



**Corporation of the City of Cambridge**  
**Special Council Meeting**  
**Agenda**

**Date:** June 8, 2021, 5:00 p.m.  
**Location:** Virtual Meeting

**COVID-19**

Due to COVID-19 and recommendations by Waterloo Region Public Health to exercise social distancing, members of the public are invited to submit written comments or requests to delegate via telephone related to items on the agenda.

The public wishing to speak at Council may complete an online [Delegation Request form](#) no later than 12:00 p.m. on the day of the meeting for Special Council Meetings occurring at 5:00 p.m. and no later than 12:00 p.m. the day before the meeting for Special Council –Statutory Public Meetings occurring at 10:00 a.m.

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

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**Pages**

- 1. Meeting Called to Order**
- 2. Indigenous Territory Acknowledgement**
- 3. Disclosure of Pecuniary Interest**
- 4. Presentations**
  - 4.1. Patrick Gaskin, President and CEO; David Pyper, Chair, Board of Directors - Cambridge Memorial Hospital re: CMH: A Community Update
  - 4.2. Yogesh Shah, Deputy City Manager- Infrastructure Services and John Cook, Vice President -Buckingham Sports Properties re: 21-191(IFS) Cambridge Sports Park Expansion Update
  - 4.3. Aaron O’Keefe, Utility Compliance Technologist II and Chris Whetstone, Manager of Water, City of Cambridge re: 21-139(IFS) Drinking Water Quality Management Report for 2020
  - 4.4. Tova Davidson, Executive Director- Sustainable Waterloo Region; REEP; ClimateActionWR re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge’s Implementation
- 5. Delegations and Consideration of Related Reports**
  - 5.1. Tova Davidson, Executive Director- Sustainable Waterloo Region re:

## 2019 Year End Report on Sustainability

- 5.2. Joseph Tanel re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge's Implementation
- 5.3. Scott Morton Ninomiya, 50by30 Waterloo Region re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge's Implementation
- 5.4. Randy Saad re: 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge's Implementation
- 5.5. Allen Schiedel re: 21-095(CD) 4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd.

## 6. **Consent Agenda**

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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.

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

6.1 Special Council Minutes- May 25, 2021

6.2 Council Information Package- May 29, 2021

6.3 Economic Development Advisory Committee Minutes- April 14, 2021

6.4 Youth Advisory Committee Minutes- April 8, 2021

6.5 21-149(CRS) 2022 Budget Timeline and Guidelines

6.6 21-158(CD) Archery Canada National Training Center Location

6.7 21-166(CRS) Queen's Square Library Roof Replacement Project Forecast Change

6.8 21-163(CRS) Fire Station 4 Re-roofing

6.9 21-162(CRS) Hespeler Arena Roof Replacement

6.10 21-127(CD) – Request to Alter a Part V Designated Property – 28 Fallbrook Lane

6.11 21-167(CD) – 40km/h Speed Limit Pilot Project By-law Amendment

6.12 21-171(CD) Building Permit Statistics – First Quarter 2021



6.13 21-055 (CD) Agreements for the North Cambridge Business Park and East Side Lands

6.14 21-172 (CRS) Requests for Exemption to Noise By-law for 2021 Special Events

6.15 21-155 (CD) Beverly Street Pedestrian Underpass

## **7. Consideration of Reports**

### **7.1. Infrastructure Services**

7.1.1. 21-191(IFS) Cambridge Sports Park Expansion Update 158 - 169

7.1.2. 21-139(IFS) Drinking Water Quality Management Report for 2020 170 - 183

### **7.2. Corporate Enterprise**

7.2.1. 21-141 (CRE) TransformWR, Community Climate Action Strategy and City of Cambridge's Implementation 184 - 264

### **7.3. Community Development**

7.3.1. 21-136(CD) Public Notice for Planning Applications 265 - 287

7.3.2. 21-095(CD) 4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd. 288 - 300

7.3.3. 21-164(CD) Extension of Interim Control By-law – River Rd Neighbourhood 301 - 307

### **7.4. Corporate Services**

## **8. Other Business**

## **9. Closed Session**

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

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

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

## **10. Notice of Motion**

### **10.1. Councillor Hamilton**

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

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

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

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

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

**11. Motion to Receive and File**

**12. Consideration of By-laws**

- 21-040 Being a by-law to amend Interim Control By-law 19-100
- 21-041 Being a by-law to amend By-law 187-06, being a by-law for the regulation of Traffic and Parking

**13. Confirmatory By-law**

- Being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge at its meeting held on June 8, 2021.

**14. Adjournment**



## MINUTES

### Corporation of the City of Cambridge

#### Special Council Meeting - Statutory Public Meeting

Date:	May 25, 2021, 10:00 a.m. (Statutory Public Meeting) and
Location:	reconvening at 5:00 p.m. (Special Council) Virtual Meeting
Council Members In Attendance:	Councillor Reid - Ward 1, Councillor Devine - Ward 2, Councillor Liggett - Ward 4 (arrived at 5 p.m.), Councillor Wolf - Ward 5, Councillor Adshade - Ward 6, Councillor Hamilton - Ward 7, Councillor Ermeta - Ward 8, and Deputy Mayor Mann (Ward 3)
Regrets:	Mayor McGarry
Staff Members in Attendance:	David Calder - City Manager, Hardy Bromberg, Deputy City Manager - Community Development, Yogesh Shah, Deputy City Manager - Infrastructure Services, Cheryl Zahnleiter, Deputy City Manager - Corporate Enterprise, Sheryl Ayres - Chief Financial Officer, Lisa Shields - City Solicitor, Elaine Brunn Shaw, Chief Planner, James Goodram - Director of Economic Development, Malcolm Duncan - Planner 1 Site Development/Zoning, Rachel Greene- Senior Planner, Mirna Raponi - Supervisor of Accounting and Financial Reporting, Brooke Lambert - Director of Corporate Strategy, Nicole Drake - Strategic Initiatives and Policy Specialist, Danielle Manton - City Clerk, Jennifer Shaw - Deputy City Clerk, Briar Allison - Council and Committee Coordinator, Greg Elgie, Business Systems Analyst and Ayesh Lokumalage, Network Administrator

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#### 1. Meeting Called to Order

The meeting of the Council of the Corporation of the City of Cambridge is held virtually via Microsoft Zoom and live streamed to the City of Cambridge website. Deputy Mayor Mann welcomes everyone present and calls the meeting to order at 10:01 a.m.

**2. Indigenous Territory Acknowledgement**

**3. Disclosure of Pecuniary Interest**

None.

**4. Public Meeting Notice**

**5. Public Meetings**

**5.1 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan**

Motion: 21-157

Moved by Councillor Hamilton

Seconded by Councillor Devine

THAT Report 21-118 (CRE), Public Meeting Report - Core Areas Community Improvement Plan (CIP) be received;

AND THAT the Core Areas Community Improvement Plan be referred back to staff for a subsequent report and staff recommendation.

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

Absent (2): Mayor McGarry, and Councillor Liggett

**Carried (7 to 0)**

**5.1.1 Staff presentation- James Goodram, Director of Economic Development**

**5.2 21-115(CD) Public Meeting Report – 211-215 Queen Street W, Official Plan & Zoning By-law Amendments – Blacks Point Development**

Motion: 21-158

Moved by Councillor Devine

Seconded by Councillor Reid

THAT Report 21-115(CD) Public Meeting Report – 211-215 Queen Street W, Official Plan & Zoning By-law Amendments – Blacks Point Development be received.

AND THAT the applications OR01/21 for 211-215 Queen Street W, Blacks Point Development be referred back to staff for a subsequent report and staff recommendation.

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

Absent (2): Mayor McGarry, and Councillor Liggett

**Carried (7 to 0)**

5.2.1 Staff presentation - Malcolm Duncan, Planner 1 Site Development/  
Zoning

5.2.2 Consultant presentation - Dave Aston, MHBC Planning

5.2.3 Delegations

5.2.3.1 Mary Harrison

5.2.3.2 Dr. Derek Coleman

5.2.3.3 David Weber

5.3 21-116(CD) Public Meeting Report – Official Plan and Zoning By-law Amendments, 42 Portland Street, Nadam Investments Inc.- Blair Poole

Motion: 21-159

Moved by Councillor Wolf

Seconded by Councillor Adshade

THAT Report 21-116(CD) Public Meeting Report – Official Plan and Zoning By-law Amendments, 42 Portland Street, Nadam Investments Inc be received.

AND THAT the applications OR03/21 for 42 Portland Street, Nadam Investment Inc. be referred back to staff for a subsequent report and staff recommendation.

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

Absent (2): Mayor McGarry, and Councillor Liggett

**Carried (7 to 0)**

5.3.1 Staff presentation - Malcolm Duncan, Planner 1 Site Development/  
Zoning

5.3.2 Consultant presentation - Andrew Head, Dryden, Smith & Head  
Planning Consultants Ltd.

5.3.3 Delegations

5.3.3.1 Shirley Mitchell

5.4 21-104(CD) Public Meeting Report – 1134 Hunt Club, 1285 Speedsville  
Rd, West side of 800 Briardean Rd – Official Plan/Zoning By-law  
amendment and proposed draft plan of subdivision 30T-21101 - River Mill  
Development Corporation

Motion: 21-160

Moved by Councillor Reid

Seconded by Councillor Devine

THAT report 21-104(CD) Public Meeting Report – 1134 Hunt Club, 1285  
Speedsville Rd, West side of 800 Briardean Rd – Official Plan/Zoning By-  
law amendment and proposed draft plan of subdivision 30T-21101 - River  
Mill Development Corporation, be received.

AND THAT the application OR08/20 be referred back to staff for a  
subsequent report and staff recommendation.

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

Opposed (1): Councillor Devine

Absent (2): Mayor McGarry, and Councillor Liggett

**Carried (6 to 1)**

5.4.1 Staff presentation- Rachel Greene, Senior Planner

5.4.2 Consultant presentation- Terri Johns and Diana Morris, T. Johns  
Consulting Group

5.4.3 Delegations

5.4.3.1 Monica Konarvski

- 5.5 21-105(CD) Public Meeting Report - 800 Briardean Road & 875 Briardean Road – Official Plan and Zoning By-law amendment and proposed Draft Plan of Subdivision 30T-21102 - River Mill Development Corporation

Motion: 21-161

Moved by Councillor Reid

Seconded by Councillor Devine

THAT report 21-105(CD) Public Meeting Report - 800 Briardean Road & 875 Briardean Road – Official Plan and Zoning By-law amendment and proposed Draft Plan of Subdivision 30T-21102 - River Mill Development Corporation, be received.

AND THAT the application OR09/20 and 30T-21102 be referred back to staff for a subsequent report and staff recommendation.

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

Opposed (1): Councillor Devine

Absent (2): Mayor McGarry, and Councillor Liggett

**Carried (6 to 1)**

5.5.1 Staff presentation- Rachel Greene, Senior Planner

5.5.2 Consultant presentation- Terri Johns and Diana Morris, T. Johns Consulting Group

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

**7. Delegations**

7.1 Sharon Livingstone re: 21-131(CRE) Cambridge Connected 2020-2023 Phase 3 Final Report and Action Plan

7.2 June Anderson re: 21-131(CRE) Cambridge Connected 2020-2023 Phase 3 Final Report and Action Plan

**8. Presentations**

8.1 Mirna Raponi, Supervisor of Accounting and Financial Reporting re: 21-133(CRS) 2020 Financial Report

- 8.2 Courtney Cheal and Matthew Betik, KPMG re: 21-133(CRS) 2020 Financial Report
- 8.3 Brooke Lambert, Director of Corporate Strategy re: 21-131(CRE) Cambridge Connected 2020-2023 Phase 3 Final Report and Action Plan

## **9. Correspondence**

- 9.1 Jen and Dave re: 21-104(CD) Public Meeting Report – 1134 Hunt Club, 1285 Speedsville Rd, West side of 800 Briardean Rd – Official Plan/Zoning By-law amendment and proposed draft plan of subdivision 30T-21101 - River Mill Development Corporation
- 9.2 Tom Lammer re: 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan
- 9.3 Mackenzie Meek re: 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan
- 9.4 Cambridge Accessibility Advisory Committee re: 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan
- 9.5 Steve Schwartzentruber re: 21-118 (CRE) Public Meeting Report - Core Areas Community Improvement Plan
- 9.6 Tom Lammer re: 21-115(CD) Public Meeting Report – 211-215 Queen Street W, Official Plan & Zoning By-law Amendments – Blacks Point Development

Councillor Liggett arrived at this time.

## **10. Consent Agenda**

Motion: 21-162

Moved by Councillor Adshade

Seconded by Councillor Wolf

THAT all items listed under the heading of Consent Agenda for May 25, 2021 be adopted as recommended.

- 9.1 Special Council Minutes - May 11, 2021
- 9.2 Council Information Package - May 14, 2021
- 9.3 Striking Committee Minutes - May 17, 2021
- 9.4 21-142(CRS) 2021 Final Tax Levy



- 9.5 Municipal Heritage Advisory Committee Minutes - March 18, 2021  
9.6 Cambridge Accessibility Advisory Committee Minutes - March 22, 2021  
9.7 21-144(CD) Part Lot Control Exemption – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Highland Ridge West (Freure Homes)  
9.8 21-093 (CD) – Request to Alter a Part V Designated Property – 29 Main Street  
9.9 21-098 (CD) – Request to Alter a Part IV Designated Property – 200 Water Street North (Galt Collegiate Institute)

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

**Carried (8 to 0)**

## **11. Consideration of Reports**

### **11.1 Corporate Services**

#### **11.1.1 21-133(CRS) 2020 Financial Report**

Motion: 21-163

Moved by Councillor Wolf

Seconded by Councillor Ermeta

THAT report 21-133(CRS) re: 2020 Financial Report be received.

AND THAT the audited consolidated financial statements for the Corporation of the City of Cambridge be approved for the year ended December 31, 2020.

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

**Carried (8 to 0)**

### **11.2 Corporate Enterprise**

#### **11.2.1 21-131(CRE) Cambridge Connected 2020-2023 Phase 3 Final Report and Action Plan**

Motion: 21-165

Moved by Councillor Ermeta

Seconded by Councillor Hamilton

THAT Report 21-131(CRE) regarding the Cambridge Connected 2020-2023 Phase 3 Final Report and Action Plan be received.

AND THAT Council approve the strategic actions (Appendix A of report 21-131 (CRE)), with supporting initiatives to be identified as part of the annual budget and business planning process.

AND THAT Council direct staff to report back with any actions related to designating Cambridge as an Age-friendly City as defined by the World Health Organization as well that Council be presented with policies required to meet this designation.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

**Amendment:**

**Motion: 21-164**

**Moved by Councillor Reid**

**Seconded by Councillor Wolf**

**AND THAT Council direct staff to report back with any actions related to designating Cambridge as an Age-friendly City as defined by the World Health Organization as well that Council be presented with policies required to meet this designation.**

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

**Absent (1): Mayor McGarry**

**Carried (8 to 0)**

11.2.2 21-150(CRE) Enhanced BRP Funding – 15 Main Street

Motion: 21-166

Moved by Councillor Liggett

Seconded by Councillor Wolf

THAT Report 21-150(CRE), re: Enhanced BRP Funding – 15 Main Street be received.

AND THAT the property at 15 Main Street be approved for a Building Revitalization Program (BRP) grant of \$69,970 from the BRP Reserve Fund and interest-free loan of \$129,942 from the Core Areas Transformation Fund with a three (3) year term based on a total fundable amount of \$199,912 to partially cover the cost of exterior renovations to the building.

AND THAT the appropriate transfers from the BRP Reserve Fund and the Core Areas Transformation Fund be approved.

AND THAT this enhanced funding be available upon Council approval.

AND THAT staff be authorized to execute a Commitment Letter and any required documentation in order to administer this funding.

AND FURTHER THAT the work approved under this enhanced incentive be completed by June 1, 2022 and comply with all other requirements of the City of Cambridge, and upper levels of government.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

### 11.3 Community Development

#### 11.3.1 21-031(CD) Cash-in-Lieu of Parking Policy

Motion: 21-167

Moved by Councillor Hamilton

Seconded by Councillor Ermeta

THAT Report 21-031(CD) – Cash-in-Lieu of Parking Policy be received.

AND THAT staff be directed to update the Cash-in-Lieu of Parking Policy and report back to Council in 2022.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

11.3.2 21-132(CD) Refinements to the Brownfield Financial Incentives Program – Tax Increment Grant (TIG)

Motion: 21-168

Moved by Councillor Adshade

Seconded by Councillor Hamilton

THAT Report No. 21-132(CD) – Refinements to the Brownfield Financial Incentives Program – Tax Increment Grant (TIG) be received.

AND THAT in order to align with the Region of Waterloo's Brownfield Financial Incentives Program – Tax Increment Grant, the indirect remediation costs to a maximum of 10% eligible remediation costs awarded through the City of Cambridge's Brownfield Financial Incentives Program - Tax Increment Grant (TIG) be reduced to 0% effective June 1, 2021.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

11.3.3 21-092 (CD) – Request to Alter a Part V Designated Property – 15 Main Street

Motion: 21-169

Moved by Councillor Liggett

Seconded by Councillor Wolf

THAT Report 21-092 (CD) – Request to Alter a Part V Designated Property – 15 Main Street – be received.

AND THAT the request to alter the Part V Designated Property, municipally known as 15 Main Street, that includes replacement of damaged window and door trim on the ground floor, replacement of all the upper level windows on the front facade with wood frame windows, enlargement of windows on the rear elevation and installation of aluminum frame windows, replacement of rear doors with aluminum and glass doors, installation of a new door opening on the ground floor of the rear elevation, removal of the rear fire escape, installation of steel guard rails on the rear doors, repointing where required and repair/replacement of sills where necessary, cleaning of the stone, repair and replacement of roof materials as necessary and construction of a new roof bulkhead for the elevator substantially in accordance with the information included within and attached to Report 21-092(CD); be approved.

AND THAT a stone mason with demonstrated experience working with heritage buildings to the satisfaction of the Senior Planner Heritage, supervise the enlargement of the window openings on the rear elevation abutting Imperial Lane and the repointing of the stone with hand tools or a handheld rotary saw where appropriate.

AND THAT the repointing mortar be an appropriate lime-based mix and that a sample patch be completed to the satisfaction of the Senior Planner Heritage.

AND THAT the stone cleaning be completed with a sponge or soft steel brushes and that any power washing not exceed 300 psi.

AND FURTHER THAT the new wood windows on the upper levels of the front facade and east side elevation not be clad in aluminum.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

#### 11.4 Infrastructure Services

None.

**12. Unfinished Business**

None.

**13. Notice of Motion**

None.

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

Motion: 21-170

Moved by Councillor Liggett

Seconded by Councillor Adshade

THAT all presentations and correspondence from the May 25, 2021 Special Council Meeting be received.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

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

Motion: 21-171

Moved by Councillor Adshade

Seconded by Councillor Reid

- 21-037 Being a by-law to establish 2021 Final Tax Rates for City purposes only, for the payment of 2021 Property Taxes and to repeal By-law 21-003
- 21-038 Being a by-law to exempt certain lots or blocks pursuant to subsection 50(5) of the Planning Act, R.S.O. 1990, c. P.13, as amended (Part Lot Control Exemption) – Lots 1 – 13, 22, 23, 39 – 61, 63 – 84, 86 – 89, Registered Plan No. 58M- 660 (Highland Ridge West)

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

## **16. Closed Session**

Motion: 21-172

Moved by Councillor Ermeta

Seconded by Councillor Wolf

THAT in accordance with Section s.239 (2) (e), (f) and (k) of the Municipal Act, 2001, Council convene in Closed Session at 6:54 p.m. to consider the following subject matter:

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

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (legal update on a planning matter); and

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26. (update on Cambridge Sports Park – Expansion)

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

Motion: 173

Moved by Councillor Hamilton

Seconded by Councillor Devine

THAT Council rise from Closed Session at 7:51 p.m. and reconvene in Open Session.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

**17. Confirmatory By-law**

Motion: 21-174

Moved by Councillor Wolf

Seconded by Councillor Hamilton

21-039 Being a by-law to confirm the proceedings of the Council of the Corporation of the City of Cambridge at its meeting held on May 25<sup>th</sup>, 2021

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

**18. Adjournment**

Motion: 21-175

Moved by Councillor Devine

Seconded by Councillor Reid

THAT the Council meeting does now adjourn at 7:58 p.m.

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

Absent (1): Mayor McGarry

**Carried (8 to 0)**

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Mayor

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Clerk



# **COUNCIL INFORMATION PACKAGE**

**May 29, 2020**

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March 23, 2020

By Fax to: 613.941.6900 & Twitter @CanadianPM, @JustinTrudeau

The Right Honourable Justin Trudeau  
Prime Minister of Canada  
Langevin Block,  
Ottawa, Ontario, K1A 0A2

Dear Prime Minister:

**Re: Direct Payment of Federal Funds to Municipalities to Waive Property Taxes for the Year 2020 - Financial help to alleviate the suffering from COVID-19 Pandemic**

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It is trite to repeat the human and financial toll of the COVID-19 Pandemic. Similarly, the commitment of the federal, provincial and municipal governments toward alleviating the suffering of Canadians does not require repeating.

We, at the Town of Midland, in the Province of Ontario, are proposing what we believe to be a simple but effective solution to facilitate the delivery of our common and shared commitment to the financial and psychological well-being of all Canadians.

**Proposal:**

**1. Residential Properties (primary residence only)**

- a. Waive 100% of the 2020 property taxes for all residential properties currently assessed at or below \$ 500,000.00 by each governing provincial property assessment body; and
- b. Waive 50% of the 2020 property taxes for all residential properties currently assessed below \$ 1,000,000.00; and
- c. Waive 25% of the 2020 property taxes for all residential properties currently assessed above \$1,000,000.00.

**2. Industrial, Commercial and Farm Properties**

- a. Waive 100% of the 2020 property taxes for all; industrial, commercial and farm properties currently assessed at under \$ 10,000,000.00; and
- b. Waive 50% of the property taxes for the year 2020 for all industrial, commercial and farm properties currently assessed between \$10,000,000.00 and \$ 50,000,000.00; and
- c. Waive 25% of the property taxes for the year 2020 for all industrial, commercial and farm properties assessed above \$50,000,000.00.

### 3. Federal Transfer Payment to Canadian Municipalities

- a. In lieu of the annual municipal property taxes, the Federal Government transfers funds to municipalities across Canada, as a one-time grant.

#### **Advantages of the Proposal:**

1. Quick and timely relief;
2. Direct relief to all Canadian homeowners and the business community;
3. Directly protects Canadians who although may be solvent, are unable to easily meet the financial pressures beyond their personal capacity due to COVID-19;
4. No additional resources required to assess individual need and delivery of the relief;
5. Negligible overhead costs for the disbursement of the relief. In fact, it may cut-down on some of the work for municipal staff; and
6. The financial stimulus received from the federal government will come into circulation immediately and will stay in the community.

There are a multitude of other direct and indirect financial and non-financial benefits that will result from the implementation of this proposal. The biggest non-financial impact is that Canadians will see an immediate financial relief respecting the pressures to make their property tax payments and be better positioned to address other essential needs. In turn, removing this added stress will provide some relief to the already strained financial and health systems.

As you are aware, Canadians are entering this time of crisis with a very high amount of house-hold debt and a great deal of financial fragility. Taking this simple step should alleviate some of those pressures. At the same time, it will keep your municipal governments, and school boards primed for continued productivity and forward momentum to address the fallout from COVID-19.

Thanking you in anticipation of a favourable response.

Sincerely,

**The Corporation of the Town of Midland**



Stewart Strathearn,  
Mayor  
[ssrathearn@midland.ca](mailto:ssrathearn@midland.ca)



Amanpreet Singh Sidhu,  
Chief Administrative Officer  
[asidhu@midland.ca](mailto:asidhu@midland.ca)

c: Town of Midland Council  
Association of Municipalities of Ontario  
Province of Ontario



OFFICE OF THE MAYOR  
CITY OF HAMILTON

April 23, 2020

The Honourable David Lametti  
Minister of Justice and Attorney General of Canada  
284 Wellington Street  
Ottawa, Ontario K1A 0H8

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

The Honourable Doug Downey  
Attorney General  
McMurtry-Scott Building, 11<sup>th</sup> Floor  
720 Bay Street  
Toronto, ON M7A 2S9

**Subject: Request to Regulate and Enforce Odour and Lighting Nuisances  
Related to the Cultivation of Cannabis Plants**

Dear Minister/Attorney General Lametti, Premier Ford and Attorney General Downey:

At its meeting of April 22, 2020, Hamilton City Council approved Item 5.4(d), which reads as follows:

**5.4 (d) Repeal and Replace Public Nuisance By-law 09-110 and Amend  
Administrative Penalty By-law 17-225 (PED20076) (City Wide)**

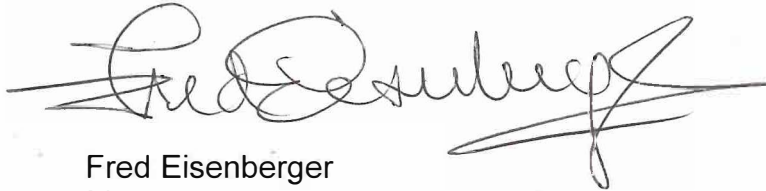
- (a) That the draft by-law, attached as Appendix "A" to Report PED20076, which repeals and replaces By-law 09-110, being a By-law to Prohibit and Regulate Certain Public Nuisances within the City of Hamilton, and amends the Administrative Penalties By-law 17-225 which has been prepared in a form satisfactory to the City Solicitor, be approved and enacted by Council;
- (b) That the Mayor be directed, on behalf of the City of Hamilton, to write to the relevant federal and provincial governments to regulate

and enforce odour and lighting nuisances related to the cultivation of cannabis plants;

- (c) That the Mayor contact the Premier of Ontario, Minister of the Attorney General, and local Members of Parliament to request that the Province extend authority to Municipalities to enforce odor and lighting nuisance complaints stemming from licensed and unlicensed cannabis cultivations within the its jurisdiction; and,
- (d) That the request be sent to other municipalities in Ontario, including the Association of Municipalities of Ontario for their endorsement.

We respectfully request your consideration with regard to this request and look forward to your response.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Fred Eisenberger', with a long horizontal stroke extending to the right.

Fred Eisenberger  
Mayor

Copied:

The Honourable Filomena Tassi, M.P., Hamilton West, Ancaster, Dundas  
Scott Duvall, M.P., Hamilton Mountain  
Bob Bratina, M.P., Hamilton East-Stoney Creek  
David Sweet, M.P., Flamborough – Glanbrook  
Matthew Green, M.P. , Hamilton Centre  
Andrea Horwath, Opposition Party Leader, NDP of Ontario, M.P.P Hamilton Centre  
Monique Taylor, M.P.P., Hamilton Mountain  
Paul Miller, M.P.P., Hamilton East-Stoney Creek  
Donna Skelly, M.P.P., Flamborough-Glanbrook  
Sandy Shaw, M.P.P. Hamilton West-Ancaster-Dundas  
Association of Municipalities of Ontario  
Municipalities of Ontario



April 27<sup>th</sup>, 2020

The Right Honourable Justin Trudeau via email  
Prime Minister of Canada  
Langevin Block  
Ottawa, Ontario, K1A 0A2

Re: Federal Assistance for Municipalities

Dear Prime Minister:

Municipalities across Canada are working hard to respond to the ongoing international crisis. On a day-to-day level, Canadians depend on municipal services including fire and emergency services, essential road maintenance, garbage and recycling, bylaw enforcement, and building permits. However, municipalities need help from our federal partners to deliver these services while also supporting their residents.

At the Regular Meeting of April 21<sup>st</sup>, 2020, the Council of the Township of Montague passed the following motion:

MOVED BY: J. Carroll  
SECONDED BY: I. Streight

RESOLUTION NO: 88-2020  
DATE: April 21, 2020

That the Township of Montague supports the proposal in principle from the Town of Midland, for the federal government to provide grant funding municipalities to forgive tax payments.

And that the motion be sent to all municipalities across Ontario; local MPs and MPPs and AMO

CARRIED

Please find the attached letter from the Town of Midland detailing a potential funding arrangement. The Township of Montague supports this, or the proposed funding arrangement recommended by the Federation of Canadian Municipalities through the Gas Tax Fund, also attached.

Thank you,

Jasmin Ralph  
Clerk Administrator

Cc: Association of Municipalities of Ontario  
Cc: All Ontario Municipalities





JEFF BUNN  
Manager, Council & Committee Services & Deputy City Clerk  
Finance & Corporate Services Department  
Kitchener City Hall, 2<sup>nd</sup> Floor  
200 King Street West, P.O. Box 1118  
Kitchener, ON N2G 4G7  
Phone: 519.741.2200 x 7278 Fax: 519.741.2705  
[jeff.bunn@kitchener.ca](mailto:jeff.bunn@kitchener.ca)  
TTY: 519-741-2385

May 15, 2020

The Right Honourable Justin Trudeau, Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2

Dear Prime Minister Trudeau:

This is to advise that City Council, at a special electronic meeting held on May 11, 2020, passed the following resolution regarding financial support for municipalities:

*“WHEREAS the COVID-19 pandemic has resulted in unprecedented public health and economic challenges which have prompted municipalities across Canada to take extraordinary measures to support residents and businesses during this difficult time; and*

*WHEREAS the Federation of Canadian Municipalities released a report on April 23, 2020 titled “Protecting Vital Municipal Services” which projected that municipalities are facing \$10-\$15 billion in non-recoverable losses as a result of the COVID-19 pandemic; and*

*WHEREAS the City of Kitchener is projecting a significant deficit in 2020 as a result of the COVID-19 pandemic; and*


*WHEREAS the Federation of Canadian Municipalities has requested at least \$10 billion in emergency federal funding for municipalities to assist with the financial impacts associated with the COVID-19 pandemic; and*

*WHEREAS funding from the federal government, either through this program or otherwise, would significantly mitigate the financial pressures municipalities are facing as a result of the ongoing pandemic;*

*THEREFORE BE IT RESOLVED the City of Kitchener supports the proposal from the Federation of Canadian Municipalities for immediate financial assistance from the federal government to assist municipalities in managing the financial impacts associated with the COVID-19 pandemic;*

*BE IT FINALLY RESOLVED a copy of this resolution be forwarded to the Prime Minister; the Federal Members of Parliament representing the City of Kitchener; the Local Members of Provincial Parliament; the Association of Municipalities of Ontario; the Federation of Canadian Municipalities; and all area municipalities within Waterloo Region."*

Yours truly,



J. Bunn  
Manager, Council & Committee Services/  
Deputy City Clerk

- c. Honourable Bardish Chagger, M.P.  
Honourable Tim Louis, M.P.  
Honourable Bryan May, M.P.  
Honourable Raj Saini, M.P.  
Honourable M. Tabbara, M.P.  
Honourable Amy Fee, M.P.P.  
Honourable Belinda Karahalios, M.P.P.  
Honourable Catherine Fife, M.P.P.  
Honourable Laura Mae Lindo, M.P.P.  
Honourable Mike Harris, M.P.P.  
Monika Turner, Association of Municipalities of Ontario  
Bill Karsten, Federation of Canadian Municipalities  
Ashley Sage, Clerk, Township of North Dumfries  
Danielle Manton, City Clerk, City of Cambridge  
Dawn Mittelholtz, Director of Information and Legislative Services /  
Municipal Clerk, Township of Wilmot  
Grace Kosch, Clerk, Township of Wellesley  
Olga Smith, City Clerk, City of Waterloo  
Val Hummel, Director of Corporate Services/Clerk, Township of Woolwich



**Date:** 05/22/2020 **Internal Memo #: IM20-015(CD)**

**To:** Mayor & Council

**Circulated to:** Communications

**Department:** Community Development

**Division:** Parks, Recreation and Culture

**From:** Lisa Whelan

**Subject:** Canada Day

### Comments

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Cambridge Celebrates Canada Day is an annual event planned by a volunteer committee with the support of the City of Cambridge each year. The Canada Day Committee is planning a virtual event for 2020 due to COVID-19. To complement the committee work, city staff will incorporate the toolkit provided by Canadian Heritage into the event including promotion that 2020 is the 40th anniversary of the national anthem.

The City of Waterloo is planning a virtual event that will feature local musicians and artists. The City of Kitchener is continuing to plan an in-person event that will include live musical performances and live fireworks. Kitchener has until three weeks prior to the event to cancel the in-person event. It is not known if a virtual event is being planned.

The City of Cambridge has become known as a city that hosts great festivals and events. The event committee hopes to bring joy to Cambridge residents during a time of uncertainty during the COVID-19 pandemic.

### Attachments

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- Appendix A - Pixels and Coffee Production Proposal

# Canada Day 2020

## Cambridge Celebration.

The pandemic has put the kibosh on our traditional outdoor festivities, so to mark Canada's birthday 'Cambridge style' we're producing a 35 – 45 minute online community party streamed right into living rooms everywhere!



## Streaming platforms

We suggest streaming the production in as many ways as possible. These include City web site, Facebook, IGTV, Youtube and various other platforms.







# All about Community

The central idea is to highlight the faces of our community. We'll (carefully) go out and meet the people as well as having the people come to us by sending in their own content.



# Host:

Show is hosted by a known Waterloo-Region entertainer/personality such as:

- Cabbie – TSN Personality
- Rob Bebenek – Standup comic
- Christel Bartelse – actress/performer
- Justin Beiber – We don't need to tell you what he does.





# Show Elements

1. Citizen Generated Content – we reach out to the town's folk with specific requests and they send in content.
2. Music – Local musicians will do acoustic songs for the special.
3. Animation - We'll produce short funny sketches entitled – “Where’s the party?”
4. Greetings and Interviews – dignitaries, business leaders, celebrities and regular folks will pass on their best wishes for a happy birthday to all – and boy do we need it!





# O' Canada

As in the good ol' days of past we're aiming to have Cambridge sing O'Canada together. This time it will be virtual. We'll do a call out for people to record themselves singing the national anthem and we'll stitch it into a work of sheer magic.

This is an example of what we envision:

[https://www.youtube.com/watch?v=Dpw9o2MsjY8&list=RDDpw9o2MsjY8&start\\_radio=1&t=178](https://www.youtube.com/watch?v=Dpw9o2MsjY8&list=RDDpw9o2MsjY8&start_radio=1&t=178)





# FIREWORKS!

What would Canada Day be without Fireworks – well we're not about to find out so we're having a virtual Fireworks display over the skyline of Cambridge. Take that Covid-19!





# Run Down

This is the proposed running order for the special. Of course things may change once we actually start to record items and receive submissions.

1	Opening - Graphic element opening to music.	00:20	00:20
2	Host Intro – welcome to the show!	01:30	01:50
3	Citizen Gen 1 – Who’s your hero?	02:00	03:50
4	Dignitary Package 1 – Mayor/MPs	03:00	06:50
5	Animation 1 – Riverside park – “Hey where is everyone?”	00:30	07:20
6	Host throws to -	00:20	07:40
7	Entertainment Pkg 1: TBA -	03:30	11:10
8	Host throws to -	00:15	11:25
9	Streeter Package 1 – How are you spending C Day?	02:00	13:25
10	Animation 2 – Preston – “Where’s the parade?”	00:20	13:45
11	Citizen Gen 2 – What did Canada Day look like in years past?	02:00	15:45
12	Host throws to -	00:15	16:00
13	Dignitary Package 2 – MPPs/Councilors/Chiefs	02:30	18:30
14	Entertainment Pkg 2: TBA	03:30	22:00
15	Animation 3 – Hespeler – “It’s quiet here to, too quiet”.	00:20	22:20
16	Host throws to -	00:15	22:35
17	Streeter Package 2 – Canada/Cambridge Trivia Questions	02:00	24:35
18	Entertainment Pkg 3: TBA	03:30	28:05
19	Citizen Gen 3 – Great Canada Day Birthday Cake bake off - contest	02:30	30:05
20	Animation 4 – Galt – “We figured it all out, the party is at home”.	00:30	30:35
21	Dignitary Package 3 – Shout outs from various community members/celebrities etc.	02:30	33:05
22	Host wraps day	02:00	35:05
23	User Generated O’Canada	01:30	36:35
24	Fireworks display	07:25	44:00
25	Credits – over fireworks	01:00	45:00



# Logo

We'd like to refresh the logo for two principle reasons:

1. We can include the words "At home" indicating the big change for this year.
  2. It gives us elements to use throughout the show including the opening and transitions.
- Here are some design ideas -



Thank you very much.





**Meeting no. 20-06**

**Resolution no. 20-76**

**Date: May 25, 2020**

**Moved by: Steve Brousseau**

**Seconded by: Daniel Grenier**

BE IT RESOLVED THAT Council for the Municipality of Mattice – Val Côté hereby supports motion 20-060 made by the Cambridge City Council asking the Province of Ontario to provide the funding required to establish and make additional detox and rehabilitation programs accessible throughout the province, and;

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the City of Cambridge and to our federal and provincial Parliament representatives, MP Carol Hughes and MPP Guy Bourgouin.

Carried ☒ Defeated ☐ Deferred ☐

\_\_\_\_\_  
Mayor, Marc Dupuis  
President Officer

**Recorded Vote**  
(unanimous unless indicated below)

Name	Yeas	Neas	Abstention
Dupuis, Marc			
Brousseau, Steve			
Grenier, Daniel			
Lemay, Richard			
Malenfant, Joyce			

**Certified by:**

*Guyline Coulombe*  
Guyline Coulombe, CAO/Clerk



# MEETING MINUTES

Corporation of the City of Cambridge  
Economic Development Advisory Committee (EDAC)  
No. 04-21

Wednesday, April 14, 2021 at 3:45 p.m.  
Virtual Meeting via Zoom Video Conferencing

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**Committee Members In Attendance:** Gregory Wood, Tony Schmidt (until 4:10 pm), Erik Dahm, Filip Ivanovski, Brian Punambolam, Paul Brown, Scott MacKenzie, Councillor Pam Wolf and Councillor Donna Reid

**Regrets:** None

**Guests:** Chris Wood

**Staff Members in Attendance:** Trevor McWilliams and Ingrid Borges

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The regular meeting of the Economic Development Advisory Committee of the Corporation of the City of Cambridge was held via Zoom Video Conferencing. P. Brown welcomed everyone present and called the meeting to order at 3:46 p.m. The meeting adjourned at 4:41 p.m.

## Notice of Regrets

No regrets were received.

## Declarations of Pecuniary Interest

There were no declarations of pecuniary interest from committee members.

## Presentations

Chris Wood, Region of Waterloo International Airport, re: Airport Master Plan

Using a PowerPoint presentation, C. Wood discussed the following in detail: Supporting our Community, About the Airport-Past & Present, Opportunity, Growth in Southern Ontario, Supply & Demand, Passenger Volume, Future Plans, Terminal Building Expansion, Development Stages, and Destinations & Airlines. A copy of C. Wood's presentation is on file with Economic Development.

Following the presentation discussion ensued regarding future transit plans and routes for the future, designed for convenient travelling to and from the airport. It was explained that much consideration was given on customer experience, the different amenities being offered and additional flight destinations to be added. C. Wood shared an aerial

view video of the renderings for the terminal expansion and noted the target is to complete construction in one year. Further discussion took place surrounding the subsidy from the Region and future plans; corporate sponsorship; supply and demand; the runway expansion; and user rates/fees/charges.

### **Confirmation of Minutes**

Moved by: Councillor Pam Wolf

Seconded by: Filip Ivanovski

THAT the minutes of the Economic Development Advisory Committee held on Wednesday, March 10, 2021, be considered for errors and/or omissions.

CARRIED

### **Agenda Items**

a) Community Improvement Plan

It was advised the drafts are being reviewed and finalized with a tentative public meeting date scheduled for May 25, 2021.

### **Additions to the Agenda**

None

### **Business Arising from the Minutes**

None

### **Council Update**

It was explained the Ministry Zoning Order (MZO) of a large warehouse located on Dickie Settlement Road and Fountain Street South near highway 401 was passed by Council on April 6, 2021. It is a \$150 million-dollar investment and will create approximately 700 full time jobs with a possible 1400 seasonal employees. There have been some concerns from the Blair community noting Transportation and Heritage studies have yet to be completed.

### **Other Business**

None.

### **City/Priority List Items for Updates**

a) Sponsorship and Advertising Strategy

City of Cambridge  
Economic Development Advisory Committee (EDAC)  
Minutes

T. McWilliams noted the draft policies have been received from the consultant and feedback has been provided from the interdepartmental working group. The draft policies will be presented to the Corporate Leadership Team on May 11, 2021 for review and comments. The proposed council date for approval is June.

**Future Suggested Presentations for EDAC**

- a) Zoning By-Law (D. Friess, Manager of Development Planning)
- b) SRED tax incentives (ITC or Mentorworks)
- c) Economic Development Strategic Plan (2021 Project)
- d) Regional Economic Development Strategic Plan (T. LaMantia, WaterlooEDC)
- e) Region Official Plan and Employment Lands Review (M. Sergi, Region of Waterloo)
- f) Community Attraction/Projects (S. Higgins, HIP Developments)
- g) Development Discussion (D. Purcell)
- h) Galt Height Study (D. Friess)
- i) Growth and Intensification Study (D. Friess)
- j) Filming (D. Hogue)

**Next Meeting**

Wednesday, May 12, 2021  
Virtual Meeting  
Zoom Video Conferencing  
3:45 to 5:30 p.m.

**Close of Meeting**

Moved by: Brian Punambolam  
Seconded by: Paul Brown

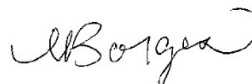
THAT the Wednesday, April 14, 2021 meeting of the Economic Development Advisory Committee (EDAC) does now adjourn at 4:41 p.m.

CARRIED



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Chair – EDAC



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Recording Secretary



## **MINUTES**

**Corporation of the City of Cambridge  
Youth Advisory Committee to Council  
Zoom  
60 Dickson Street, Cambridge, Ontario  
April 8, 2021 – 5:30 p.m.**

**Committee Members in Attendance:** Melody Schmidt, Abigail Vivian, Fatima Awan, Julia Duarte, Ozioma Offiah, Sujude Kabbar, Madeleine Braga, Jenna Haveman, Aliyan Awan, Maanas Naik, Harry Sharma

**Members with Regrets:**

**Staff Members in Attendance:** Heather Melo, Stephanie Backes

**Guest:** Tanishi Naik, Shannon Markle

### **Meeting Called to Order**

The meeting of the Youth Advisory Committee to Council of the Corporation of the City of Cambridge was held on Zoom. Heather Melo, staff liaison welcomed everyone present and called the meeting to order at 5:30 p.m.

### **Disclosure of Interest**

No disclosure of interest

### **Approval of Thursday, March 11 2021 YACC minutes**

Moved by: Melody Schmidt

Seconded by: Jenna Haveman

THAT the minutes of March 11, 2021 YACC minutes be approved as presented.

CARRIED

Heather discussed Youtube livestreaming and the challenges faced during the start of the meeting. The group was advised that next month's meeting would be held live on Youtube.

Abigail was introduced as the chair of tonight's meeting. Attendance and agenda items were reviewed.

Shannon joined the meeting.

Abigail welcomed Tanishi to the meeting as the recipient of the March Youth Individual Achievement Award.

Shannon Markle described the projects that Tanishi had previously focused on and the leadership role she has taken on. Councillor Ermeta congratulated Tanishi on behalf of council.

Abigail read congratulatory comments sent in by members of the committee.

Tanishi and Shannon left the meeting at 5:49pm.

Nicholas provided the committee with a council update.

## **2SLGBTQ+ Youth Recommendations for Change in Ontario**

Heather introduced the 'Do Better' data report, provided by Diversity and Inclusion Services. Members of the group read the 7 youth recommendations.

Abigail reviewed the 2SLGBTQ+ acronym for those who weren't familiar with the term.

Melody discussed the various recommendations and how the Youth Committee could contribute to these within the community. Abigail expressed similar feelings towards these.

Further information can be found at <http://dobetter.youthline.ca/>

## **Pride Prom**

Heather discussed a history of the previous success with KW Counselling and their OK2BME program being offered in Kitchener. The City of Cambridge asked for a partnership with KW Counselling so that the OK2BME program could be offered within Cambridge. Pride Prom was not offered last year due to COVID restrictions. The previous year was offered within the Toyota Room at the Cambridge Centre for the Arts.

OK2BME has reached out to inquire if YACC would be interested in partnering with KW Counselling and the OK2BME program to do a virtual Pride Prom experience.

Melody motioned the support for Pride Prom this year and provided feedback from the previous event.

Members of the committee supported the motion.

Heather will invite a staff member from OK2BME to an upcoming meeting for further discussion to take place.

## **April Youth Award Recognition**

April's Youth Award was introduced as the Environmental Stewardship Award. Nominations have currently been received.

## **Program Update**

PeopleCare report went to council and was supported. The City is currently looking for 22 volunteers to assist with programming. Volunteer orientation will take place on April 20<sup>th</sup> with training on April 22<sup>nd</sup>. Programming will begin on April 26<sup>th</sup>.



Volunteers will be expected to participate in a 5-30 minute weekly conversation with one of the residents.

Thursday Night Live occurs every Thursday night in July starting from either 7-8pm or 8-9pm. Programming is limited to a one-hour timeframe and will take place in Forbes Park. The space is set to accommodate a maximum of 100 individuals. Circles will be drawn on the grass 6ft apart. Currently staff are working towards the development of operating guidelines. This year is limited to one performance per evening. Volunteers are needed at both entrance and exit pathways as well as with screening.

The Cambridge Bike Park went to council as a re-introduction and was approved. Staff are moving forward with annual maintenance. The Bike Park is well used by the community. Residents are starting to show lots of interests.

### **Other Business**

No other business was addressed.

### **Next Meeting**

#### **Formal**

Thursday, May 13, 2021 – 5:30PM

Held via Zoom

#### **Informal**

Thursday, April 22, 2021 – 5:30PM

Held via Zoom

### **Close of Meeting**

Moved by: Melody Schmidt

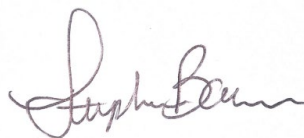
Seconded by: Jenna Haveman

THAT the Youth Advisory Committee to Council meeting adjourned at 6:27 p.m.



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Chairperson  
Abigail Vivian



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Recording Secretary  
Stephanie Backes

**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **2022 Budget Timeline and Guidelines**

**Submitted By:** **Sheryl Ayres, Chief Financial Officer**

**Prepared By:** **Katie Fischer, Deputy Treasurer**

**Report No.:** **21-149(CRS)**

**File No.:** **C1101**

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### **Recommendation(s)**

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

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

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

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

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

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

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

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

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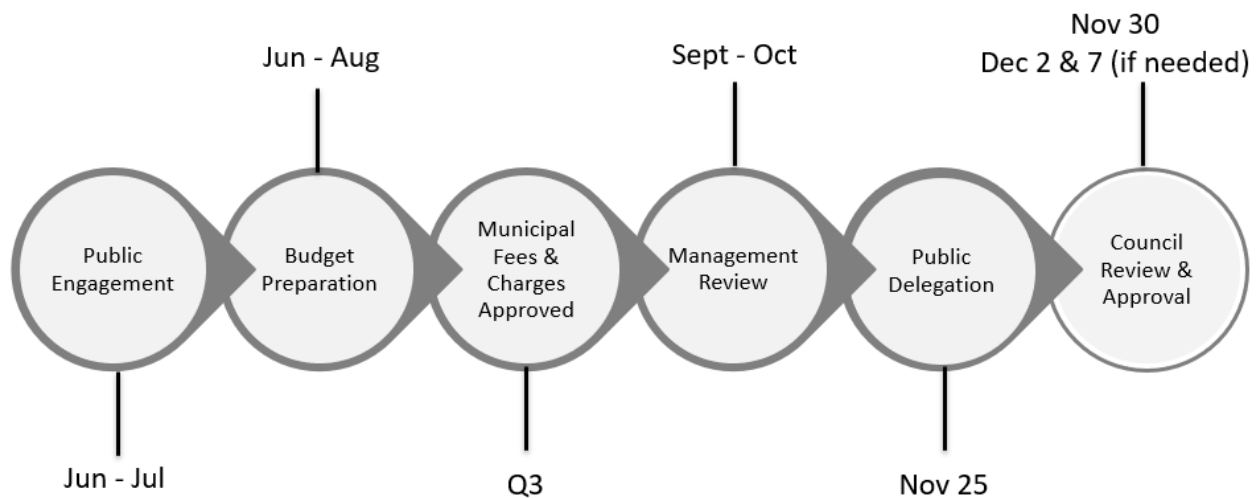
## Executive Summary

### Purpose

- 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 2022 budget.

### Key Findings

- To maintain existing service levels, which is defined as the “base budget”, the City faces rising costs due to inflation. Staff recommend that the 2022 tax-supported operating budget be prepared with a target base budget tax levy increase generally in line with the Consumer Price Index (CPI), a measure of inflation, currently forecast to be between 1.7% to 2.2% for 2021. During preparation of the budget staff will consider current levels of service and make recommendations as required to ensure City services are being delivered most efficiently to meet the community’s needs. All impacts from capital projects, growth and new service level initiatives will be submitted as part of the 2022 budget process for consideration by Council.
- A Municipal User Fees Study is currently underway to review fees in ten service areas included in tax supported operations. The results of this study are anticipated to be presented to Council for approval in July, 2021. Approving the fees in advance of budget preparation allows for effective oversight and transparency of the City’s user fees, while providing staff the opportunity to build any resulting revenue impacts into the overall budget.
- Staff recommend that the 2022 water utility budget be prepared consistent with the forecast water and sewer combined rate increase of 3.68% approved through the 2021 budget process and in accordance with the Council approved long-range financial plan.
- With Council direction, the City requests the Downtown BIA’s to deliver their 2022 budgets to staff by October 1, 2021. This will allow City staff the opportunity to incorporate the BIA funding requests into the City’s overall budget documents.
- Following best practices in municipal finance and budgeting, staff recommend to continue with a December approval of the budget. The timeline for the 2022 budget process is as follows:



## Financial Implications

- Staff will prepare the 2022 tax-supported operating budget with a target base budget increase generally in line with the Consumer Price Index inflation rate. During preparation of the budget staff will consider current levels of service and make recommendations as required to ensure City services are being delivered most efficiently to meet the community's needs. All impacts from capital projects, growth and new service level initiatives will be submitted as part of the 2022 budget process for consideration by Council.
- The 2022 water utility budget will be prepared consistent with the forecast rate increase approved through the 2021 budget and taking into consideration the approved water and wastewater long-range financial plan in accordance with O. Reg. 453/07.

## 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:

- 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, ensure competitive pricing on procurement solicitations and ensure staff are properly equipped with Council direction towards providing City services;
- Providing for public engagement through 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 the operating impacts of capital projects;
- Separately identifying new or enhanced service levels, new programs, or funding required due to growth.

In recognition that the City's budget meets the highest quality level, the City won the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for its 2020 budget. This award is the highest form of recognition in governmental budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool. The City is committed to continued excellence in its financial budgeting and reporting.

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## Analysis

### Strategic Alignment

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

Goal #2 - Governance and Leadership

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

The 2022 budget process enables staff to focus on responsible financial management while maintaining transparency and accountability to management, Council and the public.

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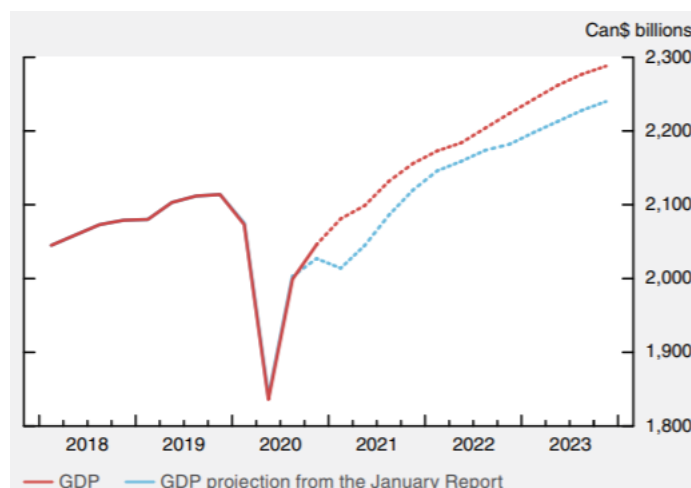
## Comments

### Economic Update

The COVID-19 pandemic has had an unprecedented impact to global and local economies. The continuing third wave of the pandemic demonstrates that while vaccination rates are rising and there are positive outlooks ahead, it will take time for the Ontario and the local economy in the Region of Waterloo to rebound fully to pre-pandemic levels. The hospitality and tourism sector and small businesses have in particular been impacted as a result of closures and stay-at-home orders. Meanwhile, all businesses and employees have had to adapt to new or enhanced safety measures as a result of the pandemic, which may have led to increased costs. As staff and

management prepare the City's 2022 budget, the current state and the outlook of the economy will be taken into consideration.

According to the Bank of Canada's most recent Monetary Policy Report from April, 2021<sup>1</sup>, both the global and Canadian economies are showing better resilience to the continuing COVID-19 pandemic than earlier forecast. After the significant drop in Canada's gross domestic product (GDP)<sup>2</sup> at the beginning of the pandemic, it has continued on a rebound trajectory. GDP is now forecast to grow approximately 6.5% in 2021, which is an improvement over the previous forecast from January as shown in the below chart.



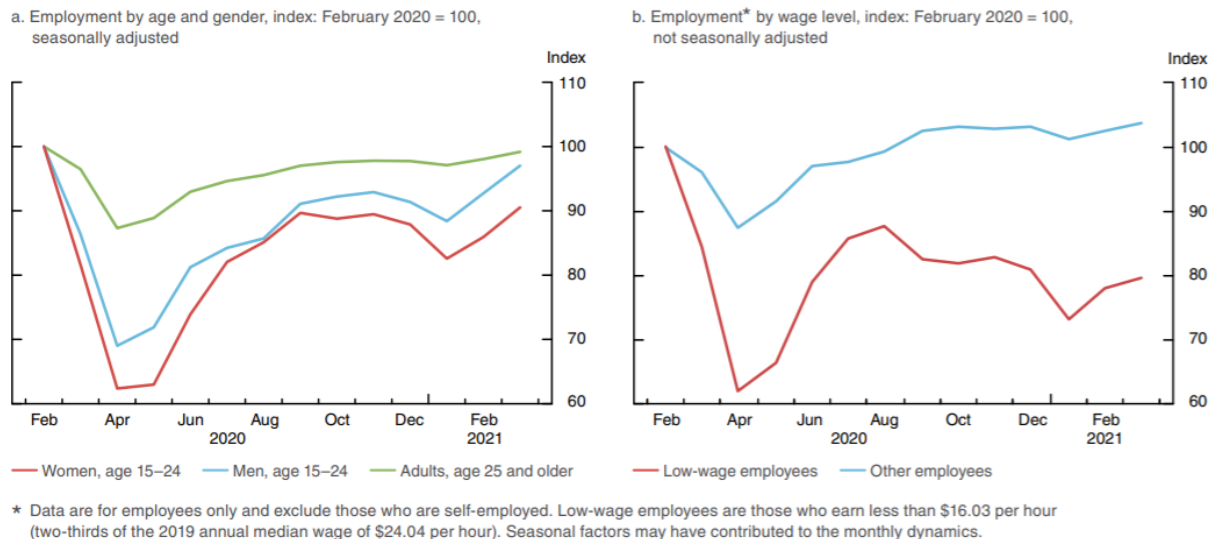
Source: <https://www.bankofcanada.ca/wp-content/uploads/2021/04/mpr-2021-04-21.pdf>

The economic rebound varies by sector of the economy, with some more heavily impacted by pandemic restrictions. This can be seen in the Bank of Canada's employment indexes which show that younger and lower-wage employees continue to face higher levels of unemployment than their counterparts, as demonstrated in the following charts.

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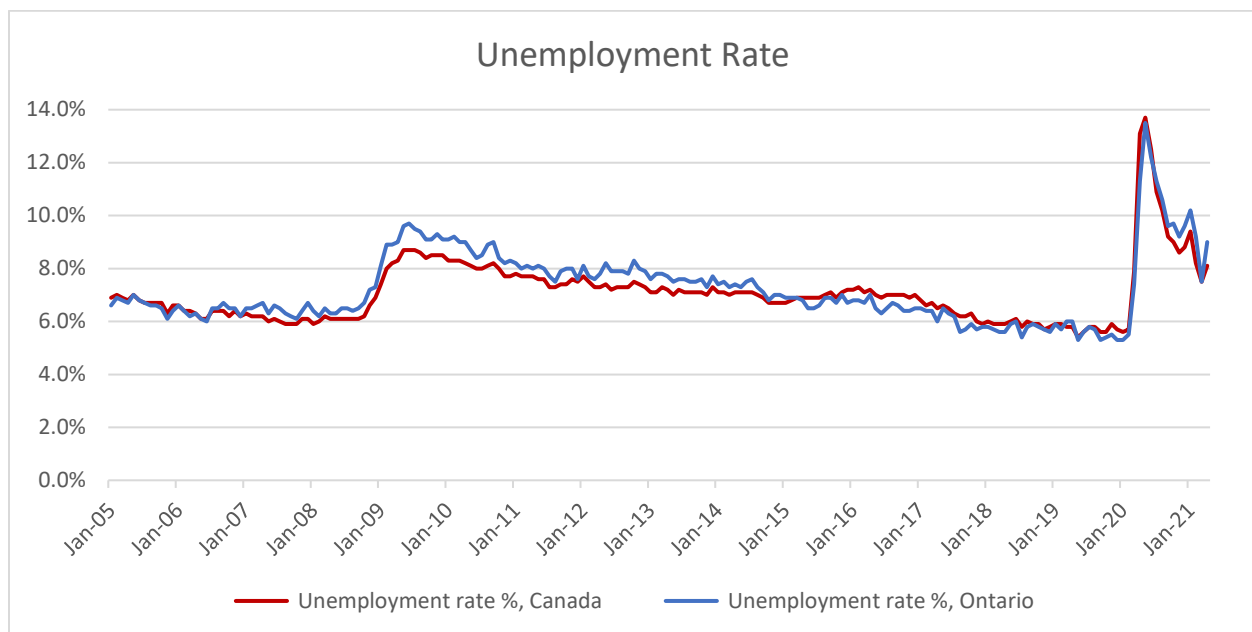
<sup>1</sup> <https://www.bankofcanada.ca/wp-content/uploads/2021/04/mpr-2021-04-21.pdf>

<sup>2</sup> GDP is the total value of everything - goods and services - produced in the economy.  
<https://www.bankofcanada.ca/core-functions/monetary-policy/measuring-economic-growth/>



Source: <https://www.bankofcanada.ca/wp-content/uploads/2021/04/mpr-2021-04-21.pdf>

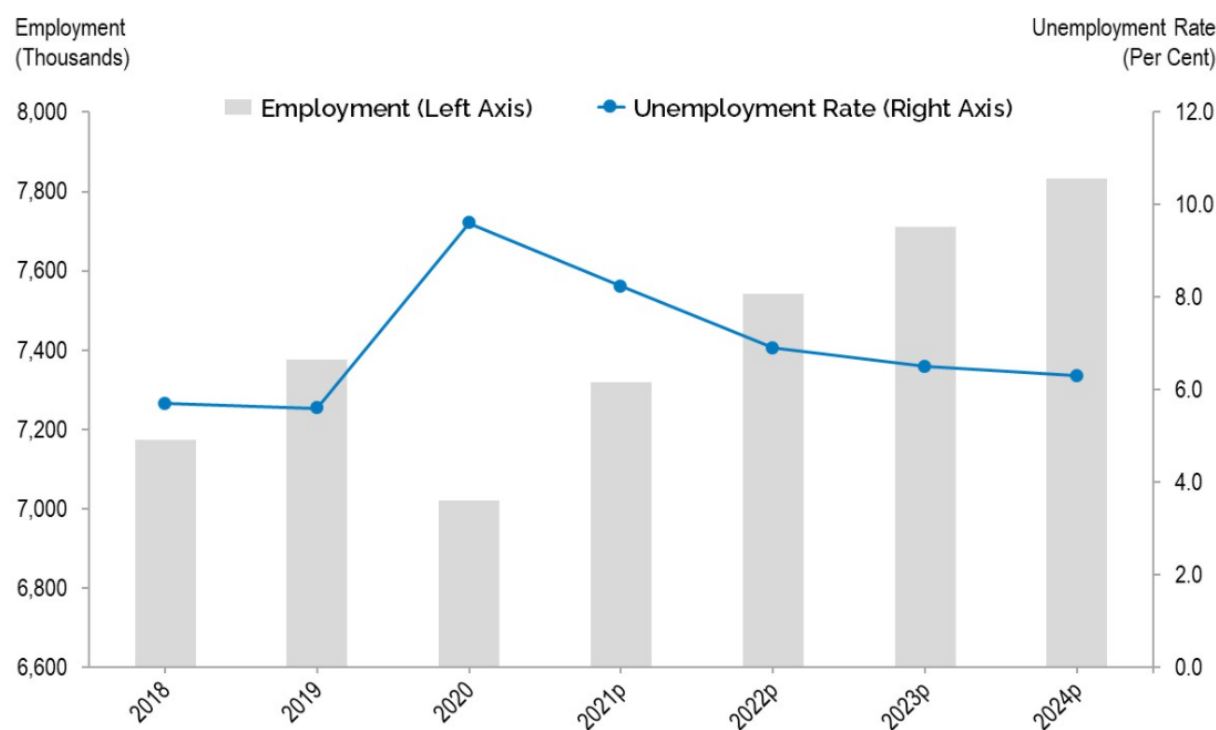
More locally, the unemployment rate for Ontario has also improved from its peak earlier in the pandemic. Prior to the COVID-19 pandemic, the unemployment rate averaged 5.6% in Ontario in 2019. When the first wave of closures took effect in March 2020, Ontario's unemployment rate reached a high of 13.5% in April 2020. The rate subsided during the summer and fall, until the new wave of closures took effect in December, leading to another spike in the unemployment rate up to 10.2% for Ontario in January 2021. Similarly, as reopening took shape the unemployment rate improved but then has most recently risen again with the third wave of closures, reaching 9.0% in April 2021.



Source: Statistics Canada. [Table 14-10-0287-01 Labour force characteristics, monthly, seasonally adjusted and trend-cycle, last 5 months](#)

Looking beyond the spring 2021 closures, according to the 2021 Ontario Budget, Ontario's unemployment rate is projected to decline from 9.6% in 2020 to 8.2% in 2021 and steadily decline to 6.3% in 2024.

## Employment Projected to Recover



p = Ontario Ministry of Finance planning projection.

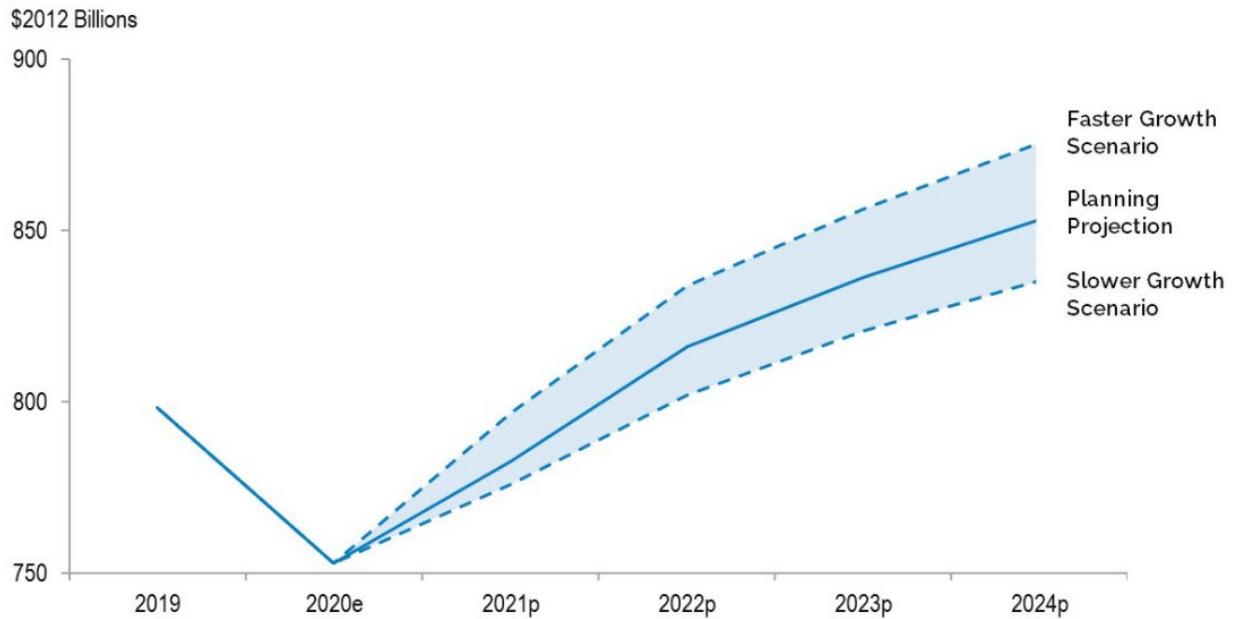
Sources: Statistics Canada and Ontario Ministry of Finance.

Source: 2021 Ontario Budget, Chapter 2: Economic Performance and Outlook, published March 24, 2021; <https://budget.ontario.ca/2021/chapter-2.html>

Following a decline in Ontario's real GDP of 5.7% in 2020, Ontario is projecting growth in real GDP of 4.0% for 2021, 4.3% for 2022, and 2.5% in 2023.



## Range of Ontario Real GDP Scenario Forecasts



e = estimate.

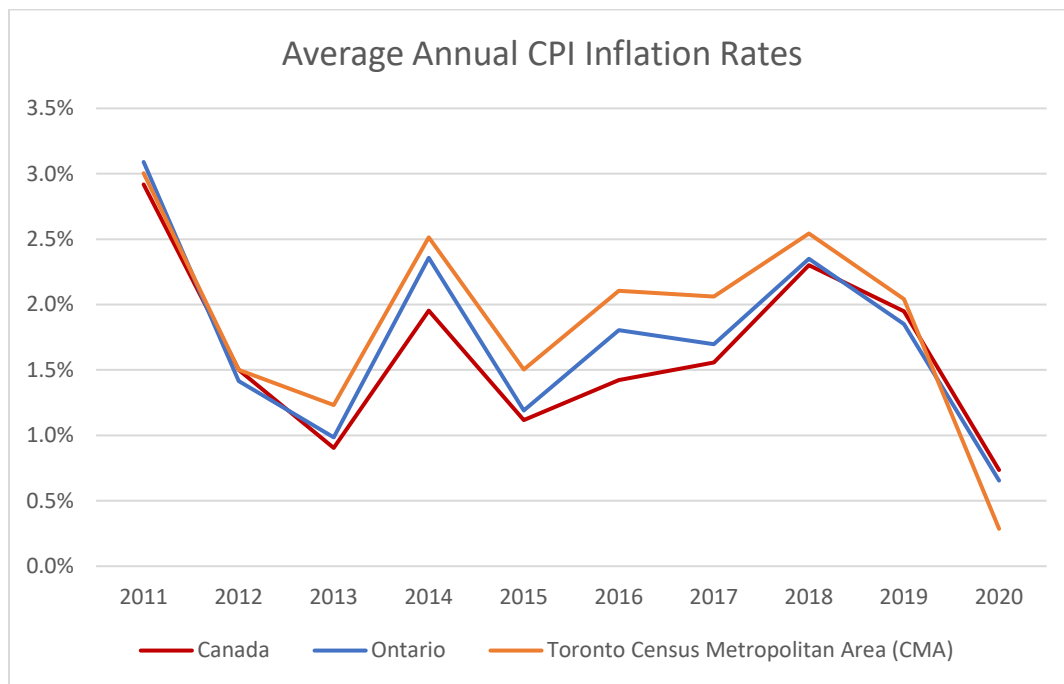
p = Ontario Ministry of Finance projections.

Sources: Statistics Canada and Ontario Ministry of Finance.

Source: 2021 Ontario Budget, Chapter 2: Economic Performance and Outlook, published March 24, 2021; <https://budget.ontario.ca/2021/chapter-2.html>

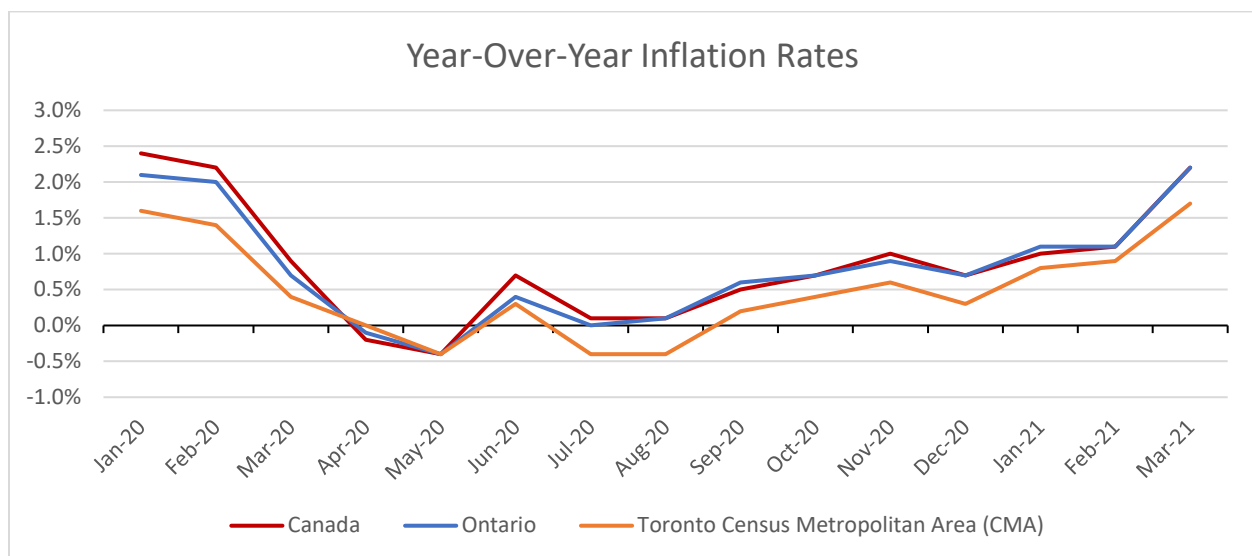
To maintain existing service levels, which is defined as the “base budget”, the City faces rising costs due to inflation. The consumer price index (“CPI”) estimates inflation for a standard basket of goods commonly purchased by consumers. While a municipality’s “basket of goods” that go into delivering municipal services differs from those included in the consumer price index, CPI can be used as a guide for how inflation impacts the cost to simply maintain existing services.

Pre-pandemic, CPI for Ontario had been averaging approximately 2.0% annually. With the COVID-19 pandemic as well as the plunge in the global price of oil in early 2020, CPI for the year 2020 was only 0.7%.



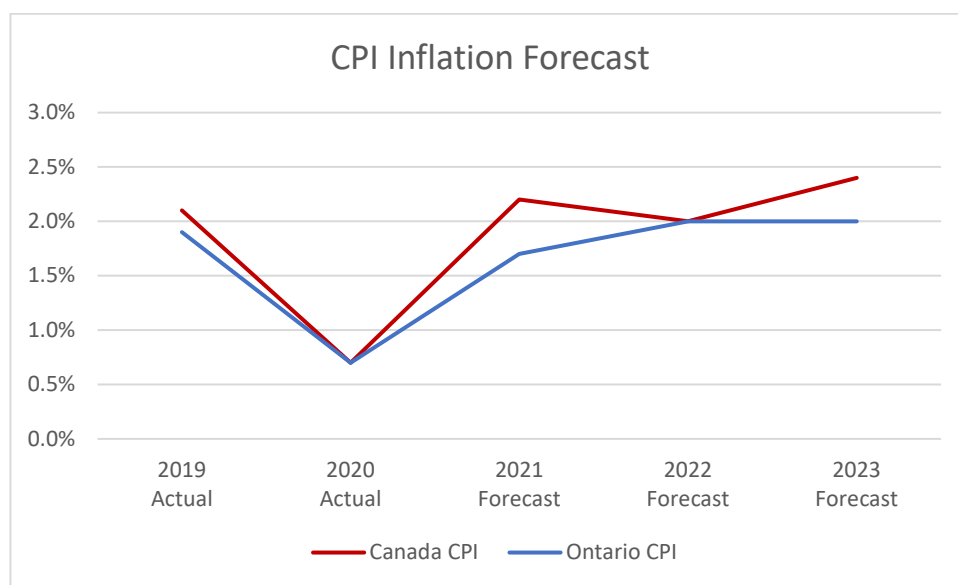
Source: Statistics Canada. [Table 18-10-0005-01 Consumer Price Index, annual average, not seasonally adjusted](#)

Lower inflation rates in 2020 resulted from reduced demand for many goods and services following COVID-19 closures and measures put in place to slow the spread of the virus. With the onset of the pandemic in March 2020, the inflation rate fell substantially from above 2.0% in the first two months of the year, to a low of -0.4% in May 2020. More recently, the inflation rate has risen back to more traditional rates and was 2.2% as of March 2021.



Source: Statistics Canada. [Table 18-10-0004-13 Consumer Price Index by product group, monthly, percentage change, not seasonally adjusted, Canada, provinces, Whitehorse, Yellowknife and Iqaluit](#)

With the forecast increase in economic activity, the Bank of Canada is forecasting inflation to rise in the near term to around the top of its one to three percent inflation-control target range. For 2021 as a whole, CPI for Canada is forecast to be 2.2%<sup>3</sup>. More locally, the Ontario CPI inflation rate is projected to be 1.7% for 2021 based on the 2021 Ontario Budget<sup>4</sup>.



### Tax-Supported Operating Budget Forecast

On December 2, 2020, Council approved the 2021 tax-supported operating budget and the forecast tax levy increases of 3.53% in 2022, 3.43% in 2023, and 3.03% in 2024.

The forecast tax levy increase of 3.53% in 2022 is based on previously approved levels of service, ongoing financial impacts of capital projects and programs and services required to maintain consistent levels of service to the growing community, offset by assessment growth revenue. The operating forecast includes the following key drivers:

- To maintain existing services, the base budget is forecast to increase 1.54%;
- One-time only costs, such as minor capital items and Fire training, is expected to increase the tax levy by 0.62%;
- Increasing budgets to meet the needs of the City as it continues to grow and expand is referred to as “growth” in the budget. This is forecast to increase the tax levy by 0.15%;
- There are a number of projects planned to be debt financed, and the cost of covering these debt payments is forecast to increase the tax levy by 0.36%;

<sup>3</sup> <https://www.bankofcanada.ca/wp-content/uploads/2021/04/mpr-2021-04-21.pdf>

<sup>4</sup> <https://budget.ontario.ca/2021/chapter-2.html>

- Setting aside funds for future rehabilitation and replacement of new assets – such as roads, parks, and trails – is projected to have a tax levy impact of 0.32%;
- Other impacts from capital projects is forecast to have a tax levy impact of 0.54%.

A breakdown of the projected tax levy increases is shown in the following table.

TAX-SUPPORTED OPERATING BUDGET PROJECTIONS			
Budget component	2022	2023	2024
Base Budget	1.54%	1.44%	1.08%
One-Time	0.62%	0.29%	0.12%
Growth	0.15%	0.14%	0.19%
Impacts from Capital - Debt Costs	0.36%	0.88%	0.99%
Impacts from Capital - Contribution for Rehabilitation & Replacement of Growth Assets	0.32%	0.55%	0.60%
Impacts from Capital - Other	0.54%	0.13%	0.05%
<b>Forecasted Tax Rate Increase</b>	<b>3.53%</b>	<b>3.43%</b>	<b>3.03%</b>

Staff recommend that the 2022 budget be prepared with a target base budget tax levy increase generally in line with CPI, currently forecast to be between 1.7% to 2.2% for 2021. During preparation of the budget staff will consider current levels of service and make recommendations as required to ensure City services are being delivered most efficiently to meet the community's needs. All impacts from capital projects, growth and new service level initiatives will be submitted as part of the 2022 budget process for consideration by Council.

This guidance allows for flexibility to present a base budget in line with inflation but recognizing that certain growth and service level commitments – such as the debt costs for the Recreation Complex and Preston Auditorium Expansion projects – may not be able to be absorbed within an overall inflationary budget. Staff are very cognizant of the continuing economic impacts caused by the COVID-19 pandemic, particularly to certain employment sectors such as hospitality and tourism and small businesses. Staff will endeavour to minimize the tax rate increase with the aim for it to be within inflationary targets as a whole, including growth and impacts from capital. However, to achieve this target, further efficiencies and/or service level impacts may be required.

A Municipal User Fees Study is currently underway to review fees in ten service areas included in tax supported operations. The results of this study are anticipated to be presented to Council for approval in July, 2021. Approving the fees in advance of budget preparation allows for effective oversight and transparency of the City's user fees, while providing staff the opportunity to build any resulting revenue impacts into the overall budget.

## Water Utility Budget

In accordance with provincial legislation O. Reg. 453/07, the City completed an update to its water and wastewater long-range financial plan in 2019. This update reviewed the sustainability of the City's water and wastewater infrastructure, and set the target for annual revenue increases of 3.9% over the next 10 years. Since the completion of the long-range financial plan, the City has identified efficiencies during the budget review through continuous improvement, as well as lower than forecast Regional water and sewer treatment rates, resulting in rate increases below this 3.9% target.

On December 2, 2020, Council approved the 2021 water utility budget and the projected water utility rate increases of 3.68% in 2022, 3.78% in 2023, and 3.67% in 2024 (based on average consumption of 204 cubic meters).

The forecast rate increase for 2022 assumed the Region of Waterloo would increase their water purchase rate by 1.9% and their sewer treatment rate by 2.9% in 2022. Should the Region lower these rate increases as they did in 2021, the City will pass these savings on to ratepayers. As well, in light of the annual surplus realized in the water utility operations in 2020, staff will also review how the water and sewer reserve funds are trending against the long-range financial plan for sustainability, and will make any adjustments possible to aid in lowering the rate increases for 2022.

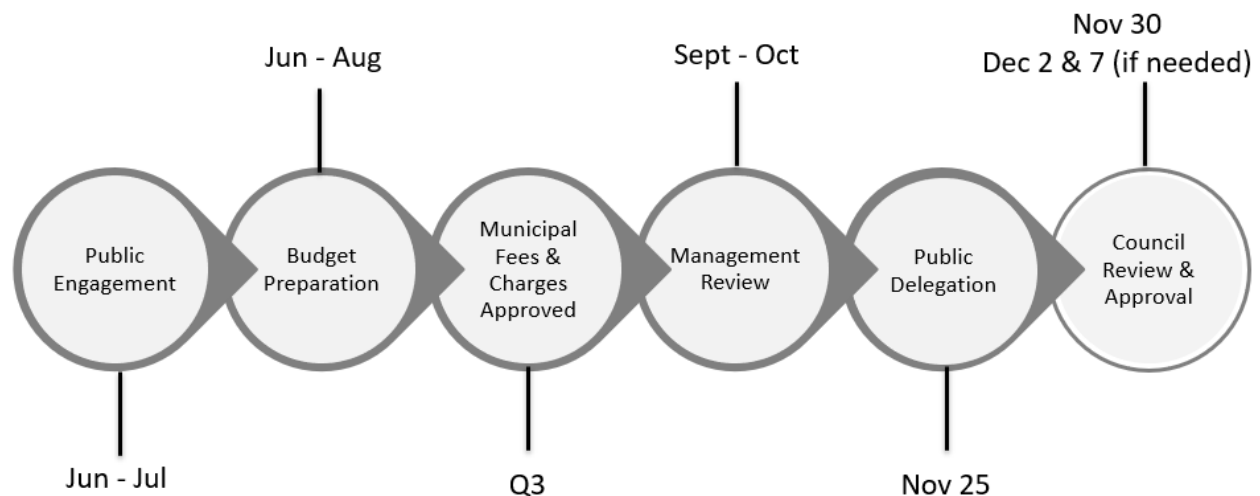
Staff recommend that the 2022 water utility budget be prepared consistent with the forecast and the approved long-range financial plan, while factoring in any adjustments possible as a result of Regional rate increase savings or as a result of capital sustainability review. The City's plan supports financial sustainability with the ability to meet existing financial obligations throughout the forecast and sufficient flexibility to respond to changing circumstances.

## Business Improvement Area ("BIA") Budgets

With Council direction, the City requests the Downtown BIA's to deliver their 2022 budgets to staff by October 1, 2021. 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 to continue with a December approval of the budget. The timeline for the 2022 budget process is as follows:



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.
- The proposed municipal fees and charges will be presented for approval by Council in advance of the overall budget approval. This allows for effective oversight and transparency of the City's user fees, while providing staff the opportunity to build any resulting revenue impacts into the overall budget.
- A budget public participation meeting, to hear delegations regarding the proposed budget, will occur in advance of Council's review and approval of the budget. This will allow members of the public to provide their feedback on the draft budget to Council, and allows Council time to consider the feedback prior to budget deliberations and approval.

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## Existing Policy/By-Law

BMA Management Consulting Inc. previously completed a corporate financial review. The purpose of the review was 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.

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## Financial Impact

Staff will prepare the 2022 tax-supported operating budget with a target increase generally in line with the Consumer Price Index inflation rate. During preparation of the budget staff will consider current levels of service and make recommendations as required to ensure City services are being delivered most efficiently to meet the community's needs. All impacts from capital projects, and requests for growth related and new service level initiatives will be submitted as part of the 2022 budget process for consideration by Council.

The 2022 water utility budget will be prepared consistent with the forecast rate increase approved through the 2021 budget and taking into consideration the approved water and wastewater long-range financial plan in accordance with O. Reg. 453/07.

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## Public Input

The 2022 budget plan includes a public engagement strategy in which feedback will be obtained from the public during June/July, allowing staff and management time to incorporate and be responsive to the feedback. This feedback will help directly inform staff on preparing their budget submissions, and is a proactive form of feedback that seeks public input upfront.

A budget public participation meeting, to hear delegations regarding the proposed budget, will occur in advance of Council's review and approval of the budget. This will allow members of the public to provide their feedback on the draft budget to Council, and allows Council time to consider the feedback prior to budget deliberations and approval.

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## Internal/External Consultation

The 2022 budget timetable has been shared with the Corporate Leadership Team (CLT) and Senior Management Team (SMT) for input.

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## 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 2022 budget. Staff will prepare the 2022 tax-supported operating budget with a target base budget increase generally in line with the Consumer Price Index inflation rate.

All impacts from capital projects, growth and changes to service levels will be submitted as part of the 2022 budget process for consideration by Council.

The 2022 water utility budget will be prepared consistent with the forecast rate increase approved through the 2021 budget and taking into consideration the water and wastewater long-range financial plan approved in accordance with O. Reg. 453/07.

The City requests the Downtown BIA's to deliver their 2022 budgets to staff by October 1, 2021. This will allow City staff the opportunity to incorporate them into the final budget documents.

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## Signature

### Division Approval

Reviewed by Legal Services



**Name: Sheryl Ayres**

**Title: Chief Financial Officer**

### Departmental Approval



**Name: Dave Bush**

**Title: Deputy City Manager**

### City Manager Approval



**Name: David Calder**

**Title: City Manager**

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## Attachments

- N/A



**To:** **COUNCIL**

**Meeting Date:** **06/08/2021**

**Subject:** **Archery Canada National Training Center Location**

**Submitted By:** **Lesley Head, Director of Recreation & Culture**

**Prepared By:** **Don Crowder, Recreation Coordinator – Sport**

**Report No.:** **21-158(CD)**

**File No.:** **C1101**

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## Recommendations

THAT Report 21-158(CD) Archery Canada National Training Center location is received;

AND THAT Council endorse the recommended location at Moyer's Blair Landing, 780 Fountain Street South, Cambridge as the temporary home of the Archery Canada National Training Center.

AND FURTHER THAT Council enter into a two-year licence agreement until June 10, 2023 with Archery Canada for the duration of the facility use.

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## Executive Summary

### Purpose

- Archery Canada is the National Sport Organization responsible for the promotion and development of the sport of archery in a safe and ethical manner. They have set out to find a new National Training Center for elite athletes, located west of the GTA with quick access to the 401 corridor and Pearson Airport.
- The City of Cambridge has been identified as a possible location for Archery Canada's National Training Center.
- Based on the training center requirements, staff are recommending a temporary location of Moyer's Blair Landing located at 780 Fountain Street South for Council's approval as shown in Appendix A.

- Staff from the City and Archery Canada will continue to meet with the intention of finding a permanent training center within the city limits. This information will be brought back to Council for consideration.

## Key Findings

- Staff met to discuss possible facilities within the City's existing inventory that could accommodate the physical space requirements.
- Due to the nature of the sport and the need for a physical space of 40x100 meters, three locations were identified as a potential venue.
- The possible locations are:
  - Churchill Park, 200 Christopher Drive – south side near the two softball diamonds
  - Hespeler Optimist Park, 640 Ellis Road– baseball diamond
  - Moyer's Blair Landing, 780 Fountain Street South – open field
- Given the heavy community use of Churchill Park and Hespeler Optimist Park, these venues would require significant modifications to accommodate the training center and therefore are not recommended.
- Moyer's Blair Landing does not have any sport fields or playground on site. A dedicated, enclosed area can accommodate Archery Canada without interfering with community access to the pathway, parking lot or waterway.
- Upon Council approval for a location, staff would prepare a license agreement with Archery Canada for the use of a dedicated area.

## Financial Implications

- Moyer's Blair Landing is not a rented space to the community and as a result does not have any associated revenues which would be impacted by this proposal.
- The proposed license agreement would be for \$1/year and all associated operating expenses would be the responsibility of Archery Canada.
- Currently the City of Cambridge maintains grass cutting of Moyer's Blair Landing. City staff would continue to cut the dedicated space and charge back the amount to Archery Canada for their use of the space.

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## Background

In October 2020, Archery Canada reached out to Waterloo Region Sport Hosting Office with regards to two (2) facility needs for their National Team:

- A short-term training space to support its National Team in preparation for the Tokyo 2021 Olympic & Paralympic Games (nine months)
- A long-term home for Archery Canada to centralize its National Team training and development programs

With specific attention to the short-term needs, Archery Canada was specifically looking for a location west of the GTA in proximity to Pearson International Airport, ideally along the 401 corridor.

With the support of the Waterloo Region Sport Hosting Office and Cambridge Youth Soccer, the immediate need for indoor training was accommodated at the ComDev soccer dome. A four-day camp took place in January, 2021, permitting training for Archery Canada's Olympic hopefuls while in the provincial lockdown. In order to ensure compliance with the provincial orders, staff worked with Archery Canada, Cambridge Youth Soccer, the Sport Hosting Office, Waterloo Region Public Health and appropriate governing bodies.

Given the success of the four-day training, Archery Canada requested use of the Soccer Dome for ongoing training on a weekly basis and to host additional indoor training and selection camps at the facility. The request has been accommodated to date and has been beneficial to all parties involved.

During the planning of the extended indoor training, Archery Canada expressed interest in finding a dedicated outdoor training facility in the City of Cambridge to assist with the short term needs as well as finding a permanent location for Archery Canada's National Training Center.

Understanding the need for an unobstructed outdoor space that is at least 40x100m, staff from Recreation and Culture, Engineering & Transportation Service and Infrastructure Services met to discuss possible venues that could accommodate this request without significant impact to the community. Three locations were determined to be large enough to accommodate the request – the south side of Churchill park, the baseball diamond at Hespeler arena and the open field at Moyer's Blair Landing. Staff recognized that Hespeler Optimist diamond and Churchill Park are well utilized by the community and would present significant logistical challenges. The third and preferred location is Moyer's Blair Landing. As there are no additional park amenities in this location such as sports fields or playgrounds, this space can safely accommodate the need without restricting community use.

Staff further discussed the preferred site location with Archery Canada, including a site visit and determined that this was a suitable location for their needs. After speaking with the City's Chief Risk Officer, it was recommended that a license agreement for the space be prepared that would give Archery Canada exclusive use of a defined designated space, and mitigates the risk to the City. For security purposes the site will comply not only with the City's safety guidelines but as well with the Archery Canada Range Safety Guidelines (ACRSG). The ACRSG identifies safety exclusion zones combined with physical barriers where optimal safety zones are constrained by the site dimensions.

**Recommended Location:** The chance to be recognized as the host city for Archery Canada provides an increased global presence in sport, increased opportunities to host sporting events at a Provincial level or higher and an opportunity to promote the sport of archery in our community. Therefore, staff recommend entering in to a license agreement for the designated space at Moyer's Blair Landing, that would end on June 10, 2023. Any associated expenses would be the responsibility of Archery Canada. Appendix A provides an overhead view and 3D image of the proposed area.

The timing gives both parties an opportunity to review the current practice and look for a permanent National Training Center, which may accommodate some of the additional needs, such as access to an internet connection and office space, within the city limits.

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## Analysis

### Strategic Alignment

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

Goal #6 - Economic Development and Tourism

Objective 6.3 Identify local economic strengths and leverage opportunities through collaboration with our partners.

Cambridge and Waterloo Region provides a lifestyle that is attractive to athletes, coaches and their families including quick access to the 401 corridor, a strong technology industry and three post-secondary institutions. Archery Canada has identified a number of benefits to moving their training facility here taking advantage of the economic strength of our community and a more affordable cost of living.

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## Comments

Staff have consulted with our Chief Risk Officer to determine additional potential safety measures which need to be implemented given the nature of the sport. Given that this

space does have public access, fencing around the entire perimeter of the programming space is required with additional screening behind the archery butts.

Moyer's Blair Landing is a designated property within the Blair Heritage Conservation District. Heritage staff reviewed the proposed plans and determined that there would be no adverse heritage impacts on the property's cultural heritage value or interest due to the small scale and temporary/removable nature of the installations. On this basis, review of this proposal is not required by the City's Municipal Heritage Advisory Committee.

As this is training by elite level athletes and not a recreational program, the Chief Risk Officer did not have additional concerns or recommendations. To aid in mitigating risk to the City the suggestion is to lease the designated space to Archery Canada, naming the City as an additional insured in their certificate of insurance.

The grass maintenance of this space is completed by City operations staff. Staff will require a key to access the controlled space but do not foresee any issues maintaining this space.

Recognizing the proximity to the Grand River, staff are working closely with Archery Canada to determine appropriate construction materials. All materials must be temporary in nature with the ability to be moved to higher ground if needed.

Storage of equipment is primarily the archery butts and similar materials. Equipment that may be considered dangerous such as bows and arrows are not stored on site.

This license agreement serves as an opportunity to create a long-term relationship with Archery Canada and allows the City to have continued discussions to look at creating a permanent home for outdoor training.

Archery Canada is excited with the proposed location and is eager to recognize Cambridge as a partner and their home training center. Should Council decide against staff's recommendation, Archery Canada would continue to look for a new training centre in a different municipality as Cambridge is limited to the three outdoor locations mentioned in this report.

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## Existing Policy/By-Law

There is no existing policy/by-law.

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## Financial Impact

Currently the City of Cambridge maintains grass cutting of Moyer's Blair Landing and incurs the associated expense. Staff estimate the cost recovery for grass maintenance with this agreement would be approximately \$2000.

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## Public Input

Recreation & Culture staff has been in communication with Archery Canada through this process to ensure public and participant safety remains top priority in addition to clearly outlined expectations for use of space. This report is posted publicly as part of the report process.

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## Internal/External Consultation

Staff in Recreation & Culture, Engineering and Transportation Services, Office of the City Manager – Legal Services, Corporate Enterprise – Risk and Compliance, Community Development – Planning Services and Infrastructure Services have contributed to the content of this report.

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## Conclusion

The opportunity to be the home of a National Sports Organization has the potential for significant economic investment and returns in the future including the relocation of individuals moving from across Canada to Cambridge, attracting elite athletes to attend College and University in Waterloo Region, sport tourism and the opportunity to be recognized as a leader in the sporting community – locally, provincially, nationally and internationally. As our community looks to recover from the pandemic this is a welcome opportunity for new growth in our city. A partnership with Archery Canada supports the City's strategy of creating opportunities for tourism and economic development; thus supporting the vision of making Cambridge a better place to live, work and play.

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## Signature

### Division Approval



**Name: Lesley Head**  
**Title: Director of Recreation & Culture**

Reviewed by the CFO

Reviewed by Legal Services

### Departmental Approval



**Name: Hardy Bromberg**  
**Title: Deputy City Manager Community Development Department**

## City Manager Approval

A handwritten signature in black ink that reads "David Calder". The signature is written in a cursive, flowing style.

**Name: David Calder**

**Title: City Manager**

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## Attachments

- Appendix A – Site Plan



## **2021 Interim National Training Centre**

Moyer's Landing  
Cambridge, ON



## Overhead View



Washroom

Trailer

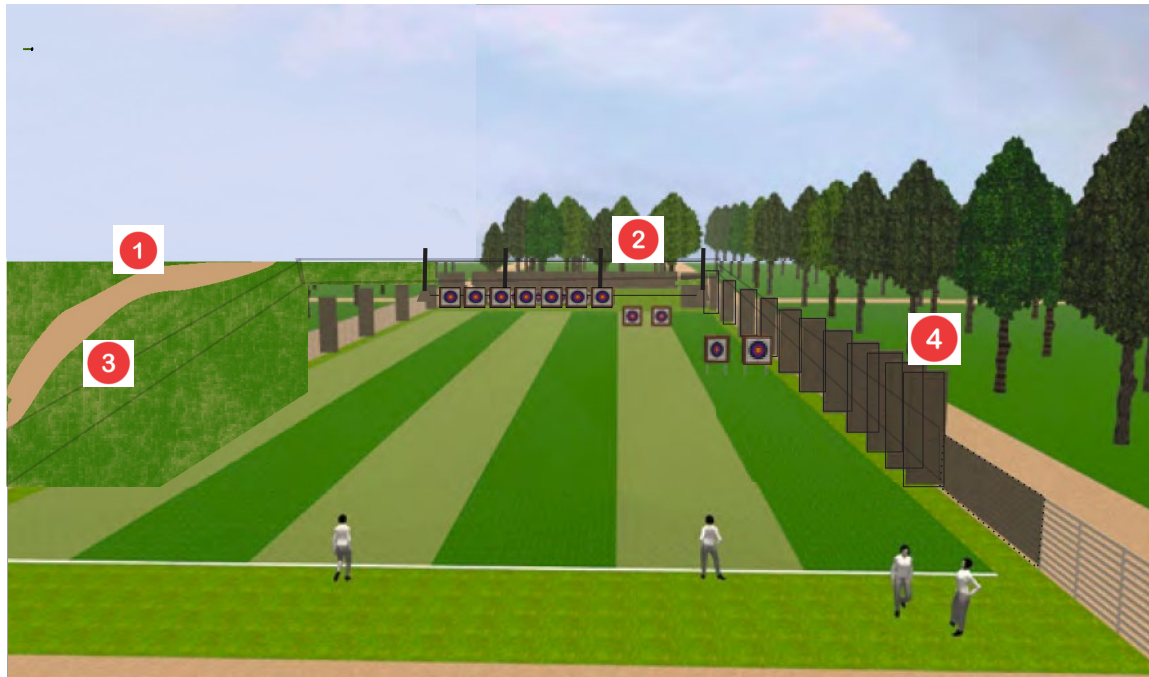
Gate

= 20m

1. Dotted line represents archery backstop netting at 12 feet high
2. Archery butts at furthest target line (75m)
3. Shooting line
4. White line represents perimeter fencing at minimum 6' height

## Simulated 3D Range View

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1. Brown path represents trail located along river. Actual distance between the trail and target line is ~80 feet
2. 12' height fencing with archery netting, secured with concrete pylons
3. Thin line represents perimeter fencing with a 6' height
4. Perimeter fencing directly along the site line will be set up in an accordion style, providing additional safety measures with plywood and/or archery fencing securely attached to the fencing at a 10' height

## References

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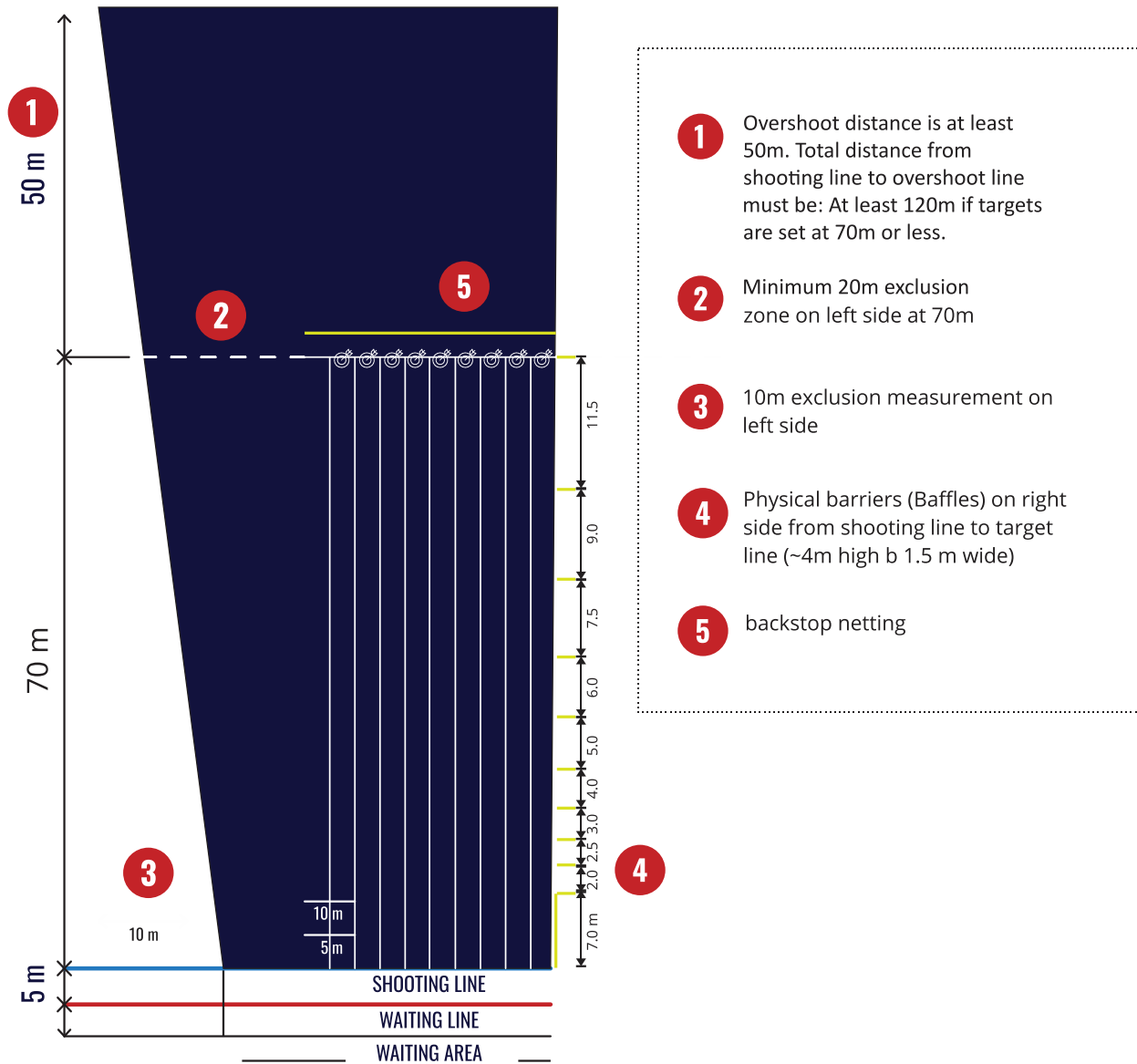
French Archery Federation "Guide des Equipments" - <https://www.fft.fr/nos-clubs/equipements-et-securite/le-guide-des-equipements>

World Archery "How to Build an Archery Range"

Archery Canada Range Safety Manual

ATA Community Archery Park Guide

## Range Layout



**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **Queen's Square Library Roof Replacement Project Forecast Change**

**Submitted By:** **Sheryl Ayres, Chief Financial Officer**

**Prepared By:** **Katie Fischer, Deputy Treasurer**

**Report No.:** **21-166(CRS)**

**File No.:** **C1101**

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## **Recommendation(s)**

THAT report 21-166(CRS) re: Queen's Square Library Roof Replacement Project Forecast Change be approved;

AND THAT funding from the Facility Maintenance Reserve Fund in the amount of \$170,000 and funding from the Library Facility Maintenance Reserve Fund in the amount of \$170,000 be transferred to capital project A/00626-40 Queen's Square Library Roof Project.

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## **Executive Summary**

### **Purpose**

- Following the Library's procurement process, tenders have come in over budget for project A/00626-40 Queen's Square Library Roof Replacement project. This report provides an update and recommends funding for the variance.

### **Key Findings**

- The project is to replace the roof over the original 1968 portion of the Queen's Square building as well as one large and two smaller skylights located on this roof. The roof was last replaced in 2000.
- A condition assessment was completed on the roof in 2018 through a consultant retained by Library staff; the roof and skylights were rated to be in poor condition and the recommendation was for replacement within 5 years, specifically in 2020. The budget was based on the findings of the condition assessment.

- The Library's project management consultant has indicated that the price of roof replacements has gone up significantly since the estimate was created in 2018, especially in the past few months as a result of escalating material costs and COVID-19 safety protocols. Also, an additional skylight is being replaced and all skylights have been re-designed to improve performance, prolong service life and reduce maintenance costs.
- Given the condition of the roof and the expectation that materials and related costs will continue to escalate in the near future, it is recommended that the work be completed this year and not deferred for future capital budget consideration.

## Financial Implications

- Capital project A/00626-40 Queen's Square Library Roof Replacement was approved as part of the 2020 Capital Budget, with a budget of \$275,000. Based on the bids received, an additional \$340,000 is required to complete the scope of work, which includes both the roof and skylights replacements.
- The Library is able to fund half the variance (\$170,000) from the Library Facility Maintenance Reserve Fund held by the City, with the expectation that it will be replenished at the end of 2021 as a result of their forecasted surplus. The remaining \$170,000 is recommended to be drawn from the City's Facility Maintenance Reserve Fund.

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## Background

Project A/00626-40 Queen's Square Library Roof Replacement was approved as part of the 2020 Capital Budget, with a budget of \$275,000 funded from the Capital Works Reserve Fund. The project is to replace the roof over the original 1968 portion of the Queen's Square building as well as one large and two smaller skylights located on this roof. The roof was last replaced in 2000. A condition assessment was completed on the roof in 2018 through a consultant retained by Library staff; the roof and skylights were rated to be in poor condition and the recommendation was for replacement within 5 years, specifically in 2020.

Due to the COVID-19 pandemic, the work was delayed and put out to tender under the Library's procurement process in 2021. An open request for prequalification of roofing contractors was done and resulted in 13 submissions. Five contractors were prequalified and a tender was issued. All five prequalified contractors submitted a bid. The lowest compliant bid obtained is significantly over budget, requiring \$340,000 in additional funding, for a revised project total of \$615,000. The Library's project management consultant has indicated that the price of roof replacements has gone up significantly since the estimate was created in 2018, especially in the past few months, as a result of escalating material costs and COVID-19 safety protocols. Also, an

additional skylight is being replaced and all skylights have been re-designed to improve performance, prolong service life and reduce maintenance costs.

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## Analysis

### Strategic Alignment

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

Goal #2 - Governance and Leadership

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

This report provides transparency surrounding the funding of capital projects, and the work to be undertaken in the capital project ensures the sustainability of the City's assets.

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## Comments

The Queen's Square Library Roof Replacement project was approved based on a condition assessment from 2018 which indicated the work should be completed in 2020. The current roof has leaked significantly in the past. The Library's custodial team has been sealing up the problem areas as needed until replacement could be undertaken. The current roof condition promotes poor drainage and could lead to significant interior water damage should there be a future leak. The risk of a more significant leak could depend on the type of winter experienced, as snow, ice and water build up cause more problems.

Given the condition of the roof and the expectation that materials and related costs will continue to escalate in the near future, it is recommended that the work be completed this year and not deferred for future capital budget consideration. Additionally, during the current state of the pandemic, there is less usage of the building and completing the project this year would minimize impacts to the public.

There is no potential to reduce the scope of the roof replacement in order to bring it within budget, as the full section over the original 1968 portion of the building requires replacement at the same time. The optimal time to replace the skylights is at the same time as the roof.

Therefore, it is recommended that the work proceed in 2021 with additional funding, as opposed to being deferred for future capital budget consideration.



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## Existing Policy/By-Law

The Cambridge Public Library Board Purchasing Policy ensures an open and transparent procurement process that provides accountability on the utilization of financial resources.

The Budget Control By-law 152-14 provides the necessary guidelines to ensure accountability and controls for the financial management of the City. The By-law includes capital budget financial controls.

The Reserve Fund By-law 19-144 establishes reserve funds held by the City along with their purposes and intended uses.

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## Financial Impact

Capital project A/00626-40 Queen's Square Library Roof Replacement was approved as part of the 2020 Capital Budget, with a budget of \$275,000 funded from the Capital Works Reserve Fund. Based on the bids received, an additional \$340,000 is required to complete the scope of work, which includes both the roof and skylights replacements. This brings the project to a revised total budget of \$615,000.

Through a review of their reserve funds, the Library is able to fund half the variance (\$170,000) from the Library Facility Maintenance Reserve Fund held by the City, with the expectation that it will be replenished at the end of 2021 as a result of their forecasted surplus. The reserve fund has a current balance of \$450,541. Due to COVID-19 restrictions and cost containment measures in place, the Library is forecasting at this time a surplus of \$300,000.

The remaining \$170,000 is recommended to be drawn from the City's Facility Maintenance Reserve Fund. The reserve fund has a current balance of \$2.7 million. These funds are forecasted to be utilized for future capital projects through the 10-year capital investment plan, which will be reviewed and updated as part of the 2022 capital budget process.

With the escalating construction material costs that have been seen, future project budget estimates will also be reviewed and updated as required through the 2022 capital budget process.

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## Public Input

Posted publicly as part of the report process.

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## Internal/External Consultation

The request for additional funding for the Queen's Square Library roof replacement project was submitted by Library staff who are leading the project.

The City's Project Management Office was consulted with respect to the request.

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## Conclusion

Project A/00626-40 Queen's Square Library Roof Replacement was approved as part of the 2020 Capital Budget, with a budget of \$275,000. Following the Library's tender process, the revised project budget is \$615,000 due to material cost escalations and the skylight replacement cost having been underestimated. The Library is able to fund half the variance (\$170,000) from the Library Facility Maintenance Reserve Fund held by the City, with the expectation that it will be replenished at the end of 2021 as a result of their forecasted surplus. The remaining \$170,000 is recommended to be drawn from the City's Facility Maintenance Reserve Fund.

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## Signature

### Division Approval

Reviewed by Legal Services



**Name: Sheryl Ayres**

**Title: Chief Financial Officer**

### Departmental Approval



**Name: Dave Bush**

**Title: Deputy City Manager, Corporate Services**

### City Manager Approval



**Name: David Calder**

**Title: City Manager**

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## Attachments

- N/A



**To:** COUNCIL

**Meeting Date:** 06/08/2021

**Subject:** T21-22 - Fire Station 4 Re-roofing

**Submitted By:** Sheryl Ayres, Chief Financial Officer

**Prepared By:** Dave Mawdsley, Manager of Procurement

**Report No.:** 21-163(CRS)

**File No.:** T21-22

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## Recommendation(s)

THAT Report 21-163(CRS) re: Fire Station 4 Re-roofing be received;

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

AND FURTHER THAT Council approve the award of Tender 21-22 Fire-Station 4 Re-roofing to Atlantic Roofers Ontario Ltd. of Hamilton for the total tendered price of \$309,055, including HST, this being the lowest compliant bid received as outlined in Report 21-163(CRS).

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## Executive Summary

### Purpose

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

### Key Findings

- There were five (5) compliant bids received through a competitive tender process to pre-qualified roofing contractors, with an average bid price of \$338,803. The bid submitted by Atlantic Roofers Ontario Ltd. is \$24,748.80 or approximately 8.7% below average bid.

### Financial Implications

- The award of this tender will require additional funding from Facility Maintenance Reserve Fund in the amount of \$133,667.

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## Background

The tender was released to pre-qualified roofing contractors selected under P2019-26 in order to obtain competitive bids for work associated with the re-roofing of Fire Station 4.

All five (5) pre-qualified contractors submitted bids in response to the tender.

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## Analysis

### Strategic Alignment

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

Goal #2 - Governance and Leadership

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

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

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## Comments

Five (5) bids were received in response to the tender as follows:

Company	City	Bid Amount
Atlantic Roofers Ontario Ltd.	Hamilton, ON	\$309,055.00
Atlas-Apex Roofing Inc	Kitchener, ON	\$324,511.14
Flynn Canada Ltd.	Cambridge, ON	\$339,226.00
Semple Gooder	Ayr, ON	\$340,332.10
Provincial Industrial Roofing & Sheet Metal Co. Ltd	Concord, ON	\$355,904.80

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

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## Existing Policy/By-Law

Under Procurement By-law 19-187, the Manager of Procurement, or their designate who is under the general direction of the Chief Financial Officer, is delegated the authority to approve the award of Tenders and Proposals over \$500,000 when all of the following conditions have been satisfied:

- a) when there is sufficient funding, as approved by Council through the budget process and verified by the Finance Division by the Departmental Recommendation to Award Report.
- b) when all procedures in accordance with this By-law, have been followed.

- c) when the lowest compliant Tender bid or highest scored Proposal is accepted and recommended; and
- d) when at least three valid responses from vendors have been received.

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

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## Financial Impact

A/00982-40 Fire Station 4 Re-roofing				
Reserve Fund	Budget	Tender T21-22	Other Commitments	Saving/(Deficit)
Facility Maintenance Reserve Fund	\$ 165,000	\$ 278,314	\$ 20,352	(133,666)
Total Project Savings/(Deficit)	\$ 165,000	\$ 278,314	\$ 20,352	(133,666)

The tender scope of work was prepared to reflect information received through the most recent roofing condition assessment which listed the areas of the roof that are in poor condition. The high prices received through this tender are a result of the increase in materials costs and Covid-19 related work regulations. Patching of the lower priority areas will only extend for one year and replacement would be required in 2022. To defer a portion of the work to the future could result in higher costs due to mobilization and inflation. Mobilization costs (approximately \$10,000) would be incurred twice.

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## Public Input

The Request for Tender documents were distributed via invitation to pre-qualified roofing contractors selected under public solicitation P2019-26 - Prequalification of Roofing Contractors for this project.

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## Internal/External Consultation

Request for Tender documents were compiled by Procurement, however the detailed specifications contained within the tender documents were prepared and submitted to Procurement by the Building Design & Construction Division of Corporate Enterprise.

The advertising for this tender was as follows:

Issue Date of RFT	March 15, 2021
Site Visit / Pre-Bid Meeting	Thursday March 18 <sup>th</sup> , 2021 [10:00 AM] local time
Submission Deadline	Friday, March 26, 2021 [2:00 PM] local time

Final Date for Acceptance of Tender: June 24, 2021

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## Conclusion

Council approval of additional funding is required to award Tender T21-22 Fire-Station 4 Re-roofing to Atlantic Roofers Ontario Ltd.

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## Signature

### Division Approval

Reviewed by Legal Services



**Name: Sheryl Ayres**

**Title: Chief Financial Officer**

### Departmental Approval



**Name: Dave Bush**

**Title: Deputy City Manager, Corporate Services**

### City Manager Approval



**Name: David Calder**

**Title: City Manager**

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## Attachments

- N/A

**To:** COUNCIL

**Meeting Date:** 06/08/2021

**Subject:** T21-44 - Hespeler Arena Roof Replacement

**Submitted By:** Sheryl Ayres, Chief Financial Officer

**Prepared By:** Dave Mawdsley, Manager of Procurement

**Report No.:** 21-162(CRS)

**File No.:** T21-44

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## Recommendation(s)

THAT Report 21-162(CRS) Hespeler Arena Roof Replacement be received;

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

AND FURTHER THAT Council approve the award of Tender 21-44 Hespeler Arena Roof Replacement to Semple Gooder Roofing Corporation of Ayr, ON. for the total tendered price of \$974,173, including HST, this being the lowest compliant bid received as outlined in Report 21-162(CRS).

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## Executive Summary

### Purpose

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

### Key Findings

- There were five (5) compliant bids received through a competitive tender process to pre-qualified roofing contractors, with an average bid price of \$1,027,904. The bid submitted by Semple Gooder Roofing Corporation is \$53,731.27 or approximately 5.3% below average bid.

### Financial Implications

- The capital project for roof repairs over rink 2 at Hespeler Arena is funded from the Facility Maintenance Reserve Fund. Additional funding of \$390,000 is anticipated through a grant for this project from the Investing in Canada Infrastructure Program. Therefore, the award of this tender will require \$91,826

be retained in the Hespeler Arena Roof Replacement project and the remaining \$298,938 be returned to the Facility Maintenance Reserve Fund.

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## Background

The tender was released to pre-qualified roofing contractors selected under P2019-26 in order to obtain competitive bids for work associated with the Hespeler Arena Roof Replacement.

All five (5) pre-qualified contractors submitted bids in response to the tender.

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## Analysis

### Strategic Alignment

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

Goal #2 - Governance and Leadership

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

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

---

## Comments

Five (5) bids were received in response to the tender as follows:

Company	City	Bid Amount (excl. HST)
Semple Gooder Roofing Corporation	Ayr, ON	\$862,100.00
Flynn Canada Ltd.	Cambridge, ON	\$886,100.00
Atlas-Apex Roofing Inc	Kitchener, ON	\$904,199.00
Atlantic Roofers Ontario Ltd.	Hamilton, ON	\$925,000.00
Provincial Industrial Roofing & Sheet	Concord, ON	\$970,850.00

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

---

## Existing Policy/By-Law

Under Procurement By-law 19-187, the Manager of Procurement, or their designate who is under the general direction of the Chief Financial Officer, is delegated the authority to approve the award of Tenders and Proposals over \$500,000 when all of the following conditions have been satisfied:

- a) when there is sufficient funding, as approved by Council through the budget process and verified by the Finance Division by the Departmental Recommendation to Award Report.
- b) when all procedures in accordance with this By-law, have been followed.
- c) when the lowest compliant Tender bid or highest scored Proposal is accepted and recommended; and
- d) when at least three valid responses from vendors have been received.

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

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## Financial Impact

A/00459-40 Roof Replacment - Hespeler Arena Rink 2

Reserve Fund	Budget	Tender T21-44	Other Commitments	Savings / (Deficit)
Facility Maintenance Reserve Fund	\$ 827,000	\$ 862,100	\$ 56,726	\$ (91,826)
Grant Funding	390,764			390,764
Total Project Savings/(Deficit)	\$ 1,217,764	\$ 862,100	\$ 56,726	\$ 298,938

In a 2019 roof condition assessment this roof was identified in 'poor condition', which means the roof has exceeded its expected useful life and is beyond repair. There are many leaks in the roof and as a result this leads to a bump on the ice surface of rink 2. Replacement within the next 0-2 years was recommended.

The Hespeler Arena Rink 2 Roof Replacement project was approved through the 2021 Capital budget. The full scope of the project was originally budgeted at \$827,000 to be funded from the Facility Maintenance Reserve Fund.

The City is anticipating grant funding in the amount of \$390,000 through the Investing in Canada Infrastructure Program. As previously identified in Council report 20-309(IFS) approved on December 15, 2020, following the receipt of this grant funding staff had indicated that the equivalent amount would be reallocated to the Preston Auditorium construction project. Upon subsequent review of that project and its funding needs, as reported through Council report 21-019(CD) Preston Auditorium Scope and Design Options on May 11, 2021, as well as the City's capital reserve funds, staff recommend that \$91,826 be retained in the Hespeler Arena Rink 2 Roof Replacement project in order to award this tender and the remaining \$298,938 be returned to the Facility Maintenance Reserve Fund.

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## Public Input

The Request for Tender documents were distributed via invitation to pre-qualified roofing contractors selected under public solicitation P2019-26 - Prequalification of Roofing Contractors for this project.

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## Internal/External Consultation

Request for Tender documents were compiled by Procurement, however the detailed specifications contained within the tender documents were prepared and submitted to Procurement by the Building Design & Construction Division of Corporate Enterprise.

The advertising for this tender was as follows:

Issue Date of RFT	April 9, 2021
Site Visit / Pre-Bid Meeting	Friday, April 26, 2021 [10:00 AM] local time
Submission Deadline	Monday, April 26, 2021 [2:00 PM] local time

Final Date for Acceptance of Tender: July 25, 2021

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## Conclusion

Council approval the transfers to/from Facility Maintenance Reserve Fund required to award Tender T21-44 - Hespeler Arena Roof Replacement to Semple Gooder Roofing Corporation of Ayr, ON.

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## Signature

### Division Approval

Reviewed by Legal Services



**Name: Sheryl Ayres**

**Title: Chief Financial Officer**

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### Departmental Approval



**Name: Dave Bush**

**Title: Deputy City Manager, Corporate Services**

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### City Manager Approval



**Name: David Calder**

**Title: City Manager**



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## Attachments

- N/A

**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **Request to Alter a Part V Designated Property – 28 Fallbrook Lane**

**Submitted By:** **Hardy Bromberg, Deputy City Manager – Community Development**

**Prepared By:** **Chelsey Tyers, BES, MCIP, RPP, Cultural Heritage Specialist, WSP Canada Inc.**

**Report No.:** **21-127(CD)**

**File No.:** **R01.02.01**

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## Recommendations

THAT Report 21-127(CD) – Request to Alter a Part V Designated Property – 28 Fallbrook Lane – be received for information.

AND THAT Council approve the request to alter the Part V Designated Property, municipally known as 28 Fallbrook Lane, that includes renovations as outlined in Report 21-127(CD).

---

## Executive Summary

### Purpose

- The property located at 28 Fallbrook is designated under Part V of the Ontario Heritage Act as part of the Blair Village Heritage Conservation District (HCD).
- Under the Blair Village HCD Plan, the property is not identified as a contributing heritage property (i.e. ‘Very Historic’ or ‘Historic’ property).
- The property owner is requesting permission to renovate the dwelling significantly.
- In accordance with the Ontario Heritage Act, the notice of receipt for the current application to alter 28 Fallbrook Lane was issued on March 29, 2021. Council has 90 days to make a decision on whether or not to approve the application, approve the application with conditions or to provide notice that Council is

refusing the application. If Council fails to make a decision within 90 days, the application is deemed approved. The 90-day clause for the subject application expires on June 29, 2021.

## Key Findings

- The subject property does not contribute to the cultural heritage value or interest of the Blair Village HCD.
- The proposed renovations to the dwelling on the subject property will not negatively impact the Blair Village HCD.
- The Municipal Heritage Advisory Committee has recommended that Council approve the requested alteration

## Financial Implications

- Costs associated with the proposed development are the responsibility of the property owner.

## Background



Figure 1: Location Map

The subject property is designated under Part V of the Ontario Heritage Act as part of the Blair Village Heritage Conservation District (HCD) (Attachment 1). The property contains a one-storey frame and stucco dwelling constructed c.1977 influenced by

Central American or Mediterranean styles (Figure 1, Image 1, Attachment 1). Although the property is included in the boundaries of the Blair Village HCD, it is not identified as a building that contributes to the cultural heritage value of the HCD (i.e. 'Very Historical' or 'Historical'). As the subject property is included in the Blair Village HCD, a Cultural Heritage Impact Assessment completed by Robinson Heritage Consulting (RHC) dated February 2021 was submitted. Excerpts of that Assessment are included in Attachment 2. A complete copy of that document can be provided upon request.

The property owner is seeking permission to renovate the existing dwelling significantly (Attachment 3). This includes adding a second storey to the centre block, enclosing the open courtyard at the front and establishing a new front entry and replacing the sunroom with a full conservatory. The proposed renovations also include the addition of new doors, windows, and lower pitched and flat roofs. The additions and renovations will maintain a white stucco finish and the roofs will be clad in shingles. With the renovations, the existing Central American or Mediterranean style dwelling will closer resemble a contemporary suburban style dwelling.

The Municipal Heritage Advisory Committee reviewed the current application to alter 28 Fallbrook Lane at their meeting on May 20, 2021 and recommended that Council approve the requested alteration.



Image 1: View of the front facade of 28 Fallbrook Lane (Photo courtesy of RHC, 2020)

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## Analysis

### Strategic Alignment

PLACE: To take care of, celebrate and share the great features in Cambridge that we love and mean the most to us.

## Goal #3 - Arts, Culture, Heritage and Architecture

Objective 3.2 Conserve and make positive contributions to our heritage districts and buildings throughout the community.

The City encourages restoration and use of designated heritage properties to celebrate our built heritage and create attractive, viable neighbourhoods.

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### Comments

A Cultural Heritage Impact Assessment (HIA) prepared by Robinson Heritage Consulting (RHC) dated February 2021 was submitted with the request to alter the property.

#### **Cultural Heritage Value of the Current Building**

The Blair Village Heritage Conservation District (HCD) Plan identifies properties that contribute to the cultural heritage value or interest of the HCD as 'Very Historic' and 'Historic'. The property at 28 Fallbrook Lane is not identified as a contributing property in the HCD Plan, nor are any other dwellings along the west side of Fallbrook Lane. An evaluation under Ontario Regulation 9/06 and the City's criteria for cultural heritage value under Section 4.4 of the 2012 Cambridge Official Plan determined that the subject property does not have cultural heritage value or interest.

#### **Assessment of Impact and Mitigation Measures**

While the property was determined not to have cultural heritage value or interest, the HIA assessed the proposed development against the guidelines in the Blair Village HCD Plan.

The Blair Village HCD Plan does not provide specific guidance for renovation of dwellings on properties that do not contribute to the cultural heritage value of the district. The Plan does, however, recommend that the hedgerows along Fallbrook Lane be maintained, and that large entry features such as the masonry ones in front 28 Fallbrook Lane be discouraged (Attachment 4).

28 Fallbrook Lane is a large, wooded lot and the existing dwelling is well setback from the road such that cannot be seen due to the dense wooded area. Therefore, there are no anticipated impacts to the cultural heritage value or interest of the Blair Village HCD.

If Council does not accept the recommendation in this report, the proposed alterations will not be permitted. If Council refuses the application or permits the application with terms and conditions, the property owner may appeal to the Local Planning Appeal Tribunal within 30 days after the owner receives notice of Council's decision.



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## Existing Policy/By-Law

### Ontario Heritage Act

Section 42 of the Ontario Heritage Act identifies the process for altering a Part V designated property. The Ontario Heritage Act requires that within 90 days after the notice of receipt is served on the applicant, Council may give the permit applied for, give the permit applied for with conditions or provide notice that Council is refusing the application. If Council fails to make a decision within 90 days, the application is deemed consented to. The 90 day clause for the subject application expires on June 29, 2021.

### Blair Village Heritage Conservation District (HCD) Plan

The Blair Village HCD Plan identifies guidelines for alterations within the HCD. Attachment 4 provides relevant excerpts from the Plan.

### City of Cambridge Official Plan

Section 4.10 requires an HIA be submitted for a development proposal that includes or is adjacent to a designated property or cultural heritage landscape, or that includes a non-designated resource on the Register.

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## Financial Impact

Costs associated with the proposed development are the responsibility of the property owner.

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## Public Input

The Municipal Heritage Advisory Committee meetings are open to the public. The report is posted publicly as part of the agenda process.

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## Internal/External Consultation

The Municipal Heritage Advisory Committee (MHAC) reviewed the application at their meeting on May 20, 2021. The MHAC recommended that Council approve the request to renovate the dwelling at 28 Fallbrook Lane.

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## Conclusion

WSP concurs with the findings of the Heritage Impact Assessment (HIA) that the proposed renovations to 28 Fallbrook Lane will have no impact on the cultural heritage value or interest of the Blair Village Heritage Conservation District (HCD).

For the reasons above, WSP recommends that Council allow the proposed renovations.

This application aligns with the City's Strategic Plan which encourages sympathetic alterations within HCDs to celebrate our built heritage and create attractive, viable neighbourhoods.

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## Signature

### Division Approval

Reviewed by the CFO

**Name:** N/A

Reviewed by Legal Services

**Title:** N/A

### Departmental Approval



**Name:** Hardy Bromberg

**Title:** Deputy City Manager, Community Development

### City Manager Approval



**Name:** David Calder

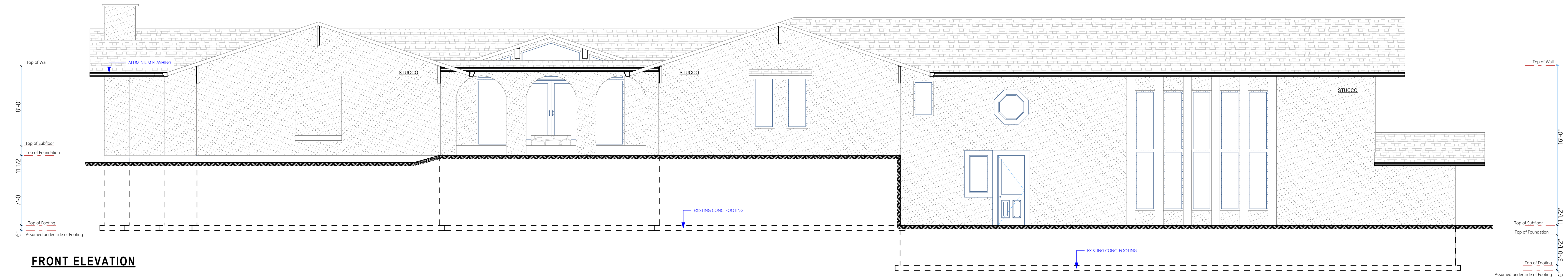
**Title:** City Manager

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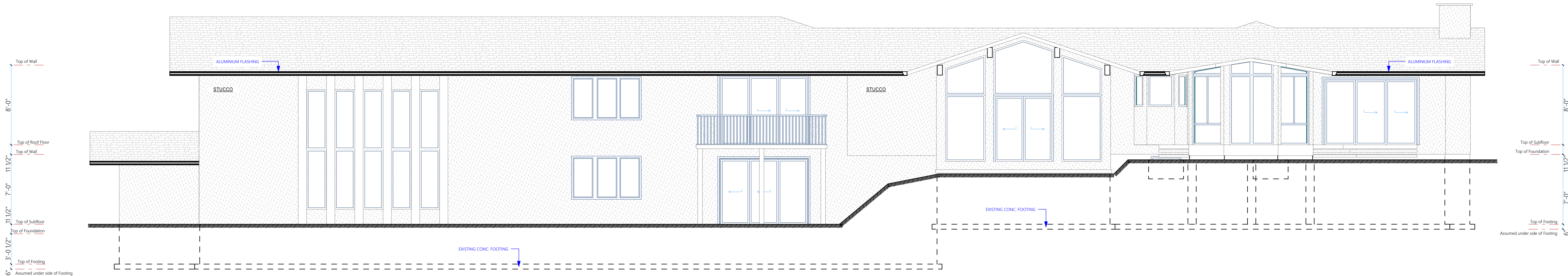
## Attachments

Attachment 1	Existing Elevations and Floor Plans
Attachment 2	Cultural Heritage Impact Assessment: 28 Fallbrook Lane (RHC, 2021)
Attachment 3	Proposed Elevations and Floor Plans
Attachment 4	Relevant Excerpts from the Blair Village HCD Plan

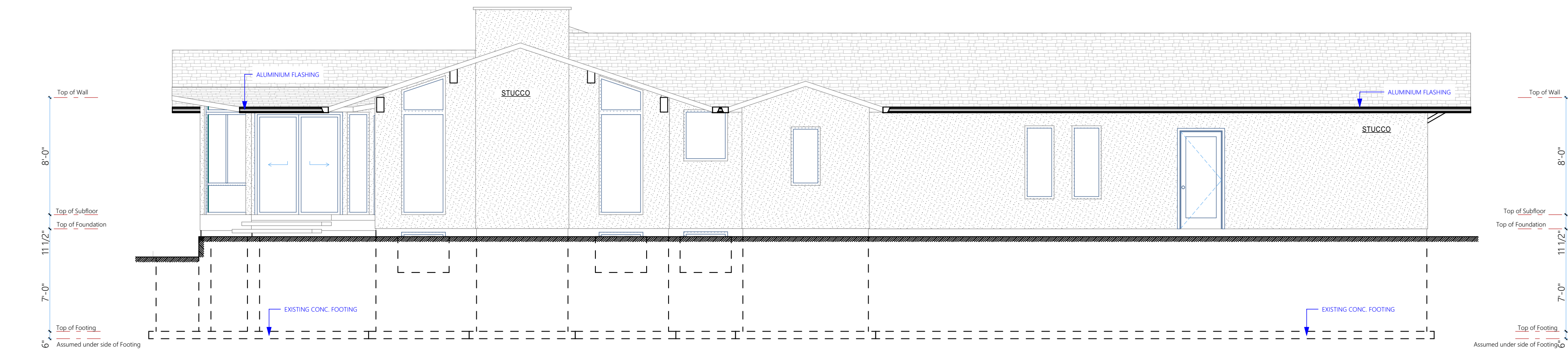




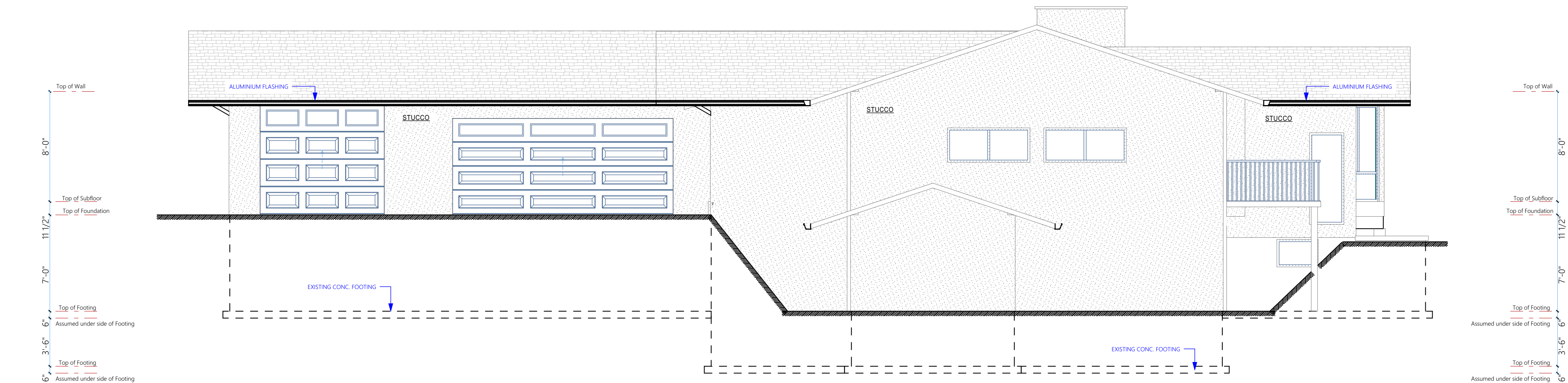
FRONT ELEVATION



REAR ELEVATION



LEFT ELEVATION



RIGHT ELEVATION

GENERAL NOTES:  
DO NOT SCALE DRAWINGS. REFER TO DIMENSIONS  
ON THE DRAWING. THE CONTRACTOR MUST CHECK ALL  
DIMENSIONS AND VERIFY ALL DIMENSIONS ON THE  
JOB.  
ALL STEEL ANGLES SUPPORTING BRICK VENEER TO  
HAVE MIN. 6" BEARING @ BASE, TOP.  
ALL STRUCTURAL MEMBERS TO HAVE MIN.  
REQUIRED BEARING.  
ALL ELECTRICAL WORK TO BE COMPLETED PER  
D.C.C. 9.3.6.  
DAMAGE TO EXISTING WALLS TO BE REPAIRED MIN.  
4" IF ALLOWED FINISHED GRADE TO FINISH FLOOR  
COVERS TYPE.  
PROVIDE APPROXIMATE DRAINAGE LAYER TO  
FOUNDATION WALLS BELOW GRADE.  
FLOORING MIN. 1/2" OF HEADROOM CLEARANCE BELOW  
DUCTS / RAIL HEADS / BEAMS.  
PROVIDE MINIMUM 1" PROTECTION FOR ALL  
BATHROOMS & DRESSING ROOMS. THEY SHALL BE  
PROTECTED TO REMAIN A MINIMUM 1" FROM ALL  
FLOORING.  
BATHROOMS & DRESSING ROOMS SHALL BE  
PROTECTED TO REMAIN A MINIMUM 1" FROM ALL  
FLOORING.  
PROVIDE SOLID BLOCKING IN BATHROOM WALLS FOR  
FUTURE SHOWER INSTALLATION.  
NON-LOADBEARING WALLS FINISHED TO THE FLOOR.  
JOISTS SHALL BE SUPPORTED BY POSTS BENEATH  
THE WALL OR ON CHOCKS BETWEEN THE JOISTS.  
MIN. 1/2" THICK SHEATHING SHALL BE INSTALLED UNLESS  
OTHERWISE NOTED.  
INTERIOR DOORS TO BE UNDERCUT 3/4" FOR ROOMS  
WITHOUT A RETURN AIR.

REVISIONS		
No.	Revision	Date

**360**  
SMART  
DESIGN

12 Sunset Blvd  
Cambridge, ON N1S 1A7  
519-407-7778  
contact@360smartdesign.com

PROJECT  
28 FALLBROOK L.N.,  
CAMBRIDGE, ON  
REHABILITATION OF EXISTING  
BUILDING

DRAWING TITLE

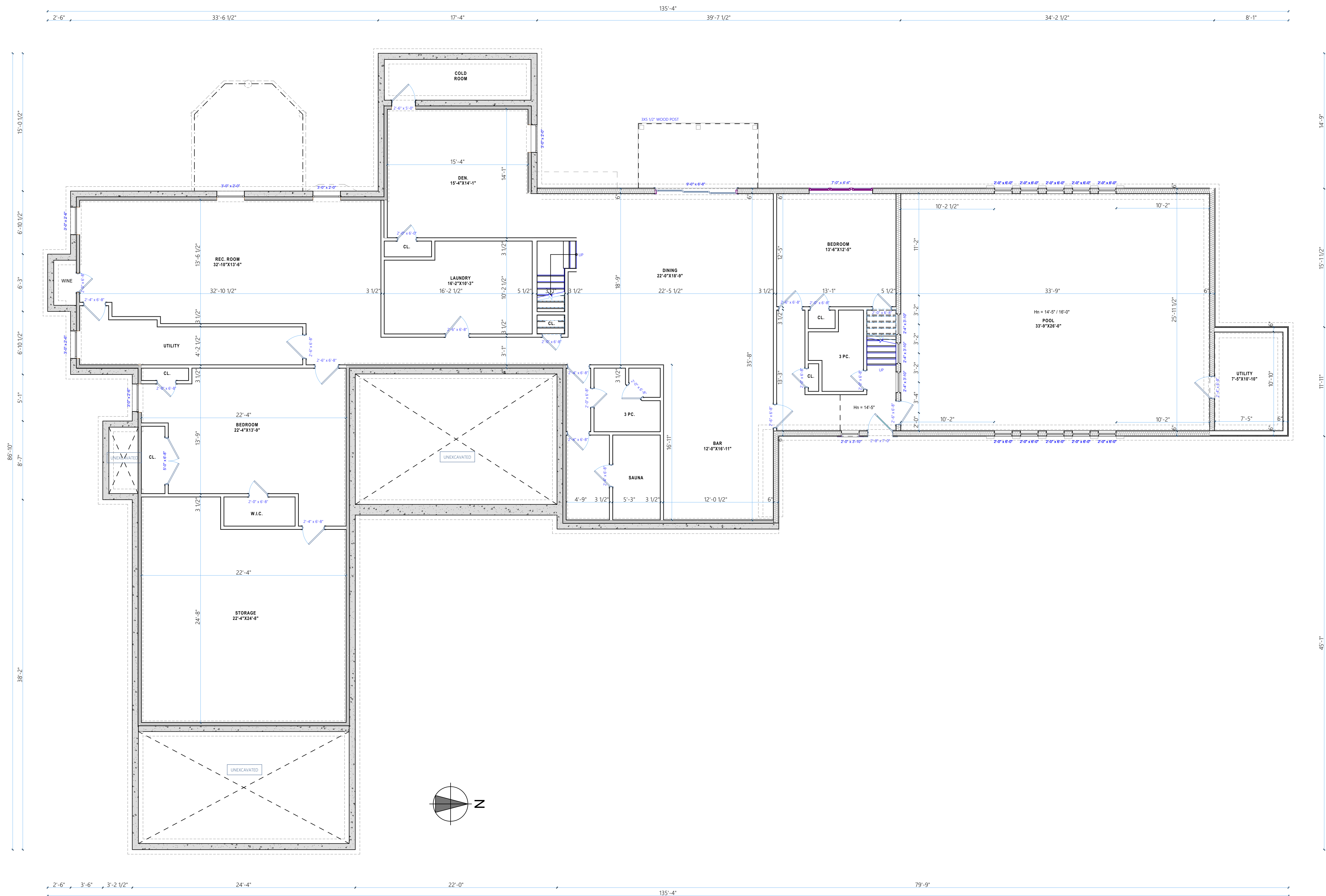
ELEVATIONS - EXISTING

SCALE	DATE
3/16" = 1'-0"	OCT. 2020
DRAWN BY	SHEET
ED	
FLOOR AREA	A 01
7,475 sq. ft.	



**GENERAL NOTES:**

- DO NOT SCALE DRAWINGS, WORK TO DIMENSIONS OF THE DETECTOR MUST CHECK ALL THE DRAWINGS AND VERIFY ALL DIMENSIONS ON THE JOBS.
- ALL STEEL ANGLES SUPPORTING BRACK VENT TO HAVE MIN. OF BEARING @ ENDS, TYPE.
- ALL STRUCTURAL MEMBERS TO HAVE MIN. REINFORCEMENT TO BE VERIFIED BY THE JOBS.
- ALL ELECTRICAL WORK TO BE COMPLETED AS PER D.B.C. 3.1.
- GARAGE FOUNDATION FLOOR TO BE FOUNDED MIN. 12" UNFINISHED GRADE TO FURNISH PROST COVER, TYPE.
- PROVIDE TWO COATS OF ASPHALT DAMPROOFING TO THE UNFINISHED GRADE TO FURNISH PROST COVER, TYPE.
- PROVIDE APPROVED GARAGE LAYERS TO FOUNDATION WALLS MIN. 6" GRADE.
- ENURE MIN. 6" OF HEADROOM CLEARANCE BELOW THE DETECTOR.
- PROVIDE VENTING TO EXTERIOR FOR ALL DETECTORS.
- ALL DETECTORS TO BE VERIFIED TO BE WITH RANGE HOODS ARE TO BE MOUNTED TO DETECTOR AND DETECTOR AND CORROSION RESISTANT DUCTWORK.
- SMOKE DETECTORS ARE REQUIRED ON EACH FLOOR OF THE BUILDING, DETECTORS TO BE INTERCONNECTED AND HAVE A VISUAL, SOUNDING ALARM TO THE DETECTOR AND DETECTOR DETECTORS ON BEDROOM FLOORS.
- PROVIDE SOLID DISCRETE IN BEDROOM WALLS TO DETECTOR.
- NON COMBUSTIBLE WALLS (PARALLEL TO THE FLOOR JOISTS) SHALL BE SUPPORTED BY JOISTS BENEATH THE DETECTOR AND DETECTOR JOISTS ARE.
- 5/8" THK SHEATHING GIRDLE A SPOREWELD MUST BE OTHERWISE NOTED.
- INTERIOR DOORS TO BE UNDERLIFT 3/4" FOR DOOR DETECTOR.



REVISIONS		
No.	Revision	Date



PROJECT  
28 FALLBROOK LN.,  
CAMBRIDGE, ON  
REHABILITATION OF EXISTING  
BUILDING

FOUNDATION/BASEMENT  
FLOOR PLAN -EXISTING

SCALE	DATE
3/16" = 1'-0"	OCT- 2020
DRAWN BY	SHEET
ED	A 02
FLOOR AREA	
3,453 sq. ft.	

GENERAL NOTES

DO NOT SCALE DRAWINGS. REFER TO DIMENSIONS ON THE DRAWINGS AND VERIFY ALL DIMENSIONS ON THE JOB.

ALL STEEL ANGLES OR SUPPORTS SHALL BE WELDED TO THE MAIN STRUCTURAL MEMBERS TO HAVE MIN. 1/4" WELDED JOINTS.

ALL ELECTRICAL WORK TO BE COMPLETED PER D.C. 5.3.

CONCRETE FOUNDATION WALLS TO BE FINISHED MIN. 4" OF ALL FRESH GRADE TO FINISH FLOOR FINISH TYPE.

PROVIDE TWO COATS OF ASPHALT DOWNGRIPPING TO ALL EXISTING FOUNDATION WALLS.

PROVIDE APPROXIMATE DRAINAGE LAYER TO FOUNDATION WALLS ON GRADE.

FINISH MIN. 6" OF HEADROOM CLEARANCE BELOW DUCTS / RAIL HEADS / BEAMS.

PROVIDE MINIMUM 1/4" THICKNESS FOR ALL SINKS, TUBS, SHELVE UNITS, AND OTHERS. FINISHES AND MATERIALS TO BE DETERMINED BY THE ARCHITECT.

MINIMUM 1/4" THICKNESS FOR ALL SINKS, TUBS, SHELVE UNITS, AND OTHERS. FINISHES AND MATERIALS TO BE DETERMINED BY THE ARCHITECT.

PROVIDE SOLID BLOCKING IN BATHROOM WALLS FOR FUTURE SHOWER INSTALLATION.

NON-LOADING WALLS PARALLEL TO THE FLOOR JOISTS SHALL BE SUPPORTED BY COTS BEHIND THE WALL OR ON COTS BETWEEN THE JOISTS.

MIN. 1/4" THICK SHEATHING REQUIRED UNLESS OTHERWISE NOTED.

INTERIOR DOORS TO BE UNDERCUT 3/4" FOR ROOMS WITHOUT A RETURN AIR.

REVISIONS

No.	Revision	Date

**360**  
SMART  
DESIGN

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Cambridge, ON N1S 1A7  
519-407-7778  
contact@360smartdesign.com

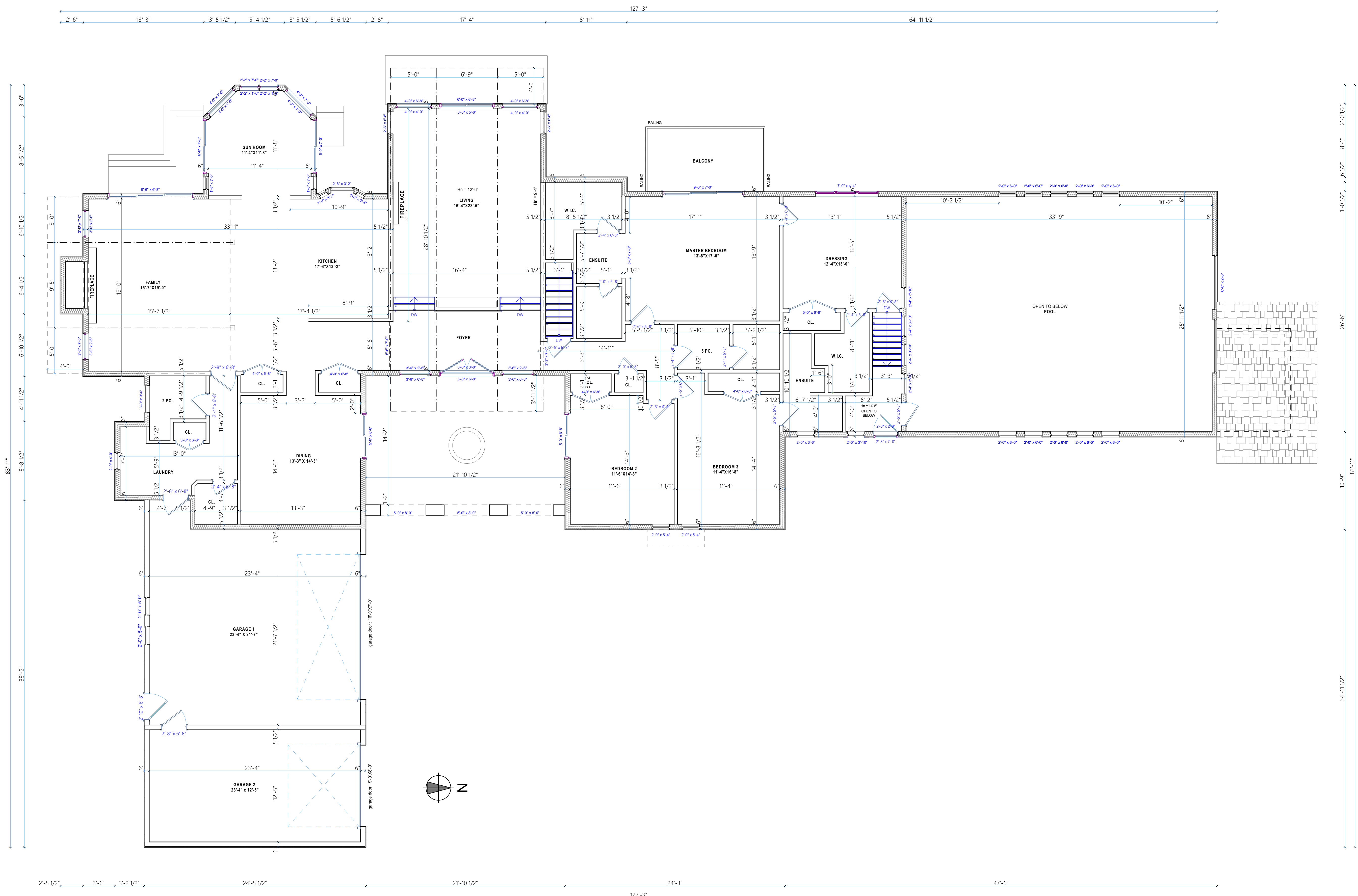
PROJECT

28 FALLBROOK L.N.  
CAMBRIDGE, ON  
REHABILITATION OF EXISTING BUILDING

DRAWING TITLE

MAIN FLOOR PLAN - EXISTING

SCALE	3/16" = 1'-0"	DATE	OCT-2020
DRAWN BY	ED	CHECKED BY	
FLOOR AREA	4,022 sq. ft.		A 03



## Attachment 2 - Cultural Heritage Impact Assessment: 28 Fallbrook Lane (RHC, 2021)

### 5.3 Determining Cultural Heritage Value and Interest

The following criteria (in the left column of the table) are prescribed by Ontario Regulation 9/06 under the Ontario Heritage Act for determining cultural heritage value or interest: In the opinion of Robinson Heritage Consulting, the property known as 28 Fallbrook Lane in the City of Cambridge, has no cultural heritage value in and of itself. It is designated under part V of the Heritage Act by virtue of its location inside the BVHCD but is not recognized as a contributing building on the inventory.

<p>1. The property has <b>design value or physical value</b> because it,</p> <ul style="list-style-type: none"> <li>i. is a rare, unique, representative, or early example of a style, type, expression, material, or construction method,</li> <li>ii. displays a high degree of craftsmanship or artistic merit, or</li> <li>iii. demonstrates a high degree of technical or scientific achievement.</li> </ul>	<p>28 Fallbrook Lane has <b>no design value or physical value</b> because it,</p> <ul style="list-style-type: none"> <li>i. is <b>not</b> a rare, unique, representative, or early example of a style, type, expression, material, or construction method,</li> <li>ii. <b>does not</b> display a high degree of craftsmanship or artistic merit, or</li> <li>iii. <b>does not</b> demonstrate a high degree of technical or scientific achievement.</li> </ul>
<p>2. The property has <b>historical value or associative value</b> because it,</p> <ul style="list-style-type: none"> <li>i. has direct associations with a theme, event, belief, person, activity, organization, or institution that is significant to a community,</li> <li>ii. yields, or has the potential to yield, information that contributes to an understanding of a community or culture, or</li> <li>iii. demonstrates or reflects the work or ideas of an architect, artist, builder, designer, or theorist who is significant to a community.</li> </ul>	<p>28 Fallbrook Lane <b>does not</b> have <b>historical value or associative value</b> because it,</p> <ul style="list-style-type: none"> <li>i. <b>does not</b> have direct associations with a theme, event, belief, person, activity, organization, or institution that is significant to the City of Cambridge, the Village of Blair or the Region of Waterloo,</li> <li>ii. <b>does not</b> yield, or has the potential to yield, information that contributes to an understanding of the City of Cambridge, the Village of Blair or the Region of Waterloo, or</li> <li>- <b>does not</b> yield, or have the potential to yield, information that contributes to an understanding of a community or culture,</li> </ul>

	- it <b>does not</b> demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to the City of Cambridge, Village of Blair or the Region of Waterloo.
3. The property has <b>contextual value</b> because it,  i. is important in defining, maintaining, or supporting the character of an area, ii. is physically, functionally, visually, or historically linked to its surroundings, or iii. is a landmark.	28 Fallbrook Lane has <b>no contextual value</b> because it,  i. <b>is not</b> important in defining, maintaining, or supporting the character of an area, ii. <b>is not</b> physically, functionally, visually, or historically linked to its surroundings, or iii. <b>is not</b> a landmark.

Using criteria from the City of Cambridge's Official Plan policies (described in Section 3.4 of this CHIA), 28 Fallbrook Lane in the BVHCD in the city of Cambridge does not have cultural heritage value as it does not meet any of the criteria prescribed by Ontario Regulation 9/06 under the Ontario Heritage Act for determining cultural heritage value or interest.

#### 5.4 Statement of Cultural Heritage Value or Interest

The house at 28 Fallbrook Lane in the city of Cambridge was built in 1977 in what would become the Village of Blair Heritage Conservation District. The house at 28 Fallbrook Lane predates the district and therefore the guidelines for new construction within the BVHCD were not in existence. The house is of no cultural heritage value or interest other than as a large, wooded lot consistent with the lots along Fallbrook Lane.



## 6.0 Proposed Development, Impacts and Mitigation

### 6.1 Proposed Development

The owners are proposing alterations to the dwelling to update it and make it more functional for their family. Overall, they are retaining the basic footprint and adding a second storey over the middle section maintaining a low roofline. This addition coupled with the new doors, windows and flat roof additions changes the design from a Central American or Mediterranean style to a modern suburban style dwelling.

Demonstrated in Figures 20 and 21, the blind window in the garage gable wall has been removed, new garage doors and windows throughout added, the open atrium would be enclosed with a new columned and hooded front entryway added. This new entryway is more appropriate for the scale and massing of the dwelling and more readily articulates the front entry with the columns and flat roof hood which ties in with the proposed flat roof conservatory in the rear.

Most significantly a second storey has been added over the centre section of the dwelling only in order not to overwhelm the lower sections of the dwelling nor the landscape. The house is quite secluded from Fallbrook and the neighbouring dwelling which is of a similar building height. The tile roof is proposed to be replaced with modern shingle. The dwelling including the additions will maintain a white stucco finish.

**Figure 20** - Conceptual rendering (front) (Image: 360 Smart Design, Oct 2020)



**Figure 21** - Conceptual rendering (front close) (Image: 360 Smart Design, 2020)



From the rear of the dwelling (Figure 22) the building would rise three stories where the basement is above grade. The proposed flat roofed conservatory ties in with the front entry hood and is balanced nicely with the outdoor kitchen/gilling and entertaining area is expanded and would be better integrated into the dwelling (Figure 23). This is a significant improvement over the current unconnected spaces along the rear elevation. The windows and doors would be replaced with the same as the other elevations.

## 6.2 Impacts and Mitigations

The original 1977 dwelling at 28 Fallbrook Lane appears to be inspired by a Central American or Mediterranean style which is not a recognized historic style in the district and therefore the dwelling is of no cultural heritage value in its own right and does not contribute to the BVHCD. There is little in the BVHCD that addresses alterations to non-contributing buildings.

The proposed additions and alterations make use of the non-contributing building in a largely sustainable manner with the result that the renovated dwelling would still be a non-contributing building to the BVHCD.

The large, wooded lot is typical of those along this section of Fallbrook Lane and the proposed development retains the large, mature trees and thus provides limited views of the house from the road.

The BVHCD Guidelines does talk to the nature of Fallbrook Lane with hedgerows and recommends that where found are protected and

**Figure 22** - Conceptual rendering (rear) (Image: 360 Smart Design, Oct 2020)



**Figure 23** - Conceptual rendering (rear corner) (Image: 360 Smart Design, Oct 2020)



encouraged. The guidelines also comment directly on the walls, fences and gates as entry features to properties and indicates that large masonry types such as those found along Fallbrook lane are not in keeping with the BVHCD and should be avoided. The guidelines offer suggestions for simply masonry and wood structures as well as “country” gardens that avoid urbanizing the laneway. Likewise gravel for lanes or driveways are appropriate in country settings. RHC would concur and would recommend that the “gates” and wing walls be softened with more natural plantings and if replaced that a style from the BVHCD guidelines be adopted.

## 7.0 Conclusion

This Cultural Heritage Impact Assessment (CHIA) has confirmed that there is no cultural heritage value in the dwelling on the property at 28 Fallbrook Lane within the BVHCD in the city of Cambridge. Built in 1977, the original dwelling is designed in a Central American or Mediterranean-inspired style which is not a contributing dwelling in the BVHCD. The subject property is located in the BVHCD and therefore is designated which triggered the need for a CHIA which ultimately after assessed was determined that the property does not satisfy the criteria to determine cultural heritage value used by Ontario Regulation 9/06, the City of Cambridge Official Plan and the BVHCD Study and Guidelines.

RHC anticipates no negative impacts to the dwelling associated with the proposed additions and alterations and therefore is of the opinion that would not pose a negative impact on the BVHCD.





GENERAL NOTES

DO NOT SCALE DRAWINGS. WORK TO DIMENSIONS SHOWN. THE CONTRACTOR MUST CHECK ALL DRAWINGS AND VERIFY ALL DIMENSIONS ON THE JOB.

ALL STEEL ANGLES SUPPORTING BRICK VENEER TO HAVE MIN. 6" BEARING @ ENDS, TYP.

ALL STRUCTURAL MEMBERS TO HAVE MIN. REQUIRED BEARING.

ALL ELECTRICAL WORK TO BE COMPLETED AS PER O.B.C. 9.34.

GARAGE FOUNDATION WALLS TO BE FOUNDED MIN. 4'-0" BELOW FINISHED GRADE TO ENSURE FROST COVER, TYP.

PROVIDE TWO COATS OF ASPHALT DAMPPROOFING TO ALL BELOW GRADE FOUNDATION WALLS.

PROVIDE APPROVED DRAINAGE LAYER TO FOUNDATION WALLS BELOW GRADE.

ENSURE MIN. 6'-5" HEADROOM CLEARANCE BELOW DUCTS / BULKHEADS / BEAMS.

PROVIDE VENTING TO EXTERIOR FOR ALL BATHROOMS & DRYERS. GAS FIREPLACES AND RANGE HOODS ARE TO BE VENTED TO EXTERIOR w/ NON-COMBUSTIBLE AND CORROSION RESISTANT DUCTWORK.

SMOKE DETECTORS ARE REQUIRED ON EACH FLOOR LEVEL AND IN EACH BEDROOM. THEY SHALL BE INTERCONNECTED AND HAVE A VISUAL SIGNALLING COMPONENT. INTERCONNECT CARBON MONOXIDE DETECTORS ON BEDROOM FLOORS.

PROVIDE SOLID BLOCKING IN BATHROOM WALLS FOR FUTURE GRAB BAR INSTALLATION.

NON-LOADBEARING WALLS PARALLEL TO THE FLOOR JOISTS SHALL BE SUPPORTED BY JOISTS BENEATH THE WALL OR ON BLOCKING BETWEEN THE JOISTS.

5/8" THICK SHEATHING GLUED & SCREWED UNLESS OTHERWISE NOTED.

INTERIOR DOORS TO BE UNDERCUT 3/4" FOR ROOMS WITHOUT A RETURN AIR



12 Sunset Blvd.  
Cambridge, On N1S 1A7  
519-807-7778  
contact@360smartdesign.com

PROJECT

28 FALLBROOK LN. ,  
CAMBRIDGE, ON

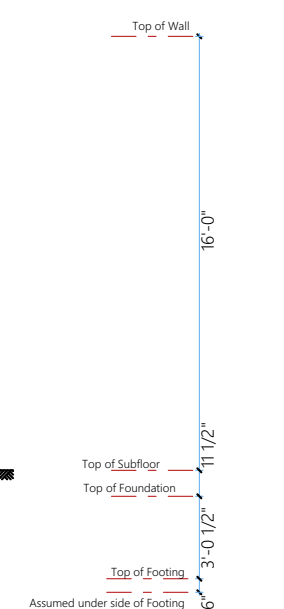
REHABILITATION OF EXISTING  
BUILDING

DRAWING TITLE

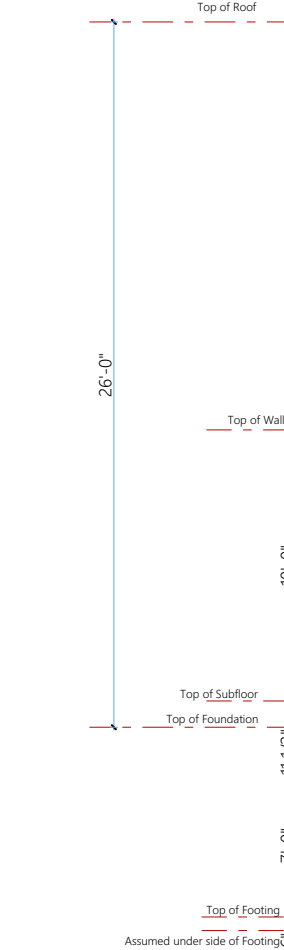
RENDERS

SCALE	3/16" = 1'-0"	DATE	OCT- 2020
DRAWN BY	ED	SHEET	
FLOOR AREA	-		00

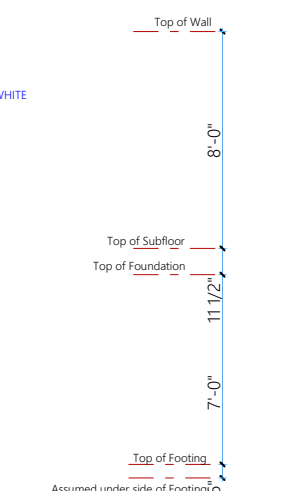




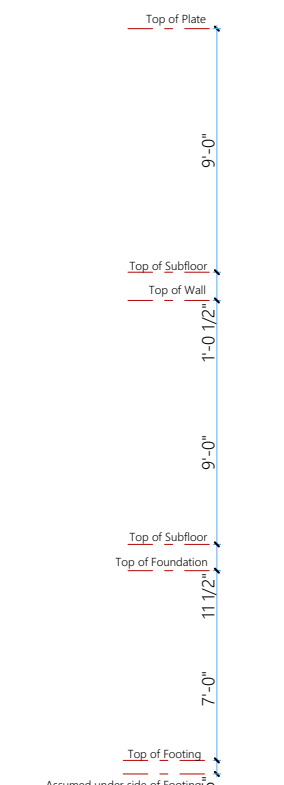
**FRONT ELEVATION**



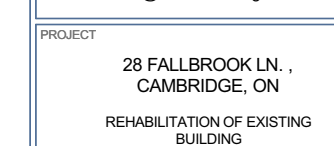
### REAR ELEVATION



**LEFT ELEVATION**



### RIGHT ELEVATION



DRAWING TITLE

ELEVATIONS-PROPOSED

SCALE	DATE
3/16" = 1'-0"	OCT - 200

FLOOR AREA	A0
------------	----

9,201 sq. ft.	700
---------------	-----

A01



GENERAL NOTES:

DO NOT SCALE DRAWINGS. WORK TO DIMENSIONS  
NOTED ON DRAWINGS. VERIFY ALL DIMENSIONS ON  
DRAWINGS AND VERIFY ALL DIMENSIONS ON THE  
FIELD.

ALL STEEL ANGLES SUPPORTING BRICK VENEER TO  
HAVE MIN. 6" BEARING @ ENDS; TYPE:

ALL STRUCTURAL MEMBERS TO HAVE MIN.  
REINFORCING BARS TO BE EMBEDDED IN  
CONCRETE.

ALL ELECTRICAL WORK TO BE COMPLETED AS PER  
D.B.C. §34.

GARAGE FOUNDATION WALLS TO BE FOUNDATION  
MIN. 12" THICK CONCRETE GRADE TO FINISHED FLOOR  
COVER TYPE:

PROVIDE TWO COATS OF ASPHALT EMULSION TO  
BE APPLIED TO UNFINISHED FOUNDATION FLOOR  
COVER.

PROVIDE APPROXIMATE DRAINAGE LAYERS TO  
FOUNDATION WALLS BELOW GRADE.

ENGINE MIN. 6" HORIZONTAL CLEARANCE BELOW  
FOUNDATION WALLS TO BE MAINTAINED.

PROVIDE VENTING TO EXTEND TO EXTERIOR FOR ALL  
FURNACE, WATER HEATER, AND RANGE.  
RANGE HOODS ARE TO BE VENTED TO EXTERIOR  
WITH APPROXIMATE 12" CLEARANCE TO EXISTING  
DUCTWORK.

SMOKE DETECTORS ARE REQUIRED ON EACH FLOOR  
LEVEL. DETECTORS TO BE INSTALLED IN EACH  
INTERSECTION AND HAVE A VISUAL, SIGNALING  
ALARM. DETECTORS TO BE INSTALLED IN EACH  
INTERSECTION ON BEDROOM FLOORS.

PROVIDE SLOE IN BEDROOM FLOOR TO FLOOR  
JOISTS TO DRAIN TO EXTERIOR.

NOON COOKING VENTS PARALLEL TO THE FLOOR  
JOISTS SHALL BE SUPPORTED BY JOISTS UNLESS  
OTHERWISE NOTED.

SIP TRUCK: SEATING/HOOD & SCREENED UNLESS  
OTHERWISE NOTED.

INTERIOR DOORS TO BE UNDERLAIN 3/4" FOR ROOM  
ENTRY.



REVISIONS		
No.	Revision	Date

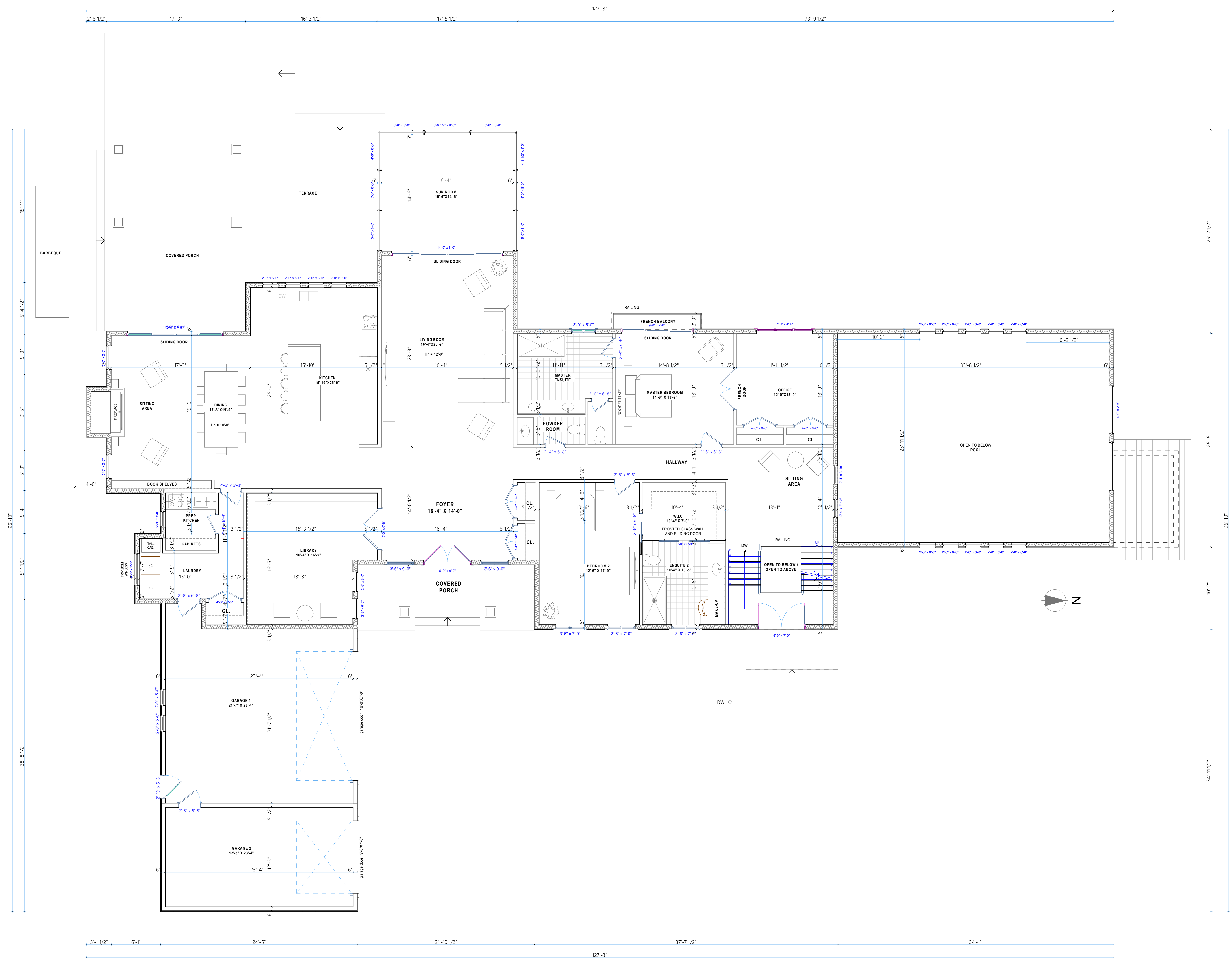


PROJECT  
28 FALLBROOK LN. ,  
CAMBRIDGE, ON  
REHABILITATION OF EXISTING  
BUILDING

DRAWING TITLE

FOUNDATION/BASEMENT  
FLOOR PLAN - PROPOSED

SCALE 3/16" = 1'-0"	DATE OCT - 2020
DRAWN BY ED	SHEET A0
FLOOR AREA 3,453 sq. ft.	



GENERAL NOTES:

DO NOT SCALE DRAWINGS WORK TO DIMENSIONS. PAPER CONTRACTOR MUST CHECK ALL DIMENSIONS AND VERIFY ALL DIMENSIONS ON THE DRAWINGS AND VERIFY ALL DIMENSIONS ON THE DRAWINGS.

ALL STEEL ANGLES SUPPORTING BRIDGE JOINTS TO HAVE MIN. 6" BEARING & ENDS, TYPE.

ALL STRUCTURAL MEMBERS TO HAVE MIN. REQUIRED RIGIDITY.

ALL ELECTRICAL WORK TO BE COMPLETED PER O.B.C. 3-4.

GRADE FOUNDATION WALLS TO BE FOUNDATION FIRMLY SETTED GRADE TO DEEPER FIRM COVER, TYPE.

PROVIDE TWO COATS OF ASPHALTUM PROOFING TO FLOOR SLAB FOUNDATION WALLS.

PROVIDE APPROVED DRAINAGE LAYERS TO FOUNDATION WALLS BELOW GRADE.

PROVIDE 1" MIN. AIR GAP OR CEMENT PLASTER BENEATH DUCTS (BULKHEADS) BEHIND.

PROVIDE VENTING TO EXTEND FOR ALL.

PROVIDE 1" MIN. AIR GAP OR CEMENT PLASTER BENEATH DUCTS (BULKHEADS) BEHIND.

SMOKE DETECTORS ARE REQUIRED ON EACH FLOOR.

INTERCONNECTED AND HAVE A VISUAL, SIGNALING SYSTEM TO ALL DETECTORS.

INTERCONNECTED DETECTORS ON BEDROOM FLOORS.

PROVIDE SLOPE IN BEDROOM FLOOR TO WALLS.

PROVIDE SLOPE IN BEDROOM FLOOR TO WALLS.

NON-CORRODING WALLS PARALLEL TO THE FLOOR JOINTS SHALL BE SUPPORTED BY JOINTS BENEATH THE FLOOR JOINTS.

SIP TRUCK SHEATHING GAD A SCHEDULED UNLESS OTHERWISE NOTED.

INTERIOR DOORS TO BE UNDERLAIN 3/4" FOR ROOM.

REVISIONS		
No.	Revision	Date

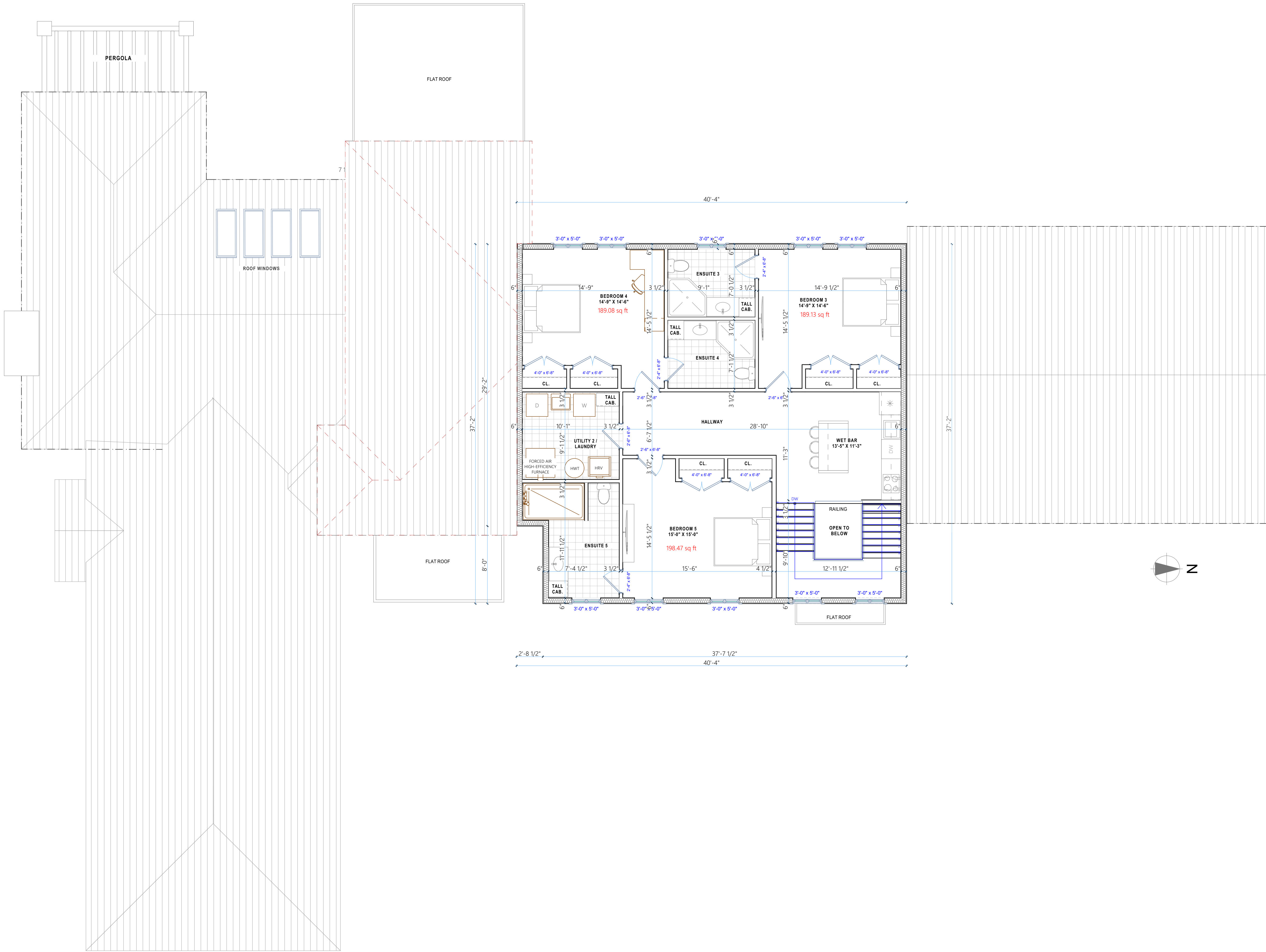


PROJECT  
28 FALLBROOK LN. ,  
CAMBRIDGE, ON  
REHABILITATION OF EXISTING  
BUILDING

DRAWING TITLE

MAIN FLOOR - PROPOSED

SCALE	3/16" = 1'-0"	DATE	OCT - 2021
DRAWN BY	ED	SHEET	A0
FLOOR AREA	4,422 sq. ft. ( 928 sq. ft. POOL )		



GENERAL NOTES

DO NOT SCALE DRAWINGS. REFER TO DIMENSIONS ON DRAWING. THE CONTRACTOR MUST CHECK ALL DIMENSIONS AND VERIFY ALL DIMENSIONS ON THE JOB.

ALL STEEL ANGLES OR SUPPORTING BRACKETS TO HAVE MIN. 6" BENDING @ EACH TOP.

ALL STRUCTURAL MEMBERS TO HAVE MIN. 1/4" THICK PLATE.

ALL ELECTRICAL WORK TO BE COMPLETED PER D.C. 5.3.

GRADE FOR FOUNDATION WALLS TO BE FINISHED MIN. 4" BELOW FINISHED GRADE TO ENSURE PROPER DRAINAGE.

PROVIDE TWO COATS OF ASPHALT DAMPPROOFING TO ALL BELOW GRADE FOUNDATION WALLS.

PROVIDE APPROXIMATE DRAINAGE LAYER TO FOUNDATION WALLS TO DRAIN GRADE.

PROVIDE MIN. 6" OF HEADROOM CLEARANCE BELOW DUCTS / RAIL HEADS / BEAMS.

PROVIDE MINIMUM 10" DETENTION FOR ALL BATHROOMS & DRESSING ROOMS. DETENTION SHALL BE 10" MINIMUM DETENTION. DETENTION SHALL BE 10" MINIMUM DETENTION. DETENTION SHALL BE 10" MINIMUM DETENTION.

MINIMUM DETENTION SHALL BE 10" MINIMUM DETENTION. DETENTION SHALL BE 10" MINIMUM DETENTION. DETENTION SHALL BE 10" MINIMUM DETENTION.

PROVIDE SOLID BLOCKING IN BATHROOM WALLS FOR FUTURE SHOWER INSTALLATION.

NON-LOADING WALLS FINISHED TO THE FLOOR. JOISTS SHALL BE SUPPORTED BY JOISTS BEHIND THE WALL OR ON BRACKETS BETWEEN THE JOISTS.

MIN. 1/4" THICK SHEATHING SHALL BE SCREWED UNLESS OTHERWISE NOTED.

INTERIOR DOORS TO BE UNDERCUT 3/4" FOR ROOMS WITHOUT A RETURN AIR.

REVISIONS		
No.	Revision	Date

360

SMART DESIGN

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519-407-7778  
contact@360smartdesign.com

PROJECT

28 FALLBROOK LN.,  
CAMBRIDGE, ON  
REHABILITATION OF EXISTING BUILDING

Drawn Title

SECOND FLOOR -  
PROPOSED

SCALE

3/16" = 1'-0"

DATE

OCT - 2020

DRAWN BY

ED

DATE

OCT - 2020

FLOOR AREA

1,326 sq. ft.

A04



- Goals • To maintain the narrow paved width (21') and shoulders (8').
- Not to undertake road widening or installation of sidewalks, curbs, gutters and street lights. To finish in tar and chip.
  - To conserve and extend the hedgerows and street trees through management and annual pruning.
  - To identify the road with historic style street signs.
  - To carefully manage street trees and hedgerows with annual pruning.

#### MORNINGSIDE DRIVE

Morningside is one of the very earliest routes in the village, originating in 1800 as a wagon track into Joseph Wismer's farm and later extended to Doon and known as the road to Ferrie's Mill or Mill Street.

- Goals • To maintain the narrow paved width (20') and shoulders (8').
- To improve the appearance of the drive so it becomes part of the old village. Improvements would include planting edge street trees and hedgerows. Street lights should not be installed. Use tar and chip.
  - To identify the drive with historic style street signs.

#### LANGDON DRIVE

Langdon Drive began as a farm lane heading south through the Bechtel farm to the family's land holdings in Township of North Dumfries. It eventually connected with other primitive roads and became a public road under the Township of Waterloo in 1830. It is still a beautiful, narrow rural road enclosed by a dense hedgerow.

- Goals • To maintain the narrow paved width (17') and shoulders (7').
- To conserve and enhance the edge trees and hedgerows through management and annual pruning.
  - Not to widen the Drive or install curbs, gutters and street lights. To finish in tar and chip.
  - To post a "No Truck" traffic sign.
  - To identify the drive with historic style street signs.

#### FALLBROOK LANE

Access to Bechtels' tannery was by a track which turned off the farm road (now Langdon Drive) that led to the family's land in North Dumfries. Over time, this track was extended and then turned back towards the river to meet the earthworks of the mill dam on Blair Road. Many years later the track connected with Blair Road and became a public street, Fallbrook Lane. It is one of the most beautiful small scenic roads in the village.

- Goals**
- To maintain the narrow paved width (17') and shoulders (7').
  - To conserve and enhance the edge trees and hedgerows through management and annual pruning.
  - Not to widen the lane or install curbs, gutters. Use tar and chip.
  - To identify the lane with historical style street signs.

#### **MEADOWCREEK LANE**

Meadowcreek Lane is a later addition to the streets of Blair, appearing as Craig Street on the Allan and Geddes Survey of 1857 (former Benjamin B. Bowman farm). It is thought to have been in place by 1862 as a narrow gravel road. When the new school (present Blair Outdoor Education Centre) was built in 1959, Meadowcreek was extended further south across Old Mill Road. While relatively new compared with the other streets, it has an attractive rural character with fine views across a horse paddock at the west end.

- Goals**
- To maintain the narrow paved width (16') and shoulders (2').
  - To conserve and enhance the edge trees and hedgerows through management and annual pruning.
  - Not to widen the lane or install curbs and gutters. Use tar and chip.
  - To identify the Lane with historical style street signs.

#### **ASHTON STREET OR CEMETERY LANE**

Ashton Street probably originated in the early 1800s as a narrow lane from Old Mill Road to the cemetery. When the Allan and Geddes Survey was laid out in 1857, Ashton Street followed its course; the section north of Old Mill Road was never put through. In 1930, the Cemetery Board created a ceremonial entrance to the cemetery by erecting stone pillars and an ornamental archway at the Old Mill end of the lane. Frost undermined the structure, and at some point the arch was removed and the pillars reduced to their present form. Aston Street is a landscape gem - short and very narrow and enclosed by high banked hedgerows.

- Goals**
- To maintain the narrow paved width (12') and shoulders (3').
  - To conserve and enhance the edge trees and hedgerows through management and annual pruning.
  - Not to widen the lane or install, curbs and gutters. Use tar and chip.
  - To re-erect the ceremonial entrance at Old Mill Road, with a metal archway inscribed "Blair Cemetery."
  - To identify the lane with historic style street signs.

#### **MUNICIPAL SERVICES**

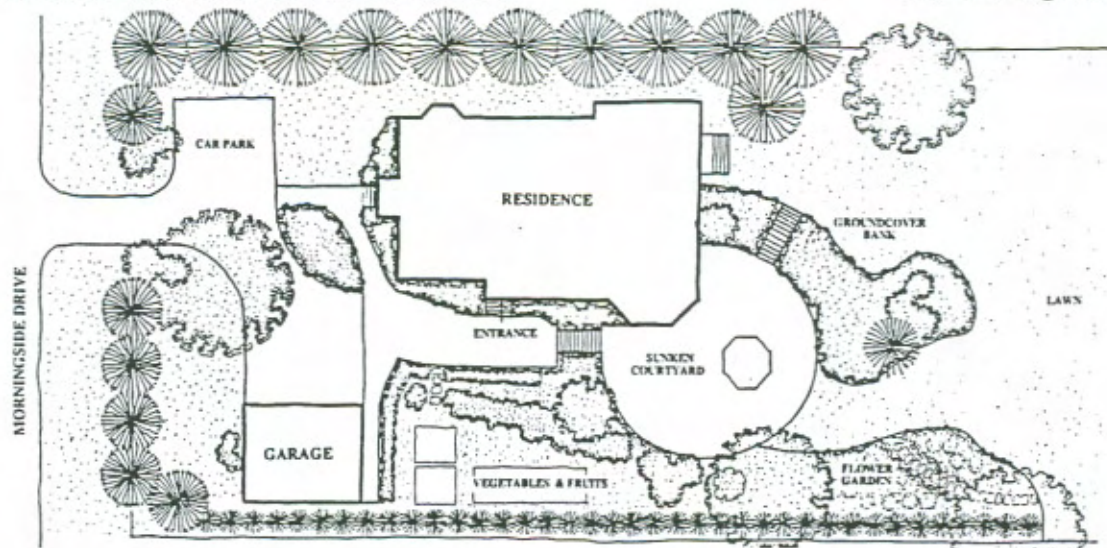
All municipal service work that impacts on the character of the historic streetscapes shall be presented to LACAC for review and approval. In general, Hydro, Bell, Cable and gas lines should be buried so as to preserve and enhance existing and future trees and hedgerows.



# COUNTRY GARDENS

## LANDSCAPE CONSERVATION GUIDELINE

Blair Heritage Plan



Shown above is the garden at 166 Morningside Drive. This is a very well designed residential garden. The lot is not overly large but the garden appears spacious by the way it has been divided up into a series of "rooms." At the front is the garage and car park, both screened by coniferous trees so that only the house is seen prominently and to advantage. Brick paths lead to the front and side entrances, edged with hedges and groundcover. Steps lead down to a paved sunken courtyard in the centre of which is a small pond. Being low and enclosed by a ground cover bank to the north creates a warm micro-climate where many sun-loving plants thrive. Vegetable and flower gardens extend down the south boundary. An old lilac hedgerow, running along one side of the vegetable garden, has been preserved. A lawn continues east to a bank affording magnificent views across the Grand River valley.

The success of this garden results from the way it has been shaped to take advantage of the sloping site to provide a series of delightful garden spaces for different purposes and plants. The house and garden meld together to create a harmonious whole. Over time, more emphasis on native plant material would be welcome.

### GOALS

- To encourage country style gardens.
- To plant native plant species that provide continuity with the naturalized landscapes of the village.
- To locate non-native exotic plants around the residence and separated from native plants.
- To integrate residential gardens into the richly diverse living landscape of the village as a whole.

### LOCATION

The location applies to existing and new residential gardens in the village.

## CONSERVATION GUIDELINES

The Guidelines are voluntary, but they provide assistance for historic conservation,

A country garden should build on the intrinsic qualities of the surrounding rural landscape - qualities of simplicity, organic form and harmonious detail. Simplicity is all. Principles include:

- Allowing the site to suggest the design.
- Enhancing the rural village character.
- Using naturally occurring elements.
- Expressing the local ecology.
- Creating a quiet understated appearance.

These principles will give a garden in Blair coherence, durability and harmony with the surrounding rural landscape. Recommended design details are as follows:

## DESIGN DETAILS

General	Create a soft-edged country garden design. Avoid over designed, over built and assertive city style design.
Driveways	Gravel is the traditional rural finish. It is porous and textured. Asphalt paving and concrete pavers are city style finishes.
Entrance Gates	Wood posts and gates are traditional. Elaborate brick or stone piers are city style designs.
Boundary Hedges	Native species hedgerows are a rural tradition. For additional enclosure, a wire fence between wood fence posts can be added. Pressure treated timber fences or chain link fences are city style designs.
Lawns	Traditionally, rural lawns were quite small. Ground cover plantings may be used to reduce the size of the grassed area and therefore the need to use lawn maintenance chemicals.
Fences	Painted wood picket fences were traditional. Other appropriate styles include split rail and wire and post and fieldstone walls.
Flower Beds	Country garden flower borders are traditionally full of a few classic flowers. Invasive exotic species should be avoided.
Hard Surfaces	Traditional hard surfaces were flag stones. They blend with the natural and rural character. Concrete pavers and interlocking blocks are hard-edged city style.
Retaining Walls	Dry limestone walls are a traditional retaining wall approach. Small plants seed in the joints. Pre-manufactured concrete is hard-edged city style.



**To:** **COUNCIL**

**Meeting Date:** **06/08/2021**

**Subject:** **40km/h Neighbourhood Speed Limit Pilot Project By-law Amendment**

**Submitted By:** **Kevin De Leebeeck, Director of Engineering**

**Prepared By:** **Julianna Petrovich, Transportation Engineering Technologist**

**Report No.:** **21-167(CD)**

**File No.:** **C1101**

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## Recommendations

THAT Report 21-167(CD) – 40km/h Speed Limit Pilot Project By-law Amendment be received;

AND THAT By-Law XX-2021 amending Traffic and Parking By-Law 187-06 be passed.

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## Executive Summary

### Purpose

- To introduce the by-law amendment required to implement the 40km/h Neighbourhood Speed Limit Pilot Project approved by Council at its meeting of March 2, 2021.

### Key Findings

- Council is required to pass a by-law for the pilot project to take effect and for the revised speed limits to be enforceable.
- In preparing the by-law, staff identified a procedural improvement that includes adding a new Schedule 27 – Designated Areas to Traffic and Parking By-law 187-06, instead of amending the existing Schedule 18 – Rates of Speed. This will assist in present and future administration of the pilot project.
- The pilot speed limits can most effectively be regulated through the adoption of a new schedule to Traffic and Parking By-law 187-06.

## Financial Implications

- There are no financial implications associated with the by-law amendment. As outlined in Report 21-034 (CD) – 40km/h Speed Limit Pilot the approximate cost to implement the pilot is \$39,650 for materials, installation, data collection and communication and engagement initiatives.
- These costs can be accommodated within approved capital project A/00980-40 Traffic Calming Implementation which is intended to fund initiatives that result from the City's Speed Management Program.

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## Background

At its meeting of March 2, 2021 Council considered Report 21-034 (CD) – 40km/h Neighbourhood Speed Limit Pilot. Council approved the following recommendation:

THAT Report 21-034(CD), 40km/h Neighbourhood Speed Limit Pilot be received by Council;

AND THAT a 40km/h neighbourhood speed limit pilot be implemented in the areas of Central Cambridge, Lower Preston, North Hespeler and Southwest Galt as outlined in Report 21-034(CD);

AND FURTHER THAT Traffic and Parking By-law 187-06, Schedule 18, Rates of Speed, be amended accordingly.

In preparing the amending by-law, staff determined that it would be beneficial to implement the pilot project through a new Schedule 27 – Designated Areas, instead of amending the existing Schedule 18 – Rates of Speed.

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## Analysis

### Strategic Alignment

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

Goal #2 - Governance and Leadership

Objective 2.2 Communicate often and make sure messages are clear, timely and delivered in a variety of ways.

This Report provides context to an important by-law amendment.

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## Comments

In order to implement the 40 km/h Neighbourhood Speed Limit Pilot outlined in Report 21-034(CD) it is necessary to amend Traffic and Parking By-law 187-06 with a new Schedule, Schedule 27- Designated Areas.

Subsequent to March 2, 2021 staff have determined it would be beneficial to introduce a new By-Law Schedule to address the pilot project as opposed to amending the existing Rates of Speed Schedule. An independent schedule reduces the number of entries required to regulate the 40 km/h areas as well as simplifies the addition or removal of 40 km/h neighborhood areas in the future.

Schedule 27 – Designated Areas identifies each pilot area, its boundary points (where gateway speed limit signs will be posted in June/July), and the speed limit for the area.

“Designated Area” is to be defined in Part II of the Traffic and Parking By-Law as “a neighbourhood designated pursuant to the Highway Traffic Act where the maximum rate of speed for all roads is less than 50 km/h”.

Part XIV – Rates of Speed will be amended to reference Schedule 27. Under Part XIV, In the event there is a conflict between Schedule 27 - Designated Areas and Schedule 18 – Rates of Speed, the maximum rate of speed set out in Schedule 18 shall apply.

The by-law will come into full force and effect upon final passing.

Adding Schedule 27-Designated Areas is an opportunity to improve the administration of the Traffic and Parking By-law for present and future use, while also implementing Council's direction to launch the pilot project. Though it is recommended and preferred to add the new Schedule 27, the Traffic and Parking By-law could also be updated by amending the existing Rates of Speed Schedule. However, it should be noted that regardless of which approach is taken, an amending by-law is required in order for the 40km/h speed limits to be enforceable.

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## Existing Policy/By-Law

City speed limits are regulated through Schedule 18 of Traffic and Parking By-Law 187-06. In this schedule speed limits are applied to individual lengths of street.

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## Financial Impact

There are no financial implications associated with the by-law amendment. However, to implement the 40km/h Neighbourhood Speed Limit Pilot the approximate cost is \$39,650 for materials, installation, data collection and communication and engagement initiatives.

These costs can be accommodated within approved capital project A/00980-40 Traffic Calming Implementation which is intended to fund initiatives that result from the City's Speed Management Program.

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## Public Input

Issuing notice of the passing of this by-law amendment is not required and is publicly posted as part of the report process.

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## Internal/External Consultation

The new Schedule was drafted in consultation with Legal Services.

The previously approved Staff Report 21-034 (CD) – 40km/h Neighbourhood Speed Limit Pilot has been shared with the Waterloo Regional Police Service (WRPS).

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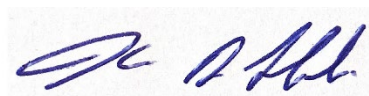
## Conclusion

In order to implement Council decision related to the 40km/h Speed Limit Pilot Project, an amendment to By-Law 187-06 is required. An amending by-law to add Schedule 27 accomplishes this, and allows for ease of future administration. It also aligns with Goal #2, Governance and Leadership, Objective 2.2 of the City's Strategic Plan by ensuring the required by-law information is clear and concise.

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## Signature

### Division Approval



**Name: Kevin De Leebeeck**  
**Title: Director of Engineering**

Reviewed by the CFO

Reviewed by Legal Services

### Departmental Approval



**Name: Hardy Bromberg**  
**Title: Deputy City Manager, Community Development**

## City Manager Approval



**Name: David Calder**

**Title: City Manager**

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### Attachments

- Attachment 1 -Amending By-law Schedule 27 - Designated Areas, By-Law 187-06



## BY-LAW NO. XXX-XX

of the

## CORPORATION OF THE CITY OF CAMBRIDGE

Being a by-law of the Corporation of the City of Cambridge to amend By-law 187-06 being a By-law for the regulation of Traffic and Parking.

**WHEREAS** the Council of the Corporation of the City of Cambridge passed By-law No. 187-06 on the 18th day of September, 2006.

**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;

**AND WHEREAS** the *Highway Traffic Act*, R.S.O. 1990, Part IX, Section 128(2.1), authorizes the council of a municipality to pass a by-law to set a speed limit less than 50km/h for all roads within a designated area;

**AND WHEREAS** it is deemed expedient to amend By-law No. 187-06 to facilitate the 40km/h Neighbourhood Speed Limit Pilot project as outlined in Report 21-034(CD).

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

1. THAT Part II of By-law No. 187-06 be amended by **adding** the following:

“designated area” means a neighbourhood designated pursuant to the Highway Traffic Act where the maximum rate of speed for all roads is less than 50 km/h

2. THAT By-law No. 187-06 be amended by replacing Part XIV with the following:

**PART XIV – RATES OF SPEED (KM/H)**

1. When an authorized sign is on display, the maximum permissible rate of speed on any highway named or described in **Schedule 18 (Note: Schedule 19 is intentionally **deleted**)** of this By-law shall be that rate of speed set out therein.
2. Where a designated area contained by the boundary points identified in Schedule 27 to this By-law is marked in compliance with the regulations made under the *Highway Traffic Act*, the maximum rate of speed within shall be the rate of speed prescribed in said Schedule.

(a) In the event there is a conflict between Schedule 27 and Schedule 18, the maximum rate of speed set out in Schedule 18 shall apply.

3. THAT By-law No. 187-06 be amended by adding Schedule 27 as attached.
4. THAT this by-law shall come into full force and effect upon the final passing thereof.

ENACTED AND PASSED THIS 8TH DAY OF JUNE, 2021, A.D.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

**TRAFFIC AND PARKING BY-LAW NUMBER 187-06**  
**SCHEDULE '27'**  
**PART XIV**

**DESIGNATED AREAS**

<b>NEIGHBOURHOOD AREA</b>	<b>BOUNDARY POINTS</b>	<b>MAXIMUM SPEED</b>	<b>AMENDING BY-LAW NO.</b>
1 – North Hespeler	Baldwin Drive at Black Bridge Road Clemens Avenue 42m south of Scott Road Fisher Mills Road 80m west of Scott Road Guelph Avenue 75m south of Fisher Mills Road Guelph Avenue 105m north of Poplar Drive Michigan Avenue at Black Bridge Road	40 km/h	
2 – Lower Preston	Argyle Street South 28m north of Queenston Drive Bishop Street South 56m north of Queenston Road Brower Street South at King Street East Brown Street South at King Street East Chestnut Street South 38m south of King Street East Chopin Drive 30m north of Queenston Road Church Street South 37m north of Queenston Road Dolph Street South 54m north of Queenston Road Dover Street South 42m south of King Street East Eagle Street South 60m north of Queenston Drive Lowther Street South 40m south of King Street East Montrose Street South 30m south of King Street East Union Street South 52m north of Queenston Road Waterloo Street South 53m north of Queenston Drive Westminster Drive South 38m north of Queenston Drive	40 km/h	
3 – Central Cambridge	Abbotsford Street 47m east of Hespeler Road Avenue Road 100m west of Elgin Street North	40 km/h	



**TRAFFIC AND PARKING BY-LAW NUMBER 187-06**  
**SCHEDULE '27'**  
**PART XIV**

**DESIGNATED AREAS**

<b><u>NEIGHBOURHOOD AREA</u></b>	<b><u>BOUNDARY POINTS</u></b>	<b><u>MAXIMUM SPEED</u></b>	<b><u>AMENDING BY-LAW NO.</u></b>
3 – Central Cambridge (cont'd)	Avenue Road 78m east of Hespeler Road Brooklyn Road 17m east of Glen Road Elgin Street North 20m south of Glamis Road/Ferguson Avenue Elgin Street North at Hartley Court Glamis Road 60m west of Franklin Boulevard Munch Avenue 35m east of Hespeler Road	40km/h	
4 – South West Galt	Culham Drive 26m east of Ridgewood Crescent (east leg) Grand Ridge Drive 22m west of West River Road Grand Ridge Drive 23m south of St Andrews Street Inverness Drive 35m south of St Andrews Street	40km/h	

**To:** COUNCIL

**Meeting Date:** 06/08/21

**Subject:** Building Permit Statistics – First Quarter 2021

**Submitted By:** Dennis Purcell, Chief Building Official

**Prepared By:** Tanya Gies, Manager of Building

**Report No.:** 21-171(CD)

**File No.:** C1101

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## Recommendation

THAT Report 21-171(CD) Building Permit Statistics – First Quarter 2021 be received as information.

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## Executive Summary

### Purpose

- This report provides building permit information, including:
  - The number of permits issued, broken down into detailed categories in accordance with the classifications in the Ontario Building Code;
  - The construction value of permits issued;
  - The number of new residential units between January -1<sup>st</sup> 2021 and March 31<sup>st</sup> 2021; and
  - A comparison of this information to previous years.

### Key Findings

- The total number of building permits issued between January 1 and March 31 2021 is 340, compared to 203 building permits issued in Q1 of 2020, and compared to the five year average of 241.
- The construction value of permits issued between January 1 and March 31 2021 is \$105,182,939 while the construction value of permits issued in the first quarter of 2020 was \$20,213,964 and the five year average construction value of permits issued in the first quarter is \$47,477,896.

- The number of permits issued for new residential units between January 1 and March 31 2021 is 179 compared to 42 new residential units in Q1 2020 and the five year average of 70.
- Construction activity in the first quarter of 2021 is greater than average. Comparisons have been provided to both construction activity in Q1 2020, and the five year average of Q1 construction activity between 2016 and 2020.

## Financial Implications

- As of March 31 2021, \$1,347,961 has been collected in permit revenue. This is an increase of 295% over the average revenue collected of \$341,670 during this time frame in the years 2016 – 2020.
- The balance of the Building Permit Stabilization Reserve Fund at March 31, 2021 is \$3,137,135.

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## Background

This building permit report is provided to show construction activity in the municipality. The building permit statistics report provides a detailed breakdown of the permits issued using the classification of buildings in accordance with the Ontario Building Code and includes a bar graph for a visual representation of that data.

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## Analysis

### Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #2 - Governance and Leadership

Objective 2.2 Communicate often and make sure messages are clear, timely and delivered in a variety of ways.

The permit statistics for the first quarter of 2021 show a significant increase in construction activity in relation to the average permit activity in the first quarter of the previous five year period. Incoming permit applications and development planning information indicate construction activity will continue at an increase for the remainder of the year.

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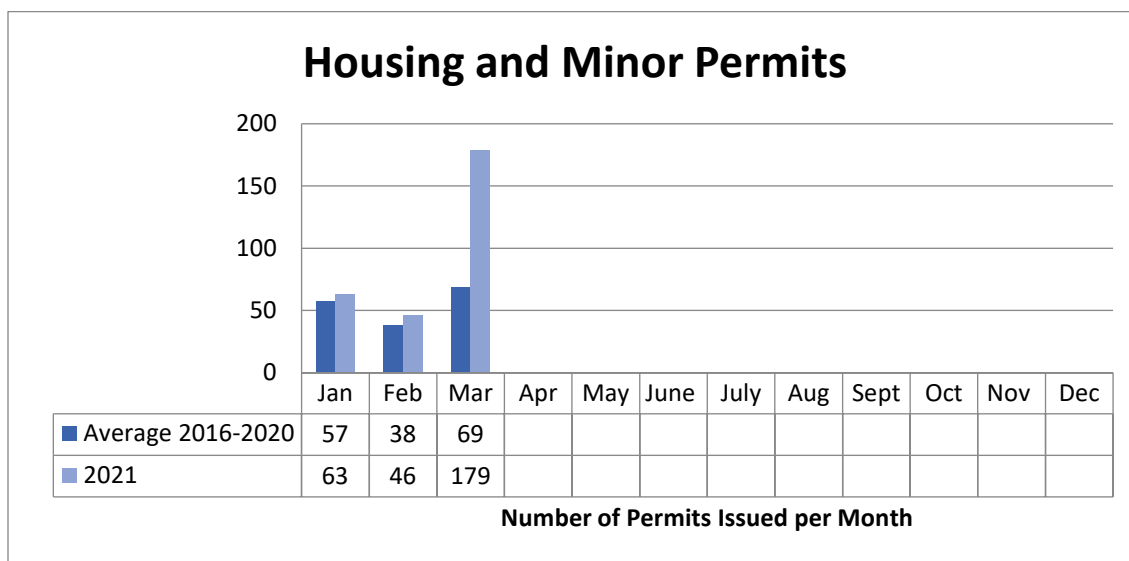
## Comments

The statistics for the first quarter of 2021 show a significant increase in construction activity in comparison to the average construction activity over the same time period in the previous five years.

Regulations implemented under the Reopening Ontario Act (O. Reg. 82/20) have had impact on construction activity in 2021. Restrictions were placed on some construction projects beginning January 12 2021, ending for residential construction projects February 10 2021, and restrictions lifted on all construction projects on February 16 2021.

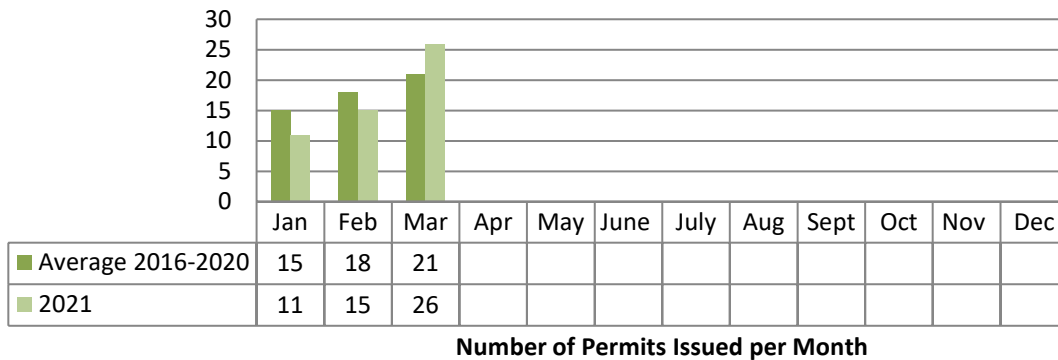
The Building Division provided full service for permit processing, including answering customer questions, intake of permit applications, processing permit fees and issuing building permits for all permit types during this timeframe. Additionally, the Building Division's site inspectors conducted site inspections in the first quarter for all construction projects considered essential and conducted investigations when required.

A comparison of the number of permits issued in the first quarter of 2021 against the average number of permits issued over the previous 5 years is as follows:



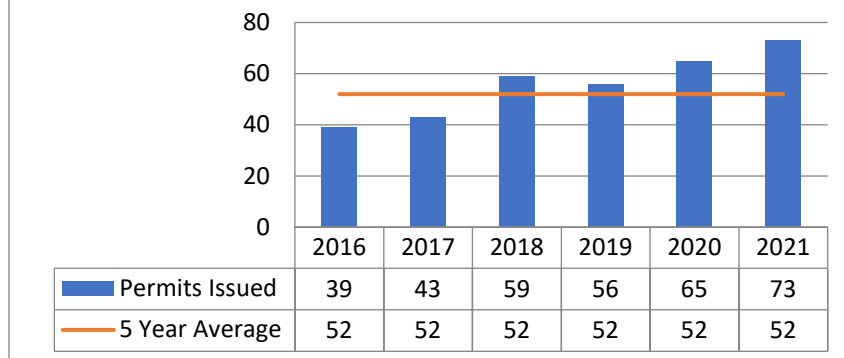
**Housing and Minor Permits** (Category 1 – 10 Day mandated turn-around time) were above average in January, February, and March.

## Industrial, Commercial, Institutional & Large Residential Permits



**Industrial, Commercial and Institutional projects** (Categories 2, 3 and 4 - 15, 20 & 30 Day Turn Around times) were below average in January and February and above average in March.

## Residential Alteration Permits



Residential alteration permits continue to increase, with 73 alteration permits issued in the first quarter of 2021 in comparison to the average of 52 permits issued over the same period in the previous five years.

Since Zoning By-Law Amendment 108-18 was enacted on June 12<sup>th</sup> 2018, there has been an increase in permits submitted and issued for the addition of a secondary suite, both within existing houses and in detached accessory structures. In the first quarter of 2021, 8 permits have been issued for the creation of an accessory dwelling.

It is recommended that Building Permit Statistics for the first quarter of 2021 be received as information.

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## Existing Policy/By-Law

Building By-law 44-12 Being a Bylaw under the *Building Code Act* respecting construction, demolition, change of use, occupancy, transfer of permits and inspections.

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## Financial Impact

As of March 31 2021, the Building Division collected \$1,347,961 in permit revenue. This is an increase of 295% over the average revenue collected of \$341,670 during this time frame in the years 2016 – 2020.

Permit revenue collection can vary significantly over the course of each year and revenues for large projects can impact the numbers in different months and quarters.

The Building Division is self-funded and permit revenues fund operating costs. Any shortfall in revenue or excess cost is to be funded from the Building Permit Stabilization Reserve which currently has a healthy balance of \$3.13 million.

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## Public Input

Posted publicly as part of the report process.

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## Internal/External Consultation

There was no internal/external consultation undertaken.

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## Conclusion

The Building Permit Statistics Report is provided for information on construction activity occurring within the City of Cambridge.

The statistics show there is a significant increase in construction activity in the first quarter of 2021 in comparison to both the first quarter of 2020 and the average over the previous 5 years. Providing this report to Council and making it publicly available supports the City's strategic objective of timely, accurate information sharing with a range of audiences.

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## Signature

### Division Approval

Reviewed by the CFO

Reviewed by Legal Services



**Name: Dennis Purcell**  
**Title: Chief Building Official**

### Departmental Approval



**Name: Hardy Bromberg**  
**Title: Deputy City Manager – Community Development**

### City Manager Approval



**Name: David Calder**  
**Title: City Manager**

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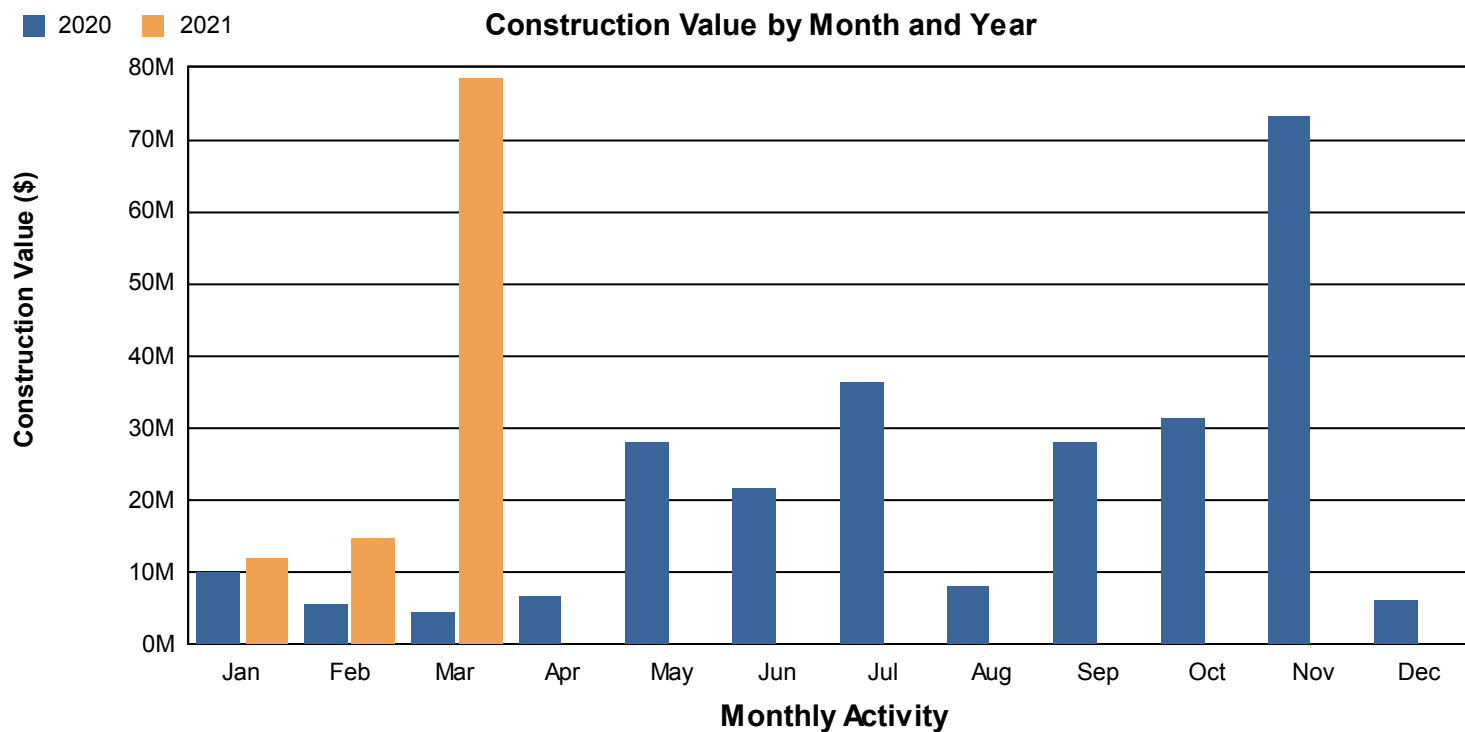
## Attachments

- Appendix A - Building Permit Statistics Report – First Quarter of 2021

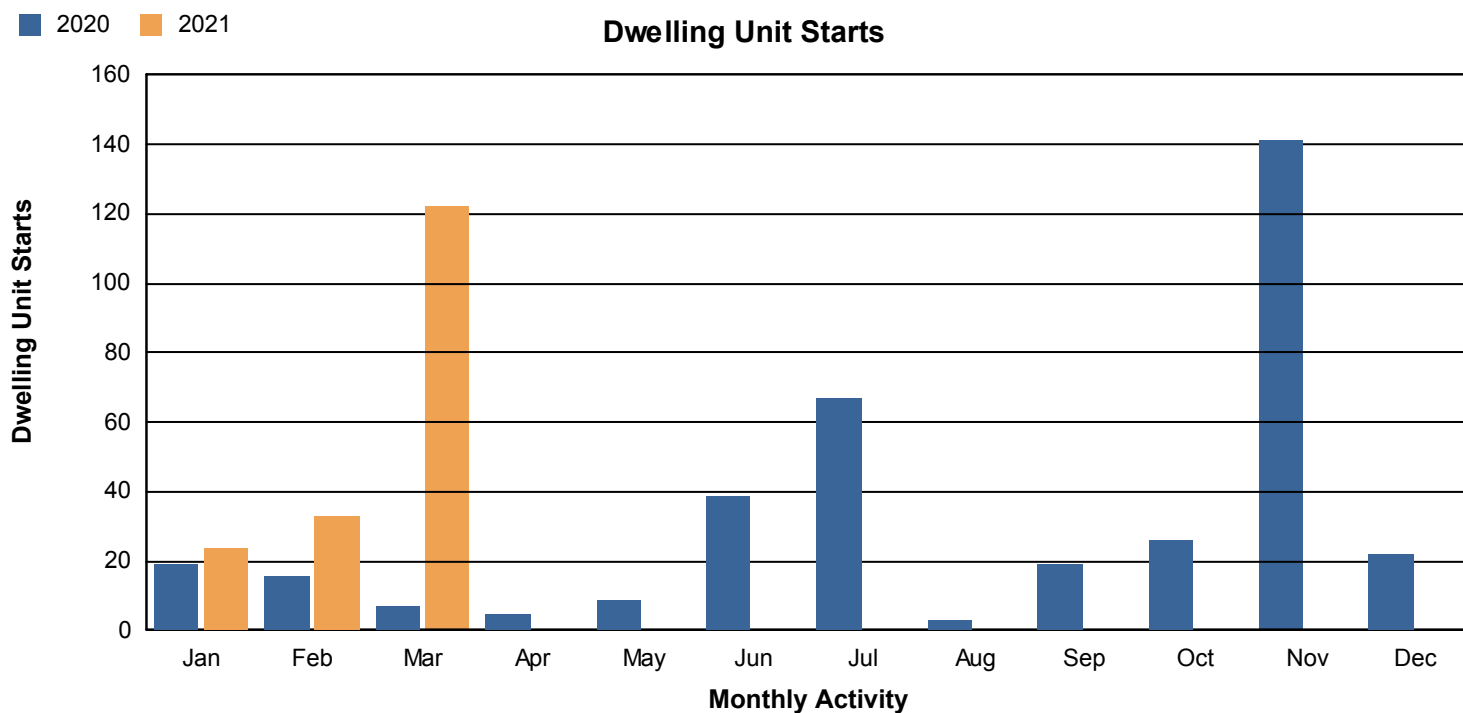
# Building Permits Statistics March 2021

**COMMUNITY DEVELOPMENT**  
50 Dickson Street, P.O. Box  
669  
Cambridge ON N1R 5W8  
Tel: (519) 623-1340

**340 Permits Issued Year to Date  
Total Construction Value of \$105,182,939**



**March 2021 - 122 Units Started**





# Building Permits Statistics March 2021

## PERMITS ISSUED IN MARCH

		2021			2020		
Classification	Description	Permit	Value	Units	Permit	Value	Units
<b>Residential</b>	New House	13	5,633,992	13	3	1,352,016	3
	New Townhouse	97	28,022,590	108	0	0	0
	Low Rise, New-Add-Alt	0	0	0	0	0	0
	High Rise, New-Add-Alt	1	178,900	0	0	0	0
	House - Alteration *	33	1,811,725	1	24	1,436,936	4
	Deck/Porch	9	119,014	0	5	30,700	0
	Accessory Structure	2	75,000	0	2	75,000	0
	Foundation Only	0	0	0	0	0	0
	<b>Total</b>	<b>155</b>	<b>35,841,221</b>	<b>122</b>	<b>34</b>	<b>2,894,652</b>	<b>7</b>
<b>Assembly</b>	Alteration	2	170,000	0	0	0	0
	New/Addition	1	288,000	0	0	0	0
	School Portable	0	0	0	0	0	0
<b>Institutional</b>	Alteration	0	0	0	0	0	0
	New/Addition	0	0	0	0	0	0
<b>Office/Personal Service</b>	Alteration	6	3,123,650	0	3	75,000	0
	New/Addition	0	0	0	0	0	0
<b>Commercial</b>	Alteration	3	465,000	0	2	337,000	0
	New/Addition	1	1,026,125	0	0	0	0
<b>Industrial</b>	Alteration	5	410,000	0	1	65,000	0
	New/Addition	5	34,966,294	0	1	906,000	0
	<b>Total</b>	<b>23</b>	<b>40,449,069</b>	<b>0</b>	<b>7</b>	<b>1,383,000</b>	<b>0</b>
<b>Other</b>	Agricultural Building	0	0	0	0	0	0
	Change of Use	0	0	0	0	0	0
	Conditional Permits	0	0	0	0	0	0
	Demolition	2	35,000	0	2	60,000	0
	Designated Structures	1	5,000	0	0	0	0
	Foundation - Non Res	0	0	0	0	0	0
	Miscellaneous Permits	2	1,375,000	0	1	120,000	0
	Permanent Signs	11	175,749	0	5	53,533	0
	Plumbing Only	9	528,098	0	5	36,900	0
	Temporary Tent	2	18,000	0	0	0	0
	<b>Total</b>	<b>27</b>	<b>2,136,846</b>	<b>0</b>	<b>13</b>	<b>270,433</b>	<b>0</b>
<b>Grand Total</b>		<b>205</b>	<b>78,427,136</b>	<b>122</b>	<b>54</b>	<b>4,548,085</b>	<b>7</b>

\* New units created through a House Alteration permit includes:

- Secondary suites
- Division of single detached to duplex

The new unit # indicated the number of newly created units.

# Building Permits Statistics March 2021

PERMITS ISSUED JANUARY TO MARCH							
		2021			2020		
Classification	Description	Permit	Value	Units	Permit	Value	Units
<b>Residential</b>	New House	26	10,899,020	26	14	6,409,910	14
	New Townhouse	118	39,159,870	145	14	2,946,384.00	13
	Low Rise, New-Add-Alt	1	200,000	0	0	0	0
	High Rise, New-Add-Alt	2	203,900	0	0	0	0
	House - Alteration *	73	4,228,234	8	65	2,723,739	15
	Deck/Porch	15	200,514	0	9	175,700	0
	Accessory Structure	7	158,059	0	6	216,000	0
	Foundation Only	0	0	0	1	10,000	0
	<b>Total</b>	<b>242</b>	<b>55,049,596</b>	<b>179</b>	<b>109</b>	<b>12,481,733</b>	<b>42</b>
<b>Assembly</b>	Alteration	4	1,570,000	0	0	0	0
	New/Addition	1	288,000	0	0	0	0
	School Portable	0	0	0	0	0	0
<b>Institutional</b>	Alteration	1	600,000	0	0	0	0
	New/Addition	0	0	0	0	0	0
<b>Office/Personal Service</b>	Alteration	8	3,273,650	0	9	1,140,000	0
	New/Addition	0	0	0	0	0	0
<b>Commercial</b>	Alteration	7	810,000	0	10	1,748,750	0
	New/Addition	1	1,026,125	0	0	0	0
<b>Industrial</b>	Alteration	10	2,545,000	0	5	711,356	0
	New/Addition	5	34,966,294	0	1	906,000	0
	<b>Total</b>	<b>37</b>	<b>45,079,069</b>	<b>0</b>	<b>25</b>	<b>4,506,106</b>	<b>0</b>
<b>Other</b>	Agricultural Building	0	0	0	0	0	0
	Change of Use	0	0	0	0	0	0
	Conditional Permits	0	0	0	1	2,000,000	0
	Demolition	6	1,140,100	0	10	306,000	0
	Designated Structures	2	65,000	0	1	15,000	0
	Foundation - Non Res	1	150,000	0	1	15,000	0
	Miscellaneous Permits	5	1,445,000	0	9	596,997	0
	Permanent Signs	18	277,499	0	21	173,628	0
	Plumbing Only	25	1,943,676	0	26	119,500	0
	Temporary Tent	4	33,000	0	0	0	0
	<b>Total</b>	<b>61</b>	<b>5,054,274</b>	<b>0</b>	<b>69</b>	<b>3,226,125</b>	<b>0</b>
<b>Grand Total</b>		<b>340</b>	<b>105,182,939</b>	<b>179</b>	<b>203</b>	<b>20,213,964</b>	<b>42</b>

\* New units created through a House Alteration permit includes:

- Secondary suites
- Division of single detached to duplex

The new unit # indicated the number of newly created units.

**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **Agreements for the North Cambridge Business Park and East Side Lands**

**Submitted By:** **Kevin De Leebeeck, Director of Engineering**

**Prepared By:** **Sarah Austin, Manager of Development Engineering**

**Report No.:** **21-055(CD)**

**File No.:** **A/00432-40 and A/00431-42**

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## Recommendations

THAT Report 21-055 (CD) Agreements for the North Cambridge Business Park and East Side Lands be received;

AND THAT Mayor and Clerk be authorized to execute a Cost Sharing Agreement with the Region of Waterloo and Township of Woolwich for the oversizing of a trunk sanitary sewer within the North Cambridge Business Park to provide capacity for future development lands outside of the City, to the satisfaction of the City Solicitor;

AND THAT Mayor and Clerk be authorized to execute a Cross Border Servicing Agreement with the Region of Waterloo to allow the discharge of existing flows from the Region of Waterloo International Airport to the trunk sanitary sewer within the North Cambridge Business Park, to the satisfaction of the City Solicitor;

AND FURTHER THAT Mayor and Clerk be authorized to execute Construction and Maintenance Agreements with Canadian Pacific Railway for the construction of a Railway Grade Separation (underpass) on Boychuk Drive, to the satisfaction of the City Solicitor.

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## Executive Summary

### Purpose

- This report is seeking authority for the Mayor and Clerk to execute a cost sharing agreement with the Region and Township for the oversizing of a trunk sanitary sewer being constructed in the North Cambridge Business Park, as well as a cross-border servicing agreement with the Region allowing the Region of

Waterloo International Airport to discharge their existing sanitary flows to the new trunk sewer system.

- This report is also seeking authority for the Mayor and Clerk to execute construction and maintenance agreements with Canadian Pacific Railway for the construction of a railway grade separation (underpass) in the North Cambridge Business Park. These construction works are within the Canadian Pacific Railway property requiring the execution of the associated agreements.

## Key Findings

- The development of the North Cambridge Business Park requires a trunk sanitary sewer to service the City lands. An opportunity was identified to oversize the trunk sanitary sewer to provide capacity for future development lands outside of the City, including the Region of Waterloo International Airport and Township lands located within Stage 2 of the East Side Lands. The Region of Waterloo and Township of Woolwich are supportive of oversizing and a cost sharing agreement has been developed to cover costs associated with the larger pipe construction.
- With the construction of the trunk sanitary sewer, there is an opportunity for the Region of Waterloo International Airport to discharge their existing flows to the sewer and eliminate the current practice of pumping sanitary flows from a holding tank. A cross border servicing agreement between the Region and City is required to allow the connection of the Airport to the municipal sanitary sewer. In the event of any proposed connection of additional lands outside the City in the future, a similar agreement will be required.
- Region of Waterloo Council authorized staff to enter the cost sharing agreement on December 11, 2019 through Report PDL-AIR-19-07. Concurrent to this report, Region and Township staff are preparing reports for authorization to enter the cross-border servicing and cost-sharing agreements, respectively.
- The construction of Boychuk Drive, formerly referenced as the East-West Collector Road, includes a crossing of the Canadian Pacific Railway. A decision by the Canadian Transportation Agency identified the crossing as a grade separation (underpass) and apportioned costs on a 50/50 split between Canadian Pacific Railway and the City. A Construction agreement that outlines this cost sharing arrangement is required between Canadian Pacific Railway and the City as well as a Maintenance agreement following construction.

## Financial Implications

- The design and construction of the first leg of the trunk sanitary sewer on Intermarket Road has been completed as part of current capital projects. The approved budget is \$13.5M funded through Development Charges, with a

contribution from the Region and Township for \$0.3M for the oversizing of the trunk sewer.

- The remainder of the trunk sewer is included in proposed capital projects in the capital forecast. The proposed budgets for the future projects are funded through Development Charges and include an external funding component for the oversizing of the trunk sewer.
- The cross-border servicing agreement includes the provision that the Region pay the annual retail sanitary sewer rate as set out in the City's User Fee by-law. These fees will offset the additional fees the City is charged for treatment at the Preston Wastewater Treatment Facility.
- The design and construction of the Boychuk Drive rail grade separation (underpass) are being completed as part of current, open capital projects. The approved budget for the construction project is \$11.6M funded through Development Charges and includes an external funding component of \$5.8M from Canadian Pacific Railway.

---

## Background

### Trunk Sanitary Sewer

The proposed sanitary servicing strategy for the Broader East Side Lands was established through the East Side Lands Sanitary Servicing Class Environmental Assessment. The strategy will ultimately convey flows to the Kitchener Wastewater Treatment Facility.

In order to develop lands within the North Cambridge Business Park ahead of the construction of a sewer to Kitchener, the City completed a Class Environmental Assessment to identify a location for an interim Sanitary Pumping Station and forcemain alignment that would convey flows to the Preston Wastewater Treatment Facility in the interim.

An opportunity to upsize the sanitary trunk sewer required for the North Cambridge Business Park to accommodate flows from future development lands outside the City, including the Airport and Township of Woolwich lands located within Stage 2 of the East Side Lands was identified. A cost sharing agreement with the Region and Township is required to fund the oversizing of the sewer.

The Airport sanitary flows are currently collected in a holding tank and are pumped on a regular basis and trucked to a suitable disposal site. The Region would like to eliminate this process and has requested a connection to the trunk sewer for the existing sanitary flows. A cross border servicing agreement is required to allow this connection.

Region of Waterloo Council authorized staff to enter the cost sharing agreement on December 11, 2019 through Report PDL-AIR-19-07. Concurrent to this report, Region and Township staff are preparing reports for authorization to enter the cross-border servicing and cost-sharing agreements, respectively.

### **Railway Grade Separation (Underpass)**

The Master Environmental Servicing Plan (MESP) for the East Side Lands (Stage 1) identified the need for a new Collector Road from King Street in Kitchener through to Allendale Road in the City of Cambridge. As part of the development of the North Cambridge Business Park, the City is leading the design and construction of the Collector Road (now known as Boychuk Road).

The proposed Collector Road crosses the Canadian Pacific Railway at the municipal boundary. The MESP originally identified an at-grade crossing for this location; however, a ruling from the Canadian Transportation Agency identified a grade separation (underpass) was required with costs split 50/50 between the municipality and Canadian Pacific Railway. A Construction Agreement that outlines this cost sharing arrangement is required between Canadian Pacific Railway and the City as well as a Maintenance agreement for the City following construction.

---

## **Analysis**

### **Strategic Alignment**

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

#### **Goal #6 - Economic Development and Tourism**

Objective 6.1 Support the creation and retention of high quality and diverse employment opportunities by becoming the destination of choice for business and entrepreneurship, including helping existing firms thrive and grow.

The construction of the trunk sanitary sewer and the railway grade separation (underpass) are key pieces of infrastructure in the development of the North Cambridge Business Park. They provide servicing and access to a new supply of employment lands that are some of the last large lot employment lands within the Region and are vital for the continued economic development for the Region as a whole.

As Waterloo Region is the fastest growing region in the Province, accessibility and connectivity to these employment lands are necessary. Movement of goods and services is dependent on a well-designed transportation network and the installation of said infrastructure will provide the necessities for the overall successful development of these lands. Investment in such infrastructure provides ease of development and good planning for the employment needs of the City and the Region now and in the future.



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## Comments

### Trunk Sanitary Sewer

Through a City-led design process, the sanitary sewer requirements for the North Cambridge Business Park have been identified. The sewer connects to the Interim Sanitary Pumping Station and ultimately the Preston Wastewater Treatment Facility (WWTF). The ultimate servicing strategy that conveys flows to the Kitchener WWTF will use the same trunk sewer. As such, it makes sense to oversize the sewer now for the future flows from Region and Township lands. This will eliminate significant costs and disruptions to residents and employers in the future.

The Interim Sanitary Pumping Station was designed for approximately 73 L/s, with the potential to increase to approximately 153 L/s. The existing flows from the Airport are approximately 6 L/s. Accepting those flows into the sanitary pumping station uses 8% of the current capacity and only 4% of the future capacity. City staff do not have concerns with the low flows discharging to the City's sewer system.

It is noted that the execution of a cross border servicing agreement for the existing Airport flows was a pre-requisite for the uploading of Speedsville Road to the Region and the downloading of Beverly Street to the City. However, in order to allow the design and construction of the pedestrian underpass on Beverly Street, the transfer of the two roads was separated and the transfer of Beverly Street is independent of the cross-border servicing agreement.

While execution of these agreements with the Region and Township is not required to provide servicing to City lands, the agreements do assist with providing a comprehensive servicing strategy for the larger area, and minimize future costs and disruptions to residents and property owners when additional infrastructure is required.

### Railway Grade Separation (Underpass)

The need for a railway grade separation (underpass) was confirmed through a ruling by the Canadian Transportation Agency, which also indicated cost allocations of 50/50 between the City and Canadian Pacific Railway. The Construction agreement will formalize the Canadian Transportation Agency direction and outlines Canadian Pacific Railway's conditions and requirements for the portion of works on their land. The Maintenance agreement outlines the responsibility of the City for the maintenance of the grade separation (underpass) once constructed.

Should the agreements with Canadian Pacific Railway not be executed, the construction of Boychuk Road could not proceed, eliminating a key transportation connection between the North Cambridge Business Park and King Street in the City of Kitchener.

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## Existing Policy/By-Law

Section 20 of the Municipal Act, 2001, S.O. 2001 c.25, as amended, provides authority for municipalities to enter into cross-border servicing agreements.

There are no existing corporate policies or by-laws.

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## Financial Impact

The construction of the first leg of the trunk sanitary sewer has been completed as part of capital project A/00432-40. The approved budget is \$13.5M funded through Development Charges, with a contribution from the Region and Township for \$0.3M for the oversizing of the trunk sewer.

The remainder of the trunk sewer is included in planned projects for the North-South Collector Road (A/00481-40) and Middle Block Road (A/00571-40). The planned budgets include contributions from the Region and Township for the oversizing of the trunk sewer.

The cross-border servicing agreement includes the provision that the Region pay the annual retail sanitary sewer rate as set out in the City's User Fee by-law. These fees will offset the additional fees the City is charged for treatment at the Preston Wastewater Treatment Facility.

The construction of the Railway Grade Separation (A/00431-42) is an approved capital project with a budget of \$11.6M funded through Development Charges. The approved budget includes a contribution from CP Railway for \$5.8M.

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## Public Input

With regards to the cost sharing and cross border agreements, the report has been posted publicly as part of the report process.

The completion of the various studies that support the Collector Road and the sanitary servicing strategy, including the Master Environmental Servicing Plan, the City's Class Environmental Assessment for the North Cambridge Business Park and the Region's Class Environmental Assessment for the East Side Lands Sanitary Servicing Strategy, have included public meetings at various stages throughout each of the studies.

---

## Internal/External Consultation

The development of the cost sharing and cross border agreements with the Region of Waterloo and Township of Woolwich have been completed by Region, Township and City Legal Staff in consultation with Engineering staff from all municipalities. Staff from all municipalities will continue to be involved throughout the finalization of the agreement and the detailed design of the works.

Staff from the City's Legal, Risk, Operations and Engineering divisions will also continue to be involved throughout the finalization of the Canadian Pacific Rail Construction and Maintenance agreements as the detailed design of the works approach completion.

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## Conclusion

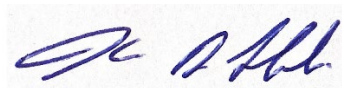
Staff recommend that Council authorize Mayor and Clerk to execute the cost sharing and cross border servicing agreements with the Region of Waterloo and Township of Woolwich as well as the construction and maintenance agreements with Canadian Pacific Railway.

By authorizing the Mayor and Clerk to execute these agreements, the City of Cambridge continues its investment in key infrastructure to support the development of the North Cambridge Business Park, providing the foundation for future expansion of services into the Region and Township, while ensuring responsible planning for the employment needs of the City and Region now and in the future, all in support of Objective 6.1 of the City's Strategic Plan.

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## Signature

### Division Approval



Reviewed by the CFO

Reviewed by Legal Services

**Name: Kevin De Leebeeck**  
**Title: Director of Engineering**

### Departmental Approval



**Name: Hardy Bromberg**  
**Title: Deputy City Manager, Community Development**

### City Manager Approval



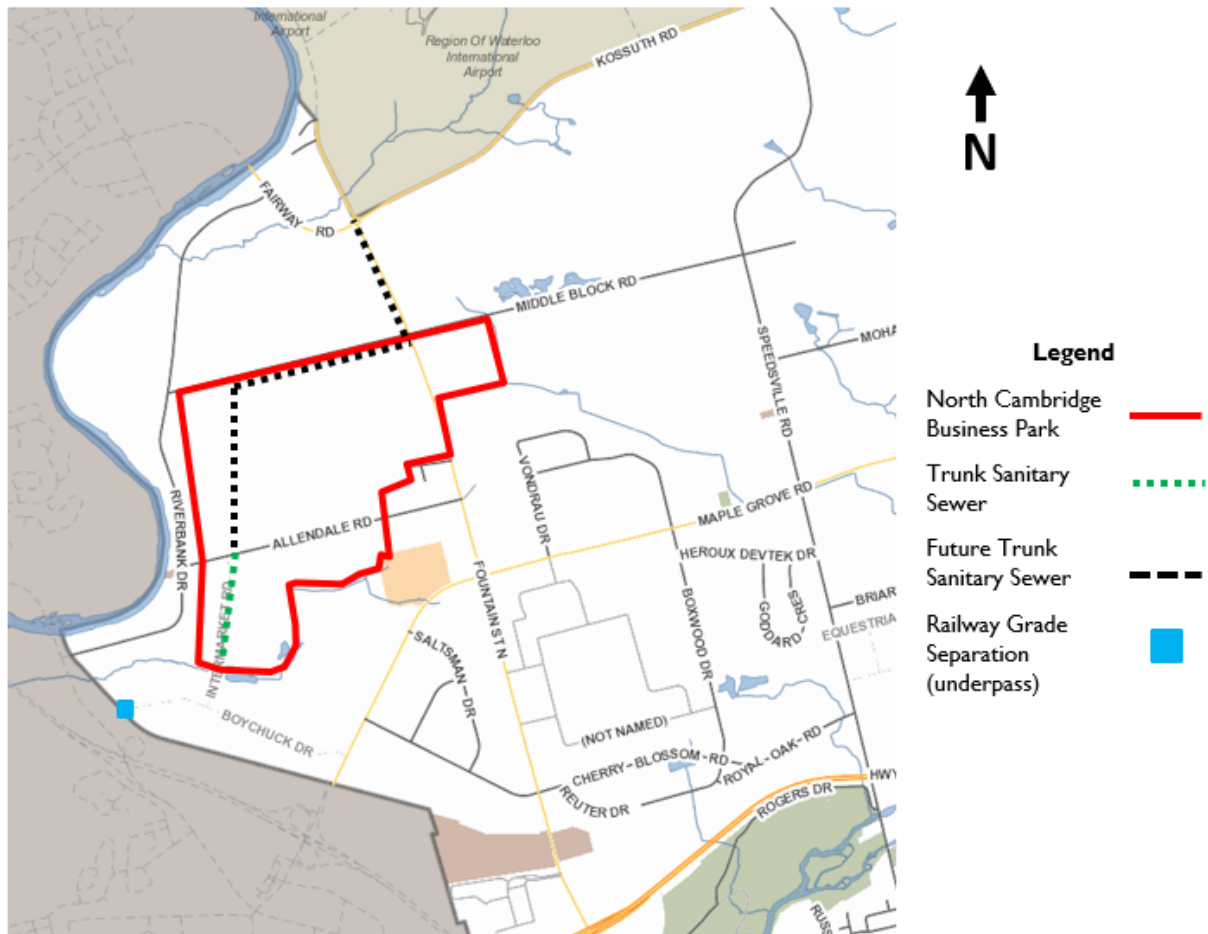
**Name: David Calder**  
**Title: City Manager**

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## Attachments

- Figure 1 – Key Map

**Figure 1: Key Map**





**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **Requests for Exemption to Noise By-law for 2021 Special Events**

**Submitted By:** **Danielle Manton, City Clerk**

**Prepared By:** **Jennifer Shaw, Deputy City Clerk / Manager of Council & Committee Services**

**Report No.:** **21-172 (CRS)**

**File No.:** **C1101**

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## **Recommendation(s)**

THAT Report 21-172 (CRS) Requests for Exemption to Noise By-law for 2021 Special Events be received;

AND FURTHER THAT the requests identified in report 21-172 (CRS) be approved.

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## **Executive Summary**

### **Purpose**

- To obtain Council approval for exemptions to the City of Cambridge Noise By-law 32-04 for 2021 Special Events.

### **Key Findings**

- On an annual basis, event organizers must contact the City of Cambridge to obtain approval for an exemption under the City's Noise By-law 32-04.
- With the continuation of provincial restrictions surrounding the current COVID-19 pandemic, most events have been suspended for the 2021 season or have transitioned to a virtual format.
- Staff have identified a few events, that if permitted to move forward with the easing of restrictions, will require Council approval for an exemption from the City's Noise By-law.

## Financial Implications

- There are no financial implications.

## Background

To streamline the process to obtain exemptions to the City of Cambridge Noise By-law 32-04 for Special Events, the Clerk's Office consolidates these requests in one report on an annual basis.

A number of charitable organizations and events apply on a yearly basis as it relates to Noise Exemption requests; however, due to provincial restrictions surrounding the COVID-19 pandemic, most groups have suspended their events for 2021 or have moved to a virtual format.

Community Development staff have been in touch with the Clerk's Division concerning a few events, that if permitted to operate with the easing of restrictions, will require Council approval to play music beyond a certain time period into the evening; in this case, after 8:00 p.m. but not later than 9:00 p.m.

While none of the events are planned to go beyond 8 p.m. Council approval for noise exemptions is being sought as a precaution.

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## Analysis

### Strategic Alignment

PLACE: To take care of, celebrate and share the great features in Cambridge that we love and mean the most to us.

Goal #3 - Arts, Culture, Heritage and Architecture

Objective 3.3 Facilitate, support and provide a diverse range of events and festivals that bring all people together from across the city, region and beyond.

These events help to promote participation in City of Cambridge initiatives and they encourage residents to engage in family fun entertainment and activities.

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## Comments

The following Special Events require approval for an exemption to the City's Noise by-law 32-04 (Section 600 – Noise) for the 2021 season as they will include live performances from local artists:

1. Summer Nights Live – Wednesday, July 7, 14, 21 and 28, 7 to 8 pm, Forbes Park and Wednesday, August 4, 11, 18 and 25, 7 to 8 pm, Churchill Park

2. Thursday Nights Live - Thursday July 8, 15, 22 and 29, 7 to 8 pm, Forbes Park
3. Cambridge Celebration of the Arts – Friday, July 9, 7 to 8 pm, Forbes Park and Friday, August 13, 7 to 8 pm, Churchill Park
4. Cambridge Rotary Ribfest (drive-thru) – Saturday, August 7, 11 am to 8 pm, Hespeler Arena Parking Lot

The above noted events will be free for participants to attend and delivered in a family friendly format.

In line with the provincial colour coding framework, should these events be able to take place, the maximum capacity of the event space will be limited to 100 people. Pre-registration and COVID-19 screening will be required for those who attend.

The Cambridge Rotary Ribfest (drive-thru) is the only non-City run event as it is operated by an independent volunteer committee. Community Development staff have advised that the Ribfest event has been subject to the City's event permitting process and that both City and public health staff have been working closely with its organizers to ensure they will be following all public health guidelines. Ribfest organizers have also been provided with a copy of the City's "COVID Guidelines for Outdoor Special Events on City of Cambridge Property".

The above noted events have been discussed with public health staff. For all events the designated special event space will be controlled with fencing and deemed entrance and exit points. COVID-19 safety precautions such as hand washing stations, signage, family pods, Personal Protective Equipment and permeable barriers will be incorporated as part of the event plans along with applicable COVID-19 safety training for staff working the events.

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## Existing Policy/By-Law

Section 2(2) of the City's Noise By-law 32-04 permits for organizations to request special exemption status to allow for noise (music) beyond certain times.

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## Financial Impact

There is no financial impact.

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## Public Input

The above noted events have been held annually for a number of years. In the past, residents have been supportive of these events and have attended in large numbers. Active annual events contribute to residents' enjoyment of living in Cambridge and if permitted to go forward with the easing of provincial restrictions, these events are anticipated to be well received.

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## Internal/External Consultation

In preparing for these events, staff have notified Police, Fire, Health and Community Services Departments and have obtained any additional permissions and/or permits that may be required.

A list of the subject events and staff contact information for each has been supplied by Community Development staff and is attached as Appendix A to this report.

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## Conclusion

The occurrence of the above noted events is subject to the easing of provincial restrictions stemming from the COVID-19 pandemic. Staff are recommending approval of the noise exemption requests for these events, should they be permitted to go forward.

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## Signature

### Division Approval



Reviewed by the CFO

Reviewed by Legal Services

**Name: Danielle Manton**

**Title: City Clerk**

### Departmental Approval



**Name: Dave Bush**

**Title: Deputy City Manager, Corporate Services**

## City Manager Approval



**Name: David Calder**

**Title: City Manager**

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### Attachments

- Appendix A – 2021 Special Events requiring approval of Noise By-law exemptions



**Community Development**  
The City of Cambridge  
[specialevents@cambridge.ca](mailto:specialevents@cambridge.ca)

May 5, 2021

Dear City Clerk of the Corporate Services Department:

The following special event committees would like to request exemptions from By-law No. 32-04 (Section 600 – Noise) from the Corporation of the City of Cambridge.

**Summer Nights Live**

Wed July 7, 14, 21 and 28, 7 to 8 pm, Forbes Park

Wed Aug 4, 11, 18 and 25, 7 to 8 pm, Churchill Park

Contact: Leanne Bond ([bondl@cambridge.ca](mailto:bondl@cambridge.ca))

**Thursday Nights Live**

Thurs July 8, 15, 22 and 29, 7 to 8 pm, Forbes Park

Contact: Heather Melo ([meloh@cambridge.ca](mailto:meloh@cambridge.ca))

**Cambridge Celebration of the Arts**

Fri July 9, 7 to 8 pm, Forbes Park

Fri Aug 13, 7 to 8 pm, Churchill Park

Contact: Leanne Bond ([bondl@cambridge.ca](mailto:bondl@cambridge.ca))

**Cambridge Rotary Ribfest (drive-thru)**

Sat Aug 7, 11 am to 8 pm, Hespeler Arena Parking Lot

Contact: Cliff Steele (cliff@thestelegroup.ca)

Thank you for taking the time to consider our request.

Yours truly,

Lisa Whelan  
Recreation Coordinator

**To:** COUNCIL

**Meeting Date:** 06/08/2021

**Subject:** Beverly Street Pedestrian Underpass

**Submitted By:** Kevin De Leebeeck, Director of Engineering

**Prepared By:** Prasad Samarakoon, Project Engineer

**Report No.:** 21-155(CD)

**File No.:** T21-33

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## Recommendations

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

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

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## Executive Summary

### Purpose

- Staff are seeking Council approval to execute construction and maintenance agreements with Canadian Pacific Railway for the construction of the Beverly Street Pedestrian Underpass. The proposed construction works are within the Canadian Pacific Railway property requiring the execution of associated agreements prior to construction commencing.

### Key Findings

- Tender T21-33 Beverly Street Underpass closed on May 17<sup>th</sup>, 2021 with no bids received. Staff are entering negotiation discussions with experienced contractors as permitted under section 12.1.5 of the City's Procurement By-Law 19-187, in instances where no bids are received through formal bid call.

### Financial Implications

- At this point in time, the estimated cost for this project, remains within the approved project budget of \$2,720,000, including CP Rail costs outside of the tender contract. Additional funding will be requested through Council, should

negotiations result in a bid price higher than current estimates, prior to the project being awarded.

---

## Background

In the summer of 2019 through Report 19-139(CD) the Municipal Class Environmental Assessment (EA) Study for Beverly Street Transportation Improvements was completed. The final Recommended Plan of the EA provided a phased approach to implementation with the preferred alternative identified for the Phase 2 (mid-term) improvements to include a new pedestrian and cyclist underpass at the existing constrained Canadian Pacific (CP) Railway road underpass. The objective of this project is to construct a safer and improved means for pedestrians and cyclists to travel along the Beverly Street corridor through the CP Rail subway.

The Beverly Street pedestrian and cyclist underpass project is the first project in a series of planned work in the area, outlined as follows:

- 2021 City of Cambridge Project: Beverly Street Pedestrian Underpass and Multi Use Trail Works
- 2022 Region of Waterloo Project: Dundas Street North Reconstruction including Beverly Street roundabout intersection works
- 2023 City of Cambridge Project: Beverly Street Reconstruction - Dundas Street North to Samuelson Street

Detailed project description and project plans are available on the City's Engage Cambridge platform (<https://www.engagewr.ca/beverlystreet>) established in the fall of 2020 as part of the detailed design public consultation process. The PIC exhibits boards are also included as an attachment to this report. Additional project detail and background is also available on the City's website (<https://www.cambridge.ca/en/learn-about/beverly-street-transportation-project.aspx#>).

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## Analysis

### Strategic Alignment

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

Goal #2 - Governance and Leadership

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

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

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## Comments

The Beverly Street Pedestrian Underpass project includes construction works primarily on the Canadian Pacific Railway lands. Prior to construction proceeding, construction and maintenance agreements between the City and CP Rail are required. The construction agreement outlines CP's conditions and requirements for the works on their land. The maintenance agreement outlines the responsibility of the City for all future maintenance of the pedestrian underpass tunnel once constructed.

City Engineering staff and their consultant BTE have been working closely with CP Rail and their consultant AECOM throughout the design of the project and the agreements have been reviewed in consultation with City Legal Services and Risk divisions.

The tender for the Beverly Street Pedestrian Underpass construction project was released on April 30<sup>th</sup> 2021 as part of a competitive bidding process. Unfortunately, no bids were received as part of this process.

Through preliminary discussions with plan takers, the primary reasons provided for not submitting a bid were constrained project timelines, strict CP track closure windows, and overall project workloads and volume of work currently out for tender. Staff are currently exploring negotiations with preferred plan takers to determine if a successful contract agreement can be reached for work within 2021. There may be some additional flexibility for final completion in the Spring of 2022, as long as the contract work does not conflict with the Region of Waterloo's planned Dundas Reconstruction works. CP representatives will be part of the negotiation discussions, to determine if any further flexibility can be provided in terms of track closure windows.

Council has the option to request Staff to halt negotiations, and defer the underpass work until the planned 2023 reconstruction of Beverly Street. This would be following the completion of the Region's Dundas Reconstruction, including roundabout works.

With CP Rail requirements of oversight and approval of the design for works on their property, there is the potential of additional design review/approval costs if the project is delayed by two years, in addition to the likelihood of increased costs as a result of construction industry inflation.

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## Existing Policy/By-Law

### Procurement By-law 19-187

Section 12.1.5 of the City's Procurement By-law 19-187 outlines negotiation, conducted under the direction of the Manager of Procurement and/or the Procurement Division,



which may be used for the procurement of goods and services where no bids are received through a formal tender bid call.

---

## Financial Impact

At this point in time, the estimated cost for this project, remains within the approved project budget of \$2,720,000, including CP Rail costs outside of the tender contract. Additional funding will be requested through Council, should negotiations result in a bid price higher than current estimates, prior to the project being awarded.

---

## Public Input

### Environmental Assessment and Design

A total of three (3) public consultation sessions were held as part of the Class Environmental Assessment (EA) and detailed design process for the Beverly Street underpass and future road reconstruction. Consultation was undertaken as follows:

- Class EA Community Café: April 18, 2018.
- Class EA Community Consultation Session No.2: June 27, 2018 (preferred alternative).
- Detailed Design Community Consultation (Virtual due to COVID-19): November 10, 2020 to December 11, 2020.

### Tendering Process

Request for Tender documents for this project were made available to the public for viewing and submission on the City's Bids and Tenders website.

This tender had twenty-two (22) plan takers, including sub-trades and suppliers, with no submissions received.

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## Internal/External Consultation

### Environmental Assessment and Design

The CP Rail Construction and Maintenance agreements have been reviewed in consultation with the City's Legal Services and Risk divisions in relation to indemnification and insurance requirements by CP Rail for the project. The maintenance agreement and project plans have also been reviewed in consultation with the Operations Services with Transportation Engineering providing feedback throughout the project plan development.

## Tendering Process

Request for Tender documents were compiled by Procurement, however the detailed specifications contained within the tender documents were prepared and submitted to Procurement by the Community Development Department.

The advertising for this tender was as follows:

- a) Advertised on the City's Bids and Tenders website: April 30, 2021
- b) Tender Closing Date: May 17, 2021

Final Date for Acceptance of Tender: June 22, 2021

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## Conclusion

City staff have worked closely with CP staff throughout the design of this project and through the necessary agreements. The execution of the construction and maintenance agreements with CP Rail is required in order to proceed with construction. The project tender closed on May 17<sup>th</sup>, 2021 with no bids received. Staff are currently in negotiation discussions with preferred vendors, to determine if a contract agreement can be reached for works to proceed in 2021. If the project does not proceed in 2021, the project will be deferred until 2023 as part of the planned Beverly Street Reconstruction project. This work is planned following the Region's completion of their Dundas Reconstruction works. The proposed works are in alignment with the City's strategic active transportation objectives of reducing barriers to active modes of transportation.

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## Signature

### Division Approval

Reviewed by the CFO



Approved by J. Croft, A/ Director of Engineering 2021-05-19 (:il)

Reviewed by Legal Services

**Name: Jamie Croft for Kevin De Leebeeck**

**Title: Director of Engineering**

### Departmental Approval



**Name: Hardy Bromberg**

**Title: Deputy City Manager, Community Development**

## City Manager Approval

A handwritten signature in black ink that reads "David Calder". The signature is written in a cursive, flowing style.

**Name: David Calder**

**Title: City Manager**

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### Attachments

- Attachment A: Public Information Centre Exhibit Boards

# Beverly Street Pedestrian Underpass and Road Reconstruction Detail Design

Thank you for participating in the Online Public Information Centre (PIC) for the City of Cambridge's Beverly Street (Dundas Street North to Elgin Street North) Detail Design Project.

At the present time, the Province of Ontario has implemented a State of Emergency requiring measures to deal with the COVID-19 pandemic, including restrictions on public gatherings. As a result, this Public Information Centre is relying on web-based communications. Should you have any questions regarding the study please contact the City or Consultant Project Managers. If you require information in an accessible format or accommodation to access municipal services, please contact [accessibility@cambridge.ca](mailto:accessibility@cambridge.ca).

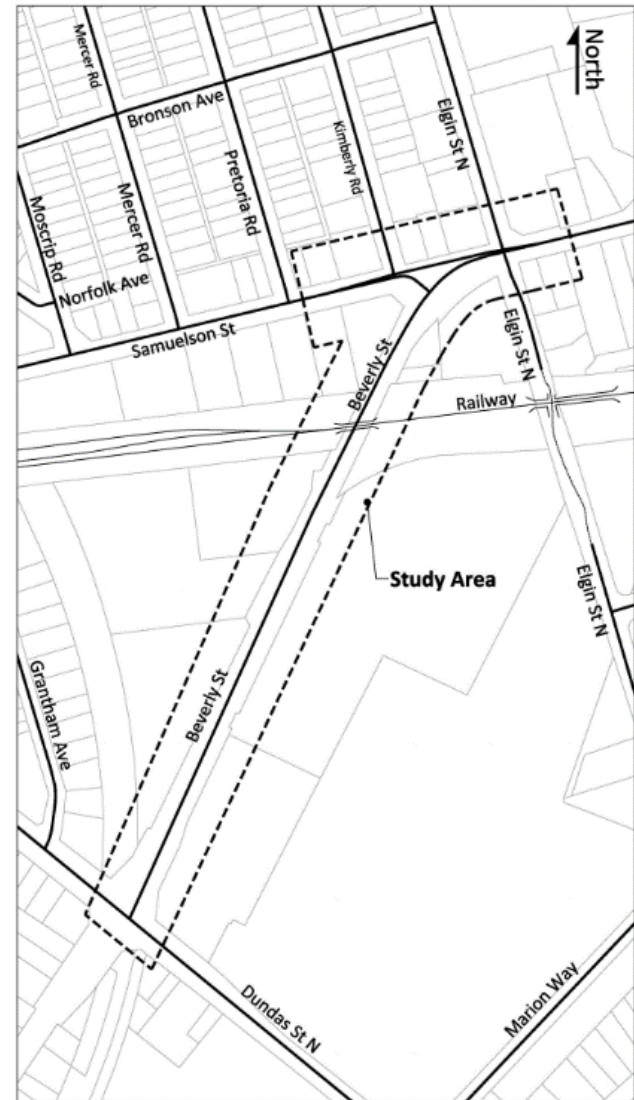
Comments can be submitted by emailing [stevenj.taylor@bteng.ca](mailto:stevenj.taylor@bteng.ca) and/or [samarakoonp@cambridge.ca](mailto:samarakoonp@cambridge.ca) by **November 24, 2020**.

# Background

The City of Cambridge carried out a Municipal Class Environmental Assessment (EA) for the planning of active transportation facilities on Beverly Street from Dundas Street North to Elgin Street North. The Environmental Assessment Report documented:

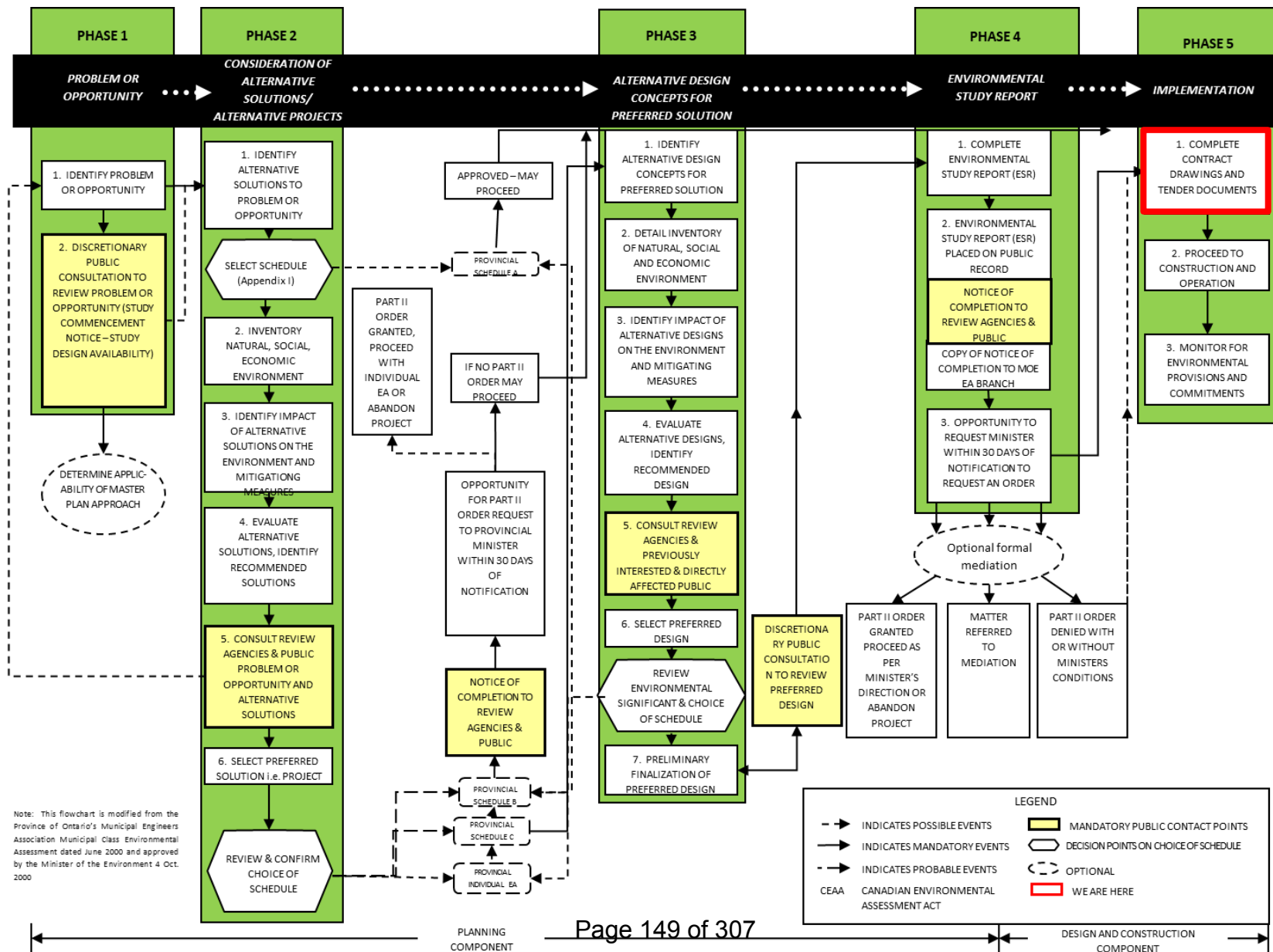
- ▶ The decision-making process for road improvements and pedestrian facilities within the Study Area
- ▶ The Recommended Plan for improvements included:
  - 3.0 m multi-use trail (MUT) behind the existing south abutment at the CP Rail crossing
  - Replacement of the channelized westbound lane from Beverly Street to Samuelson Street with a westbound right-turn taper
- ▶ Following the EA a decision was made to include a watermain along Beverly Street and complete reconstruction of Beverly Street

The Detail Design was initiated following completion of the Project File Report and is presented on the following exhibits. A copy of the Project File Report is available on the City's website at <https://www.engagewr.ca/cambridge>.





# Municipal Class EA Process



# Preliminary Design from the Environmental Assessment (EA)

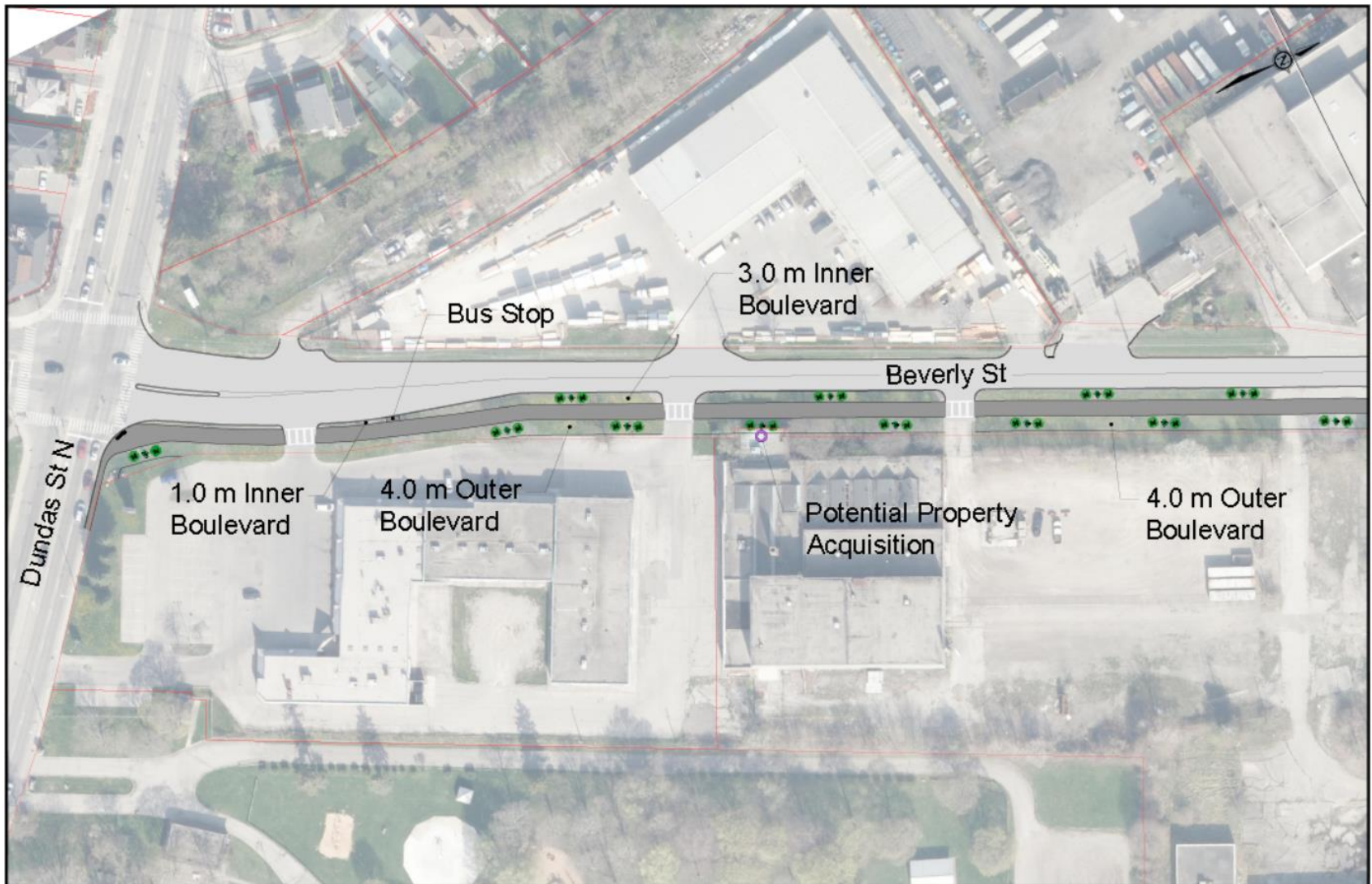
The Recommended Plan from the Environmental Assessment provides the basis of the Detail Design. The Detail Design process includes:

- ▶ Detail Design of the new Beverly Street Pedestrian Underpass.
- ▶ Establishing the vertical/horizontal profile and cross sections for the road reconstruction and multi-use trail design.
- ▶ Design of new municipal services (watermain, sanitary sewer and storm sewer). The new municipal services will be constructed to the property line by the City.
- ▶ Lighting design for the pedestrian underpass.
- ▶ Coordination with CP Rail and utilities.

The Recommended Plan from the Environmental Assessment (EA) is illustrated on the following exhibits.

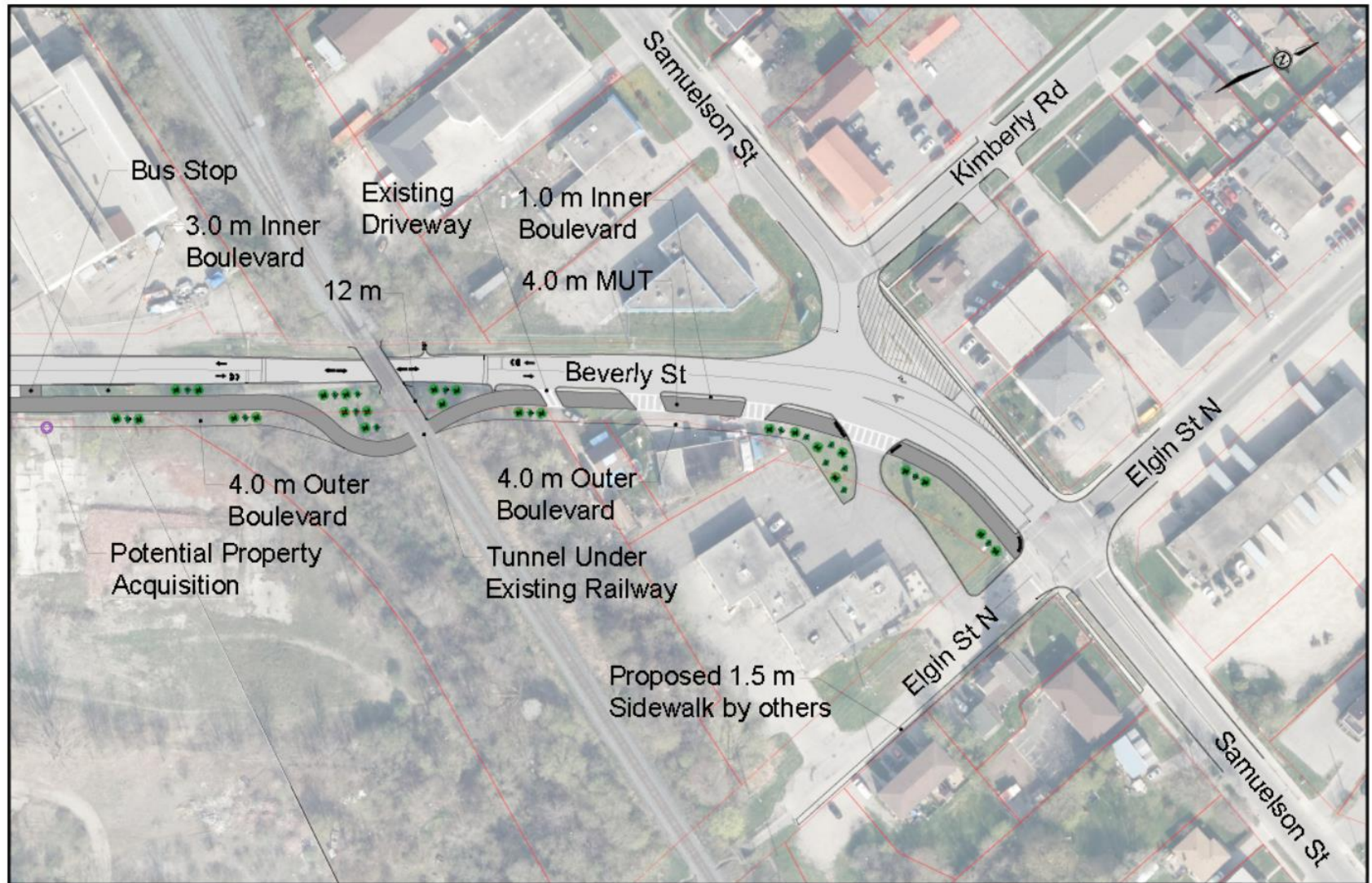


# Recommended Plan from EA





# Recommended Plan from EA



# Detail Design

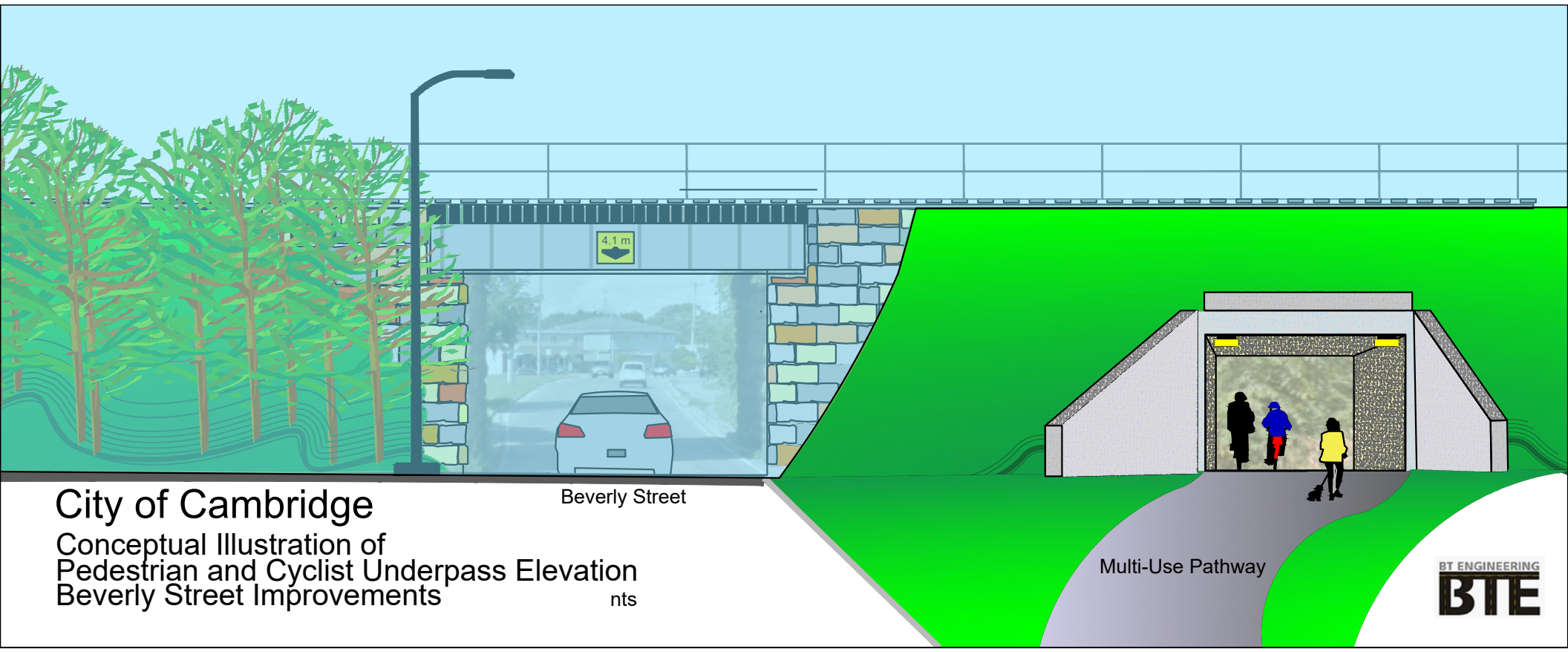
The preliminary design from the EA phase has been further developed during Detail Design. The design developments include:

- ▶ The project will be phased in two separate Contracts:
  - Contract 1: Pedestrian Underpass
  - Contract 2: Road Reconstruction
- ▶ Design of the new Beverly Street Pedestrian Underpass including accommodating a future connection to the existing Elgin Street underpass.
- ▶ All works will be within the City's and CP Rail's right-of-way.
- ▶ Identification of the Contractor laydown area and access for construction of the pedestrian underpass.
- ▶ Traffic staging plan which will include temporary closures for both the pedestrian underpass construction and reconstruction of Beverly Street. Access to businesses will be maintained during these closures. There will also be temporary road closures as part of the utility relocation work during 2021.
- ▶ Coordination with Region of Waterloo for the Dundas Street road improvements.

The following exhibits present the design of Beverly Street and the pedestrian underpass.







# City of Cambridge

Conceptual Illustration of  
Pedestrian and Cyclist Underpass Elevation  
Beverly Street Improvements

Beverly Street

Multi-Use Pathway

# Effects and Mitigation

The commitments for mitigation of impacts during construction are described in the following table:

Natural Environment	Clearing and grubbing will be completed within the CP Rail lands in close proximity to the pedestrian underpass. In advance of construction, the Contractor will be required to prepare an Environmental Protection Plan. Existing vegetation that is removed will be replaced as per the landscaping/streetscaping plan.
Temporary Disruptions during Construction	There will be short-term road closures during construction. Property and business owners will be notified in advance of any disruptions.
	There will be a short-term disruption to water service during the watermain construction. Property and business owners will be notified in advance of any disruptions.
Cultural Environment	The CP Railway Structure will not be impacted by any phases of construction. The structure will be protected.
Utilities	Existing utilities will be protected or relocated in advance of construction.
Economic Impacts	Short term closures of CP Rail (6 hour windows). Relocation or removal of CP Rail's billboard signage.



# Construction Phasing

This project is subject to budget approval. The proposed phasing plan is summarized below:

## **Phase 1: Pedestrian Underpass (Bridge)**

- 2021
- Construction of the new pedestrian bridge structure under the CP railway.
- Ongoing utility relocations on Beverly Street (Regional and City relocations).

## **Phase 2: Beverly Street and Dundas Street North Roundabout (by Region)**

- 2022
- Construction of a roundabout at the intersection of Beverly Street and Dundas Street North (Region of Waterloo Contract T2020-121).

## **Phase 3: Beverly Street Reconstruction**

- 2023
- Reconstruction of Beverly Street from Dundas Street North to Elgin Street including construction of a multi-use trail (MUT) and municipal services (i.e. watermain, storm and sanitary sewer).

# Next Steps

## Following this meeting we will:

- ▶ Review all comments.
- ▶ Finalize the Detail Design and proceed to construction.

## We want to hear from you!

- ▶ Please provide comments by contacting the City's representative or the consultant below:

**Steve Taylor**  
BT Engineering Inc.  
Consultant Project Manager  
Phone: 519-672-2222  
Fax: 1-519-488-0775  
Email: [stevenj.taylor@bteng.ca](mailto:stevenj.taylor@bteng.ca)

**Prasad Samarakoon**  
City of Cambridge  
Project Manager  
Phone: 519-623-1340 x 4539  
Fax: 519-740-7729  
Email: [samarakoonp@cambridge.ca](mailto:samarakoonp@cambridge.ca)

- ▶ Please provide your comments on or before **November 24, 2020**.

## Thank you for your participation in the study.

- ▶ To receive updates on the project, request that your name/e-mail be added to the contact list.
- ▶ Your input into this project is valuable and appreciated.

All information is collected in accordance with the *Freedom of Information and Privacy Act*.

**To:** COUNCIL

**Meeting Date:** 06/08/2021

**Subject:** Cambridge Sports Park Improvement and Expansion – Potential to purchase Ice Time

**Submitted By:** Yogesh Shah, Deputy City Manager Infrastructure Services

**Prepared By:** Yogesh Shah, Deputy City Manager Infrastructure Services

**Report No.:** 21-191(IFS)

**File No.:** C1102

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## Recommendation(s)

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

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

AND FURTHER THAT Council direct staff to prepare the required agreements and bylaw for execution by the Mayor and Clerk, subject to the City Solicitor's satisfaction, to be presented to Council at a future date for approval.

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## Executive Summary

### Purpose

- The purpose of this report is to seek Council's direction to negotiate the terms and conditions as outlined in this report with Buckingham Sports Properties Company (Buckingham) for improvements to the existing two ice pads and the expansion of the Cambridge Sports Park to build two new ice pads, and to prepare the required agreements that allow for the purchase of prime, non-prime and summer ice time at the new facility.

### Key Findings

- An extensive stakeholder engagement was completed in 2019 and reported [\(19-178\(CRE\)\)](#) to council on June 4, 2019. The community expressed a desire to have centrally located sports complex in Cambridge.



- On June 18, 2019 Council authorized staff to consider the request by Buckingham, under Section 8.16 of Buckingham's Lease, to expand the existing Cambridge Sports Park Facility on the lands leased by Buckingham from the City, to provide a four (4) pad ice facility, by adding two (2) additional ice pads and improving the existing two (2) ice pads.
- Staff were engaged in ongoing discussions with Buckingham and have prepared mutually acceptable business terms as outlined in this report. Current location of Cambridge Sports park is an ideal location for expansion of existing twin pad arena to a four-pad arena.
- Buckingham will develop a four pad community rink facility by adding two new ice surfaces complete with Rink #1- 400 seats, Rink # 2 -300 seats. The existing two rinks will have 100 seats added to each rink.
- The new complex will consist of the addition of 2 NHL sized ice rinks, 12 new dressing rooms, 2 referee rooms, fully equipped with showers and washrooms facilities. One of the arenas will also be set up to accommodate the requirement of Sledge Hockey.
- The new expanded facility will provide 2000 square feet of secured, accessible, ventilated climate-controlled storage/office space for City /sports user groups.
- This proposal along with expansion of Preston Memorial Auditorium will result in total of 9 ice pads (including three new ice pads) available to the community. These includes an existing twin pad facility at Hespeler Arena, improved and expanded twin pad facility at Preston Memorial Auditorium, an improved and expanded quad pad facility at Cambridge Sports Park and a single pad at the historic Galt Arena Gardens.
- All costs for improvement of the existing twin pad and expansion with an additional twin pad will be financed by Buckingham. Buckingham will be responsible for the operation of the facility and will maintain the facility in a good state of repair at all times.
- The City will guarantee to purchase 2400 hours of prime time, 200 hours non-prime time and 200 hours summer ice hours each year at established rental rates on two new ice pads.
- An opportunity to expand Cambridge Sports park and long-term ice rental agreement, allows residents to benefits from new ice facilities in shortest time period while reducing capital investment costs and minimizing operating budget impacts.

## Financial Implications

- The City will incur an annual cost of \$1,245,000 to purchase ice time which will be subject to annual inflationary adjustments as per the Consumer price Index (CPI).
- In addition, the City will also pay an annual base lease amount of \$150,000 which will be subject to annual inflationary adjustments as per the CPI.
- Based on ice rental revenue projection and potential operational savings due to decommissioning of ice at Duncan Macintosh and Dickson Arena, it is anticipated that a net operating budget impact of \$675,000 with an estimated tax rate impact of 0.71% will be incurred to rent 2,800 hours of ice time (including 2,400 hours prime time 200 hours of non-prime time and 200 hours of summer time ice hours) on two new proposed ice pads at Cambridge Sports Park.
- Buckingham has requested that the City's portion of the development charges and building permit fees be exempt in the amount of approximately \$400,000 and \$200,000 respectively. These charges will be exempt only if the building permit and occupancy permit is obtained as per established schedule.
- Capital costs and operating budget impacts to build and operate a City owned twin pad arena was presented to council on June 4, 2019 and is available as Appendix D of council report [19-178\(CRE\)](#). As reported, the cost to build a City owned twin pad arena was \$26,000,000 to be debt financed with operating budget impacts of 1.8-2.5%.

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## Background

In 2014, the City completed a recreational facilities master plan that recommended the establishment of a large scale multipurpose sport and recreational facility to meet current and future recreational needs.

In 2016, the Council-appointed task force determined, through considerable public input, what components should be included in the final design of the new sports facility.

On May 16, 2016, [Council approved a concept plan](#) for the sports facility which included the following functional programming elements:

- Aquatic complex with a 25 metre – 10 lane pool, a warm water/therapeutic pool and a leisure pool with spectator seating
- Triple gymnasium
- Fitness track

- Multi-purpose rooms and display space
- 4 (four) NHL sized ice pads (design 4 pads, construct 2 pads with spectator seating in one arena pad [phase I] and 2 additional pads at a future date [phase II])

On June 18, 2019, Council approved the location of a recreation complex with a 25m swimming pool, gymnasiums, fitness track and multi-purpose rooms on lands owned by the city in southeast Galt.

In addition, council also provided a staff direction to

- to prepare a project proposal to expand and improve the Preston Memorial Auditorium with an additional ice pad to make it a twin pad facility;
- to consider the request by Buckingham Sports Properties (Buckingham), under Section 8.16 of Buckingham's Lease from the City, to expand the existing Cambridge Sports Park Facility on the lands leased by Buckingham from the City, to provide a four (4) pad ice facility, by adding two (2) additional ice pads and improving the existing two (2) ice pads; and if the City and Buckingham does not agree on terms of expansion request to deliver a four (4) pad ice facility at the Cambridge Sports Park, the city has the option to expand the Hespeler Memorial Arena to a four (4) pad facility or build two (2) ice pads at the Southeast Galt location.

Since June of 2019, staff have made significant progress to implement council direction. These includes

- Completion of Joint use campus feasibility study and concept plan development for Recreation complex, Idea Exchange Location and two elementary schools;
- Commencement of site preparation (Grading and Servicing) for join use campus scheduled to be completed this summer;
- Council approval of capital project for detail design of recreation complex and Idea Exchange location and preparation for retaining the project management firm and the architect;
- Retain architect for improvement and expansion of Preston Memorial Auditorium and stakeholder engagement for detailed design and presentation of detailed concept plans to council for consideration;
- and mutually agreed business terms for improvement and expansion of Cambridge Sports park with Buckingham as outlined in this report.

Buckingham is the current owner and operator of the Cambridge Sports Park facility built on City owned lands leased to Buckingham for 50 years. The current lease is in effect until 2047 with an option for Buckingham to extend the lease up to 5 times in increments of 5 years each.

Buckingham currently operates a twin pad arena, 4 beach volley ball courts, and 3 baseball diamonds at Cambridge Sports Park.

Buckingham provides 840 hours of ice time at no charge to the City each year for the period between September 1 and April 15 pursuant to a long-term lease agreement between Buckingham and the City. The City provides this ice time to various sports groups and collects revenue at the City's published ice rental rates.

City staff and Buckingham have prepared mutually acceptable business terms to improve the existing twin pads and expand the Cambridge Sports Park facility to a four pad facility and staff are now seeking direction to proceed based on those negotiated terms and conditions and prepare an agreement to purchase prime, non-prime and summer time ice on the two new ice pads at Cambridge Sports Park.

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## Analysis

### Strategic Alignment

PLACE: To take care of, celebrate and share the great features in Cambridge that we love and mean the most to us.

#### Goal #5 - Parks and Recreation

Objective 5.1 Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population.

With the expansion of the Cambridge Sports Park facility to a four pad facility, the new four pad arena will offer increased opportunities to host significant events and tournaments and offer additional ice sports to a diverse population. The location close to Hespeler Road and easy access to Highway 401 will create a positive economic impact for Cambridge businesses.

The proposal is consistent with the strategic goals related to creating significant places and promoting economic development as well as contributing to the sport and recreational aspirations of the community.

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## Comments

### Buckingham Sports Properties Company (Buckingham)

- Owns and operates six arenas, including:

- A four pad facility in Toronto (Scotiabank Pond)
  - A recently acquired (December 2019) four pad facility in Montreal
  - Cambridge Sports Park twin pad facility in Cambridge
- Built a 150,000 sq. ft. four pad facility (Scotiabank pond) in 2013 with WGD Architect, and Schilthuis Group of Companies, the proposed architect and contractor for this project
  - Has experience hosting high profile events
  - Owns and operates the Cambridge Sports Park facility on a City Owned land

## **Proposal to improve and expand Cambridge Sports Park**

- Buckingham would improve existing twin pad facility located at Cambridge Sports park and expand the facility with addition of 2 new NHL sized ice pads;
- Provide a safe, clean, accessible, modern ice facility aligning with City of Cambridge Ice requirements;
- Spectator seating of a minimum 400 seats on one new pad and up to 300 seats on a second new pad;
- Improvements to the facility to include spectator seating of 100 seats each existing ice pads;
- The new expanded facility will provide 2000 square feet of secured, accessible, ventilated climate-controlled storage/office space for City /sports user groups;
- Facility design to accommodate sledge hockey on one ice pad.

Buckingham proposal includes the following terms for the City's consideration.

### **Capital and Operating Costs**

All costs for improvement of the existing twin pad and expansion with an additional twin pad will be financed by Buckingham. Buckingham will be responsible for the operation of the facility and will maintain the facility in a good state of repair at all times.

### **Site Development Costs**

Buckingham will be responsible for all site development costs in accordance with the City's Zoning By-law, site plan application process, and associated site development studies as required by various agencies. These costs include but are not limited to providing appropriate parking spaces as per the City's Zoning by-law, appropriate storm water management plans to accommodate the proposed expansion, replanting of trees removed in accordance with the City's Tree By-laws.



## Tournament Use

Buckingham will make all four ice pads available for tournament use as per the City's request. Buckingham and the City will work in good faith to provide additional ice time requested by the City to accommodate tournaments promoted and required by the City.

## Additional Ice Time

Additional ice hours as required by the City will be made available at the established agreed upon rate between Buckingham and the City.

## Service Interruption

The City is to be notified of any disruption to user groups such as, but not limited to, shutdown or major renovations. The City is not to pay any cost for ice time lost due to unscheduled shutdowns / non- availability of ice, unless a mutually agreed alternate ice time is provided to the City.

## Accessibility

Ice rental shall include access to the facility and dressing rooms via ramps/ground level entry and include an elevator between floors. Further, ice rental shall include lobby/space for spectators to congregate before and after games. Construction will meet all AODA requirements.

## Parking

Parking spaces are to be provided as per the City's zoning by-law. Parking is to be provided free of cost to ice users.

## Life Cycle Repairs and Replacement

Buckingham will maintain the facility in a state of good repair. Buckingham will also schedule facility condition assessments through a qualified structural inspection and an inspection report will be provided every five years or sooner as warranted.

## Facility improvement and expansion

Buckingham will develop a four pad community rink facility by adding two new ice surfaces complete with Rink #1- 400 seats, Rink # 2 -300 seats. The existing two rinks will have 100 seats added to each rink.

The new complex will consist of the addition of 2 NHL sized ice rinks, 12 new dressing rooms, 2 referee rooms, fully equipped with showers and washrooms facilities.

The complex will have an arena that will be set up to accommodate the requirements of Sledge Hockey.

The new expanded facility will provide 2000 square feet of secured, accessible, ventilated climate-controlled storage/office space for City /sports user groups.

The project will also include the complete renovation of a new lobby and restaurant/bar.

### Terms

The initial agreement would be for a period of 25 years and may be renewed upon mutually agreed terms before expiry of the initial 25 years term.

### Prime time

The prime-time hours are defined as Monday to Friday 5pm to 10pm and Saturday-Sunday 7am to 9pm during fall/winter season (September 1 to April 15).

### Base Lease Amount

The City would pay \$150,000 in an annual base lease payment to Buckingham starting with the first full calendar year the expanded facility is made available to the City. The annual base lease payment will be subject to annual inflationary adjustments based on CPI index.

Buckingham will provide a minimum of 2000 square feet of secured, accessible, ventilated climate-controlled storage/office space for City /sports user group at no extra cost.

Buckingham will also provide a bookable Board / Meeting room to be used by the City/ Sports user group as required from time to time.

### Ice Time and Rates

As proposed by Buckingham, the City will guarantee to purchase 2400 hours of prime time, 200 hours non-prime time and 200 hours summer ice hours at established rates on two new ice pads. The City will incur an annual-costs of \$1,245,000 to purchase this ice time which will be subject to annual inflationary adjustments as per the Consumer price Index (CPI).

However, Buckingham will put forth its best effort to resell any ice time not used by the City to other users requesting ice time. All revenues from the reselling of City allocated ice time will be reimbursed to the City.

Ice rates are effective from the first year of operation of new twin pad arena and subject to annual inflationary adjustments as per the Consumer Price Index (CPI).

### Ice time (existing agreement)

Per an existing agreement, Buckingham currently provides 840 hours of prime time ice to the City from September 1 – April 15. This agreement will remain in place.

## Development Charges, Building Permit Fees and Property Taxes

The City will refund building permit fees, if the occupancy permit of the proposed expansion is obtained in accordance with a mutually agreed schedule.

Subject to an agreement with Buckingham, the City will designate the addition to the existing facility as a municipal capital facility (MCF) in accordance with the provisions of the *Municipal Act, 2001* and the associated regulations for a period of 20 years. Accordingly, the assessed value for the facility will be frozen at the 2021 value and municipal property taxes for the addition will effectively be exempt from the payment of property taxes for that period. Buckingham will only be required to pay taxes on the 2021 assessed value of the existing facility subject to annual tax levy increases.

Upon the expiration of the 20-year MCF agreement, the City proposes to enter into a new MCF agreement on the same terms and conditions for the balance of the lease period with Buckingham for the City owned lands.

Once the facility ceases operating as a MCF, the tax exemption will cease to apply and property taxes will be calculated based on the applicable assessment value for the entire facility at that time as determined by the Municipal Property Assessment Corporation.

The City's portion of the development charges payable by Buckingham will be exempt once the facility is designated as a MCF in accordance with the provisions of the *Municipal Act, 2001* and associated regulations. However, Buckingham will be required to pay the applicable development charges to the Region of Waterloo, Waterloo Region District School Board and Waterloo Catholic District School Board.

## Agreement Consideration

As time is of the essence, the City will prepare the requisite agreement(s) and by-law to reflect the terms and conditions outlined by the parties. The agreement is expected to be finalized by November 1, 2021.

## Facility Design Consideration

The City will have consideration in the final design, but once the final design has been executed, there will be no further construction changes as the building will be designed and built in accordance with the Ontario Building Code.

## Summary (Staff comments)

### City's ice time needs

The most recent needs analysis demonstrate that the City requires 2,400 hours of primetime hours between September 1 and April 15 and up to 400 hours of nonprime/summer ice time. Minimum guaranteed ice hours to be purchased at the

Cambridge Sports Park will meet the City's current requirement for ice as a result of decommissioning the Dickson and Duncan McIntosh arenas.

Currently allocated storage and office space to Cambridge Minor Hockey Association at Dickson and Duncan McIntosh arenas will be available at expanded Cambridge Sports Park for relocation.

Buckingham and the City has experienced difficulties and delays to finalize the proposed business terms as a result of a substantial changes in construction costs since early 2020 due to the Pandemic;

Staff feels that the above items are acceptable as proposed by Buckingham.

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## Existing Policy/By-Law

Staff is requesting Council's direction to continue negotiations with Buckingham to finalize an agreement in accordance with the terms and conditions outlined above.

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## Financial Impact

- Buckingham will pay all capital costs to improve and expand the existing facility to a four pad facility. The City will not be responsible to contribute any cost towards upgrade and expansion of the facility.
- Buckingham will be fully responsible for all operating costs of the facility including maintenance of ice surfaces, change rooms and other facility components and providing ice facilities to the City's recreation services.
- The City will incur an annual cost of \$1,245,000 to purchase ice time which will be subject to annual inflationary adjustments as per the Consumer price Index (CPI).
- In addition, the city will also pay an annual base lease amount of \$150,000 which will be subject to annual inflationary adjustments as per the CPI.
- Based on ice rental revenue projections and potential operational savings due to decommissioning of ice at Duncan Macintosh and Dickson Arena, it is anticipated that the financial impact will be a net operating budget impact of \$675,000 with an estimated tax rate impact of 0.71% to rent up to 2,800 hours of ice time (2,400 hours prime time ice 200 hours non-prime time ice and 200 hours of summer ice time) on two new proposed ice pads at the Cambridge Sports Park.
- The operating budget impact calculation assumes that 80% of the ice available to the City will be rented to the City's ice users at the City's published ice rental rates for all arenas.

- One-time costs of approximately \$600,000 will be incurred for Buckingham's request for the City portion of development charges and building permit fees to be exempt. These charges will be exempt only if the building permit and occupancy permit is obtained as per established schedule.
- Capital costs and operating budget impacts to build and operate a City owned twin pad arena was presented to council on June 4, 2019 and available as Appendix D of council report [19-178\(CRE\)](#). As reported, the cost to build a City owned twin pad arena was \$26,000,000 to be debt financed with operating budget impacts of 1.8-2.5%.

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## Public Input

Early in the process staff held a meeting with Cambridge Minor Hockey Association to understand their future ice needs and expectations with respect to the expansion to new twin pad arena.

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## Internal/External Consultation

The City's negotiation team consists of the Deputy City Manager – Infrastructure Services, Deputy City Manager – Community Development, City Solicitor, Chief Financial Officer, and Director of Economic Development. The negotiation team also receives ongoing guidance and support from the City Manager, Deputy City Manager - Corporate Services, and Deputy City Manager – Corporate Enterprise.

Recreation, and Culture (RC) Divisional staff provided current utilization of ice usage at Dickson and Duncan McIntosh Arenas. Staff has also provided detailed facility requirements and future ice needs for a new twin pad arena.

Staff also had discussions with the cities of London, Mississauga and Vaughan to learn from their experience with these types of arrangements.

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## Conclusion

The analysis and recommendations provided as per council report [19-178\(CRE\)](#) considered affordability and sustainability of current and future indoor recreation services. Building a recreation complex with swimming pool, gymnasiums, fitness track and multi-purpose rooms, improving and expanding Preston Memorial Auditorium to a twin pad facility and working with Buckingham to deliver a centrally located four pad ice facility in the city is most cost-effective solution for today, and provides sustainable improvements to the overall indoor recreation facility complement in the future.

Staff is of the opinion that the Buckingham proposal to improve and expand the Cambridge Sports Park is a significant opportunity and provides an affordable option for providing sustainable indoor recreation services. Further discussions with Buckingham



are required to finalize mutually beneficial terms and conditions to prepare an agreement to purchase required ice time at the new and improved Cambridge Sports Park.

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## Signature

### Division Approval

N/A

Reviewed by the CFO

**Name:**

**Title:**

Reviewed by Legal Services

### Departmental Approval



**Name: Yogesh Shah**

**Title: Deputy City Manager – Infrastructure Services**

### City Manager Approval



**Name: David Calder**

**Title: City Manager**

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## Attachments

N/A

**To:** COUNCIL

**Meeting Date:** 06/08/2021

**Subject:** Drinking Water Quality Management Report for 2020

**Submitted By:** Mike Parsons – Director of Environmental Services and Chris Whetstone – Manager of Water Operations

**Prepared By:** Aaron O’Keefe – Compliance Technician

**Report No.:** 21-139(IFS)

**File No.:** C1101

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## Recommendation(s)

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

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## Executive Summary

### Purpose

The purpose of this report is to inform Council as the decision-making authority about the status of the drinking water system on an annual basis. The Cambridge water distribution system meets the requirements under the Safe Drinking Water Act. There are specific areas that must be reported per regulatory requirements, which include; but are not limited to consumer feedback, results of infrastructure review, results of audits and summary of maintenance.

### Key Findings

- The City of Cambridge operates 587km of watermain with a total replacement value of \$352.2M replacement value.
  - 498km is City owned (\$294.4M); 56.8km is Region owned (\$46.1M); 32.1km is shared ownership (\$11.7)
  - There are 5,403 valves (\$23.6M); 380km of water services (\$160M); and 3,654 fire hydrants (\$34.3M)
- External Surveillance Audit conducted in November of 2020 and recertification was achieved with 5 opportunities for improvement identified.

- Risk reviews were performed in relation to the COVID-19 pandemic and specific contingency protocols were created to maintain Public Health requirements and Water Operations.
- The annual Internal Audit was performed for 2020 in February of 2021, with 1 non-conformance found and 8 opportunities for improvement identified.
- Water loss, including all sources of non-revenue water volumes such as fire protection, and water system maintenance, increased to 21.3% in 2020 compared to 18.5% in 2019.
- There were 26 watermain breaks in 2020, compared to 36 in 2019.
- 118 service line leaks repaired in 2020 compared to 115 in 2019.
- 1463 leak loggers were deployed in 2020 finding 3 watermain breaks and 6 service leaks.
- Metering zones (District Metering Areas) were established using smart meter technology for 2 neighbourhoods, helping to identify water loss within the areas.
- Replacement/retrofit of approximately 16000 water meters in 2020 as part of the AMI project, combining with 2019 data for a total of 48% of the entire City of Cambridge meters.
  - NOTE: As of the date of this report there have been 25,092 meters upgraded.
- As cost containment measures, watermain flushing/swabbing and hydrant painting services were deferred for 2020. These services are now reinstated for 2021.
- All Fire Hydrants were inspected (over 3500) in 2020.
- Approximately 873 (16%) valves were proactively operated (Annual target is 20%).
- 4 Adverse Water Quality Incidents were found and resolved in 2020 with follow-up flushing and resampling.
- Bulk water sales to water haulers, flushing contractors, mobile wash units and dust suppression activities increased by 131%.
- The updated Ontario Disinfection Procedure was made available as of August of 2020.

## Financial Implications

- The 2020 annual budget for the operation of the Cambridge Drinking Water system was \$37,126,100. There were no water rate increases for customers in 2021.

## Background

The DWQMS requires Top Management to “report the results of the management review, the identified deficiencies, decisions and action items to the Owner”. Top Management is defined as “a person, persons or group of people at the highest management level within an Operating Authority that makes decisions respecting the QMS and recommendations to the Owner respecting the subject system or subjects systems”. The Owner of the water utility is the Corporation of the City of Cambridge, represented by City Council.

The 2020 Management Review was completed with Top Management: Mike Parsons – Director of Environmental Services; Chris Whetstone – Manager of Water; Jason Alexander – Manager of Wastewater/Meters/Storm; Harpreet Sumra – Supervisor of Compliance and Meters; Aaron O’Keefe – Utility Compliance Technologist

The Management Review Report highlights and action items can be found as Appendix A.

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## Analysis

### Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #7 - Transportation and Infrastructure

Objective 7.3 Provide innovative leadership in the management of city assets to help plan, fund and maintain city assets in a sustainable way.

The Drinking Water Quality Management report is to inform Senior Leaders and Council about the status of the drinking water system on an annual basis and serves as an aid in their decision-making abilities with respect to The Cambridge Water Distribution System.

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## Comments

Overall, the report highlights many system inputs and has gauged system growth and parameter comparisons from the previous year noting action items and follow-up if need be in each section. The report is laid out in two parts. Part A deals with the overall reasoning behind the report complete with executive highlights of system performance. Part B, of the report goes into more details by category and gives some in depth review.

The report provides clear evidence that the City of Cambridge maintained its drinking water system and continued to deliver clean and safe supply of water during a Pandemic.

Despite reduced swabbing/flushing activities and increases in residential water activity due to stay at home orders and home schooling, consumer concerns relating to discoloured calls, low pressure, taste and odour were considerably lower for 2020. This is a testament of overall system quality and indicates prior preventative activities are aiding in system integrity.

Albeit Cambridge increased to 21.3% non-revenue water, there was a slight increase to maintenance related volumes, and the volumes lost due to theft and meter inaccuracies decreased from 486ML (2019) to 474ML (2020). Staff recommend staying the course of AMI completion with continued efforts in leak detection for 2021. Staff speculate higher billing volumes of billing estimates impacted maintenance activities and are suspected to have contributed to the increase in water loss.

The statistics within the report will assist the Environmental Services Division in the allocation of resources, measuring trends, and making improvements year-over-year. By utilizing this data, the department will be able to continue making positive choices that will benefit the residents of the City of Cambridge.

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## Existing Policy/By-Law

### City of Cambridge Drinking Water Quality Management System Policy

As the owners and operators of the City of Cambridge's water distribution system we are committed to:

- Providing safe sustainable drinking water to our consumers;
- Complying with applicable legislation and regulations as related to the provision of safe drinking water; and
- Maintaining and continually improving our Quality Management System

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## Financial Impact

The 2020 annual budget for the operation of the Cambridge Drinking Water system was \$37,126,100. The budget allocation for 2021 is \$37,516,100. Long-range financial plan recommended 3.9% increased revenue required for 2021, staff were able to find operational savings and efficiencies to maintain same water rates for customers. The Region of Waterloo has also maintained same water rates for the City's bulk purchases for 2021.

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## Public Input

This report has been posted to the City's website with the agenda in advance of its submission into the Council Information Package. The City's Drinking Water Quality Management Policy is available on the City of Cambridge website.



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## Internal/External Consultation

Internal consultation was completed with Finance, Asset Management, Engineering and Building Divisions.

This report references the City of Cambridge Annual Drinking Water Distribution System Inspection report for 2020 as provided by Ministry of Environment, Conservation and Parks.

---

## Conclusion

As referenced in the Drinking Water Quality Management report, Cambridge has met and continues to meet all legislative requirements and continues to improve and sustain its drinking water system.

---

## Signature

### Division Approval

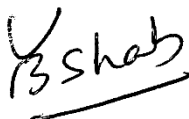


**Name: Mike Parsons**  
**Title: Director of Public Works**

Reviewed by the CFO

Reviewed by Legal Services

### Departmental Approval



**Name: Yogesh Shah**  
**Title: Deputy City Manager - Infrastructure Services**

### City Manager Approval



**Name: David Calder**  
**Title: City Manager**

---

## Attachments

### Appendix A: Management Review Action Table

### Follow-up on Action Items from Previous Management Reviews

SR#	Action Item Description	Assigned To	Proposed Timeline	Priority Ranking	Status as of May 12, 2021
106622	Revise Water Supply Bylaw	Chris Whetstone	December 2021 (Revised)	Medium	In Progress – Updates continuing into 2021
009-15	Incorporate new lockout procedures for new service valves	Ron Rooke	For next management meeting	Medium	COMPLETE

### Action Items from 2020 Management Review

SR#	Action Item Description	Assigned To	Proposed Timeline	Priority Ranking	Status as of May 12, 2021
316318	Work with the Region to change out bulk water meters	Water Technologist	01/01/22	Med	In progress
316321	Explore new methods of calibration for bulk regional water meters	Water Technologist	01/01/22	Med	In progress
316324	Explore new methods or expand current methods of leak detection.	Water Technologist	01/01/22	Med	TICKET COMPLETED but – Efforts are ongoing in progressing

SR#	Action Item Description	Assigned To	Proposed Timeline	Priority Ranking	Status as of May 12, 2021
					leak detection.
316330	Update the Sampling Plan in Element 16 of the QMS to show new sampling points and remove old sampling locations	Utility Technologist	10/01/21	Med	In progress

### Status of Management Action Items Identified Between Reviews

SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
183967	Recommendation made to provide input to Planning to include requirements for chlorine management (flushing) and district meters in all new development agreements.	CI2	Risk Assessment	Mike Parsons	Med	IN PROGRESS - Planning has initialized review of current agreement template and developer communication plan.
184060	After-hours handling of online requests needs to be set up for call service to manage. Language of website	CI2	Staff Suggestion	Mike Parsons	Med	COMPLETE (Bestel reviews online requests)

SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
	needs updating for interim.					
204408	Verify that communications with essential suppliers (e.g. parts suppliers and contractors for construction projects) so that they are aware of the quality specifications for parts: NSF 61 and NSF 372 certified as per s. 14.0 MDWL.	CI2	Internal Audit	Aaron O	Med	In Progress
204411	Consider developing a process to periodically document staff suggestions presented through: ♦ the corporate CI2 system and ♦ at tailgate meetings; to compile a more fulsome list of ideas provided by Water staff. Also consider a standard agenda item at quarterly staff meetings to discuss these suggestions. Also consider	CI2	Internal Audit	Aaron O	Low	COMPLETE



SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
	developing a communication process about the status and follow-up on staff suggestions (e.g. what can/can't be pursued, why, thank you, etc.)					
231359	Top Management commitment includes the required commitments, signed in November / December 2018 by the Director of Public Works, the Manager of Corporate Compliance and the Manager of Water Operations. New Top Management (new Director, no Corporate Compliance Mgr). (OFI for Element 9 re: organizational information update)	CI2	Internal Audit	Aaron O	Med	COMPLETE
231360	Consider listing Cambridge's Licence-related documents (MDWL, DWWP, Accreditation Certificates, Financial	CI2	Internal Audit	Aaron O	Med	IN PROGRESS

SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
	Plan) and their expiries. Consider adding internal and external audit reports to the list of records as well. Note: Already been updating this document. It is just not finished yet due to SharePoint (all locations of documents are changing).					
231367	Consider updating the references to “once per year” and “once every three years” to “once per calendar year” and “once every thirty-six months”, as this is the language used in this element of the DWQMS	CI2	Internal Audit	Aaron O	Med	IN PROGRESS (some documents already updated)
313070	Remember to take risk assessment minutes for record keeping as per the risk assessment element	CI2	External Audit	Aaron O	Med	IN PROGRESS – Must wait till next Risk Review / Assessment to take minutes and close CI2
313091	Update Ops plan with	CI2	External Audit	Aaron O	Med	COMPLETE

SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
	2019 risk outcomes. The current version is 2017.					
313204	Management review actions need to be assigned to individuals	CI2	External Audit	Aaron O	Low	COMPLETE
313254	Official document list has some outdated links in it (hyperlinks inactive).	CI2	Internal Audit	Aaron O	Low	In progress
313257	System description data for assets is inconsistent across platforms.	CI2	Internal Audit	Aaron O	Med	In progress
313267	<b>Element 5):</b> Consider removing “2019 Risk Assessment” to the title for Summary of Critical Control Points and “Risk Assessment YYYY” from the CCP Decision Tree documents so that these can apply perpetually following each risk assessment review (which is the item that requires the calendar year updates) – and only update the Summary of	CI2	Internal Audit	Aaron O	Low	In progress

SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
	CCP's or CCP Decision Tree if these change.					
313322	Competencies of mgmt is not well detailed. Consider adding more detail to the competency element	CI2	Internal Audit	Aaron O	Low	COMPLETE
313326	Consider getting ideas from staff regarding pandemic protocols and how they could be improved.	CI2	Internal Audit	Aaron O	Low	COMPLETE
313327	Consider updating Communications document (SYS-WD-12) to include Service Cambridge for public communications, and any new methods for communications (as might have been implemented during the pandemic).	CI2	Internal Audit	Aaron O	Med	In progress
313328	Update suppliers list with more information (e.g. contract status, end dates, etc.)	CI2	Internal Audit	Aaron O	Med	In progress
313330	Preventative actions need to be described in the continuous	CI2	Internal Audit	Aaron O	Med	In progress

SR#	Action Item Description	Type	Source	Assigned To	Priority Ranking	Status as of May 12, 2021
	improvement element as per QMS 2.0v					
313331	An internal audit was not carried-out in 2020. This audit's scope covers the time since the last audit, from December 18, 2019 to April 1, 2021.	NC	Internal Audit	Aaron O	High	COMPLETE



**To:** **COUNCIL**

**Meeting Date:** **08/06/2021**

**Subject:** **TransformWR, Community Climate Action Strategy and City of Cambridge's Implementation**

**Submitted By:** **Cheryl Zahnleiter, Deputy City Manager, Corporate Enterprise**

**Prepared By:** **Lisa Keys, Manager of Facilities**

**Report No.:** **21-141 (CRE)**

**File No.:** **C1101**

---

### **Recommendation(s)**

THAT Report 21-141(CRE) be received;

AND THAT the attached TransformWR strategy (Appendix A to report 21-141(CRE) be endorsed;

AND THAT Council direct staff across the organization to develop detailed plans to implement the strategy. For Cambridge, this direction includes that: the TransformWR strategy be referred to staff responsible for the City's various strategies that incorporate sustainability initiatives for review;

AND THAT staff responsible for these existing plans incorporate the TransformWR action items where appropriate into future business planning and/or budget processes;

AND THAT Council recognizes that with additional support from the Federal and Provincial governments, further bold and immediate local action could exceed the interim GHG emissions reduction target of 30% by 2030, and that Cambridge will strive to exceed this target where possible;

AND THAT Council direct staff to work with local partners on implementation, monitoring, and reporting progress on the goals outlined in the strategy;

AND FURTHER THAT Cambridge advocate for provincial and federal support and action to achieve the community transformation outlined in TransformWR (Appendix A).

---

## Executive Summary

### Purpose

- This report seeks Council endorsement of the most recent community climate action strategy, TransformWR: Waterloo Region's Transition to an Equitable, Prosperous, Resilient low Carbon Community.
- This report seeks Council's endorsement of the strategy, and for direction to refer the strategy to the City's existing sustainability initiatives for review and incorporation into future budget and business plans where appropriate for the City. A summary of the actions for which the City has been identified as lead, co-lead, support, or participant is available in Appendix D.

### Key Findings

- TransformWR has been collaboratively developed to be Waterloo Region's official community climate action strategy. It is the broad umbrella strategy under which municipalities, businesses, organizations, and households will work to transition our community off of fossil fuels.
- Municipalities are key capacity holders in the transition to a low-carbon community, and as a result, this strategy is intended to guide bold and immediate action by municipalities across Waterloo Region over the next 30 years. The strategy expects the same bold and immediate action from other organizations, businesses, and individuals, and identifies ways to support them in this work.
- The strategy contains a proposed 10-year plan for work to be completed in the next decade, both to reach an interim 2030 target and to lay the groundwork to substantially transform Waterloo Region by 2050.
- With the completion of this strategy, the City is in a position to review the outcomes and how they can be integrated into existing sustainability initiatives.

### Financial Implications

- The actions outlined in the document represent a strategic framework that has yet to be fully developed. Implementation of the priority actions assigned to Cambridge staff will be reviewed and financial implications will be identified and requested through capital and operating budgets as they are incorporated into existing plans

- Capital project to develop detailed plans to implement the strategy will be proposed through 2022-2031 Capital Investment plan
- Staff resources will continue to be made available for participation in the ClimateActionWR Management Committee
- The City of Cambridge contributes financially to ClimateActionWR for administrative costs and this is budgeted annually through operating budgets.

---

## Background

Climate change is a global problem with local causes and local solutions. Waterloo Region has recognized the importance of creating a more sustainable future and a number of actions have been taken to-date, including:

- In 2013, a collaboration between ClimateActionWR, the Region of Waterloo, and the Cities of Cambridge, Kitchener, and Waterloo led to the first Climate Action Plan for Waterloo Region.
- In 2014, Council approved a collaborative agreement between the City of Kitchener, City of Cambridge, City of Waterloo, and the Region of Waterloo for administration of the ClimateActionWR plan in partnership with two non-profit organizations, Reep Green Solutions and Sustainable Waterloo Region.
- In 2018, Council joined other area municipalities in declaring a Climate Crisis and adopting the “80 by 50” target for an 80% reduction of community Greenhouse Gas (GHG) emissions by 2050, based on 2010 levels.
- In 2019, Council declared a climate emergency.

At the Corporate level, Cambridge has incorporated a number of sustainable initiatives within divisional business planning, including Climate Adaptation Plan (2019), electrifying Corporate fleet vehicles – Building Division (2020), Cycling Master Plan (2020), Energy Conservation and Demand Management Plan (2020), and most recently the Corporate Strategic Plan (2021).

---

## Analysis

### Strategic Alignment

PLACE: To take care of, celebrate and share the great features in Cambridge that we love and mean the most to us.

Goal #2 - Governance and Leadership

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

The City continues to actively participate in municipal partnerships that provides oversight and guidance to support ongoing community climate action initiatives.

---

## Comments

The eight municipalities in the region have worked together through the ClimateActionWR collaborative to produce this strategy. The collaborative is managed by Reep Green Solutions and Sustainable Waterloo Region, which are two local environmental non-profits.

Based on extensive community and technical consultation and expertise, the draft strategy was developed using a “backcasting” approach, identifying a community vision for Waterloo Region as a low-carbon community in 2050, and working backward to identify what we need to do to get there. The recommended 80by50 “technical pathway” describes what we need to do to reduce our emissions, and how fast we need to do it. As an interim target, the strategy identifies local action needed to reduce our emissions by 30% by the year 2030.

The draft strategy utilizes the technical pathway to identify six Transformative Changes that must be achieved to reduce emissions and achieve an equitable, prosperous, resilient low-carbon community by 2050.

The 6 Transformative Changes are:

- 1) By 2050, most trips are taken using active transportation, with the support of a robust public transit system.
- 2) By 2050, remaining personal and commercial vehicles are zero emissions vehicles.
- 3) By 2050, businesses and homes no longer use fossil fuels for space heating and cooling, and water heating.
- 4) By 2050, Waterloo Region uses less, wastes less, and no longer disposes organic matter in landfills.
- 5) By 2050, Waterloo Region has a thriving local food system built on local farming and food processing that feeds much of our community.
- 6) By 2050, Waterloo Region has leveraged reducing GHG emissions to increase equity, prosperity, and resiliency for all.

Each transformative change is supported by strategies and action items to achieve it. Each action has been categorized to emphasize the level of engagement from each of the eight municipalities in their respective areas; as either a lead, co-lead, support, or participant to the associated action. A full list of the actions, and the City's proposed areas of engagement, is provided in Appendix D.

Municipalities are key capacity holders in the transition to a low-carbon community, and as a result, this strategy is intended to guide bold and immediate action by municipalities across Waterloo Region over the next 30 years. The strategy expects the same bold and immediate action from other organizations, businesses, and individuals, and identifies ways to support them in this work.

Cambridge is a strong sustainable leader at the Corporate and community level. Through divisional business planning, Cambridge has integrated a number of key sustainable initiatives that align with the goals of this strategy, including:

- Climate Adaptation Plan (2019): the purpose of the plan is to identify where existing and planned buildings, infrastructure, programs, and services could be vulnerable to future change
- Electrifying Corporate Fleet vehicles – Building Division (2020): Fleet Services is transitioning to electric and fleet vehicles when vehicles are at the end of their service life and the technology is available to support the transition.
- Cycling Master Plan (2020): Cambridge has a strong network of off-road trails and on-road cycling routes and the plan outlines a series of strategies and action to guide investments in cycling infrastructure and support programs.
- Energy Conservation and Demand Management Plan (2020): the plan proposes actions for reducing GHG levels and energy use related to services provided by the City
- Corporate Strategic Plan (2021): the plan sets out the City's updated goals and objectives.

Moving forward, Cambridge will continue to lead sustainable conversations with divisional leads to develop implementation strategies that incorporate the action items identified in the TransformWR strategy (found in Appendix D). Council will remain informed of the progress through updates within Divisional business planning and/or budget processes for parts of the strategy that are not currently resourced or already underway.

---

## Existing Policy/By-Law

There are a number of Corporate plans that govern business decisions, including:

- Climate Adaptation Plan;
- Cycling Master Plan (2020);
- Energy Conservation and Demand Management Plan (2020) and;
- Corporate Strategic Plan (2021).

---

## Financial Impact

- The actions outlined in the document represent a strategic framework that has yet to be fully developed. Implementation of the priority actions assigned to Cambridge staff will be reviewed and financial implications will be requested through capital and operating budgets as they are integrated into the City's existing plans
- Capital project to develop detailed plans to implement the strategy will be proposed through 2022-2031 Capital Investment plan
- Staff resources will continue to be made available for participation in the ClimateActionWR Management Committee
- The City of Cambridge contributes financially to ClimateActionWR for administrative costs and this is budgeted annually through operating budgets.

---

## Public Input

Community consultation was a key component of the project throughout the strategy development process. Approximately 1600 community members were engaged during the strategy development process using five different methods. A link to the full synthesis of this consultation is available below.

Most recently, the draft TransformWR strategy was available for public consultation on the EngageWR platform from May 10th to April 12, 2021. During this period, more than 3000 visitors visited the project page, and more than 500 downloaded the full strategy document. The feedback survey was completed by 364 visitors. A summary of what was heard in this final consultation, and the changes made in response, is included as Appendix B.



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## Internal/External Consultation

Corporate Enterprise engaged with Divisions that had direct impact on the development and implementation of the 35 identified action items for Cambridge, including Planning, Engineering, Operations, Environmental Services, and Building.

---

## Conclusion

The TransformWR strategy represents a community-developed framework for addressing transformational climate change in the region.

The framework supports strategies and action items to achieve it. Each action has been categorized to emphasize the level of engagement from each of the eight municipalities in their respective areas; as either a lead, co-lead, support, or participant to the associated action. A full list of the actions, and the City's proposed areas of engagement, is provided in Appendix D.

Leading up to the most recent community climate action strategy, Cambridge has taken a number of progressive steps to incorporate a sustainable lens into divisional business planning, including a focus on climate adaptability, corporate energy conservation and electrification of fleet vehicles, and active transportation. With this community climate action framework, Cambridge will continue this practice to understand the requirements for each action item and develop implementation strategies that incorporate the action items identified.

---

## Signature

Reviewed by the CFO

## Division Approval

Reviewed by Legal Services

N/A

**Name:**

**Title:**

## Departmental Approval



**Name: Cheryl Zahnleiter**

**Title: Deputy City Manager Corporate Enterprise**

## City Manager Approval

A handwritten signature in black ink that reads "David Calder". The signature is fluid and cursive, with the first name "David" and last name "Calder" clearly distinguishable.

**Name: David Calder**

**Title: City Manager**

---

### Attachments

Appendix A: TransformWR: Waterloo Region's transition to an equitable, prosperous, resilient low carbon community

Appendix B: Final community consultation results summary

Appendix C: Frequently Asked Questions about TransformWR

Appendix D: Summary of Cambridge actions

# CLIMATE ACTION<sub>WR</sub>



## TRANSFORM<sub>WR</sub>

Waterloo Region's Transition to an  
Equitable, Prosperous, Resilient Low Carbon Community



“If you can do something about it, why wouldn’t you want your Earth to live longer?”



Edward, 10 years old

## I. EXECUTIVE SUMMARY

TransformWR is Waterloo Region’s community-wide response to the global climate crisis. Understanding that we need to take action as a community, the following outlines our long-term strategy to achieve an 80% local greenhouse gas emission (GHG) reduction target (based on 2010 levels), and identifies local action needed to reduce our emissions by 30% by the year 2030. We must take bold and immediate action to ensure that we are doing everything we can locally to exceed these targets and do our part in achieving the Paris Agreement objectives.

Our **call to action** is to transform our community, in the ways we move, the ways we build and operate our spaces, the ways we produce, consume and waste, and the ways we relate to one another. Six **Transformative Changes** will guide us along that journey:

- 1 By 2050, most trips are taken using active transportation, with the support of a robust public transit system;
- 2 By 2050, remaining personal and commercial vehicles are zero emission vehicles;
- 3 By 2050, businesses and homes no longer use fossil fuels for space heating and cooling, and hot water heating;
- 4 By 2050, Waterloo Region uses less, wastes less, and no longer disposes of organic matter in landfills;
- 5 By 2050, Waterloo Region has a thriving local food system built on local farming and food production and processing that feeds much of our community; *and*
- 6 By 2050, Waterloo Region has leveraged reducing GHG emissions to increase equity, prosperity, and resiliency for all.

For each Transformative Change, a set of strategies and action items have been identified, along with key **milestones** to help track our progress. The outcome of this collective action will lead to achieving our **vision for 2050**, and **ultimately** transform Waterloo Region into an equitable, prosperous, resilient low carbon community.

Every community member, business, organization, and local municipality has an important role to play in Waterloo Region’s transition to a low carbon community. This strategy is meant to influence all future planning. Official plans, corporate plans, organizational planning etc. should look to this document, and the work outlined in the following should be integrated into all planning processes for the next 30 years, to align our community with success. Achieving and exceeding the goals outlined in this plan also depends on bold and immediate action by other levels of government beyond Waterloo Region. As a result, advocacy is a key part of this strategy. This is a launching point for the next 30 years of local climate action, and the years ahead of us are where the real work comes into play.



CALLS TO ACTION

The things we do to help us achieve the milestones & outcomes

TRANSFORMATIVE CHANGES

The big changes that need to occur by 2050

MILESTONES

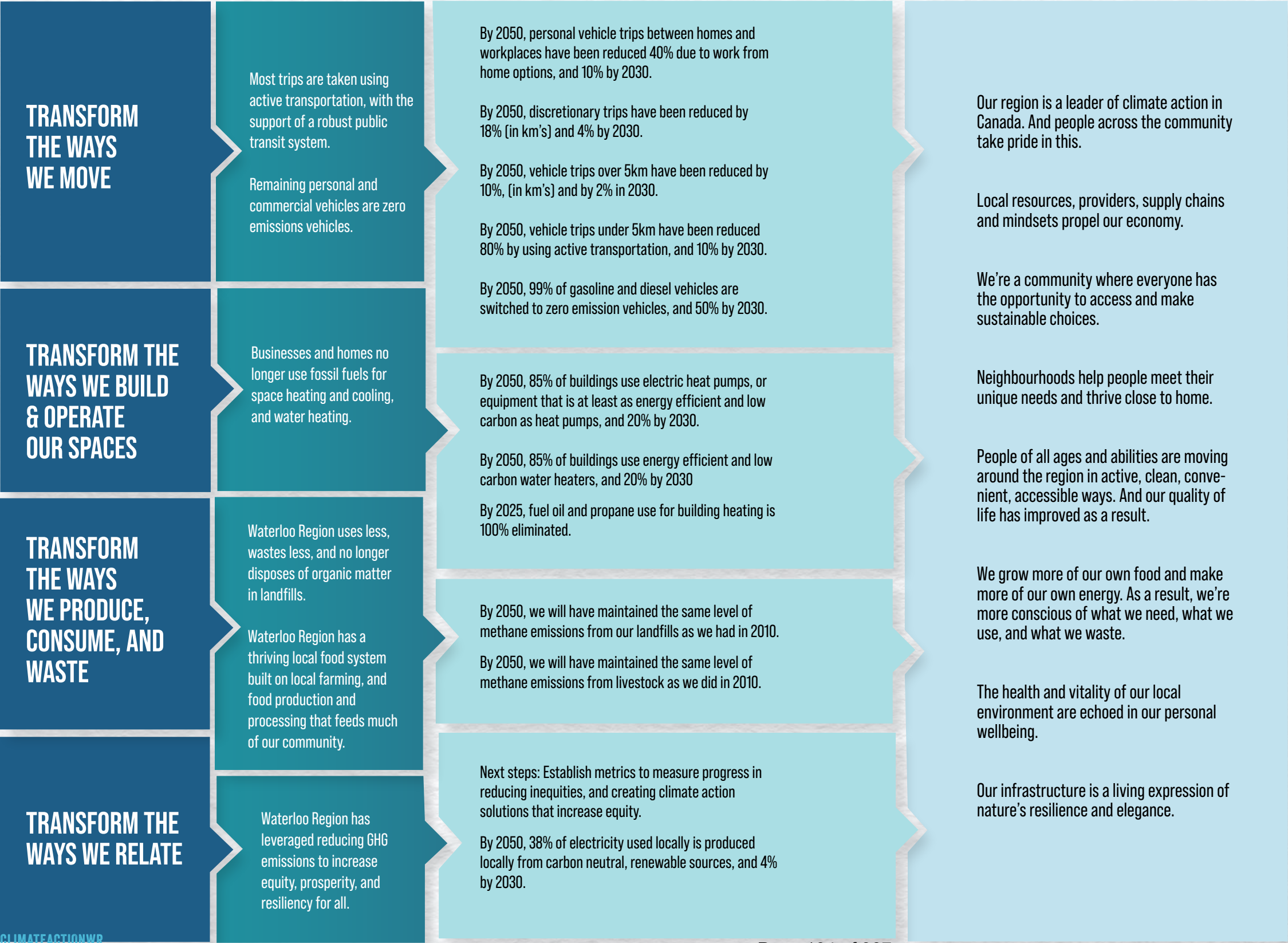
The measurable results of our actions

VISION FOR 2050

The outcomes of our transformed region in 2050

THE ULTIMATE WHY

The community benefits we're working towards



EQUITABLE  
PROSPEROUS  
RESILIENT



## II. CLIMATEACTIONWR COLLABORATIVE

This work was made possible through the collaborative efforts of eight municipalities, local organizations, and community members.

The 10 organizations formally completing the project through the ClimateActionWR collaborative are:

- The City of Cambridge
- The City of Kitchener
- The City of Waterloo
- Reep Green Solutions
- The Region of Waterloo
- Sustainable Waterloo Region
- The Township of North Dumfries
- The Township of Wellesley
- The Township of Wilmot
- The Township of Woolwich

The project has been led by a committee composed of representatives from each:

### CURRENT COMMITTEE MEMBERS:

- Lisa Keys, Manager of Facilities, City of Cambridge
- Claire Bennett, Corporate Sustainability Officer, City of Kitchener
- Anna Marie Cipriani, Sustainability Coordinator, City of Waterloo
- Samantha Tremmel, Plan Manager, ClimateActionWR
- Mara Mackay, Project Coordinator, ClimateActionWR
- Mary Jane Patterson, Executive Director, Reep Green Solutions
- Kate Hagerman, Manager of Environmental Planning & Sustainability, Region of Waterloo
- Kate Daley, Environmental Sustainability Specialist, Region of Waterloo
- Tova Davidson, Executive Director, Sustainable Waterloo Region
- Michelle Poissant, Recreation & Community Services Coordinator, Township of North Dumfries
- Wendy Huber, Recreation/Fire Department Administrative Assistant, Township of Wellesley
- Ashton Romany, Manager of Finance / Deputy Treasurer, Township of Wilmot
- Ann Roberts, Environmental Coordinator, Township of Woolwich

### PAST/CONTRIBUTING MEMBERS:

- Paul Wilms, Sustainability Planner, City of Cambridge
- Michelle Lee, Senior Policy Planner, City of Waterloo
- Sue Arndt, ClimateActionWR
- Katarina Milicic, ClimateActionWR
- Sarah Fries, ClimateActionWR
- Andreas Mertes, ClimateActionWR
- Matthew Day, WR Community Energy

## III. LAND ACKNOWLEDGMENT

We acknowledge that Waterloo Region, including the three cities and four townships, is located on the traditional territory of the Haudenosaunee, Anishnaabe and Neutral People. We recognize the enduring presence of the Indigenous people with whom we share this land today, their achievements and their contributions to our community. We value their traditional knowledge about how to live sustainably on this land that we share and will leave for our future generations. As

a community we are committed to engage in the necessary learning, building of relationships, and action required to work towards reconciliation between Indigenous and non-Indigenous peoples in our community.

To learn more about the importance of land acknowledgements and the Indigenous communities on this territory, you can visit the website of LSPIRG Know the Land.





IV. ACKNOWLEDGEMENTS

The ClimateActionWR collaboration acknowledges the input of many individuals and organizations that participated in the development of this strategy.

In particular, we acknowledge the organizations below for their valuable contributions to this work:

- Federation of Canadian Municipalities (FCM). ClimateActionWR received financial assistance to develop this Community Climate Action Strategy from the FCM Transition 2050 Grant
- Unless Design Partners
- WalterFedy
- Viessmann Centre for Engagement and Research in Sustainability (VERiS)
- McDiarmid Climate Consulting
- ClimateActionWR Sector Committee Members
- ClimateActionWR Street Team Volunteers

V. A MESSAGE FROM THE CLIMATEACTIONWR COLLABORATIVE

First and foremost, we want to thank the members of our community who helped shape this plan, whether it was through sharing your vision for 2050, participating in a workshop, having a conversation, or through climate action efforts of your own or as part of our community.

We hope you, the reader of this document, see yourself in this better future we are committed to creating. The vision and actions outlined in this document are not only included to make your future, and that of your family, better in years to come. They are also included to help you chart your path to being part of the creation of this better community for all. We hope you are inspired by what you read, that you are encouraged to take action in your daily lives as you travel through our community, and in your work and home life as well. You are an essential part of this plan. You have inspired it and all that worked on it.

Now is the time to act! Please read through this document, look for the ways you see yourself in it, and join the entire community in helping to create a better future for us today and for generations to come. Together we can build a stronger, healthier, more sustainable future!

-The ClimateActionWR Collaborative Partners Committee

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# INTRODUCTION

**TransformWR** is Waterloo Region’s strategy to do our part in addressing climate change, in order to create a low carbon community that is equitable, prosperous, and resilient.

What’s laid out in the following is a pathway for how our community will build upon its history of climate action and show leadership in reducing greenhouse gas emissions that lead to climate change.

The opening sections provide context for how this strategy was developed, and how it should be used. This includes the foundations this strategy must build from, the challenges

it must address, and the opportunities it must realize. The section entitled **Climate Change and Climate Action**, frames the global and Canadian contexts within which our region is situated. **Understanding our Target** and **Our Journey to ‘80by50’** lay out the critical work that’s already happened and demonstrate momentum for an ambitious 30-year agenda for achieving Waterloo Region’s greenhouse gas (GHG) reduction target of 80% by the year 2050.

This agenda is nothing short of transformational. It is simultaneously seeking to honour our history and reconcile our past, embrace the interconnectedness of our economic, social and ecological realities, and leverage our commitment to a more just future for both people and the planet.

**It’s a community plan.**





**More than 1600 community members informed this work through events, workshops, interviews, focus groups, and surveys. Efforts were made to reach stakeholders across the entirety of Waterloo Region, hearing from people from a variety of backgrounds, ages, sectors, job titles, and education levels. See Appendix A for the full Community Engagement Summary.**

This work is directly informed by widespread community engagement that brought to light the community’s fears, hopes, and ideas for what a flourishing region ought to look like in 2050. Regardless of perspective, everyone consulted influenced and informed this work.

What emerged were glimpses of a hopeful future—[Our Vision for 2050](#)—that helps us visualize the reality of meeting our targets.

The vision led to a set of common elements—**Principles**—that serve as guidelines for making decisions and keeping us on track when unexpected obstacles and outcomes arise. They are meant to help when we get lost in the complexity of a problem, or when we need a reminder about what’s most important.

**FYI:** Throughout this document, when we refer to ‘Waterloo Region’ or ‘the region,’ we are describing the entire community in the geographic area. When we refer to ‘the Region’ or ‘the Region of Waterloo,’ we mean the Regional Municipality of Waterloo, which is the upper-tier government in this area.

Neither the vision nor the principles contain the exact series of steps to reach our goals. To guide this, **Transition to a Low Carbon Community** outlines the **6 Transformative Changes** our community must collectively make. It outlines what we need to achieve as a community to make this vision a reality, and what we expect to see, feel and experience along the way.

There will be many obstacles and challenges that face our community in the coming decades. *TransformWR* sees the connections between these obstacles and the climate reality we face and takes a holistic approach to turning our vision of 2050 into reality.

# CLIMATE CHANGE AND CLIMATE ACTION

Climate change is a global problem with local causes and local solutions. The United Nations Framework Convention on Climate Change (UNFCCC), explains climate change as the changes in our climate that are directly or indirectly associated with human activity. The results of these activities alter the balance of our global atmosphere and lead to increasing global temperatures beyond naturally occurring climate variability.

That explanation leaves out a critical piece: it’s harmful. For people and all living things. It’s also only part of the story. Climate change is a signal that this planet is out of balance in devastating ways.

Without doubt, the biggest contributor to climate change is greenhouse gas emissions (GHGs). Many GHGs come from natural sources, but the accelerated changes in our climate that we are seeing are a result of human activity and the systems we have created, mostly as a result of burning fossil fuels for energy (see section titled: Transforming our Energy and our Community).

As we move forward—as individuals, as communities, as nations and as a species—we must think of climate change and climate action in two ways: adapting to the changes in our climate that are already happening and are now out of our control, and mitigation to focus on the causes of climate change and reduce GHG emissions for us and for future generations. This strategy focuses specifically on mitigation.

In 2015, 196 parties around the world agreed to the terms of The Paris Agreement. This international agreement outlines a long-term goal to limit average global temperature increases below 2°C, with a target of 1.5°C compared to pre-industrial levels. The Pan Canadian Framework on Clean Growth and Climate Change is Canada’s approach to fulfilling our Paris Agreement commitments. At the provincial level, the Made-in-Ontario Environment Plan aims for a 30% GHG reduction by 2030 (below 2005 levels). To do our part locally, Waterloo Region has committed to our ‘80by50’ target. At the time of writing, there is crucial momentum building for even more significant targets by provincial and federal levels of government.

This is a global challenge with local causes and local solutions, which is cause for optimism, inclusion, and hope. *TransformWR* is our strategy to significantly transform many parts of our community—for the better, and shows that we can do our part in Waterloo Region to address this global challenge.

# UNDERSTANDING OUR TARGETS

This strategy is built on two distinct GHG emission reduction targets, both of which are based on 2010 levels; our long-term ‘80by50’ target to reduce GHG emissions 80% by 2050, and our short-term ‘30by30’ interim target to reduce GHG emissions 30% by 2030 (See ‘Our Path to 2030’ for details on this target).

When we talk about reducing GHG emissions, we start with an inventory, which is how we officially count our local emissions. Our first community GHG emissions inventory was based on 2010

data, and we have used that as our baseline emissions, from which we compare our reduction efforts against over time.

A follow up inventory was completed in 2015, and our next will be based on 2020 data and published in 2022.

Historically, our local inventories have been conducted by collecting data from five primary sectors:

- Transportation
- Workplaces / Schools
- Homes
- Agriculture
- Waste

## What produces one tonne of CO<sub>2</sub>e?

25  
ROUND TRIPS FROM UPTOWN WATERLOO TO DOWNTOWN TORONTO WITH A TOYOTA COROLLA



2  
ROUND TRIP FLIGHTS FROM TORONTO (YYZ) TO VANCOUVER (VYR)



Our GHG emissions are reported as a measure of carbon dioxide equivalent (CO<sub>2</sub>e). This is a term used to describe different GHGs in a common unit. Greenhouse gases like methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O), each have different impacts on climate change. For example, 1 tonne of methane has the same impact on climate change as 25 tonnes of carbon dioxide, so it is expressed as 25 tonnes of CO<sub>2</sub>e.

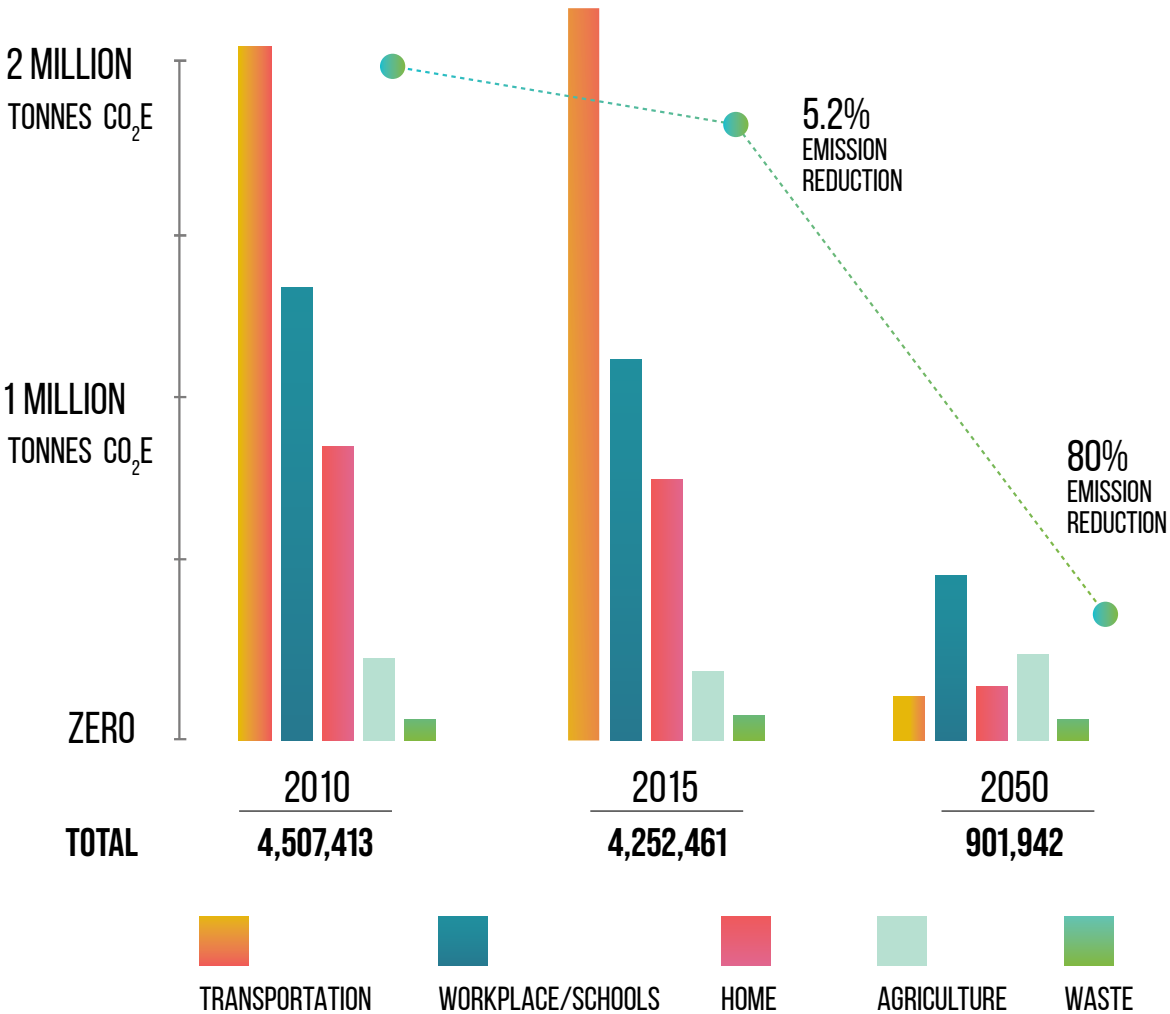


Figure 1: Results of Waterloo Region’s 2010 and 2015 GHG inventories show a local GHG reduction of 5.2%. To achieve our long-term 80% reduction target, significant collaborative efforts will need to be made over the next 30 years.

Transportation, workplaces, and homes have been the largest contributors of GHGs in our local inventories, which reflects how energy is used in our community. With 94% of our emissions coming from these sources, TransformWR prioritizes how we use energy.

Achieving and exceeding the ‘80by50’ and ‘30by30’ goals outlined in this strategy will depend on bold and immediate action by provincial and federal levels of government, and therefore advocacy is a key part of this work.





# OUR JOURNEY TO 80BY50

## CLIMATEACTIONWR IN THE COMMUNITY

It's often said that a long journey begins with a single step.

In Waterloo Region, our community has long understood the imminent need for local climate action. Fortunately we have already taken many steps on the journey towards being a low carbon community.

For over a decade, **we've developed a culture of collaboration around climate action.** Stemming from an initial collaboration between Reep Green Solutions, Sustainable Waterloo Region, and the Region of Waterloo, ClimateActionWR was born to serve the community by working to mitigate climate change by reducing local greenhouse gas emissions at their source. In 2013, the Cities of Cambridge, Kitchener and Waterloo, and the Region of Waterloo collaborated to develop our region's first climate action plan, *A Climate Action Plan for Waterloo Region*. This provided the foundation of our baseline inventory and aimed to achieve a local GHG reduction target of 6% by 2020.

Through careful measurement and the completion of our second GHG inventory for 2015, the results of which were released in *Our Progress, Our Path*, we've **built a thorough understanding of our local climate impact** and where our community can take meaningful action.

Since then, local sustainability networks have grown significantly. Broader and deeper partnerships on climate action now exist among local organizations and all eight municipalities.

**We've built momentum for change across the region.** Over the last ten years, our emissions inventories, reduction targets, and action plans have been key drivers for major projects in diverse sectors across the community. They've informed projects and initiatives such as:

- ION Light Rail Transit (LRT)—an electrified rail service to meet our community's future transportation needs



- evolvl—Canada’s first certified zero carbon building
- Expansion of our local publicly accessible EV charging station network
- Completion of over 2,000 home energy retrofits and ongoing advocacy to federal and provincial governments for greater incentives to support home energy retrofits
- Project Neutral—an online tool for calculating household emissions
- Expansion of the Region’s green bin and waste management programs

**We’ve shown climate leadership.** Building on our first community target, in 2018 the organizations and municipalities in the ClimateActionWR collaborative began looking ahead and worked to establish a new long-

term target. The resulting ‘80by50’ target was endorsed by each municipal council across the region: the Region of Waterloo, Cities of Cambridge, Kitchener, and Waterloo, and the Townships of North Dumfries, Wellesley, Wilmot, and Woolwich. Recognizing our unique collaborative strength and innovative approaches to planning, the Federation of Canadian Municipalities awarded ClimateActionWR one of only thirteen ‘Transition 2050’ grants across Canada to support this work.

This local commitment and federal support led to the development of *TransformWR* — a comprehensive community strategy for transforming our region over the next 30 years.

# HOW THIS STRATEGY WAS DEVELOPED

This work enabled us to think and plan differently than we had in the past—where we had worked only with the assets we had and towards goals that felt easily achievable. This time, we took a more ambitious approach, leveraging a backcasting methodology: a planning method that starts with defining a desirable future and then works backwards to identify the actions necessary to connect that future to the present. This meant looking to global, federal, and provincial targets, as well as other municipalities across Canada, to understand our local responsibility in the fight against climate change. That led us to defining our ‘80by50’ target. Informed by our local community, we articulated a transformative vision for 2050, which our work would direct us toward achieving. With input from local, national, and global experts, the barriers, opportunities, and actions to get us to our vision were identified. From there, the elements were brought together to form our long and short-term plans.

## DEVELOPMENT OF THIS STRATEGY INVOLVED 3 KEY PHASES:

### PHASE 1

Starting with community engagement, we heard from more than 1600 community members across the entire region. Through events, workshops, interviews, focus groups, and surveys, we heard from members of our community about what they wanted the low carbon future of Waterloo Region to look like, and their insights on how we can get there. This work directly informed **Our Vision of 2050**, and the **Principles for Designing a Low Carbon Future**.

### PHASE 2

Through workshops, surveys, and conversations with over 100 technical experts, locally, nationally, and internationally, we learned about the existing and emerging solutions and technologies that could be leveraged to achieve our goal and vision.

### PHASE 3

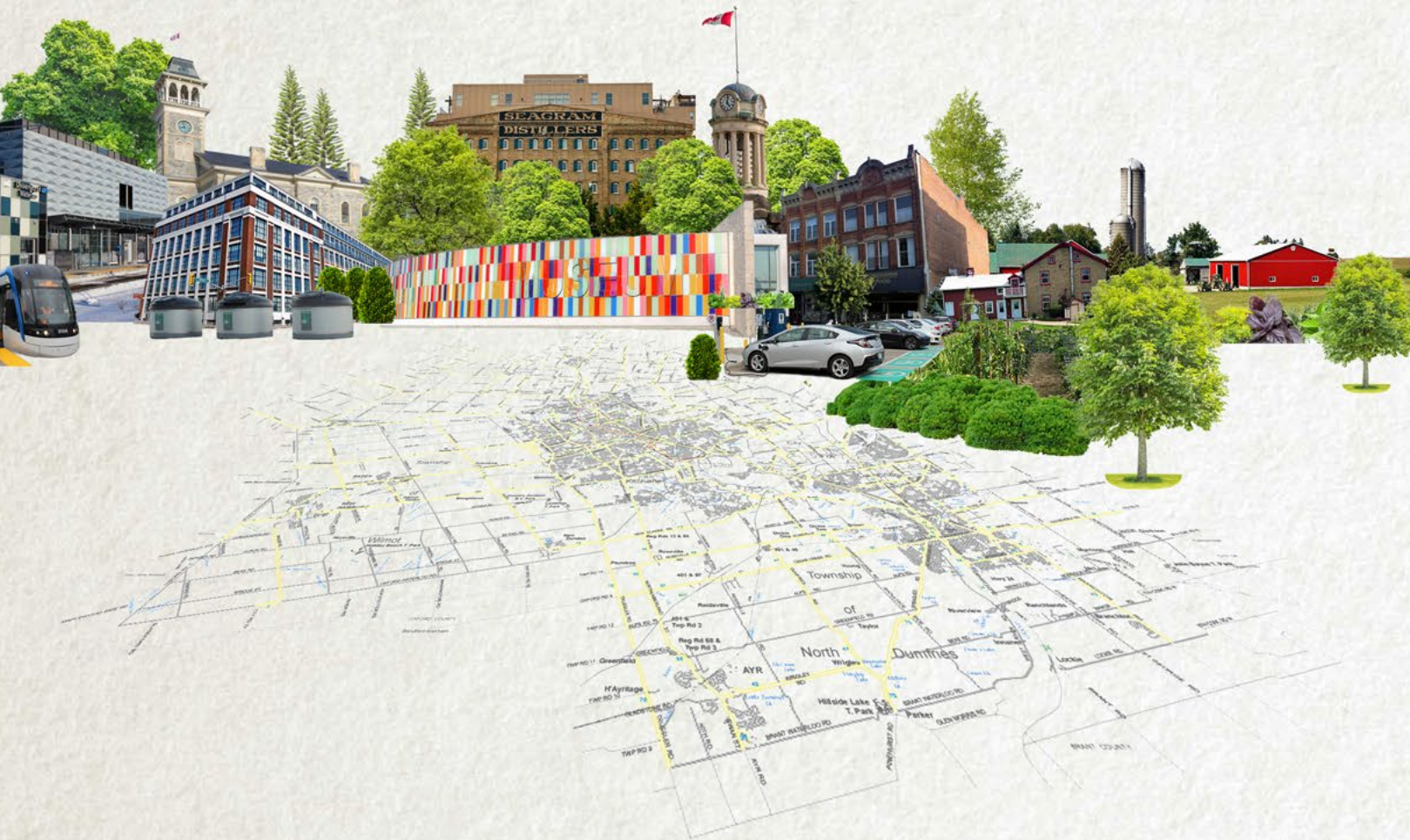
Based on both the community and technical data and insights, followed by cross sector collaboration, the pathway to guide our **Transition to a Low Carbon Community** was developed. Based on this pathway, we identified **6 Transformative Changes to create an Equitable, Prosperous, Resilient Low Carbon Community**. These are the six things we must change by 2050 to achieve our vision and meet our GHG reduction goals. For each **Transformative Change**, a set of strategies were identified, as well as the short-term action items used to inform our **10-year plan**.



Throughout the development of this strategy, ClimateActionWR participated in workshops on sustainability justice delivered by the Viessmann Centre for Engagement and Research in Sustainability (VERiS). Through this, we began our sustainability justice journey, to help ensure that an equity and inclusion lens is applied to this work, and will be a critical element of the implementation stages in the years to come. We acknowledge that we are at the beginning of this journey, and we will continue to take active strides to ensure equity and sustainability justice are a core focus of local climate action.



# PART I: TRANSFORM<sup>WR</sup> 30 YEAR STRATEGY



## OUR VISION FOR 2050

Directly informed and inspired by what we heard from the community, what follows is the hopeful vision of what Waterloo Region will look, feel and operate like in 2050.

As a set, these statements reflect how the community sees GHG reductions integrated into other parts of a healthy region. If we transform the ways we move, the ways we build and operate our spaces, the ways we produce, consume and waste, and the ways we relate to one another, we will create a more equitable, prosperous, and resilient community. These statements give us a sense of how we'll know we've reached our goals—beyond the numbers. All of these statements reinforce one another. They work together illustrating *a web of benefits that enriches the entire community in ways far beyond meeting a GHG target.*

When reading them, imagine yourself standing in our community in 2050. It's not crystal clear and no one can predict every detail, but these vision statements describe glimpses of a future that is ours to create.

## IN OUR VISION OF THE FUTURE...

**OUR REGION IS A LEADER IN CLIMATE ACTION IN CANADA. AND PEOPLE ACROSS THE COMMUNITY TAKE PRIDE IN THIS.**

Waterloo Region is a national example of a community that reorganized itself for the betterment of all life. People tell stories about how tackling climate change and exceeding GHG reduction targets was a challenge the region rose to, collectively. Our legacy continues to be one of innovation, of coming together, and of mobilizing around need. Our response to climate change and our active stewardship of our environmental home fuels economic prosperity, binds the community together and makes people want to live, work, and play in Waterloo Region.



**WE'RE A COMMUNITY WHERE EVERYONE HAS THE OPPORTUNITY TO ACCESS AND MAKE SUSTAINABLE CHOICES.**

We take pride in our collective action and we have a hopeful sense of what's possible because we lift everyone together. We have systems that are not just better for the same people, they're better for everyone, especially equity-deserving groups and those who were disadvantaged in the past. Beyond our region, we're known for the outcomes of our integrated approach to economic, environmental and social wellness. We're good welcomers and caretakers. People feel safe, seen, and cared for, and in turn take care of the land. Climate responsibility is second nature—an accessible default for everyone. We continue to make it convenient and financially accessible for people to act in a sustainable way, which reinforces sustainable lifestyles.

**PEOPLE OF ALL AGES AND ABILITIES ARE MOVING AROUND THE REGION IN ACTIVE, CLEAN, CONVENIENT, ACCESSIBLE WAYS. AND OUR QUALITY OF LIFE HAS IMPROVED AS A RESULT.**

We have a reliable network of mobility options, and safe, seamless infrastructure that supports active modes of transportation. We have reduced our reliance on fossil fuels and single occupancy vehicles to move us around the region. For trips that can't be taken using low carbon and active modes of transportation, electric vehicles are an affordable option and regional infrastructure supports their use. There are fewer parking lots, select car-free streets, and the region's arteries reflect a focus on moving people, rather than traffic. As our modes have become low-energy and low carbon, we see and experience other benefits that move us towards healthier families and community.

**WE GROW MORE OF OUR OWN FOOD AND MAKE MORE OF OUR OWN ENERGY. AS A RESULT, WE'RE MORE CONSCIOUS OF WHAT WE NEED, WHAT WE USE, AND WHAT WE WASTE.**

We participate in local food and energy systems. These systems are no longer hidden from view. People's practices and choices are influenced by this visibility—it's changed the way we produce, access, distribute, consume, and waste. Individual consumption habits are evidence of our focus on nourishment and need rather than excess and status. Our regional self-reliance makes us more resilient and adaptable to a constantly changing world.

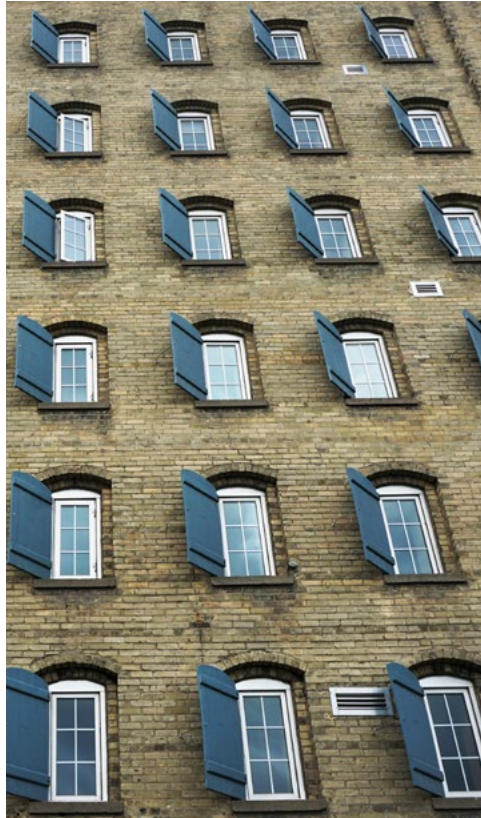
**THE HEALTH AND VITALITY OF OUR LOCAL ENVIRONMENT ARE ECHOED IN OUR PERSONAL WELLBEING.**

There is momentum for environmental stewardship and we understand its link to whole community wellness—physical, mental and emotional. Climate-aware action is folded into the ways we take care of ourselves and each other. We're now seeing and feeling the ripple effects of lots of time spent outdoors, of an increased sense of safety and belonging in those spaces, and of balance. Movement throughout the region is primarily active, clean and shared, and fuels a holistic approach to personal health and the health of our relationships. The look, feel, and design of the region are evidence of this shift—we see it in our transitways, our gathering spaces, and the places between our destinations. Access to green spaces is available to all members of our community in a fair and equitable way.

**WE GROW MORE OF OUR OWN FOOD AND MAKE MORE OF OUR OWN ENERGY. AS A RESULT, WE'RE MORE CONSCIOUS OF WHAT WE NEED, WHAT WE USE, AND WHAT WE WASTE.**







## LOCAL RESOURCES, PROVIDERS, SUPPLY CHAINS AND MINDSETS PROPEL OUR ECONOMY.

Economic prosperity has grown out of community wellness and environmental health—our primary measures of regional prosperity. The way we work and the way we live are integrated in healthy, sustainable, and equitable ways. Individual, isolated stories of winning are rare—the culture doesn’t produce them nor does it see them as virtuous. What we have grown is our community security and connectedness. People feel cared for here—all people—and we in turn extend that care to the land. We shifted—knowingly or unknowingly—our desires. We strive for less material and wealth accumulation and more relationships and connectedness. This shift has changed our orientation towards ownership—of things, of property, of ideas—and fuelled economies of sharing and access. We’ve embodied the idea of thinking globally and acting locally.

## OUR INFRASTRUCTURE IS A LIVING EXPRESSION OF NATURE’S RESILIENCE AND ELEGANCE.

Our infrastructure—old and new—is designed and built to connect people and the natural world. We see it in our choice of materials, in our expectations about performance, durability and impact, and in our practice and craft of engineering, planning, and design. The boundaries between “built” and “natural” worlds have softened. We see more green. We see more life. Vibrant urban forests and outdoor spaces support new relationships between people and the planet and perpetuate our awareness of, and action towards, reducing impact while ensuring resilience to a changing climate.

## NEIGHBOURHOODS HELP PEOPLE MEET THEIR UNIQUE NEEDS AND THRIVE CLOSE TO HOME.

We’ve built and organized into a collection of complete neighbourhoods, each with a unique assortment of businesses and services meeting people’s daily needs. We rely on each other, in part because we’ve recognized our individual limits. We look to nature for inspiration and are forming harmonies of urban, social and economic biodiversity. Connected, walkable, complete neighbourhoods encourage and sustain thriving micro-sharing economies. These economies promote strong relationships, accessibility, and diversity. In our neighbourhoods, all residents feel they belong and are valued. We’re actively cultivating a sustainable legacy of localized production and consumption, and an increased sense of community, physical activity level, and connection to—and appreciation of—the natural spaces we live amongst.

## WE ARE A COMMUNITY THAT KNOWS WE’RE NOT SEPARATE FROM THE PLANET.

We have a better understanding of our impact. We’ve evolved from using measures that focus predominantly on humans, to those that demonstrate concern for all life. We have succeeded at reducing our negative impact, and now we focus on having a positive impact. We act in ways that signal a deep awareness of interdependencies. With guidance from our elders, children grow up with an awareness of their part in a greater whole, and our learning institutions weave this mentality into their culture. With a sense of duty and responsibility, we are fulfilling our role within the greater ecosystems in ways that enable all life and all people to thrive.





# PRINCIPLES FOR DESIGNING A LOW CARBON FUTURE

## WHAT ARE PRINCIPLES?

Principles are a set of considerations for making decisions and setting priorities over time. They're a guiding light for aligning our intentions and actions, and articulate a framework that decisions should be evaluated against. They help to communicate the values we're working towards in our path to a low carbon community that is equitable, prosperous, and resilient.

Whether you are a citizen interested in taking climate action at home or in your neighbourhood, a new business, an educational institution, a faith community, a multinational corporation that calls Waterloo Region home, and whether you find yourself in a rural or urban setting, use these principles to guide how you take climate action, and implement your own actions and strategies to move us toward our goals.

As with the Vision and many other parts of *TransformWR*, these principles emerged from many conversations with members of this community.

## PRINCIPLES:

### PRIORITIZE IMPROVING THE WELLBEING OF, AND REDUCING NEGATIVE IMPACTS ON, EQUITY-DESERVING GROUPS.

The impacts of climate change disproportionately affect people who experience structural and systemic oppression. Often, these groups also benefit less from the solutions we create and, in some cases, may be further disadvantaged by them. Do the work to understand how a proposed change will affect these groups as well as future generations—not just the current majority—and insist that this understanding shapes future approaches and solutions.

### TAKE AMBITIOUS ACTION NOW.

Think in the long-term, and act in the short-term. In doing so, we set ourselves up for not only achieving our targets, but overshooting them. Acting today, even if it seems small, is better than acting tomorrow.

### IDENTIFY AND RESPOND TO GAPS.

Even the tiniest changes or unaddressed details can impact participation in a decision. Figure out what parts of systems aren't helping us meet our goals, and fix them. There are often unforeseen issues that arise after implementation. Stay focused, notice and address these ripple effects, and close any loops that may be unintentionally incomplete.

### INVITE CONSTRUCTIVE CRITIQUE AND STAY OPEN TO DOING THINGS DIFFERENTLY.

Plan in ways that recognize uncertainty and multiple potential outcomes. Overconfidence in any one approach should prompt us to explore additional context and expand our conversations to generate more options.

### DESIGN FOR ACCESS AND FACILITATE COMMUNITY OWNERSHIP.

Personal ownership can drive consumption and waste in the name of convenience and status. Instead, focus on maximizing usage—of spaces and products—and on minimizing down or idle time. Coordinate systems and incentives to support this kind of sharing.

### MAKE IT EASY FOR ORGANIZATIONS AND INDIVIDUALS TO REDUCE THEIR IMPACT.

Make the most convenient and affordable options the most sustainable ones, and make climate-harming options difficult, inconvenient, costly, or inaccessible.

### HELP PEOPLE SEE AND FEEL THEIR IMPACT.

We are feedback hungry creatures. Draw attention to the positive and negative impacts of action and inaction. Tell success stories, give people real-time feedback, and make evidence unmistakably obvious to inspire action.



## MODEL RESPECTFUL CARETAKING OF, AND PARTNERSHIP WITH, THE NATURAL WORLD.

The way we treat the soil, water, and air eventually comes back to us. If we recognize and value all life around us, we are less likely to think of it as something to conquer, and more likely to nurture, replenish, honour and learn from it.

Pay attention to what metrics and measurements reinforce, and what they leave out.

Individual data points can be misleading in complex systems. They tend to tell partial stories. Take a step back and work to identify the other changes, benefits, risks and consequences associated with them.

## SUPPORT EACH OTHER THROUGH THE CHANGE.

Everyone is at different places on their climate journey. Be mindful of what the change means for others and recognize resistance to change as an invitation to provide support. Listen to understand their challenges, meet people where they are, and help those who need support through the transition.

## ENSURE 'IMPACT ON CLIMATE' IS A KEY DECISION MAKING FACTOR IN ALL DECISIONS.

Include climate at decision making tables. Make *awareness of impact* part of more conversations. Evolve to reduce our negative impact. Strive for positive impact.

Equity-deserving groups refer to members of society who experience barriers to equal access, opportunities and resources due to historical disadvantages and discrimination and are often underrepresented in key decision-making positions. These are groups that deserve recognition, a reduction in burdens, and fairer access to societal benefits. Groups that are actively seeking social justice and reparation are referred to as equity-seeking groups (Canada Council for the Arts, n.d.). The following are examples of relevant equity-deserving and seeking groups in the Canadian context: low-income, racialized groups, immigrants, people with disabilities, people experiencing homelessness, Indigenous groups (who are also seeking sovereignty in addition to equity), 2SLGBTQIA+, women, youth, seniors, refugees, and workers affected by green transitions.



*What is your vision for Waterloo Region in 2050?*

**“We have a stronger sense of community because we appreciate and respect our home together.”** – *Waterloo Region community member*





# TRANSITION TO A LOW CARBON COMMUNITY

Building on our community’s vision for 2050 and the principles that will guide action moving forward, a ‘GHG reduction pathway’ was developed. This helps us understand the big changes our community needs to make over the next three decades to reach our targets and the speed at which they need to be made.

A key consideration in the development of this pathway was population growth. In 2020, Waterloo Region was named the fastest growing community in Canada<sup>1</sup>, with forecasts expecting our region to grow to approximately 923,000 by 2051 (representing an increase

of approximately 366,400 persons between 2016 and 2051)<sup>2</sup>. This makes emissions reductions even more challenging, as we need to decrease our overall emissions, not just our emissions per person.

With that in mind, the GHG reduction pathway is built on a model that examines three possible scenarios:

- 1. **Inaction:** Our population continues to grow as expected, but no further efforts are made to reduce our GHG emissions;
- 2. **Industry Trends:** Our population continues to grow as expected, and predicted industry trends help us reduce emissions per person over time; and
- 3. **80by50:** Our population continues to grow as expected, industry trends help us reduce emissions per person over time, and we make further conscious changes to meet our ‘80by50’ reduction target.



Our ‘80by50’ pathway uses GHG emissions projections for our electricity grid currently used by the Independent Electricity System Operator for Ontario. They presume that we will meet our increasing electricity needs using natural gas plants, and thus our emissions from electricity are expected to rise significantly over the timeframe of this strategy. Changes that reduce GHGs associated with electricity generation could make the actions and strategies in this pathway produce larger emissions reductions.

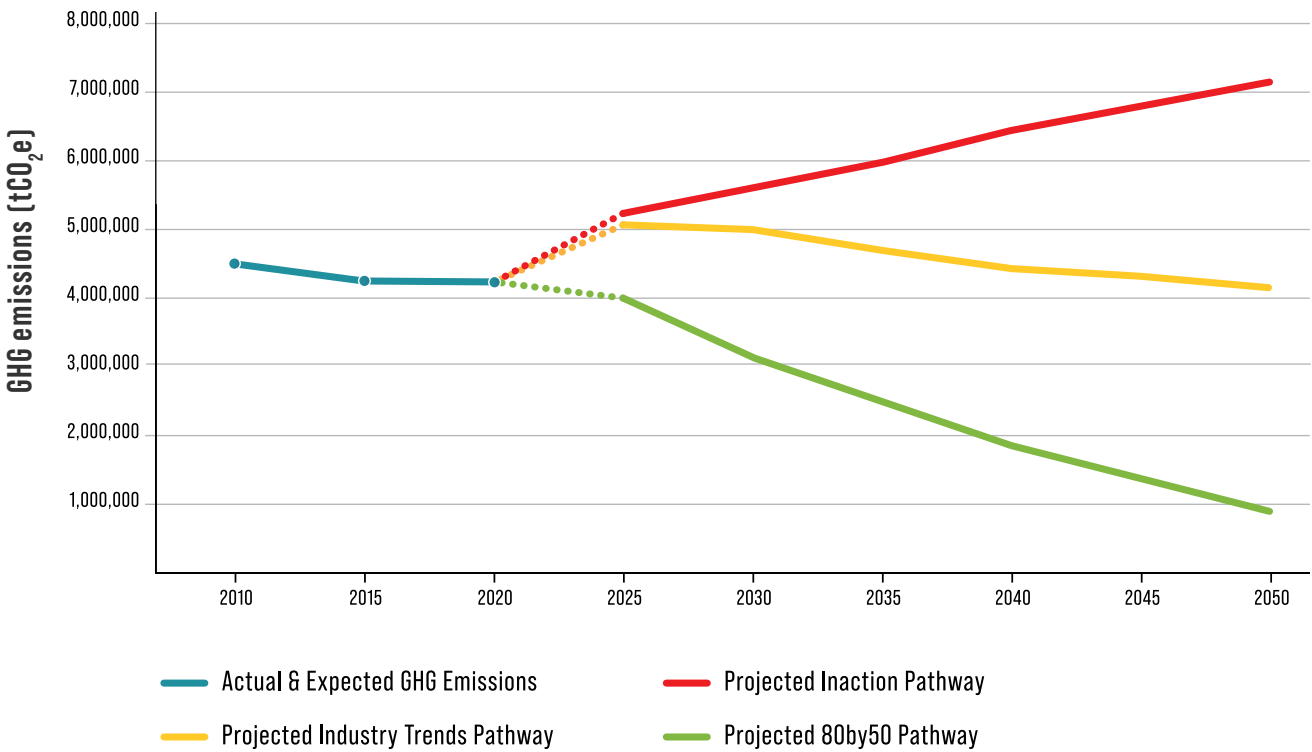


Figure 2: Actual and expected Waterloo Region total GHG inventories meeting the 3 projected pathways: inaction, industry trends and our ‘80by50’ pathway with an interim 30% GHG reduction by 2030

This third scenario forms the ‘80by50’ pathway, the technical model on which this strategy is based, and includes our interim ‘30by30’ target (See Our Path to 2030 in Part II: TransformWR 10 Year Plan for more on why a ‘30by30’ target has been selected). Based on this model, six Transformative Changes were identified to transform the ways we move, the ways we build and operate our spaces, the ways we produce, consume and waste, and the ways we relate to one another. If we make those six Transformative Changes over the next 30 years, we will have met our 80% reduction target and built an equitable, prosperous, resilient low carbon community that fulfills our vision.

1 Statistics Canada. (2020, February 13). Canada’s population estimates: Subprovincial areas, July 1, 2019. Retrieved from <https://www150.statcan.gc.ca/n1/daily-quotidien/200213/dq200213a-eng.htm>.  
2 Region of Waterloo. (2020, December). Regional Official Plan Review.

# TRANSFORMING OUR ENERGY AND OUR COMMUNITY

Human-generated GHG emissions can come from many different sources. Some sources include methane emissions from our landfills, and leaks from certain kinds of refrigerants in appliances or industrial processes. However, most of our GHG emissions come from our energy use. We burn fossil fuels to power cars and equipment, to heat and cool our homes, and heat our water. Even in our electricity system, which no longer burns coal to produce electricity, natural gas is burned to meet some of our electricity needs. In 2017, 82% of the GHGs emitted in Canada were emitted from the energy sector (combustion, transportation, and gas and vapours from industrial processes)<sup>3</sup>.

Locally in Waterloo Region, 94% of our 2015 emissions were produced by energy consumption and combustion in our three highest emitting sectors: transportation, workplaces, and homes.

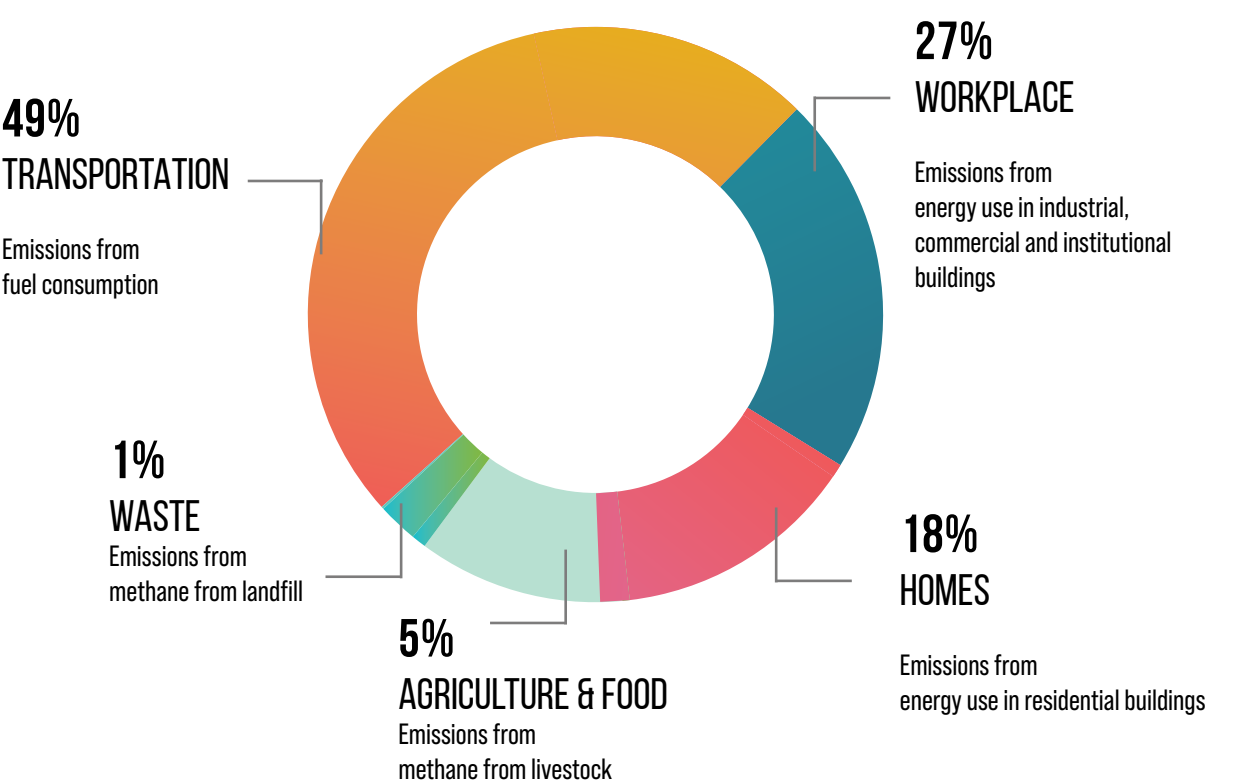


Figure 3: Waterloo Region's emissions breakdown by sector, from 2015 data

3 Environment and Climate Change Canada. (2019, April 15). Canada. 2019 National Inventory Report (NIR) English. UNFCCC.

Within these sectors, there are six primary energy/fuel sources that contribute to greenhouse gases:

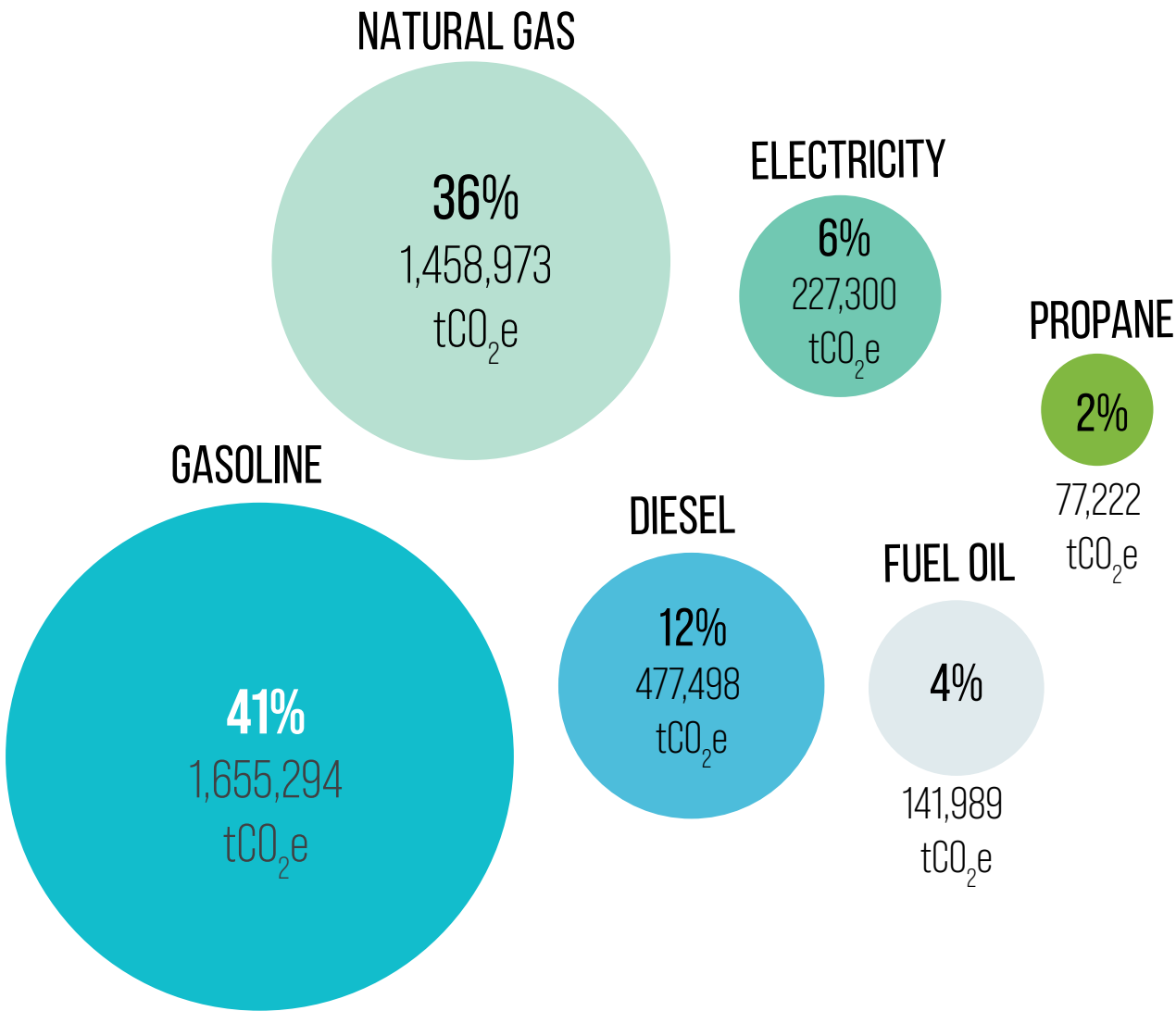


Figure 4: Waterloo Region's greenhouse gas emissions by energy source, based on 2015 data. tCO<sub>2</sub>e refers to tonnes of carbon dioxide equivalent, it is a metric used to compare emissions from various greenhouse gases based on their global warming potential.

As a result, addressing our local emissions is primarily about changing our energy usage, and the systems that supply that energy.

# 3 APPROACHES TO REDUCING GHGS FROM ENERGY

There are three main approaches we can use to reduce GHG emissions from energy:

## 1) ENERGY CONSERVATION AND ENERGY EFFICIENCY: USE LESS ENERGY AND USE IT MORE EFFICIENTLY

In many cases, the most effective (and cost-effective) action we can take to reduce GHG emissions from energy is to use less, or to avoid using energy altogether. These are closely related.

Examples of reducing GHG emissions by reducing energy use include:

- Adding insulation to your building or home so that less energy is needed to maintain a comfortable temperature;
- Adjusting your building's temperature settings and dress code so that people can be comfortable with an extra degree or two hotter in the summer and colder in the winter; and
- Taking public transit or a small car instead of a truck or an SUV for your trip to the grocery store.

In many cases, it is possible to avoid using energy altogether. Examples of avoiding energy use include:


- Putting on a sweater or a blanket instead of turning on the furnace;

- Eliminating a car trip to the pharmacy by combining destinations and picking up your prescription at a location next to your grocery store; and
- Walking or cycling to work or to do errands instead of driving.

## 2) FUEL SWITCHING: USE CLEAN ENERGY

Fuel switching means transitioning from fossil fuels to low or zero carbon energy sources.

In most cases, this means using electricity to heat, cool, or move things. Electricity is the most versatile form of energy we have, as it can be used to power a vast diversity of mechanisms, from heating our homes and buildings to powering our vehicles. In some parts of Canada, electricity from the power grid produces considerable GHG emissions, as they still burn coal to produce electricity, however, in Ontario electricity is a very low carbon energy source. In 2019, 94% of Ontario's electricity was generated using emissions free sources<sup>4</sup>.




**Solar walls** are a technology used to absorb solar heat and passively heat a building.

There are other ways of storing and transporting clean energy, such as the use of "green hydrogen," which is hydrogen generated using low carbon electricity. There are also opportunities to use and share heat energy in different ways, for example through the creation of **solar walls**, or between buildings in **district energy systems**.

Nevertheless, most fuel switching focuses on electrification.

It is possible to reduce emissions by changing one fossil fuel to another. For example, a home heated using fuel oil can produce more GHG emissions than a home heated using a natural gas furnace. However, to achieve our goals to significantly reduce emissions, fuel switching must in most cases focus on electrification and the elimination of emissions. Changes that simply use fossil fuels more efficiently can "lock in" GHG emissions for the life of the equipment, making it more difficult to make significant reductions in the future.



Instead of producing heat for space and water on-site (such as your furnace or hot water heater), **district energy systems** produce heat in a single location and use a network of insulated pipes to deliver hot water or steam to buildings. This is often much more efficient than individual on-site heat generation.



Sustainable home concept.

<sup>4</sup> Transmission-Connected Generation. Ieso.ca. (2020). Retrieved from <https://www.ieso.ca/power-data/supply-overview/transmission-connected-generation>.

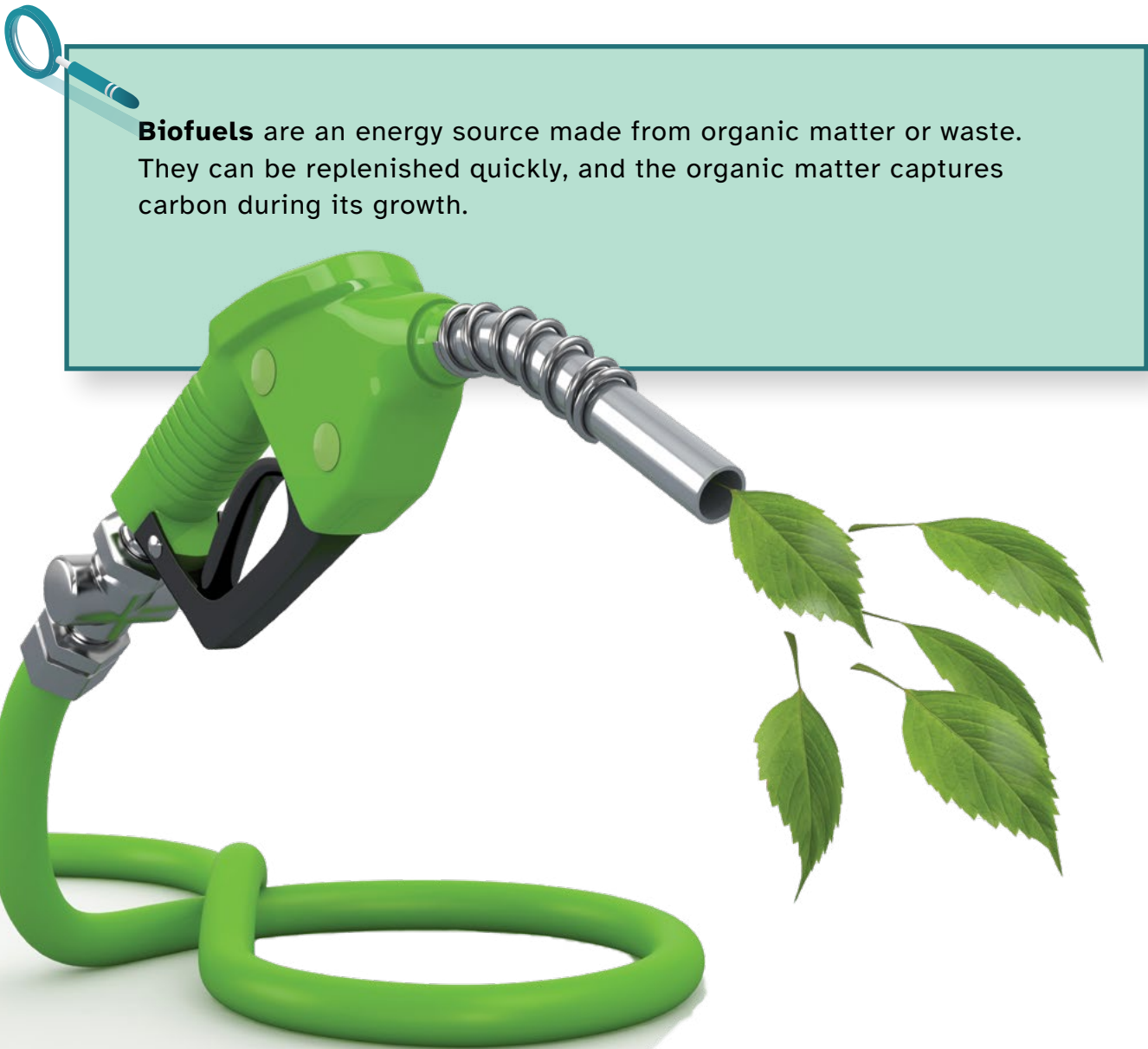


3) GENERATION: MAKE LOCAL CLEAN ENERGY

To address energy emissions at their source, we must transition to processes that generate energy without emitting any GHG emissions at all, such as solar power systems, wind turbines, **geo-exchange**, and **biofuels**. These are often referred to as renewable energy sources, which are created through natural processes that are replenished at a rate that is equal to or faster than the rate at which they are consumed.

Local renewable energy generation is an opportunity to:

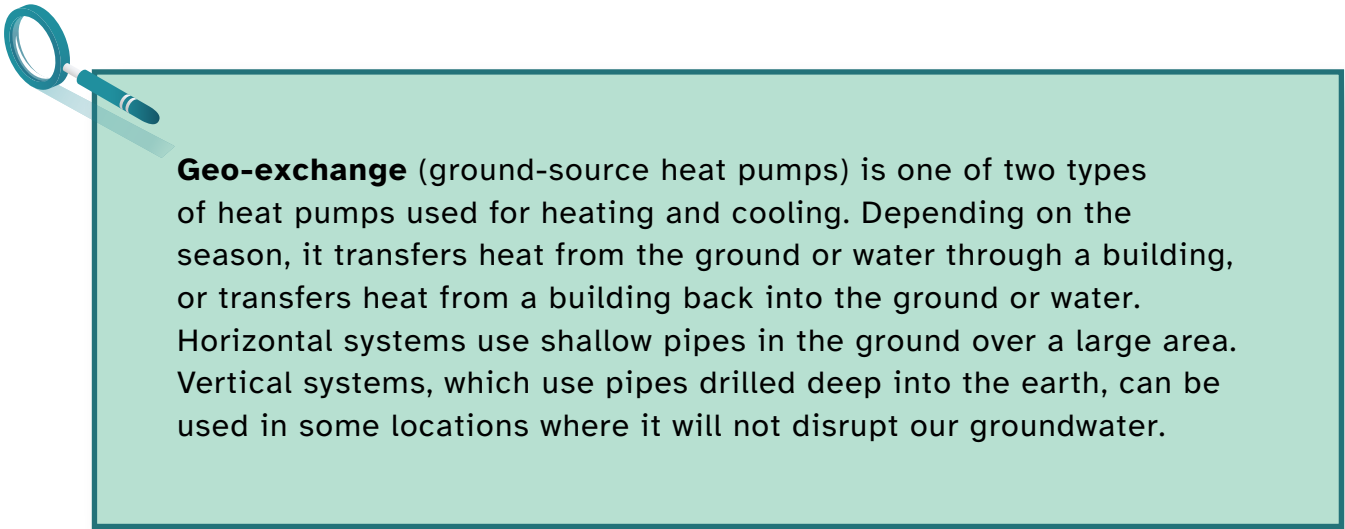
- Provide affordable, reliable, clean energy to our community;
- Improve the systems that transport, store, and use energy;
- Increase local job opportunities;
- Keep more energy dollars in our local community;



**Biofuels** are an energy source made from organic matter or waste. They can be replenished quickly, and the organic matter captures carbon during its growth.

- Make our energy system more resilient and less vulnerable to external supply and fuel prices; and
- Explore different ownership structures that allow communities like ours, to find the best solution to our location and economic situations.

Through community energy planning, non-fossil fuel consuming micro-grids and district energy systems, energy efficient and low-GHG communities can be achieved. This often involves looking for new opportunities to store clean energy, so that it can be used on demand. Energy storage solutions are emerging technologies, with a range of options to suit diverse needs. The options continue to improve and evolve rapidly with new advancements.



**Geo-exchange** (ground-source heat pumps) is one of two types of heat pumps used for heating and cooling. Depending on the season, it transfers heat from the ground or water through a building, or transfers heat from a building back into the ground or water. Horizontal systems use shallow pipes in the ground over a large area. Vertical systems, which use pipes drilled deep into the earth, can be used in some locations where it will not disrupt our groundwater.

USING LESS ENERGY, USING CLEAN ENERGY, MAKING LOCAL CLEAN ENERGY

These three approaches – conservation, fuel switching, and generation – all work best when used together.

Energy conservation supports fuel switching, as using less energy means that more options are available to supply the lower amount of energy. Since the energy needs are less, fuel switching is often more affordable. Energy conservation also means that locally generated energy, either at your home or business or in larger industrial settings, can fill more of our energy needs.

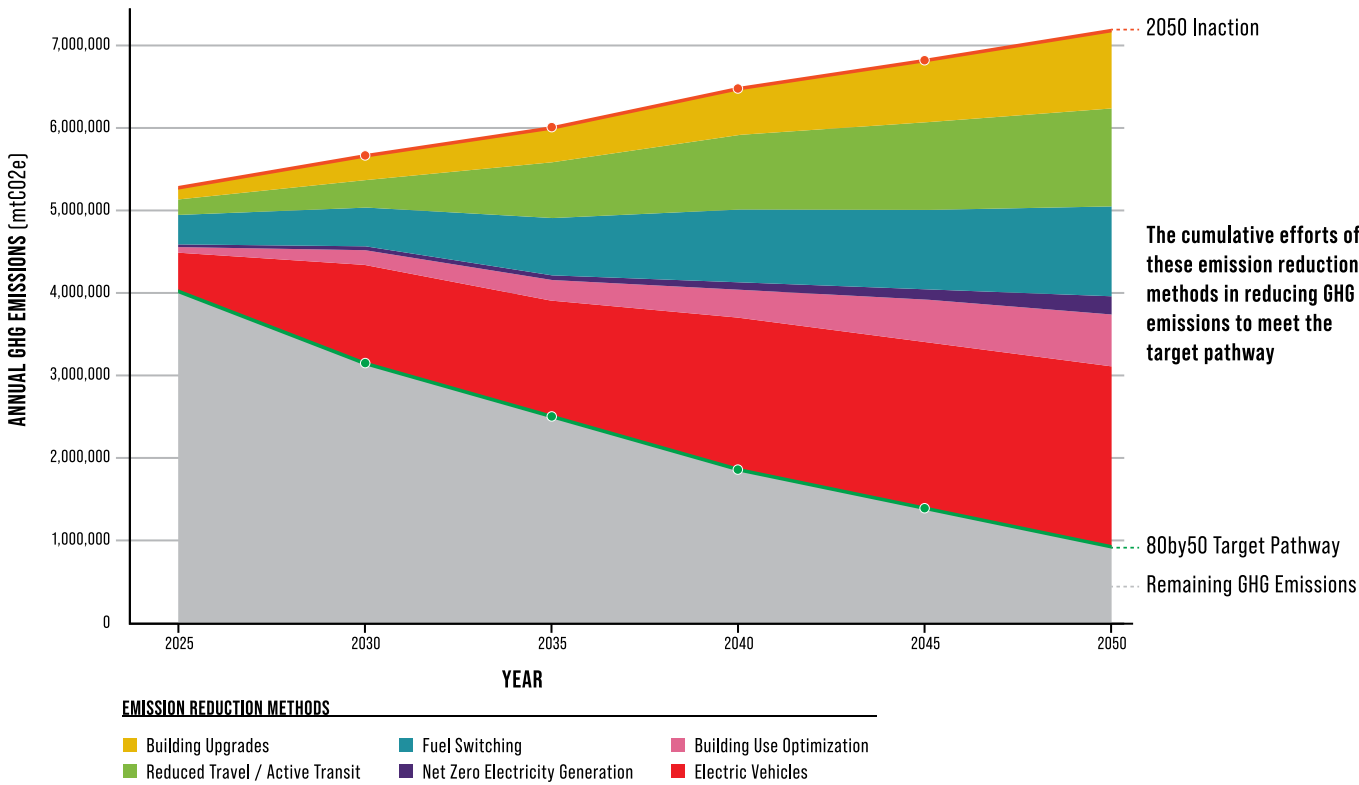
Fuel switching to electricity enables equipment to run on locally generated renewable energy. In many cases, fuel switching also helps with energy conservation. This is because the use of fossil fuels is often inefficient, and much of the energy escapes as heat. Therefore, less energy is required to power an electric car than a gasoline car.

As a result, transforming Waterloo Region requires us to use less energy, use clean energy, and make local clean energy, which is a core focus of the 6 Transformative Changes we as a community need to make. The model shows that these energy changes will contribute the following GHG reductions compared to the ‘Inaction’ scenario:



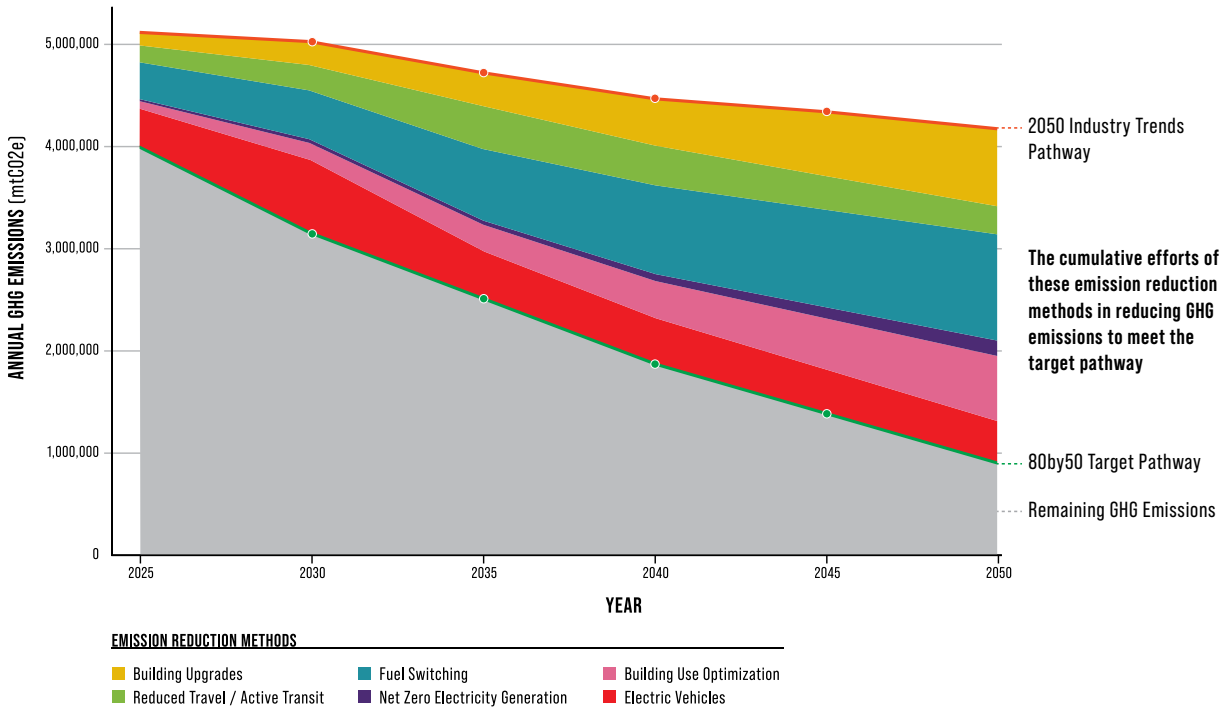
Change Initiatives	2025	2030	2035	2040	2045	2050
Building Upgrades	148,612	288,256	415,904	561,262	761,851	944,739
Building Use Optimization	83,488	169,108	246,097	346,219	483,696	639,858
Fuel Switching	361,446	482,374	690,327	876,131	971,785	1,100,578
Net-zero Electricity Generation	20,208	40,640	59,904	94,078	139,850	204,844
Reduced Travel /Active Transit	174,980	330,833	690,588	888,199	1,045,630	1,182,572
Electric Vehicles	464,882	1,190,617	1,396,309	1,819,941	2,029,046	2,179,487

**Table 1: The emission reduction effect (tCO<sub>2</sub>e) of each method by year. The cumulative results of these initiatives move Waterloo Region away from the Inaction pathway and toward our ‘80by50’ pathway goal.**



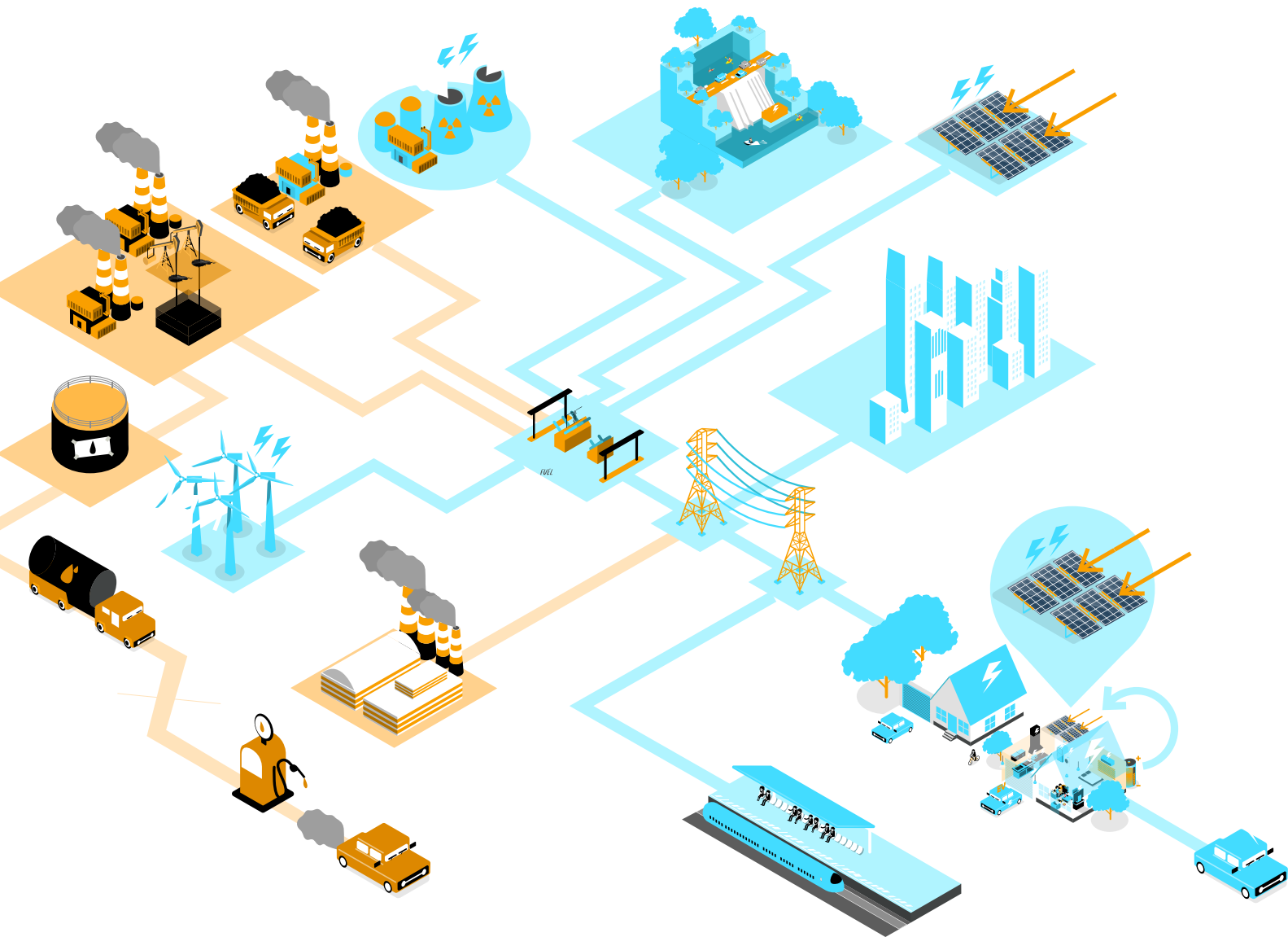
**Figure 5: Effect of emission reduction methods on diverting our GHG emission pathway from the inaction trajectory to our ‘80by50’ pathway.**

Because existing industry trends are expected to contribute to these changes, the local work that must be done on top of those industry trends is expected to result in this portion of the emissions reductions:



**Figure 6: Effect of emission reduction methods on diverting our GHG emission pathway from the industry trends trajectory to our ‘80by50’ pathway.**

# SIX TRANSFORMATIVE CHANGES TO CREATE AN EQUITABLE, PROSPEROUS, RESILIENT LOW CARBON COMMUNITY



We often talk about sustainability as a three-legged stool. Environmental sustainability is one leg, but the other legs are social justice and economic prosperity. Without one of the legs, the stool collapses. Likewise, the actions we take to address climate change must work to make our community more equitable and support the most vulnerable. Through this work, we can provide a solid basis for Waterloo Region to thrive in a global low carbon economy.

## LOCAL ACTION

To meet our goal, we must first act locally, reducing the emissions generated within Waterloo Region that are measured in our local GHG inventories. We cannot address climate change without changing our behaviours on a daily basis by how we live, move around, and provide for ourselves. Through community collaboration, supporting change and acting locally will allow everyone to both participate in climate action, and benefit from the outcomes.

## ADDRESSING OUR IMPACTS OUTSIDE OF WATERLOO REGION

While local action is our first priority, we also need to reduce our climate impacts outside Waterloo Region. Our GHGs don't end at our borders. While we are only able to fully monitor emissions created within the region, we know that the energy used to produce and transport our consumer goods, food, and building materials, and deal with our waste produce GHGs. Therefore we are each responsible for creating emissions in other jurisdictions to support our lives and businesses. To address these, we must make changes to our purchasing habits, understand where we source our goods from, and include GHG emissions as a primary decision making factor in our daily choices.

To fully do our part to contribute to a low carbon world, we need to reduce the energy used to support our lifestyles. This means transforming the ways we move, the ways we build and operate our spaces, and the ways we produce, consume and waste. We also need to transform the ways we relate to one another. Sustainability cannot be achieved without participation from everyone, meaning our transition must be equitable and support those who need it most through the transition.

In what follows, we identify four calls to action that result in six Transformative Changes to reduce our climate impacts locally and beyond, to transition to an equitable, prosperous, resilient low carbon Waterloo Region. We each have a role to play in making these changes, whether it be at the individual, business and organization, community, or municipal level. In what follows, many of the strategies associated with the Transformative Changes are at the systemic level, and will be brought to life through the agency and influence of our local municipalities. While municipalities are not the only stakeholders responsible for transformative climate action, the activities within their reach will significantly propel us toward success. The short-term action items associated with the systemic level changes are found in Part II: TransformWR 10 Year Plan.

As community capacity builders, businesses and organizations, and individuals, the *Principles for Designing a Low Carbon Future* are intended to guide the development of your own strategies and actions. For each Transformative Change, we provide examples of actions based on the principles. If you're stuck for how you can take action- refer back to the Principles.

# TRANSFORM THE WAYS WE MOVE

## TRANSFORMATIVE CHANGE #1: BY 2050, MOST TRIPS ARE TAKEN USING ACTIVE TRANSPORTATION, WITH THE SUPPORT OF A ROBUST PUBLIC TRANSIT SYSTEM.

Active transportation means any method of travelling to a destination that uses primarily human power, which we describe here as “walking, cycling, or rolling.” This includes trips made using, or propelled, by your body, a mobility device, a bicycle or tricycle (with or without assistance from an electric battery), a skateboard, or a scooter.

In 2015, nearly half (49%) of our community’s GHG emissions came from how we move people and goods. Furthermore, short distance trips of less than five kilometres make up nearly 50% of all travel by residents within the Region<sup>5</sup> that could generally be achieved using active forms of transportation.

Existing short trips need to be made by walking, cycling, or rolling. Longer trips, where

possible, need to be replaced by shorter trips. For example, instead of driving to a grocery store across town, more people will walk, cycle, or roll to a store nearby.

Public transit service is crucial for making most trips using active transportation. It gives people a low-energy, convenient option for trips that they can’t walk, cycle, or roll to. It supports being able to live fulfilling lives without owning a vehicle and is accessible to people of different incomes and abilities. In this way, a robust transit service needs to be used to supplement our active transportation goals.

### KEY SUCCESS METRICS:

To make this Transformative Change, we need to make fewer trips, make shorter trips, and make lower energy trips. Of the reductions we’ve committed to make by 2030, these changes are expected to accomplish 13% of that amount. Of the reductions we’ve committed to make by 2050, these changes are expected to accomplish 19% of that amount. This is compared to keeping our energy use patterns the same as 2010, as our population grows. More specifically, we expect that specific reductions in transportation energy use will be made in these ways:

Results	2030	2040	2050
Make fewer trips: Reduction in travel between homes and workplaces due to work from home options (% reduction in vehicle trips to workplaces)	10%	30%	40%
Make fewer trips: Reduction in discretionary trips (% reduction in vehicle distance travelled for discretionary trips)	4%	14%	18%
Make shorter trips: Reduction in trip length (% reduction in vehicle distance travelled, for trips over 5km)	2%	6%	10%
Make lower energy trips: Replacing personal vehicle use for trips under 5km by using active transportation (% of existing short vehicle trips switched to walking, cycling, or rolling)	10%	40%	80%



**“CycleWR is pleased to be partnering with ClimateActionWR and regional municipalities to make cycling a safe, convenient and respected option for all who can take advantage of this healthy and climate-friendly transportation option. We see community active transportation hubs as one important tool to make this choice more accessible and attractive. A key focus is to ensure that equity-deserving communities are included in our support and outreach.”**  
– David Trueman, Steering Committee, CycleWR

<sup>5</sup> Region of Waterloo. (2019, June). Moving Forward - 2018 Transportation Master Plan. Retrieved from [https://www.regionofwaterloo.ca/en/living-here/resources/Transportation-Master-Plan/DOCS\\_ADMIN-3030800-v3-TMP\\_Report\\_Moving\\_Forward\\_Main\\_Report\\_FINAL\\_2019-06-12.pdf](https://www.regionofwaterloo.ca/en/living-here/resources/Transportation-Master-Plan/DOCS_ADMIN-3030800-v3-TMP_Report_Moving_Forward_Main_Report_FINAL_2019-06-12.pdf)



STRATEGIES TO CHANGE OUR SYSTEMS:

Strategy 1.1: Redesign, rebuild, and maintain our transportation system to prioritize active transportation.

While significant work has been undertaken to support choice in transportation modes, the current transportation system still largely focuses on moving personal vehicles that require large amounts of energy. That focus needs to shift toward low or no energy ways of providing mobility.

To do this, we need to redesign and rebuild our entire mobility system to put active transportation first, making facilities for walking, cycling, and rolling the first priority on our roads and trails. This redesign process will need to address current challenges, such as ensuring that the system serves people of all ages and abilities and in all weather conditions and times of day. Doing so will make moving around the region easier, more affordable, safer, healthier, and more energy efficient.

Spotlight on Climate Justice:

Affordability is a key factor in making our transportation system equitable, low energy, and low carbon. This means making low-cost options like walking, cycling, rolling, and transit the easiest choice to meet daily needs. It also means making sure that everyone can access what they need to use these systems, like low-cost bicycles and transit passes for low-income community members.

Strategy 1.2: Continue to build a robust and accessible public transit system that conveniently and safely serves people across the community.

While our whole transportation system has to change to put active transportation first, public transit needs to be prioritized, as well. This allows people to take trips to places they can't walk, cycle, or roll to, using an energy efficient means of transportation. This will also serve to better connect people from across the entire region, and provide sustainable transportation options across both cities and townships.

Spotlight on Climate Justice:

Developing our transportation systems in rural parts of the region is an important component of making low and no emission travel accessible to all. Transportation and land use planning in both urban and rural communities, and applying these approaches in context-sensitive ways that meet diverse needs, is essential to reducing our emissions.

Strategy 1.3: Support people to walk, cycle, or roll, and build a culture of active transportation and public transit ridership.

Enabling people to build their lives around active transportation and/or public transit instead of personal automobile travel has a number of community benefits. It will not only contribute to reductions in local GHG emissions, but will increase community wellbeing and physical activity, and decrease air pollution that causes adverse health effects. Surveys have shown that there are large segments of the population who are interested in increasing their active transportation, however, safety concerns and other barriers such as transporting goods, access to equipment, and social norms stop them<sup>6,7</sup>. People must be provided with tools and resources to support changing the way we move around.

Strategy 1.4: Transition to low energy movement of commercial goods.

Movement of goods is essential to Waterloo Region's strong business, manufacturing and industrial sector, and so people can meet their daily needs. Locally this ranges from auto parts heading to major manufacturing plants, supplies destined to offices in urban centres, distribution of food and consumer goods, movement of aggregate resources, and heavy trucks moving along our highways destined for other markets. Goods in Waterloo Region are currently primarily moved by large trucks, but also using freight by rail on the CP and CN rail lines. In order to significantly reduce

GHGs associated with transportation, we must support a transition toward efficient, low energy methods of moving commercial goods.

Strategy 1.5: Build compact urban and settlement areas that are efficient for energy, services, infrastructure, and transportation, and make existing and new communities "complete communities."

The amount of energy it takes to get around our communities depends heavily on the way they are built and designed. We can improve efficiency by planning and creating more complete communities, where goods, services, and employment can be reached conveniently by walking, cycling, or rolling. Emissions from conventional vehicles are also reduced as a result of less distance travelled. These are also known as "15-minute communities." More compact communities that use less energy for transportation help us use less energy to provide services and build infrastructure, further reducing emissions. This must be a key consideration for land use planning.

A 15-minute community is where people can meet their daily needs for goods, services, and employment using active transportation, within a short walk, bike ride, or roll.

6 Ontario Ministry of Transportation. (n.d.) 2016 Transportation Tomorrow Survey results for Region of Waterloo.  
7 ClimateActionWR. (2020). ClimateActionWR 2020 Active Transportation Survey.



COMMUNITY CAPACITY BUILDERS ARE ORGANIZATIONS OR GROUPS THAT PROVIDE RESOURCES AND SUPPORT TO OTHER ORGANIZATIONS OR COMMUNITY MEMBERS. THIS CAN SOMETIMES INCLUDE CERTAIN COMMUNITY GROUPS AND VOLUNTEER GROUPS.



Toyota plans to phase out 90% of gas vehicles by 2050 and GM plans to only build zero emission light-duty vehicles by 2035.



**Take action in every part of your life, to ensure that by 2050, most trips are taken using active transportation.** There are endless ways you can act. Here are some examples. If you're stuck for how you can take action, refer back to The Principles for Designing a Low Carbon Future!

**Community Capacity Builders**

- Create welcoming spaces (hubs) that provide support and tools to help people choose active transportation
- Expand and innovate programming to support employers to provide resources and services that make sustainable transportation the easy choice
- Develop educational resources and provide access to mobility options, such as bike libraries and community bike lending

**Businesses & Organizations**

- Develop 'work from home' policies
- Make your office conducive to active transportation: Install employee showers, secure bike/scooter storage, bike share stations, etc.
- When locating or relocating, select sites that can be easily accessed using active and public transportation systems

**Individuals**

- Commit to walking, cycling, rolling and public transit for all destinations within 5km of your home
- Group errands together to reduce the number of trips you need to take



**Green hydrogen** is a clean burning fuel that uses renewable energy to split water into its component elements of hydrogen and oxygen. It has several applications including as an energy source for vehicles.

**TRANSFORMATIVE CHANGE #2: BY 2050, REMAINING PERSONAL AND COMMERCIAL VEHICLES ARE ZERO EMISSION VEHICLES.**

While most trips will be made using active transportation by 2050, many trips will still require powered vehicles. This includes public transit vehicles, and personal and commercial vehicles. This is especially the case for rural parts of Waterloo Region where active transportation is constrained by long distances, and there is limited access to public transit. All remaining vehicles in 2050 must be zero emission vehicles.

Electric vehicles (EV's) are zero emissions, and are already available to consumers. Most major auto manufacturers are already producing electric models, and many automobile manufacturers such as Toyota and General Motors have announced dates by which they will phase out gasoline powered vehicles. While some types of industrial and commercial vehicles may need to use other zero emissions technologies like **green hydrogen**, with strong investments in charging infrastructure, the future of most vehicles is electric.

**KEY SUCCESS METRICS:**

Without further intervention, we estimate that market trends will mean approximately 20% of vehicles in Waterloo Region will be zero emission vehicles by 2030. To achieve our target of reducing overall emissions by 30% by 2030, we will need to show leadership and go farther, converting half of vehicles on the road to zero emission vehicles in the next decade. Of the reductions we've committed to make by 2030, switching to zero emission vehicles is expected to accomplish 47% of that amount. Of the reductions we've committed to make by 2050, switching to zero emission vehicles is expected to accomplish 35% of that amount. This is compared to keeping our energy use patterns the same as 2010, as our population grows.

Results	2030	2040	2050
Gasoline and diesel vehicles switched to zero emission vehicles (% of vehicles that are electric)	50%	80%	99%

**STRATEGIES TO CHANGE OUR SYSTEMS:**

**Strategy 2.1: Switch personal and commercial vehicles to zero emission vehicles.**

Global commitments to electric vehicle production, and regulations phasing out combustion engines, will heavily contribute to this shift, but ultimately we must act locally to ensure we are replacing personal, commercial, and fleet vehicles with EV's steadily over the next

30 years. Supporting this shift will include completing Waterloo Region’s electric vehicle strategy, providing local motivation and incentives, and public outreach to increase our local awareness.

**Strategy 2.2: Build a network of charging/refuelling infrastructure to support the shift to zero emission vehicles.**

To support our community’s transition to zero emission vehicles, we must simultaneously build our charging and refuelling infrastructure. We must work now to prepare for our short-term needs, but more importantly, build for the

long-term visions we are planning to support. This means a future where the majority of parking spaces, both public and private, will require charging infrastructure. Providing public charging and refuelling infrastructure, supporting businesses in providing access for their customers and employees, and aiding individuals to support their own transitions are all critical elements of this work.

Another key element of building this network will include further exploration outside of electrification options, into alternative zero emission vehicle options and their required refuelling methods, such as green hydrogen.



**Take action in every part of your life, to ensure that by 2050, remaining personal and commercial vehicles are zero emissions vehicles.** There are endless ways you can act. Here are some examples. If you’re stuck for how you can take action, refer back to The Principles for Designing a Low Carbon Future!

**COMMUNITY**

**CAPACITY BUILDERS**

- Develop resources to support organizations and individuals in their decisions to switch to zero emission vehicles

**BUSINESSES & ORGANIZATIONS**

- Begin replacing fleet vehicles with electric alternatives
- Install electric vehicle charging stations at your office
- Install electric vehicle charging stations at multi-unit residential buildings

**INDIVIDUALS**

- If you own a vehicle, consider electric if and when you need to replace it
- If you are knowledgeable about zero emission vehicles, share your stories and learnings with your friends and networks

# TRANSFORM THE WAYS WE BUILD & OPERATE OUR SPACES

## TRANSFORMATIVE CHANGE #3: BY 2050, BUSINESSES AND HOMES NO LONGER USE FOSSIL FUELS FOR SPACE HEATING AND COOLING, AND WATER HEATING.

45% of our local GHG emissions in 2015 came from energy used in buildings. Most of this is from natural gas or other fossil fuels used to heat our workplaces and homes, and provide hot water.

Space heating in most of the homes and businesses in Waterloo Region currently comes from natural gas. HVAC equipment, such as furnaces and boilers, transfer heat generated from the natural gas combustion to air or water, which is distributed throughout the building to provide space heating. In the average Canadian home, the hot water heater uses nearly a fifth of a home’s total energy from all fuel sources<sup>8</sup>. Switching off of fossil fuels for heating and cooling needs in businesses and homes is one of the most impactful changes we can make to reduce GHG emissions locally.

We must address fuel switching while increasing energy efficiency in the buildings that already exist, as well as set expectations for how new ones will be built.

### KEY SUCCESS METRICS:

To achieve this Transformative Change, we need to convert our buildings off of fossil fuels, while also building and retrofitting them to be more efficient in the first place. Of the reductions we’ve committed to make by 2030, these changes are expected to accomplish 38% of that amount. Of the reductions we’ve committed to make by 2050, these changes are expected to accomplish 43% of that amount. This is compared to keeping our energy use patterns the same as 2010, as our population grows.

Results	2030	2040	2050
Buildings using electric heat pumps, or equipment that is at least as energy efficient and low carbon as electric heat pumps, instead of natural gas (% of buildings with heat pumps, or equipment with a minimum COP of 3 that produces no more GHG emissions than an equivalent electric heat pump)*	20%	60%	85%
Buildings using energy efficient and low carbon water heaters instead of natural gas (% of buildings with electric water heaters, or equipment with a minimum COP of 3 that produces no more GHG emissions than an equivalent electric water heater)	20%	60%	85%
Reduction in fuel oil and propane use	100%	100%	100%

<sup>8</sup> Government of Canada. (2020, November 27). Heating equipment for residential use. Retrieved from <https://www.nrcan.gc.ca/energy-efficiency/products/product-information/heating-equipment-residential-use/13740>



\*For equipment to be energy efficient and low carbon enough to be consistent with this strategy, the new equipment installed or fuel sources used, must be at least as efficient as an electric heat pump. This means it must have a “coefficient of performance” (COP) of three. It must also not produce more emissions than an electric heat pump would, meaning that the direct or in-direct carbon emissions factor associated with the source energy must be equivalent to or less than the current (at the time of equipment replacement) Ontario grid blended carbon emissions factor.

STRATEGIES TO CHANGE OUR SYSTEMS:

**Strategy 3.1: Decarbonize building heating and cooling, and water heating, by replacing furnaces and hot water heaters with highly energy efficient and low carbon equipment or fuel sources.**

Electric heat pumps are inherently very efficient systems because they move heat rather than generating heat. Just like a fridge, these systems use refrigerants that absorb heat in one location and deliver it in another through the use of condensers. Modern heat pump water heaters (HPWHs) are capable of generating all of the hot water needs of a residential home much more efficiently than conventional water heaters.

**Innovative financing options**, including public and private partnerships can play an important role in attracting investors, and raising and mobilizing capital to scale up energy retrofits. Many solutions should be explored locally, to build up the retrofit industry and enable our community to achieve our climate goals.

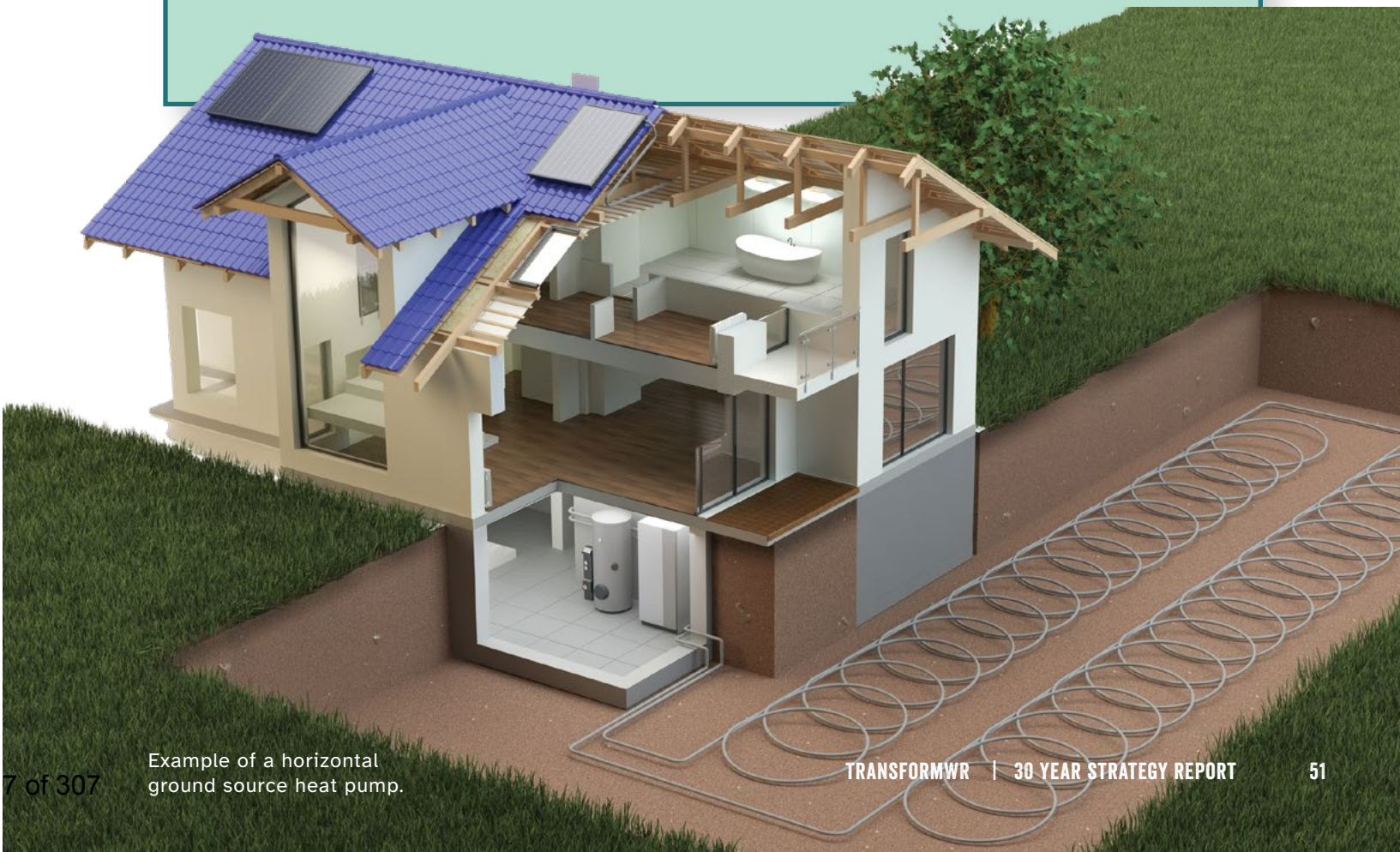
**The Coefficient of Performance (COP)** for heating and cooling equipment is found by dividing the power output of the equipment by the power input, both in KWh. The higher the COP, the more efficient the equipment is.

Because they are proven, commercially available, and highly efficient, electric heat pumps are a critical part of our community’s path to ‘80by50’. This is especially true in the next decade, since we need to start now to rapidly scale existing technology to make significant emissions reductions by 2030. Installing an electric heat pump is a step that can be taken right now to transition a building off of fossil fuels.

In the longer term, other non-fossil fuel options are expected to play an important role in our energy transition. This includes the potential to use a mix of renewable natural gas and green hydrogen to fuel some equipment that currently runs on natural gas, or to power energy-intensive activities like industrial operations.

Fuel switching off of natural gas for space heating and cooling, and water heating, significantly reduces GHG emissions. Of course, fuel switching is best accomplished with additional efficiency upgrades, like insulation, that reduce total energy needs.

Electric heat pumps are a proven and reliable heating and cooling technology in Canada. There are two main types:  
**Air-Source** are the most common, drawing heat from outside air during the heating season and rejecting heat outside for cooling. These allow adequate heating even during cold weather.  
**Ground-Source** use the earth, ground water, or both as the source of heat in the winter, and as a reservoir to reject heat from the home in the summer. These are less common. Some of these applications require drilling deep holes, and can only be used where they will not disrupt our groundwater.  
Electric heat pumps are capable of being far more efficient than other heating equipment. One unit of energy going into a heat pump can result in an average of three units of heat energy moved into or out of a building. For systems that rely on burning fuels, only a fraction (60-95%) of the fuel energy is converted to usable heat energy<sup>9</sup>.



<sup>9</sup> McDiarmid, H. (2020, October). Analysis of the Residential Electrification Potential for the Waterloo Region. McDiarmid Climate Consulting. Retrieved from [https://wrclimatechange.weebly.com/uploads/1/3/0/1/130157067/electrification\\_report.pdf](https://wrclimatechange.weebly.com/uploads/1/3/0/1/130157067/electrification_report.pdf)

Example of a horizontal ground source heat pump.

**Strategy 3.2: Build new buildings to be net-zero carbon, or build to transition to net-zero carbon.**

Since most buildings are built to last, the choices made while constructing a building will affect energy needs in the community for decades to come. Constructing net-zero carbon buildings that don't use fossil fuels, is easier than changing existing buildings to meet those standards. Therefore, when a new building is built, it needs to be designed to be highly efficient right from the start. However, the amount of carbon used in the building process and creating the building materials can be so significant that it takes decades to pay it back in operational carbon savings.

**'Net-zero emissions' and 'carbon neutrality'** refer to achieving an overall balance between GHGs produced and GHGs reduced or offset by renewable energy.

A net-zero carbon building is designed to be highly energy efficient, is made from low emission building materials, and contributes no net emissions from its operations by using zero emission renewable energy.

Policies that support sustainable building standards for new builds are critical to ensuring we meet our GHG reduction targets. This includes looking at the entire lifecycle of our buildings to address GHGs in the materials we use and where we source them. This applies to the development of all forms of homes (townhomes, multi-unit residential buildings, rural and urban single-family homes, etc.) and all industries/sectors (small business, commercial, education, industrial, healthcare etc.). This also presents opportunities to use planning development review processes to support and integrate net-zero carbon buildings into future developments.

**'Embodied Carbon'** is a measurement of the carbon used in the manufacturing and transport of a good or service, before it is even used. This includes carbon emitted into the atmosphere during the growth, mining, extraction, harvesting, transport, manufacturing, and distribution of materials.

**Spotlight on Climate Justice:** It is especially important that new buildings intended to serve lower-income community members be built to net-zero or net-zero ready standards. This ensures that people across the community have access to comfortable homes with lower utility bills for the long-term. The use of heat pumps in these buildings is especially important as extreme heat increases due to climate change, since heat pumps provide cooling as well as heating, and can help protect community members who experience high levels of vulnerability from extreme weather events.

**Take action in every part of your life, to ensure that by 2050, businesses and homes no longer use fossil fuels for space heating and cooling, and water heating.** There are endless ways you can act. Here are some examples. If you're stuck for how you can take action, refer back to The Principles for Designing a Low Carbon Future!

**COMMUNITY  
CAPACITY BUILDERS**

- Create resources to educate building and home owners on the benefits of switching to electric heating systems
- Identify supports and incentives to help building and home owners afford retrofits for fuel switching

**BUSINESSES & ORGANIZATIONS**

- Investigate options for switching your building's heating systems from fossil fuels to electric
- Have a professional conduct an energy audit of your building, and make energy efficient upgrades

**INDIVIDUALS**

- Switch your space and water heating from natural gas to electric systems
- Have a professional conduct a home energy audit to learn how you can make your home more energy efficient
- Make energy efficiency a priority decision making factor when moving to a new home





# TRANSFORM THE WAYS WE PRODUCE, CONSUME, AND WASTE

## TRANSFORMATIVE CHANGE #4: BY 2050, WATERLOO REGION USES LESS, WASTES LESS, AND NO LONGER DISPOSES OF ORGANIC MATTER IN LANDFILLS.

Waste has significant consequences for GHGs. When organic material is disposed of in landfills, they break down into methane, which is 25 times more damaging to our climate than carbon dioxide. We account for some of that methane in our community inventory, but this only reflects what has

been landfilled at our local public landfills (residential waste that is collected through the Region’s curbside collection program). Waste from businesses and multi-residential buildings with more than six units is arranged and paid for privately, without involvement from the Region or Area Municipalities. Much of this commercial waste leaves the community and is sent to landfills elsewhere. Since this process is arranged by landlords, condominiums, and businesses, we do not know how much waste is produced locally, where it goes, or whether GHG-emitting organics have been removed before the waste is landfilled.

Additionally, and what we cannot fully account for locally, is the energy used in making the things that we consume, and transporting it to us and eventually to the landfill or recycling centre.

Reducing our energy use and reducing our energy emissions relies on us using less, and building a circular economy (using items as long as possible, extracting the maximum value from them, and recovering, repurposing, and/or regenerating new products).

### KEY SUCCESS METRICS:

In our pathway to ‘80by50’, we assume that we will maintain the same level of methane emissions from our landfills as we had in 2010. This is because much of the emissions from our landfills are the result of organic material that was added to them years or even decades ago. Moving forward, we need to stop landfilling organic matter altogether. Success in achieving this Transformative Change will require us to make significant changes to what and how we consume across our community.

Results	2030	2040	2050
Maintain the same level of methane emissions from our landfills as we had in 2010 tCO <sub>2</sub> e = tonnes of carbon dioxide equivalent. It is a metric used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.	45,774 tCO <sub>2</sub> e	45,774 tCO <sub>2</sub> e	45,774 tCO <sub>2</sub> e




“At Ekko, we’re excited to be a collaborating organization on the Community Climate Action Strategy to reduce takeout waste in Waterloo Region, and create a circular economy through our reusable takeout container service.”  
– Chloe & Crystalle Kruis, Co-Founders of Ekko

STRATEGIES TO CHANGE OUR SYSTEMS:

Strategy 4.1: Optimize the use of existing waste management infrastructure, including expanding diversion programs and energy capture from waste.

Residential curbside waste collection, diversion, and disposal services are delivered by the Region of Waterloo, servicing residents of the Area Municipalities. The Region has made great strides in waste management, expanding collection programs to reduce waste going to landfill, and shifting to every other week residential waste collection schedules to encourage waste reduction, recycling, and organics composting. From 2013 to 2019, green bin collection increased by 17 kilotons/year and residential garbage collection was reduced from 93 to 65 kilotons/year. Overall waste diversion rates have also increased, from 52% in 2011 to 65% in 2019<sup>10</sup>.



**Did you know?**  
After the transition to bi-weekly curbside garbage collection in 2019, the region’s green bin usage went up 150% from 2017 rates!<sup>11</sup>

The Region will continue to manage residential waste with leading edge best practices. Additional efforts are required across the community to change how commercial, industrial, and multi-unit residential buildings deal with solid waste, and to minimize the amount of GHGs that are released from landfills both inside and outside the region.

Strategy 4.2: Use less, and use it again.

While we maximize the municipal waste management system and improve commercial waste disposal, our community will need to take action to achieve a future where we not only reduce, reuse, recycle, and rot, but normalize recovering, repairing, refurbishing, and sharing.

These steps help us move away from a linear economy (take, make, dispose), and move towards a circular economy- a closed loop system where items are continuously reused. This results in lower GHG emissions largely due to the significant reduction in energy required when we use items that already exist.



**Take action in every part of your life, to ensure that by 2050, Waterloo Region uses less, wastes less, and no longer disposes of organic matter in landfills.** There are endless ways you can act. Here are some examples. If you’re stuck for how you can take action, refer back to The Principles for Designing a Low Carbon Future!

COMMUNITY CAPACITY BUILDERS	BUSINESSES & ORGANIZATIONS	INDIVIDUALS
<ul style="list-style-type: none"><li>Organize neighbourhood tool sheds</li><li>Host community repair workshops</li></ul>	<ul style="list-style-type: none"><li>Share your waste diversion rates in marketing communications, and continually look for ways to improve it</li><li>Look for zero-waste catering options for events</li><li>Evaluate manufacturing and other processes for ways to produce less waste, or reuse it elsewhere</li></ul>	<ul style="list-style-type: none"><li>Talk to your landlord about the importance of implementing organics collection in your building</li><li>When shopping for food, clothes and other household items, consider where items came from, under what circumstances they were produced, their lifecycle, and their waste footprint</li><li>Complete a home waste audit to understand the waste you are creating, and identify zero waste solutions and alternatives</li></ul>

“The KW Library of Things is excited to participate in our community’s Community Climate Action Strategy. When you share infrequently used items like tools, kitchen gear and garden equipment, you reduce landfill and greenhouse gas emissions. More than that, you save money, join a vibrant community and support meaningful employment opportunities. We look forward to working together for positive change!”  
– Sara Wilbur-Collins, Operational Librarian  
KW Library of Things (a project of Extend-A-Family Waterloo Region)

<sup>10,11</sup> Region of Waterloo. (2020) Waste Management Annual Report 2019. Retrieved from [https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Waste/WasteManagement\\_AnnualReport2019-access\\_Final.pdf](https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Waste/WasteManagement_AnnualReport2019-access_Final.pdf)

TRANSFORMATIVE CHANGE #5: BY 2050, WATERLOO REGION HAS A THRIVING LOCAL FOOD SYSTEM BUILT ON LOCAL FARMING, AND FOOD PRODUCTION AND PROCESSING THAT FEEDS MUCH OF OUR COMMUNITY.

Agricultural producers are directly impacted by a changing climate, and therefore the agricultural industry is actively planning to contribute to GHG emissions reduction efforts. Within this sector, the main sources responsible for GHG emissions are livestock, application of synthetic nitrogen fertilizers and manure, fossil fuel combustion associated with farm machinery, and the manufacturing of fertilizers and farm machinery.

While methane emissions from livestock at local farms make up 5% of our local GHG inventory (and are counted as our local agriculture sector emissions), some of the emissions from the food we eat appear in other sections of our local inventory. These show up as business use of fossil fuels for farm operations, or when vehicles are used to transport food or food waste. While we have strong local food production, much of our food is made or grown elsewhere. The emissions used to make and grow food elsewhere and transport it to the region for us to eat can be significant and are important to address. We must consider emissions from our food systems holistically, and this includes expanding our local food system here in the region, considering our impacts in other communities from foods grown elsewhere, and making efforts to eat seasonally appropriate foods.

A significant way to reduce emissions caused by the food we eat is to make more of our food close to home. A locally-based food system is

also more resilient, as we are less reliant on supply chains from other parts of the world, and less vulnerable to changes or shocks in those systems.

We are fortunate in Waterloo Region to be a strong agricultural community, with land, people, and a food system that can serve as the foundation for a future where we make more of our own food.



Waterloo’s diverse food processing sector includes nearly 1,400 farms and more than 130 regional food manufacturers. Our strengths include crop and animal production, snack food, confectionary, bakery, beverage manufacturing and distribution. Our community is part of the Toronto-Waterloo-Guelph Corridor, the largest food manufacturing area in Ontario and third largest in North America. Our community is just 105km from Canada’s largest consumer market (Toronto), with a total of 150 million consumers within a one day drive (1200km/745mi)<sup>12</sup>. (WaterlooEDC).

12 Waterloo Region Economic Development Corporation. (n.d.) Food and Beverage. Retrieved from <https://www.waterlooeDC.ca/en/industries/food-processing.aspx#:~:text=Waterloo's%20diverse%20food%20processing%20sector,than%20130%20regional%20food%20manufacturers.&text=This%20community%20includes%20global%20brands,Fine%20Foods%20and%20Weston%20Foods.>

KEY SUCCESS METRICS:

For our local inventory, we expect to maintain the same level of methane emissions from livestock as we did in 2010 over the next 30 years. Doing so while making more of the food we consume close to home will require reducing the emissions created by each animal, as well as consuming fewer animal products per person. This will be challenging but necessary to achieving our long-term GHG reduction target.

Results	2030	2040	2050
Maintain the same level of methane emissions from livestock as we had in 2010	213,559 tCO <sub>2</sub> e	213,559 tCO <sub>2</sub> e	213,559 tCO <sub>2</sub> e

tCO<sub>2</sub>e = tonnes of carbon dioxide equivalent.  
It is a metric used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.

STRATEGIES TO CHANGE OUR SYSTEMS:

Strategy 5.1: Protect agricultural land and the local agricultural system.

Waterloo Region has been a long-time leader in the development and implementation of land use planning protections for prime agricultural land. This protection is a continued priority for community members, those in the agricultural industry, and municipalities, and these policies must continue to be strong. Building and maintaining close relationships between our local municipalities and organizations within our local agricultural communities is critical to ensuring we meet and exceed best practices to protect our agricultural land.



**Regenerative land management** is a set of principles and practices that reverse current trends of degradation in soil, water and air quality by enhancing the soil ecosystem and restoring its biology. This helps mitigate climate change: reducing dependence on chemicals and pesticides resulting in more nutrient dense food, and generating greater economic viability for farmers. It also greatly assists with climate change adaptation: drawing carbon into soil and increasing resilience against drought, floods, and extreme weather events (Regeneration Canada, 2021).



“At the Food Systems Roundtable Waterloo Region, we are taking a multifunctionality approach to the climate emergency. Multifunctionality in food and farming focuses on interrelationships between agriculture production, biodiversity regeneration, and the numerous social services we derive from the land. As we are dealing with complexity, creating the conditions for the emergence of sustaining food systems requires we move beyond a check box approach for a given practice as “climate smart” and look at farming and food in this integrated way”

– Jodi Koberinski, Advisor, Food Systems Roundtable

**Strategy 5.2: Diversify and strengthen the local agri-food sector with a focus on serving local food needs.**

Supporting and continuing to build our agricultural and agri-food industry can increase the amount of food that we grow, make, and consume locally. This significantly reduces the energy needed to transport food into and out of the region. Supporting our local agricultural community directly contributes to strengthening our local economy, and increases our resilience by reducing our reliance on international supply chains.



**Spotlight on Climate Justice:**

Indigenous knowledge and cultural practices are crucial to addressing climate change. From a food perspective, hunting, fishing, and gathering are an integral part of that knowledge and practice. While working to reduce emissions from our diets, these practices must be respected and encouraged, and we must work toward achieving food sovereignty. Food Sovereignty is “the right of peoples to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems” (Food Secure Canada, 2021).

**Strategy 5.3: Support leadership in farming communities to plan and lead GHG reduction efforts, such as improving livestock production efficiency, reducing and replacing fossil fuels, and sequestering carbon.**

Given our community’s vision to expand local food production for local use and consumption, we do not plan for livestock emissions to decrease over the next 30 years. However, the emissions per animal, and total animals needed to fulfill our needs, must be reduced to avoid increasing our emissions from livestock. Developing methane capture strategies will contribute to this goal as our local population and therefore food production needs grow.

**Strategy 5.4: Adopt low GHG emission diets.**

Being aware of what is on our plate can lead to significant GHG emission reductions. Eating locally grown/produced foods reduces emissions while supporting our local economy. Community and personal gardens, as well as local foraging with an experienced guide, are great ways to become more self-reliant as well.

While eating locally is important, some foods are significantly higher in GHGs than others are. This depends on how different foods are grown/raised, processed, in addition to where they come from. Making conscious food choices in our homes, as well as having a variety of low-GHG food options including plant-based products at local restaurants and grocery stores, will contribute to our goals.







**Take action in every part of your life, to ensure that by 2050, Waterloo Region has a thriving local food system built on local farming and food processing that feeds much of our community.** There are endless ways you can act. Here are some examples. If you're stuck for how you can take action, refer back to The Principles for Designing a Low Carbon Future!

#### COMMUNITY CAPACITY BUILDERS

- Develop resources to help local restaurants connect with local farmers
- Develop guides to help businesses and individuals choose low-GHG food options
- Make healthy low-GHG food options affordable and easily accessible

#### BUSINESSES & ORGANIZATIONS

- Commit to sourcing the majority of your food and beverages locally, adjusting dining options seasonally
- Only provide plant-based lunch options in meetings or at events
- Implement methods to capture methane and produce energy from manure in agricultural settings
- Utilize farming practices that sequester carbon in soils

#### INDIVIDUALS

- Adjust your meal planning routines seasonally, to prioritize the use of locally available products
- Reach out to your local grocery/supermarket and request they carry more locally grown/made products
- If you consume meat, participate in 'Meatless Mondays', and gradually reduce your meat consumption on a weekly and daily basis



*What is your vision for Waterloo Region in 2050?*

**“There is a greater  
reliance on local  
farmers in the  
universities and  
communities.”**

*-Waterloo Region community member*





# TRANSFORM THE WAYS WE RELATE



The ways that we relate to one another is a critical factor in how we foster relationships at all levels, and is essential to making ambitious progress towards our goals. The word ‘relate’ is rich, meaning to show or establish a connection between two or more things, or to have an understanding (of people or ideas). Our ability to relate to one another influences how we interact and communicate with, as well as learn from, those within our local community, and to others outside of that. Developing a deep understanding of how people, organizations, and communities that are different from ourselves operate and live their lives can be a powerful catalyst for action that is equitable, and raises everyone up together, especially those who have traditionally experienced disproportionality and disparity.

## TRANSFORMATIVE CHANGE #6: BY 2050, WATERLOO REGION HAS LEVERAGED REDUCING GHG EMISSIONS TO INCREASE EQUITY, PROSPERITY, AND RESILIENCY FOR ALL.

The transition required to address climate change is a once-in-a-century opportunity to build the community we want. This came through strongly in our community consultation. While making the Transformative Changes, enacting the strategies, and accomplishing the action items, we must ensure that we do so in a way that makes our community more equitable, prosperous, and resilient. This will take ongoing collaboration and coordination of efforts between local sectors, community members and organizations, and with senior levels of government. There are specific strategies and activities that can support this work, identified in this section.

### KEY SUCCESS METRICS:

To achieve our GHG reduction targets, we must work toward locally producing energy from carbon neutral, renewable sources. This work, as well as the other Transformative Changes, must be done in a way that increases equity and supports the members of our community that need it most. A crucial first step in doing this is establishing metrics that enable us to measure progress in reducing inequities and creating climate action solutions that increase equity. From there, we can work towards being recognized as a national leader in sustainability, clean tech, renewable energy, and energy retrofits by 2050, in a just way that benefits all.

Results	2030	2040	2050
Next steps: Establish metrics to measure progress in reducing inequities, and creating climate action solutions that increase equity	TBD	TBD	TBD
Locally produce energy from carbon neutral, renewable sources (% of local electricity consumption that is produced through local carbon neutral sources)	4%	17%	38%




STRATEGIES TO CHANGE OUR SYSTEMS:

Strategy 6.1: Prioritize increasing equity throughout GHG reduction planning.

Not everybody experiences the impacts of climate change in the same way or has the same means of coping with the negative consequences. Similarly, not everyone benefits from the solutions to address climate change in the same way, and in many cases, solutions that purely focus on GHG emission reductions can harm those who experience a high level of vulnerability.

As we take action on climate change, we must work to identify opportunities for reducing inequities every step of the way, prevent existing inequities from continuing further, and focus on solutions that increase equity. Building and maintaining reciprocal relationships between equity-deserving groups and local municipalities and climate action organizations is a crucial first step. Simultaneously, metrics to measure progress to ensure we achieve what we set out to must be established. To make a meaningful impact, this work must be ongoing, adequately funded, and continually evolve to reflect our community’s needs. This work must be guided by the voices of those with lived experience, as we strive to meet and exceed our short and long-term targets. For this purpose, we need to ensure that our decision-making committees and leadership reflect the diversity of our community and include meaningful representation from equity-seeking groups.

Strategy 6.2: Position Waterloo Region as a hub of clean tech, sustainability, renewable energy, and retrofits.



**Spotlight on Climate Justice:**  
An example of the importance of considering climate justice is solar panel subsidy programs. Subsidies often benefit homeowners and those that can afford installation on private properties. But depending on how those subsidies are paid for, they can increase costs for lower-income homeowners and renters who are not able to afford installations even with subsidies. To address this, programs could be intentionally designed and implemented to support installation of solar panels and subsidies on low-income and rental housing, in a way that works for their needs and contexts. Those residents would benefit from a lowered electricity bill while GHGs are also being reduced.

Reducing GHGs is good for the economy, and a strong equitable economy is good for ensuring quality livelihoods of our community members. Transition planning, and the many mitigation projects and actions that will support it, encourage growth of the region’s low carbon economy. This is through creating new jobs, tapping into our booming local technology sector, and contributing to ‘building back better’ in a way that leaves no one behind, as the region recovers from the impacts of the COVID-19 pandemic. By sticking to our commitments and collectively prioritizing our GHG reduction work, we

can build a reputation for advancing clean economy innovation as this emerging sector continues to expand and evolve globally.

Strategy 6.3: Ramp up local renewable energy generation.

Local renewable energy generation has multiple benefits for our community. It provides resiliency, allowing for local sources of energy that are not dependent on global supply chains. It provides considerable investment opportunities and jobs within the community, and allows community members to be active participants in achieving our energy future.

In the longer term, we need to set up Waterloo Region to significantly scale renewable energy generation after 2030, in order to be able to produce 38% of our electricity locally by 2050.

Over the next 10 years, we need to ramp up the implementation of existing renewable energy technologies in Waterloo Region. In the short-term, this will contribute to our GHG reduction target for 2030.

Strategy 6.4: Support GHG reduction transition planning in all organizations and households.

To achieve our goals and ensure future prosperity, all organizations will need to transition off of fossil fuels for their buildings and transportation needs. This includes businesses, non-profit and community service organizations, and governments. Individuals and households will also need to make changes so they can move around the

community and heat their homes in clean, zero emission ways.

Transitioning off of fossil fuels requires strategic planning, and everyone and every organization has an important role to play. At the same time, in order to do our parts we must be supported through this change by our local community and the structures and organizations that have the tools to make the transition realistic and attainable.

Strategy 6.5: Coordinate advocacy to senior levels of government.

Municipal governments currently have direct or indirect control over approximately 44% of GHG emissions in Canada , while other sources of emissions that are regulated provincially and federally make up the rest. That means that while we take the lead to address climate change in our community, the success of our efforts will also depend on policies from other levels, such as carbon pricing and the emissions from Ontario’s electricity grid, and changes to provincial land use planning regulations. Achieving our 2030 and 2050 visions will require working with local organizations and governments, as well as other municipalities across Ontario and Canada, to have a coordinated voice in expressing our needs for climate action that supports equity, prosperity, and resiliency. In doing so, we should advocate for higher levels of ambition, in line with the 1.5°C degree Paris Agreement target as well as the justice and equity principles outlined in this strategy. With strength in numbers, we can provide proactive guidance to provincial and federal governments so our local action and efforts produce the intended outcomes.

13 Federation of Canadian Municipalities. (2009, October 8). *Act Locally: The Municipal Role in Fighting Climate Change*. Retrieved from <https://fcm.ca/sites/default/files/documents/resources/report/act-locally-municipal-role-fighting-climate-change.pdf>





Take action in every part of your life, to ensure that by 2050, Waterloo Region has leveraged reducing GHG emissions to increase prosperity, equity, and resiliency for all. There are endless ways you can act. Here are some examples. If you're stuck for how you can take action, refer back to The Principles for Designing a Low Carbon Future!

COMMUNITY

CAPACITY BUILDERS

- Provide resources to guide businesses and organizations to ensure climate action plans focus on building equity alongside deep GHG reductions
- Provide templates for businesses and individuals to plan their renewable energy transition

BUSINESSES & ORGANIZATIONS

- Invest in doing the work to understand how your organization can work effectively with equity-seeking groups in co-creating climate actions that are equitable and accessible
- Commit to sourcing a portion of your operating energy from renewable sources

INDIVIDUALS

- Educate yourself on issues of equity, sovereignty, and accessibility, and how they relate to sustainability justice
- Participate in local climate action advocacy efforts, to aid in coordinating senior levels of government in supporting our local transition to a low carbon community

“We at 50by30WR are excited to see momentum building for bold climate action grounded in social justice as demonstrated by this report, and look forward to partnering with everyone involved in this effort to transform our region in response to the climate emergency. The moment is urgent. Waterloo region must strive to do our fair share to keep warming below a 1.5°C rise in global average temperatures worldwide to secure a safe climate future for all, as Canada committed to do in the Paris Accord, which means a minimum 50% reduction in greenhouse gases region-wide by 2030. Strong climate action implemented and scaled across multiple sectors can bring with it great and lasting benefits to a region, jumpstarting a just clean economy. 50by30WR remains committed to convening community support and engaging in the necessary advocacy to achieve the scale and speed of action required.”

– Abhilasha Dewan, Andres Fuentes Martinez, Barbara Schumacher, Kai Reimer-Watts, Laura Hamilton, Megan Ruttan, Scott Morton-Ninomiya, Stephanie Goertz





# PUTTING ACTIONS INTO MOTION

This strategy is meant to provide direction for all future planning by all stakeholders in Waterloo Region. While the specific strategies to move us toward each of the Transformative Changes and the actions in the 10 year plan provide helpful starting steps, the more detailed implementation of this strategy must take place through additional planning by all.

Implementation will look different between rural and urban settings, between cities and townships, between sectors, and throughout different organizations, based on the GHG emissions and makeup of their respective work and areas of influence. This might mean that implementation will happen at different speeds in different settings. The next stages include not only implementing the actions we already understand, but continually working to identify the additional actions and finer details of ‘how’ we go about taking climate action, within our respective spheres. The important piece is that we all continually look for opportunities to contribute to and exceed this community goal.

We must all combine this strategy with our specific expertise across our community, to build all our future work around transforming Waterloo Region into an equitable, prosperous, resilient low carbon community.



# MEASUREMENT, MONITORING, AND VERIFICATION

Continuous monitoring of Waterloo region’s GHG emissions across all sectors is essential to measuring progress towards achieving our community’s GHG emission reduction targets.

Measuring emissions throughout an entire community is extremely difficult. There are situations where data is reliable, accurate and readily available (eg. facilities electricity data) but there is also data that is not readily available and requires creative approaches and methodologies to estimate (eg. personal vehicles).

As technology develops over the next 30 years, we will see advancements in the ease of collecting relevant data, and the increased availability of it.

Fulsome GHG inventories will be completed no less than every 5 years, with efforts to monitor progress on action items annually. To do this, the ClimateActionWR collaborative will identify indicators to aid in tracking progress against our targets and the key success metrics associated with each Transformative Change, and provide real-time data on trends as they emerge.

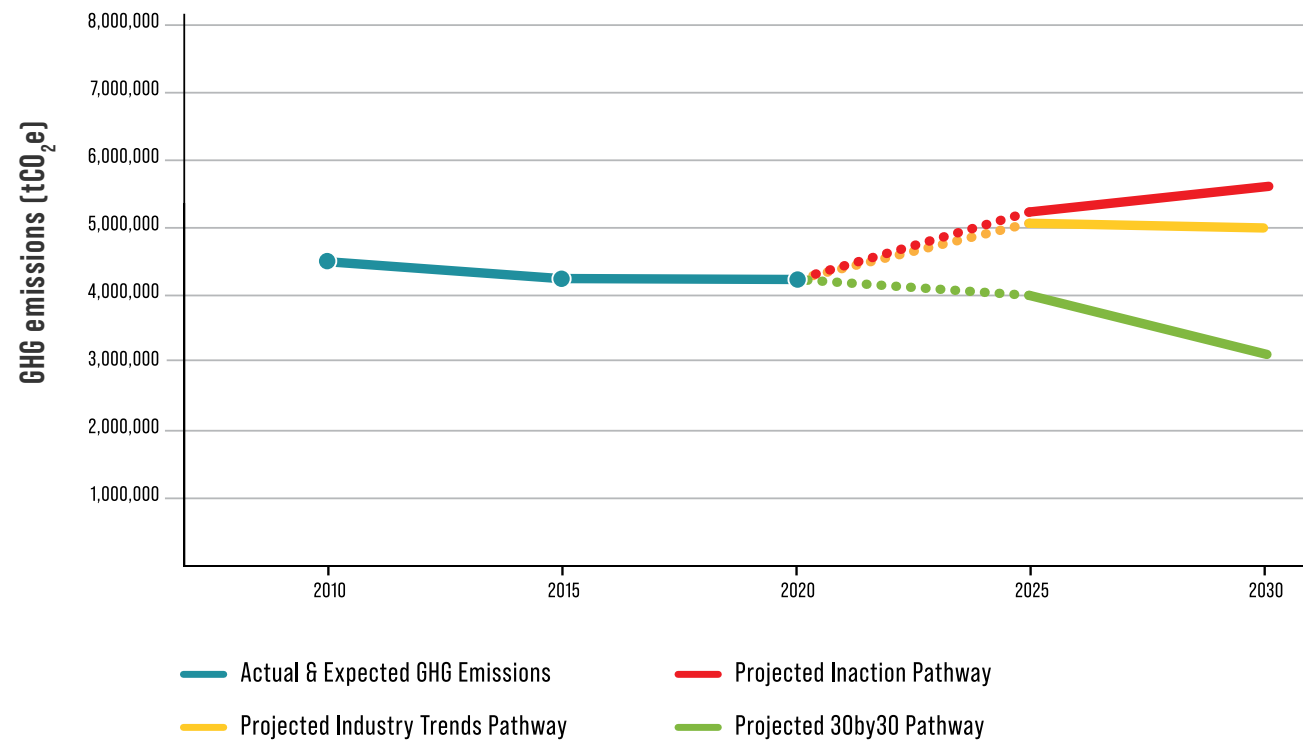


*TransformWR 30 Year Strategy* identifies six Transformative Changes that will help us to build an equitable, prosperous, resilient low carbon community by 2050.

To better align our work with global climate goals, we have defined an interim absolute target (total reduction) of a 30% reduction in GHG emissions by 2030. Based on population projections, this will reduce emissions 49% per person by the year 2030. Our local '30by30' target was informed by not only the GHGs we need to reduce by 2030, but by prioritizing positioning us to have laid a solid foundation for achieving our long-term target by then. Significant action will be required within the region in the coming years to achieve this interim target, but the pathway that follows is deemed both ambitious, yet achievable.

- decarbonizing Ontario's electricity grid
- implementing carbon pricing
- enhancing provincial land use planning regulations
- increasing building code standards for energy efficiency, embodied carbon and resiliency





**Figure 7: Waterloo Region’s GHG Reduction Pathways to achieve an interim target of 30% GHG emission reduction by 2030 (based on 2010 levels).**

- This GHG reduction pathway is built on a model that examines three possible scenarios:
- Inaction:** Our population continues to grow as expected, but no further efforts are made to reduce our GHG emissions;
  - Business as usual:** Our population continues to grow as expected, and predicted industry trends help us reduce emissions per person over time; and
  - 30by30:** Our population continues to grow as expected, industry trends help us reduce emissions per person over time, and we make further conscious changes to meet our ‘30by30’ reduction target.

- Locally, we need immediate actions to meet our goals for 2030. Those actions must be focused on two key outcomes:
- By 2030, we have reduced our GHG emissions by 30% below 2010 levels; and
  - By 2030, we have laid the groundwork for transforming our community the rest of the way to achieve our target to reduce GHG emissions by 80% by the year 2050.

To meet our ‘30by30’ target, real changes to our energy use have to start now, so that we will burn fewer fossil fuels next year, the year after, and so on.

The following action list is just the beginning. It is by no means exhaustive, and the actions

differ in their scale, but it is intended to guide the next decade of climate action across our community. It is meant to serve as a starting point for more detailed planning.

Identification of these action items is step one. Implementation plans will need to be made next, and timelines will vary significantly by action. Each municipality, and indeed, each organization, household, and individual in our community will need their own climate action plans, to guide and implement their portion of this work.

While a lot of planning work is needed in the first few years, we must move quickly to implementation, so that real changes have been made by 2030.

## HOW TO READ THESE ACTIONS

The 10 year plan below identifies the overarching key Transformative Changes required of our community by 2050, their associated key strategies to get there, and the specific actions that must be taken in the first decade. Many of the action items have a lead organization identified. This indicates that they are one organization committing to move this work forward, however, many of these actions will require collaboration from across the entire community, and will benefit from having multiple partners and supporting organizations involved on each one.

There are four key categories of lead organizations identified in the actions that follow. In some cases they are referred to as a whole, and in other cases, specific, named organizations or specific sectors of a category are identified.

**Municipalities:** There are 8 municipalities in Waterloo Region. The Region of Waterloo is the upper-tier municipality, and the 7 Area Municipalities refer to the Cities of Cambridge, Kitchener, and Waterloo, and the Townships of North Dumfries, Wellesley, Wilmot, and Woolwich.

**Community Capacity Builders:** Organizations that provide resources and support to other organizations or community members. This can sometimes include certain community groups and volunteer groups. Examples include Reep Green Solutions, Sustainable Waterloo Region, CycleWR, and the KW Library of Things.

**Utility Companies:** Organizations that maintain the infrastructure for a public service. This includes organizations such as Enbridge Gas, Energy Plus, Kitchener Utilities, Kitchener-Wilmot Hydro, and Waterloo North Hydro.

**Businesses and Organizations:** These include for-profit businesses, non-profit organizations, and community service organizations.

In some cases, the first step forward will be to identify the lead organization. Do you see an action that you or an organization you are associated with would like to become involved with? Let us know! Connect with the ClimateActionWR team at [connect@climateactionwr.ca](mailto:connect@climateactionwr.ca)

# SUMMARY LIST OF ACTIONS:

## TRANSFORMATIVE CHANGE #1: BY 2050, MOST TRIPS ARE TAKEN USING ACTIVE TRANSPORTATION, WITH THE SUPPORT OF A ROBUST PUBLIC TRANSIT SYSTEM.

**Strategy 1.1: Redesign, rebuild, and maintain our transportation system to prioritize active transportation.**

- Action 1.1.1:** Plan a network of major active transportation corridors across cities and townships, that will provide high-volume priority travel for walking, cycling, and rolling to key destinations across the region, as well as access to public transit.
- Action 1.1.2:** Plan for and build neighbourhood connections to the active transportation network.
- Action 1.1.3:** Implement further policies across the region to prioritize active transportation in road and trail design and reconstruction.
- Action 1.1.4:** Identify and implement policy and program opportunities to disincentivize driving.
- Action 1.1.5:** Design and maintain active transportation infrastructure to ensure year-round access, safety, and comfort for people of all ages and abilities.

**Strategy 1.2: Continue to build a robust and accessible public transit system that conveniently and safely serves people across the community.**

- Action 1.2.1:** Complete Phase 2 ION to Cambridge, and plan for future higher-order transit service on additional key corridors.
- Action 1.2.2:** Ensure priority access for walking, cycling, and rolling to transit stations and bus stops.
- Action 1.2.3:** Continue to expand access to public transit across cities and townships.
- Action 1.2.4:** Connect people to intercity, multimodal, and emerging transportation solutions.
- Action 1.2.5:** Improve transit infrastructure and technologies to increase rider comfort and convenience.

**Strategy 1.3: Support people to walk, cycle, or roll, and build a culture of active transportation and public transit ridership.**

- Action 1.3.1:** Launch micro mobility systems (bike, e-bike and e-scooter-sharing systems) in Waterloo Region communities.
- Action 1.3.2:** Expand and innovate on existing programming (e.g. Travelwise) that supports employers and employees in making active transportation and transit the easy and preferred choice for commuting and business travel.

- Action 1.3.3:** Create community active transportation hubs to provide customized support, education, training, and resources.
- Action 1.3.4:** Develop active transportation and transit programs that target equity-deserving communities.
- Action 1.3.5:** Post-pandemic continued adoption of work from home and flexible work schedules for reducing trips or shifting trips to off-peak times.

**Strategy 1.4: Transition to low-energy movement of commercial goods.**

- Action 1.4.1:** Increase the efficiency of commercial goods movement.

**Strategy 1.5: Build compact urban and settlement areas that are efficient for energy, services, infrastructure, and transportation, and make existing and new communities “complete communities.”**

- Action 1.5.1:** Create “15 minute neighbourhoods” where people can meet their daily needs by walking, cycling, or rolling.
- Action 1.5.2:** Implement design standards for new developments to build for walking, cycling, and rolling to be the primary mode of travel.
- Action 1.5.3:** Site key community services, health facilities, subsidized housing, etc., in central areas where they can be easily accessed using the active transportation and public transit systems.

## TRANSFORMATIVE CHANGE #2: BY 2050, REMAINING PERSONAL AND COMMERCIAL VEHICLES ARE ZERO EMISSIONS VEHICLES.

**Strategy 2.1: Switch personal and commercial vehicles to zero emission vehicles.**

- Action 2.1.1:** Complete a region-wide electric vehicle strategy.
- Action 2.1.2:** Plan and begin to implement a transition to zero emission vehicles for municipal fleets, working towards a goal of at least half of municipal vehicles being zero-emissions by 2030.
- Action 2.1.3:** Plan and begin to implement the transition of commercial vehicle fleets to zero emissions vehicles.
- Action 2.1.4:** Grand River Transit to pilot zero emission vehicles, and implement a full zero emission vehicle strategy (full transition expected to be complete by 2040).
- Action 2.1.5:** Develop and implement an electric vehicle public outreach and communication strategy for personal vehicles.
- Action 2.1.6:** Address barriers to a transition to zero emission school buses.

**Strategy 2.2: Build a network of charging/refuelling infrastructure to support the shift to zero emission vehicles.**

- Action 2.2.1:** Provide more public electric vehicle charging stations in public spaces, commercial spaces and other places visited by the public.



**Action 2.2.2:** Require all new residential parking spaces, and a portion of new non-residential parking spaces, to be constructed as “EV-ready”.

**Action 2.2.3:** Investigate and implement local opportunities to address barriers to adding electric vehicle charging infrastructure in existing multi-residential buildings and homes.

**Action 2.2.4:** Investigate hydrogen vehicle trends and refuelling infrastructure options.

**TRANSFORMATIVE CHANGE #3: BY 2050, WATERLOO REGION USES LESS, WASTES LESS, AND NO LONGER DISPOSES OF ORGANIC MATTER IN LANDFILLS.**

**Strategy 3.1: Decarbonize building heating and cooling, and water heating, by replacing furnaces and hot water heaters with highly energy efficient and low carbon equipment or fuel sources.**

**Action 3.1.1** Upgrade commercial and residential building walls, foundations, attics, windows and doors to reduce heat loss and air leakage.

**Action 3.1.2:** Implement a public literacy campaign to explain and promote the adoption of heat pumps for space and water heating in residential and commercial buildings.

**Action 3.1.3** Switch home and business heating and water heating off of fossil fuels.

**Action 3.1.4:** Investigate and plan for full replacement of natural gas with other, non-fossil fuel sources, such as a combination of renewable natural gas and hydrogen.

**Action 3.1.5:** Identify and implement necessary supports to transition anyone still using fuel oil, or propane for heating to other fuel sources by 2025.

**Action 3.1.6:** Install renewable energy generation in business and residential buildings.

**Action 3.1.7:** Support households on lower income with building envelope improvements, electrifying space and water heating, and renewable energy generation.

**Action 3.1.8:** Identify opportunities to incentivize landlords to perform energy efficiency upgrades.

**Action 3.1.9:** Offer innovative loans for energy-related residential and commercial building upgrades.

**Action 3.1.10:** Create a one-window service to support energy-related upgrades for homes and businesses.

**Action 3.1.11:** Education for the development industry, architects, engineers, building inspectors, and trades on deep energy building upgrades and working with technologies such as heat pumps and solar.

**Action 3.1.12:** Integrate energy profiles of buildings and homes into real estate sales and leases.

**Strategy 3.2: Build new buildings to be net-zero carbon, or build to transition to net-zero carbon.**

**Action 3.2.1:** Support the adoption of highly efficient building envelope designs, hyper-efficient mechanical systems, and on-site renewable energy options for new buildings.

**Action 3.2.2:** Develop resources for assessing the life-cycle emissions of building materials.

**Action 3.2.3:** Develop region-wide building standards to encourage and support zero-carbon development of all new buildings in the region.

**Action 3.2.4:** Incorporate energy planning considerations into the development application review process.

**Action 3.2.5:** Provide training for and build capacity of building operators and property managers in operating their buildings to zero-carbon standards.

**Action 3.2.6:** Build capacity and expertise in the local design and construction sector to build net-zero carbon buildings.

**Action 3.2.7:** Show leadership by building net-zero carbon in the public sector.

**TRANSFORMATIVE CHANGE #4: BY 2050, WATERLOO REGION USES LESS, WASTES LESS, AND NO LONGER DISPOSES OF ORGANIC MATTER IN LANDFILLS.**

**Strategy 4.1: Optimize the use of existing waste management infrastructure, including expanding diversion programs and energy capture from waste.**

**Action 4.1.1:** Continue to maximize opportunities to expand residential curbside diversion programs, landfill gas capture and waste to energy, and reduce waste overall.

**Action 4.1.2:** Provide organics collection in all multi-residential buildings.

**Action 4.1.3:** Support the use of compost/organics collection programs for all commercial buildings.

**Strategy 4.2: Use less, and use it again.**

**Action 4.2.1:** Implement community waste reduction and circular economy campaigns.

**Action 4.2.2:** Build community champion programs to provide best practices and recognition for innovative commercial waste management.

**Action 4.2.3:** Build incentives or a local program for low to zero waste take-out options.

**Action 4.2.4:** Reduce unnecessary building demolitions and construction waste.

**Action 4.2.5:** Support programs and services that offer repair, refurbishment, and resource sharing in the community.

**TRANSFORMATIVE CHANGE #5: BY 2050, WATERLOO REGION HAS A THRIVING LOCAL FOOD SYSTEM BUILT ON LOCAL FARMING AND FOOD PROCESSING THAT FEEDS MUCH OF OUR COMMUNITY.**

**Strategy 5.1: Protect agricultural land and the local agricultural system.**

**Action 5.1.1:** Continue to develop and enforce robust land use planning protections for prime agricultural land.

**Strategy 5.2:** Diversify and strengthen the local agri-food sector with a focus on serving local food needs.

**Action 5.2.1:** Create a region-wide agricultural industry strategy to support the agriculture and agri-food sector.

**Strategy 5.3:** Support leadership in farming communities to plan and lead GHG reduction efforts, such as improving livestock production efficiency, reducing and replacing fossil fuels, and sequestering carbon.

**Action 5.3.1:** Support the reduction of GHG emissions from livestock, and develop methane capture and energy production from manure.

**Action 5.3.2:** Support ongoing efforts to reduce and replace fossil fuel use, and sequester carbon, in the agricultural industry.

**Strategy 5.4:** Adopt low GHG emission diets.

**Action 5.4.1:** Education on low GHG/sustainable eating habits.

**Action: 5.4.2:** Provide a variety of low GHG food options and plant-based dining options in local restaurants, grocery stores, and catered events.

**TRANSFORMATIVE CHANGE #6: BY 2050, WATERLOO REGION HAS LEVERAGED REDUCING GHG EMISSIONS TO INCREASE EQUITY, PROSPERITY, AND RESILIENCY FOR ALL.**

**Strategy 6.1:** Prioritize increasing equity throughout GHG reduction planning.

**Action 6.1.1:** Establish metrics to measure progress on increasing equity through GHG reduction initiatives in our community.

**Action 6.1.2:** Incorporate education on sustainability justice and equity into climate action planning.

**Action 6.1.3:** Fund a climate justice committee led by community members from equity-seeking groups.

**Action 6.1.4:** Provide specialized resources/support to organizations on prioritizing equity while planning their transition.

**Action 6.1.5:** Collaborate with Mennonite communities in the rural townships to build customized energy transition support to meet their unique needs.

**Action 6.1.6:** Build reciprocal relationships between Indigenous groups and local municipalities and climate action organizations to ensure GHG reduction work is done in equitable ways that respect the land and traditions of Indigenous groups.

**Action 6.1.7:** Increase broadband internet access.

**Action 6.1.8:** Apply an equity lens to all the actions in this transformation.

**Strategy 6.2:** Position Waterloo Region as a hub of clean tech, sustainability, renewable energy, and retrofits.

**Action 6.2.1:** Develop and support a clean technology cluster in Waterloo Region.

**Strategy 6.3:** Ramp up local renewable energy generation.

**Action 6.3.1:** Build the capacity for renewable energy installation.

**Action 6.3.2:** Implement a public literacy campaign for homeowners and property owners on renewable energy systems.

**Action 6.3.3:** Implement a literacy and awareness campaign for commercial scale renewable energy generation.

**Action 6.3.4:** Evaluate how to identify and protect optimal areas for industrial-scale renewable energy generation.

**Strategy 6.4:** Support GHG reduction transition planning in all organizations and households.

**Action 6.4.1:** Develop an energy transition plan template, and provide outreach programs and target setting support for all organizations.

**Action 6.4.2:** Develop an energy transition plan template, and outreach programs for all households.

**Strategy 6.5:** Coordinate climate advocacy to senior levels of government.

**Action 6.5.1:** Bring community organizations and local governments together to collectively identify and communicate advocacy priorities to multiple levels of government.





# FULL DESCRIPTIONS OF ACTIONS

## TRANSFORMATIVE CHANGE #1: BY 2050, MOST TRIPS ARE TAKEN USING ACTIVE TRANSPORTATION, WITH THE SUPPORT OF A ROBUST PUBLIC TRANSIT SYSTEM.

### Strategy 1.1: Redesign, rebuild, and maintain our transportation system to prioritize active transportation.

**Action 1.1.1:** Plan a network of major active transportation corridors across cities and townships, that will provide high-volume priority travel for walking, cycling, and rolling to key destinations across the region, as well as access to public transit.

To rebuild the transportation system to prioritize active transportation, it must be planned around a region-wide network of active transportation corridors that can help large numbers of people move across the region by walking, cycling, or rolling. This network will serve as the base structure of a sustainable mobility network, and should be built for people of all ages and abilities. This work will build on the considerable efforts already underway to include all modes of travel in our transportation system. It will be led by the Region of Waterloo and the Area Municipalities.

**Action 1.1.2:** Plan for and build neighbourhood connections to the active transportation network.

To prepare for a time when most trips are made by walking, cycling, or rolling, neighbourhoods across the region must have comfortable, safe access to the transportation system using these modes of travel. New neighbourhoods can be designed with this access from the start, and existing neighbourhoods need to be retrofitted to ensure good access to the network. This work will be led by the Cities and Townships, in collaboration with the Region of Waterloo.

**Action 1.1.3:** Implement further policies across the region to prioritize active transportation in road and trail design and reconstruction.

Policies need to be in place to ensure that all renewal of infrastructure and road redesign projects are built to achieve the goal of having most trips taken by walking, cycling, or rolling, with support from transit. This work will be led by the Region of Waterloo and Area Municipalities.

**Action 1.1.4:** Identify and implement policy and program opportunities to disincentivize driving.

Driving and parking facilities are expensive for our community and inefficient ways of moving people, but current policies encourage driving by subsidizing roads and parking, and designing public and private spaces around car travel. Removing these incentives while improving active transportation and transit will help these efficient and low carbon alternatives become the normal and preferred means of getting to destinations. These changes must be planned to coincide with the expansion of viable low carbon transportation choices across the community, to ensure equity. This work will be led by the Region of Waterloo and Area Municipalities.



**Action 1.1.5:** Design and maintain active transportation infrastructure to ensure year-round access, safety, and comfort for people of all ages and abilities.

For most trips to be made by walking, cycling, or rolling, our transportation infrastructure needs to be built and maintained to be used all year, by people of all ages and abilities. This means making sure that the urban heat island effect is minimized in the hot weather, and surfaces are quickly and consistently cleared of ice and snow in the cold weather. As climate change gives us warmer, wetter, and wilder weather, this will become even more important over time. This work will be led by the Area Municipalities and the Region of Waterloo.

**Strategy 1.2: Continue to build a robust and accessible public transit system that conveniently and safely serves people across the community.**

**Action 1.2.1:** Complete Phase 2 ION to Cambridge, and plan for future higher-order transit service on additional key corridors.

ION light rail is an efficient and zero emission way of providing “higher order” transit service, where transit vehicles operate in their own dedicated lanes, making service faster and more reliable. ION efficiently moves people where transit ridership is highest, and plays a crucial role in building a reliable and frequent transit system. The second phase of ION will bring light rail transit service to Cambridge, and work on Phase 2 is currently underway. Beyond Phase 2 ION, we must advance planning for future higher-order transit service for other key corridors in the region. This work will be led by the Region of Waterloo.

**Action 1.2.2:** Ensure priority access for walking, cycling, and rolling to transit stations and bus stops.

For transit to support most trips being made using active transportation, we need to build seamless active transportation connections to and from transit stations and stops. This work will be led by the Region of Waterloo, in collaboration with the Area Municipalities.

**Action 1.2.3:** Continue to expand access to public transit across cities and townships.

More of the region’s communities and residents can conveniently travel to their destinations using transit when the service is frequent, direct and available at the times it is needed. Programs to ensure everyone can afford to use transit are also crucial. This work will be led by the Region of Waterloo.

**Action 1.2.4:** Connect people to intercity, multimodal, and emerging transportation solutions.

The transit system must support car-free living and must therefore meet intercity travel needs and connect people to diverse and emerging energy efficient modes of travel. This includes electrified two way all day GO service to Toronto and connections to other travel modes such as active transportation, aviation, car share, buses and trains. This work includes the development of the Central Transit Station Hub, and will be led by the Region of Waterloo, Area Municipalities, and Metrolinx.

**Action 1.2.5** Improve transit infrastructure and technologies to increase rider comfort and convenience.

A comfortable and convenient travel experience will encourage more residents to shift away from personal vehicle ownership and use. This includes upgrades to transit

shelters, real-time trip information, etc. This work will be led by the Region of Waterloo.

**Strategy 1.3: Support people to walk, cycle, or roll, and build a culture of active transportation and public transit ridership.**

**Action 1.3.1:** Launch micro mobility systems (bike, e-bike and e-scooter-sharing systems) in Waterloo Region communities.

People must have access to the tools and resources they need to reach all parts of our communities easily and conveniently without a personal vehicle. This work will be led by the Region of Waterloo and Area Municipalities.

**Action 1.3.2:** Expand and innovate on existing programming (e.g. Travelwise) that support employers and employees in making active transportation and transit the easy and preferred choice for commuting and business travel.

Commuting and business travel are significant sources of our transportation emissions yet many of these trips can be made by active transportation and/or transit. Programs such as carpool matching, GRT’s Corporate Transit Pass, and reimbursement for emergency rides home can help make these choices easy, normal, and low risk. This work will be led by businesses and employers, and the Region of Waterloo.

**Action 1.3.3:** Create community active transportation hubs to provide customized support, education, training, and resources.

While there is lots of interest in walking, rolling, and cycling, sometimes people do not know how to get started. Customized supports can help, like programs that provide DIY bike repair facilities and training, safe

riding workshops, and route planning. This work will be led by the Region of Waterloo in collaboration with Area Municipalities and community capacity builders such as CycleWR.

**Action 1.3.4:** Develop active transportation and transit programs that target equity-deserving communities.

Not all individuals and communities have the resources to transition to low or no emission transportation. Programs to address diverse barriers must be implemented so that all residents can travel easily and safely to their destinations. These programs must be designed in partnership with equity-deserving groups, and consider interconnected barriers such as safety, funding, education, and community design. This work will be led by the Region of Waterloo and Area Municipalities.

**Action 1.3.5:** Post-pandemic continued adoption of work from home and flexible work schedules for reducing trips or shifting trips to off-peak times.

Working from home more often reduces our energy needs for travel by eliminating trips from work to home and back, which tend to be longer than other kinds of trips. Transportation emissions from commuting can be reduced if workplaces adopt models that include work from home and flexible work schedules. This work will be led by all businesses and employers.

**Strategy 1.4: Transition to low-energy movement of commercial goods.**

**Action 1.4.1** Increase the efficiency of commercial goods movement.



For people to make shorter and fewer trips, we need to be able to move goods throughout the community in energy efficient ways. Route optimization, fleet right-sizing, and a shift to low energy transportation options where possible (e.g. using cargo bikes for short distances) can reduce the energy used to move commercial goods in, out of, and around our Region, and the GHG emissions that result. This work will be led by the businesses in the manufacturing and industrial sectors, with support from the Region of Waterloo and Area Municipalities.

**Strategy 1.5: Build compact urban and settlement areas that are efficient for energy, services, infrastructure, and transportation, and make existing and new communities “complete communities.”**

**Action 1.5.1:** Create “15 minute neighbourhoods” where people can meet their daily needs by walking, cycling, or rolling.

Each neighbourhood can function as a vibrant and complete community, offering most, if not all, of the daily goods, services, and employment people need within walking, cycling, or rolling distance. These compact neighbourhoods help to reduce the need to travel longer distances that are impractical to make using active transportation. This work will require promoting and planning at the municipal level, and will be led by the Region of Waterloo and Area Municipalities.

**Action 1.5.2:** Implement design standards for new developments to build for walking, cycling, and rolling to be the primary mode of travel.

Design standards can ensure active transportation is the priority when making

transportation impact assessments of new and existing developments. These standards can also address site design issues such as secure bicycle parking, pedestrian access, and vehicle parking. These standards should ensure new developments are built for people of all ages and abilities. This work will be led by Area Municipalities, with support from the Region of Waterloo.

**Action 1.5.3:** Site key community services, health facilities, subsidized housing, etc., in central areas where they can be easily accessed using the active transportation and public transit systems.

For people to be able to walk, cycle, or roll to meet most of their daily needs, and to rely on transit for other trips, important destinations need to be located where they are easy to access using these modes of transportation. All organizations should evaluate relocation options and future facility needs while prioritizing central access to transit and robust active transportation facilities. This work must be done by all governments, social service agencies, and community organizations.

**TRANSFORMATIVE CHANGE #2: BY 2050, REMAINING PERSONAL AND COMMERCIAL VEHICLES ARE ZERO EMISSION VEHICLES.**

**Strategy 2.1: Switch personal and commercial vehicles to zero emission vehicles.**

**Action 2.1.1:** Complete a region-wide electric vehicle strategy.

Market trends alone will likely translate into 20% of vehicles in the region being zero emission by 2030. Under this plan, 50% of

remaining vehicles must be converted by 2030. This means our community needs to go faster and farther to electrify vehicles quickly. To support this push, a region-wide electric vehicle strategy should be created that will include partnerships, incentives, public outreach, communication and awareness strategies, and policies. The strategy is to be completed no later than 2024 and will be led by WR Community Energy, in collaboration with the electric utilities, Area Municipalities, and the Region of Waterloo.

**Action 2.1.2:** Plan and begin to implement a transition to zero emission vehicles for municipal fleets, working towards a goal of at least half of municipal vehicles being zero emissions by 2030.

Since businesses and households are being asked to convert at least 50% of vehicles to zero emission vehicles by 2030, municipalities can do their part by meeting or exceeding that target in their corporate fleets. Important initial steps in this work include identifying barriers to fleet transition, gathering and analyzing data on fleet performance and conversion options, and identifying funding for this work. Particular focus should be given to the vehicles that produce the most GHGs. This work will be led by the Region of Waterloo and Area Municipalities.

**Action 2.1.3:** Plan and begin to implement the transition of commercial vehicle fleets to zero emission vehicles.

Transitioning commercial vehicle fleets to zero emission vehicles will require planning to meet the diverse fleet needs of private companies, non-profit organizations, and governments in a low carbon future. In many cases, light duty vehicles may be easiest to convert first using electrification, but all vehicles must be transitioned off of fossil fuels by 2050. By 2030, 50% of gasoline

and diesel vehicles in the region need to be zero emission, so fleet conversion must begin in the next few years. All businesses must lead this work, and opportunities to support through education programs, industry best practices, and public policies will be examined as part of creating a region-wide EV strategy (Action 2.1.1).

**Action 2.1.4:** Grand River Transit to pilot zero emission vehicles, and implement a full zero emission vehicle strategy (full transition expected to be complete by 2040).

Transit is a much more energy efficient and lower carbon way to make trips. Nevertheless, as transit fleets expand to provide new services, transit must also convert to zero emission vehicles. ION light rail transit is already zero emissions, running on electricity. Grand River Transit will pilot zero emission buses beginning as early as 2022, and new bus purchases are expected to be zero emissions only beginning in 2025. As diesel buses are replaced at the end of their life, the entire fleet is expected to be converted by about 2040. This work will be led by the Region of Waterloo.

**Action 2.1.5:** Develop and implement an electric vehicle public outreach and communication strategy for personal vehicles.

While longer term needs for public outreach and communication on electric vehicles will be evaluated during the creation of an EV strategy (Action 2.1.1), this work cannot wait for the strategy to be completed. Community members need information now that can help them make sure their next vehicle is zero emissions, and this will be key to reaching an ambitious 50% target for conversion of vehicles. An initial communications strategy for the first few years should be prepared in 2021, and implemented no later than 2022. This work will be led by ChargeWR with support from WR Community Energy, the

Region of Waterloo, Area Municipalities, and local electric utilities.

**Action 2.1.6:** Address barriers to a transition to zero emission school buses.

Recognizing that the provision of mass transportation for students is in itself an emissions-reduction mechanism, school buses remain key targets for a rapid transition to zero emission due to the health benefits for children from decreased air pollution and the opportunities arising from standardization and economies of scale. This is challenging to implement due to high upfront costs and the limited distance buses travel annually, as well as the required coordination between school boards, municipalities, and higher levels of government. Opportunities to address these challenges will be examined and where appropriate, advocacy to the Ministry of Education and/or the provincial government to capacitate the purchase and use of emissions free school transportation vehicles will be conducted. This work will be conducted by Student Transportation Services of Waterloo Region.

**Strategy 2.2: Build a network of charging/refuelling infrastructure to support the shift to zero emission vehicles.**

**Action 2.2.1:** Provide more public electric vehicle charging stations in public spaces, commercial spaces and other places visited by the public.

To support our community's transition to electric vehicles, our charging infrastructure must be built so that it is ready and convenient to access as people look to adopting electric vehicles. This work will be led by organizations, businesses, and governments, with support from Sustainable Waterloo Region.

**Action 2.2.2:** Require all new residential parking spaces, and a portion of new non-residential parking spaces, to be constructed as "EV-ready".

It is much less expensive to design new buildings to accommodate electric vehicle charging infrastructure than it is to add it afterwards. Once the right electrical conduits, capacity and outlets are in place, it is easy to add charging stations down the road as demand increases. Regulations that are part of the development review application process can require new parking spaces to be built in this way. This work will be led by Area Municipalities, in collaboration with the Region of Waterloo.

**Action 2.2.3:** Investigate and implement local opportunities to address barriers to adding electric vehicle charging infrastructure in existing multi-residential buildings and homes.

For existing homes, charging infrastructure will need to be added to serve all residential parking spaces, since most vehicle charging is expected to happen at home. This may be especially challenging in multi-residential buildings, where dozens or hundreds of cars may need to be charged on a nightly basis. Opportunities to address these specific challenges will be examined as part of the creation of an EV strategy, led by WR Community Energy and ChargeWR.

**Action 2.2.4:** Investigate hydrogen vehicle trends and refuelling infrastructure options.

Some vehicle manufacturers are building or designing zero emission vehicles that use hydrogen as a fuel. While these technologies are still under development, hydrogen is expected to provide potential solutions for key commercial vehicles that are hard to electrify. Our community must monitor this trend and

make plans to ensure that access to refuelling infrastructure is not a barrier to adoption of hydrogen vehicles. This work will be led by WR Community Energy.

**TRANSFORMATIVE CHANGE #3: BY 2050, BUSINESSES AND HOMES NO LONGER USE FOSSIL FUELS FOR SPACE HEATING AND COOLING, AND WATER HEATING.**

**Strategy 3.1: Decarbonize building heating and cooling, and water heating, by replacing furnaces and hot water heaters with highly energy efficient and low carbon equipment or fuel sources.**

**Action 3.1.1** Upgrade commercial and residential building walls, foundations, attics, windows and doors to reduce heat loss and air leakage.

It is easier and more economical to upgrade the heating system of a building when the building's total energy needs are reduced through air sealing and the use of added insulation and upgraded windows and doors. This work will be led by building owners with support from community capacity building organizations such as Reep Green Solutions and Sustainable Waterloo Region.

**Action 3.1.2:** Implement a public literacy campaign to explain and promote the adoption of electric heat pumps for space and water heating in residential and commercial buildings.

If building owners are to replace their existing heating systems with electric heat pumps or highly efficient and low carbon alternatives, they must first be aware of the need to make this switch, learn about the reliability and efficiency of heat pumps and alternatives,

and plan for the switch to occur when their existing systems reach their end of life. Various communications methods should be explored to reach diverse communities across the region. This work will be led by businesses and community capacity builders such as Reep Green Solutions and Sustainable Waterloo Region.

**Action 3.1.3** Switch home and business heating and water heating off of fossil fuels.

As space and water heating systems fuelled by natural gas reach their end of life, they must be replaced with highly efficient, low carbon alternatives such as electric heat pumps. By 2030, 20% of homes will be using electric heat pumps for water and space heating. By 2050, this will rise to 85% of homes. This work will be led by building owners with support from community capacity building organizations such as Reep Green Solutions and Sustainable Waterloo Region.

**Action 3.1.4:** Investigate and plan for full replacement of natural gas with other, non-fossil fuel sources, such as a combination of renewable natural gas and hydrogen.

While electric heat pumps are key to our transition to a low carbon community, especially in the next decade, other fuels can also play an important role, particularly for activities that are especially energy intensive. A particularly promising option that is being explored is to replace fossil fuel-based natural gas with a mix of renewable natural gas and green hydrogen. Pursuing options for transitioning existing natural gas operations to zero-carbon is crucial for achieving our 2050 target. This work will be led by Enbridge and Kitchener Utilities.

**Action 3.1.5:** Identify and implement necessary supports to transition anyone still using fuel oil, or propane for heating to other fuel sources by 2025.

A proportion of buildings in the region are still heated using fuel oil or propane. These are relatively expensive and carbon intensive ways to heat buildings, but there can be specific challenges building owners face in switching to other fuels. WR Community Energy will lead the investigation of these barriers locally. Implementing supports in time for transition by 2025 will require assistance from local electric and natural gas utilities, as well as municipalities.

**Action 3.1.6:** Install renewable energy generation in business and residential buildings.

Buildings with renewable energy generation will require less energy from the grid thereby reducing emissions associated with electricity generation. By 2030, 4% of the electricity consumed by residential and commercial buildings will be generated through solar PVs, and by 2050, that will rise to 38% of such electricity. This work will be led by building owners with support from community capacity building organizations.

**Action 3.1.7:** Support households on lower incomes with building envelope improvements, electrifying space and water heating, and renewable energy generation.

Not all households will have the ability and resources to transition their buildings to be low and no emission. Programs are needed to ensure lower income residents are not left behind, or left with high energy bills as a result of changes to the energy system and increasing carbon prices. This work will be led by community capacity builders such as Reep Green Solutions and utilities.

**Action 3.1.8:** Identify opportunities to incentivize landlords to perform energy efficiency upgrades.

Landlords may be hesitant to invest in energy

efficiency upgrades when it is the tenant who enjoys the benefits of the resulting utility bill savings. Exploring ways to share the costs and benefits of upgrades or finding other ways to incentivize these upgrades will be important for reducing energy poverty and promoting health and wellbeing of tenants. This work will be led by community capacity builders such as Reep Green Solutions, WR Community Energy, and utilities.

**Action 3.1.9:** Offer innovative loans for energy-related residential and commercial building upgrades.

New financing options allow more building owners to undertake energy upgrades. These loans may have flexible repayment plans and may be tied to the property rather than the property owner, allowing current and future owners to share in both the resulting utility savings and the project costs. This work will be led by Area Municipalities and the Region of Waterloo with support from community capacity builders such as Reep Green Solutions and Sustainable Waterloo Region.

**Action 3.1.10:** Create a one-window service to support energy-related upgrades for homes and businesses.

Initiating energy-related building upgrades can be time-consuming, intimidating, and involve many technical decision points. A one-window service makes the process easier. This service may include information on all applicable incentives and best practices for energy-related upgrades, behavioural change campaigns and other supports. The service will help more building owners in performing more upgrades that reduce building-related emissions. This work will be led by WR Community Energy in collaboration with Reep Green Solutions, the Region of Waterloo, Area Municipalities, and the local utilities.

**Action 3.1.11:** Education for the development industry, architects, engineers, building inspectors, and trades on deep energy building upgrades and working with technologies such as heat pumps and solar.

A better informed building industry is able to plan for and provide renovations that lead to low-emission buildings. This work will be led by WR Community Energy, in collaboration with educational institutions, industry and trades organizations.

**Action 3.1.12:** Integrate energy profiles of buildings and homes into real estate sales and leases.

Energy profiles will allow buyers and renters to consider the operational energy costs of all buildings (both new and established) and any investments needed to upgrade the building to be carbon neutral by 2050. This will generate greater demand and value for energy-related upgrades. Outreach to realtor boards and developers will ensure they understand and support this work. As a first step, a lead organization will need to be identified for this work.

**Strategy 3.2: Build new buildings to be net-zero carbon, or build to transition to net-zero carbon.**

**Action 3.2.1:** Support the adoption of highly efficient building envelope designs, hyper-efficient mechanical systems, and on-site renewable energy options for new buildings.

The building industry must transition toward constructing new buildings to generate no net emissions during its operation. This will involve making buildings air-tight, insulated to high standards, reliant on electrified space and water heating and other highly efficient mechanical systems, and capable of generating on-site renewable energy. Ideally,

a building's total annual energy use will be reduced to the point that it can be offset by the total annual output of its on-site renewable energy generation: it will be net-zero carbon. Outreach to developers and other industry professionals with information on best practices and other supports will be needed, and can be implemented quickly. This work will be led by WR Community Energy with support from Sustainable Waterloo Region.

**Action 3.2.2:** Develop resources for assessing the life-cycle emissions of building materials.

There are carbon emissions associated with the extraction, manufacturing, transportation, installation, use, and disposal of building materials: the embodied carbon. Tools for assessing such emissions can help builders and developers to choose materials that have low embodied carbon. It will also be important to include equity impacts as a metric in life-cycle emissions resources. This work will be led by Sustainable Waterloo Region with support from WR Community Energy, in collaboration with industry associations.

**Action 3.2.3:** Develop region-wide building standards to encourage and support zero-carbon development of all new buildings in the region.

Building standards can help to promote transition of local construction to building all new buildings to net-zero carbon. While local municipalities cannot directly regulate energy efficiency of buildings, energy-focused common standards across local municipalities can help to encourage buildings to be built to net-zero or net-zero ready building standards earlier, and reduce the number of buildings that need to be retrofitted later. These standards will take time to develop but will support the efforts in actions 3.2.1 and 3.2.2. This work will be led by the Area Municipalities with support from the Region of Waterloo.



**Action 3.2.4:** Incorporate energy planning considerations into the development application review process.

How neighbourhoods are designed can affect the energy efficiency and energy generation opportunities for decades after construction. Development review processes must incorporate our long-term energy goals. For example, buildings in neighbourhoods can be oriented to maximize rooftop solar potential, allow for community energy systems, and consider energy generation, distribution, and storage at different sites. This work will be led by the Region of Waterloo and Area Municipalities with support from local utilities and WR Community Energy.

**Action 3.2.5:** Provide training for and build capacity of building operators and property managers in operating their buildings to zero-carbon standards.

Even with the right design, how a building and its energy systems are used is key to how much energy the building uses. Post construction, building owners and operators are critical to the net-zero or low carbon operations of their buildings. The work includes technical management of the building as well as multilingual tenant engagement to ensure human behaviour follows the model needed for energy efficiency in the building. This work will be led by Sustainable Waterloo Region, with support from WR Community Energy.

**Action 3.2.6:** Build capacity and expertise in the local design and construction sector to build net-zero carbon buildings.

One of the barriers to building more sustainable buildings is the availability of expertise and trades that use the newest and best technologies. Collaborations with colleges and trades organizations will help prepare the workforce to construct the buildings of

the future. This work will need to be led by educational institutions such as Conestoga College and industry associations. Public and private sector organizations can contribute to building capacity in the building sector by engaging their contractors to build net-zero carbon or net-zero carbon ready buildings, and learning the process together.

**Action 3.2.7:** Show leadership by building net-zero carbon in the public sector.

Public sector organizations must show leadership by having all new public sector buildings constructed to net-zero carbon. While all public sector buildings should meet this standard by no later than 2030, near-term building plans should be modified wherever possible to meet this standard, in order to decrease future retrofit costs. This work will be led by Area Municipalities, the Region of Waterloo, and other public sector land owners.

**TRANSFORMATIVE CHANGE #4: BY 2050, WATERLOO REGION USES LESS, WASTES LESS, AND NO LONGER DISPOSES OF ORGANIC MATTER IN LANDFILLS.**

**Strategy 4.1: Optimize the use of existing waste management infrastructure, including expanding diversion programs and energy capture from waste.**

**Action 4.1.1:** Continue to maximize opportunities to expand residential curbside diversion programs, landfill gas capture and waste to energy, and reduce waste overall.

Organic matter that is disposed of in landfills breaks down into methane, which is 25 times more damaging to our climate than carbon dioxide, so diverting organics from landfills significantly reduces emissions. As





our community transitions off of fossil fuels, local landfills may also be an increasingly important resource to generate renewable energy from landfill matter and gas. As the organization that operates the only landfill located in Waterloo Region and provides a lot of residential waste collection, the Region evaluates and implements best practices for diversion, waste reduction, gas capture, and energy generation through its waste operations. This work will be led by the Region of Waterloo.

**Action 4.1.2:** Provide organics collection in all multi-residential buildings.

Under provincial rules, apartments and condominiums with more than six units are responsible for their own waste collection. While the province is expected to require significant organics diversion in these buildings by 2025, multi-residential buildings face specific challenges in successfully implementing diversion programs. All residents of Waterloo Region must have access to residential organics collection. This work will be led by rental businesses and condominium corporations. Public policy options to support this transition should be explored.

**Action 4.1.3:** Support the use of compost/organics collection programs for all commercial buildings.

Commercial buildings are responsible for their own waste collection. While the province is expected to require significant organics diversion in these buildings by 2025, additional educational and resource supports will help owners and occupants develop the practical solutions needed to implement organics collection. This work will be led by community capacity builders such as Sustainable Waterloo Region.

**Strategy 4.2: Use less, and use it again.**

**Action 4.2.1:** Implement community waste reduction and circular economy campaigns.

The circular economy means reusing, sharing, repairing, refurbishing, remanufacturing and recycling to create closed-loop systems for resources. This practice minimizes the use of resource inputs and the creation of waste, pollution and carbon emissions (e.g. the emissions associated with the manufacturing, transportation and breakdown of the product). Eliminating single use plastics is a particular priority, and the Zero Waste Challenge is a program that has been developed to help raise awareness of the challenge. This work will be led by community capacity builders such as Reep Green Solutions, Sustainable Waterloo Region, and Area Municipalities and the Region of Waterloo.

**Action 4.2.2:** Build community champion programs to provide best practices and recognition for innovative commercial waste management.

Commercial businesses need role models, support and encouragement to increase their waste diversion rates for organics and recyclables, and develop innovative ways to build the circular economy. This reduces landfill emissions from the breakdown of organics, and also reduces the emissions from the transportation of waste. This work will be led by Sustainable Waterloo Region.

**Action 4.2.3:** Build incentives or a local program for low to zero waste take-out options.

Since local businesses share common challenges associated with eliminating or reducing the environmental impact of take-out containers, common solutions can be

found. Programs such as returnable takeout containers used at many different businesses should be explored. Some local efforts are already underway, including local reusable takeout container programs Ekko and A Friendlier Company. As a first step, a lead organization will need to be identified for this work.

**Action 4.2.4:** Reduce unnecessary building demolitions and construction waste.

Constructing and demolishing buildings uses significant amounts of energy and creates emissions. Manufacturing construction materials is also energy and emission-intensive. Best practices can reduce construction waste at building sites. Reusing and repurposing existing buildings and construction materials, where appropriate, can reduce the energy needed for new buildings. This work will be led by Area Municipalities and the Region of Waterloo, with support from the construction and development industries, and community capacity builders such as Architectural Conservancy Ontario.

**Action 4.2.5:** Support programs and services that offer repair, refurbishment, and resource sharing in the community.

These programs can lead to longer product lifespans and less waste going to landfills, while also creating jobs in the community. Because products are not replaced as often, there are fewer emissions associated with manufacturing and disposal of the products used in our community. This work will be led by community capacity builders such as the Kitchener-Waterloo Library of Things.

**TRANSFORMATIVE CHANGE #5: BY 2050, WATERLOO REGION HAS A THRIVING LOCAL FOOD SYSTEM BUILT ON LOCAL FARMING AND FOOD PROCESSING THAT FEEDS MUCH OF OUR COMMUNITY.**

**Strategy 5.1: Protect agricultural land and the local agricultural system.**

**Action 5.1.1:** Continue to develop and enforce robust land use planning protections for prime agricultural land.

A locally based food system relies on prime agricultural lands and the agri-food network that supports it (such as infrastructure and transportation networks; on-farm buildings and infrastructure; agricultural services, farm markets, distributors, and primary processing; and vibrant, agriculture-supportive communities). Municipalities in Waterloo Region have a strong history of providing robust protections for prime agricultural lands, and upcoming revisions to the Regional and Area Municipal official plans are expected to continue to build on that strength. This work will be led by the Area Municipalities and the Region of Waterloo.

**Strategy 5.2: Diversify and strengthen the local agri-food sector with a focus on serving local food needs.**

**Action 5.2.1:** Create a region-wide agricultural industry strategy to support the agriculture and agri-food sector.

To rely more on food grown locally, we need to protect and build an entire industry around food production, processing, and delivery.



An agricultural industry strategy can support this work while helping to build our economy. Region-wide efforts to develop a strategy to support the agri-food industry are in the early stages, and development of a formal strategy is expected to begin in 2021. This work will be led by the Region of Waterloo.

**Strategy 5.3: Support leadership in farming communities to plan and lead GHG reduction efforts, such as improving livestock production efficiency, reducing and replacing fossil fuels, and sequestering carbon.**

**Action 5.3.1:** Support the reduction of GHG emissions from livestock, and develop methane capture and energy production from manure.

When manure breaks down, it generates methane, a gas that is 25 times more damaging to our climate than carbon dioxide. When this methane is captured and burned, it reduces overall emissions and generates energy that can be used on-site. This work will be led by local agricultural organizations and the Townships, with support from WR Community Energy and local utilities regarding energy generation.

**Action 5.3.2:** Support ongoing efforts to reduce and replace fossil fuel use, and sequester carbon, in the agricultural industry.

Fossil fuel use can be reduced through the use of more efficient or electrified farm equipment, and through the use of renewable energy sources such as biomass, geothermal, wind and solar. Farming practices can increase the sequestration of carbon in soils while trees and shrubs in shelterbelts and woodlots can sequester carbon from the air. As a first step, a lead organization will need to be identified for this work.

**Strategy 5.4: Adopt low GHG emission diets.**

**Action 5.4.1:** Education on low GHG/ sustainable eating habits.

Information from external sources on eating low GHG diets can be both confusing and contradictory, as it varies greatly depending on where you live. Local resources must be developed in culturally sensitive ways, and made easily accessible, to guide our community in how we can choose sustainable/ low GHG eating habits. This includes plant-based diets, information on personal and community gardens, urban agriculture, and even local foraging. As a first step, a lead organization will need to be identified for this work.

**Action: 5.4.2:** Provide a variety of low GHG food options and plant-based dining options in local restaurants, grocery stores, and catered events.

Some foods are associated with significantly higher emissions than others. When tasty low GHG food options are more readily available for all cultural and income groups in our community, they can become a part of our everyday food choices and a part of our culture. They also reduce the environmental impact of business operations. This work will need to be done by businesses across the region, with support from organizations like Business Improvement Associations and Chambers of Commerce.



**Diversify and strengthen the local agri-food sector with a focus on serving local food needs.**





## TRANSFORMATIVE CHANGE #6: BY 2050, WATERLOO REGION HAS LEVERAGED REDUCING GHG EMISSIONS TO INCREASE EQUITY, PROSPERITY, AND RESILIENCY FOR ALL.

### Strategy 6.1: Prioritize increasing equity throughout GHG reduction planning.

**Action 6.1.1:** Establish metrics to measure progress on increasing equity through GHG reduction initiatives in our community.

Metrics must be established to measure progress in reducing inequities for the first 5-10 years of the plan. These will focus on people who are facing barriers to climate action, and identify opportunities to increase equity alongside carbon emissions reductions. This work will be led by the Region of Waterloo and Area Municipalities.

**Action 6.1.2:** Incorporate education on sustainability justice and equity into climate action planning.

A critical component of sustainability justice and equity is widespread education of the history of Indigenous groups, the traditional territory of the Haudenosaunee, Anishnaabe and Neutral Peoples, and systemic racism. There must be a strong understanding of the barriers that prevent the full participation of some groups in climate action, for our community to identify and eliminate them. This work will be done by all municipalities and partnering businesses, organizations, and community capacity builders.

**Action 6.1.3:** Fund a climate justice committee led by community members from equity-seeking groups.

Building and maintaining reciprocal relationships between equity-deserving groups, local municipalities, and climate action organizations is crucial to ensuring emission reduction planning prioritizes increased equity in our community. This is the first step in identifying additional programs and supports beyond those identified in this plan. This work will be led by the Region of Waterloo and Area Municipalities, with the support of the Viessmann Centre for Engagement and Research in Sustainability.

**Action 6.1.4:** Provide specialized resources/ support to organizations on prioritizing equity while planning their transition.

Many organizations are at the beginning of their equity journey, which means that equity work must scale up at the same time as transition planning scales up. To achieve a future that is equitable, prosperous, and resilient for all, organizations need support to prioritize equity as they design and implement their transition plans. This is a crucial component of broader work to build capacity, empower equity-seeking groups, build diverse leadership teams, and address ongoing inequitable practices in all organizations. This work will be led by local capacity building organizations, with support from the Area Municipalities and the Region of Waterloo.

**Action 6.1.5:** Collaborate with Mennonite communities in the rural townships to build customized energy transition support to meet their unique needs.

Mennonite communities in the region's rural areas have unique energy needs and will face unique challenges and opportunities as our community transitions off of fossil fuels. We must establish and maintain relationships with local Mennonite residents, and find solutions to ensure that these communities are not left behind in the transition to a low



carbon future. This work will be led by the Townships, with support from the Region of Waterloo.

**Action 6.1.6:** Build reciprocal relationships between Indigenous groups and local municipalities and climate action organizations to ensure GHG reduction work is done in equitable ways that respect the land and traditions of Indigenous groups.

This transformation plan is a call to action in Reconciliation efforts to build relationships between Indigenous groups and local municipalities and climate action organizations. This is critical in ensuring the voices and needs of Indigenous groups are centred in this work. This work will need to be done by all municipalities and local climate action organizations.

**Action 6.1.7:** Increase broadband internet access.

Reliable, fast internet access is essential to taking part in many aspects of climate action, from being enabled to work from home, accessing resources such as transit schedules, and connecting to services. Ensuring that the entire region, especially rural areas where this is not widely available today, has access to broadband connection is an important first step in empowering our community to participate in climate action, while building a more equitable community. As a first step, a lead organization will need to be identified for this work.

**Action 6.1.8:** Apply an equity lens to all the actions in this transformation.

It is only by integrating equity considerations into all of our actions and decisions that we can transform our community into a low carbon society that enriches all of its members. This includes actively working toward climate justice, anti-racism, and

decolonization. This work will be done by all municipalities and partnering businesses, organizations, and community capacity builders.

**Strategy 6.2: Position Waterloo Region as a hub of clean tech, sustainability, renewable energy, and retrofits.**

**Action 6.2.1:** Develop and support a clean technology cluster in Waterloo Region.

The global clean economy sector will continue to grow in coming decades to support the transition off fossil fuels. We can help our community to thrive in this new economy by marketing Waterloo Region as a place to advance clean economy innovation. This will help us attract businesses, industries, investments, and expertise that will help to advance the clean economy both here and around the world. The first stage of work, to produce a cluster map, is underway through a partnership between the Region of Waterloo, Sustainable Waterloo Region, Waterloo EDC, and WR Community Energy.

**Strategy 6.3: Ramp up local renewable energy generation.**

**Action 6.3.1:** Build the capacity for renewable energy installation.

Contractors must be engaged and trained in the installation of local renewable energy generation if this industry is to ramp up to meet our goals. By 2050, 38% of our local electricity will be generated through local renewable energy generation. This work will involve training institutions, industry associations, and investors.

**Action 6.3.2:** Implement a public literacy campaign for homeowners and property

owners on renewable energy systems.

Introduce homeowners and property owners to the generation potential, benefits, financing opportunities, policies, technologies, and other dimensions for the next wave of solar rooftop and other small on-site renewable energy systems. This work will be led by community capacity builders such as Reep Green Solutions with support from local utilities.

**Action 6.3.3:** Implement a literacy and awareness campaign for commercial scale renewable energy generation.

Introduce commercial property owners to the generation potential, benefits, financing structures, policies, technologies, international examples and other dimensions for the next wave of commercial scale renewable/local energy systems. As a first step, a lead organization will need to be identified for this work and should include collaboration with local utilities.

**Action 6.3.4:** Evaluate how to identify and protect optimal areas for industrial-scale renewable energy generation.

Suitable sites for large, industrial-scale renewable energy production in the region must be identified and planned for, to ensure that those sites are both available and accessible to meet future local energy production needs. This work will be led by the Region of Waterloo, in consultation with the Area Municipalities and local utilities.

**Strategy 6.4: Support GHG reduction transition planning in all organizations and households.**

**Action 6.4.1:** Develop an energy transition

plan template, and provide outreach programs and target setting support for all organizations.

All organizations will need to adopt sustainability practices and transition off of fossil fuel use in their buildings and fleet owned vehicles. This transition will require awareness of the goals, and strategic planning supports. This work will be led by Sustainable Waterloo Region.

**Action 6.4.2:** Develop an energy transition plan template and outreach programs for all households.

All households will also need to adopt sustainability practices and transition off of fossil fuel use in their homes and vehicles. A template emission reduction plan can help each household plan their own energy transition in a way that supports the climate goals of their community. This work will be led by Reep Green Solutions.

**Strategy 6.5: Coordinate climate advocacy to senior levels of government.**

**Action 6.5.1:** Bring community organizations and local government together to collectively identify and communicate advocacy priorities to multiple levels of governments.

Our local climate goals cannot be achieved without supportive policies and regulations from provincial and federal governments. By reaching consensus on the key issues, local organizations and municipalities can more effectively advocate for climate change policies that support our local climate goals. These key issues are to be identified by 2022. This work will be led by the Region of Waterloo and Area Municipalities.



# LOOKING AHEAD

TransformWR leverages community input, technical advice, and collaboration with municipal partners to guide the Region’s 30-year transition to a low carbon future.

The context within which this transition must take place is complex and the changes required will be transformational. With that being said, a strong sense of hope emerges out of this vision and strategy.

A promise of a flourishing community that sees economic and social prosperity as fundamentally connected to ecological health. A rallying call to leverage our strengths, collaborate, and overcome adversity, together. A global challenge with local causes and local solutions.

This strategy is designed to be resilient to the challenges and opportunities that exist over the next 30 years—some we can predict and others we can’t. It’s a framework, rather than an exact to-do list. It contains a clear direction but isn’t so rigid that it breaks down under the weight of time and uncertainty.

Everybody belongs in the future we are envisioning together, and thus, there is room for everyone in these pages. There has to be. It will take significant effort and community collaboration to realize the goals outlined within them. ClimateActionWR will continue to convene partners around these strategic directions and build momentum towards change.

For our community and for generations to come.



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“Because the future and well-being of our youth, our planet and all the diverse species who inhabit it is worth more than profits and power.”

*Beth, 23 years old*



## APPENDICES

### APPENDIX A: COMPANION DOCUMENTS

The following documents are available as companion documents. They either provide supporting information on how the strategy was developed, or are resources as part of a growing toolkit that expands on some of the key points addressed within.

All of these documents can be found on the [climateactionwr.ca](https://climateactionwr.ca) website.

#### Supporting Documents

Community Engagement Report. A summary of the community engagement efforts associated with the development of this strategy, led by Unless Design Partners.

Technical Engagement Report. A summary of the technical engagement efforts associated with the development of this strategy, led by WalterFedy.

Technical Report. The full report developed by WalterFedy, that was used to develop the technical pathway to achieving our 80% GHG emission reduction targets by 2050.

#### Toolkit Resources

Sustainability Justice Guide. A guide to help organizations surface considerations of equity, sovereignty, and accessibility early in project planning and decision making processes.

Decision Making Framework. The integration of a climate lens in decision making begins with our municipal processes. This resource provides a simplified guide for understanding the channels for community level decision making, and how other organizations and individuals can support municipal decision makers.

### APPENDIX B: COMMENTARY ON A ROADMAP TO CARBON NEUTRAL BY 2050

Since our ‘80by50’ target was first endorsed, we recognize there has been significant community momentum towards carbon neutrality (a 100% GHG reduction by 2050) and local interest from community groups in setting an interim target of 50% GHG reduction by 2030 (based on 2010 levels).

Waterloo Region’s 80% GHG reduction target was set and endorsed by our local municipalities in 2018. At that time, this ambitious target was in line with both the provincial and federal reduction targets, as well as several other municipalities across Canada. While this long-term strategy is focused on achieving an 80% reduction, we position the 80% as the minimum we need to achieve. We understand the urgency for ambitious climate action and our strategy is reflective of that, along with what we have heard is realistic from our local experts and community members.

Note: The Province of Ontario uses 2005 for their baseline year, while Waterloo Region uses 2010 based on when local emissions data became available after the completion of our first community inventory. Provincial emissions in 2010 were very similar to what they were in 2005, and therefore our baseline years are comparable.

A secondary analysis was developed to demonstrate the additional requirements needed to achieve a goal of 100% reduction by 2050, with a more significant interim goal of 50% GHG reduction by 2030. The following charts show the 11 largest impact changes necessary to achieving these alternate pathways, and compares our current targets (in blue) to the more ambitious proposed targets (in green).

Residential Actions	By 2030: 30%	By 2030: 50%	By 2050: 80%	By 2050: 100%
Homes using electric heat pumps, or equipment that is at least as energy efficient and low carbon as electric heat pumps, instead of natural gas (% of residential buildings with electric heat pumps, or equipment with a minimum COP of 3 that produces no more GHG emissions than an equivalent electric heat pump)	20%	60%	85%	100%
Homes using energy efficient and low carbon water heaters instead of natural gas (% of residential buildings with electric water heaters, or equipment with a minimum COP of 3 that produces no more GHG emissions than an equivalent electric water heater)	20%	60%	85%	100%
Locally produce energy from carbon neutral, renewable sources (% of local electricity consumption that is produced through local carbon neutral sources)	4%	20%	38%	250%*
Business Actions	By 2030: 30%	By 2030: 50%	By 2050: 80%	By 2050: 100%
Make ICI processes more energy efficient (% of energy reduced)	10%	10%	30%	60%
Buildings using electric heat pumps, or equipment that is at least as energy efficient and low carbon as electric heat pumps, instead of natural gas (% of buildings with heat pumps, or equipment with a minimum COP of 3 that produces no more GHG emissions than an equivalent electric heat pump)	20%	60%	85%	100%

Business Actions	By 2030: 30%	By 2030: 50%	By 2050: 80%	By 2050: 100%
Buildings using energy efficient and low carbon water heaters instead of natural gas (% of buildings with electric water heaters, or equipment with a minimum COP of 3 that produces no more GHG emissions than an equivalent electric water heater)	20%	60%	85%	100%
Locally produce energy from carbon neutral, renewable sources (% of local electricity consumption that is produced through local carbon neutral sources)	4%	20%	38%	250%*
Transportation Actions	By 2030: 30%	By 2030: 50%	By 2050: 80%	By 2050: 100%
Reduction in trip length (% reduction in vehicle distance travelled, for trips over 5km)	2%	20%	10%	10%
Replacing personal vehicle use for trips under 5km by using active transportation (% of existing short vehicle trips switched to walking, cycling, or rolling)	10%	70%	80%	100%
Reduction in travel due to work from home options (% reduction in vehicle trips to workplaces)	10%	40%	40%	50%
Reduction in discretionary trips (% reduction in vehicle distance travelled for discretionary trips)	4%	10%	18%	18%
Increase efficiency of delivery routes (% reduction in fuel consumption for trips over 5km)	4%	10%	18%	50%

\*Note that the '100by50' pathway requires the use of carbon offsets.

To enable the key changes identified in the table, additional supports would be required:

- Provincial changes must be made to the electricity grid, to ensure our electricity comes from as low GHG emitting sources as possible (and remains that way); and
- Carbon offsets will need to be used as a mechanism to achieve carbon neutrality by 2050.

Our analysis while developing this strategy shows the recommended ‘30by30’ target is very ambitious, especially in consideration of the planning time required to put actions into motion before the results of such changes are evident. With that said, throughout implementation of the ‘80by50’ climate action strategy, we will keep these additional targets front of mind, and take every opportunity we can to encourage more ambitious climate action where opportunities arise, to achieve our 80% reduction target earlier, and set us on a path to exceed it.



**Carbon offsets** are a reduction in carbon dioxide or other GHG emissions made in order to compensate for emissions made elsewhere. They are sold to enable the purchaser to claim the GHG reductions as their own.

## APPENDIX C: SUMMARY OF ENGAGEMENT

In order to create both long and short-term approaches to GHG reductions, it was crucial to gain the perspectives and tap the wisdom of a wide group of people through thorough engagement of a wide range of stakeholders across our community as well as beyond. Engagement for this project was split into two sections: Community Engagement and Technical Engagement. With collaborative efforts on this project extended to the local expertise involved in its development, each section was led by a local consultant with expertise engaging related stakeholders.

The summary reports on community and technical engagement from the consultants who led those initiatives, can be found on the [climateactionwr.ca](https://climateactionwr.ca) website (see Appendix A: ‘Companion Documents’)

### C.1 COMMUNITY ACTIONS

Community engagement and brainstorming was an important element of understanding what our community’s vision of 2050 is, and what it wants from a climate action strategy. Between June 2019 and January 2020, ClimateActionWR connected with over 1600 community members to hear and discuss their insights on the future of Waterloo Region. In addition to the insights provided in the full Community Engagement Summary prepared by Unless Design Partners (See

Appendix B), the following shares the outputs and action items that resulted specifically from ‘Street Team’ efforts, and our community workshop series.

With the support of ‘Street Team volunteers’, ClimateActionWR attended 35 local events to ask the community “What should be in place in Waterloo Region to make it possible for you to reduce your (GHG) emissions at work, home, and in transportation?”



**Figure 8: The most common words in all 1400 action ideas with size corresponding to the frequency, most frequent being the largest.**

Over 900 community members participated and provided ideas and insights. Over the course of 5 community workshops, 83 community members participated in a long-term visioning exercise, imagining the state of the region 10, 20 and 30 years into the future while recording the actions that would take place to help reach the end goals.

With the workshop encouraging our community to imagine what potential changes we can see in the coming decades, we noted trends envisioning: innovation with vertical farms, growth with a circular economy, increased efficiency of waste handling and sorting, changes in mindsets and food choices for more sustainable options, and a general bump in the sense of community support and sharing needed to achieve our goals.

Over 1400 individual action ideas were collected from these engagement and outreach activities. Trends emerged where the community hopes to receive support in making sustainable



changes and choices in their lives. Areas where government support was proposed include electric vehicle subsidies, incentives for renewable energy, water conservation, and universal basic income pilot projects.

There was support for additional regulations at local, national and international levels with plastic bans, increased carbon taxes, restrictions on multiple car and home ownership, and laws against idling. Community members recognize that some climate action changes can be done on an individual scale by making sustainable choices but others require aid from regulatory agents.

Residentially, net-zero solutions and increasing density were the most common themes. Many community members envision a future in our region with more co-operative housing, co-mortgages available, and multi-generational housing or home-sharing becoming the norm. Their hopes are that we will see existing homes receive incentives to aid with retrofitting and implementing renewable energy generation tools, and new homes will be designed with sustainability and functionality in mind, and an increase of community food gardens.

Within the ICI sector, packaging, office spaces, employee behaviours, were all larger areas of concern/idea generation. For companies that produce products that require packaging, programs that offer ways to recycle the packaging were recommended, the elimination of plastic packaging was also suggested, and having things be sold for their “true cost”, which would include embodied carbon. Before the COVID pandemic made it necessary, the community was already wanting to see an increase of work from home policies and flexibility with working hours. In offices, a transition to paperless practices, practices that encourage turning off lights and electronic devices when not in use, elimination

of plastics, and introduction of composting to office kitchens, were all mentioned repeatedly.

Waterloo Region community members seem keen to make changes with their transportation habits and infrastructure based on the volume and range of related action items. Of all transportation action items received, 27% were related to public transit and 16% were related to electric vehicles. The recurring actions within the transportation sector were more affordable public transit, extended public transit infrastructure across the region and the province, increased costs associated with personal vehicle ownership including parking and fuel, and innovation with electric vehicle batteries.

Waterloo Region is socially and geographically diverse, and there were notable differences of insights gathered between the rural and urban areas. The most common areas of action identified from residents of our four local townships were increased public transportation options between the townships and cities, additional bike lanes, alternative energy generation, more affordable electric vehicles and charging stations, reduction of single-use plastic, and waste programs for local events & businesses. Changes within downtown core areas were also commonly identified, with community members envisioning areas where personal vehicles are banned, separated bike lanes, expanded light rail transit to include the rural areas, infrastructure that supports pedestrians and small businesses, complete streets, and food forests are all featured.

## APPENDIX D: COMMUNITY CARBON BUDGET FOR WATERLOO REGION

This strategy looks at emissions reductions in terms of meeting annual future targets, which has been a common way of planning GHG reductions. A carbon budget is another, complementary way of planning GHG reductions. It is based on determining how much of the world’s remaining carbon emissions a community is entitled to use.

There are a few key features of carbon budgets:


**Carbon budgets are based on science.** Because greenhouse gases released into the atmosphere remain for decades or centuries, there is a limited amount of greenhouse gases that can be released into the atmosphere while limiting warming to a 1.5°C increase in average global temperatures. A carbon budget splits up the remaining carbon that can be released on a per capita basis, and allocates it to communities or organizations to use as they work to end their emission of GHGs.

**Carbon budgets recognize that carbon is a finite resource.** Like a financial budget, a carbon budget recognizes that, once some carbon has been spent, less is available for future spending. There is a limited amount of carbon humans can continue to emit while limiting the worst impacts of climate change. In this way, carbon is like money, except without the opportunity to refill the bank account.

**Carbon budgets are about equity.** They are intended to ensure that rich countries like Canada do not continue to use most of the world’s carbon for their own activities, and leave less affluent countries with fewer energy resources to complete their own transitions off of fossil fuels.

**Carbon budgets make it clear that emissions reductions made earlier are better than emissions reductions made later.** Since what matters is the total amount of carbon spent in the coming decades, carbon budgets favour early action. Making changes early means that the resulting emissions reductions often continue over subsequent years. Making the same changes later will make less of a difference to the overall emissions produced.

Municipal councils in Waterloo Region, as part of declaring a climate emergency or crisis, have expressed interest in approaches using carbon budgets. As part of the ‘80by50’ project, community and municipal stakeholders asked for WalterFedy to also calculate the community’s carbon budget. This will provide a common starting point for any future tools or approaches that are developed locally for specific organizations that are based on this carbon budgeting approach.



The total carbon budget for Waterloo Region is calculated to be 66.84 megatonnes of CO<sub>2</sub>e, or 66,840,000 tonnes of CO<sub>2</sub>e.

# CALCULATING WATERLOO REGION'S CARBON BUDGET

C40 Cities has developed a carbon budget for some of the largest cities in the world. Other cities, such as Edmonton, are using this approach to determine their own carbon budgets to identify how much of the world's remaining carbon their residents are entitled to. For their assessment, WalterFedy used the methodology used by the C-40 cities and the City of Edmonton.

The carbon budget for Waterloo Region is based on the following key data points:

- The per capita GHG emissions in 2016, which for 2016 was estimated to be 7.04 tonnes per person
- The per capita GHG emissions that are needed in 2050, which is zero
- The per capita GHG emissions that are needed in 2030, which is set by the C-40 cities at 3.1 tonnes per person

Then a curve is created using a function, to produce a graph that looks like this:

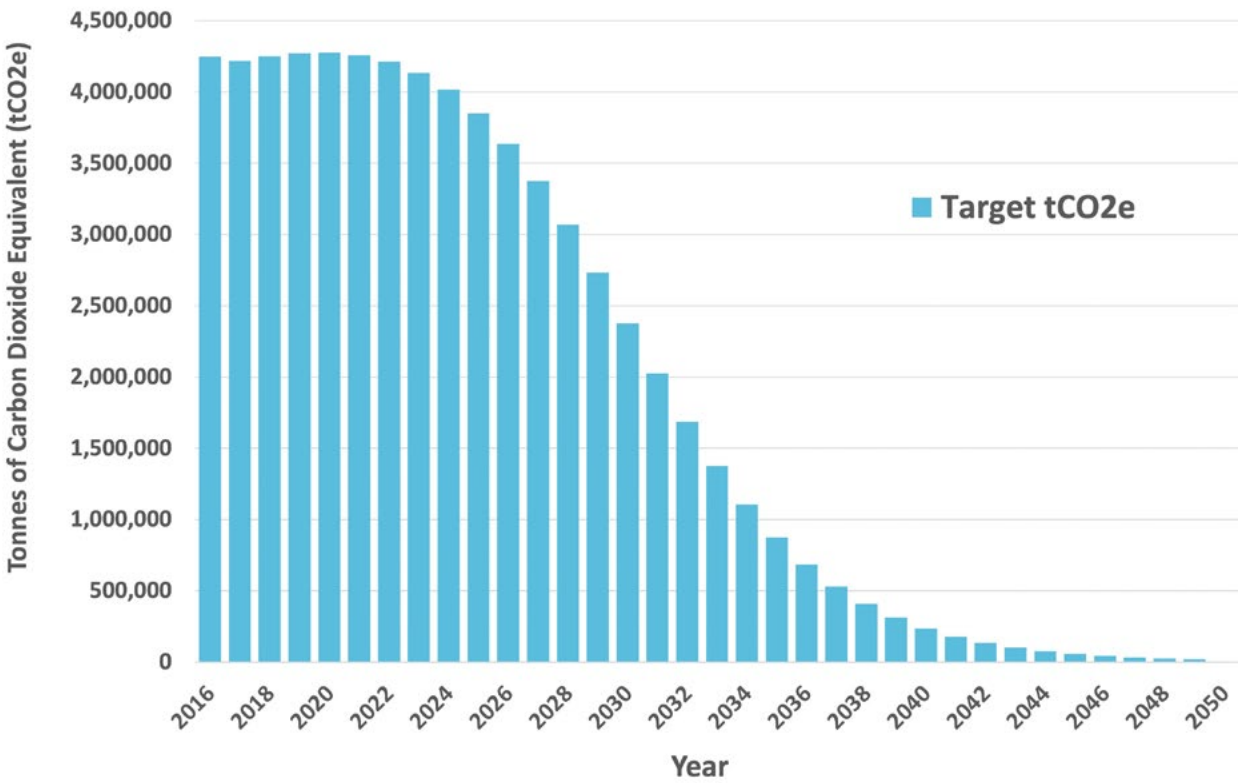


Figure 9: Waterloo Region's carbon budget curve with tonnes of carbon dioxide equivalent by year to stay within our carbon budget.

Once the GHGs per year are identified using this calculation, all the years' emissions are added together. This produces one number that represents the total amount of carbon the community is entitled to spend over the next several decades, before reaching net-zero emissions.

	Target tCO <sub>2</sub> e	Population	Target tCO <sub>2</sub> e/person		Target tCO <sub>2</sub> e	Population	Target tCO <sub>2</sub> e/person
2015	–	593,854	7.2	2033	1,377,352	773,327	1.8
2016	4,249,375	603,824	7.0	2034	1,106,048	783,298	1.4
2017	4,218,607	613,795	6.9	2035	875,314	793,268	1.1
2018	4,251,846	623,766	6.8	2036	684,402	803,239	0.85
2019	4,272,339	633,737	6.7	2037	529,934	813,210	0.65
2020	4,276,125	643,707	6.6	2038	407,167	823,180	0.49
2021	4,258,339	653,678	6.5	2039	310,953	833,151	0.37
2022	4,213,248	663,649	6.4	2040	236,364	843,122	0.28
2023	4,134,491	673,620	6.1	2041	179,021	853,093	0.21
2024	4,015,630	683,590	5.9	2042	135,217	863,063	0.16
2025	3,851,110	693,561	5.6	2043	101,916	873,034	0.12
2026	3,637,602	703,532	5.2	2044	76,693	883,005	0.09
2027	3,375,544	713,502	4.7	2045	57,642	892,976	0.06
2028	3,070,387	723,473	4.2	2046	43,282	902,946	0.05
2029	2,732,953	733,444	3.7	2047	32,475	912,917	0.04
2030	2,378,422	743,415	3.2	2048	24,353	922,888	0.03
2031	2,024,008	753,385	2.7	2049	18,254	932,859	0.02
2032	1,686,026	763,356	2.2	2050	0	942,829	0
CUMULATIVE TOTAL					66,842,437 tCO <sub>2</sub> e 66.8 MtCO <sub>2</sub> e		

Using this approach, the total carbon budget for human GHG emissions made within Waterloo Region is 66.84 MtCO<sub>2</sub>e. This 66.84 megatonnes is the amount of the world's remaining carbon to which our community is entitled.

Once the final number is identified, the annual numbers are much less important. While the specific annual numbers in the graph above can give a sense of whether the community is on track to stay within its carbon budget, carbon expenditures in a given year do not have to align with the graph, necessarily. The idea behind a carbon budget is to use that total budget number to create a plan to transition off of fossil fuels that stays within that carbon budget. This could involve “spending” more carbon up front and then reducing emissions more quickly after, or it could involve a more consistent reduction in the amount of carbon spent over time. What matters is staying within the overall carbon budget.

## PLANNING FOR WATERLOO REGION'S CARBON EXPENDITURES

This total carbon budget number is an important tool. Knowing how much carbon we are entitled to spend helps us to evaluate different approaches to reducing and eliminating emissions in the coming decades. In planning for the community, our long-term goal is to reduce and eventually eliminate GHG emissions from human activities.

At the same time, our local strategy moving forward must be based on ambitious but achievable actions that can be taken to reduce emissions. This approach is outlined in the full strategy document.

We are able to assess our emissions reduction plans in comparison to this carbon budget number, by calculating the expected total emissions from the ‘80by50’ pathway. The ‘80by50’ pathway produces an expected 96.51 megatonnes CO<sub>2</sub>e. While the more aggressive timelines assessed in Appendix A get closer to Waterloo Region's carbon budget (at 77.11 megatonnes CO<sub>2</sub>e), none of the potential pathways explored for this project is currently expected to keep the community's carbon expenditures within our calculated carbon budget.

To stay within our carbon budget, significant changes will be needed outside of our local control. In particular, the model used to develop our recommended pathway uses projections of GHG emissions from our electricity grid currently used by the Independent Electricity System Operator for Ontario. They presume that we will meet our increasing electricity needs using natural gas plants, and thus our emissions from electricity are expected to rise significantly over the timeframe of this strategy. Staying within our carbon budget will require a zero emission electricity grid. It will also likely require the use of additional carbon offsets, which are not included in our recommended ‘80by50’ pathway.

What this means for action in our community is clear. Over the next three decades, we need to achieve everything outlined in this strategy, and more. The path forward, guided by this strategy, will put Waterloo Region in the best possible position to make future, further gains in emissions reductions as our technology, our society, and our community continue to change over the next 30 years.

**“ Our future is at stake, it has now become our job to ensure we don’t exceed the climate tipping point, where change is too late. Now we must take action and prevent this problem from getting worse, ... we have the power in our hands, right now to make sure this doesn’t happen. Together as a community we can make a difference and we can make change happen.”**



*Kayley, 14 years old*



# CLIMATE ACTION<sub>WR</sub>

[WWW.CLIMATEACTIONWR.CA](http://WWW.CLIMATEACTIONWR.CA)

FACEBOOK, TWITTER, LINKEDIN: @CLIMATEACTIONWR

IN PARTNERSHIP WITH:



## **Appendix B: Final Community Consultation Results Summary:**

The draft TransformWR strategy was available for final public consultation from March 10<sup>th</sup> to April 12, 2021. This included:

- Discussions with key stakeholder groups (municipal staff, utilities, agricultural sector, community groups, municipal sustainability committees, school board representatives etc.);
- An Equity and Sustainability Justice review and focus group conducted by compensated BIPOC Knowledge Holders; and
- Widespread public consultation using the EngageWR platform.

Information about the final EngageWR consultation on the climate action strategy was provided through the following channels:

- An email to subscribers of the EngageWR page for the project;
- Social media posts from ClimateActionWR, partner non-profits, and municipalities;
- A joint news release from all eight municipalities issued through the Region's communications staff;
- Paid online advertising from ClimateActionWR;
- Direct requests to stakeholders and community groups to circulate the engagement opportunity through their networks;
- Feature segments on 570 news, the Mike Farwell show, and the Business to Business Radio Program.

The project's EngageWR page showed the following participation during the final consultation period:

- 3262 "Aware" participants (who viewed at least one page);
- 1058 "Informed" participants (who downloaded a document, visited multiple pages, answered the survey, or viewed an image); and
- 364 "Engaged" participants (who answered the survey).

In the survey, participants were asked to provide their thoughts on:

- Which parts of the Vision are most important;
- Which of the 6 Transformative Changes would be most important to achieve, and which would be most challenging;
- What types of actions are most important and most challenging to adopt;
- What supports are most important for respondents to be able to take action in their lives; and
- Whether anything was missing from the strategy, or whether parts were unclear.

Responses generally showed considerable engagement with the substance of the strategy. Overall, 66% of respondents indicated that the strategy provides what they need to take action toward this low carbon future. Of the 33% who indicated it did not, most provided thoughtful feedback that has been considered in final revisions to the strategy.

A summary of what was heard in this final consultation, and the changes made in response, are outlined in the following table:

What we heard	Response and changes made
<p><b>There are additional opportunities to highlight equity considerations</b></p>	<ul style="list-style-type: none"> <li>• Strengthened language in the ‘Principles’ to emphasize the importance of prioritizing the needs of equity-deserving groups in climate action work.</li> <li>• Added a ‘Spotlight on Climate Justice’ series of callout boxes throughout the strategy, to highlight some of the equity considerations that need to go into this work.</li> <li>• Added 2 new action items to specifically address equity concerns: <ul style="list-style-type: none"> <li>○ Action 6.1.2 Incorporate education on sustainability justice and equity into climate action planning</li> <li>○ Action 6.1.7: Increase broadband internet access</li> </ul> </li> <li>• Strengthened language in a number of sections to ensure equity is a key focus of this strategy, such as: <ul style="list-style-type: none"> <li>○ Including equity impacts as a metric in resources;</li> <li>○ Recognizing the importance of empowering equity-seeking groups in climate action work;</li> <li>○ Ensuring a lens of climate justice, anti-racism, and decolonization informs sustainability work;</li> <li>○ Recognizing diverse outreach methods needed in awareness campaigns, to serve diverse populations of residents;</li> <li>○ Respecting cultural traditions in actions related to food choices; and</li> </ul> </li> </ul>



What we heard	Response and changes made
	<ul style="list-style-type: none"> <li>○ Recognizing Indigenous ways of understanding food, and relationships with food and the land.</li> </ul>
<p><b>Inconsistent language is used to reflect that the active transportation and transit systems must be accessible for people of all ages and abilities</b></p>	<ul style="list-style-type: none"> <li>● Incorporated language around this in the ‘Vision’ statements.</li> <li>● Strengthened language in the following areas, to ensure a focus on accessibility and considerations for people of all ages and abilities:               <ul style="list-style-type: none"> <li>○ Strategy 1.1</li> <li>○ Action 1.1.1</li> <li>○ Action 1.1.5</li> <li>○ Strategy 1.2</li> <li>○ Action 1.5.2</li> </ul> </li> </ul>
<p><b>Safety is an important consideration in the transportation system</b></p>	<ul style="list-style-type: none"> <li>● Added considerations of age in action items, which helps address safety concerns (see above).</li> <li>● Added specific references to highlight the importance of safety in the following items:               <ul style="list-style-type: none"> <li>○ Action 1.3.4</li> <li>○ Strategy 1.1</li> <li>○ Strategy 1.2</li> </ul> </li> </ul>
<p><b>There are additional opportunities to recognise the differences between urban and rural areas</b></p>	<ul style="list-style-type: none"> <li>● Strengthened language in the ‘Principles’ to ensure the differing needs between rural and urban settings will be taken into consideration.</li> <li>● Added clarifying language in the ‘Implementation’ section to address that implementation will look different in different settings, and among the different municipalities.</li> </ul>

What we heard	Response and changes made
<b>There are additional opportunities to highlight the unique role of the Agriculture sector</b>	<ul style="list-style-type: none"> <li>Added example actions that farmers and those in the agriculture industry can take, to the 'Take Action' sections.</li> <li>Added information about the role of regenerative land management in climate change mitigation.</li> </ul>
<b>Clarify the role of advocacy in this work</b>	<ul style="list-style-type: none"> <li>Strengthened language to communicate the importance of provincial and federal support in achieving and exceeding our goals.</li> <li>Added references to specific actions and policies needed at provincial and federal levels to meet and exceed our goals.</li> </ul>
<b>Additional groups wanted to be identified as potential collaborators in the Strategy</b>	<p>Added new potential collaborators to action items:</p> <ul style="list-style-type: none"> <li>CycleWR added to Action 1.3.3</li> <li>Ekko and A Friendlier Company to Action 4.2.3</li> <li>Architectural Conservancy Ontario to Action 4.2.4</li> <li>KW Library of Things to Action 4.2.5</li> </ul>
<b>New actions/concepts added as suggestions from the community</b>	<p>New action items added:</p> <ul style="list-style-type: none"> <li>Action 6.1.2: Incorporate education on sustainability justice and equity into climate action planning.</li> <li>Action 6.1.7: Increase broadband internet access.</li> </ul> <p>New concepts added:</p> <ul style="list-style-type: none"> <li>Added a callout box to highlight the role innovative financing options can play in scaling up retrofits.</li> <li>Added a callout box on regenerative land management.</li> <li>Added callout box on food sovereignty.</li> </ul>

What we heard	Response and changes made
<p><b>There is a need to reduce emissions by more than 30% by 2030</b></p>	<ul style="list-style-type: none"> <li>• Strengthened language indicating the need for bold and immediate action in the short-term, to meet and exceed our short-term target;</li> <li>• Added further explanation on how this strategy contributes to the Paris Agreement objectives.</li> <li>• Added more references to the importance of advocacy to other levels of government to meet and exceed our local targets.</li> </ul>
<p><b>Some technical details are unclear or would benefit from more explanation</b></p>	<ul style="list-style-type: none"> <li>• Added callout boxes to explain additional technical terminology.</li> <li>• Added clarifying text to explain that air source heat pumps are most common, and ground source heat pumps can only be used where they will not disrupt our groundwater.</li> <li>• Added clarifying text to emphasize the importance of increasing the energy efficiency of <i>existing</i> buildings (in addition to new builds).</li> </ul>



## Appendix C: Frequently Asked Questions (FAQs) about TransformWR

### TransformWR Strategy Development

**Q: Who developed the *TransformWR* strategy?**

The TransformWR strategy was developed through the ClimateActionWR collaborative. Led by Reep Green Solutions and Sustainable Waterloo Region, and funded by the cities and the Region, ClimateActionWR focuses on climate change mitigation (reducing GHG emissions). To create our community's long-term climate action plan, all four townships in the region joined the collaborative, and funding was secured from the Federation of Canadian Municipalities to support this project. Led by ClimateActionWR staff, the project team included representatives from Reep Green Solutions, Sustainable Waterloo Region, the cities, the townships, and the Region.

**Q: Who is the TransformWR strategy for?**

TransformWR is intended to guide decisions made by everyone in our community over the next three decades: from municipalities and businesses to organizations and households.

**Q: How did community members help to build this strategy?**

ClimateActionWR connected with over 1,600 community members to discuss what they wanted the low-carbon future of Waterloo Region to look like, and their insights on how we can get there. This directly informed Our Vision of 2050, and the Principles for Designing a Low Carbon Future, which were key inputs into the development of the technical pathway. For the results of this consultation, see the [Community Engagement Summary Report](#) by Unless Design Partners. Most recently, the draft TransformWR strategy was available for public consultation on the EngageWR platform from March 10th to April 12, 2021. The results of that consultation are summarized in Appendix B of this report.

**Q: Were technical experts involved in the creation of the TransformWR strategy?**

Yes. Energy consultants from WalterFedy led the creation of the technical pathway. To inform this process, technical consultation included workshops, surveys, and conversations with over 100 technical experts, locally, nationally, and internationally, including municipal leadership and staff.

### Our Targets

**Q: Why are 2010 levels the baseline for our targets?**

Our first community GHG emissions inventory was based on 2010 data, and we have used that as our baseline emissions, from which we compare our reduction efforts against over time. 2010 data is the earliest community GHG data that we have available for Waterloo Region.

**Q: Why 80% by 2050?**

In 2018, the 80by50 target was endorsed by each municipal council across Waterloo Region: the Region of Waterloo, the Cities of Cambridge, Kitchener, and Waterloo, and the Townships of North Dumfries, Wellesley, Wilmot, and Woolwich. At that time, this target was in keeping with some of the most ambitious targets being set by other municipalities in Canada, and there was strong support in the community for the target.

**Q: Don't we need to be net-zero by 2050?**

Since the 80by50 target was endorsed by municipalities in 2018, there has been growing recognition that we must go faster and farther to complete our global energy transition by mid-century. Our 80% target is based on local changes we can make to reduce emissions, and is a minimum. We will take every opportunity we can to drive forward more ambitious climate action where opportunities arise. By using caution in our modelling, and building an ambitious plan based on it, we will be well positioned to potentially achieve our 80% reduction target earlier, and set us on a path to exceed it.

**Q: Why 30% by 2030?**

While big changes need to happen quickly, it will take time to plan and do the work. Based on these timelines, reducing our total emissions by 30% by the year 2030 is an ambitious goal that will require immediate and significant action by everyone across our community. Our model shows what local actions we need to take to reduce our emissions by 30% by the year 2030. Based on population projections for Waterloo Region, this will reduce emissions 49% *per person* by the year 2030.

**Q: Why not 50% by 2030?**

Ramping up local action will take time, making it unrealistic to electrify homes and vehicles and change our travel patterns and transportation system fast enough to cut emissions in half by 2030. The speed of change required for a 50% reduction by 2030 is shown in *Appendix B* of the TransformWR strategy. This would require immediate and significant financial support and regulatory requirements from federal and provincial governments. Additionally, the emissions reductions that result from our local actions will vary based on decisions made by senior levels of government, most notably the use of natural gas in the electricity system. If the Government of Ontario eliminated natural gas from the electricity system by 2030, the same local changes would reduce emissions by about 40% instead of 30%, meaning any further local changes would have a bigger GHG reduction impact. In short, this plan is built to maximize what we can do locally, so that any changes at other levels that further reduce emissions will help us to exceed our local targets.

## What's in TransformWR?

**Q: Why do many parts of the strategy focus on electrification?**

To reduce emissions quickly and meet our 2030 target, we must expand the use of existing available technologies. Electric options for home heating, cooling, water heating, and vehicles are available today, and when used can immediately eliminate most of the emissions associated with heating, and driving. Electric equipment is significantly more efficient than equipment that burns fossil fuels, and to transition our energy off of fossil fuels, we need to use less energy overall. Fuel switching to electricity can also enable equipment to run on locally-generated renewable energy.

**Q: Are carbon offsets part of our plan? Do carbon offsets help meet our target?**

No, carbon offsets are not part of our pathway to 80by50. Carbon offsets are a reduction in GHG emissions made in order to compensate for emissions made elsewhere. They are sold to enable the purchaser to claim the GHG reductions as their own. While this is a mechanism to reduce emissions, they do not address the root cause of our local emissions.

**Q: What about the growing population in the region?**

Our GHG reduction targets are absolute targets. This means we are working to lower our overall emissions based on our 2010 levels, even while our population and economic activity grows. This makes our targets more challenging to achieve, compared to ‘intensity-based’ targets which are based on emissions per person.

**Q: What is the purpose of the Carbon Budget section (*Appendix D of strategy document*)?**

When several municipalities in Waterloo Region declared a climate emergency or climate crisis in 2019, there was considerable interest in carbon budgets. At the request of the municipalities, the project’s technical consultants (WalterFedy) apply the carbon budget methodology used by Edmonton and the C-40 cities to identify a total carbon budget number for the Waterloo Region community as a whole. Information on this calculation is included in an appendix in the strategy document, so that municipalities and others have a common reference they can use as a starting point for any related work.

## **What’s Next?**

**Q: Is the TransformWR Strategy feasible?**

Yes. TransformWR is focused on identifying ‘what’ needs to be done in order to do our community’s part to address climate change.

**Q: What needs to happen next?**

The next step of this journey is implementation, for all municipalities, businesses, organizations, and households. Detailed implementation plans must be developed and resourced to make the changes outlined in the strategy.

**Q: How does this plan impact our community’s social and economic priorities?**

This strategy aims to use GHG reductions to create a more equitable, prosperous, resilient low-carbon community. Transforming our energy system will prepare Waterloo Region to thrive in a low-carbon global economy in the coming decades. Redesigning our transportation, buildings, waste, and food systems to use less energy are opportunities to improve quality of life, especially for those who experience the most barriers in our current, high-energy systems.

**Q: How will progress be tracked?**

The ClimateActionWR Collaborative will track GHG emissions on an annual basis, with full GHG inventories completed no less than every 5 years. Key performance indicators will also allow monitoring of progress on an ongoing basis.

**Q: How will advocacy play a role in our success?**

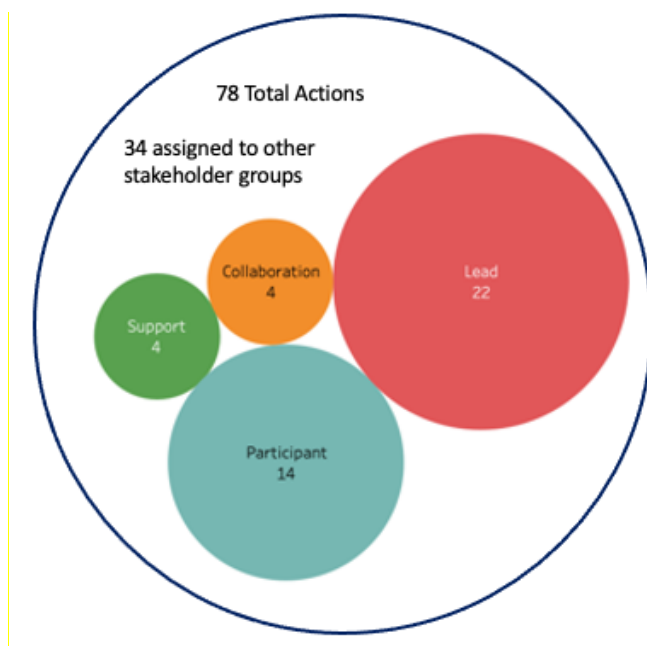
The success of our efforts will depend on policies from other levels of government, such as decarbonizing Ontario’s electricity grid. Achieving our targets will require working with local organizations and governments, as well as other municipalities across Ontario and Canada to have a coordinated voice in expressing our needs for climate action that supports equity, prosperity, and resiliency.

## Appendix D: Summary of Municipal Actions - City of Cambridge

Within the TransformWR Strategy, there are a total of 78 action items outlined in the 10 Year Plan.

Of these 78 action items, the City of Cambridge has responsibilities outlined in the following ways:

- Lead organization for 22 action items
- Collaborating organization for 4 action items
- Supporting organization for 4 action items
- Participating organization for 14 action items



The following tables show the specific action items associated with the City of Cambridge.

### Lead Organization:

These organizations will take the lead on planning and implementing the action item, gathering support, and identifying additional collaborators or supporters to drive progress. They will also lead the identification and monitoring of success metrics through the ClimateActionWR collaborative.

*Note: Many action items name more than one Lead organization, and in most cases where a municipality is identified, all Area Municipalities and often the Region of Waterloo are also listed as Leads.*



Action	Role
Action 1.1.1: Plan a network of major active transportation corridors across cities and townships, that will provide high-volume priority travel for walking, cycling, and rolling to key destinations across the region, as well as access to public transit.	Lead
Action 1.1.2: Plan for and build neighbourhood connections to the active transportation network.	Lead
Action 1.1.3: Implement further policies across the region to prioritize active transportation in road and trail design and reconstruction.	Lead
Action 1.1.4: Identify and implement policy and program opportunities to de-incentivize driving.	Lead
Action 1.1.5: Design and maintain active transportation infrastructure to ensure year-round access, safety, and comfort for people of all abilities.	Lead
Action 1.2.4: Connect people to intercity, multimodal, and emerging transportation solutions.	Lead
Action 1.3.1: Launch micro mobility systems (bike, e-bike and e-scooter-sharing systems) in Waterloo Region communities.	Lead
Action 1.3.4: Develop active transportation and transit programs that target equity-deserving communities.	Lead
Action 1.5.1: Create “15 minute neighbourhoods” where people can meet their daily needs by walking, cycling, or rolling.	Lead
Action 1.5.2: Implement design standards for new developments to build for walking, cycling, and rolling to be the primary mode of travel.	Lead
Action 2.1.2: Plan and begin to implement a transition to zero emission vehicles for municipal fleets, working towards a goal of at least half of municipal vehicles being zero emissions by 2030.	Lead
Action 2.2.2: Require all new residential parking spaces, and a portion of new non-residential parking spaces, to be constructed as "EV-ready".	Lead
Action 3.1.9: Offer innovative loans for energy-related residential and commercial building upgrades.	Lead

Action	Role
Action 3.2.3: Develop region-wide building standards to encourage and support zero-carbon development of all new buildings in the region.	Lead
Action 3.2.4: Incorporate energy planning considerations into the development application review process.	Lead
Action 3.2.7: Show leadership by building net-zero carbon in the public sector.	Lead
Action 4.2.1: Implement community waste reduction and circular economy campaigns.	Lead
Action 4.2.4: Reduce unnecessary building demolitions and construction waste.	Lead
Action 5.1.1: Continue to develop and enforce robust land use planning protections for prime agricultural land.	Lead
Action 6.1.1: Establish metrics to measure progress on increasing equity through GHG reduction initiatives in our community.	Lead
Action 6.1.3: Fund a climate justice committee led by community members from equity-seeking groups.	Lead
Action 6.5.1: Bring community organizations and local government together to collectively identify and communicate advocacy priorities to multiple levels of government.	Lead

### Collaborating Organization:

These organizations will work with the lead organization to drive progress toward the goals/metrics, and contribute to the reporting process as relevant to their work.

Action	Role
Action 1.2.2: Ensure priority access for walking, cycling, and rolling to transit stations and bus stops.	Collaboration
Action 1.3.3: Create community active transportation hubs to provide customized support, education, training, and resources.	Collaboration
Action 2.1.1: Complete a region-wide electric vehicle strategy.	Collaboration
Action 3.1.10: Create a one-window service to support energy-related upgrades for homes and businesses.	Collaboration

### Supporting Organization:

These organizations will provide support to the lead and collaborating organizations, on an as-needed basis, to drive progress toward the metrics associated with the action items.

Action	Role
Action 1.4.1 Increase the efficiency of commercial goods movement.	Support
Action 2.1.5: Develop and implement an electric vehicle public outreach and communication strategy for personal vehicles.	Support
Action 3.1.5: Identify and implement necessary supports to transition anyone still using fuel oil, or propane for heating to other fuel sources by 2025.	Support
Action 6.1.4: Provide specialized resources/support to organizations on prioritizing equity while planning their transition.	Support

## Participating Organization:

Being listed as a Participating Organization means your municipality will have a role in conducting this work from the perspective of an organization, in the same way that other organizations and businesses within the community are being asked to participate in these action items.

Action	Role
Action 1.3.2: Expand and innovate on existing programming (e.g. Travelwise) that supports employers and employees in making active transportation and transit the easy and preferred choice for commuting and business travel.	Participant
Action 1.3.5: Post-pandemic continued adoption of work from home and flexible work schedules for reducing trips or shifting trips to off-peak times.	Participant
Action 1.5.3: Site key community services, health facilities, subsidized housing, etc., in central areas where they can be easily accessed using the active transportation and public transit systems.	Participant
Action 2.1.3: Plan and begin to implement the transition of commercial vehicle fleets to zero emissions vehicles.	Participant
Action 2.2.1: Provide more public electric vehicle charging stations in public spaces, commercial spaces and other places visited by the public.	Participant
Action 3.1.2: Implement a public literacy campaign to explain and promote the adoption of electric heat pumps for space and water heating in residential and commercial buildings.	Participant
Action 3.1.3 Switch home and business heating and water heating off of fossil fuels.	Participant
Action 3.1.6: Install renewable energy generation in business and residential buildings.	Participant
Action 4.1.3: Support the use of compost/organics collection programs for all commercial buildings.	Participant
Action: 5.4.2: Provide a variety of low GHG food options plant-based dining options in local restaurants, grocery stores, and catered events.	Participant
Action 6.1.2: Incorporate education on sustainability justice and equity into climate action planning.	Participant



Action	Role
Action 6.1.6: Build reciprocal relationships between Indigenous groups and local municipalities and climate action organizations to ensure GHG reduction work is done in equitable ways that respect the land and traditions of Indigenous groups.	Participant
Action 6.1.8: Apply an equity lens to all the actions in this transformation.	Participant
Action 6.3.4: Evaluate how to identify and protect optimal areas for industrial-scale renewable energy generation.	Participant

**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **Public Notice for Planning Applications**

**Submitted By:** **Hardy Bromberg, Deputy City Manager – Community Development**

**Prepared By:** **Elaine Brunn Shaw, Chief Planner**

**Report No.:** **21-136(CD)**

**File No.:** **L11.02.04**

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## Recommendations

THAT Report 21-136(CD) Public Notice for Planning Applications be received as information;

AND THAT circulation areas via regular mail for official plan amendments, zoning amendments, plans of subdivision, vacant land condominiums and parcels of tied land condominiums be increased from 120 m (393 ft) to 150 m (492 ft) to provide notice to property owners in a larger geographic area;

AND THAT no change occur to the 60 m (197 ft) circulation area for Committee of Adjustment severance or minor variance applications for reasons as set out in Report 21-136(CD);

AND FURTHER THAT that the City continue to require applicants to prepare and post larger signs for more complex planning applications when applicable.

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## Executive Summary

### Purpose

- At the November 12, 2019 Planning and Development Committee directed staff to review the distribution and notification processes involved with providing notices about applications and public meetings under the Planning Act and related regulations. The preparation of this report was delayed due to dealing with other matters during the pandemic.

- The purpose of this report is to advise Council of the City's notice obligations along with some additional options for Council's consideration if there is interest in providing additional notice.

## Key Findings

- The City is currently complying with notice requirements in the Planning Act and its related regulations and the City's Official Plan
- Notice about planning applications is provided via regular mail to property owners within prescribed notification areas, through signage posted on the site of a planning applications, and for some applications, through notice in the Cambridge Times. In addition, people outside the notification area who become aware of a planning application can submit a written request for notice via regular mail, email or facsimile.
- As part of improved communication City staff has recently started requiring more informative signage with plain language to be posted on a property for more complex planning applications.
- Public notice practices for other area municipalities in this region are included in **Attachment 3** to this report for comparison purposes.

## Financial Implications

- The cost of preparing the new, more informative signage for more complex planning applications is the responsibility of the applicant. The cost of signage for Committee of Adjustment severance and minor variance applications is included in the cost of those applications.
- This report includes estimated cost implications of increasing the geographic area for providing notice to assessed properties owners via regular mail for zoning amendment, official plan amendment, plans of subdivision, vacant land condominiums and parcels of tied land condominiums applications. The annual cost implications to the City of increasing regular mail notice to property owners from 120 metres (394 ft) to 150 metres (492 ft) is \$0- \$1,900.
- This report also includes estimated cost implications of increasing the geographic area for providing notice to assessed properties owners via regular mail for Committee of Adjustment severances and minor variances. The annual cost implications to the City of increasing regular mail notice to property owners from 60 metres (197 ft) to 120 metres (394 ft) is \$0- \$11,000.

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## Background

At the November 12, 2019 Planning and Development Committee meeting, Committee provided the following direction to staff which was ratified at the November 19, 2019 Council meeting:

THAT staff review the distribution and notification processes involved with providing notices of public meetings under the Planning Act.

### Notice Requirements under the Planning Act

When notice is required about planning applications within a circulation area, the Planning Act and its related regulations sets out that notice must be provided by personal service to the currently assessed property owner(s) based upon Municipal Property Assessment data, ordinary/regular mail, fax, email or published in newspaper advertisements. Others who see newspaper notice or a notice sign on a property can request to be notified by ordinary/regular mail, fax, email.

In accordance with the Planning Act, City staff provides notice to assessed property owners via regular mail about receipt of complete planning applications and statutory public meetings, including posting a sign on the property, and notice in the Cambridge Times based upon the following circulation areas:

- Zoning amendment, official plan amendment, plans of subdivision, vacant land condominiums and parcels of tied land condominiums (each homeowner in the condominium has a part ownership in the common elements in the condominium. The common elements can include things like parking areas, access roads, sidewalks, parks, playgrounds, trails, etc.) – 120 metres (393 ft);
- Severances and minor variances – 60 metres (197 ft)

These notices are measured from the property boundary of the subject land to the neighbouring lands that fall within these circulation areas. The presence of roads, railways and other geographic features are not excluded and do not lead to an increase the radius of the circulation area.

The circulation areas are identified by City staff using the City's OnPoint Geographic Information Systems (GIS) software which is linked to the property assessment roll.

City staff provides email notice to people within or outside the circulation area who have provided us with their email contact information, in lieu of notice via regular mail. Staff in the Planning Services Division coordinates notice for planning applications.

Newspaper notice:

Advertisement in the Cambridge Times is provided for public meetings for: zoning amendments; official plan amendments; plans of subdivision; vacant land



condominiums; and parcels of tied land condominiums. Providing notice by mail within the circulation area **and** publishing in the newspaper exceeds what is required under the Planning Act regulations. For removal of a holding provision under zoning, newspaper notice is provided along with notice via regular mail or email to people who have asked in writing to be notified.

Notice signs:

Notice signs posted on a subject property, and newspaper notice in the Cambridge Times provide an opportunity for people outside the circulation area to be informed about planning applications in their neighbourhood and a phone number to call for more information.

City staff has recently started requiring more informative signage with plain language to be posted on a property for more complex planning applications. The signs are required to have a width 3 ft (91.44 cm) and height 2 ft (60.96 cm). A sample of the new sign is included as **Attachment 1**. The cost of preparing and posting signs for official plan amendments, zoning amendments, plans of subdivision, vacant land condominiums and parcels of tied land condominiums are the responsibility of the applicant and mock-up signs are provided and approved by the Planner prior to being prepared. For more complex planning applications, the City's practice is to require notice signs to be posted on the property within 10 days of receipt of the City receiving a complete planning application to share information about an application as soon as possible. The Planning Act generally only requires posting of signs a specific number of days before a public meeting/hearing (e.g. 20 days before a public meeting for a Zoning Amendment). The sign must be visible and legible in a location from the street on each frontage. The applicant must also provide digital photos of the installed sign to the City's development planner who is coordinating the application.

Coroplast (plastic cardboard) signage for minor planning applications is still being provided by the City. The cost of those signs is covered in the applications fees. A sample of these signs is included as **Attachment 2**.

### **Notification approaches by other municipalities in the region**

In order to consider public notice options for planning applications in Cambridge, the notice practices for most of the other municipalities in this region are included in **Attachment 3**. A summary of the notification approaches from the responding municipalities is as follows:

- For official plan amendments, zoning amendments and plans of subdivision, circulation areas vary from 120 metres (394 ft) - 150 metres (492 ft). The 150m (492 ft) circulation is used in the Township of Woolwich is due to the larger lot fabric in the rural area.

- For site plans when Council directs that staff consult with neighbouring residents, only the City of Cambridge provides notice
- For severances and minor variances, with the exception of the City of Kitchener, municipalities provide notice to a 60 m (197 ft) circulation area
- The City of Kitchener uses a provision in the Planning Act regulation which permits them to provide notice within 30 m (98 ft) for minor variances to detached, semi-detached or duplex housing
- All of the responding municipalities provide some information about planning applications on their municipal website

### **No Notice Requirements under the Planning Act and Its Related Regulations**

There is no obligation under the Planning Act or its Regulations for a municipality to provide any notice about site plan applications or Council passing a by-law to temporarily remove part lot control from parcels within a plan of subdivision. Also, there is no obligation for a municipality to provide notice via regular mail to tenants (residential, commercial or industrial) within a building. This is due to municipalities not having a reliable, up-to-date source of accurate information about current tenants within a building.

Currently the City releases agendas for Council meetings the week prior to Council meetings providing more than 24-hour notice of meetings to the public. As the City reviews the Procedure By-law staff aim to continue to provide more than 24 hour notice to the public of Council meetings

### **Notices about Planning Applications through the City's website**

As part of providing easy access to information about planning applications, City staff also posts a summary of the planning application and lists all submitted supporting studies on the City's website for large, complex applications at:

<https://www.cambridge.ca/en/build-invest-grow/current-development-applications.aspx>

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## **Analysis**

### **Strategic Alignment**

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

Goal #2 - Governance and Leadership

Objective 2.1 Provide a wide range of ways that people can become involved in city decision making.

Where required, notice about complete planning applications and public meetings under the Planning Act are minimums. A municipality has the option of requiring and/or providing additional notice and the City's Official Plan includes policies about notice requirements.

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## Comments

### Evaluation of Options:

City staff has previously heard information about previous Ontario Municipal Board matters where notification to a larger geographic area was argued as being prejudicial to an applicant because more people were notified about the proposal than required. After contacting the Ontario Municipal Board (now Local Planning Appeal Tribunal) and searching case law, specific information has not been able to be found confirming this.

Current costs associated with preparing and sending notice via regular mail equates to approximately \$2.00 per letter factoring in postage and staff handling. Costs of providing notice via email is not reported on since that is a cost due to Planning Act requirements that anyone requesting notice via email must be contacted in that manner, regardless of where they own property.

Any additional costs of providing regular notice to a larger geographic area would be covered by the City to further the City's strategic objective of providing Provide a wide range of ways that people can become involved in city decision making.

1. **Larger circulation area notice** for zoning amendment, official plan amendment, plans of subdivision, vacant land condominiums and parcels of tied land condominiums via regular mail: increase from 120 m (394 ft) to – 150 metres (492 ft)

As examples, City staff evaluated the implications of expanding the circulation area in the Core Areas, Hespeler Road and a newly developed subdivision since there is a lot of development interest in these areas.

Area	120 m - Number of Properties and cost	150 m – Number of Properties and cost	Difference – Number of Properties and Cost
Core Area	46 properties - \$92	69 properties - \$138	23 properties - \$46
Hespeler Road	5 properties - \$10	5 properties - \$10	\$0
Residential	118 properties -	152 properties -	34 properties - \$68

Area	120 m - Number of Properties and cost	150 m – Number of Properties and cost	Difference – Number of Properties and Cost
Area - newly developed subdivision	\$236	\$304	
<b>Average # of zoning amendment, official plan amendment, plans of subdivision, vacant land condominiums and parcels of tied land condominiums applications combined per year and cost implications</b>			
Average Number of Applications combined	Range of Current circulation costs – 120m based upon three scenarios above	Range Estimated circulation costs – 150m rounded based upon three scenarios above	Cost difference to City rounded based upon three scenarios above
28	\$300 - \$6,600  (28 x # properties x \$2)	\$300 - \$8,500  (28 x # properties x \$2)	\$0- \$1,900

\* Average number of applications based upon five year average.

**Recommendation:** that circulation areas via regular mail for official plan amendments, zoning amendments, plans of subdivision, vacant land condominiums and parcels of tied land condominiums be increased from 120m (394ft) to 150m (492 ft) to provide notice to more property owners.

2. **Larger circulation area notice** for severances and minor variances via regular mail from 60 m to 120 (394 ft)

Area	60 m - Number of Properties and cost	120 m - Number of Properties and cost	Difference – Number of Properties and Cost
Core Area	10 properties - \$20	46 properties - \$92	36 properties - \$72
Hespeler Road	1 property - \$2	5 properties - \$10	4 properties - \$8



Area	60 m - Number of Properties and cost	120 m - Number of Properties and cost	Difference – Number of Properties and Cost
Residential Area - newly developed subdivision	51 properties - \$102	118 properties - \$236	67 properties - \$134
<b>Average # of Committee of Adjustment applications (severances and minor variances) per year and estimated cost implications of a larger circulation area</b>			
Average Number of Applications	Current circulation costs – 60m based upon three scenarios above	Estimated circulation costs – 120m based upon three scenarios above	Cost difference to City rounded based upon three scenarios above
83	\$170 - \$8,500  (83 x # properties x \$2)	\$170 - \$19,600  (83 x # properties x \$2)	\$0- \$11,000

\* Average number of applications based upon five year average.

In presenting the information above, it is acknowledged that Committee of Adjustment applications occur throughout the City and not just within the newly developed subdivisions. Also the analysis above is based upon the estimated cost of notice for single applications. In some cases combined severance and minor variance applications are submitted for a property. In those cases notice of both applications is combined in one notice. The cost estimate above is an ultimate case scenario.

**Recommendation:** Considering that the nature of many Committee of Adjustment applications are minor in nature, and the City's current regular mail notification practice is in line with most of the area municipalities in the Region of Waterloo, it is recommended that no change to the geographic extent of the circulation area for these types of applications occur. This would not change the ability of people outside the circulation area who become aware of an application via a sign or upcoming Committee of Adjustment agenda posted on the City's website to request notice of the application.

### 3. **Notice for controversial site plan applications**

As noted above, the Planning Act does not require public notice for any site plan applications. This is because the property owner will be complying with all of the zoning regulations affecting the property. Once a site plan is approved and any related site plan agreement is registered on the property title, the property owner is also eligible to receive a building permit. Notice of the building permit is provided by property owner placing a placard on the property.

In Cambridge, when Council directs City staff to carry out neighbourhood consultation for controversial site plan applications, neighbourhood meetings (and in some cases also smaller neighbourhood liaison meetings) are held to discuss the proposal with neighbours. Notice of those neighbourhood meetings are provided via regular mail to property owners within 120 metres (393 ft) of the subject site and to anyone else that hears about proposal and requests notice. Like other applications, City staff provides email notice to people who have provided us with their email contact information, in lieu of notice via regular mail.

Also, the site plan application and any submitted supporting studies for such controversial site plan applications are posted on the City's website.

<https://www.cambridge.ca/en/build-invest-grow/current-development-applications.aspx>

Through Report 21-074(CD) Council recently passed the following resolution on March 2, 2021:

AND THAT Council continue to delegate site plan approval authority to the Chief Planner or designate unless Council passes a resolution directing which site plans they would like to review and approve at the public meeting stage for a planning application

### 4. **Notice flyers to tenants within a building**

As noted above City staff does provide required notice about planning applications to property owners. There is no obligation for a municipality to provide notice via regular mail to tenants (residential, commercial, institutional or industrial) within a building. This is due to municipalities not having a reliable, up-to-date source of accurate information about current tenants within a building

The suggestion that the City consider providing notice to tenants is intended to provide more opportunities for tenants to be informed about applications in their neighbourhood if the property owner does not share their notice.

City staff has considered this option and there are some issues to be considered for trying to provide notice to tenants such as:

- controlled access buildings where developers or City staff cannot easily enter to deliver notice flyers;
- some buildings where delivery of junk mail or posting of flyers is not permitted;
- no obligation for property owner or a condominium board to agree to distribution of information to renters and lessees.

As noted above, the City does provide newspaper notice and require signage about an application on the subject property which tenants can view.

**Recommendation:** That the City does not require applicants or City staff to provide additional notice flyers to tenants within a residential, industrial, institutional or commercial buildings. In cases where a development application applies to a property that includes tenants, the planning application form could require the property owner to confirm that tenants on that subject property have been notified

## 5. Larger signs for more complex planning applications

As part of a recent continuous improvement initiation, the development planning section implemented the requirement for larger signage for more complex planning applications to provide easier, plain language information in an eye-catching format. This approach is based upon examining some other municipalities application signage requirements. The applicant is responsible for the cost of preparing and posting the sign(s) for all applications requiring public notice, other than Committee of Adjustment applications.

As noted above, City staff require more informative signage with plain language to be posted on a property for more complex planning applications. The signs are required to have a width 3 ft (91.44 cm) and height 2 ft (60.96 cm). A sample of the new sign is included as **Attachment 1**. When required, for more complex planning applications City staff can require even larger signs than these new standards. Applicants would be advised of these larger sign requirements prior to submitting a planning application.

**Recommendation:** that the City require applicants to prepare and post larger signs for more complex planning applications when applicable.

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## Existing Policy/By-Law

In addition to the Planning Act's requirements for notice as set out above, the City's Official Plan sets out the following in Chapter 10:

### 10.1 Public Involvement

1. Council recognizes that public involvement is an essential component of decision-making and encourages all people to provide input in the decision-making process.
2. Council will follow the public notification procedures regarding planning matters that are contained in the Planning Act and its regulations.
4. In addition to requirements specified in Policy 10.1.2, the City will use the following mechanisms to promote public participation and informed decision-making: a) requiring the proponent to post one or more signs, clearly visible to the general public, on properties undergoing a planning approval process; and b) any other means that Council deems appropriate including electronic communications.
5. During the processing of amendments to this Plan and the Regional Official Plan or for other initiatives where interests with the Region are common, the City will hold joint public meetings with the Region, where appropriate.
6. Changes to the notification procedures in Policy 10.1.2 are permitted as specified below:
  - a) for a general amendment to the Official Plan, Zoning By-law or other planning matters for which the City deems public notice to be appropriate, notice shall be given at least 20 days prior to the public meeting by:
    - i) advertisement in a newspaper or newspapers having general circulation in the city; and Chapter 10 Implementation 187 September 2018 Consolidation
    - ii) personal service or prepaid first class mail to every person and agency that has given the Clerk a written request for such notice with respect to that planning matter;
  - b) for a site specific amendment to this Plan or Zoning By-law, notice shall be given at least 14 days prior to the public meeting by:
    - i) personal service or prepaid first class mail to every owner of land within 120 metres of the area to which the amendment will apply; and
    - ii) personal service or prepaid first-class mail to every person and agency that has given the Clerk a written request for such notice with respect to that planning matter;
  - c) a notice of public meeting shall contain the following information:
    - i) the date, time and place of the meeting;
    - ii) in the case of a site-specific amendment, a key plan showing the location of the site or area to which the proposed amendment will apply; and



iii) the proposed amendment or an explanation of the proposed amendment. 7.  
The City may hold informal public meetings for development matters.

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## Financial Impact

- The cost of preparing the new, more informative signage for more complex planning applications is the responsibility of the applicant. The cost of signage for Committee of Adjustment severance and minor variance applications is included in the cost of those applications.
- This report includes estimated cost implications of increasing the geographic area for providing notice to assessed properties owners via regular mail for zoning amendment, official plan amendment, plans of subdivision, vacant land condominiums and parcels of tied land condominiums applications. The annual cost implications to the City of increasing regular mail notice to property owners from 120 metres (394 ft) to 150 metres (492 ft) is \$0- \$1,900.
- This report also includes estimated cost implications of increasing the geographic area for providing notice to assessed properties owners via regular mail for Committee of Adjustment severances and minor variances. The annual cost implications to the City of increasing regular mail notice to property owners from 60 metres (197 ft) to 120 metres (394 ft) is \$0- \$11,000.

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## Public Input

Posted regularly as part of the report preparation process.

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## Internal/External Consultation

The City's Legal Services Division and Clerk's Division was consulted for the preparation of this report. City staff consulted with the municipalities in this region about their notice practices. The summary of that information is included as **Attachment 3**.

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## Conclusion

Notice about planning applications is provided via regular mail to property owners within prescribed notification areas, through signage posted on the site of a planning applications, and for some applications, through notice in the Cambridge Times. In addition, people outside the notification area who become aware of a planning application can submit a written request for notice via regular mail, email or facsimile.

This report includes information about the current circulation practices of many of the municipalities within this region. It is recommended that circulation areas via regular mail for official plan amendments, zoning amendments, plans of subdivision, vacant land condominiums and parcels of tied land condominiums be increased 150 m (492 ft)

to provide notice to property owners in a larger geographic area. This report also recommends that no change to the geographic extent of the circulation area for minor variance and severance applications.

Lastly, this report recommends that the City continue require applicants to prepare and post larger signs for more complex planning applications when applicable.

This report about public notice aligns with the City's strategic objectives of providing a wide range of ways that people can become involved in city decision making.

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## Signature

### Division Approval

**Name:** N/A

**Title:** N/A

Reviewed by the CFO

Reviewed by Legal Services

### Departmental Approval



**Name:** Hardy Bromberg

**Title:** Deputy City Manager, Community Development

### City Manager Approval



**Name:** David Calder

**Title:** City Manager

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## Attachments

1. Sample public meeting notice sign for posting on property by applicant
2. Sample sign for minor planning applications
3. Current Public Notice for Planning Applications – Best Practices Review January, 2020

Sample public meeting notice signs for posting on property by applicant

Example



**27-31 Cambridge Street  
Development Proposal**

**The City of Cambridge has received a  
Planning application.**

Five storey residential building with 24 residential units and  
a 2 commercial units on the ground floor and 30 underground  
parking spaces.

**A public meeting will be held.**

**Time: 7:00pm**

**Date: Tuesday June 5, 2018**

**Location: Council Chambers, Historic City Hall, 46 Dickson St. Cambridge**

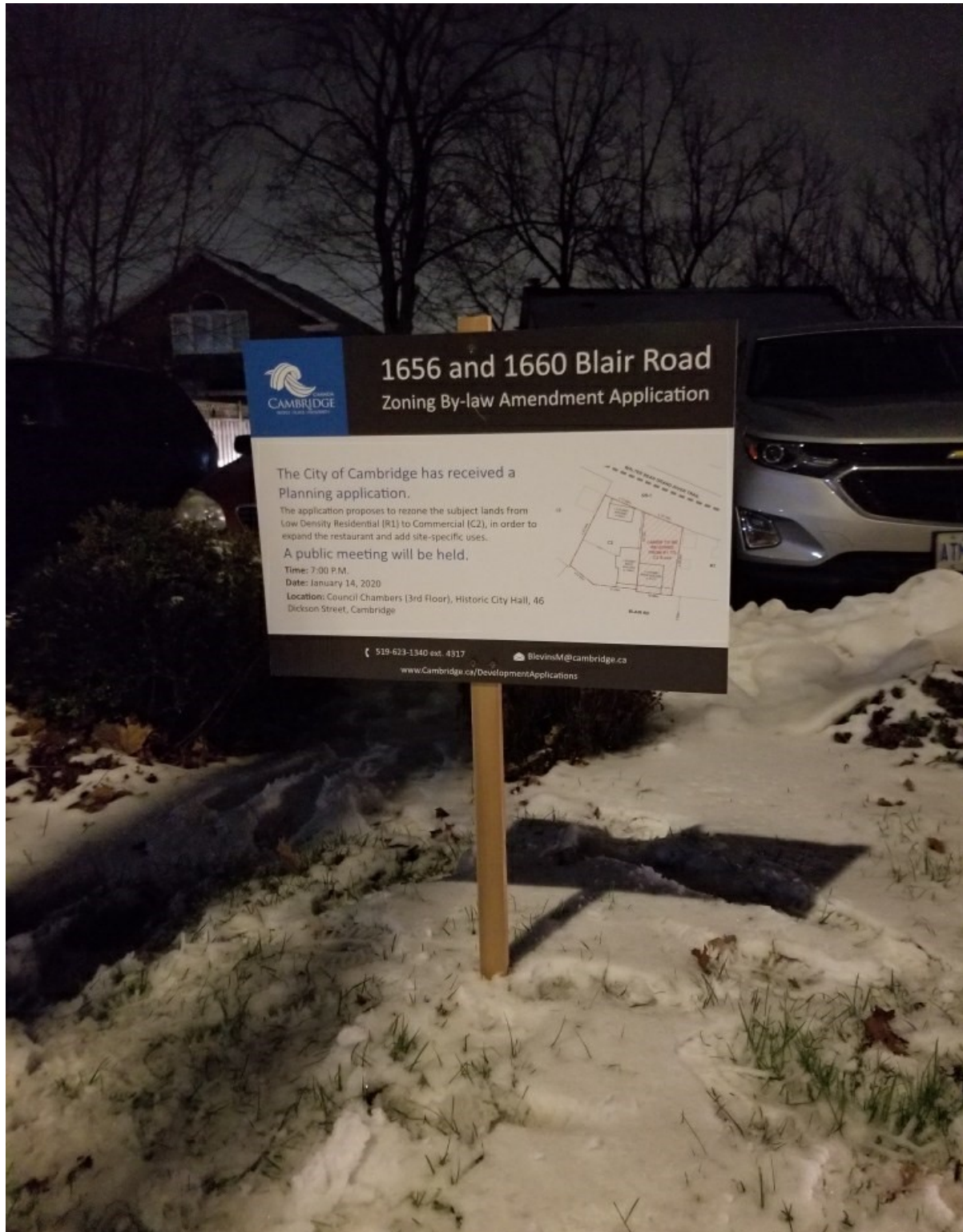


**☎ 519-623-1340 ext. 4520 | ✉ [frlessd@cambridge.ca](mailto:frlessd@cambridge.ca)**

**[www.Cambridge.ca/DevelopmentApplications](http://www.Cambridge.ca/DevelopmentApplications)**



## Sample public meeting notice signs for posting on property by applicant



Sample sign for minor planning applications



**Notice**

**The City of Cambridge Committee of Adjustment has received an application under the Planning Act for this property.**

**A public meeting will be held to hear this application.**

**Hearing Date:**

**Time: 6:00 p.m.**

**Location: 46 Dickson Street 3rd Floor  
Historic City Hall**

**For more information call  
(519) 623-1340 ext. 4289.**

**Refer to file:**

## Attachment 3

### Current Public Notice for Planning Applications – Best Practices Review January, 2020

#### City of Cambridge

Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Severance/Consent	Minor Variance
Regular mail circulation radius from subject property	120 m	120 m	120 m	120 m	Owner of subject land and anyone who has submitted a written request for notice	No, unless Council has directed neighbourhood consultation is required then 120 m used plus anyone else that hears about proposal and requests notice	N	60 m	60 m
Notice sign posted on subject property - Y or N	Y	Y	Y	Y	N	N	N	Y	Y
Summary of proposal and supporting studies posted on municipal website - Y or N	Y – complex applications only	Y – complex applications only	Y – complex applications only	N	N	Y – complex, controversial applications only	N	N	N
Newspaper notice Y (within municipality's corporate ad) or	Y	Y	Y	Y	Y	N	N	N	N

Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Severance/ Consent	Minor Variance
N									

## City of Kitchener

Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Severance/ Consent	Minor Variance
Regular mail circulation radius from subject property	120 m	120 m	120 m	120 m	N	N	N	30m	30m *
Notice sign posted on subject property - Y or N	Y	Y	Y	Y	N	N	N	Y	Y
Summary of proposal and supporting studies posted on municipal website - Y or N	Y	Y	Y	Y	N	N	N	N	N
Newspaper notice Y (within municipality's corporate	Y	Y	Y	Y	Y	N	N	Y	Y



Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Severance/Consent	Minor Variance
ad) or N									

- The Planning Act permits a 30 m circulation area to be used, where a zoning by-law restricts the use of the land to detached, semi-detached or duplex housing and the application is for a minor variance under subsection 45 (1) of the Planning Act

## City of Waterloo

Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Consent	Minor Variance
Regular mail circulation radius from subject property	125m	125m	125m	N/A	125m	N/A	N/A	60m	60m
Notice sign posted on subject property - Y or N	Y	Y	Y	N	Y	N	N	Y	Y
Summary of proposal and supporting studies posted on municipal website - Y or N	Y	Y	Y	N	Y	N	N	N	N
Newspaper notice Y (within municipality's corporate ad) or N	Y	Y	Y	Y	Y	N	N	N	N

## Township of Wellesley

Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Severance/Consent	Minor Variance
Regular mail circulation radius from subject property	120 m	120 m	120 m	120 m	Applicant/Owner	No public circulation	N	60 m	60 m
Notice sign posted on subject property - Y or N	Y	Y	Y	Y	N	N	N	Y	Y
Summary of proposal and supporting studies posted on municipal website - Y or N	Y	Y	Y	Y	N	N	N	N	N
Newspaper notice Y (within municipality's corporate ad) or N	N	N	N	N	N	N	N	N	N

## Township of Woolwich

Notice type	Zoning amendment	Official Plan amendment	Plan of subdivision	Vacant Land or Parcels Of Tied Land (POTL) condominium	Removal of Holding Provision	Site plan	Part Lot Control Removal By-law	Severance /Consent	Minor Variance
Regular mail circulation radius from subject property	150 m	150 m	150 m	n/a Regional process	Owner of subject land and anyone who has submitted a written request for notice	N	N	60 m	60 m
Notice sign posted on subject property - Y or N	Y	Y	Y	n/a	N	N	N	N	N
Summary of proposal and supporting studies posted on municipal website - Y or N	Y – complex applications only	Y – complex applications only	Y – complex applications only	n/a	N	N	N	Y Circulation package only	Y Circulation package only
Newspaper notice Y (within municipality's corporate ad) or N	Y	Y	Y	n/a	Y	N	N	Y	Y



**To:** **COUNCIL**

**Meeting Date:** **06/08/21**

**Subject:** **4045 Maple Grove Road Affordable Housing Condition of Draft Approval Information Report – Maple Mills (Hespeler) Ltd.**

**Submitted By:** **Deanne Friess, MCIP, RPP**

**Prepared By:** **J. Matthew Blevins, Senior Planner – Reurbanization, MCIP, RPP**

**Report No.:** **21-095(CD)**

**File No.:** **30T-16101**

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## Recommendations

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

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

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

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

- 9. THAT the Owner agrees to make an affordable housing contribution to the City for each residential unit developed within the plan, which contribution will be paid and used in accordance with the following:
  - a. the affordable housing contribution shall be \$500 per residential unit, regardless of unit type, and shall not be subject to indexing or any other increase;

- b. the affordable housing contribution is payable for each residential unit in the plan, and shall be collected by the City, upon a building permit being issued for the unit;
- c. the affordable housing contribution shall not be payable in respect of second suites within a single detached, semi-detached or townhouse unit, or in respect of any non-residential development;
- d. the affordable housing contributions paid by the Owner will be used by the City toward the capital costs of a planned affordable housing project that is otherwise fully funded and approved, and may be given by the City to a not-for-profit affordable housing corporation for that purpose or used by the City to acquire land to be conveyed to such a corporation for that purpose; and
- e. the payment of the affordable housing contribution by the Owner pursuant to this condition shall be in full satisfaction of any and all requirements respecting the contribution to or provision of affordable or social housing in respect of the development of the lands within the plan, and, for greater certainty, the lands shall not be subject to any inclusionary zoning by-law.

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## Executive Summary

### Purpose

- Report 19-063(CD) dated March 12, 2019 recommended, in part, conditions of draft plan approval for subdivision 30T-16101 at 4045 Maple Grove Road.
- The draft approved development consists of two blocks for high density residential and mixed use commercial/residential development. A range of units from 627-863 with the final unit count being determined at the site plan stage. A site specific provision was included to set a maximum building height of 12 storeys (42 m (137.8 ft.)). Blocks are included for utilities, storm water management, municipal park, municipal road, sewage pumping station and Open Space.
- One of the draft conditions required staff to report back to Council with information and a recommendation as to whether affordable housing should be addressed through provision of 10% of the total units as affordable rental units or \$500/door contribution to the Affordable Housing Reserve fund.

## Key Findings

- Providing affordable units in this development would require the developer or City to partner with a third-party agency to own and/or administer the affordable units as well as reviewing and tracking annual reporting on rental rates for the affordable units.
- The City of Cambridge plays an important role in increasing the number of affordable units at the local municipal level through Council decisions about planning applications, long range planning studies, financial incentives and official plan policies. The City does not have a role in providing affordable housing.
- The property is not located within a Community Improvement Plan (CIP) area so no CIP financial incentives would be available to offset the cost of building affordable units on this property.
- As the property is not eligible for the financial incentives the condition needs to be amended to remove the reference in clause e. to exemption from development charges.
  - The plan of subdivision has been draft approved by the Region of Waterloo so the Region would need to amend the condition. Recommendation has been included to reflect this requirement

## Financial Implications

- If the option to contribute to the Affordable Housing Reserve Fund is chosen a contribution of between \$313,500 - \$431,500 would be made to the Affordable Housing Reserve Fund at the building permit stage as set out in the condition of draft approval. These funds can be used to create affordable housing anywhere in the City.
- The current balance of the Affordable Housing Reserve Fund is \$17,432 as of April 2021.

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## Background

Staff report 19-063(CD) went to Planning & Development Committee March 12, 2019 recommending approval of the requested Zoning By-law Amendment and support for draft plan of subdivision 30T-16101 for 4045 Maple Grove Road. The draft approved development consists of two blocks for high density residential and mixed-use commercial/residential development. A range of units from 627-863 is proposed, with the final unit count being determined at the site plan stage. A site-specific provision was included to set a maximum building height of 12 storeys (42 m (137.8 ft.)). Blocks are

included for utilities, storm water management, municipal park, municipal road, sewage pumping station and Open Space.

Report 19-063(CD) also included recommended conditions of draft approval. As a result of discussion regarding consideration of providing 10% of the total units as affordable housing or contribution to the City's Affordable Housing Reserve Fund, condition 9, regarding affordable housing was amended through report 19-098 (CD), dated March 19, 2019, and recommended by City Council as follows:

9. THAT after consideration of a report from City staff prior to the registration of any phase of the subdivision to the satisfaction of Council, the Owner agrees to provide 10% of the total number of residential units as affordable rental units or, if Council determines that affordable rental units cannot be provided, the Owner agrees to make an affordable housing contribution to the City for each residential unit developed within the plan, which contribution will be paid and used in accordance with the following:
  - a. the affordable housing contribution shall be \$500 per residential unit, regardless of unit type, and shall not be subject to indexing or any other increase;
  - b. the affordable housing contribution is payable for each residential unit in the plan, and shall be collected by the City, upon a building permit being issued for the unit;
  - c. the affordable housing contribution shall not be payable in respect of second suites within a single detached, semi-detached or townhouse unit, or in respect of any non-residential development;
  - d. the affordable housing contributions paid by the Owner will be used by the City toward the capital costs of a planned affordable housing project that is otherwise fully funded and approved, and may be given by the City to a not-for-profit affordable housing corporation for that purpose or used by the City to acquire land to be conveyed to such a corporation for that purpose; and
  - e. the payment of the affordable housing contribution by the Owner pursuant to this condition shall be in full satisfaction of any and all requirements respecting the contribution to or provision of affordable or social housing in respect of the development of the lands within the plan, and, for greater certainty, the lands shall not be subject to any inclusionary zoning by-law and the Owner shall be exempt from any development charge imposed by the City in respect of affordable or social housing;



Staff committed to reporting back to Council about whether or not a condition requiring the provision of 10% of the units as affordable rental units was possible.



Council recommended draft approval of the plan of subdivision to the Region of Waterloo and the plan was draft approved by the Region on June 21, 2019 with condition 9 as revised above.

If the option to provide 10% of the total number of units as affordable rental units is chosen there are three hypothetical options:

- Rental units could be owned and administered by the developer;
- Rental units could be owned and administered by the Region (Regional comments have been provided below indicating that the Region is not in a position to take on new rental units at this time that are not on properties already owned and operated by the Region); or,
- The developer could partner with a non-profit organization to own and/or administer the affordable units. Regional staff have indicated they are willing to try to help facilitate a partnership with a non-profit organization if that is the chosen option.

Below, staff have provided a list of pros and cons for both options which formed part of the research used by staff in arriving at the recommendation for this report.

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## Analysis

### Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #1 - Community Wellbeing

Objective 1.4 Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

This report is to provide Council with information regarding the two options contained in a condition of draft approval intended to facilitate the creation of affordable dwelling units to address a need within the City of Cambridge. Both options will assist in establishing affordable units within the City which will help to create a complete community that is affordable, welcoming and vibrant.

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## Comments

### Requiring provision of affordable rental units in the Maple Mills (Hespeler) Ltd development:

Under this option it is recommended that the focus should be on affordable rental units. Rental rates can be monitored and rent increases are regulated under the Residential Tenancies Act. Affordable ownership is more difficult to administer over time. Hypothetically, a municipality can only request that the cost of a purchased home be affordable at the initial point of ownership. After that other factors such as maintenance and alterations to a home can affect its resale value which the municipality cannot control.

Pros	Cons
<ul style="list-style-type: none"><li>Up to 86 additional affordable rental units in the city when affordable units are in high demand.</li></ul>	<ul style="list-style-type: none"><li>It is not the City's role or within the City's jurisdiction to own and/or administer affordable housing so units would have to be owned either solely by the developer or the developer in partnership with a non-profit organization.</li><li>Through their comments, Regional staff have indicated they are not in a position to take on the ownership or administration of new affordable housing units outside the scope of the Waterloo Region Housing Master Plan.</li></ul>

Pros	Cons
<ul style="list-style-type: none"> <li>Affordable units of varying sizes could be provided dispersed throughout the development, indistinguishable from market rent and/or privately-owned units.</li> </ul>	<ul style="list-style-type: none"> <li>With the units owned and administered by a third-party organization it may be difficult to disperse the affordable rental units throughout the development. Including units in a single building would be preferred from an operational standpoint but may unintentionally differentiate the affordable units from the market rate units.</li> </ul>
<ul style="list-style-type: none"> <li>Working to create complete communities through inclusion of affordable units in a new development</li> </ul>	<ul style="list-style-type: none"> <li>There are limited employment opportunities within walking or cycling distance of the subject property which may require access to transit or a vehicle to get to and from work.</li> </ul>
<ul style="list-style-type: none"> <li>Ownership of the affordable rental units by the developer and/or a non-profit organization would likely result in the units contained in a single building making administration of the units easier.</li> </ul>	<ul style="list-style-type: none"> <li>The nearest public transit stops are approximately 700 m (0.5 mi.) from the portions of the property proposed for residential units which may present a barrier for future tenants who may not have access to a private vehicle.</li> </ul>
<ul style="list-style-type: none"> <li>Affordable units owned and operated by a third party would require annual reporting requiring tracking and review by City Staff. This already falls within the portfolio of the Senior Planner – Reurbanization. The owner would be required to submit rent rolls and confirm that they adhere to the affordable rental rates to the City annually.</li> </ul>	<ul style="list-style-type: none"> <li>Subject lands are not in close proximity to social service providers, medical offices or schools.</li> </ul>
	<ul style="list-style-type: none"> <li>Property is not located within a Community Improvement Plan (CIP) area which means that none of the financial incentives generally available to affordable housing developments would be available here (Deferral of Development Charges, exemption from building permit fees &amp; Tax Increment Grants)</li> </ul>

## Provision of \$500/door contribution to the Affordable Housing Reserve Fund:

As of April 2021, the balance of the Affordable Housing Reserve Fund is \$17,432. Additional contributions to the Fund will be coming from other new developments in the City through contributions prior to the issuance of building permits in those developments.

An Implementation Policy was approved by Council setting out the eligibility requirements the City will use to evaluate each application and how these Reserve Fund monies will be released and to whom. Information about the policy is posted on the City's website at: <https://www.cambridge.ca/en/learn-about/resources/Affordable-Housing-Reserve-Fund-Implementation-Policy.pdf>

Pros	Cons
<ul style="list-style-type: none"><li>• Contribution of up to \$431,500 for the acquisition and construction of new affordable units in areas of the City where demand is identified</li></ul>	<ul style="list-style-type: none"><li>• There are no time lines associated with when the financial contribution may be used to develop affordable units, there is no way to determine when a proposal would be submitted that would access the reserve fund nor how many affordable units would result from the proposal.</li></ul>
<ul style="list-style-type: none"><li>• Moneys from reserve fund can be utilized for future affordable units within Community Improvement Plan (CIP) areas. CIP areas generally include the three core areas as well as the associated regeneration areas as well as Hespeler Rd/Dundas St. N regeneration area, Regional Scale Node (Hespeler Rd. &amp; Highway 401), Hespeler Rd/Can Amara Pkwy Node, Main St./Dundas St. S Node and Queen St./Goebel Ave./Holiday Inn Dr. Node.</li></ul>	<ul style="list-style-type: none"><li>• Financial contribution would not result in the construction of up to 86 affordable units in this development.</li></ul>
<ul style="list-style-type: none"><li>• Affordable Housing Reserve Fund can be accessed to assist developers and partners with experience and qualifications to develop, manage and maintain affordable rental housing; in constructing affordable units. The developers would be accessing the fund to add to their own investment rather than relying solely on the reserve fund moneys.</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>



Pros	Cons
<ul style="list-style-type: none"> <li>Financial contribution would be managed in accordance with the implementation policies for the Fund.</li> </ul>	
<ul style="list-style-type: none"> <li>Affordable Housing Reserve Fund is subject to annual reporting by City staff and there would be no further financial implications to the City associated with this option.</li> </ul>	

A recommendation has been included in this report to amend clause e. of condition 9 to remove references to an exemption of development charges. The property is not located within a Community Improvement Plan (CIP) area and as such is not eligible for financial incentives such as an exemption from development charges. The plan of subdivision has been draft approved by the Region of Waterloo and a change to a condition of draft approval at this point in the process would need to be done by the Region. Accordingly, a recommendation has been added to this report for Council to request the Region to amend the condition.

If Council does not agree with staff's recommendation and chooses to have the applicant provide 10% of the overall units as affordable rental units a separate agreement would be required with the developer to outline the specific definition of affordable rental units and to establish the time frame for which the units must remain affordable.

If the applicant objects to the option selected by Council they may, pursuant to Section 51(43) of the Planning Act, file an appeal of the conditions to the Local Planning Appeal tribunal "at any time before approval of the final plan of subdivision" which would result in a hearing before the tribunal. Such a situation may require Council to retain outside planning representation to defend their position before the Tribunal.

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## Existing Policy/By-Law

Section 51(25) of the Planning Act allows Council to impose reasonable conditions of draft approval on a subdivision. There is case law and examples of conditions of draft approval being imposed which require the provision of affordable housing units.

Amendments to the Planning Act and provincial policy framework in 2018 and 2019 allowed for the implementation of inclusionary zoning which would allow a municipality to require the provision of affordable units through zoning provisions but only in Major Transit Station Areas (MTSAs). Generally, where a specific permission exists, it sometimes narrows what is considered to be a reasonable condition of draft approval. In other words, if a specific tool or provision exists to require affordable units but that

tool can only be used in a specific area it may not be considered reasonable to require affordable units in a different area.

If a condition to provide 10% of the total number of residential units as affordable rental units is imposed and challenged before the Local Planning Appeal Tribunal (LPAT) there is no clear case law to suggest whether or not the challenge would be successful. If the condition is successfully challenged there may not be any requirement to provide affordable units or a contribution to the Affordable Housing Reserve Fund.

Policy 8.4.1.2 of the Cambridge Official Plan requires, where possible, that residential development on a site containing two hectares (4.9 acres) or more will have a minimum of 30% of new residential units to be planned in affordable forms of housing (any form other than single or semi-detached units).

The Official Plan also requires, through Policy 8.4.1.3, the provision of affordable housing in all new residential developments based on the targets established in the Region's Community Action Plan for Housing. The action plan does not set specific targets for new developments but lists targets for the percentage of units of different tenure (ownership and rental) that should be affordable.

The City's Affordable Housing Reserve Fund implementation policy is available on the City's website and establishes criteria regarding the eligibility of development proposals to apply to the fund as well as what costs are eligible for funding. The policy also sets out the general process for a developer or land owner to apply to the fund for assistance in establishing new affordable units.

The City of Cambridge Development Charge By-law establishes the rules for collection of development charges. The property is not located within a Community Improvement Plan (CIP) area and as such is not eligible for financial incentives such as an exemption from development charges so development charges will apply in accordance with the Development Charge By-law.

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## Financial Impact

- If the option to contribute to the Affordable Housing Reserve Fund is chosen a contribution of between \$313,500 - \$431,500 would be made to the Affordable Housing Reserve Fund at the building permit stage as set out in the condition of draft approval. These funds can be used to create affordable housing anywhere in the city.
- The current balance of the Affordable Housing Reserve Fund is \$17,432 as of April 2021.

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## Public Input

The public were given the opportunity to provide public input throughout the process leading up to, and including, draft approval of the plan of subdivision and no public comments were received regarding affordable housing. All public comments received were addressed in staff report 19-063(CD).

Posted publicly as part of the report process.

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## Internal/External Consultation

City Staff consulted with Regional Housing Services staff who provided the following comments:

“The Region supports the City of Cambridge in its efforts to add to the range of housing options in the community, including affordable housing. However, the Region is not in a position to take on the ownership and/or administration of new affordable rental housing outside of the scope of the Waterloo Region Housing (WRH) Master Plan. Through the Council-approved WRH Master Plan, the Region will only manage and operate new affordable housing by redeveloping current WRH properties. The Region, through our connections as Service Manager for Housing, can offer to assist in facilitating a non-profit or other agency to take on the administration of any affordable housing units in this development.”

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## Conclusion

Based on the review completed by City staff and the pro and con lists included in this report it is the opinion of staff that a financial contribution of \$500/door to the Affordable Housing Reserve Fund is the most appropriate condition of draft approval to be implemented for subdivision 30T-16101 at 4045 Maple Grove Road. As discussed above, a recommendation was also added to amend the condition to remove references in clause e. to exemption from development charges (DC) as the property is not located within a Community Improvement Plan (CIP) area and, as such, is not eligible for a DC exemption.

By approving the recommendations, Council will enable the applicant to seek registration of the draft plan of subdivision and to then construct up to 863 residential dwelling units as well as commercial units and a municipal park. In addition, a contribution towards the City's Affordable Housing Reserve Fund which will help to create a complete community that is affordable, welcoming and vibrant which aligns with the City's Strategic Plan.

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## Signature

### Division Approval

**Name:** N/A

**Title:** N/A

Reviewed by the CFO

Reviewed by Legal Services

### Departmental Approval



**Name:** Hardy Bromberg

**Title:** Deputy City Manager – Community Development

### City Manager Approval



**Name:** David Calder

**Title:** City Manager

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## Attachments

- Attachment No. 1 – Draft Approved Plan of Subdivision



# Draft Approved Plan of Subdivision



**To:** COUNCIL

**Meeting Date:** 06/08/21

**Subject:** Extension of Interim Control By-law – River Rd Neighbourhood

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

**Prepared By:** Bryan Cooper, Senior Policy Planner, MCIP, RPP

**Report No.:** 21-164(CD)

**File No.:** D.14.02.04

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## Recommendations

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

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

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

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## Executive Summary

### Purpose

- The purpose of this report is to extend interim control by-law 19-100 until September 23, 2021.

### Key Findings

- The River Road Neighbourhood interim control by-law is set to expire on June 18, 2021. The Planning Act enables Council to extend an interim control by-law, provided that the total time that the by-law is in effect does not exceed two years from the date of passing of the original interim control by-law. Due to Ontario Regulation 149/20 and Ontario Regulation 278/20, the interim control by-law may be extended until September 23, 2021.

- The interim control by-law was passed in order for the completion of a land use and servicing study for the River Rd. neighbourhood (Secondary Plan).
- The extension will allow for the completion of the River Rd Secondary Plan and Zoning By-law amendment to be in effect prior to the recommended extended lapsing date.

## Financial Implications

- The budget for the study is \$100,000 and is funded through capital project A/01032-20 River Road Neighbourhood – Plan & Service Study

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## Background

In recent years the River Rd. neighbourhood has seen growth pressure through infill redevelopment of existing large residential lots. The City's Official Plan identifies the area for urban development; however, the area is predominantly rural with limited municipal infrastructure to support the development intended by the Official Plan. Through the consultation process on site specific development applications the City has heard concerns that new infill development needs to be considerate of the surrounding rural and lower density land uses and that the infrastructure (sanitary services, transportation etc.) needs to be properly planned to accommodate new growth.

In response to these concerns, City Council enacted interim control by-law 19-100 on June 19, 2019. The purpose of the interim control by-law is to temporarily “freeze” development permissions within the study area while the City completes a land use and servicing study (hereinafter referred to as the River Rd Secondary Plan).

The Planning Act allows the extension of an interim control by-law provided that the total period of time the by-law is in effect does not exceed two years from the date of passage. The River Rd. interim control by-law was passed on June 19, 2019 and under normal circumstances the maximum period of time that it could be in effect (with an extension) would be June 19, 2021. Due to the COVID-19 pandemic, legislation was passed which allowed for the extension of the period that an interim control by-law can be in effect. The result of this legislation change is that the interim control by-law can be extended until September 23, 2021.

The study is nearing completion; however, the resulting Official Plan and Zoning amendments will not be in full force and effect by the current lapsing date of June 18, 2021. Therefore, staff is recommending that it be extended further until

September 23, 2021. At this time staff are targeting the July 27, 2021 Council meeting to bring forward a recommendation report.

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## Analysis

### Strategic Alignment

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

Goal #1 - Community Wellbeing

Objective 1.4 Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

The extension of the interim control by-law will permit the completion of the Secondary Plan for the River Road neighbourhood and will assist in planning for the orderly development of this area of the City.

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## Comments

In the fall of 2019 the City retained Fotenn Planning & Design and a team of sub-consultants to prepare the River Rd. Secondary Plan. City staff and the consulting team have been actively working to complete the secondary plan and zoning by-law amendment. The secondary plan and zoning by-law amendment is nearing completion and a public meeting was held on April 27, 2021.

An extension of an interim control by-law may be appealed to the Local Planning Appeal Tribunal (LPAT). If the by-law extension is passed the City will provide notice of passing. That notice will include a 60 day appeal period.

Once an interim control by-law has expired, Council cannot pass another interim control by-law for the same area for three years.

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## Existing Policy/By-Law

Official Plan:

The River Road neighbourhood is designated as “Low/Medium Density Residential” in the City of Cambridge Official Plan. This land use designation permits single detached, townhouses and/or walk up apartments up to a maximum density of 40 units per hectare.



Zoning By-law 150-85:

The area is primarily zoned (H)R4 - Holding – Residential 4 and R2 – Residential 2. The Holding provision restricts development until servicing is provided. R2 permits large lot single detached residential.

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## Financial Impact

- The budget for the study is \$100,000 and is funded through capital project A/01032-20 River Road Neighbourhood – Plan & Service Study

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## Public Input

Public consultation has been an important component in the secondary plan study. This has included the following:

- An in-person neighbourhood meeting – February 19, 2020
- Virtual neighbourhood meeting – October 13, 2020
- Small resident liaison meeting – December 3, 2020
- Statutory public meeting – April 27, 2021
- Small resident liaison meeting – May 4, 2021

As part of the future recommendation report for the Secondary Plan, City staff will be recommending that the City complete a Cultural Heritage Landscape study for River Rd. which will allow for further consultation with external agencies, landowners, the public and Indigenous groups.

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## Internal/External Consultation

The Secondary Plan is being led by Development Engineering staff in consultation with City Planning and Transportation staff. The City has circulated material for the study to the Region of Waterloo and Grand River Conservation Authority (GRCA) for comment.

Development Engineering and Legal Services have been consulted in the preparation of this report.

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## Conclusion

This report recommends that interim control by-law 19-100 be extended until September 23, 2021.

This recommendation also aligns with the City's Strategic Plan by resulting in the preparation of a Secondary Plan for the River Road neighbourhood and will assist in planning for the orderly development of this area of the City.

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## Signature

### Division Approval



Reviewed by the CFO

Reviewed by Legal Services

**Name: Deanne Friess**

**Title: Manager of Development Planning**

### Departmental Approval



**Name: Hardy Bromberg**

**Title: Deputy City Manager, Community Development**

### City Manager Approval



**Name: David Calder**

**Title: City Manager**

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## Attachments

Attachment No. 1 - By-law 21-XXX, amending By-law 19-100

THE CORPORATION OF THE CITY OF CAMBRIDGE

BY-LAW NUMBER 21-XXX

Being a by-law to amend Interim Control By-law 19-100

WHEREAS the Council for the Corporation of the City of Cambridge has passed a resolution directing that a study be undertaken in respect of the land use planning policies and regulations affecting the lands zoned residential on the north and south side of River Rd between the Hespeler Woodlot and Townline Rd, more particularly identified on Schedule 'A' to this By-law;

AND WHEREAS Section 38 of the Planning Act, RSO, 1990, c.P.13, as amended, grants a municipality the authority to pass an interim control by-law;

AND WHEREAS the Council for the Corporation of the City of Cambridge has deemed it necessary and expedient to pass such a by-law;

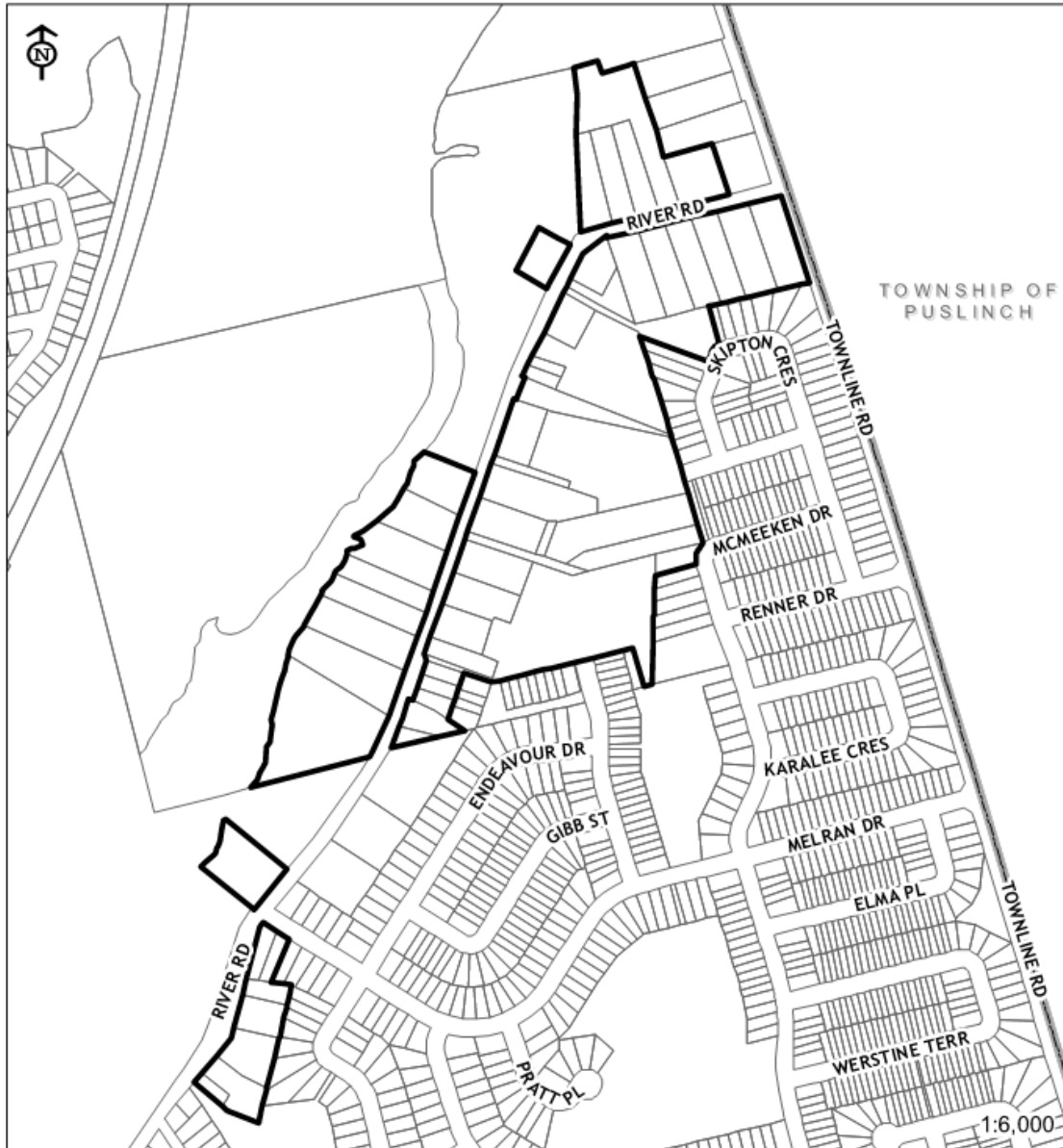
**NOW THEREFORE BE IT ENACTED BY THE COUNCIL FOR THE CORPORATION OF THE CITY OF CAMBRIDGE AS FOLLOWS:**

1. Section 7 of By-law 19-100 is deleted and replaced with the following:
  7. This By-law shall come into force and take effect immediately upon the final passing thereof by Council and shall be in effect until 11:59 p.m. local time on September 23 2021, in accordance with the provisions of the Planning Act, RSO, 1990, c.P.13, as amended.

**READ A FIRST, SECOND AND THIRD TIME and finally passed this 8<sup>th</sup> day of June, 2021**


\_\_\_\_\_  
**Mayor**

\_\_\_\_\_  
**Clerk**



Map 1

## SCHEDULE 'A' - LANDS SUBJECT TO INTERIM CONTROL BY-LAW

 Study Area

  
Technology Services  
GIS Division

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