Corporation of the City of Cambridge
Council Meeting
Agenda

Date: Tuesday, June 4, 2024, 6:30 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.

Closed Session will occur at 5:00 p.m.

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
5. Delegations and Consideration of Related Reports
6. Closed Session
7. Rise from Closed Session
8. 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.

8.1 Planning - Statutory Public Meeting Minutes - May 7, 2024
9. **Consideration of Reports**

9.1 **Corporate Services**

9.1.1 24-031-CRS Appointments to Citizen Advisory Committees

9.1.2 24-035-CRS 2025 Budget Timeline and Guidelines

9.2 **Corporate Enterprise**

9.3 **Community Development**

9.3.1 24-075-CD Elgin Street North at Galt Avenue Pedestrian Crossover

9.4 **Infrastructure Services**

9.5 **Office of the City Manager**

10. **Other Business**

11. **Motions**

12. **Notices of Motion**

13. **Correspondence**

14. **Motion to Receive and File**

15. **Consideration of By-laws**

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

   - 24-062 Being a by-law to amend By-law 22-044 to Regulate Traffic and Parking on Highways Under the Jurisdiction of The Corporation of the City of Cambridge (Elgin Street North Pedestrian Crossover)

16. **Confirmatory By-law**

17. **Adjournment**
MINUTES

Corporation of the City of Cambridge
Planning - Statutory Public Meeting

Date: May 7, 2024, 6:30 p.m.
Location: Council Chambers


Staff Members in Attendance: Hardy Bromberg, Deputy City Manager - Community Development, Danielle Manton - City Clerk, Michael Oliveri - Council Committee Services Coordinator, Maria Barrantes Barreto - Council Committee Services Coordinator

Others in Attendance: Nicole Auty - Assistant City Solicitor; Laura Dewar - Acting Manager of Site Plan & Special Projects; Sancy Sebastian - Planner; Dawood Khan - Security Guard; Rutvik Shah - Network Administrator

1. **Meeting Called to Order**

   The Statutory Public meeting of Council of the Corporation of the City of Cambridge is held in Council Chambers and is live streamed to the City of Cambridge website. Chair Ermeta welcomes everyone present and calls the meeting to order at 6:57 p.m.

2. **Disclosures of Pecuniary Interest**

   None.

3. **Public Meeting Notice**

4. **Closed Session**
Motion: 24-136

Moved by Councillor Kimpson
Seconded by Councillor Roberts

That in accordance with section 239 (2) (b), (e), (f), and (i) of the Municipal Act, 2001, Council to convene in Closed Session at 5 p.m. to consider the following subject matters:

(b) personal matters about an identifiable individual, including municipal or local board employees (Confidential HR Matter);

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

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Confidential Legal Opinion);

(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization (Confidential Verbal Regional Update);

In Favour (8): Councillor Shwery, Councillor Devine, Councillor Kimpson, Councillor Earnshaw, Councillor Roberts, Councillor Cooper, Councillor Ermeta, and Mayor Liggett

Absent (1): Councillor Hamilton

Carried (8 to 0)

5. Presentations

5.1 Sancy Sebastian, Planner re: Public Meeting - City initiated Zoning By-law Amendment – 214 and 216 Union Street, and 229 and 231 Anne Street

6. Public Meetings

6.1 Public Meeting - City initiated Zoning By-law Amendment – 214 and 216 Union Street, and 229 and 231 Anne Street

7. Delegations

7.1 Kristen Barisdale re: Public Meeting - City initiated Zoning By-law Amendment – 214 and 216 Union Street, and 229 and 231 Anne Street
8. Correspondence

9. Motion to Receive Correspondence and Presentations

Motion: 24-137

Moved by Councillor Hamilton
Seconded by Councillor Roberts

THAT all presentations and correspondence from the May 7, 2024, Planning – Statutory Public Meeting Committee be received.

In Favour (9): Councillor Shwery, Councillor Devine, Councillor Kimpson, Councillor Earnshaw, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Carried (9 to 0)

10. Adjournment

Motion: 24-138

Moved by Councillor Devine
Seconded by Councillor Shwery

THAT the Planning – Statutory Public Meeting Committee does now adjourn at 7:37 p.m.

In Favour (9): Councillor Shwery, Councillor Devine, Councillor Kimpson, Councillor Earnshaw, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Carried (9 to 0)

____________________________________
Mayor

____________________________________
Clerk
MINUTES
Corporation of the City of Cambridge
Council Meeting

Date: May 14, 2024, 6:30 p.m.
Location: Council Chambers

Council Members in Attendance: Councillor Shwery - Ward 1, Councillor Kimpson - Ward 3,
Councillor Roberts - Ward 5, Councillor Cooper - Ward 6,
Councillor Hamilton - Ward 7, Councillor Ermeta - Ward 8, Mayor Liggett

Regrets: Councillor Devine - Ward 2, Councillor Earnshaw - Ward 4

Staff Members in Attendance: David Calder - City Manager, Cheryl Zahnleiter, Deputy City
Manager - Corporate Enterprise, Sheryl Ayres - Chief Financial
Officer, Danielle Manton - City Clerk, Jennifer Shaw - Deputy
City Clerk, Rachel Latour - Administrative Assistant, Bryan
Boodhoo - City Solicitor

Others in Attendance: Alana Russell - Director of Communications; Lesley Head -
Acting Deputy City Manager, Community Development; Mike
Parsons - Acting Deputy City Manager, Infrastructure Services;
Leah Walter - Director of Engineering; Rob Martin - Fire Chief;
Sylvia Rafalski-Misch - Manager of Development Planning;
Karen Pepper - Director, Mayor and Council Operations and
Initiatives; Shannon Noonan - Manager of Transportation
Engineering; Jacqueline Hannemann -Senior Planner; Maria
Skara - Planner; Mary Kennedy - PMO Analyst; Rutvik Shah -
Network Administrator

1. Meeting Called to Order

The meeting of the Council of the Corporation of the City of Cambridge is held in
Council Chambers and is live streamed to the City of Cambridge website. Mayor
Liggett welcomes everyone present and calls the meeting to order at 6:30 pm.
2. **Indigenous Territory Acknowledgement**

3. **Disclosure of Pecuniary Interest**
   None.

4. **Presentations**
   4.1 Region of Waterloo Presentation re: Cambridge to Union Passenger Rail Connection
   4.2 Shannon Noonan re: 24-045-CD Neighbourhood Area Speed Limit Implementation
   4.3 Trevor Hawkins, MHBC Planning re: 24-071-CD Recommendation Report for Zoning By-law Amendment - 82-88 Beverly Street
   4.4 Jacqueline Hannemann re: 24-071-CD Recommendation Report for Zoning By-law Amendment - 82-88 Beverly Street

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

6. **Closed Session**

7. **Rise from Closed**
   Motion: 24-139
   Moved by Councillor Ermeta
   Seconded by Councillor Cooper
   
   THAT Council rise from the Closed Session held on May 7, 2024 and reconvene in Open Session at 6:32 p.m.

   In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

   Absent (2): Councillor Devine, and Councillor Earnshaw

   Carried (7 to 0)

8. **Consent Agenda**
   Motion: 24-140
   Moved by Councillor Kimpson
   Seconded by Councillor Roberts
THAT all items listed under the heading of Consent Agenda for May 14, 2024 be adopted as recommended.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

8.1 Council Meeting Minutes - April 23 and April 30, 2024
8.2 Council Workshop Minutes - May 2, 2024
8.3 Council Information Package - May 3, 2024
8.4 24-006-IFS Capital Projects Status and Forecast - December 2023

Note: Councillor Kimpson pulled this report from the Consent Agenda and was dealt with separately.

8.5 24-019-CRS 2023 Year End Operating Update

Note: Councillor Shwery pulled this item from the Consent Agenda and was dealt with separately.

8.6 24-079-CD 2023 Growth and Development Report
8.7 24-024-CRS 2024 Final Tax Levy Report
8.8 24-023-CRS Dickson Street Parking Lot Storm Sewer
8.9 24-005-PBM By-Law Lifting 0.3 Metre Reserves to Open as Public Highway

9. Consideration of Reports

9.1 Infrastructure Services

9.1.1 24-006-IFS Capital Status and Forecast – December 2023

This report was pulled from the Consent Agenda by Councillor Kimpson.

Motion: 24-141

Moved by Councillor Kimpson
Seconded by Councillor Shwery
THAT Report 24-006-IFS Capital Projects Status and Forecast - December 2023 be received;

AND THAT the closure of capital projects as identified in Appendix A of Report 24-006-IFS be approved;

AND THAT the cancellation of capital projects as identified in Appendix B of Report 24-006-IFS be approved;

AND THAT the capital forecast changes requiring approval under the Budget Control By-law as identified in Appendix C of Report 24-006-IFS be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in Appendix E of Report 24-006-IFS be approved.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

9.2 Corporate Services

9.2.1 24-019-CRS 2023 Year End Operating Update

This report was pulled from the Consent Agenda by Councillor Shwery.

Motion: 24-142

Moved by Councillor Shwery
Seconded by Mayor Liggett

Note: Mayor Liggett passed the Chair to Councillor Kimpson for this item.

THAT Report 24-019-CRS 2023 Year End Operating Update be received;

AND THAT the tax-supported and water utility operating budget variances for the December 2023 reporting period, as outlined in report 24-019-CRS, be approved;
AND THAT the tax-supported operating surplus of $2,111,948 be allocated in the amount of $251,700 to the Election Reserve, $500,000 to the Self Insurance Reserve, and $1,360,248 to be transferred to the Capital Works Reserve fund to reduce the debenture funding to capital project A/00420-40 Preston Auditorium Expansion Construction;

AND THAT the water surplus of $1,103,956 be transferred equally to the Water Rate Stabilization Reserve Fund and the Water Capital Reserve totaling $551,978 respectively;

AND THAT the wastewater surplus of $754,660 be transferred to the Wastewater Capital Reserve;

AND THAT the Idea Exchange surplus in the amount of $194,728 be transferred to the Facility Capital - Library Reserve in the amount of $115,000, the Library Rate Stabilization Reserve in the amount of $55,000, and the Library Furniture and Equipment Reserve Fund in the amount of $24,728, as recommended by the Cambridge Public Library Board;

AND FURTHER THAT the transfers to and from the reserve funds as outlined in Appendix A to report 24-019-CRS be approved.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

9.3 Corporate Enterprise

9.4 Community Development

9.4.1 24-071-CD Recommendation Report for Zoning By-law Amendment – 82 and 88 Beverly Street

Moved by Councillor Cooper
Seconded by Councillor Hamilton

THAT Report 24-071-CD Recommendation Report for Zoning By-law Amendment – 82 and 88 Beverly Street be received;
AND THAT Council approves the proposed Zoning By-law Amendment to rezone the subject lands from N1R4 and R4 to RM3 s. 4.1.445 with site-specific provisions to permit the development of 46 stacked townhouse units;

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 the By-law attached to report 24-071-CD be passed.

Motion: 24-143

Moved by Councillor Kimpson
Seconded by Councillor Roberts

Amendment

AND FURTHER THAT Council request the applicant to contribute $1000 per unit to the City of Cambridge Affordable Housing Reserve Fund as a condition of draft plan approval of condominium.

In Favour (6): Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Opposed (1): Councillor Shwery

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (6 to 1)

Motion: 24-144

Moved by Councillor Cooper
Seconded by Councillor Hamilton

Main Motion as Amended

THAT Report 24-071-CD Recommendation Report for Zoning By-law Amendment – 82 and 88 Beverly Street be received;

AND THAT Council approves the proposed Zoning By-law Amendment to rezone the subject lands from N1R4 and R4 to RM3 s. 4.1.445 with site-specific provisions to permit the development of 46 stacked townhouse units;
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 the By-law attached to report 24-071-CD be passed.

AND FURTHER THAT Council request the applicant to contribute $1000 per unit to the City of Cambridge Affordable Housing Reserve Fund as a condition of draft plan approval of condominium.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

9.4.2 24-076-CD Speedsville Road Speed Limit

Motion: 24-145

Moved by Councillor Shwery
Seconded by Councillor Roberts

THAT Report 24-076-CD Speedsville Road Speed Limit be received;

AND THAT a 60 km/h speed limit be implemented on Speedsville Road from Middle Block Road to the Highway 401 overpass;

AND FURTHER THAT the By-law to amend Traffic and Parking By-law 22-044, included as Appendix A to Report 24-076-CD, be passed.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

9.4.3 24-045-CD Neighbourhood Area Speed Limit Implementation
Motion: 24-146

Moved by Councillor Hamilton
Seconded by Councillor Shwery

THAT Report 24-045-CD, Neighbourhood Area Speed Limit Implementation be received;

AND THAT; Council approve the implementation plan for the Neighbourhood Area 40km/h speed limits across the City along with reducing School Zone speed limits to 30km/h as outlined in Report 24-045-CD

AND FURTHER THAT the By-law to amend Traffic and Parking By-law 22-044, included as Appendix A to Report 24-045-CD, be passed.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

9.5 Office of the City Manager

10. Other Business

11. Motions

12. Notices of Motion

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

13. Correspondence

14. Motion to Receive and File

Motion: 24-147

Moved by Councillor Cooper
Seconded by Councillor Ermeta

THAT all presentations and correspondence from the May 14, 2024 Council meeting be received.
15. **Consideration of By-laws**

Motion: 24-148

Moved by Councillor Roberts  
Seconded by Councillor Kimpson

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

24-050 Being a by-law to dedicate certain lands as public highway (Bismark Drive)

24-051 Being a by-law to establish 2024 Final Tax Rates for City purposes only, for the payment of 2024 Property Taxes and to repeal By-law 23-122

24-052 Being a by-law to amend By-law 22-044 to Regulate Traffic and Parking on Highways Under the Jurisdiction of The Corporation of the City of Cambridge

24-053 Being a by-law to amend Zoning By-law No. 150-85, as amended, with respect to land municipally known as 82 and 88 Beverly Street, Cambridge

24-054 Being a by-law to amend By-law 22-044 being a by-law to regulate Traffic and Parking on Highways Under the Jurisdiction of The Corporation of the City of Cambridge

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

**Carried (7 to 0)**

16. **Confirmatory By-law**

Motion: 24-149

Moved by Councillor Cooper  
Seconded by Councillor Hamilton
That By-Law 24-055 being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge be passed.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

17. Adjournment

Motion: 24-150

Moved by Councillor Kimpson
Seconded by Councillor Shwery

THAT the Council meeting does now adjourn at 8:32 p.m.

In Favour (7): Councillor Shwery, Councillor Kimpson, Councillor Roberts, Councillor Cooper, Councillor Hamilton, Councillor Ermeta, and Mayor Liggett

Absent (2): Councillor Devine, and Councillor Earnshaw

Carried (7 to 0)

_________________________
Mayor

_________________________
Clerk
RECOMMENDATION(S):
THAT Report 24-031-CRS Appointments to Citizen Advisory Committees be received;
AND THAT Confidential Appendices “C”, “D”, and “E” to Report 24-031-CRS be received and remain confidential;
AND THAT the following individuals be appointed to the Accessibility Advisory Committee for the term of Council ending November 14, 2026: ________________;
AND THAT the following individuals be appointed to the Cultural Awards Advisory Committee for the term of Council ending November 14, 2026: ________________;
AND THAT the following individuals be appointed to the Municipal Heritage Advisory Committee for the term of Council ending November 14, 2026: ________________;
AND THAT the City Clerk be directed to notify all successful and unsuccessful applicants;
AND FURTHER THAT Council-Appointed Citizen Members to the City’s advisory committees who do not submit their signed Code of Conduct form within the first month after their appointment has been made shall forfeit their membership on the committee to which they have been appointed.

EXECUTIVE SUMMARY:
Purpose
To appoint citizens to the City’s advisory committees for the 2022 to 2026 term of Council.

**Key Findings**

- With every new Council term, the City must complete the appointment process for the advisory committees in accordance with the applicable legislation, by-laws and Terms of Reference.
- Citizen appointments to legislated and non-legislated committees ensure that all committees can fulfil and forward their mandates.
- On November 29th, 2022, the Council for the City of Cambridge endorsed report 22-056-CRS Advisory Committee Review, which among other things, dissolved the use of a Striking Committee.
- Staff are working with Committee Liaisons and Communications to continue further recruitment for current vacancies.
- Staff completed the interview process for the following advisory committees between the months of March and May: Accessibility Advisory Committee, Cycling and Trails Advisory Committee, Cultural Awards Committee, and Municipal Heritage Advisory Committee.

**Financial Implications**

There are no financial implications.

**STRATEGIC ALIGNMENT:**

☐ Strategic Action

**Objective(s):** Not Applicable

**Strategic Action:** Not Applicable

☒ Core Service

**Program:** Governance

**Core Service:** Council and Citizen Committees
BACKGROUND:
The appointment and approval process for the City’s advisory committees coincides with the start of every new term of Council. Residents that wish to be considered for an advisory committee appointment must submit their application through the City’s website and provide their qualifications.

In accordance with the Advisory Committee Appointment Policy (attached as Appendix “A” to this report), the interview panel interviews all applicants using a standardized question template. Clerks staff provides Council with a report with recommended appointments for approval.

For Council and public reference, the Committee Vacancies spreadsheet (attached as Appendix “B” to this report) is an updated summary of all current committee vacancies.

ANALYSIS:
Clerks created the process for citizen advisory recruitment to increase equitable opportunities for all applicants, ensuring consistent review, staff training, interview and recommendations throughout the process.

Staff are confident that continual recruitment and community engagement efforts will result in a gradual increase in resident engagement and applications.

Accessibility Advisory Committee
The Accessibility Advisory Committee advises Council on matters specific to accessibility and works to enhance and improve community services for those residents living with a disability. The Committee manages accessibility planning in accordance with Ontario accessibility laws and standards and the Ontario Human Rights Code.

City staff received the following applications to the Accessibility Advisory Committee:

- Alison Fitzpatrick
- Carolyn Leighton-Hilborn

Cultural Awards Committee
The Cultural Awards Committee administers the distribution of awards and expenses of the Bernice Adams Memorial Fund which honours former Alderman Bernice Adams.

The Bernice Adams Memorial Fund assists individuals or groups within the communications, arts, and culture fields. The committee recognizes special achievements of individuals or groups at the City of Cambridge's annual Bernice Adams Memorial Awards Event.
City staff received the following applications to the Cultural Awards Committee:

- Sarah Loat

**Municipal Heritage Advisory Committee**

The role of the Municipal Heritage Advisory Committee is to advise and assist Council on heritage matters relating to Parts IV and V of the Ontario Heritage Act, including development applications involving cultural heritage resources and other related heritage matters as Council may specify.

City staff received the following application to the Municipal Heritage Advisory Committee:

- Meghan McKay

**Code of Conduct Forms**

Staff Liaisons have advised the Clerks Division that collecting completed Code of Conduct forms from appointed members has been an ongoing challenge during various terms. If staff cannot collect the Code of Conduct forms from appointed members, there is little recourse to address problematic behaviours by committee members.

Staff request the assistance of Council to ensure the recommendation includes a clause that requires the appointed members to sign off on all the necessary documentation or risk losing their appointment to the City’s advisory committees.

**EXISTING POLICY / BY-LAW(S):**

Report 22-056-CRS Advisory Committee Review was considered and ratified by Council on November 29th, 2022. The report outlines the new procedure for citizen appointments, including recruitment, interview and post-interview process.

As stipulated in the report, the Clerks Division and City staff have followed policy guidelines to present the recommended appointments for three (3) advisory committees. The remaining advisory committee appointments will come forward to Council once interviews and the recommended appointment process have concluded.

**FINANCIAL IMPACT:**

There is no financial impact.

**PUBLIC VALUE:**

**Sustainability:**

Recruiting members to the City's advisory committees ensures sustainable and cost-
effective input into issues affecting Cambridge’s residents. Many applicants have a robust foundational background in the issues and projects before the committees. Additionally, most committee positions are on a volunteer basis only, and many applicants demonstrate a strong desire to help shape a better future for all residents.

Engagement:

Residents are encouraged to participate and apply to the various City advisory committees. Appointed members can directly provide feedback and input, when required, to decision-makers. Additionally, staff are working with the committees to receive their perspective on upcoming projects, reports and initiatives, thus building rapport with City staff and the residents affected by legislated changes.

ADVISORY COMMITTEE INPUT:

Advisory Committees Consulted:

Not Applicable

PUBLIC INPUT:

Posted publicly as part of the report process.

INTERNAL / EXTERNAL CONSULTATION:

The Clerks Division completed consultations with staff liaisons to prepare for the new changes created by the updated policies. The interview panels consisted of Staff Liaison(s), Council representative(s) to the committees (quasi-judicial committees exempt) and staff from the Clerks Division.

CONCLUSION:

Based on the various interviews, objective scoring guides and consultation with staff and the interview panels, staff respectfully recommend approval of the selections for appointment of the aforementioned committees for the 2022-2026 term of Council.

REPORT IMPACTS:

Agreement: No
By-law: No
Budget Amendment: No
Policy: No
APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager

ATTACHMENTS:

When naming attachments please use the following format:

1. 24-031-CRS Appendix A – Advisory Committee Appointment Policy ADM 045
2. 24-031-CRS Appendix B – Committee Vacancies
Advisory Committee Appointment Policy

POLICY TITLE: Advisory Committee Appointment Policy

CATEGORY: Corporate

POLICY NUMBER: ADM 045

DEPARTMENT: Corporate Services

DIVISION: City Clerk

AUTHORITY: Council

APPROVED BY: Council

EFFECTIVE DATE: (11/29/2022)

REVIEW DATE: (11/29/2024)

POLICY STATEMENT

Advisory Committees are special purpose bodies established at Council's pleasure to provide a means of regular, on-going community input with respect to particular issues and policies.

While it is the legislative mandate of the Cambridge Council to make the final decision on all matters that affect the Municipality, the role of an advisory committee is to provide recommendations, advice, and information to staff to be incorporated into reports to Cambridge City Council on those specialized matters which relate to the purpose of the advisory committee. Advisory Committees also facilitate public input to Cambridge City Council on programs and ideas and to assist in enhancing the quality of life of the community in keeping with the Cambridge City Council’s Strategic Plan principles.

Advisory Committees provide feedback to staff and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic. Advisory committees have an on-going function, while others are created to deal with a specific issue and are established for a limited period of time.
PURPOSE

The City acknowledges the value of committees and the feedback they provide to Council. The policy provides a guide for Council Members and City Staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City’s process works for those applicants who are interested in applying to be appointed to an advisory committee.

DEFINITIONS

Advisory Committee - a committee established to provide advice to Council as mandated its Terms of Reference. They are normally ongoing and do not have a finite term. Other advisory committees may be “Ad Hoc” which means that they are for a specific purpose and have a mandate with a finite end.

Resident - all persons who reside in Cambridge, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 16 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes any person who owns property in the City of Cambridge.

Terms of Reference – a document that establishes a particular board or committee and details the specific authority that board or committee has to oversee a delegated area of responsibility.

AUTHORITY

Council

SCOPE

The Advisory Committee Public Appointment Policy applies to all City boards and committees.

POLICY

Eligibility and Qualifications

Unless otherwise specified in the terms of reference, applicants must be residents or owners of property in the City and at least 16 years of age. Specific skills and experience for membership on each Advisory Committee shall be established by way of the Terms of Reference. Appointees are required to maintain their eligibility and qualifications throughout the term of their appointment.

City staff are not permitted to serve as members on an Advisory Committee. Councilors are not permitted to serve on Advisory Committees unless in the role of Council liaison.
Qualifications for Advisory Committees vary considerably and are to be established in the Advisory Committee’s Terms of Reference. The following guidelines may be considered in establishing any such qualifications:

- Ability to perform the duties of the Advisory Committee, including any complementary skills and/or competencies.
- Areas of specialization where required, experience or community service.
- Geographic location within the City.
- Individuals with diverse backgrounds and lived experience.

Advertising Vacancies

The following methods may be employed to advertise vacancies for Advisory Committees:

- a) Page in a local newspaper
- b) City of Cambridge website
- c) Email distribution lists to individuals or groups
- d) City of Cambridge Social media accounts

Application Process

Those interested in applying for an Advisory Committee vacancy will begin by filling out the Application for Appointment to Statutory Boards and Advisory Committees form [https://cambridge.formbuilder.ca/Clerks/Statutory-Boards-and-Advisory-Committees](https://cambridge.formbuilder.ca/Clerks/Statutory-Boards-and-Advisory-Committees). During the application process, those interested in applying to an Advisory Committee are encouraged to fill out the optional self-identification questions. Staff will use the data from these questions to ensure that its recruitment campaigns are reaching marginalized communities and groups as well as to help make appointment decisions to support diversity and inclusion. Members of the public who are interested in serving are welcome to apply to as many Advisory Committee vacancies as they would like. However, members of the public may only serve on one Committee at a time.

Shortlisting and Interview Process

After the application deadline, the City Clerks’ Division will forward all applications to the Committee’s interview panel to begin the shortlisting process. The interview panel will be made up of the Committee’s Staff Liaison and Council Liaison. Additionally, a representative of the Office of the City Clerk will form part of the interview panel, as an advisor. This advisor is neutral, they will provide guidance on the interview process, provide logistical support, prepare interview packages and reporting, and attend interviews in an observer capacity. The shortlisting and interview process shall include the following steps:
• The interview panel will review all applications that expressed an interest to serve on the committee or board. Their review will be based on the body’s terms of reference, the advertised desired skillsets, and the selection framework provided in this policy.

• The interview panel will convene to review applications, and by consensus determine a shortlist of candidates, two of the short listed candidates shall be recommended as alternate members to the Committee who will be non-voting members that can be moved into a vacancy where a voting member resigns.

• Once a shortlist is developed a representative from the Clerks’ division will schedule interviews.

In support of equity all interviews will be conducted in the same manner and each candidate will be asked the same questions. All members of the interview panel must be present at all interviews, to be eligible to contribute to the recommendation. The interview panel shall conduct all interviews in private and information received at these interviews shall be confidential.

Through this policy, Council provides the following guidance to its interview panels when making appointment recommendations to committees and boards. Overall committee composition should:

• be a balance between experienced and new members, and lived experience versus skills and abilities,
• achieve geographic representation,
• be representative of diversity and demographics of the community which may include, age ranges, gender, sexual orientation, Aboriginal status, race, and disability

Upon the completion of interviews, the interview panel shall provide a recommendation for each vacant position, and dependent on the quality of applicants, select two (2) alternate appointees, according to committee terms of reference, and in preferential order.

**Confirming Appointees**

A report from the Clerk’s Division communicating the recommendations from the interview panel will be prepared for Council approval. The report will be public but will include a confidential appendix that will provide Council with the names of all shortlisted candidates, as well as which candidates the interview panel has recommended for appointment. After Council has made its decision on appointments, all applicants will be notified of the outcome of their application by the City Clerk.
Advisory Committee Subcommittees

Subcommittee members may be appointed outside the Advisory Committee Appointment Policy; however, ratification of appointment is done by the committee or board with a correspondence to Council issued through the Council Information Package.

Appointment terms and limits

Members of the public are eligible to serve for two consecutive terms (8 years) on the same Advisory Committee. Members of the public are required to take at least one-year absence after serving on the same Advisory Committee for eight years. After the one-year absence, the member of the public is eligible to re-apply to serve on the former Advisory Committee. If no applications are received for a vacancy, a previous member may be appointed for an additional term at the discretion of Council. During the one-year absence from an Advisory Committee, a member of the public may apply to serve on a different Advisory Committee. Exceptions to the 8-year limit are noted as follows:

- When an insufficient number of applications have been received.
- If a particular area of expertise is required and there are no other eligible and qualified candidates.
- If the advisory committee would suffer from a lack of continuity if all or the majority of members are replaced at once.

Any recommendation to reappoint an incumbent who has reached their sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service. A member of the public who has been appointed to fill a vacancy partway through the Advisory Committee term will be appointed for the balance of the existing term. The new Member is eligible to apply for re-appointment(s) for a maximum of eight (8) consecutive years. The balance of the term that the Member would have previously served does not count toward the eight-year (8) maximum term limit. Renewed membership on an Advisory Committee is not automatic. Members who wish to serve for an additional term are required to reapply.

Potential Conflicts

Applicants should consider whether they have a real or perceived conflict of interest with the Advisory Committee, including any direct or indirect pecuniary interest with the City. Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the interview panel may assess potential conflicts in its determination of whether the applicant should be considered further. Appointees will be subject to the City’s Conflict of Interest Policy and Municipal Conflict of Interest Act, if appointed.
Member conduct

All members of Advisory Committees, special committees or task forces who are not Municipal Council members or employees of The Corporation of the City of Cambridge shall abide and handle themselves in proper conduct. Council recognizes the value of the impartial and objective advice received from committee members and the challenges and inherent restrictions facing committee members in assessing and recommending various options in a conscientious and ethical manner. Advisory Committees, when carrying out their committee responsibilities, are expected to:

- abide by the provisions of the Canadian Charter of Rights and Freedoms, Ontario Human Rights Code, City of Cambridge policies and any other applicable related statutes and, in doing so, shall treat every person, including other committee members, corporate employees, individuals providing services on a contract for service, students on placements, and the public, with dignity, understanding and respect for the right to equality and the right to an environment that is safe and free from harassment and discrimination;
- act in the best interest of The Corporation of the City of Cambridge;
- seek to advance the common good of the community which they serve; and
- truly, faithfully and impartially exercise their duties to the best of their knowledge and ability.

Resignations

Advisory Committee members wishing to resign their appointment mid-term shall submit their resignation in writing to the City Clerk. When the resignation is accepted by the City Clerk, the City Clerk shall also consider the need to replace the Advisory Committee member, having regard to the remaining composition of the committee, whether there are any alternate members that could take the place of the member who has resigned, the current workload of the committee and the length of time remaining in the committee member’s term. If the City Clerk deems it advisable to replace the member an alternate shall be selected following which any vacancies for alternate positions shall be publicly advertised and residents of the City shall be invited to apply to fill the vacancy. Vacancies for Advisory Committee members who represent a particular organization/agency shall be nominated by that organization/agency.

Attendance

The Staff Liaison or Recording Secretary will record the attendance of Members in the minutes of the meeting. A Member of an Advisory Committee who intends to leave a meeting before the meeting is adjourned shall inform the Chair of this intention either at the start of the meeting or prior to leaving. If a Member of an Advisory Committee is absent for three (3) consecutive meetings or fifty percent (50%) or more of the annual meetings without cause acceptable to the
Advisory Committee, the seat of the Member is vacant. The City Clerk will contact the absent Advisory Committee member to inform them of their removal from the Advisory Committee. The City Clerk will publicize the vacancy and the need for a replacement. A Member who has been removed from an Advisory Committee will not be eligible to serve on any Advisory Committee until the start of the new four (4) year term of the municipal council.

POLICY COMMUNICATION

Not listed
<table>
<thead>
<tr>
<th>Advisory Committee</th>
<th>Voting Vacancies</th>
<th>Alternate Vacancies</th>
<th>Agency Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Farmers’ Market</td>
<td>2 - The Farmers’ Market requires two market vendors. The Staff Liaison for the committee advised that they will inform interested vendors to submit an application.</td>
<td>1</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Committee of Adjustment</td>
<td>Full complement of voting members</td>
<td>1</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Cultural Awards</td>
<td>Full complement of voting members</td>
<td>1</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Cycling and Trails</td>
<td>Full complement of voting members</td>
<td>1</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Economic Development</td>
<td>0</td>
<td>1 - The alternate member should represent a local business, industry or labour</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Environmental</td>
<td>1</td>
<td>Full complement of alternate members</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Municipal Heritage</td>
<td>Full complement of voting members</td>
<td>2</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Youth</td>
<td>2</td>
<td>2</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Arthur White Sports Bursary</td>
<td>1 - One of the open voting vacancies must be a member of the Galt Cambridge Lions Club</td>
<td>2</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>
RECOMMENDATION(S):

THAT Report 24-035-CRS 2025 Budget Timeline and Guidelines be received;

AND THAT staff prepare the 2025 Budget including operating forecasts for years 2026 through 2028 and capital forecasts for years 2026 through 2034;

AND THAT staff be directed to prepare the 2025 Operating Budget in alignment with the City’s Council-approved Strategic Plan and consistent with the tax levy increase forecast through the approved 2024 Budget which includes an incremental 1% levy to the Infrastructure Renewal Fund (IRF) annually;

AND THAT staff be directed to prepare the 2025 Water Utility Budget consistent with the water and wastewater fees and charges forecast through the approved 2025-2034 Water and Wastewater Long-Range Financial Plan, while factoring in any adjustments that may be required as a result of the Region of Waterloo’s rate changes and any possible efficiencies that may be identified;

AND THAT staff be directed to present options to reduce the tax levy impact for the 2025 Budget as well as opportunities for additional investment;

AND THAT in accordance with the Downtown Business Improvement Area (BIA) By-Law 21-016, each BIA submit its 2025 budget to City staff by September 15, 2024;

AND FURTHER THAT the 2025 Budget and Business Plan timeline as set out in report 24-035-CRS be approved.
EXECUTIVE SUMMARY:

Purpose

The City of Cambridge prepares an annual budget in accordance with section 290 of the Municipal Act, 2001 as amended. The budget process provides a venue within which decisions as to the levels of service to be provided to the community can be made while considering an appropriate balance between affordability and financial sustainability. This report identifies the timeline and guidelines for preparation of the 2025 Budget and Business Plan.

Key Findings

- The City has been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) from 2020 - 2023 (the 2024 budget is currently being considered for this award for a fifth year in a row). The 2025 budget document will continue to be prepared based on the guidelines of this award program which encourage local governments to prepare budget documents of the very highest quality and best practices in budgeting.

- An update to the City’s Strategic Plan for the period of 2024-2026 was approved by Council on April 16, 2024. The 2025 Budget and Business Plan will be prepared based on these endorsed strategic priorities.

- Staff recommend that the 2025 tax-supported operating budget be prepared consistent with the tax levy increase forecast from the 2024 budget process. This projected tax levy increase includes the forecasted inflationary impacts required to maintain existing service levels, a dedicated 1% levy to the Infrastructure Renewal Fund (IRF), as well as the impacts from capital projects, growth, and new service level initiatives.

- Staff recommend that the 2025 Water Utility Budget be prepared consistent with the water and wastewater fees and charges forecast through the approved 2025-2034 Water and Wastewater Long-Range Financial Plan of 4.00% (report 24-005-IFS Water and Wastewater Long-Range Financial Plan approved April 30, 2024), while factoring in any adjustments that may be required as a result of the Region of Waterloo’s rate changes and any possible efficiencies that may be identified.

- Utilizing the capital prioritization model, staff will review and update the 2025-2034 capital plan to prioritize projects within constrained funding limits and resource allocations.

- With Council direction, the City requests the Downtown BIA’s to deliver their 2025 budgets to staff by September 15, 2024. This will allow City staff the
opportunity to incorporate the BIA funding requests into the City’s overall budget documents.

- The proposed timeline for the 2025 budget process is as follows:

<table>
<thead>
<tr>
<th>JAN – MAY</th>
<th>JUN – SEPT</th>
<th>OCT – NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current approved Budget &amp; Business Plan Book finalization &amp; publication, GFOA Distinguished Budget Presentation Award application</td>
<td>Develop proposed business plan &amp; budget based on Council direction, Strategic Plan, Master Plans, risks and opportunities.</td>
<td>Draft Budget &amp; Business Plan Book preparation</td>
<td>Opportunity for members of the community to speak to the draft budget document.</td>
</tr>
<tr>
<td>Final amendments to the budget book resulting from Council approval, and application for consideration of the GFOA award.</td>
<td>Senior Management Team (SMT) strategic planning sessions Working group to collectively review survey findings, proposed business plans, populated budgets, and strategic initiatives.</td>
<td>Creation of the City’s draft budget document for Council and public distribution and review.</td>
<td>Budget &amp; Audit Committee deliberations Council Budget &amp; Business Plan approval.</td>
</tr>
<tr>
<td>Council endorsement of budget timeline &amp; guidelines Report to Council to confirm budget direction.</td>
<td>Capital Budget Working Group (CBWG) &amp; Corporate Leadership Team (CLT) review CBWG, CLT, Finance, Corporate Strategy, and Communications over several meetings provide input and a fulsome review of the early draft budget including capital projects, strategic initiatives, staffing requests, budget inputs and business plans.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Financial Implications

- The forecasted tax levy increase would have an estimated annual impact of $44 per $100,000 of residential assessment, equating to $147 for the average household.

- The forecasted combined water and sewer rate increase of 4.00% would have an estimated annual impact of $46 for the average household consuming 170 cubic meters of water per year.

- The City has a debt limit policy of 10% for tax-supported debt and up to 15% when rate-supported debt, such as water utility and development charges, are included. Additionally, funding from Reserve and Reserve Funds has been applied per the City’s Reserve and Reserve Fund By-law. The 2025 Budget and Business Plan will be prepared within all Council-approved policies and By-laws.

STRATEGIC ALIGNMENT:

□ Strategic Action

Objective(s): Choose an Objective

Strategic Action: Choose a Strategic Action
The 2025 budget process establishes levels of service and investments in infrastructure with a focus on responsible financial management while maintaining transparency and accountability to Council and the public.

BACKGROUND:
The City of Cambridge prepares an annual budget in accordance with section 290 of the *Municipal Act, 2001*, as amended. The City ensures it follows best practices in municipal budgeting, including:

- An aim to approving the budget in December, except in election years as required by the Municipal Act, to ensure any budget changes are incorporated into operations at the beginning of the year, competitive pricing on procurement solicitations, and staff are properly equipped with Council direction towards providing City services;
- Providing for public engagement throughout the budget process;
- Preparing multi-year budget forecasts (4-year operating and 10-year capital), allowing Council to make informed decisions, and ensuring continued responsible financial management;
- Identifying infrastructure required to renew City assets as per the City’s Asset Management Plan and to support growth in the community along with the ongoing operating impacts of capital projects;
- Separately identifying new or enhanced service levels, new programs, or funding required due to growth; and
- Incorporating business plans for comprehensive budget and business planning.

In recognition that the City’s Budget and Business Plan meets the highest quality, the City has won the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for four years in a row with its 2020 through 2023 Budgets. The 2024 Budget and Business Plan was also prepared utilizing these same standards, and staff await the results on receiving this award for a fifth year in a row. This award is the highest form of recognition in governmental budgeting. To earn recognition, budget documents must meet the mandatory program criteria (Table 1) and excel as a policy document, financial plan, operations guide, and communication tool.
Table 1: Mandatory Criteria

<table>
<thead>
<tr>
<th>Mandatory Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of Contents</td>
<td>Include a table of contents that makes it simple to locate information.</td>
</tr>
<tr>
<td>Strategic Goals and Strategies</td>
<td>Provide a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues.</td>
</tr>
<tr>
<td>Priorities and Issues</td>
<td>Provide a budget message that articulates priorities and issues for the upcoming year.</td>
</tr>
<tr>
<td>Budget Overview</td>
<td>An overview of significant budgetary items and trends as a separate section.</td>
</tr>
<tr>
<td>Organization Chart</td>
<td>Provide an organization chart for the entire entity.</td>
</tr>
<tr>
<td>Financial Policies</td>
<td>Include a coherent statement of entity-wide long-term financial policies.</td>
</tr>
<tr>
<td>Budget Process</td>
<td>Describe the process for preparing, reviewing, and adopting the budget for the coming fiscal year and for amending the budget after adoption.</td>
</tr>
<tr>
<td>Consolidated Financial Schedule</td>
<td>Present a summary of major revenues and expenditures, as well as other financing sources and uses.</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>Include projected changes in fund balance/net position for appropriated funds included in the budget presentation.</td>
</tr>
<tr>
<td>Revenues</td>
<td>Describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.</td>
</tr>
<tr>
<td>Capital Program</td>
<td>Include budgeted capital expenditures.</td>
</tr>
<tr>
<td>Debt</td>
<td>Include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current operations.</td>
</tr>
<tr>
<td>Position Summary Schedule</td>
<td>A schedule or summary table of personnel or position counts for prior, current and budgeted years.</td>
</tr>
<tr>
<td>Departmental/Program Descriptions</td>
<td>Include departmental/program descriptions.</td>
</tr>
<tr>
<td>Performance Measures</td>
<td>Provide objective measures of progress toward accomplishing the government’s mission as well as goals and objectives for specific departments and programs.</td>
</tr>
</tbody>
</table>

Additional recommended criteria involve the inclusion of long-range operating financial plans, departmental/program goals and objectives, statistical-supplemental information,
glossary of terms, use of charts/graphs, and understandability/usability. The City has achieved distinction in each of these criteria categories. Staff are committed to continual excellence in its financial budgeting, business planning and reporting and will be exploring options to continuously improve the budget book document.

**ANALYSIS:**

**Economic Outlook**

In the latest Monetary Policy Report from April 2024, the Bank of Canada reports that inflationary pressures are decreasing, and inflation is slowly coming down (Figure 1). According to the Report, CPI inflation is expected to remain close to 3% through the second quarter of 2024 before easing below 2.5% in the second half of the year, with an aim to achieve the target rate of 2.0% by the end of 2025.

**Figure 1: Year-Over-Year CPI Inflation Rates**

![Year-Over-Year CPI Inflation Rates](image)

*Source: Statistics Canada, Table 18-10-0004-01, Consumer Price Index, monthly, not seasonally adjusted*

The unemployment rate has risen gradually to 6.1% in March up from 5.8% in December 2023 (Figure 2). A factor driving this is an increase in the length of time it takes for unemployed individuals to secure a job. The job vacancy rate has declined to near pre-pandemic levels however with businesses reporting that labour shortages are below their historical average.

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1 Monetary Policy Report - April 2024 (bankofcanada.ca)
The policy interest rate is continuing to hold at 5.0% since the last increase by the Bank of Canada effective July 2023. Gross Domestic Product (GDP) which is a monetary measure of the value of all the goods and services produced and sold in the economy, is expected to strengthen. It is projected that GDP will increase from 2% where it sits currently, to 2.5% in early 2025, before returning to 2% through the remainder of 2025 into 2026.

**Tax-Supported Operating Budget Forecast**

When building the budget, City staff identify the need to maintain existing service levels, commonly referred to as the base budget. Additionally, staff separately list items that have one-time impacts. The net impacts of growth and impacts from capital projects are also separately identified in the budget, with individual budgetary impacts being identified for Council’s consideration.

Typically, the cost to maintain existing service levels would be increasing by an amount approximating inflation, with some variations due to the municipal budget having a different “basket of goods” than what makes up the CPI rate of inflation. For 2024, the City’s budget for maintaining existing service levels increased 4.53%, slightly above the average rate of inflation in 2023 of 3.9%. The net impact of growth added an additional 1.64% to the budget, and one-time expenditures were offset fully from increased investment income. A dedicated infrastructure levy of 1% was also approved. Overall, the 2024 Budget and Business Plan represented an increase to the City’s tax levy of 7.17%.

The forecast approved through the 2024 Budget contained a 2025 base budget increase to maintain existing levels of service of 5.72%. This includes an incremental
1% levy dedicated to capital infrastructure renewal and replacement as previously approved by Council.

Other impacts forecasted through the 2024 budget to the 2025 budget include:

- One-time costs of 0.49%
- Growth impacts of 0.31%
- Various impacts from capital projects totalling 3.29%
- Net of forecasted assessment growth of 1.00%

In total, the 2025 forecasted tax levy increase approved through the 2024 Budget process is 8.81%.

<table>
<thead>
<tr>
<th>Budget Component</th>
<th>Projected Tax Levy Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Budget</td>
<td>5.72%</td>
</tr>
<tr>
<td>One-Time</td>
<td>0.49%</td>
</tr>
<tr>
<td>Growth</td>
<td>0.31%</td>
</tr>
<tr>
<td>Impacts from Capital – Debt Costs</td>
<td>2.13%</td>
</tr>
<tr>
<td>Impacts from Capital – Contribution for Rehabilitation and Replacement of Growth Assets</td>
<td>0.70%</td>
</tr>
<tr>
<td>Impacts from Capital – Technology Services</td>
<td>0.13%</td>
</tr>
<tr>
<td>Impacts from Capital – Cambridge Sports Park</td>
<td>(0.14%)</td>
</tr>
<tr>
<td>Impacts from Capital – Recreation Complex</td>
<td>1.67%</td>
</tr>
<tr>
<td>Impacts from Capital – Other</td>
<td>(1.20%)</td>
</tr>
<tr>
<td>Assessment Growth</td>
<td>(1.00%)</td>
</tr>
<tr>
<td><strong>Total Forecasted Tax Levy Increase</strong></td>
<td><strong>8.81%</strong></td>
</tr>
</tbody>
</table>

Throughout the budget process staff will consider possible efficiencies and savings to mitigate the overall tax levy increase. Utilizing the forecast from the 2024 budget process as a target for the 2025 Budget and Business Plan supports effective planning...
of the City’s resources. Adhering to a multi-year budget forecast process gives Council and the public a long-range view, while the process still allows for managing unexpected changes within a given year. It also supports a continued focus towards the goal of multi-year budgeting which City staff are aiming to implement effective with the 2028 Budget.

**Water Utility Budget**

On February 13, 2024, Council approved the 2024 Water Utility Budget and the projected water utility rate increases of 4.78% in 2025, and 4.64% in 2026 and 2027 respectively.

In accordance with provincial legislation O. Reg. 453/07 under the Safe Drinking Water Act, on April 30, 2024 City Council approved the updated 2025-2034 Water and Wastewater Long-Range Financial Plan (report 24-005-IFS Water and Wastewater Long-Range Financial Plan). This update reviewed the sustainability of the City’s water and wastewater infrastructure and set the target for annual revenue increases of 4.00% until 2027, and by 4.20% thereafter until 2034.

Staff recommend that the 2025 Water Utility Budget be prepared consistent with the forecast as approved per the 2025-2034 Water and Wastewater Long-Range Financial Plan, while factoring in any adjustments that may be required as a result of the Region of Waterloo’s rate changes and any possible efficiencies that may be identified. The City’s plan supports financial sustainability with the ability to meet existing financial obligations throughout the forecast and sufficient flexibility to respond to changing circumstances.

**Capital Plan**

The City’s 10-year Capital Plan approved as part of the 2024 Budget included $726 million of capital projects funded over 2024 to 2033. This includes $168 million in capital levy funding, $241 million in funding from other reserve funds such as water utility rates and the Fleet Equipment reserve fund, $123 million in development charges, and $140 million in debt funding. Grants, subsidies, and other external contributions account for the remaining $54 million in funding. Specifically for 2025, the forecast included $81 million in capital projects.

The City of Cambridge, like many other municipalities, is facing the challenge of a growing infrastructure gap. Some of the major drivers of this infrastructure gap amongst municipalities is the reduction in external funding and support for infrastructure from higher levels of government, the timing of infrastructure lifecycle needs, and past practices of deferring maintenance and replacement during budget deliberations and not setting aside sufficient levels of funding into capital reserve funds to pay for the
future rehabilitation and replacement of assets. The 1% dedicated infrastructure levy as approved by Council effective with the 2024 Budget is a step towards addressing this funding deficit.

The City’s asset management gap can be seen directly through the ten-year capital plan and the increasing number of projects that remain unfunded. Each year, City staff rank and prioritize capital projects and put forward a capital investment plan that best reflects infrastructure needs and Council priorities. However, due to continued shortfalls in funding, a number of projects remain unfunded within the ten-year capital forecast. Through the 2024 Capital Budget, there were 74 unfunded capital projects between 2024-2033 with a total forecasted cost of $86 million from all funding sources. These figures exclude roads and stormwater linear infrastructure projects totalling an additional estimated $60 million. Projects that remain unfunded include:

- Core infrastructure renewal projects that are critical to maintaining current service levels;
- Projects to support strategic initiatives; and
- Projects that are required to support growth and development but exceed current forecasted development charges revenues.

Through the capital budget process, the City uses a prioritization model to aid in balancing the capital projects within available funding constraints. This model focuses on ensuring the City’s existing assets are maintained, while also providing for strategic initiatives and projects that will realize a return on investment. It uses nine (9) factors in determining the priority score of a project:

1. Project Category (i.e. mandatory, efficiency, strategic etc.)
2. Alignment with Corporate Strategic Direction
3. Operating Budget Impact
4. Risk Assessment
5. Public Value
6. Service Levels
7. Infrastructure Impact
8. Community Impact
9. Economic Impact

As a result of the prioritization model, projects are presented in the capital budget in priority sequence within each service area. This prioritization model will continue to be
used as part of the 2025 capital budget process to ensure priority work proceeds within constrained funding limits.

To help reduce the City’s infrastructure gap in the future and ensure sufficient funding will be provided to maintain service levels, it is essential that continued progress is made towards the City’s infrastructure rehabilitation and replacement to mitigate future increased costs due to asset deterioration and/or failure. The ongoing commitment to building the dedicated infrastructure levy effectively provides a designated percentage of the tax levy annually, devoted towards asset sustainability.

To prevent newly constructed assets from adding further to the existing infrastructure gap as the City continues to grow and expand, the City’s policies state that a financial contribution to capital reserve funds should be made for any new assets based on lifecycle costing\(^2\). These are referred to in the budget as \textit{sustainable capital contributions} and will be incorporated in the City’s 2025 budget and business plan in accordance with the City’s financial policies and municipal best practices.

**Business Improvement Area (“BIA”) Budgets**

With Council direction, the City requests the Downtown BIA’s to deliver their 2025 budgets to staff by September 15, 2024. This is in accordance with the BIA By-Law 21-016 and will allow City staff the opportunity to incorporate the BIA funding requests into the City’s overall budget documents.

**Budget Timeline**

In accordance with best practices in municipal finance and budgeting, staff recommend a December approval of the budget which allows for effective planning of the City’s resources and ensures timely commencement of 2025 business plan initiatives. December approval also allows for procurement to occur early in the year for capital projects, when contractors are preparing for the construction season, which has yielded savings in the past.

The timeline for the 2025 budget and business plan process is as follows:

\(^2\) Lifecycle costing reflects all costs incurred during the life of a physical asset, from the time its acquisition is first considered to the time it is taken out of service for disposal or redeployment. It seeks to average out those costs over the estimated useful life of the asset.
This proposed timeline provides for:

- Public engagement occurring early on in the process, so that feedback received can be built right into the budget preparation by staff.

- Budget preparation will commence in June with management review to take place throughout September and October.

- Public participation to hear delegations regarding the proposed budget, allowing members of the public to provide their feedback on the draft budget to Council.

EXISTING POLICY / BY-LAW(S):

BMA Management Consulting Inc. previously completed a corporate financial review to evaluate the City’s financial policies and procedures to ensure they reflect the best practices in municipal finance. There were 22 recommendations resulting from the corporate financial review that were presented and approved by Council. The recommendations focused on the following areas:

- Budget Format, Layout and Content
- Budget Timetable
- Budget Control
- Financial Policies
Following the review, Council approved the City’s Budget Control By-law and related financial policies.

**FINANCIAL IMPACT:**

The 2025 tax-supported Operating Budget is proposed to be prepared consistent with the forecast tax levy increase approved through the 2024 Budget process of 8.81%. This levy increase would have an estimated annual impact of $44 per $100,000 of residential assessment, equating to $147 for the average household.

The 2025 water utility budget is proposed to be prepared consistent with the forecast as approved per the 2025-2034 Water and Wastewater Long-Range Financial Plan, while factoring in any adjustments that may be required as a result of the Region of Waterloo’s rate changes and any possible efficiencies that may be identified. The forecasted combined water and sewer rate increase of 4.00% would have an estimated annual impact of $46 for the average household consuming 170 cubic meters of water per year.

The City has a debt limit policy of 10% for tax-supported debt and up to 15% when rate-supported debt, such as water utility and development charges, are included. The 2025 Budget and Business Plan will be prepared within the Council-approved debt policy limits.

**PUBLIC VALUE:**

**Sustainability and Transparency:**

The 2025 budget process enables staff to focus on sustainable financial management while maintaining transparency to the public through the development of the detailed Budget and Business Plan document.

**ADVISORY COMMITTEE INPUT:**

Not Applicable

**PUBLIC INPUT:**

The 2025 budget plan includes a public engagement strategy in which feedback will be obtained from the public early in the budget process, allowing staff and management time to incorporate and be responsive to the feedback. This proactive feedback helps to directly inform staff on preparing their budget submissions.

A budget public participation meeting to hear delegations regarding the proposed budget will occur as part of Council’s review and approval of the budget, allowing members of the public to provide their feedback on the draft budget to Council.
INTERNAL / EXTERNAL CONSULTATION:
The 2025 budget timetable has prepared with input from the Office of the City Clerk, Corporate Strategy, and the Project Management Office.

CONCLUSION:
The City of Cambridge prepares an annual budget in accordance with section 290 of the Municipal Act, 2001 as amended. This report identifies the timeline and guidelines for staff preparing the 2025 budget.

Staff propose that the 2025 tax-supported operating budget be prepared consistent with the forecast tax levy increase approved through the 2024 Budget. Staff further propose that the 2025 water utility budget be prepared consistent with the forecast as approved per the 2025-2034 Water and Wastewater Long-Range Financial Plan, while factoring in any adjustments that may be required as a result of the Region of Waterloo’s rate changes and any possible efficiencies that may be identified.

The City requests the Downtown BIA’s to deliver their 2025 budgets to staff by September 15, 2024. This will allow City staff the opportunity to incorporate them into the final budget documents.

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:
None
To: COUNCIL

Meeting Date: 6/4/2024

Subject: Elgin Street North at Galt Avenue Pedestrian Crossover

Submitted By: Leah Walter, Director of Engineering

Prepared By: Jason Leach, Active Transportation Coordinator

Report No.: 24-075-CD

File No.: C11

Wards Affected: Ward 4

Ward 7

RECOMMENDATION(S):

THAT Report 24-075-CD Elgin Street North at Galt Avenue Pedestrian Crossover be received;

AND THAT a Pedestrian Crossover (Level 2, Type C) be installed on the north side of Elgin Street North at Galt Avenue;

AND THAT the By-law to amend the Traffic and Parking Bylaw, included as Appendix C to Report 24-075-CD be passed:

AND FURTHER THAT the creation of capital project A/01545-40 Elgin Street Pedestrian Crossover with funding in the amount of $75,000 from the Capital Works Reserve Fund be approved.

EXECUTIVE SUMMARY:

Purpose

The purpose of this report is to address pedestrian crossing concerns on Elgin Street North at Galt Avenue.

Key Findings

An assessment of pedestrian and vehicle activity on Elgin Street North at Galt Avenue indicates a Pedestrian Crossover (Level 2, Type C) is warranted based on the Ontario Traffic Manual criteria.
Financial Implications

Installation of the recommended pedestrian crossover including flashing beacons, solar power, signs, pavement markings, illumination, and sidewalk connections is anticipated to cost $75,000 and is to be financed from Capital Works Reserve Fund through a new Capital Project.

STRATEGIC ALIGNMENT:

☐ Strategic Action

Objective(s): Not Applicable

Strategic Action: Not Applicable

OR

☒ Core Service

Program: Active Transportation Network

Core Service: Traffic Operations

The recommendations of this report are intended to address pedestrian safety concerns on Elgin Street North at Galt Avenue while maintaining a safe and efficient transportation network for all users.

BACKGROUND:

In 2020, concerns regarding pedestrian safety crossing Elgin Street North near Galt Avenue were received by City staff. As a result of the 2020 review, it was concluded that pedestrian refuge islands would benefit pedestrians crossing Elgin Street North. At the time, Elgin Street North was scheduled for reconstruction in 2022. Therefore, raised pedestrian refuge islands were incorporated into the reconstruction design and as a temporary measure painted pedestrian islands were installed in 2021.

Through the 2023 budget process, timing for the reconstruction of this section of Elgin Street North was moved and construction is now scheduled for 2026-2027.

Based on the revised construction schedule and time that had elapsed since the initial review, an updated review of the crossing location was initiated in March 2024.
ANALYSIS:

To perform an updated review of the location, new traffic data was collected through Miovision Scout® a portable, camera-based traffic data collection device placed on Elgin Street North in the vicinity of Galt Avenue.

Following data collection, an assessment of pedestrian and vehicle activity was completed using the Ontario Traffic Manual (OTM) criteria for pedestrian crossovers (PXOs). The assessment considers pedestrian crossing volumes in relation to vehicle volumes and posted speed limit.

The results of the assessment indicate that a Level 2, Type C pedestrian crossover is warranted on Elgin Street North at Galt Avenue. The north side of the intersection was chosen as the preferred location, as shown in Appendix A, due to its proximity to an existing bus stop and the availability of existing street lighting required for a pedestrian crossover. Appendix B illustrates an example of the PXO that will be installed as a result of the assessment.

As part of the implementation of the new PXO, new sidewalk connections with drop curbs, meeting accessibility standards will be installed. It has also been determined that PXO equipment installed may be reused and incorporated into the future reconstruction of Elgin Street North.

EXISTING POLICY / BY-LAW(S):

The City’s Traffic and Parking Bylaw was reviewed to determine the necessary revisions to implement the proposed PXO. The proposed amendment to the Traffic and Parking By-law is included as Appendix C.

FINANCIAL IMPACT:

The estimated cost to install the recommended pedestrian crossover including flashing beacons, solar power, signs, pavement markings, illumination and sidewalk connections is $75,000 and it is recommended that a new 2024 Capital Project be created and funded from the 2024 Capital Works Reserve Fund. A Project Request Form is included as Appendix D.
PUBLIC VALUE:

Sustainability:

The installation of a pedestrian crossover at this location supports active transportation by providing a controlled crossing of Elgin Street North for pedestrians.

ADVISORY COMMITTEE INPUT:

Not applicable.

PUBLIC INPUT:

Posted publicly as part of the report process.

INTERNAL / EXTERNAL CONSULTATION:

There was no internal/external consultation undertaken.

CONCLUSION:

Based on the Ontario Traffic Manual criteria, a PXO (Level 2, Type C) is recommended to be installed on the north side of Elgin Street North at Galt Avenue. The new PXO will provide a controlled crossing in this location to address pedestrian safety concerns. A new 2024 Capital Project funded by the Capital Works Reserve Fund is recommended for the implementation of this PXO.

REPORT IMPACTS:

Agreement: No
By-law: Yes
Budget Amendment: Yes
Policy: No

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director
Deputy City Manager
Chief Financial Officer
City Solicitor
City Manager
ATTACHMENTS:

1. 24-075 (CD) Appendix A – Area Diagram
2. 24-075 (CD) Appendix B – Pedestrian Crossover Diagram
3. 24-075 (CD) Appendix C – Draft By-law Amendment
4. 24-075 (CD) Appendix D – Project Request Form
Appendix A
Area Diagram

Elgin Street North at Galt Avenue Pedestrian Crossover
Appendix B
Example Pedestrian Crossover (Level 2, Type C)

General notes:
- Required illumination of pedestrian crosswalk and waiting area to be provided
- Accessible as per AODA

- Pushbutton

- Rectangular Rapid Flashing Beacon with Tell Tale

- Ra-5R Mounted back to back with Ra-5L

- STOP FOR PEDESTRIANS

- STOP

- NO PASSING HERE TO CROSSING

- STOP

- Wc-27R
THE CORPORATION OF THE CITY OF CAMBRIDGE

By-law 24-XXX

Being a by-law to amend By-law 22-044 being a By-law to Regulate Traffic and Parking on Highways Under the Jurisdiction of The Corporation of the City of Cambridge (Elgin Street North Pedestrian Crossover)

WHEREAS the Council of The Corporation of the City of Cambridge passed By-law No. 22-044 on the 19th day of July, 2022;

AND WHEREAS the Municipal Act, 2001, S.O. 2001, c.25, Section 11(3), authorizes the passing of by-laws regulating traffic and parking on highways;

NOW THEREFORE BE IT RESOLVED THAT The Corporation of the City of Cambridge enacts as follows:

1. THAT Schedule 28, “Pedestrian Crossovers”, Part XXII of By-law No. 22-044 is hereby amended by adding the following:

   HIGHWAY          LOCATION
   Elgin Street North at Galt Avenue (north side)

2. AND THAT this by-law shall not come into force or take effect until the sign or signs has or have been erected and is or are on display.

Enacted and Passed this 4th day of June, 2024.

__________________________________________
MAYOR

__________________________________________
CLERK
Appendix D: A/01545-40 Project Request Form

City of Cambridge: Capital Project Request Form

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<tr>
<td>Project Manager</td>
<td>Jason Leach</td>
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PRIORITY RANKING SCORE: N/A

Project Details

Project Description
Installation of a new pedestrian crossover on Elgin Street North at Galt Avenue.

Project Justification
An assessment of pedestrian and vehicle activity on Elgin Street North at Galt Avenue indicates a Pedestrian Crossover (Level 2, Type C) is warranted based on the Ontario Traffic Manual criteria.

Capital Project Budget

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THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-062

Being a by-law to amend By-law 22-044 to Regulate Traffic and Parking on Highways Under the Jurisdiction of The Corporation of the City of Cambridge (Elgin Street North Pedestrian Crossover)

WHEREAS the Council of The Corporation of the City of Cambridge passed By-law No. 22-044 on the 19th day of July 2022;

AND WHEREAS the Municipal Act, 2001, S.O. 2001, c.25, Section 11(3), authorizes the passing of by-laws regulating traffic and parking on highways;

NOW THEREFORE BE IT RESOLVED THAT The Corporation of the City of Cambridge enacts as follows:

1. THAT Schedule 28, “Pedestrian Crossovers”, Part XXII of By-law No. 22-044 is hereby amended by adding the following:

   HIGHWAY                        LOCATION
   Elgin Street North             at Galt Avenue (north side)

2. AND THAT this by-law shall not come into force or take effect until the sign or signs has or have been erected and is or are on display.

ENACTED AND PASSED this 4th day of June 2024

________________________________
MAYOR

________________________________
CLERK
THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW 24-063

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

WHEREAS the Municipal Act, 2001 S.O. 2001, c.25, Section 5, provides that the powers of a municipal corporation shall be exercised by its Council;

WHEREAS the Municipal Act, 2001 S.O. 2001, c.25, Section 9 and 11, provides that except where otherwise provided the powers of any Council shall be exercised by by-law;

AND WHEREAS in many cases action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law,

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. THAT the action of the Council at its meeting held on the 4th day of June 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 4th day of June 2024

_________________________________
MAYOR

_________________________________
CLERK