cambridge that are currently not serviced by a Neighbourhood Association. The success of the NAs in mobilizing and organizing communities has set Cambridge apart from other cities.

The current policy does not meet the diverse needs of our growing neighbourhoods. The application of the current policy leads to inconsistent practices and lacking processes that support the City’s ability to effectively collaborate with the Neighbourhood Associations (NAs).
The City is unique in its grassroots neighborhood association development approach. The success of such groups in their ability to mobilize communities has set Cambridge apart as a model for other cities. Neighborhood Associations have evolved, some are volunteer-run associations while others are incorporated and/or charitable not-for-profit associations. Neighbourhood Associations have historically offered community-based upstream recreation and social community programming and events.

ANALYSIS:

The previous policy was from 2004 and is no longer reflective of what is the current operating model and representative of today's support levels by the City.

A Cambridge Neighbourhood Association, theory of change was created in collaboration with the NAs to clarify the role of the NAs in Cambridge. The theory of change demonstrates the capacity of neighbourhoods to meet the varied needs of community members. This tool assisted staff in consultation with the NAs on how and what resources are used to meet the needs of our community.

NAs provided feedback on the current policy through a coding and theming exercise. Two sets of clarifying questions were circulated to NAs for feedback. The feedback from individual associations and the collective informed the policy revisions. The themed findings included the need to enhance the autonomy and communication of NAs along with a requirement to review/modify boundary establishment. The findings further emphasized the need to clarify the City’s role in supporting Neighbourhood Associations.

The adoption of the policy will assist the capacity of the City to meet the many programming and service needs of neighbourhoods.

Included in the Community Development Coordinator’s future work plan is a detailed review of the Neighbourhood Association geographic boundaries, funding allocation and future-forward space plan. As these projects are evaluated, recommendations will be brought to Council for approval.

EXISTING POLICY / BY-LAW(S):

The existing policy being reviewed is # C-80.020, Support Services to Neighbourhood Associations.

FINANCIAL IMPACT:

Costs associated with support to NAs are allocated as part of the annual operating budget. In 2024 the associated budget totaled $1,235,800.

PUBLIC VALUE:
This policy revision aims to promote sustainability and support the community through partnerships with NAs. The implementation of the policy will require collaboration between the city and the NAs as well as transparent reporting to demonstrate the impact of the city’s supports and services. Additionally, the Neighbourhood Association approach provides many opportunities for engagement within the City’s neighbourhoods.

ADVISORY COMMITTEE INPUT:
Advisory Committees are consulted based on event participation or programming content as applicable.

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

INTERNAL / EXTERNAL CONSULTATION:
The City worked with the Tamarack Institute to establish how the city would review the policy with NAs. The Tamarack Institute are leaders in applying community engagement to systems-thinking. The Institute is widely recognized by the NAs who have utilized their services for past projects. The Executive Directors and Management teams of each NA were invited to review the current policy and provide feedback. The feedback was themed, and the findings of the review were presented to NA executives and management. The NAs also worked with the city in the development of their theory of change, which informed the policy revisions.

City staff consulted with 10 municipalities/townships regarding best practices when providing support services to NAs or similar community organizations/groups. The 10 municipalities/townships consulted included: Brantford, Edmonton, Guelph, Kitchener, London, North Dumfries, Toronto, Vancouver, Victoria, and Waterloo.

Internal consultation also occurred with staff from Finance, Engineering, Planning, Equity Diversity and Inclusion, Facilities, Legal, Operations, Planning, Realty and Risk Management.

CONCLUSION:
The City values NAs as they bring services and programming to communities. The policy revision will further enhance the support services for NAs. Staff are recommending approval of the policy revision to continue support for these key Cambridge institutions.

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:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:
1. 24-038-CD Appendix A – Policy Amendment – Support Services to Neighbourhood Associations
POLICY TITLE  Support Services to Neighbourhood Associations
CATEGORY  Municipal Services
POLICY NUMBER  C.08.020
DEPARTMENT  Community Development
POLICY AUTHOR  Parks, Recreation and Culture
POLICY TYPE  Departmental Policy
APPROVED BY  City Manager/CLT
EFFECTIVE DATE  (MM/DD/YEAR) Insert date policy is effective.
REVIEW DATE  (MM/DD/YEAR) Insert date policy is to be reviewed.

POLICY STATEMENT

The City of Cambridge (City) works in collaboration with Neighbourhood Associations in identifying and meeting the recreation needs of community residents. The Neighbourhood Associations provide a conduit for community engagement that ensures the City’s awareness of neighbourhood level concerns. Neighbourhood Associations enhance the wellbeing of community residents by responding and facilitating community level organizing to meet the varied needs of each geographic community that they support; this is done through a neighbourhood-based community development approach. The collaboration provides community access to decentralized and centralized recreation and social service program delivery throughout the City.

PURPOSE

The policy strives to equitably support Neighbourhood Associations in providing community programming and services that are responsive to the changing needs of the diverse geographic neighbourhoods of the City. The City is committed to creating a more equitable and inclusive community for all. The Support Services to Neighbourhood Associations policy supports community development by creating accessible recreational programming. The policy is meant to best serve the needs of the Cambridge Neighbourhood Associations, the City and community members.
DEFINITIONS

Cambridge Neighbourhood Association Community Development Model includes a process where community members come together to take collective action and generate solutions to common issues. Community Development, within Cambridge Neighbourhood Associations is known for credible, innovative, and deep grassroots community development. Community development is developing deep insight and knowledge of the needs and wishes of residents; reducing isolation; increasing connection; connectedness within the neighbourhoods; sharing systems and resources all while fostering the City of Cambridge’s goals in People, Place and Prosperity.

Cambridge Neighbourhood Organizations (CNO) is a non-mandated network of individual Neighbourhood Associations, who collaborate to benefit their members and their communities through relationships of support, shared information, resources, and a collective voice. The CNO fosters connectedness within the neighbourhoods, sharing systems and resources.

Centralized Programming refers to developed programs or services that meet a city-wide need.

Charity is an association or corporation that must use its resources for charitable activities and have exclusively charitable purposes.

Charitable, Neighbourhood Association(s), Staffed, Level 3, are authorized by a Board of Directors with at least five individuals who must hold an Annual General Meeting and comply with all CRA legislation. Holding a charitable status in good standing, these organizations provide both decentralized and centralized services through a variety of funding sources.

Community Development includes a process where community members come together to take collective action and generate solutions to common issues and goals.

Base funding includes the allocation of budget for staff, programming, and operations.

Decentralized Programming refers to the development of a program or service that is initiated to meet the needs of a geographic neighbourhood or place within Cambridge.

Municipal Leadership includes elected members of the City Council and Mayor, Senior Leadership Team, and Management staff.

Not-For-Profit Corporation goals do not include gain or profit for its members. Any profit the corporation makes must be used towards its goals and not given to its members. A not-for-profit corporation has members, not shareholders.
**Not-For-Profit, Incorporated, Staffed, Neighbourhood Association(s), Level 2,** exist with the central focus being to strengthen community ties and provide needed services and resources to enrich the community to positively impact residence wellbeing and a sense of belonging. A Neighbourhood Association is about grassroots: collaborative discussions with the goal of community capacity building. These Neighbourhood Associations offer decentralized, place-based programming which exists solely for the benefit of the geographically bounded community.

**Unincorporated Not-for-Profit** is a group of people who have decided to do things together for a purpose or goal other than profit.

**Partner(s)** encompasses various stakeholders and institutions. Formal partnerships are purposeful, mutually beneficial relationships who work together to understand, address and enrich the community.

**Recreation** is an active or passive leisure-time pursuit that enriches the lives of individuals by improving health, developing a skill, or building self-esteem.

**Volunteer-Based, Neighbourhood Association, Level 1,** These organizations work in accordance with provincial not for profit standards and are operated with the authority of five community members. Their operations are in line with municipal operating procedures and remain indemnified by the Corporation of the City of Cambridge. This level of organization remains unstaffed.

**AUTHORITY**

The staff liaison will review outcome and due diligence reporting. The staff liaison will be the first contact for City requests from the Neighbourhood Associations. All realty property matters including use of City space and leasing shall be forwarded to Realty Services for review and processing by the Staff Liaison. Realty Services will present any space and leasing requests to the Space Utilization Committee for review and discussion. Requests for capital funding and changes to operational funding are council-directed. Requests for boundary modification, creation of any new Neighbourhood Association and budget requests are subject to Council approval. The staff liaison will prepare Municipal Leadership and Council communication as needed.

**SCOPE**

The policy entails how the City supports the development of the Neighbourhood Association’s recreation program service delivery. The policy recognizes that Neighbourhood Associations assist in meeting the varied needs of residents through partnership developments and accessing funding that enhances service delivery.
Strategically, the City provides base funding which supports community development and the provision of neighbourhood-specific programming.

POLICY

Establishment and Development of Neighbourhood Associations

The City recognizes the diverse needs of each geographic neighbourhood. Each Neighbourhood Association provides programs and services to the community utilizing the Cambridge Neighbourhood Association Community Development Model, The Neighbourhood Association Continuum provides an overview of the varied approaches to meeting community needs through the development of appropriate Neighbourhood Associations. Information on the varied approaches and applications will be made available through the City’s website. The varied approaches to the structure of Cambridge Neighbourhood Associations include Volunteer Based, Not-for Profit Incorporated, and Charitable. Below are the definitions and expectations of each type of Cambridge Neighbourhood Association.

Volunteer-Based, Neighbourhood Association, Level 1

Volunteer-Based Neighbourhood Association(s) are operated with the authority of five (minimum) community members. Their operations are in line with municipal operating procedures. This level of organization does not employ coordinating or programming staff. The coordinating and programming responsibilities are completed by volunteers. The development of a Neighbourhood Association typically begins as an unincorporated not-for-profit association. The City’s support of these associations is vital. The capacity for grassroots association development in the community leads to the City’s understanding of community needs and enhances capacity to service community members. When developing an association, association members must be aware of their responsibilities to govern the operations of the association. The primary funder of this type of association is the municipality. Below is a listing of the items that should be accomplished and available for review to the City to ensure the appropriate governance. The staff liaison will work with associations in the development and securing of these items. The support to any new association and defined association boundaries are subject to City Council approval.

Not-for-Profit Unincorporated Neighbourhood Associations must demonstrate:

- Establishment of a formal governing body comprised of community members that reside within the geographic boundaries of the community being served by association (minimum of 5 volunteers).
Developed operating bylaws or rules of operation that further the association's purposes.

- At minimum, governing body meetings are scheduled each quarter with the establishment of minutes and terms of reference.

- Annual General Meeting

- Annual Finance Reporting

- Use of City or program policies and procedures

- Geographic Boundaries defined

- Access to appropriate community programming space

- Proof of appropriate liability Insurance

- Established geographically focused, year-round, community connections through planned community activities, programs, or events.

- Establishment of volunteer opportunities

- Volunteer and Part-time program staff management

**Not-For-Profit, Incorporated, Staffed, Neighbourhood Association(s), Level 2**

As a developing Neighbourhood Association naturally progresses, they may find value in becoming an incorporated association. The association exists with the central focus being to strengthen community ties and provide needed services and resources to enrich the community to positively impact residents' well-being and a sense of belonging. A Neighbourhood Association is about grassroots: collaborative discussions with the goal of community capacity building. These Neighbourhood Associations offer decentralized, place-based programming which exists solely for the benefit of the geographically bounded community. An advantage of incorporation is that this new legal entity is distinct from its shareholders, directors, officers, and agents. This limits the liability of the shareholders, directors, officers, and agents. The organization of a corporation is followed by an ongoing activity of “corporate maintenance”, that is, ensuring that the corporation complies with the reporting requirements and conducts its affairs by the applicable Acts, Regulations, and by-laws.

**Not-for-Profit Incorporated Neighbourhood Associations must demonstrate:**

- Establish an operating Board of Directors. Every effort should be made to ensure the Board of Directors reside within the geographic boundaries of the community
being served by association (minimum of 5 volunteers). In efforts to secure needed volunteer resources it is understood that volunteers with sought after skill sets may reside outside the Neighbourhood Associations designated boundaries.

- Monthly operating Board of Directors meetings scheduled with the establishment of minutes, terms of reference and bylaws.
- The first annual general meeting is to be completed within 18 months of initial incorporation. All subsequent Annual General Meetings are to occur within 15 months of each other.
- Annual audited or review engagement financial statements
- A strategic plan developed or in progress, that aligns with City’s strategic plan
- Established program policies and procedures
- Option to become an organizational member with the Cambridge Neighbourhood Organizations (CNO)
- Secured, programming and office space
- Access various funding opportunities and partnerships to meet community needs
- Demonstrated community service provider partnerships
- Hire senior leadership and program staff independently
- Proof of appropriate Liability Insurance, including Director and Officer insurance
- Geographically focused community connections through planned activities, community-level programming, or community events
- Opportunities for volunteer and staff development

**Incorporated, Charitable, Neighbourhood Association(s), Staffed, Level 3**

Neighbourhood Association(s) holding a charitable status in good standing, these organizations may provide both decentralized and centralized services through a variety of funding sources. Charitable status or qualified done status enables the Neighbourhood Association to receive funding from a larger spectrum of funders. The financial return of investment to community residences is enhanced through the acquiring charitable or qualified donee status. These Neighbourhood Associations have an identified charitable purpose and means to achieve the purpose along with defined beneficiaries of the
charity. These Neighbourhood Associations additionally comply with all applicable CRA legislation.

**Not For Profit Incorporated Charity Neighbourhood Associations must demonstrate:**

- As listed for Not-for-Profit Incorporated, staffed, Neighbourhood Association +
- Provision of both decentralized services and programming through various funding sources.
- Additional funding and resources are to be reviewed annually for alignment with the needs of community and/or population growth.

**Funding**

The base funding provided by the City to individual Neighbourhood Associations is meant to offset the staffing, programming, and operational costs of facilitating accessible neighbourhood community recreation programming. NAs must be able to provide proof of sustainability and evidence of ability to maintain as an ongoing concern. To support this requirement, an actual to budget variance review will occur bi-annually. City staff will prepare annual operating budgets in accordance with the Support Services to Neighbourhood Associations Policy for consideration by Cambridge City Council through the annual operating budget approval process.

The recommended annual inflationary increase as per the Financial Department will be applied to the funding amount.

The funding envelope is equitable, accountable, and adaptable to meet the changing needs of our growing City. The funding envelope will be distributed among levels within the continuum and equitably between organizations in each level.

Additional funding requests are subject to a business case application. Information on required funding documentation will be provided to neighbourhood organizations and will be listed on the City’s website.

Neighbourhood Associations will work in collaboration with the staff liaison to submit annual budget submissions including growth requests.

It is recognized that the administration of centralized community programming funds may be centralized to one Neighbourhood Association in efforts to secure resources. The City values the capacity of collaboration in efforts to provide decentralized community programs and services.
As part of the City’s Affiliation Policy, each Neighbourhood Association will enter into a separate Affiliate Agreement to clearly identify the needs requirements of each unique Association. This agreement will also aid in quantifying in kind services provided to these important community groups.

**Boundaries**

The City of Cambridge supports both the Centralized and Decentralized service delivery of the Neighbourhood Associations. The determined neighbourhood geographic boundaries are meant to ensure that needed programs and services are physically accessible to community.

A centralized service delivery that benefits the community should not duplicate service delivery of another Neighbourhood Association, existing organization or the City. Strong communication between Neighbourhood Associations and the Recreation and Culture Team (facilitated by the staff liaison) are critical to ensure that there are equitable service levels celebrating the uniqueness of each neighbourhood while ensuring duplication is reduced and gaps in service are recognized.

The boundaries of each newly established neighbourhood organization will require a minimum population of 7,000 community members.

Boundary changes are to be reviewed with staff liaison and bordering neighbourhoods. Public consultation is required when establishing or changing the boundaries of a Neighbourhood Association. The planning department will review and provide comments on any boundary modifications or additions. New neighbourhood organization development are subject City Council approval.

**Space**

A review of space utilization, goals and growth will occur annually to ensure neighbourhood associations are prioritized when considering facility investments in City owned space allocation.

Neighbourhood Associations will work with the staff liaison on business plan developments regarding space needs. The business cases will be brought to the Space Utilization Committee for review. The business cases will be brought to Realty Services for processing for review by the Space Utilization Committee.

The Realty Services Division will ensure that capital requests in connection with proposed building improvements are appropriately submitted for City consideration in accordance with the respective lease agreement, and that leases, licenses and similar legal agreements are in place when necessary or advisable.
In consultation with the Neighbourhood Associations, a list of required and preferred space amenities has been included as Appendix A to the policy to be considered when reviewing space options.

Neighbourhood Associations will be consulted as a part of any City facility or park space development or major renovation within existing Neighbourhood Association geographic boundaries.

**Partnership**

The City supports the partnership developments established through the Neighbourhood Associations. The City is committed to supporting the development of meaningful partnerships that further the capacity for the City and Neighbourhood Association to meet the growing needs of the City.

Lease and Affiliate Agreements are to be reviewed by Realty Services at minimum 6 months prior to their expiration.

Neighbourhood Associations will be consulted as a stakeholder in Strategic Plan reviews.

**Training**

When available, the City may involve staff of the Neighbourhood Associations to be included in the appropriate training.

The City is dedicated to ensuring the continued awareness of the work of the Neighbourhood Associations. All leadership staff and City Council will receive awareness information related to the Neighbourhood Associations as a part of the onboarding process.

**Reporting**

Calendar year outcome reporting, including key performance measures, is required to provide a clear and accurate picture to Council regarding the City’s return on investment. This also helps indicate areas for potential growth, identify patterns and celebrate successes. To secure annual funding due diligence and outcome reporting will be circulated to Neighbourhood Associations prior to February 1st and are to be submitted to the staff liaison annually prior to April 1st. All funding-related requests are to be provided to the Staff Liaison prior to April 1st to ensure appropriate internal communication. Lease and Affiliate Agreements are to be reviewed prior to their expiration. The Support Services Policy is to be reviewed as required but at minimum every four years.

The Neighbourhood Associations will present an annual update to Council.
POLICY COMMUNICATION

The policy will be communicated with Neighbourhood Association and staff who support neighbourhood level group development.

Policy Review

The Cambridge Neighbourhood Association Support Policy is to be reviewed at minimum every four years.

RELATED PROCEDURES
Assistance to Volunteer Groups, Policy # C-10
Sport Facility Space Allocation, Policy # A09 ADM 030

RELATED DOCUMENTS/LEGISLATION
Community Recreation Centres Act, R.S.O. 1990, c. C.2
Federal Charitable Status
Ontario Not For Profit Corporations Act (ONCA)
<table>
<thead>
<tr>
<th>Level</th>
<th>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</th>
<th>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</th>
<th>Charitable Staffed Neighbourhood Association (Level 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority</td>
<td>Established formal organizing committee comprised of community members (minimum of 5 volunteers).</td>
<td>Established community represented Board of Directors (minimum of 5 members).</td>
<td>Established community represented Board of Directors (minimum of 5 members).</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Regular (minimum 6 annually) Committee meeting scheduled with the establishment of minutes and terms of reference.</td>
<td>Regular (minimum 6 annually) operating Board of Directors meeting scheduled with establishment of minutes, terms of reference and bylaws.</td>
<td>Regular (minimum 6 annually) operating Board of Directors meeting scheduled with establishment of minutes, terms of reference and bylaws.</td>
</tr>
<tr>
<td>Financial</td>
<td>Report on finances to members.</td>
<td>Annual audited financial statements or financial review engagement as per ONCA.</td>
<td>Annual audited financial statements.</td>
</tr>
<tr>
<td>Operating Procedures</td>
<td>Operating procedures in line with municipality if operating under liability insurance. Use of City or preexisting neighbourhood organizational program policies.</td>
<td>Strategic plan developed or in progress that aligns in principle with City’s strategic plan. Established Neighbourhood Association policies and governance established and updated as required.</td>
<td>Strategic plan developed or in progress that aligns in principle with City’s strategic plan. Operating policies and governance established as updated as required.</td>
</tr>
<tr>
<td>Geographic Requirements</td>
<td>Geographic boundaries defined (7000 population).</td>
<td>Geographic boundaries as defined (9000 population minimum with opportunity for growth).</td>
<td>Geographic boundaries as defined (9000 population minimum with opportunity for growth).</td>
</tr>
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<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Programming/Events</td>
<td>Established geographically focused, year-round, community connections through planned community activities, programs or events. Opportunities for volunteering.</td>
<td>Geographically focused community connections through planned activities, community level programming or community events. Membership with the CNO recommended. Opportunities for volunteering.</td>
<td>Geographically focused community connections through planned activities, community level programming or community event. Centralized delivery or oversight of community programming and events. Membership with the CNO recommended. Opportunities for volunteering.</td>
</tr>
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<td>Space Requirements</td>
<td>Access to appropriate community programming space with assistance from staff liaison and Realty Services. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.</td>
<td>Secured, accessible programming and office space with assistance from staff liaison. Annual review of space with Staff Liaison and Realty Services. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.</td>
<td>Secured, accessible programming and office space with assistance from staff liaison and Realty Services. Annual review of space with Staff Liaison. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.</td>
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<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>Funding</td>
<td>The primary funder of this type of association, is the municipality.</td>
<td>The City is a core funder for: Core Staff Programming Operations Neighbourhood Associations access various funding opportunities and partnerships to meet community needs. Neighbourhood Associations is an incorporated not for profit organization and may be working towards charitable organization with Staff Liaison. Additional funding and resources to be reviewed annually for alignment with needs of community and/or population growth.</td>
<td>The City is a core funder for: Core Staff Programming Operations Provision of both decentralized and centralized services and programming through various funding sources. Charitable Staffed Neighbourhood Associations access various funding opportunities and partnerships to meet community needs. Charitable status is in good standing. Additional funding and resources to be reviewed annually for alignment with needs of community and/or population growth.</td>
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<td>-------------------------------------------</td>
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<td>-----------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>Hire program staff in consultation with the staff liaison</td>
<td>Hire Senior Leadership and program staff independently. Demonstrated community service provider partnerships. Volunteers developed supported by staff position.</td>
<td>Hire Senior Leadership and program staff independently. Demonstrated community service provider partnerships. Volunteers developed and supported by staff position.</td>
</tr>
<tr>
<td><strong>Outcome Reporting</strong></td>
<td>Annual requirement of outcome reporting and due diligence provided to the City.</td>
<td>Annual requirement of due diligence and outcome reporting provided to the City. Changes for key performance indicators to be completed in consultation with the CNO.</td>
<td>Annual requirement of due diligence and outcome reporting provided to the City. Changes for key performance indicators to be completed in consultation with the CNO.</td>
</tr>
</tbody>
</table>
To: COUNCIL
Meeting Date: 5/28/2024
Subject: 24-030-CD – Approval of the Amended Grand River Source Protection Plan
Submitted By: Joan Jylanne, Manager of Policy Planning
Prepared By: Kathy Padgett, Senior Planner - Environment
Report No.: 24-030-CD
File No.: A.16.02.03.03.01
Wards Affected: Wards 3, 4, 5 and 8

RECOMMENDATION:
THAT Report No. 24-030-CD Approval of the Amended Grand River Source Protection Plan be received as information;

AND FURTHER THAT Cambridge Council support the updates to the Amended Grand River Source Protection Plan.

EXECUTIVE SUMMARY:
Purpose
This report is being provided to update Council on the amendments being proposed for the Grand River Source Protection Plan (Plan) that impact the City of Cambridge.

Key Findings

- The Grand River Source Protection Plan (Plan) affecting the City of Cambridge was approved by the Province and has been in effect since July 1, 2016.
- An amendment to the Plan is required to support operational changes at four well fields, including one in Cambridge known as the Blair Road well field.
- The proposed increase in the permitted pumping at the Blair Road supply well requires an update to the Well Head Protection Area (WHPA) mapping.
- The changes to the WHPA for the Blair Road well field will result in a 2.5% increase in the amount of land in the city that is within a WHPA.
- The update to the Plan requires Council support as per the Clean Water Act.
Financial Implications

- The cost of negotiating a Risk Management Plan (RMP) with the Regional Risk Management Official, and any costs associated with implementing the measures outlined in the RMP, continue to be the responsibility of those making a planning or building permit application.

STRATEGIC ALIGNMENT:

☐ Strategic Action

Objective: Not Applicable

Strategic Action: Not Applicable

OR

☒ Core Service

Program: Water

Core Service: Drinking Water Quality

Periodic updates to the Grand River Source Protection Plan due to operational changes or updated technical information ensures that municipal sources of drinking water are protected.

BACKGROUND:

The Clean Water Act was passed by the Ontario Legislature in October 2006 and provides a framework for the development and implementation of local, watershed-based source protection plans. It is intended to implement the recommendations made by Justice Dennis O’Connor in the Walkerton Inquiry Report which investigated a tragic drinking water contamination event in that community. The key objectives of the source protection planning process are to: (1) complete science-based assessment reports that identify the risks to municipal drinking water sources; and (2) develop local, watershed-based source protection plans that put policies in place to protect the quality and quantity of existing and future sources of municipal drinking water.

The Grand River Assessment Report (Assessment Report) was approved in August 2012 and provided the scientific understanding needed to develop a local source protection plan. The Grand River Source Protection Plan (Plan) affecting the City of Cambridge was approved by the Province and has been in effect since July 1, 2016. The Plan includes policies to protect municipal sources of drinking water in the Grand River watershed.
Amendments to the Plan have occurred multiple times since the original approval to keep the Plan relevant as new technical and operational information becomes available.

In 2024, the Region initiated an amendment to the Plan to support operational changes at four well fields, including one in Cambridge known as the Blair Road well field.

**ANALYSIS:**

**Well Head Protection Area Changes**

Operational changes at the Blair Road well field have increased the Well Head Protection Areas (WHPAs) around the Blair Road well field area. WHPAs are land areas around a municipal well based on how quickly water travels underground to the well. The update to the Plan requiring Council support is due to the proposed increase in the permitted pumping at the Blair Road supply well which has resulted in a change to the WHPA mapping. See **Appendix No. 1** for the proposed changes. The changes to the Plan are limited to the WHPA mapping, there are no policy changes related to the update of the Plan.

The changes to the WHPA mapping for the Blair Road well field will result in a 2.5% increase in the amount of land in the city that is within a WHPA. This increase does not necessarily directly translate into new requirements for property owners, as the majority of the new area under protection is farther away from the well, where activities identified in the Clean Water Act cannot be significant threats to drinking water sources. Additionally, policies for single family residential properties are largely related to education and awareness with respect to the use of fertilizers and salt.

**Impacts**

City staff do not anticipate the changes to the Blair Road well field WHPA to impact the timelines for processing development and building permit applications given the well-established process in place since the implementation of the Plan on July 1, 2016.

The Region of Waterloo houses the Risk Management Official's (RMO) office for Cambridge. Under Section 59 of the Clean Water Act, the municipality/RMO must screen planning and building permit applications for potential threats within vulnerable areas around wells before they can proceed through the City’s planning and building approvals process.

To simplify the Section 59 Notice process, the Region developed an online questionnaire to be filled out by the applicant. This tool has been in place since July 1, 2016 and will be updated by the Region to reflect the mapping updates. Applicants that receive a Section 59 Notice, indicating they need to negotiate a Risk Management Plan prior to proceeding through the City’s approval process, will need to contact the RMO. This typically applies to industrial, commercial, and institutional properties. With a
cooperative applicant, negotiating a Risk Management Plan with the RMO takes approximately two to four weeks.

**EXISTING POLICY / BY-LAWS:**

City of Cambridge Official Plan (2012)

Policies pertaining to Source Water Protection are found in the Cambridge Official Plan in Chapter 15 (Appendix A: Regional Official Plan Policies Modified for Source Water Protection in Cambridge) and Map 15 (Source Water Protection Areas).

**FINANCIAL IMPACT:**

The cost of negotiating a Risk Management Plan (RMP) with the Regional Risk Management Official, and any costs associated with implementing the measures outlined in the RMP continue to be the responsibility of those making a planning or building permit application.

**PUBLIC VALUE:**

**Sustainability:**

Periodic updates to the Grand River Source Protection Plan, due to operational changes or updated technical information, will support sustainability by ensuring that municipal sources of drinking water are protected.

**ADVISORY COMMITTEE INPUT:**

Advisory Committees Consulted:

Not Applicable

**PUBLIC INPUT:**

The Source Protection Authority will notify property owners potentially affected by the Source Protection Plan (Plan) amendment in the summer of 2024 as part of the formal consultation period required by the Clean Water Act. It is expected that the formal consultation will include notification letters and information posted on the Source Protection Authority website.

**INTERNAL / EXTERNAL CONSULTATION:**

City staff participate in the Region’s Source Water Protection Liaison Committee which includes representation from Area Municipal staff in the Planning and Engineering Departments.
CONCLUSION:
The Region initiated an amendment to the Grand River Source Protection Plan to reflect operational changes at four well fields, including one in Cambridge known as the Blair Road well field. The amendment includes updating the Well Head Protection Area (WHPA) mapping.

The changes to the WHPA mapping for the Blair Road well field will result in a 2.5% increase in the amount of land in the city that is within a WHPA. This increase does not necessarily directly translate into new requirements for property owners, as the majority of the new area under protection is farther away from the well, where activities identified in the Clean Water Act cannot be significant threats to drinking water sources.

It is recommended that Cambridge Council support the amendments to the Grand River Source Protection Plan.

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:
1. 24-030-CD Appendix A – Proposed changes to the Well Head Protection Areas in Cambridge
To: COUNCIL
Meeting Date: 5/28/2024
Subject: 24-005-CRE Core Areas Community Improvement Plan Minor Amendment

Submitted By: Michael Launslager, Director of Economic Development
Prepared By: Thomas Strongman, Economic Development Officer
Matthew Walker, Economic Development Officer

Report No.: 24-005-CRE
File No.: C1101
Wards Affected: Ward 2, Ward 3, Ward 4

RECOMMENDATION(S):

THAT Report 24-005-CRE Core Areas Community Improvement Plan Financial Incentive be received;

AND THAT Appendix A of the Core Areas Community Improvement Plan – Fee Waiver Program be replaced with Appendix B of this Report 24-005-CRE, effective retroactively as of June 29, 2021.

EXECUTIVE SUMMARY:

Purpose

- To request Council approval for minor amendment to the approved Core Areas Community Improvement Plan (CIP) specifically seeking permission to approve additional funding to projects started from June 29, 2021 and afterwards that are beyond the scope of the original program outlines in specific cases.
- To approve unique projects on a case-by-case basis to ensure that the property owners in the core areas have the ability to attract and retain tenants despite existing unaddressed conditions.

Key Findings

- During the current implementation phase of the Community Improvement Plan for 2024, Staff noted that there is a noticeable gap in specific coverage by the Financial Incentives relating to flood mitigation and prevention. Staff are hoping to address this gap on an ongoing case-by-case basis to establish our core areas
as attractive destinations and to help address current vacancies in those areas, thereby supporting economic inclusion and promotion efforts.

Financial Implications

- Regarding the CIP, staff are of the opinion that there is a need to address a specific gap in our current program. Staff proposes a change to allow council and delegated authority to approve and increase the overall eligible grant amount on a case-by-case basis. Staff is of the believe that this will negligibly affect the overall amount of public spend from the Core Area Transformation Fund (CATF).

STRATEGIC ALIGNMENT:

☑ Strategic Action;

Objective(s): ECONOMIC INCLUSION AND SUPPORT - Establish and extend inclusive programs to support business readiness and workforce development and help local businesses to thrive

Strategic Action: Establish our core areas as attractive destinations

OR

☐ Core Service

Program: Not Applicable

Core Service: Not Applicable

BACKGROUND:

The CIP provides the basis for financial incentive programs within the 3 designated CIP Project Areas in the City of Cambridge. It focuses mainly on Cambridge’s 3 Core Areas as designated in the Official Plan and Community Improvement Project Area By-law.

These financial initiatives facilitate the planning and financing of development activities that effectively use, reuse and revitalize lands, buildings and infrastructure. They prioritize municipal investment and are intended to stimulate private sector investment, property maintenance and revitalization within the project areas:

- Commercial Property Improvement Grant (CPIG): The Commercial Property Improvement Grant Program is intended to provide financial assistance for commercial property owners & tenants who aim to improve upon the exterior appearance of commercial properties.
Commercial Building Restoration, Renovation and Improvement Grant (CBRRIG): The Commercial Building Restoration, Renovation and Improvement Grant works to leverage significant private sector investment in interior building renovations and improvements for commercial properties in need of renovation or vacant in the core areas.

Mixed Use Conversion and Restoration Grant Program (MUCRG): The Mixed-Use Conversion and Restoration Grant Program is aimed at attracting new investment and interest in converting currently non-residential vacant or underutilized upper storey space to residential units and renovating the existing commercial space located below by providing a financial incentive that will be targeted at the costs of converting the space.

Under these programs, grants are available to property owners and authorized tenants who typically have one year to complete the renovations. Upon review of an application and approval, City Staff issues an approval letter outlining the eligible scope of work and funding.

The next step in this process is for the owner or tenant to complete the work as specified in the application. City Staff will inspect the work to ensure it is complete and meets all necessary Municipal codes. The applicant will then submit paid invoices for all work completed, which are matched to the work submitted in the application. If all submitted invoices comply with the program regulations, Staff (Economic Development and Finance) approve the issuance of payment under the Core Areas CIP (CACIP).

Delegated Authority for Approvals

Through Report 22-008 (CRE) on April 19, 2022, Staff received delegated authority to approve Financial Incentive grant applications. In order to share how this delegated authority is exercised along with promoting the success of the program, Staff have committed to providing updates to Council and the public.

Changes to Appendix A

The recommendation before Council is the requested change to the existing Appendix A in our CIP documentation.

The current CIP provides a portion of public grant for specific capital investments in commercial and mixed-use properties in the core areas.

Such changes are permitted under Policy 10.2 of the Core Areas Community Improvement Plan through the passing of a Council Resolution. For reference, this policy notes:
10.2 Other Changes

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

ANALYSIS:

Changes to Appendix A

Staff is recommending a change to Appendix A – Commercial Property Improvement Grant Program (CPIG) Accordingly, as per Policy 10.2, a Council resolution is required.

Within Cambridge’s core areas, a number of properties exist in which the risk of flooding prevents the tenancy and occupancy of commercial units. Under the current CIP program, flood mitigation work exists outside of the eligible expenses covered, by the CPIG stream. These units within the core areas often require extensive work in order to be fit for occupancy.

To address these issues and action feedback received from prior program participants to simplify the process, staff are recommending that the CIP be amended to remove some limitations and requirements around eligibility for the CPIG on a case-by-case basis in order to better service the intent of the program for the core areas and those surrounding properties.

The proposed amendment will reduce a significant administrative issue and improve efficiency in the delivery of the program to better serve a greater number of applicants. The amendment will also allow staff to better achieve the strategic actions of establishing our core areas as attractive destinations, enabling small businesses to succeed, and take action to combat climate change and its effects of commercial property as discussed and outlined in the most recent version of the City of Cambridge Strategic Plan (2024-2026).

Staff is requesting that the wording in the program be replaced with the wording in the attached appendix, which will cover Appendix A of the currently existing CACIP documentation, and that this change be made retroactively to June 29, 2021. Enabling applicants to retroactively access the program will further streamline the approval process and help to mitigate challenges with scheduling work and the associated availability of labour and materials. In an effort to embrace continuous improvement,
staff are recommending this approach as a response to feedback received by previous program applicants.

Program Description Minor Amendments

The following minor amendments will be added to Appendix A in the CACIP program documentation.

19. Additional funding may be provided to an applicant, at the discretion of Council or delegated authority. Funding will be considered based on efforts to add preventative measures for future damages related to flooding. This additional funding will be considered on a case-by-case basis, subject to the availability of funds and the complexity of work required, but will not exceed $70,000 in additional funding per applicant. This additional funding may be used retroactively for renovations performed on or after June 21, 2021 for properties that are at risk of damage from flooding, at the discretion of council or delegated authority.

Interpretation of Policy

If there is a question or confusion of whether or not an applicant or property should be free from certain restrictions and eligibility requirements of a given CPIG program, the Director of Economic Development (or designate) in consultation with the Chief Financial Officer (or designate) and direction from Council may be made applicable for said exemptions and variances.

This is a change to Appendix A which requires a Council Resolution.

EXISTING POLICY / BY-LAW(S):

Authorization of the Financial Incentive programs is granted by the Council approved Core Areas Community Improvement Plan for 2021 (CIP) and the associated project areas.

FINANCIAL IMPACT:

- It is Staff’s recommendation that no more than $70,000 be offered as additional enhancement for a particular property.

- This enhancement funding will come from the already annually allocated $1,000,000 for the CIP which is funded from the CATF.

- Regarding the eligibility variances, Staff are of the opinion that there will be no change to the amount of revenue to the City. The proposed amendment will
reduce a significant administrative issue and better serve the original intent of the program while also working towards achieving the City’s strategic actions.

PUBLIC VALUE:

Transparency:

To ensure transparency relating to the Core Areas Community Improvement Plan applications, Staff will share with council and the public applications that have received Staff approval.

ADVISORY COMMITTEE INPUT:

Not Applicable

PUBLIC INPUT:

There was no public input undertaken.

INTERNAL / EXTERNAL CONSULTATION:

There was no internal/external consultation undertaken.

CONCLUSION:

In conclusion, the change to Appendix A of the Core Areas Community Improvement Plan 2021 will better reflect the actual intentions of the programs and policies contained therein. Staff respectfully recommends approval of this request.

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
City Clerk
Chief Building Official
Chief Planner
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:

1. 24-005-CRE Appendix A – Existing Appendix A – Commercial Property Improvement Grant Program (CPIG)

2. 24-005-CRE Appendix B – Draft Appendix A – Commercial Property Improvement Grant Program (CPIG)

3. 24-005-CRE Appendix C – Maps of City of Cambridge Core Areas
Appendix A – Existing Appendix A - Commercial Property Improvement Grant Program (CPIG)

Program Description

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

Program Terms

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

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

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

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

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

5. An additional $5,000 may be added to the maximum funding for each item listed below:

- Heritage listed – additional $5,000
- River frontage – additional $5,000
- Accessibility feature – additional $5,000

This brings a maximum funding amount of any property to $45,000.

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

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

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

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

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

10. Restoration/conservation of identified cultural heritage attributes on commercial properties designated under the Ontario Heritage Act are eligible under this grant program. However, improvements other than those on cultural heritage attributes not identified in the property’s designation by-law, or Heritage Conservation District Plan, may be eligible subject to the approval of the City of Cambridge Senior Planner - Heritage. Restoration/conservation of some identified cultural heritage attributes may require Council permission.
Economic Development staff will work closely with Heritage Planning staff on all applications received that are designated or properties of interest under the Ontario Heritage Act.

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

12. Approval of the grant is at the sole discretion of City Council and subject to the availability of funds.

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

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

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

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

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

- The Applicant identified on the application form; if a corporation, any person or entity with an interest in the corporation as determined by the City in its sole, absolute and unfettered discretion.
18. Without limiting the discretion as set out in paragraph 11 herein, the City or Council, whether or not an Applicant satisfies the requirements of the Program, may reject any application received from an applicant where there are property tax arrears owed on the subject property or on other properties owned by the Applicant within the City of Cambridge.

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

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

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

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

22. The grant cannot be used to pay the costs resulting from any damage or vandalism where those costs are also reimbursed to the tenant or owner because such costs are covered under any insurance policy. A refund of any grant under this Program to the City of Cambridge would be required if it is determined after the grant has been paid that such a reimbursement has been received.
Eligibility Requirements
• Property owners and authorized tenants are eligible;
• Property taxes must be paid current;
• The proposed work to be pre-inspected by City of Cambridge Staff;
• The improvements shall be in accordance with Property Standards and the Ontario Building Code and in compliance with all applicable City by-laws, official plans, zoning regulations, design guidelines and site plan approvals;
• Commercial properties must be located within one of the corresponding Community Improvement Project Areas; and
• Existing use must be in conformity with the applicable Zoning By-law regulations, and other relevant planning controls.

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

Ineligible Improvements (this list is not intended to be exclusive)
• Any works completed prior to the submission of the application;
• Labour costs where the applicant has completed the works independently of a contractor;
• Trees, shrubbery, perennials, annuals, soil, mulch, grass;
• Roofing (apart from mansard roofs above the eligible frontage);
• Sandblasting;
• Paving of parking lots;
• Interior furniture, display cases, equipment;
• Outdoor patio furniture; and,
• Tools.
Appendix B – Draft Appendix A - Commercial Property Improvement Grant Program (CPIG)

Program Description

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

Program Terms

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

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

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

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

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

5. An additional $5,000 may be added to the maximum funding for each item listed below:

- Heritage listed – additional $5,000
- River frontage – additional $5,000
- Accessibility feature – additional $5,000

This brings a maximum funding amount of any property to $45,000.

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

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

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

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

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

10. Restoration/conservation of identified cultural heritage attributes on commercial properties designated under the Ontario Heritage Act are eligible under this grant program. However, improvements other than those on cultural heritage attributes not identified in the property’s designation by-law, or Heritage Conservation District Plan, may be eligible subject to the approval of the City of Cambridge Senior Planner - Heritage. Restoration/conservation of some identified cultural heritage attributes may require Council permission.
Economic Development staff will work closely with Heritage Planning staff on all applications received that are designated or properties of interest under the Ontario Heritage Act.

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

12. Approval of the grant is at the sole discretion of City Council and subject to the availability of funds.

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

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

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

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

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

- The Applicant identified on the application form; if a corporation, any person or entity with an interest in the corporation as determined by the City in its sole, absolute and unfettered discretion.
18. Without limiting the discretion as set out in paragraph 11 herein, the City or Council, whether or not an Applicant satisfies the requirements of the Program, may reject any application received from an applicant where there are property tax arrears owed on the subject property or on other properties owned by the Applicant within the City of Cambridge.

19. Additional funding may be provided to an applicant, at the discretion of Council or delegated authority. Funding will be considered based on efforts to add preventative measures for future damages related to flooding. This additional funding will be considered on a case-by-case basis subject to the availability of funds and the complexity of work required but will not exceed $70,000 in additional funding per applicant. This additional funding may be used retroactively for renovations performed on or after June 21, 2021 for properties that are at risk of damage from flooding, at the discretion of council or delegated authority.

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

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

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

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

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

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

Eligible Improvements

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

Ineligible Improvements (this list is not intended to be exclusive)

- Any works completed prior to the submission of the application;
- Labour costs where the applicant has completed the works independently of a contractor;
- Trees, shrubbery, perennials, annuals, soil, mulch, grass;
- Roofing (apart from mansard roofs above the eligible frontage);
- Sandblasting;
- Paving of parking lots;
- Interior furniture, display cases, equipment;
- Outdoor patio furniture; and,
- Tools.
Maps of Core Areas

Map 1 – Hespeler Village

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Hespeler Village BIA Area (77,848.13 M²)

Hespeler Village Core Area (207,647.45 M²)
Map 2 - Preston Towne Centre

Preston Towne Centre BIA Area (118,523.26 M²)

Preston Towne Centre Core Area (380,098.66 M²)
--- Downtown Cambridge BIA Area (243,164.60 M²)
--- Downtown Cambridge (Galt City Centre) Core Area (1,254,017.05 M²)
To: COUNCIL

Meeting Date: 5/28/2024

Subject: Updated Heritage Impact Assessment (HIA) Terms of Reference

Submitted By: Joan Jylanne, Manager of Policy Planning

Prepared By: Laura Waldie, Senior Planner-Heritage

Report No.: 24-069-CD

File No.: R01.06

Wards Affected: All Wards

RECOMMENDATIONS:

THAT Report 24-069-CD - Updated Heritage Impact Assessment (HIA) Terms of Reference - be received;

AND FURTHER THAT Council approve the updated HIA Terms of Reference, which also includes terms of references for a conservation plan, and documentation and salvage plan.

EXECUTIVE SUMMARY:

Purpose

This report has been prepared to receive Council approval of the Heritage Impact Assessment (HIA) Terms of Reference that was prepared by WSP dated June 29, 2023.

Key Findings

- The HIA Terms of Reference was last updated in 2012 and does not reflect current best heritage industry practices for HIAs compared to other local municipalities such as the City of Kitchener and the City of Waterloo.
- Conservation Plan, and Documentation and Salvage Plan Terms of References were also produced for inclusion in the City’s HIA Terms of Reference as the City of Cambridge did not have Terms of References for these types of plans.
Financial Implications

The cost of preparing a Heritage Impact Assessment, Conservation Plan, and/or a Documentation and Salvage Plan is the responsibility of the property owner/developer. The cost of updating the HIA Terms of Reference was $3,328 which was covered by the Provincial Streamline Development Approval Fund (SDAF).

STRATEGIC ALIGNMENT:

☐ Strategic Action

Objective(s): Not Applicable

Strategic Action: Not Applicable

OR

☒ Core Service

Program: Community Development

Core Service: Heritage Conservation

BACKGROUND:

As per Section 4.10 of the Official Plan, a Heritage Impact Assessment (HIA) is required for a development application on, or adjacent to, a property on the Heritage Register, whether designated or listed. An HIA may also be requested, at the discretion of the City, for a designated property on the Heritage Register that is undergoing significant alterations that would require the designation by-law to be revised. A HIA may also be required to justify the demolition of any property on the Heritage Register, whether designated or listed. The HIAs are submitted to the Municipal Heritage Advisory Committee (MHAC) for review and are made public through the MHAC agenda.

Updating the HIA Terms of Reference is one of the actions the city pursued as part of the City’s Housing Pledge to the Province to meet the targeted goal of supplying 19,000 new homes in the City of Cambridge by 2031. Specifically, the City’s housing pledge action is to simplify development approvals and reduce processing time by updating Development Agreements, Terms of References for required studies, and template development conditions. The City used funding from the Province through the Streamline Development Approval Fund (SDAF) to produce the HIA Terms of Reference as a tool to help support improvements to the planning process.
ANALYSIS:

The Ontario Heritage Act does not mandate the requirement for heritage impact assessments (HIAs), conservation plans, or documentation and salvage plans. These assessments and plans are built into a municipality’s Official Plan. The City of Cambridge has mandated the requirement for HIAs in the Official Plan since before 2012, when the current HIA Terms of Reference was created. Section 4.10.7 of the Official Plan states the HIA Terms of Reference for HIAs are approved by Council with input from the MHAC.

In the Fall of 2022, heritage planning staff identified the need to update the 2012 HIA Terms of Reference to bring it in line with current industry best practices. A heritage planning consultant from WSP Group was retained to research the HIA Terms of References from local area municipalities and prepare an updated terms of reference, which would also include terms of references for preparing conservation plans, and documentation and salvage plans, which the City did not have. Conservation plans, and documentation and salvage plans are common appendices of modern HIAs. City staff had noticed that increasing numbers of HIAs submitted for review with development applications had started including plans for conservation, and/or documentation and salvage of heritage features on a property. Therefore, staff felt it was necessary to also prepare a terms of reference which included conservation plans, and documentation and salvage plans.

Local municipalities consulted for their HIA terms of reference included the Cities of Kitchener, Waterloo, and Hamilton. The attached Terms of Reference for HIAs, Conservation Plans, and Documentation and Salvage Plans (Appendix 1) closely aligns with what other municipalities in the Region of Waterloo have regarding their HIA Terms of Reference. Streamlining HIAs across the Region would help simplify the HIA process for developers and property owners if the guidelines were similar in each community.

The updated Terms of Reference will bring HIAs in the City of Cambridge in line with other area municipalities in terms of industry best practices.

EXISTING POLICY / BY-LAW(S):

City of Cambridge Official Plan (2018)

4.10 Cultural Heritage Impact Assessment

1) A Cultural Heritage Impact Assessment shall be required for a development proposal or Community Plan that includes or is adjacent to a designated property or cultural heritage landscape, or that includes a non-designated resource of cultural heritage value or interest listed on the Municipal Heritage Register. The
potential impacts could be direct, such as demolishing or altering a structure on a designated property, or indirect such as changes to the streetscape of lands adjacent to a cultural heritage resource. A Cultural Heritage Impact Assessment may include the following elements:

a) identification and evaluation of the cultural heritage resource;
b) graphic and written inventory of the cultural heritage resource;
c) assessment of the proposal’s impact on the cultural heritage resource;
d) means to mitigate impacts, in accordance with the cultural heritage resources priorities established in Policy 4.2.1 of this Plan;
e) alternatives to the proposal; and
f) identification of and justification for the preferred option.

2). The City will determine the need for a Cultural Heritage Impact Assessment in consultation with the owner/applicant. The City will refer the completed Cultural Heritage Impact Assessment to MHAC when the development is major in nature or where the City believes there will be a detrimental impact to the cultural heritage resource.

3). A Cultural Heritage Impact Assessment shall be undertaken by a professional who is qualified to evaluate the cultural heritage resource under review.

4). Additional information may be required by the City, particularly depending on the nature and location of the proposal. The City shall make available any relevant information that it maintains, including archival records.

5). A completed Cultural Heritage Impact Assessment will first be submitted to the MHAC for review and the recommendation of MHAC will be forwarded to Council for consideration with the proposal. A Cultural Heritage Impact Assessment may be scoped or waived by either Council or MHAC.

6). The City will, and the Region is encouraged to, give consideration to the impact of modifications to Regional or City arterial and major collector roads and other road improvements in general, including re-alignment and road widening, on cultural heritage resources. Conservation of the cultural heritage resource, especially in relation to the character of streetscapes and major crossroads or intersections, shall be encouraged.

7). A Cultural Heritage Impact Assessment will be conducted in accordance to Council approved guidelines.
8). Where a Cultural Heritage Impact Assessment relates to a cultural heritage resource of Regional interest, the City will ensure a copy of the assessment is circulated to the Region for review. In this situation, the Cultural Heritage Impact Assessment submitted by the owner/applicant will be completed to the satisfaction of both the City and the Region.

9). Where a development application includes, or is adjacent to, a cultural heritage resource of Regional interest which is not listed on the City’s Register of Cultural Heritage Resources, the owner/applicant will be required to submit a Cultural Heritage Impact Assessment to the satisfaction of the Region.

FINANCIAL IMPACT:
The property owner/developer is responsible for any costs associated with submitting a Heritage Impact Assessment (HIA) to the City. The cost of updating the HIA Terms of Reference was $3,328 which was covered by the Provincial Streamline Development Approval Fund (SDAF).

PUBLIC VALUE:

Transparency

The Council agenda is posted on the City’s website as part of the reporting process.

ADVISORY COMMITTEE INPUT:
Staff consulted with the Municipal Heritage Advisory Committee on April 18, 2024 through report 24-011(MHAC) and the Committee passed the following recommendations to Council:

THAT Report 24-011(MHAC) – Updated Heritage Impact Assessment (HIA) Terms of Reference - be received;

AND FURTHER THAT the Municipal Heritage Advisory Committee recommends that Council approve the updated HIA Terms of Reference, which also includes terms of references for a conservation plan and documentation and salvage plan.

PUBLIC INPUT:
Meetings of the MHAC are open to the public and are livestreamed to the City’s YouTube channel. No one from the public delegated on this item.

INTERNAL / EXTERNAL CONSULTATION:
Heritage planning staff liaised with the consultant and Regional staff on the process of updating the Heritage Impact Assessment (HIA) Terms of Reference. Both Regional
staff and the consultant advised on including conservation plans, and documentation and salvage plans in the terms of reference to be included in all HIAs where relevant.

CONCLUSION:

For the reasons outlined in this report, heritage planning staff recommends that Council approve the updated Heritage Impact Assessment (HIA) Terms of Reference.

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:
MEMO

TO: Joan Jylanne, Manager of Policy Planning, Planning Services, Community Development, City of Cambridge

FROM: Lindsay Benjamin, MAES, MCIP, RPP, CAHP, Senior Cultural Heritage Specialist; Michael Teal, MES, Archaeology Team Lead

SUBJECT: City of Cambridge Cultural Heritage Impact Assessment Terms of Reference, Conservation Plan Terms of Reference, and Documentation and Salvage Plan Terms of Reference Memo

DATE: June 29, 2023

BACKGROUND

WSP Canada Inc. (WSP) was retained by the City of Cambridge (the “City”) to assist with updating the City’s existing Detailed Guidelines for the Preparation of Cultural Heritage Impact Assessments Under Policy 4.10 of the City of Cambridge Official Plan (Council adopted May 7, 2012 with Regional Approval on November 21, 2012), as well as preparing new Terms of Reference for Conservation Plans (CP) and Documentation and Salvage Plans. This work is being undertaken as a result of a City initiative to streamline the development approvals process, which includes updating Terms of References (ToR) for various studies.

This memo will outline the methodology undertaken to complete the updated Cultural Heritage Impact Assessment (CHIA) ToR and new CP and Documentation and Salvage Plan ToRs, notably consisting of a gap analysis for the CHIA ToR. ToRs for five municipalities were reviewed to assist with identifying portions of the City’s guidance document that could be improved as well as best practices in the preparation of the CP and Documentation and Salvage Plan ToRs. New policy recommendations and a rationale for a recommended approach to updating and preparing the ToRs will also be detailed in this memo. The updated CHIA ToR and new CP and Documentation and Salvage Plan ToRs are appended to this memo as Attachment 1.

METHODOLOGY

CHIA Terms of Reference Gap Analysis

To aid in the preparation of an updated CHIA ToR for the City of Cambridge, similar municipal documents were reviewed to identify content gaps, areas requiring update or opportunities for improvement. CHIA ToRs were reviewed for the following five municipalities:

- City of Waterloo
- City of Kitchener
- City of Toronto
- City of Hamilton
- Town of Aurora
These municipalities were selected as they represent large urban cities with established cultural heritage policies and processes. In particular, the City of Waterloo and City of Kitchener’s CHIA ToRs were reviewed as, where possible, the City of Cambridge would like to use similar documents for development applicants across the three cities in the Region of Waterloo. The City of Waterloo’s CHIA ToR is informed by the City of Toronto and City of Hamilton’s ToR.

Below, Table 1 provides an overview of a gap analysis completed for the five municipal CHIA ToRs and is structured to reflect the presence or absence of common guidance and requirements. The City of Cambridge’s existing *Detailed Guidelines for the Preparation of Cultural Heritage Impact Assessments* is also included to note helpful or absent content.

**Table 1: Gap Analysis of Municipal CHIA Terms of Reference**

<table>
<thead>
<tr>
<th>CHIA ToR Content</th>
<th>City of Cambridge</th>
<th>City of Waterloo</th>
<th>City of Kitchener</th>
<th>City of Toronto</th>
<th>City of Hamilton</th>
<th>Town of Aurora</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Context</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>When is a CHIA required?</td>
<td>✓ (minimal)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Notification</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Qualifications</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Principles and guidelines</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Ontario Regulation 9/06 criteria</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>CHIA requirements:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Executive Summary</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>- Background Information</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>- Historical Research</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>- Written and photographic description of property and cultural heritage resource</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>- Measured drawings required</td>
<td>✓</td>
<td>✓ (only for resources proposed for demolition)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Identification/evaluation of cultural heritage value or interest</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CHIA ToR Content</td>
<td>City of Cambridge</td>
<td>City of Waterloo</td>
<td>City of Kitchener</td>
<td>City of Toronto</td>
<td>City of Hamilton</td>
<td>Town of Aurora</td>
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<tr>
<td>-------------------------------------------------------</td>
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<td>-----------------</td>
<td>------------------</td>
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</tr>
<tr>
<td>Statement of Cultural Heritage Value or Interest</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Summary of integrity and condition</td>
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<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Description of proposed development/alteration</td>
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<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Consideration of alternatives</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Mitigation and conservation methods</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Implementation and monitoring plan</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Summary statement and conservation recommendations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Conservation recommendations for regionally significant properties</td>
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<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Listing/designation recommendation</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of cited material</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Links/resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review/approval process</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Includes Conservation Plan guidance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Includes documentation and/or salvage guidance</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>minimal</td>
</tr>
</tbody>
</table>
This review indicates the City’s existing *Detailed Guidelines for the Preparation of Cultural Heritage Impact Assessments* is not as comprehensive as other municipal CHIA ToRs, with notable gaps observed in guidance related to: proponent notification; principles and guidelines; cultural heritage evaluation criteria; CHIA requirements including an executive summary, details of historical research, a Statement of Cultural Heritage Value or Interest, discussion of integrity and condition, an implementation and monitoring plan, and conservation recommendations for regionally significant properties. The CHIA ToR also does not provide guidance detailing the completion of CPs or Documentation and Salvage Plans.

**Conservation Plan ToR Review**

Few municipal examples of CP ToRs were identified in Ontario, with two identified for the Town of Aurora and City of Kitchener. As the City of Cambridge does not currently have a guidance document for CPs, a gap analysis was not completed, rather the two municipal ToRs were reviewed and used to inform the City of Cambridge CP ToR included as Attachment 2 to this memo.

**Documentation and Salvage Plan ToR Review**

Similarly, few municipal examples of Documentation and Salvage Plan ToRs were identified in Ontario, with two identified for the City of Hamilton and Town of Aurora. As such, provincial guidance was also relied upon in the Ministry of Transportation’s *Environmental Guide for Built Heritage and Cultural Heritage Landscapes* (2017), which includes direction for documentation and salvage of cultural heritage resources. As the City of Cambridge does not currently have a ToR for documentation and salvage, a gap analysis was not completed. Rather the two municipal ToRs and provincial guide were reviewed and informed the City of Cambridge Documentation and Salvage Plan ToR, included as Attachment 3 to this memo.

**RESPONSE TO UPDATED POLICY CHANGES**

On January 7, 2023, Ontario Regulation (O. Reg.) 9/06 was amended by the new O. Reg. 569/22: Criteria for Determining Cultural Heritage Value or Interest under subsection 5 (1) of Schedule 6 to the *More Homes Built Faster Act, 2022*. The amended O. Reg 9/06 still requires an evaluation of a potential cultural heritage resource, which is used to inform the preparation of a Statement of Cultural Heritage Value or Interest and list of heritage attributes. In addition, for a potential cultural heritage resource to be designated under Part IV of the *Ontario Heritage Act*, it must now meet two of the criteria of O. Reg. 9/06, as amended by O. Reg. 569/22, rather than one, as previously required. For listing properties on the Municipal Heritage Register, they must only meet one criteria.

The City’s updated CHIA ToR has been revised to reflect this legislated change (see Attachment 1).

**RECOMMENDED APPROACH / RATIONALE**

The following provides a summary of the significant changes and updates reflected in the City of Cambridge CHIA ToR as a result of the gap analysis and request of City staff:
• MHAC authority to scope, waive and approve CHIAs was removed. Staff’s authority to scope, waive and approve CHIAs was noted and MHAC’s role to review per its consultation duties was clarified.

• Reference to the MHAC subcommittee has been removed.

• Reference to Section 4.10 of the Official Plan has been revised (see the Next Steps section below for recommendations to revise these OP policies).

• Specific details on opportunities to scope a CHIA have been included along with alternative reporting requirements where staff is of the opinion potential impacts to a resource will be minor.

• In terms of minimum CHIA content requirements:
  
  o An executive summary section has been added, detailing the CHIA’s contents to aid staff, MHAC and Council’s ease of review.
  
  o As per guidance taken from the City of Toronto and City of Hamilton CHIA ToRs, clarity on the use of approved Statements of Cultural Heritage Value or Interest and list of heritage attributes to inform the impact assessment or guidance on the preparation of new Statements was added.
  
  o More detailed guidance has been provided on the assessment of impacts to on-site and adjacent cultural heritage resources consistent with provincial guidance and best practice.
  
  o Details of specific requirements for alternatives and mitigation measures have been clarified in more detail, along with content requirements for a conservation strategy.
  
  o Links to useful resources that may aid proponents in the preparation of a CHIA have been provided.

As discussed in previous sections of this memo, new ToRs have been provided for CPs and Documentation and Salvage Plans. The inclusion of guidance for CPs and documentation and salvage within the CHIA ToR was determined to be ineffective as the guidance document became too lengthy and clarity between deliverable requirements was challenging to clearly express. WSP recommends individual ToRs are prepared for each deliverable to avoid any confusion, as per the guidance documents included in Attachment 1, Attachment 2 and Attachment 3. Using this approach, only relevant ToRs will be issued to a proponent, dependant upon their proposed project, and is a best practice observed at the City of Kitchener, City of Hamilton and Town of Aurora.
NEXT STEPS

City staff have reviewed this memo and the draft ToRs and provided comments and revisions, which have been incorporated into the final ToRs.

As a future step, to ensure the CHIA ToR is consistent with the Official Plan, it is recommended that staff prepare an update to Section 4.10.5 of the Official Plan to remove reference to MHAC’s authority to scope, waive and approve CHIAs and clarify the Committee’s role to review CHIAs per their consultation duties. Staff’s authority to scope, waive and approve CHIAs should be clarified in Section 4.10.5.

WSP Canada Inc.

Mike Teal, MES
Archaeology Team Lead

Lindsay Benjamin, MAES, MCIP, RPP, CAHP
Senior Cultural Heritage Specialist

Attachment:

Attachment 1: City of Cambridge Cultural Heritage Impact Assessment Terms of Reference
Attachment 2: City of Cambridge Conservation Plan Terms of Reference
Attachment 3: City of Cambridge Documentation and Salvage Plan Terms of Reference
SOURCES CITED


City of Kitchener (2018). *City of Kitchener Development Services Department - Planning Division Heritage Impact Assessment - Terms of Reference.*


Cultural Heritage Impact Assessment Terms of Reference 2023

A Cultural Heritage Impact Assessment (CHIA) evaluates the impact of a proposed development, building alteration or site alteration on a built heritage resource(s) or a cultural heritage landscape(s) and recommends mitigative measures or alternative development approaches to conserve the heritage attributes of that resource/landscape. CHIAs are an important planning tool to ensure the heritage values, attributes and integrity of cultural heritage resources are considered in the land development process.

Policy Context

Municipalities are enabled by the Provincial Planning Statement (PPS) (2023) under the Planning Act (R.S.O. 1990) to use CHIAs in the planning process. Section 4.6.1 of the PPS states, “Protected heritage property, which may contain built heritage resources or cultural heritage landscapes, shall be conserved” and the mechanisms defined for conservation include the implementation of recommendations, mitigative measures and alternative development approaches set out in a conservation plan, archaeological assessment, and/or heritage impact assessment.

The City of Cambridge Official Plan Section 4.10 requires a CHIA for all development applications, or site alteration permit applications that: (1) include or are adjacent to a designated property, or (2) include a non-designated property listed on the Municipal Heritage Register. Adjacency is defined in the Plan as “contiguous to” a cultural heritage resource.

When is a Cultural Heritage Impact Assessment (CHIA) required?

At the discretion of staff, a CHIA is required for certain applications involving the following types of properties:

- Property designated under Part IV (individual designation) and Part V (located within a heritage conservation district) of the Ontario Heritage Act;
- Property listed on the Municipal Heritage Register as a non-designated property of cultural heritage value or interest;
- Property that is adjacent (contiguous) to individually designated properties, properties within a heritage conservation district, or properties listed on the Municipal Heritage Register; or
- Property identified as having cultural heritage value or interest through a preliminary site assessment or planning study.
In addition, it is recommended that applicants pre-screen any building 40 years of age or older on the development site as a routine part of pre-application due diligence, especially if demolition will be proposed.

The types of applications that may trigger the need for a CHIA for the above properties include but are not limited to the following:

- Official Plan Amendment;
- Zoning By-law Amendment;
- Site Plan Control;
- Draft Plan (Subdivision and Condominium);
- Consent or Minor Variance application under Section 45 of the Planning Act;
- Site Alteration;
- Heritage Permit Application; and
- Demolition Permit Application.

At staff's discretion, the content of a CHIA may be scoped to reflect anticipated impacts to a heritage resource or waived if there is sufficient information to suggest there will be no impacts to a heritage resource (i.e., erection of a temporary structure). Where staff is of the opinion the potential impacts to a resource will be minor, the discussion of impacts may be integrated into an Urban Design Brief or Urban Design Study.

**Notification**

A CHIA is most effective when it is conducted early in the development application process and should form part of a complete application. The findings, conclusions and recommendations of the CHIA as well as the Municipal Heritage Advisory Committee's comments on the report should be reflected in the development concept advanced to the City, and thus should be implemented prior to final site plan or building permit approval. City of Cambridge staff will inform property owners and/or their representative of the need for a CHIA. Applicants considering development, building or site alterations are encouraged to contact one of the Senior Heritage Planners early in their project planning process to determine if a CHIA is required. If so, they will be provided a copy of this Terms of Reference.

**Qualified Heritage Conservation Professional**

A CHIA must be prepared by a qualified heritage conservation professional, such as a heritage planner, heritage architect and/or heritage landscape architect, with demonstrated knowledge of accepted heritage conservation standards, and experience with historical research and identification/evaluation of cultural heritage value. The professional should be registered with the Canadian Association of Heritage Professionals (CAHP) and be in good standing. The qualifications and background of the professional completing the CHIA must be included in the report in the form of a Curriculum Vitae (CV).
Principles
The CHIA must be impartial and objective, thorough, complete and sound in its analysis and demonstrate, through its conservation strategy, an understanding of all applicable provincial and municipal policies, heritage conservation district plans and recognized professional heritage conservation standards in Canada. Content and recommendations of the CHIA should be based on accepted conservation principles and guidelines, including those outlined in:

- Parks Canada’s *Standards and Guidelines for the Conservation of Historic Places in Canada*. In keeping with the *Standards and Guidelines*, minimal intervention will be the guiding principle for all work;
- Former Ministry of Tourism, Culture and Sport’s *Eight Guiding Principles in the Conservation of Historic Properties*; and
- *Ontario Heritage Tool Kit*.

Minimum CHIA Content Requirements
The CHIA will include but is not limited to the information below. City staff may waive, scope or expand the CHIA, in consultation with the applicant, to develop a modified terms of reference specific to the needs of the project.

1. Executive Summary
   - Outline and summarize all recommendations including mitigation strategies, the need for the preparation of follow-up plans such as Conservation Plans and Documentation and Salvage Plans and requirements as warranted. Mitigation options should be ranked from most preferred to least.

2. Background Information
   - Present owner contact information for the lands and buildings proposed for development and/or site alteration.
   - Name, qualifications and background of the qualified heritage conservation professional completing the CHIA.

3. Historical research, analysis and evaluation of built heritage resource/cultural heritage landscape
   - A location plan indicating the subject property (map and aerial photograph) and a buffer appropriate to demonstrate the existing area context and identify adjacent heritage resources.
   - A site plan showing lot dimensions and the location/setbacks of all existing buildings on the subject property, drawn at an appropriate scale to demonstrate the context of the buildings and site details.
   - A written and photographic description of the site identifying existing conditions, significant features, buildings, landscapes and landscape elements (mature trees, fences, walls, driveways), vistas, and any yet unidentified potential cultural heritage resources.
• Current digital images documenting all building elevations and identified exterior and interior heritage attributes, as appropriate.

• A concise written and photographic description of the context including adjacent properties and their recognition, if applicable.

• A chronological history of the property’s development, including original construction dates, additions and alterations, if known.

• Relevant historic maps and atlases, drawings, photographs, sketches/renderings, permit records, land records, assessment rolls, city directories, etc.

4. Identification of the significant heritage attributes of the built heritage resource/cultural heritage landscape

• Identification of any heritage recognition of the property and/or buildings/structures thereon, including descriptions of significant features or values, as available. Heritage recognitions could include:
  o Designation under Part IV and Part V of the Ontario Heritage Act;
  o Listing as a non-designated property on the Municipal Heritage Register;
  o Location within a municipally-identified cultural heritage landscape;
  o Regionally significant cultural heritage resource;
  o A heritage easement agreement with the City or Ontario Heritage Trust;
  o Inclusion in Parks Canada National Historic Sites of Canada; and
  o Inclusion on any Provincial or Federal heritage registries.

• Where Council has previously adopted a Statement of Cultural Heritage Value or Interest through municipal designation, using criteria set out in Ontario Regulation 9/06 (as amended by Ontario Regulation 569/22), the CHIA must be based on the Council approved Statement of Cultural Heritage Value or Interest and List of Heritage Attributes. Properties designated prior to amendments made to the Ontario Heritage Act in 2005, which now require more fulsome Statements of Cultural Heritage Value or Interest and Lists of Heritage Attributes, will be subject to review and by-law amendment, as necessary.

• Comprehensive written research, analysis and graphical information related to the cultural heritage value or interest of the site will be compiled as per Ontario Regulation 9/06 of the Ontario Heritage Act. The analysis must include attributes that are already recognized and any that are newly identified. Significant heritage attributes may include any significant features, characteristics, context, and appearance of buildings, landscapes or vistas.
  o An evaluation using Regional Council’s 10 approved evaluation criteria for identifying a Regionally Significant Cultural Heritage Resource may also be required and should be confirmed with the Region’s Cultural Heritage Planner during stakeholder engagement.
A clear statement of conclusions as to whether the subject property and/or buildings/structures thereon, if not already recognized, meet the criteria under Ontario Regulation 9/06 for listing or designation under the *Ontario Heritage Act*. If no, the rationale as to why the criteria for designation or listing are not met. If yes, a Statement of Cultural Heritage Value or Interest and a bullet point list of heritage attributes of the property should be provided.

- This statement will be informed by current research and analysis of the site as well as pre-existing heritage descriptions. This statement is to follow the provincial guidelines set out in the *Ontario Heritage Tool Kit*. The Statement of Cultural Heritage Value or Interest will be written in a way that does not respond to or anticipate any current or proposed interventions. The City may, at its discretion and upon review, reject or use the Statement of Cultural Heritage Value or Interest, in whole or in part, in crafting its own Statement of Cultural Heritage Value or Interest for the subject property.

- A summary of the integrity and condition of the identified cultural heritage resource(s) and a timeline of when any changes or alterations occurred.

5. **Description of the proposed development or site alteration**

- A written description of the proposed development or site alteration, detailing the rationale and purpose of the development or works, a graphical layout (plans, drawings and specifications), and how the development fits with municipal planning objectives set forth in the City’s Official Plan and other municipal policy documents (such as a relevant secondary plan or heritage conservation district plan).

6. **Assessment of development or site alteration impacts**

- A clear and objective assessment identifying both (a) direct and/or indirect positive effects, and (b) direct and/or indirect adverse impacts resulting from the proposed development relative to the heritage value(s) of on-site and adjacent built heritage resources or cultural heritage landscapes.

Positive impacts may include, but are not limited to:

- Restoration of building, including replacement of missing attributes;
- Restoration of a historic streetscape or enhancement of the quality of the place;
- Adaptive re-use of a built heritage resource to ensure its ongoing viability; and
- Access to new sources of funds to allow for the ongoing protection and restoration of the heritage resource.

Adverse impacts may include, but are not limited to (refer to the *Ontario Heritage Toolkit*, former Ministry of Tourism, Culture and Sport):

- Destruction of any, or part of any, significant heritage attributes;
7. **Consideration of alternatives, mitigation and conservation methods**

(Official Plan 4.2)

- Alternative options and mitigation measures are important components of the CHIA as they describe ways to avoid or reduce negative impacts to a cultural heritage resource. Mitigation might also be achieved through modifications to the design of the project to create a sympathetic context for the heritage resource and may include, but is not limited to:
  - Preservation/conservation in situ;
  - Adaptive re-use;
  - Integration of all or part of the heritage resource;
  - Relocation; and
  - Documentation and salvage.

- Methods to prevent and minimize adverse impacts to a heritage resource(s) includes, but are not limited to:
  - Alternative development approaches/designs that result in compatible development and limit adverse impacts;
  - Isolating or screening new development/works from significant cultural heritage resources to conserve heritage attributes including, but not limited to, their settings and identified views and vistas;
  - Limiting height and density or locating higher/denser components of a development in an manner that respects the existing heritage resources or the heritage conservation district;
  - Including reversible interventions to heritage resources;
  - Relocation of a heritage resource, to be employed only as a last resort, if conservation cannot be achieved by any other means.

- A conservation strategy will be presented to inform the decisions of City staff and Council. The preferred strategy recommended to best protect and enhance the cultural heritage value and heritage attributes of the on-site and adjacent cultural heritage resource(s) includes, but is not limited to:
A mitigation strategy including the proposed methods. Mitigation options should be ranked from most to least preferred;

Recommendations for additional studies/plans related to, but not limited to: conservation; site specific design guidelines; interpretation/commemoration; lighting; signage; landscape; stabilization; additional documentation and salvage prior to demolition; and long-term maintenance, as appropriate.

- Conservation strategies will take into account the existing condition of the cultural heritage resource and the constructability of the proposal. It is expected the project team will have undertaken sufficient investigation to confirm the capacity of the heritage resource to withstand the proposed intervention.
- Where there is the potential to affect known or potential archaeological resources, an Archaeological Assessment will be undertaken as an additional study prepared by a licensed archaeologist.

8. Schedule and reporting structure for implementation and monitoring
   - A schedule and reporting structure for implementing the recommended conservation/mitigative/avoidance measures and monitoring the heritage resource as the development or site alteration is undertaken.

9. A summary statement and conservation recommendations
   - The summary statement should provide a full description of:
     - The significance and heritage attributes of the built heritage resource(s)/cultural heritage landscape(s);
     - The identification of any impacts the proposed development/works will have on the heritage attributes of the resource(s)/landscape(s), including adjacent protected heritage property;
     - An explanation of recommended conservation or mitigative measures, and alternative development/site alteration approaches;
     - Clarification as to why specific conservation or mitigative measures, or alternative development/site alteration approaches are not appropriate; and
     - For development proposals that could result in the demolition of a designated or listed property, a CHIA must also require documentation of the heritage resource for archival purposes, including, at minimum, land use history and photographs provided prior to demolition or removal. The CHIA may recommend the completion of a Documentation and Salvage Report, which may include dimensioned drawings. See the Documentation and Salvage Report Terms of Reference.

   - For properties identified by the Region of Waterloo to have regional significance, conservation recommendations must, wherever feasible, aim to conserve heritage resources intact by:
- Recognizing and incorporating heritage resources and their surrounding context into the proposed development in a manner that does not compromise or destroy the heritage resource;
- Protecting and stabilizing built heritage resources that may be underutilized, derelict, or vacant; and
- Designing development to be physically and visually compatible with, and distinguishable from, the heritage resource.

- Where it is not feasible to conserve a heritage resource intact, the conservation recommendations shall:
  - Promote the reuse or adaptive reuse of the heritage resource, building, or building elements to preserve the resource and the work of past artisans; and
  - Require the owner/applicant to provide dimensioned drawings, a land use history, photographs and other required documentation of the heritage resource in its surrounding context, which may be compiled in a Documentation and Salvage Report.

11. Cited Material
- Provide a bibliography listing all sources used in the preparation of the CHIA.

Links

City of Cambridge Cultural Heritage Mapping
City of Cambridge Heritage Properties Register
City of Cambridge Local History
Parks Canada Standards and Guidelines for the Conservation of Historic Places in Canada
Parks Canada National Historic Sites of Canada
Canadian Register of Historic Places
CHIA Review Process

1. Notice
Staff will notify the property owner(s) and/or their representative in writing that a CHIA is required. The CHIA Terms of Reference will be included with the notice, or a subsequent follow-up, and may be scoped depending upon the proposed development.

2. Draft Submission
A PDF copy of the draft CHIA will be submitted to City staff for review. The report will be clearly marked as draft.

3. Completeness
The draft CHIA will be assessed by staff for completeness. Staff will provide the author of the CHIA with clear instructions regarding any additional information or analysis required before the CHIA is considered complete.

4. Review
Complete CHIAs must demonstrate, to the satisfaction of the Director of Planning, that significant impacts have been evaluated and recommendations of mitigative measures to conserve the heritage attributes of that resource/landscape will be reviewed by Planning staff and circulated to the Municipal Heritage Advisory Committee for review and comment when the development is major in nature or where the City believes there will be a detrimental impact to the cultural heritage resource. For properties determined by the Region of Waterloo to be of Regional significance, the CHIA will be circulated to the Region for review. City staff may request to meet with the owner/applicant to discuss the CHIA and its recommendations.

5. Peer Review
In certain cases, the City may seek a peer review of the CHIA by a qualified heritage conservation professional. The peer review will be carried out by a consultant retained by the City, at the expense of the applicant.

6. Acceptance
Authors of complete CHIAs carried out to the satisfaction of staff will be provided with comments in writing along with a notification of acceptance or rejection of the CHIA.

In the case of a rejected CHIA, the applicant will have been notified of the deficiencies in order to have them corrected by their heritage consultant or to re-write the CHIA. Where revisions have not been made and/or a new CHIA has not been submitted, staff may reject the CHIA due to not meeting the City’s requirements. The applicant may choose to submit a new CHIA or revise their proposal to achieve acceptance.

In cases where MHAC is not supportive of the CHIA, the applicant is encouraged to amend their proposal and revise the CHIA in order to accommodate MHAC comments and concerns. In the event MHAC maintains a lack of support for the CHIA, despite
revisions, it will be brought before Council as part of a staff report for a final decision

7. Final Submission

A PDF copy of an accepted CHIA will accompany the final application made under the Planning Act or Ontario Heritage Act and will be considered as part of the complete application. The CHIA’s recommendations may be secured through development-related legal agreements and regulations at the discretion of the City or authority having jurisdiction.
Attachment 2 – City of Cambridge Conservation Plan Terms of Reference
Conservation Plans
A Conservation Plan provides specific and in-depth recommendations regarding how a cultural heritage resource will be conserved and is typically submitted separate and subsequent to an approved Cultural Heritage Impact Assessment (CHIA). Conservation Plans may reference a CHIA for the same development or site alteration regarding historical research, the identification of cultural heritage resources, mitigation recommendations, etc.

The contents of a Conservation Plan typically include:

- Present owner contact information for the property proposed for development and/or alteration;
- A thorough inventory, description, and documentation of the heritage resource(s) and a clear Statement of Cultural Heritage Value or Interest, including a bullet point List of Heritage Attributes;
- Identification of the conservation principles and guidelines to be applied for the type of heritage resource/attributes being conserved and specific conservation work to be undertaken in order to repair, maintain and protect the heritage resource/attributes. These conservation principles and guidelines may be found in publications such as: Parks Canada’s Standards and Guidelines for the Conservation of Historic Places in Canada; Eight Guiding Principles in the Conservation of Built Heritage Properties and the Ontario Heritage Tool Kit (former Ministry of Tourism, Culture and Sport). These publications are all available online;
- An in-depth assessment of the current condition of the cultural heritage resource(s) and its heritage attributes, along with discussions of the historical, current and proposed use. The Conservation Plan must assess the physical condition, deficiencies and integrity of the cultural heritage resource(s) and their heritage attributes, with a view toward making recommendations regarding appropriate repair and maintenance, in keeping with good conservation practice; and
- Identification of the short-, medium- and long-term vision for the conservation of the heritage resource(s), and the specific conservation measures and
interventions to be undertaken through the short-, medium-, and long-term maintenance programs. Such measures shall describe the documentation, stabilization, repair, monitoring and maintenance strategies required to be undertaken for each phase and shall reference the qualifications for anyone responsible for undertaking such work.

This section may include, but is not limited to, the following:

**Short-Term Conservation Work**
- Documentation (through detailed description and photographs) of heritage attributes proposed to be demolished, removed, salvaged or otherwise irreversibly damaged;
- Description of specifications for work required to be undertaken to conserve heritage attributes in need of immediate repair and stabilization to prevent further deterioration, damage and the potential loss of such attributes; and
- Monitoring strategy to protect the property from vandalism or fire (i.e., methodology for monitoring; frequency of monitoring; and process to address issues that arise through monitoring).

**Medium-Term Conservation Work**
- Description and specifications for work required to be undertaken for heritage attributes as part of the proposed development and/or rehabilitation (to include demolition, removal and salvage of heritage attributes; the stabilization, repair and cleaning of heritage attributes; and the reconstruction or replacement of heritage attributes). Such work may be divided into phases.

**Long-Term Conservation Work**
- Identification of a monitoring program addressing appropriate measures for the ongoing maintenance of the heritage resources and attributes, post-development/rehabilitation; and
- Provide a recommended schedule for conservation work, inspections, monitoring, maintenance, associated costs and phases of work (short-, medium-, and long-term).

**Letter of Credit**
To ensure implementation of a Conservation Plan, the City may require an owner to post a letter of credit, bond or certified cheque as part of the development approval process.

**Qualified Heritage Conservation Professional**
A Conservation Plan must be prepared by a qualified heritage conservation professional, such as a heritage planner, heritage architect and/or heritage landscape architect, with demonstrated knowledge of accepted heritage conservation standards,
and experience with historical research and identification/evaluation of cultural heritage value. The professional should be registered with the Canadian Association of Heritage Professionals (CAHP) and be in good standing. The qualifications and background of the professional completing the Conservation Plan must be included in the report in the form of a Curriculum Vitae.
Documentation and Salvage Plan

Consistent with City of Cambridge Official Plan Policy 4.2.2, where it has been adequately demonstrated that the conservation, rehabilitation and reuse of cultural heritage resources is not viable, the City may require the affected resource(s) be thoroughly documented for archival purposes in a Documentation and Salvage Plan. A Documentation and Salvage Plan is a type of scoped Cultural Heritage Impact Assessment that may be required for the submission of an application under the Planning Act. The requirement for a Documentation and Salvage Plan may also be triggered by a process under the Ontario Heritage Act, including a Heritage Permit Application or a requirement of giving Notice of Intention to Demolish a property listed on the Municipal Heritage Register to ensure the resource is recorded and any salvageable material gathered prior to demolition. The City’s decision will be based on the significance of the property’s cultural heritage value and site conditions.

Documentation includes the identification of architectural materials of significant cultural heritage value worthy of salvage, at the expense of the applicant, prior to demolition or removal.

Documentation

Where a cultural heritage resource is to be relocated or demolished, full historical site research, photographic and map recording and documentation of the resource to be displaced or disrupted should be prepared. The City staff may scope some requirements, particularly if they have already been submitted in previous Cultural Heritage Impact Assessment reporting.

The documentation of a cultural heritage resource should include:

- A written description of the context of the property, including adjacent properties and/or landscapes;
- A written general description of the history of the study area as well as a detailed historical summary of property ownership and building(s) development;
- A written description of the resource, both exterior and interior for a building, and if a bridge or engineering work, its structural design and materials;
- Overall dimensional measurements of the exterior of a building or structure. Measured drawings will include dimensions for building footprint, height, window and door openings, and roof details;
- If the interior of the resource contains significant heritage attributes, overall dimensional measurements for principal rooms (all floors) in the interior and any interior heritage attribute details to aid in the building description;
- Representative photographs of the exterior (each elevation) of a building or structure;
- Detailed photography of architectural heritage attributes or elements on the exterior and interior of a building;
- Photographs of the exterior and interior of the building or structure;
- A site plan.

The measured architectural drawings will be of all built structures on the site such as fences, statues, barns, and residences. The drawings will be accurate measurements that provide enough information so that the building could be re-created.

**Salvage**

The purpose of salvaging heritage building materials is to preserve portions or features of buildings or structures that have significant historical, architectural, or cultural value and divert them from becoming landfill material. It should be noted that documentation and salvage is a last resort only after the following options have been considered by the City and property owner:

- Retention of the entire heritage resource or a portion of it on the original site; and
- Relocation of the entire heritage resource or a portion of it to a different site.

Materials considered for salvage should have significant physical attributes associated with a cultural heritage resource, be architectural in nature and suitable for re-use in other buildings or projects. Material must not be irreparably damaged or infested and should be extracted in a manner that continues to ensure they are not irreparably damaged.

If appropriate, a plan for salvage should be developed including, but not limited to:

- A list of building elements to be considered for salvage such as:
  - Window sashes and panes;
  - Doors, interior and exterior;
  - Interior trim and wainscoting, baseboards, casings, corner base blocks, brackets, columns, crown, chair and picture rails;
  - Timber framing and beams;
  - Wooden exterior cladding (vertical and horizontal planks, logs);
  - Floorboards;
  - Exterior trim, columns, posts, finials, barge boards, corbels, eaves, brackets, dentil moldings and gingerbread;
- Hardware;
- Fireplaces/mantles;
- Fences and gates;
- Shutters;
- Light fixtures;
- Historic brick, slate, marble, granite;
- Signage;
- Railings, balusters, spindles, columns, posts; and
- Tin ceiling tiles.

- The chosen contractor should propose specifications with instructions for the labelling, storage and reassembly of material in accordance with guidance taken from the *Standards and Guidelines for the Conservation of Historic Places in Canada*, Section 4: Guidelines for Materials.

- A requirement for expertise in cultural heritage resource removal; and

- The ultimate destination of salvaged materials.

**Salvage Prioritization**

Reuse and salvage can be achieved by identification, removal and repurposing through symbolic conservation, which allows for the recovery of heritage components of a property and reuses them to construct a visible record of the resource. This approach, along with the reuse of portions of a property, is often the recommended mitigation strategy when retention or relocation of a structure is shown not to be possible. This use of salvaged material onsite should be prioritized, where feasible, before exploring the relocation of materials.

Where on-site use is shown not to be feasible, these materials may then be removed off-site for use in other heritage structures as sourcing materials for repair and replacement can be challenging, especially if the materials are from an historic source that no longer exists, such as a quarry, an old-growth forest, or a manufacturing facility that has closed. As such, the careful salvage of materials from one historic structure can represent an opportunity for the in-kind replacement of quality historic materials in another. Where use in other heritage structures is not feasible, the salvaged material may be integrated into modern structures, on other properties (i.e., as landscape features), or may be taken for resale.

Should any material recommended for salvage not be harvested by a reputable contractor(s), donation to a teaching institution should be considered to allow the material to provide an educational opportunity rather than being sent to a landfill.

- A list of Conservation Programs in Ontario is available on the National Trust for Canada’s website: [https://archive.nationaltrustcanada.ca/resources/education/conservation-programs](https://archive.nationaltrustcanada.ca/resources/education/conservation-programs)
Any materials not deemed salvageable or suitable for educational purposes at teaching institutions, but which are still recyclable, should be recycled in an effort to reduce the amount of material sent to a landfill.

**Resources**
City of Cambridge staff maintain a dynamic list of salvage companies that can be shared upon request. The Architectural Conservancy of Ontario (ACO) North Waterloo Region also maintains a [Directory of Heritage Practitioners](#) that includes a list of companies located in Ontario dedicated to “Moving, Dismantling & Salvage.” This list could be referred to for salvage contacts, however, it is recommended that references and/or previous work be assessed before engaging with any of the listed businesses.

**Qualified Heritage Conservation Professional**
A Documentation and Salvage Plan must be prepared by a qualified heritage conservation professional, such as a heritage planner, heritage architect and/or heritage landscape architect, with demonstrated knowledge of accepted heritage conservation standards, and experience with historical research and identification/evaluation of cultural heritage value. The professional should be registered with the Canadian Association of Heritage Professionals (CAHP) and be in good standing. A reputable contractor(s) with proven expertise in cultural heritage resource removal should be obtained to salvage the identified building components. The qualifications and background of the professional completing the Documentation and Salvage Plan must be included in the report in the form of a Curriculum Vitae.
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-056

Being a by-law to adopt Amendment No. 80 of the City of Cambridge Official Plan (2012), as amended, with respect to lands municipally known as 201 Water Street South and 66 Highman Avenue

WHEREAS Sections 17 and 22 of the Planning Act R.S.O. 1990 c. P. 13, as amended, empower the City of Cambridge to adopt an Official Plan and make amendments thereto;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT amendment No. 80 to the City of Cambridge Official Plan (2012) shall apply to lands legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, and Lot 40 Plan 1059, Cambridge; S/T 210502, 219025 in the City of Cambridge, Regional Municipality of Waterloo, and shown on Schedules ‘A’, ‘B’ and ‘C’ attached hereto and forming part of the by-law (herein referred to as ‘the Lands’);

2. THAT Amendment No. 80 to the City of Cambridge Official Plan (2012) as amended, consisting of the text and attached maps, is hereby adopted;

3. THAT the Clerk is hereby authorized and directed to make application to the Regional Municipality of Waterloo for approval of the aforementioned Amendment No. 80 to the City of Cambridge Official Plan (2012), as amended;

4. AND THAT this by-law shall come into full force and effect upon the final passing thereof.

ENACTED AND PASSED this 28th day of May 2024

_____________________________________________
MAYOR

_____________________________________________
CLERK
Purpose and Effect of Official Plan Amendment No. 80, By-law No. 24-056

The purpose and effect of this Official Plan Amendment No. 80 (OPA 80) to the City of Cambridge Official Plan (2012), as amended is to redesignate the majority of the subject lands from Low / Medium Density Residential and Natural Open Space System to High Density Residential (with the small floodplain area along the Water Street South frontage to remain in the Natural Open Space System designation), and to add site specific policies to permit increased density with a maximum of 330 residential units and increased building height to 15 storeys on the lands municipally known as 201 Water Street South and 66 Highman Avenue, City of Cambridge and Regional Municipality of Waterloo.
Amendment No. 80 to the City of Cambridge Official Plan

1. Chapter 14, Map 2 of the City of Cambridge Official Plan is hereby amended by redesignating the lands from “Low / Medium Density Residential” and “Natural Open Space System” to “High Density Residential” and “Natural Open Space System” as shown on Schedule ‘A’ attached hereto;

2. Chapter 14, Map 2A of the City of Cambridge Official Plan is hereby amended by adding Site Specific 116, as shown on Schedule ‘B’ attached hereto;

3. Chapter 16 of the City of Cambridge Official Plan is hereby amended by adding Figure 116 as shown on Schedule ‘C’ attached hereto; and,

4. Section 8.10 of the City of Cambridge Official Plan is hereby amended by adding the following subsection thereto:

8.10.116 201 Water Street South and 66 Highman Avenue

1. Notwithstanding anything to the contrary, for the lands shown on Figure 116 and designated High Density Residential, the following site-specific policies shall apply:

   a. A minimum and maximum Floor Space Index (FSI) shall not apply.

   b. A maximum of 330 residential units shall be permitted.

   c. The maximum building height shall be 15 storeys, including a maximum 6 storey podium, and the implementing zoning by-law shall include further restrictions on height for buildings adjacent to low rise residential areas.

   d. No buildings are permitted on the property municipally known as 66 Highman Avenue, which are generally those lands within 57 metres of the Highman Avenue frontage.

   e. The building design shall be architecturally sympathetic to the heritage building located on the south portion of 201 Water Street South.

   f. Additional landscaping and/or fencing is to be provided by the developer on existing residential lots located along the west side of Highman Avenue and abutting the east property line of the subject lands, to provide additional buffering to the satisfaction of the City.

   g. The implementing zoning by-law shall apply a holding (H) to the Lands to limit the development and/or site alteration until such time as:
i. A Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, has been filed with the Ministry of Environment, Conservation and Parks, and a Ministry Acknowledgement Letter has been provided to the satisfaction of the City of Cambridge and the Region of Waterloo.

ii. Detailed transportation and stationary noise impact studies are completed to the satisfaction of the City of Cambridge and the Region of Waterloo.

iii. A Monitoring Plan to monitor the re-establishment of the Regionally significant species has been submitted to the satisfaction of City Environmental Planning.

iv. An information pamphlet in accordance with the recommendations of the Environmental Impact Study has been submitted to the satisfaction of City Environmental Planning.

v. An updated Shadow Study is completed to the satisfaction of the City of Cambridge.

vi. The lands have been confirmed to be one (1) consolidated lot to the satisfaction of the City of Cambridge.

vii. Preparation of a pre- and post-construction inspection plan, to identify any impacts on existing nearby residential lots as a result of the development of the site, to the satisfaction of the City of Cambridge.

h. The implementing zoning by-law shall limit development on the Lands, until such time as all applicable requirements of the holding (H) are satisfied.
Schedule ‘A’ – Map 2

Schedule A to Official Plan Amendment 80
Amendment to Map 2 of City of Cambridge Official Plan

- Low / Medium Density Residential
- High Density Residential (Subject to Section 8.10.116)
- Recreation, Cemetery and Open Space
- Natural Open Space System
Schedule ‘A’ – Map 2A

City of Cambridge Official Plan

MAP 2A
Site Specific Policies
(See Section 8.10)
OPA 80

Legend
- Roads - Ownership
- Province of Ontario or Region of Waterloo
- Rivers and Lakes
- City of Cambridge

Site Specific (Figure Number) 116
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-057

Being a by-law to amend Zoning By-law No. 150-85, as amended, with respect to lands municipally known as 201 Water Street South and 66 Highman Avenue

WHEREAS Council of the City of Cambridge has the authority pursuant to Section 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended, to pass this by-law;

WHEREAS this by-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS Council deems that adequate public notice of the public meetings was provided and adequate information regarding this Amendment was presented at public meetings held on March 5, 2024, and April 2, 2024, and that a further public meeting is not considered necessary in order to proceed with this amendment,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to lands municipally addressed as 201 Water Street South and 66 Highman Avenue and legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, and Lot 40 Plan 1059, Cambridge; S/T 210502, 219025 in the City of Cambridge, Regional Municipality of Waterloo, as shown outlined in heavy black on Schedule ‘A’ attached hereto and forming part of this by-law;

2. THAT Schedule ‘A’ to the City of Cambridge By-law 150-85, as amended, is hereby amended by changing the zoning classification of the lands shown outlined in heavy black in the attached Schedule ‘A’ to this by-law from OS1 and R4 to (H)RM3 s.4.1.447 and OS1;

3. THAT the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by adding the following subsection under section 4.1 thereof:

“4.1.447 – 201 Water Street South and 66 Highman Avenue”

1. Notwithstanding the provisions of subsections 1.1.1, 2.1.11.1(b) and (e), 2.2.2.3, 2.4.2.3 and 3.1.2.4, of the by-law, the following regulations shall apply
to the RM3 zone to which parenthetical reference “S.4.1.447” is made on Schedule ‘A’ attached and forming part of the by-law:

a) The Front Lot Line shall be the lot line that divides the lot from Water Street South.

b) The Exterior Lot Line shall be the lot line that divides the lot from Highman Avenue.

c) The Interior Side Lot Line (north side) shall be the north lot line.

d) The Interior Side Lot Line (south side) shall be the south lot line.

e) Minimum interior side yard (north side) shall be 6.0 metres.

f) Minimum interior side yard (south side) shall be 30.0 metres and 12.7 metres for the building existing as of the date of passing of this by-law.

g) Minimum exterior side yard shall be 57.0 metres.

h) Minimum rear yard shall be 12.0 metres.

i) Maximum density shall be 219 dwelling units per net residential hectare.

j) The First Storey shall be the storey at the lowest elevation.

k) Maximum Building Height, excluding mechanical penthouses, shall be 15 storeys at a maximum elevation of 311 metres above sea level, including a 6 storey podium at a maximum elevation of 281 metres above sea level.

l) The maximum height of the buildings existing as of the date of the passing of this by-law shall be the existing height of those buildings.

m) Minimum tower separation measured from exterior face of the building, between storeys 7 and 15, excluding balconies, shall be:
   i. 45 metres from a tower on the same lot
   ii. 30 metres from interior side lot line (north side)
   iii. 47 metres from interior side lot line (south side)

n) A maximum tower footprint shall be 1,000 square metres per tower.

o) Parking facilities shall be permitted between the regulatory building line and street line no closer than 0.3 metres to the street line.

p) Required off-street parking facilities for a use, building or structure on the lot may be partially located in the Open Space zone on the same lot.

q) Minimum planting strips and fencing shall consist of one of the following:
   i. a sodded or planting strip not less than 3 metres in width throughout along the lot line; or
   ii. a sodded or planting strip not less than 1.5 metres in width throughout with a 1.5 metre high fence along the lot line, save and except for within 3 metres of a street line where a 0.9 metre high fence is required.
r) The minimum distance between an accessory structure (retaining wall) and the front lot line or the interior side lot line (south side) shall be 0 metres.

s) Geothermal wells are prohibited. A Geothermal Well includes a vertical well, borehole or pipe installation used for geothermal systems, ground-source heat pump systems, geo-exchange systems or earth energy systems for heating or cooling; including open loop and closed-loop vertical borehole systems. A geothermal well does not include a horizontal system where construction or excavation occurs to depths less than five metres unless the protective geologic layers overlaying a vulnerable aquifer have been removed through construction or excavation.

2. Notwithstanding the (H) Prefix Zone holding provisions as outlined in S.2.1.4 of the aforesaid City of Cambridge Zoning By-law, as amended, the removal of the (H) Holding Provision for the entirety of the lands zoned (H)RM3 S.4.1.447 may only be lifted upon submission of the following:

a) Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, that has been filed with the Ministry of Environment, Conservation and Parks, and Ministry Acknowledgement Letter to the satisfaction of the City of Cambridge and the Region of Waterloo;

b) A Transportation (road) and detailed Stationary Noise Study has been completed and implementation measures addressed to the satisfaction of the Regional Municipality of Waterloo. The detailed stationary noise study shall review the potential impacts of noise (e.g. HVAC systems) on the sensitive points of reception and the impacts of the development on adjacent noise sensitive uses.

c) A Monitoring Plan to monitor the re-establishment of the Regionally significant species to the satisfaction of City Environmental Planning.

d) An information pamphlet in accordance with the recommendations of the Environmental Impact Study to the satisfaction of City Environmental Planning.

e) Completion of an updated Shadow Study to the satisfaction of the City of Cambridge.

f) Preparation of a pre- and post-construction inspection plan, to identify any impacts on existing nearby residential lots as a result of the development of the site, to the satisfaction of the City of Cambridge.

g) The lands have been confirmed to be one (1) consolidated parcel to the satisfaction of the City of Cambridge.
4. **AND THAT** this by-law shall come into force and effect on the date it is enacted subject to Official Plan Amendment No. 80 coming into effect pursuant to Subsection 24(2) of the Planning Act, R.S.O., 1990, c. P. 13, as amended.

**ENACTED AND PASSED** this 28th day of May 2024

_______________________________
MAYOR

_______________________________
CLERK
Schedule ‘A’

This is Schedule A attached to and forming part of By-law 24-057

- Lands affected by the by-law
- Zoning Classification
  - Low Density Residential
  - Commercial
  - Open Space
  - Medium High Density Residential

Legend:
- (F)(H)RM2 S.4.1.429
- (H)RM3 S.4.1.447
- OS1
- OS4
- RS1
- R4
- RAVINE DR
- HIGHMARN AVE
- WATER ST S
- GLENVIEW AVE

Scale: 1:2,000
Purpose and Effect of Zoning By-law No. 24-057

The purpose and effect of this by-law is to amend the zoning classification of the lands legally described as Part Subdivision Lot 2 Concession 10 Egr North Dumfries Part 1, 67R2799; T/W 1481114; S/T Right In 1481114; Cambridge; Subject to an Easement as in WR777964, and Lot 40 Plan 1059, Cambridge; S/T 210502, 219025 in the City of Cambridge, Regional Municipality of Waterloo from OS1 and R4 to (H)RM3 s.4.1.447 and OS1 to facilitate a high density residential development with site specific regulations.
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-058

Being a by-law to adopt Amendment No. 79 of the City of Cambridge Official Plan (2012), as amended with respect to land municipally known as 777 Laurel Street and 308 Dolph Street

WHEREAS sections 17 and 22 of the Planning Act R.S.O. 1990 c. P. 13, as amended, empower the City of Cambridge to adopt an Official Plan and make amendments thereto;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT Amendment No. 79 to the City of Cambridge Official Plan (2012) shall apply to lands legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo; and shown on Schedules ‘A’, ‘B’ and ‘C’ attached hereto and forming part of the by-law (herein referred to as ‘the Lands’);

2. THAT Amendment No. 79 to the City of Cambridge Official Plan (2012) as amended, consisting of the text and attached map, is hereby adopted;

3. THAT the Clerk is hereby authorized and directed to make application to the Regional Municipality of Waterloo for approval of the aforementioned Amendment No. 79 to the City of Cambridge Official Plan (2012), as amended;

4. AND THAT this by-law shall come into full force and effect upon the final passing thereof.

ENACTED AND PASSED this 28th day of May 2024

________________________________________
MAYOR

________________________________________
CLERK
Purpose and Effect of Official Plan Amendment No. 79, By-law No. 24-058

The purpose and effect of Official Plan Amendment No. 79 (OPA 79) to the City of Cambridge Official Plan (2012), as amended, is to redesignate the lands municipally known as 777 Laurel Street and 308 Dolph Street in the City of Cambridge and Regional Municipality of Waterloo from 'Business Industrial' to 'High-Density Residential' with Site-Specific Policy 8.10.115 to permit a maximum of 1,215 residential units and a maximum building height of up to 19 storeys.
Amendment No. 79 to the City of Cambridge Official Plan

1. Chapter 14 Map 2 of the City of Cambridge Official Plan is hereby amended by redesignating the Lands from 'Business Industrial' to 'High-Density Residential' as shown on Schedule 'A' attached hereto;

2. Chapter 14 Map 2A of the City of Cambridge Official Plan is hereby amended by adding Site-Specific 115 as shown on Schedule 'B' attached hereto;

3. Chapter 16 of the City of Cambridge Official Plan is hereby amended by adding Figure 115 as shown on Schedule 'C' attached hereto;

4. Section 8.10 of the City of Cambridge Official Plan is hereby amended by adding the following subsection thereto:

8.10.115  777 Laurel Street and 308 Dolph Street

1. Notwithstanding policy 2.8.3.3 of this plan, for the Lands shown on Figure 115 on Schedule C attached hereto, the following site-specific policies shall apply:

   a. The maximum building height shall be 19 storeys and the implementing zoning by-law shall include further restrictions on height and setbacks for buildings.

   b. A minimum and maximum Floor Space Index (FSI) shall not apply.

   c. A maximum of 1,215 residential units shall be permitted.

2. As part of future Site Plan application, the following will be required:

   a. The submission of an affidavit and a report from a Professional Engineer licensed to practice in the Province of Ontario that demonstrates that the proposed development has been designed in accordance with the Railway Association of Canada's "Guideline for New Development in Proximity to Railway Operations" (Dialog & J.E. Coulter Associated Limited, May 2013), to the satisfaction of the Regional Municipality of Waterloo and the City of Cambridge.

3. The implementing zoning by-law shall apply a holding (H) to the Lands to limit the development and/or site alteration until such time as:

   a. A Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, has been filed with the Ministry of
Environment, Conservation and Parks, and a Ministry
Acknowledgement Letter has been provided to the satisfaction of
the City of Cambridge and the Region of Waterloo.

b. Detailed transportation and stationary noise impact studies are
completed to the satisfaction of the City of Cambridge and the
Region of Waterloo.
Schedule ‘A’ – Map 2

Schedule A to Official Plan Amendment 79
Amendment to Map 2 of City of Cambridge Official Plan

- **SITE**
  - Galt City Centre; Preston Towne Centre; Hespeler Village
  - Low / Medium Density Residential
  - High Density Residential (Subject to Section 8.10.115)
  - Business Industrial
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-059

Being a by-law to amend Zoning By-law No. 150-85, as amended, with respect to land municipally known as 777 Laurel Street and 308 Dolph Street North

WHEREAS Council of the City of Cambridge has the authority pursuant to Section 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this by-law;

WHEREAS this by-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding this amendment was presented at the Public Meeting held September 5, 2023, and that a further public meeting is not considered necessary in order to proceed with this amendment.

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to lands municipally addressed as 777 Laurel Street and 308 Dolph Street North and legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo, as shown outlined in heavy black on Schedule ‘A’ attached hereto and forming part of this by-law;

2. THAT Schedule ‘A’ to the City of Cambridge By-law 150-85, as amended, is hereby amended by changing the zoning classification of the lands shown outlined in heavy black in the attached Schedule ‘A’ to this by-law from General Industrial - M3 to Multiple Residential – (H) RM3 s.4.1.477;

3. THAT the aforesaid City of Cambridge Zoning By-law no. 150-85, as amended, is hereby further amended by adding the following subsection under section 4.1 thereof:

   “4.1.477 – 777 Laurel Street and 308 Dolph Street”

   1. Notwithstanding the provisions of sections 1.2.2.1, 2.2.3 and 3.1.2.4 of this by-law, the following regulations shall apply to the lands in that RM3 zone classification to which parenthetical reference “s.4.1.477” is made on Schedule ‘A’ attached and forming part of the by-law:
      a) The maximum density per net residential hectare shall be 385 units per hectare with a maximum of 1,215 residential units.
      b) A maximum building height of up to 7 storeys shall be permitted on the subject lands in accordance with the minimum front, rear, interior and exterior side yard setbacks permitted in the RM3 zone.
c) A maximum building height of 8 storeys shall be permitted on the subject lands, provided a minimum setback of 10 metres from the front lot line abutting Laurel Street is provided.

d) A maximum building height of 9 to 15 storeys shall be permitted on the subject lands, provided a minimum setback of 10 metres from the exterior lot line abutting Dolph Street North is provided and a minimum setback of 30 metres from the front lot line abutting Laurel Street is provided.

e) A maximum building height of 16 to 19 storeys shall be permitted, provided a minimum setback of 30 metres from the exterior lot line abutting Dolph Street North is provided and a minimum setback of 36 metres from the front line abutting Laurel Street is provided.

f) A minimum 30 metre setback from the rear lot line abutting the Canadian Pacific Railway shall be provided, or a 15 metre horizontal and 15 metre vertical setback, subject to Section 3 of the Railway Association of Canada's "Guideline for New Development in Proximity to Railway Operations" (Dialog & J.E. Coulter Associated Limited, May 2013).

g) The front lot line shall be all lot lines abutting Laurel Street.

h) The rear lot line shall be all lot lines abutting the Canadian Pacific Railway.

i) The exterior side lot line shall be the lot line abutting Dolph Street North.

j) All other lot lines shall be the interior side lot line.

k) A minimum required amenity area of 15 square metres per unit shall be provided, which shall include both private and common amenity area.

l) Parking shall be provided at a total minimum rate of 1.15 spaces per unit, which includes 1.0 parking spaces per residential unit, and 0.15 parking spaces per unit for visitors.

m) The minimum required width of a parking stall, not including barrier free stalls, shall be 2.75 metres.

n) Geothermal Wells are prohibited. A geothermal well is defined as a vertical well, borehole or pipe installation used for geothermal systems, ground-source heat pump systems, geo-exchange systems or earth energy systems for heating or cooling; including open-loop and closed-loop vertical borehole systems. A geothermal well does not include a horizontal system where construction or excavation occurs to depths less than five meters unless the protective geologic layers overlaying a vulnerable aquifer have been removed through construction or excavation.

2. Notwithstanding the (H) Prefix Zone holding provisions as outlined in S.2.1.4 of the aforesaid City of Cambridge Zoning By-law, as amended, the removal of the (H) Holding
Provision for the entirety of the lands zoned (H)RM3 S.4.1.477 may only be lifted upon submission of the following:

a) Record of Site Condition (RSC) in accordance with O. Reg. 153/04, as amended, that has been filed with the Ministry of Environment, Conservation and Parks, and Ministry Acknowledgement Letter to the satisfaction of the City of Cambridge and the Region of Waterloo; and,

b) A detailed Transportation and Stationary Noise Study has been completed and mitigation measures addressed to the satisfaction of the Regional Municipality of Waterloo. The detailed stationary noise study shall review the potential impacts of noise (e.g. HVAC systems) on the sensitive points of reception and the impacts of the development on the adjacent noise sensitive uses.

4. **AND THAT** this by-law shall come into force and effect on the date it is enacted subject to Official Plan Amendment No. 79 coming into effect pursuant to Subsection 24(2) of the Planning Act, R.S.O., 1990, c. P. 13, as amended.

**ENACTED AND PASSED** this 28th day of May 2024

__________________________________________
MAYOR

__________________________________________
CLERK
Purpose and Effect of Zoning By-law No. 24-059

The purpose and effect of this by-law is to amend the zoning classification of the lands legally described and legally described as Plan 716, Lot 216, Part of Lot 217, Plan 533, Part of Lot 3 to Part of Lot 6, RP58R9554, Parts 1 to 5, City of Cambridge, Regional Municipality of Waterloo from General Industrial - M3 to the Multiple Residential - RM3 s.4.1.477 to facilitate a residential apartment development with site specific provisions for a maximum of 1,215 units.
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-060

Being a by-law to amend Zoning By-law 150-85, as amended, with respect to lands municipally known as 214 and 216 Union Street North, and 229 and 231 Anne Street

WHEREAS Council of the City of Cambridge has the authority pursuant to section 34 of the Planning Act, R.S.O. 1990, c. P. 13, as amended to pass this by-law;

WHEREAS this by-law conforms to the City of Cambridge Official Plan, as amended;

AND WHEREAS, Council deems that adequate public notice of the public meeting was provided and adequate information regarding this amendment was presented at the public meeting held May 7th, 2024, and that a further public meeting is not considered necessary in order to proceed with this amendment,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT this by-law shall apply to lands described as PART LOTS 8, 9 & 10 NORTH SIDE DUKE STREET PLAN 521 CAMBRIDGE, BEING PARTS 16, 17, 18 AND 19 58R20268; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 18 & 19, 58R20268 AS IN WR1173887; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 1 & 2, 58R21423 AS IN WR1519217; City of Cambridge, Regional Municipality of Waterloo, as shown outlined in heavy black on Schedule ‘A’ attached hereto and forming part of this by-law;

2. AND THAT Schedule ‘A’ to City of Cambridge Zoning By-law 150-85, as amended, is hereby amended by changing the zoning classification of the lands shown in heavy black in the attached Schedule ‘A’ to this by-law from RM3 s.4.1.299 to RM4 s.4.1.475;

3. AND THAT the aforesaid City of Cambridge Zoning By-law No. 150-85, as amended, is hereby further amended by adding the following subsection under section 4.1 thereof:

4.1.475 214 and 216 Union Street North and 229 and 231 Anne Street

1. Notwithstanding the provisions of section 3.1.2.3 (a) of this by-law, the
following regulations shall apply to the lands in that RM4 zone classification to which parenthetical reference to “s.4.1.475” is made on Schedule ‘A’ attached to and forming part of this by-law:

a) The minimum lot frontage for One Attached Dwelling Unit shall be 8.5 meters.

4. **AND FURTHER THAT** this by-law shall come into force and effect on the date it is enacted and passed by Council of The Corporation of the City of Cambridge, subject to notice hereof being circulated in accordance with the Planning Act and Ontario Regulation 545/06.

**ENACTED AND PASSED** this 28th day of May 2024

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MAYOR

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CLERK
Purpose and Effect of Zoning By-law No. 24-060

The purpose and effect of this by-law is to amend the zoning classification of the lands legally described as PART LOTS 8, 9 & 10 NORTH SIDE DUKE STREET PLAN 521 CAMBRIDGE, BEING PARTS 16, 17, 18 AND 19 58R20268; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 18 & 19, 58R20268 AS IN WR1173887; SUBJECT TO AN EASEMENT IN GROSS OVER PARTS 1 & 2, 58R21423 AS IN WR1519217; in the City of Cambridge, Regional Municipality of Waterloo from RM3 s.4.1.299 zone to RM4 s.4.1.475 zone to permit two semi-detached dwellings on the subject lands, for a total of four dwelling units with site specific provision to allow a reduced lot frontage of 8.5 metres for each unit/lot.
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-061

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;

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 28th day of May 2024, 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 28th day of May 2024

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MAYOR

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CLERK