# COUNCIL INFORMATION PACKAGE

## September 4, 2020

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Realty Services operates under the authority of By-Laws 74-95 and 29-18.

Under By-Law 74-95, Realty Services operates as a service provider to internal stakeholders (City stakeholders) and external stakeholders (the community) providing transactional services as well as providing subject matter expertise pertaining to real estate. Under By-Law 74-95 Realty Services is also responsible for ensuring compliance to real estate by-laws, policies, procedures, and legislation.

Under By-Law 29-18, the Manager of Realty Services has delegated authority up to $50,000 to complete all aspects of real property transactions involving the City of Cambridge. During the period from July 1, 2019 to June 30, 2020, Realty Services had an average of 155 active files at any point in time of which forty-four real estate agreements were completed under delegated authority. See Attachment “A” for the list of agreements completed under delegated authority.
Table #1 outlines the various types of real estate agreements completed under delegated authority.

![Table #1](attachment:image)

Table #2 outlines the number of real estate transactions completed under delegated authority for various internal City stakeholders.

![Table #2](attachment:image)

**Attachments**

- Attachment A - Real Estate Transactions Completed Under Delegated Authority For the Period July 1, 2019 to June 30, 2020

**Approvals:**

- Manager/Supervisor
- Deputy City Manager
- City Manager
## Attachment “A”

### Real Estate Transactions Completed Under Delegated Authority

**For the Period July 1, 2019 to June 30, 2020**

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<th>City Client Group</th>
<th>Agreement Type</th>
<th>Comments</th>
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<td>1. Mobile 1 - 197 Maple Street Unit #1</td>
<td>Mobile Home Park - Unit #1</td>
<td>Corporate</td>
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<td>2. D15RA-01 - Queen Street West, Lands Along Railway</td>
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<td>Asset Management</td>
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<td>Securing sanitary easement for the City.</td>
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<td>3. Drayton Theatres - License Amendment Agreement</td>
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<td>Planning</td>
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<td>License amendment to allow for encroachment.</td>
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<tr>
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<td>Cedar St Storm Sewer</td>
<td>Engineering</td>
<td>Easement</td>
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<td>8. D15MO-03 360 Montrose Street North</td>
<td>Klott Park - Pedestrian Path</td>
<td>Parks Recreation &amp; Culture</td>
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<td>Securing pedestrian path easement for the City.</td>
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<td>9. L07KI-59 - 1795 King Street East GRT Shelter License Agreement</td>
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<td>Grant license to Region to locate a bus shelter on City lands.</td>
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<td>Secure permission to install fence.</td>
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### Real Estate Transactions Completed Under Delegated Authority

*For the Period July 1, 2019 to June 30, 2020*

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<tr>
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## Attachment “A”

### Real Estate Transactions Completed Under Delegated Authority

**For the Period July 1, 2019 to June 30, 2020**

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<td>Soil Vapour Investigations</td>
<td>Engineering</td>
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<td>Grant license to consultant to undertake soil vapour investigations on City lands.</td>
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<td>32. 580 Townline Road</td>
<td>Well Water Testing - RMOW</td>
<td>Engineering</td>
<td>License</td>
<td>Grant license to Region to undertake well water testing on City lands.</td>
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<td>33. 640 Ellis Road - HVNA</td>
<td>HVNA License Agreement</td>
<td>Parks Recreation &amp; Culture</td>
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<td>Grant license to HVNA for use of Beehive Hall.</td>
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<td>34. 215 Allendale Road</td>
<td>Allendale Road Reconstruction</td>
<td>Engineering</td>
<td>Permission to Enter and Construct</td>
<td>Secure license for City to undertake construction work.</td>
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<tr>
<td>35. Allendale Road - Ratford Lands</td>
<td>Allendale Road Reconstruction</td>
<td>Engineering</td>
<td>Permission to Enter and Construct</td>
<td>Secure license for City to undertake construction work.</td>
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<tr>
<td>36. 250 Allendale Road - IPORT Lands</td>
<td>Allendale Road Reconstruction</td>
<td>Engineering</td>
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<tr>
<td>37. Allendale Road - WET Lands</td>
<td>Allendale Road Reconstruction</td>
<td>Engineering</td>
<td>Permission to Enter and Construct</td>
<td>Secure license for City to undertake construction work.</td>
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<tr>
<td>38. Michigan Avenue Park - Bat Study</td>
<td>Michigan Avenue Park Bat Study</td>
<td>Parks Recreation &amp; Culture</td>
<td>Permission to Enter and Construct</td>
<td>Grant license to undertake bat study work at park.</td>
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<tr>
<td>40. Hespeler Road / Silver Heights Park</td>
<td>IO Ground Water Testing</td>
<td>Engineering</td>
<td>License</td>
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<tr>
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<td>Engineering</td>
<td>Easement</td>
<td>Secure sanitary sewer easement at property.</td>
</tr>
<tr>
<td>42. 490 Main Street - Metrolinx License Amendment</td>
<td>Metrolinx Communications Tower - License Amendment Agreement</td>
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<td>License amendment to allow City to install radio antenna on Metrolinx tower.</td>
</tr>
<tr>
<td>43. 1390 Bishop St N - Riverside Print Group License</td>
<td>Riverside Print Group License Agreement - Storage of Equipment</td>
<td>Corporate</td>
<td>License</td>
<td>Grant license to Riverside Print Group to temporarily store equipment.</td>
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<tr>
<td>44. 870 Townline Road - Notice of Lease Termination</td>
<td>Portuguese Soccer Club Field Lease</td>
<td>Parks Recreation &amp; Culture</td>
<td>Lease</td>
<td>Lease termination notice for City use of property.</td>
</tr>
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</table>
During the mid-2000’s, the City of Cambridge produced the Core Areas Monitoring Report that provided an effective snapshot of the health of Cambridge’s three (3) Core Areas. Economic Development Staff is pleased to present this current new version of that report to provide Council with important information on what is happening in our Core Areas. The report itself provides information for Cambridge’s three (3) Core Areas for 2019.

Through a summary of activities, accomplishments and analysis of specific performance indicators, a better idea on the health of the Core Areas is provided. Staff will be producing a report on a yearly basis so that data can be monitored, compared, and analyzed on a year over year basis.

As Council is aware, the Core Areas represent a symbol of Cambridge to other cities and regions, and provide a place for a wide range of unique, exciting destinations and activities. Having healthy Core Areas is essential to having a strong city and region. This report will assist Staff and Council in maintaining our current strengths and achieving new possibilities for the future.

**Attachments**

Core Areas Monitoring Report - FINAL.docx
Approvals:
☐ Manager/Supervisor ☒ Deputy City Manager ☒ City Manager
Core Areas Monitoring Report (2019)
The Corporation of the City of Cambridge
Economic Development Department
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Executive Summary – Core Areas Monitoring Report (2019)

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Executive Summary – Core Areas Monitoring Report (2019)

The City of Cambridge produced Core Areas Monitoring Reports during the mid-2000’s that provided an effective snapshot of the health of Cambridge’s three core areas. Economic Development Staff has now created a new version of that report to provide Council with important information on what is happening in our core areas.

The current Core Areas Monitoring Report for 2019 is produced to provide a summary of the activities and changes in Cambridge’s three core areas, namely Hespeler Village, Preston Towne Centre, and Downtown Cambridge (Galt City Centre). Through a summary of activities, accomplishments and analysis of specific performance indicators, a better idea on the health of the core areas is provided. Staff will be producing a report on a yearly basis so that data can be monitored, compared, and analysed on a year over year basis. The report will be comprised of the following sections outlined below.

Section 1: Introduction

This section provides the background on the Core Areas of the City of Cambridge as well as general information about the features, size and population of each area. It will also include some information on the revitalization in the core areas and some future projects that may help to further develop the areas.

1.1 Background to the Core Areas

1.1.1 Significance and Importance of the Core Areas

The core areas of Hespeler Village, Preston Towne Centre, and Downtown Cambridge (Galt City Centre) are unique and significant places within the City of Cambridge and the Region of Waterloo. The core areas are traditional downtowns of the former municipalities that now make up Cambridge. Traditionally, these have been places where people have found their sense of identity, culture and history.

There is a growing acknowledgement and understanding that maintaining and enhancing existing downtown core areas is important to the overall enrichment and success of any city. Current direction in planning policy and practice in Ontario supports the revitalization and redevelopment of downtown core areas. The Provincial Policy Statement (2020) encourages strong communities while the Places to Grow plan for the Greater Golden Horseshoe emphasizes the importance of downtowns as growth centres, and emphasizes re-urbanization and redevelopment.

Downtown cores are key locations for new housing, and are critical to the goal of reducing the rate of greenfield development while accommodating a growing population.
1.2 Characteristics of the Core Areas

1.2.1 Core Area Boundaries

Within each core is an established Business Improvement Area (BIA), namely the Hespeler Village BIA, Preston Towne Centre BIA, and Downtown Cambridge BIA (in Galt City Centre). In all cases, the BIA boundaries are significantly smaller than the core area boundaries. The goals of the three BIA’s are complimentary to those of the Core Areas Revitalization Program and Financial Incentive Programs. City of Cambridge staff works with the BIAs to assist them with their programs, projects and initiatives.

The boundaries of each core area are defined in the City of Cambridge Official Plan and are illustrated on Maps 1, 2, and 3 in the following pages along with the current BIA boundaries.

1.2.2 General Descriptions of the Core Areas

Hespeler Village

Hespeler Village is located north of Highway 401, generally along Queen Street, Guelph Avenue, and Adam Street.

This core area is very compact, walkable, and the smallest of the three Cambridge core areas. Hespeler Village is located immediately adjacent to the Speed River, Hespeler Mill Pond, and an extensive trail network can be accessed from this core area, including Chilligo Conservation Area.

There are many public parks in Hespeler Village, including: Forbes Park, Riverside Park (Hespeler), Jacob’s Landing East, and Jacob’s Landing West, with Victoria Park being located just outside the core area boundary.

Public amenities and services in the core area include: the Hespeler Branch of Idea Exchange (library), Fire Department, W.G. Johnson Centre (community centre), former Hespeler Town Hall (now used for public meetings and Hespeler Heritage Centre), and public parking lots.
Map #1 – Hespeler Village

Hespeler Village BIA Area (77,848.13 M²)

Hespeler Village Core Area (207,647.45 M²)
Preston Towne Centre

Preston Towne Centre is located on King Street (Highway 8), just south of Highway 401.

Preston has many mature residential neighbourhoods, located on either side of King Street, that anchor the core area.

Preston has one park located in the core area Central park and has one large park just outside the core area that frames the Speed River, Riverside park.

As with Hespeler Village, there are a number of community amenities and services in the core area, including: the Preston Branch of Idea Exchange (library), Allan Reuter Center (community center), Fire Department, Central Park, Headstrom Park, the banks of the Speed River, and public parking lots.
Map #2 – Preston Towne Centre

--------- Preston Towne Centre BIA Area (118,523.26 M²)

--------- Preston Towne Centre Core Area (380,098.66 M²)
Downtown Cambridge (Galt City Centre)

Downtown Cambridge is the largest of the three core areas and is located in the southern section of the city.

The Grand River, a Canadian Heritage River, runs through the middle of the core area and is surrounded by numerous parks and walking trails (Mill Race Park, the Living Levee, Dan Spring Way, and Dickson Park).

Galt City Centre is the location of many amenities and public services, including: municipal government offices, Historic City Hall, Cambridge Farmers' Market, Cambridge Centre for the Arts, David Durward Centre, City of Cambridge Archives, the Old Post Office Idea Exchange, University of Waterloo School of Architecture, public parking lots, regional government offices, the Hamilton Family Theatre, the Pedestrian Bridge and the Cambridge Sculpture Garden.
Map #3 – Downtown Cambridge (Galt City Centre)

-------- Downtown Cambridge BIA Area (243,164.60 M²)

---------- Downtown Cambridge Core Area (1,254,017.05 M²)
1.2.3 Land Areas and Population

The City of Cambridge is the second largest city in Waterloo Region, second only to Kitchener. The City of Cambridge has a land area of 112.86 km² and the 2016 municipal population was estimated at 129,920 people (Statistics Canada, 2016). City staff have done an internal calculation and as per the 2019 Year in Review the population is 136,810 with an estimated 49,920 households (Year in Review, 2019).

The land area of the three core areas is approximately 1.6% of the area of the entire city. Within this 1.6% is a concentration of variety of key public features and amenities, historic architecture, living, working, and shopping/service environments unique to the City of Cambridge and Region of Waterloo. The cores areas also make up 21% of all measured retail/commercial space in Cambridge (Commercial Report, 2015).

Section 2: Cambridge Core Areas Accomplishments for 2019

This section provides a summary of the accomplishments and progress made on specific programs, initiatives and projects in each of the Core Areas in 2019.

2.1 All Cambridge Core Areas Accomplishments

2.1.1 Core Areas Financial Incentive Programs

It is important for the City to help renew and grow Cambridge's downtown core areas. These areas are a part of our history and culture, and are a reflection of the quality of life in our city. Approved in 1997, the Cambridge Core Area Revitalization Program revives the City's core areas while considering the needs and historic features of each space. The program includes a number of projects and involves many groups in the community.

2.1.2 City of Cambridge Fee Exemption Programs

The following fee exemption programs are part of the Cambridge Core Area Revitalization Program:

Sign Permit Fee Exemption

All properties located in the Core Areas are entitled to application fee exemptions for signage.
Development Charges Exemption (Region and City)

The City of Cambridge Development Charge By-law also provides Development Charge Exemptions for various types of properties located citywide, including:

- Industrial buildings, as defined, located within specific areas may receive a reduction of up to 50 per cent of the development charges payable for additions
- Contaminated sites, which require remediation, may credit an amount against the development charge otherwise payable equal to the amount of the costs to clean-up the site
- Designated sites, under the Ontario Heritage Act, may be exempt from development charges payable for redevelopment or additions provided the designated building is retained and is an integral part of the development
- Land subject to development charges with existing well and/or septic services may receive a development charge credit for water and/or waste water
- Proposed new buildings for the purposes of farming may not require development charges

Development Application and Building Permit Fee Exemption

All properties located in the Core Areas are entitled to Application Fee Exemptions for the following items:

- Building Permits
- Swimming Pool Permits

As well as Development Applications:

- Severance
- Minor Variance
- Site Plan
- Official Plan Amendment
- Zoning By-law Amendment
- Pre-consultation
- Plan of Subdivision
- Plan of Condominium
- Condominium Conversion
- Part Lot Control

When a Core Areas property requests any of these permits, they automatically receive an exemption from paying the Application Fees.
2.1.3 City of Cambridge Loan and Grant Programs

The Cambridge Core Area Revitalization Program includes the following loan and grant programs:

**Building Revitalization Program (BRP)**

The BRP provides municipal financial assistance for physical improvements to the exterior of existing buildings. The City can provide interest-free and forgivable assistance towards the eligible costs of revitalizing buildings in each of the core areas.

**Design Guide Program**

The Design Guide Program provides funds for property owners to hire a professional design consultant to prepare a design plan for façade improvements of buildings located in core areas.

**Contaminated Site Grants**

The Contaminated Sites Grant Program is offered to property owners to help cover the costs of doing environmental clean-up in the Core Areas. This grant can be applied to all new development or redevelopment projects doing clean-up activities which result in a “Record of Site Condition” acknowledged by the Ministry of the Environment, Conservation and Parks.

**Heritage Properties**

To assist with the development or renewal of heritage properties, the City offers a development charge allowance as well as our Heritage Grant Program.

**Contaminated Sites (TIG)**

To encourage the development or renewal of contaminated sites, the City offers a Development Charge allowance and a Tax Increment Grant (TIG).

2.2 Hespeler Village Accomplishments

2.2.1 Key Projects

- Adam Street widening project – The total project value was $525,000. This project was to widen Adam Street to allow for two way traffic. It consisted of a large retaining wall on the west side being constructed to support the widening. There was also some streetscaping improvements (street trees, bike racks etc.).
• The Hespeler Sign – an exciting focal point of the community and a project that was initiated by the Hespeler Village BIA.
• Riverbank Lofts – Construction began in 2018 and is almost complete on the 42 unit historic riverbank lofts. Located directly on the Speed River in Hespeler it will add to historic charm of this core area.

2.2.2 BIA Projects

• The lighting of Hespeler Village Square trees and Jacob’s Landing Pergola - year-round.
• Installation of Hespeler Village Sign - The corner of Queen St. and Guelph Ave, in conjunction with the City of Cambridge.
• New Creative Capital of Canada Banners design.
• Introduction of a leading pedestrian crossing - At Queen St. and Guelph Ave./Adam St.
• Marketing initiatives - Social media paid advertising, business features, themed fall's lighting.

2.3 Preston Towne Centre Accomplishments

2.3.1 Key Projects

• King Street Streetscape and Redesign – This project was done in conjunction with the Region of Waterloo. The total project value is $14,986,559.90 of which the City’s share is $6,524,731. This project is a complete redesign of the road, servicing and streetscape and is ongoing.
• King Street Lighting Project – Approved in 2019 the King Street lighting project will replace the existing street lights with new decorative streetlamps. Estimated time of completion is 2021.
• Phase 3 Cameras – In addition to the streetscape and decorative lighting, the city is working on a project to have security cameras installed in certain areas of the core. Estimated time of completion is 2021.

2.3.2 BIA Projects

Preston’s BIA activities were limited in 2019 due to the major reconstruction of King Street. The project is slated to continue to near the end of 2020, therefore staff is expecting to see continued disruptions in the BIA area.

• Added attraction to Candyland event.
• Increased Facebook advertising – Due to streetscaping project.
• Free Garland - To any and all businesses in the BIA to decorate their façade at Christmas.
• New Creative Capital of Canada Banners design.

2.4 **Downtown Cambridge (Galt City Centre) Accomplishments**

2.4.1 **Key Projects**

- Main Street Streetscaping – The total project value is $2,895,000. This includes road reconstruction, improvements to infrastructure and beautification projects.
- The Gaslight District – This investment is approximately $120 million and has many buildings in the district. It will be home to over 400 new residential condos, and many new commercial and retail opportunities. This will include artworks, dining, community and culture events and the relocation of the local Energy Plus business offices.
- Tapestry Hall - This newly opened 1000 person event space has combined the heritage of century old limestone factory walls with beautiful modern design and art. It also has a living piece of artwork named “Meander”, which was created by a University of Waterloo School of Architecture faculty member and is part of the Gaslight District Development.

2.4.2 **BIA Projects**

- Lighting of the trees on Main Street.
- New Creative Capital of Canada Banners design.
- The purchase of two central garbage collection units.
- The purchase of two cigarette butt receptacles.
- Downtown marketing initiatives - TOQUE magazine partnership, social media advertising, lifestyle photoshoots, etc.

**Section 3: Performance Indicators: Change and Activity in the Core Areas**

The City of Cambridge uses a number of indicators to measure and evaluate the change over time in the core areas. These indicators can also provide an assessment of the effectiveness of the Core Area Revitalization projects. The following indicators are used to provide analysis for the report:

1. **Housing**
2. **Population and Workforce**
3. **Business Activity and Change**
4. **Development Activity**
5. Financial Incentive Programs
6. Events and Attractions

3.1 Housing

In 2019, the two large condo towers were started on Grand Avenue in the Gaslight District. This will add 400 new residential units to Downtown Cambridge (Galt City Centre). The bulk of the work is projected to be completed in 2022. In the coming years, staff expects to see more large developments as an influx in pre-consultations have been received and direct investment into the area is increasing.

<table>
<thead>
<tr>
<th>Year</th>
<th>Hespeler Village</th>
<th>% of Core Developments</th>
<th>Preston Towne Centre</th>
<th>% of Core Developments</th>
<th>Downtown Cambridge</th>
<th>% of Core Developments</th>
<th>Annual Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>11</td>
<td>100%</td>
<td>11</td>
</tr>
<tr>
<td>2016</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>66</td>
<td>29%</td>
<td>224</td>
</tr>
<tr>
<td>2017</td>
<td>152</td>
<td>68%</td>
<td>66</td>
<td>29%</td>
<td>28</td>
<td>100%</td>
<td>28</td>
</tr>
<tr>
<td>2018</td>
<td>42</td>
<td>75%</td>
<td>3</td>
<td>5%</td>
<td>11</td>
<td>20%</td>
<td>56</td>
</tr>
<tr>
<td>2019</td>
<td>0</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
<td>407</td>
<td>100%</td>
<td>408</td>
</tr>
<tr>
<td>Core Total Units</td>
<td>194</td>
<td>27%</td>
<td>70</td>
<td>10%</td>
<td>463</td>
<td>64%</td>
<td>727</td>
</tr>
</tbody>
</table>

As detailed in Table #1 and Chart #1 (above), the past 5 years has seen over 700 units added to the core areas. Staff continues to see this trend increasing, specifically in Downtown Cambridge. Such intensification continues to satisfy the province’s plans for density requirements that are laid out in the Provincial Policy Statement and the Places to Grow plan for the Greater Golden Horseshoe. The creation of the Core Areas Transformation Fund will also help draw increased investment in the cores and lead to more place making opportunities, which will lead to a more vibrant and thriving downtown.
### 3.2 Population and Workforce

#### 3.2.1 Population

<table>
<thead>
<tr>
<th>Hespeler Village</th>
<th>Preston Towne Centre</th>
<th>Downtown Cambridge</th>
<th>TOTAL</th>
<th>% of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>428</td>
<td>1,465</td>
<td>2,926</td>
<td>4,819</td>
</tr>
<tr>
<td>2022</td>
<td>447</td>
<td>1,518</td>
<td>3,031</td>
<td>4,996</td>
</tr>
<tr>
<td>2024</td>
<td>460</td>
<td>1,554</td>
<td>3,103</td>
<td>5,117</td>
</tr>
<tr>
<td>2029</td>
<td>479</td>
<td>1,636</td>
<td>3,253</td>
<td>5,368</td>
</tr>
</tbody>
</table>

Table #2 (above) details the projected population of the three cores areas for the next 10 years. This estimate has been provided by staff, which has conservatively projected the estimated growth for all of the core areas. Staff is estimating we will see more than 500 new residents move to the core areas over this period. The population of the core areas is roughly 3.5% of the total population of Cambridge, based on the current estimate we see the population of the core areas will increase slightly to 2029. However, these estimates were done without taking into account the Core Areas Transformation Fund and the new developments in the pre-consultation phase. As development increases and the new developments are approved, we may see higher population growths than predicted at this time.

#### 3.2.2 Workforce

<table>
<thead>
<tr>
<th>Hespeler Village</th>
<th>Preston Towne Centre</th>
<th>Downtown Cambridge</th>
<th>Core Areas Total</th>
<th>Cambridge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses (with employees)</td>
<td>89</td>
<td>175</td>
<td>384</td>
<td>648</td>
</tr>
<tr>
<td>Jobs</td>
<td>356</td>
<td>918</td>
<td>2,509</td>
<td>3,783</td>
</tr>
<tr>
<td>% of Jobs</td>
<td>1%</td>
<td>1%</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Table #3 (above) details the number of businesses in each of the core areas and the number of jobs according to the Waterloo Region Workplace Count (2018). This shows that 6% of the total employment within the City of Cambridge is located in the core areas. Overall, the core areas are home to 648 businesses and employ over 3,700 people. As more development and mixed uses occur, Staff expects this number to grow in the coming years.
3.3 Business Activity and Change

In the below charts, the distribution of businesses are shown as organized by NAICS code (North American Industry Classification System).

3.3.1 Core Areas Businesses

![Chart #2 - Distribution of Business Types within the Core Areas](image)

Chart #2 (above) shows the composition of business in the core areas as of 2019. From this data, 5 major sectors are evident in the core areas, namely:

- Retail – 20%
- Health Care/Social Assistance – 15%
- Other Services (Private and Household) – 14%
- Accommodation and Food Service – 10%
- Professional/Scientific and Technical - 10%
3.3.2 City of Cambridge Businesses

Chart #3 - Distribution of Business Types within Cambridge

Chart #3 (above) details the composition of business in the City of Cambridge as of 2019. From this data, 5 major sectors are evident in the core areas, namely:

- Retail – 19%
- Other Services (Private and Household) – 13%
- Manufacturing – 12%
- Health Care/Social Assistance – 9%
- Accommodation and Food Service – 9%
3.3.3 Summary of Businesses and Activity

The major difference between the core areas and the city overall is the core areas have significantly less manufacturing. Retail still makes up the majority of businesses in the cores, along with Health Care and Social Assistance also being strongly represented. The remainder of the other top business categories in the core areas align very closely to the overall business sectors of the City of Cambridge.

3.3.4 Vacancy Rates in the Core Areas

<table>
<thead>
<tr>
<th>Table #4 - Vacancy Rates in the Core Areas 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Hespeler Village</td>
</tr>
<tr>
<td>Number of Units</td>
</tr>
<tr>
<td>% of Vacancies</td>
</tr>
<tr>
<td>Total Units Vacant</td>
</tr>
</tbody>
</table>

Table #4 (above) is a staff estimate of the core area vacancy rates for 2019. This estimate is based on the data from the 2015 Comprehensive Commercial Review undertaken by the City of Cambridge and extrapolated to make a best estimate based on the number of commercial units in each core area. From the above data, Hespeler Village has the lowest vacancy rate of the three core areas at 2.75%, Preston Towne Centre’s vacancy rate was 9.16%, and Downtown Cambridge has the highest rate at 12.90%.

The Comprehensive Commercial Review noted that the core areas had a total vacancy rate of 10.3% in 2015 (Commercial Review, 2015). The 2019 estimated vacancy rate of the three core areas is 10.83%. Staff has noted this could be due to the number of new developments in the core areas that contain mixed use commercial units (i.e. Gaslight District in Downtown Cambridge and the 49 Queen Street Development in Hespeler Village). Staff expects that this rate should drop in the next few years due to the Core Area Transformation Fund and the incoming investment in new developments in the core areas. Staff is also looking at new ways to monitor the vacancy rates in all of the core areas and are anticipating having a more exact number in the 2020 version of this report.
3.4 Core Areas Development and Fee Exemptions

The below tables show the Construction Value and the Fee Exemptions (the list of fees exempt provided in section 2.1.2 above) for each of the core areas over the last 5 years.

<table>
<thead>
<tr>
<th>Table #5 - Hespeler Village</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Values</strong></td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>2017</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table #6 - Preston Towne Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Values</strong></td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>2017</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table #7 - Downtown Cambridge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Values</strong></td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>2017</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
</tr>
</tbody>
</table>
### Table #8 - Core Areas Total

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Values</th>
<th>Fee Exemptions</th>
<th>% of Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$3,288,196.00</td>
<td>$73,352.43</td>
<td>2%</td>
</tr>
<tr>
<td>2016</td>
<td>$42,073,008.00</td>
<td>$254,832.25</td>
<td>1%</td>
</tr>
<tr>
<td>2017</td>
<td>$44,322,000.00</td>
<td>$981,692.60</td>
<td>2%</td>
</tr>
<tr>
<td>2018</td>
<td>$22,005,918.00</td>
<td>$398,034.94</td>
<td>2%</td>
</tr>
<tr>
<td>2019</td>
<td>$113,503,258.00</td>
<td>$7,637,078.91</td>
<td>7%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$225,192,380.00</strong></td>
<td><strong>$9,344,991.14</strong></td>
<td><strong>4%</strong></td>
</tr>
</tbody>
</table>

Since 2015, each of the core areas has seen a major project over $10,000,000 approved for development. This has caused some anomalies in the overall development values. The Fee Exemption programs for the core areas is also making development more attractive in Cambridge and has resulted in over $9.3 million of waived fees in the core areas. The two major projects that have caused the increase in building values will be discussed below.

The Gaslight District project in Downtown Cambridge (Galt City Centre) increased the development values of 2019 to over $100 million and has taken advantage of more than $7 million dollars in development charge exemptions.

In Hespeler Village, staff saw two large increases in building permit values in 2016 and 2018. This was due to two large high density housing projects in the core area, the first being the 49 Queen Street apartment building project in 2016 and the second in 2018 being the Riverside Lofts project in the old American Standard building.

### 3.5 Financial Incentive Programs

The Business Revitalization Program (BRP) provides building owners with interest-free and partially forgivable loans for specific improvements to buildings and sites on a matching basis. Council supports this every year which enables the loan and grants portion.
From 2013 to 2019, over 53 businesses have taken advantage of the BRP program with $1,008,144.91 being distributed to different businesses to help revitalize the core area and help to stimulate new business.

In addition to providing the total summary of funding amount, two notes should be added to clarify the table. First, not all approved projects actually completed the work, hence the discrepancy between the total approved amount and the total distributed amount. Second, as part of the loan portion of this program, in early 2019 the City of Cambridge provided a loan of $206,935 to one property that was approved by Council through a provision in the current Community Improvement Plan. This accounts for the discrepancy in amount of funding distributed in 2019.

### 3.6 Summary of Indicators

Overall, the core areas have seen a number of increases across various indicators that we had from past years in 2019. The Downtown Cambridge (Galt City Centre) area saw a new 400 unit residential development begin that will bring a number of new residents into the core area by 2022. This project (The Gaslight District), led to an overall increase in development values for the core areas to $113.5 Million in 2019. The Development Charge Exemption program from the City of Cambridge and Region of Waterloo was also responsible for $7.6 Million in fees waived in 2019, making the core areas more desirable for development. While the development values in 2019, is much larger than reported in past years, staff have since seen an increase in pre-consultations for larger housing projects in the core areas. Staff has cautious optimism that this trend will continue and more developments will follow with the creation of the Core Areas Transformation Fund.

The core areas have a combined number of 648 businesses and employ over 3,700 people. In addition, five building owners took advantage of the BRP program for a record amount totalling $401,681 in distributed grants and loans in 2019. With the BRP and the new mixed use residential projects being completed, staff anticipates seeing larger employment numbers in the core areas. Additionally, we have a number of
festival and events in the core areas that continue to make the city a place people want to visit.

3.7 Core Area Events and Attractions

The City of Cambridge core areas are focal points for a number of community events and local festivals. The core areas are home to many civic amenities and public spaces that provide the ability to host events. The presence of these amenities and features is one of the fundamental reasons that traditional core areas are important to the overall health of the city. They also make these areas destinations that directly contribute to the quality of life of the visitors and citizens.

The following is a summary of the key activities and events held in the core areas throughout Cambridge.

- Cambridge Farmers Market
- Preston Farmers Market
- Hespeler Farmers Market
- Preston Kin Carnival
- Neighbourhood Day
- Cambridge Tour de Grand
- Art Attic
- Cambridge Celebration of the Arts
- Concerts in the Park
- CGT Fields Grand Opening
- Cambridge Celebrates Canada Day
- Cambridge Arts Festival
- Hespeler Village Music Festival
- Making Waves Festival
- Cambridge Scottish Festival
- Outdoor Movie Nights
- Whimsical Wednesday
- Cambridge Fall Studio Tour
- Cambridge Fall Fair
- Community Oktoberfest Luncheon
- Hespeler Santa Claus Parade
- Cambridge Santa Claus Parade
- Christmas in Cambridge Festival of Events
Section 4: Future Direction 2020 and Beyond

4.1 Core Areas Transformation Fund

The purpose of the Core Areas Transformation Fund (CATF) is to provide a mechanism to:

- help stimulate growth,
- offer opportunities for partnerships with private sector companies, non-profits and public institutions in terms of long-term and legacy projects that will be catalysts for economic and residential growth, and
- increase diversification, talent attraction and increase employment promoting urban vitality in our core areas.

CATF represents a commitment by the City to invest in strategic projects to strengthen the local economy in the 3 core areas of Cambridge, namely, Downtown Cambridge (Galt City Centre), Preston Towne Centre and Hespeler Village as identified in the Official Plan. The CATF is a 10 year plan and was created through the transfer of $20M from the Economic Development Reserve Fund.

One of the key ingredients to healthy downtowns is people, people working during the days and most importantly, living there in the evenings and weekends. In order to achieve this desired outcome, key strategic investments are required to not only directly financially assist in projects but to create the overall environment for people to invest. This can be achieved through direct investment, providing financial incentives through Community Improvement Plans, as well as creating a supportive and flexible policy and regulatory environment.

Three pillars have been established that will be used as a guideline in allocating funds from the Core Areas Transformation Fund as outlined below.

1. **Private Sector Stimulus** - In addition to development charge exemptions, additional stimulus is required to make projects a reality from a financing perspective. While Cambridge currently provides some financial incentives additional funding will help to lead transformational change.

2. **Strategic Land Acquisition/Disposition** – To support the growth of the core area(s) population in terms of both workforce and residents, coupled with the future expansion of LRT, the city has an opportunity to take the lead on making future oriented strategic land acquisitions. Over time, the disposition of City holdings will spur development and revenue generation.

3. **Place-making & Experiences** – This funding pillar will be used to enhance capital projects or partnerships that encourage experiences, place-making.
These programs will help to shape the core areas and ensure that the City of Cambridge has vibrant prosperous downtowns. Revitalization of a downtown area can be challenging but is justified by the potential benefits realized in terms of quality of life and economic growth. The administration of the Core Areas Transformation Fund framework will be used as an economic stimulus to leverage partnerships and support transformative projects in the three core areas. This in turn will stimulate residential development, create jobs, build transit ridership and increase assessment growth, among other tangible benefits.

4.2 Economic Development Strategic Plan

In 2021, the Economic Development department will be creating a new strategic plan for the City of Cambridge. This plan will aim to capture new trends and give direction for the future economic prosperity of Cambridge.
The Honourable Anthony Rota,
Chair of the Board for Internal Economy
House of Commons
Ottawa, ON K1A 0A6

Honourable and Dear Sir:

Re: City of Elliott Lake - Private Members Bill M-36 to Declare August 1 as "Emancipation Day" in Canada

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of August 24, 2020 received and supported correspondence from the City of Elliott Lake dated August 14, 2020 acknowledging the Private Member Bill put forward by Majid Jowhari: M-36, Emancipation Day, 43rd Parliament, 1 Session.

Attached please find a copy of the City Elliott Lake's correspondence dated August 14, 2020.

Thank you for your attention to this matter.

Yours very truly,

Carol Schofield, Dip.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca

CS:dk
End.
Sent via email
Natalie Bray, City Clerk, City of Elliott Lake nbray@city.elliotlake.on.ca
Michael Mantha, MPP, Algoma-Manitoulin mmantha-qp@ndp.on.ca
Carol Hughes, MP, Algoma-Manitoulin-Kapuskasing carol.hughes@parl.gc.ca
Ontario Municipalities

Mailing Address: The Corporation of the Town of Fort Erie
1 Municipal Centre Drive, Fort Erie ON L2A 2S6
Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022 Web-site: www.forterie.ca
THE CORPORATION OF
THE CITY OF ELLIOT LAKE

CERTIFIED TRUE COPY

Moved By:  T. Turner
Seconded By: L. Cyr

THAT the City of Elliot Lake Council acknowledges and supports the following Private Member Bill put forward by Majid Jowhari: M-36, Emancipation Day, 43rd Parliament, 1 Session that reads as follows:

"THAT the House recognizes that:

The British Parliament abolished slavery in the British Empire as of August 1, 1834;

Slavery existed in the British North America prior to the abolition in 1834; Abolitionists and others who struggled against slavery, including those who arrived in Upper and Lower Canada by the Underground Railroad, have historically celebrated August 1st as Emancipation;

The Government of Canada announced on January 30, 2018 that it would officially recognize the United Nations International Decade for people of African Descent to highlight important contributions that people of African descent have made to Canadian society, and to provide a platform for confronting anti-Black racism;

The heritage of Canada’s peoples of African descent and the contributions they have made and continue to make to Canada and in the opinion of the House, the Government should designate August 1 of every year as “Emancipation Day” in Canada; and

THAT support for this motion be sent to the Member of Parliament for Algoma and all House of Commons representatives; and

THAT support for this motion be sent to all municipalities in Ontario.

Resolution No. 249/20 Carried Mayor Dan Marchisella

Certified True Copy.

[Signature]
City Clerk August 14, 2020
August 17, 2020

RE: Resolution related to the impact on the tree canopy due to infestation of the gypsy moth

This letter is to advise you that Township Council, at their Council meeting held on August 10, 2020, passed the following resolution:

“WHEREAS there are extensive areas across southwestern Ontario, including Waterloo Region, where there is evidence of a significant impact on the tree canopy attributed to the presence of an infestation of the gypsy moth;

AND WHEREAS the defoliation of the canopy places a significant hardship on trees which over several years can weaken the tree sufficiently that it becomes vulnerable to other diseases or insects leading to further decline or the tree dying;

AND WHEREAS this issue associated with the gypsy moth is present in both public and private landholdings, and, crosses municipal boundary jurisdictions;

AND WHEREAS a patchwork approach to surveillance and mitigation treatment will not lead to a successful outcome to curb the gypsy moth infestation;

NOWTHEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF NORTH DUMFRIES RESOLVES:

THAT the Ministry of Natural Resources and Forestry be requested to undertake a robust surveillance program in the Fall of 2020 to identify the hots spots and to measure the density of the gypsy moth population within southwestern Ontario;

AND THAT the Ministry advise affected Municipalities of the results arising from the surveillance program and to recommend a framework for a coordinated approach to curb the gypsy moth population to be delivered in 2021;

AND THAT the Ministry embark upon a treatment program partnership with willing Municipalities as part of a broader strategy to deal with the gypsy moth infestation;

AND THAT this Resolution be forwarded to the Minister of Natural Resources & Forestry, Mike Harris Jr, Parliamentary Assistant to the Minister of Natural Resources & Forestry, and, to Cambridge MPP Belinda Karahalios;
AND THAT this Resolution be forwarded to the Region of Waterloo, the area municipalities within Waterloo region, the County of Brant, and, the City of Brantford.”

Sincerely,

[Signature]

Ashley Sage  
Clerk  
Township of North Dumfries  
North Dumfries Community Complex  
2958 Greenfield Road, P.O. Box 1060  
Ayr, Ontario  N0B 1E0

519-632-8800 ext. 122  
asage@northdumfries.ca
September 3, 2020

Regional Municipality of Waterloo
Attn: Regional Clerk Kris Fletcher
150 Frederick Street
Kitchener, Ontario
N2H 2L9

To Whom it May Concern:

RE: Resolution Passed by Woolwich Township Council – Gypsy Moths

This letter is to inform you that the Council of the Township of Woolwich endorsed the following resolution at their meeting held on September 1, 2020:

Whereas there are extensive areas across southwestern Ontario, including Waterloo Region, where there is evidence of a significant impact on the tree canopy attributed to the presence of an infestation of the gypsy moth;

And whereas the defoliation of the canopy places a significant hardship on trees which over several years can weaken the tree sufficiently that it becomes vulnerable to other diseases or insects leading to further decline or the tree dying;

And whereas this issue associated with the gypsy moth is present in both public and private landholdings, and, crosses municipal boundary jurisdictions;

And whereas a patchwork approach to surveillance and mitigation treatment will not lead to a successful outcome to curb the gypsy moth infestation;

Now therefore the Council of the Corporation of the Township of Woolwich endorses a resolution passed by the Township of North Dumfries resolving the following:

THAT the Ministry of Natural Resources and Forestry be requested to undertake a robust surveillance program in the Fall of 2020 to identify the hot spots and to measure the density of the gypsy moth population within southwestern Ontario;

AND THAT the Ministry advise affected Municipalities of the results arising from the surveillance program and to recommend a framework for a
coordinated approach to curb the gypsy moth population to be delivered in 2021;

AND THAT the Ministry embark upon a treatment program partnership with willing Municipalities as part of a broader strategy to deal with the gypsy moth infestation;

AND THAT this Resolution be forwarded to the Hon. John Yakabuski, Minister of Natural Resources & Forestry; and to Kitchener-Conestogo MPP Mike Harris; to the Region of Waterloo and the area municipalities within the Region of Waterloo.

Should you have any questions, please contact Alex Smyth, by email at asmyth@woolwich.ca or by phone at 519-669-6004.

Yours truly,

Val Hummel
Municipal Clerk
Township of Woolwich

CC: City of Cambridge, City of Kitchener, City of Waterloo, Township of North Dumfries, Township of Wilmot & Township of Wellesley.

“Proudly remembering our past; Confidently embracing our future.”
On July 4th, 2020, City forces assisted the Hespeler BIA in closing a portion of Queen Street East, between Adam Street and Tannery Street, in an effort to provide additional room for social distancing, patio expansions, and pedestrian safety for commercial businesses. The road closure occurred every Saturday (one day a week) and Queen Street is opened at the end of the day. This Saturday road closure has been successful in assisting businesses during the challenging pandemic times and has been greatly appreciated by the BIA.

At this time, the Hespeler BIA has now formally requested an extension of the road closure until and including Saturday, October 10th, 2020. Staff is in support of the extension and will proceed to continue with the road closures in accordance with this request.

**Cost**

The total cost for the Saturday road closures is projected to be $9,500, attributed to staff time, signage, and picnic tables. The City’s BIA funding for “50/50” projects will be allocated to offset these costs, for a total contribution of $4,500. Public Works has noted the following:

- Cost to date: $5,500
- Projected costs for program (inclusive of Saturday October 10): $9,500
- BIA Contribution: $4,500 (source: City’s 50/50 program funding)

Public Works has noted that they are able to continue with the Saturday road closure until October 10, 2020.
Hespeler BIA and 50/50 Program

The City maintains a budget for 50/50 projects for each BIA. The purpose of this program is for the City and BIAs to cost share downtown improvement projects. The City’s 2020 Budget includes $4,500 for City contributions for such projects with the Hespeler BIA. The BIA maintains its own budget for its 50% contribution.

To date, the City and BIAs have committed $3,000 of the City portion of this budget to the road closures. As of August 26, 2020, the Hespeler BIA has approved an additional $1,500.00 to be added to the original $3000.00 that will be taken from their City Portion of the 50/50 projects for 2020 as the BIA’s contribution to the project, for a total contribution of $4,500.00. This effectively reduces their City Portion to zero for 2020.

Summary

Staff will continue with the Saturday road closures up to and including Saturday, October 10, 2020.

Attachments

n/a

Approvals:
☒ Manager/Supervisor ☒ Deputy City Manager ☒ City Manager
At the May 7, 2020 Special Emergency Council meeting staff was directed to review the operations of the railway corridors through the Preston and Hespeler Communities and provide an update to Council as the City has been receiving concerns from area residents about the train activity and whistling in the late night and early morning.

**Canadian National Railway (CN) Operation:**

CN Railway owns and operates the Guelph Subdivision Line and Spur Line railway corridor through the Preston and Hespeler Communities that is used to service local businesses (See Appendix A – Preston Community Railway Corridor & Appendix B – Hespeler Community Railway Corridor). Prior to November 2018, the railway corridors were operated by Goderich Exeter Railway (GEXR) on behalf of CN Railway.

The railway corridor through the Preston Community consists of seven (7) public at-grade road crossings at

- Eagle Street North (Flashing Lights)
- Concession Road (Flashing Lights)
- Lawrence Street (Flashing Lights)
- Dolph Street (Crossbucks)
- Montrose Street (Crossbucks)
• Bishop Street (Crossbucks)
• Concession Road (Flashing Lights and Gates)

The railway corridor through the Hespeler Community consists of the following four (4) public at-grade road crossings and crossing safety measures:
• Black Bridge Road (Stop Signs for vehicular traffic)
• Guelph Avenue (Flashing Lights)
• Beaverdale Road (Flashing Lights)
• Witmer Street (Flashing Lights)

It is noted that in some areas the railway corridor is currently not operational. For the portion of the rail corridor that is in use, the days and time of use is unknown as CN Railway did not respond to the City’s request for this information.

**Canadian Pacific Railway (CP) Operations:**

CP Railway owns and operates two railway corridors through the Preston Community, namely the Toyota Spur Line and Waterloo Subdivision Line, as shown in Appendix A, that are used to service the Region of Waterloo area and Toyota Motor Manufacturing Canada.

The railway corridors consist of the following eleven (11) public at-grade road crossings and crossing safety measures:

**Toyota Spur Line**

• Fountain Street north of Cherry Blossom Road (Flashing Lights and Gates)
• Cherry Blossom Road (Flashing Lights and Gates)

**Waterloo Subdivision Line**

• Fountain Street south of Cherry Blossom Road (Flashing Lights and Gates)
• Rogers Drive (Flashing Lights)
• Eagle Street (Flashing Lights)
• Westminster Drive (Flashing Lights)
• Lawrence Street/Laurel Street (Flashing Lights)
• Dolph Street (Flashing Lights)
• Montrose Street (Flashing Lights and Gates)
• Bishop Street (Flashing Lights and Gates)
• Concession Road (Flashing Lights and Gates)

Currently, CP Railway operates four trains per day. During the mid-day period (2:00 p.m. – 4:00 p.m.) there are two trains, one northbound and one southbound and during the night period (10:00 p.m. – Midnight) there are two trains, one northbound and one southbound. On Saturdays, CP Railway operates two trains, one northbound and one southbound during the mid-day period (2:00 p.m. – 4:00 p.m.) to service Toyota Motor Manufacturing Canada.

**Whistle Requirements:**

Railway Authorities and Municipalities are governed by Transport Canada regulations for railway corridors and public crossings.

As per Transport Canada public road crossing safety regulations a rail authority is required to whistle at least a ¼ mile before any road crossings where a whistle cessation order is not in place. Under Rule 14(1) of the Canadian Rail Operating Rules, train crews are required to whistle at all public crossings regardless of the type of crossing warning system in place unless there is a whistle cessation order. Train whistles are safety devices that alert vehicular and pedestrian traffic to the presence of an approaching train and warn trespassers away from the railway right-of-way. Train crews may also whistle if there is a work project in the area in order to notify the working crews on or near the track that a train is approaching, even if a whistle cessation order is in place.

**Existing Whistle Cessations:**

There are existing whistle cessation orders at the following at-grade crossings on the CP Railway:

• Cherry Blossom Road (since 2008)
• Fountain Street south of Cherry Blossom Road (since 2009)
• Rogers Drive (since 2009)
• Eagle Street (since 2009)
• Westminster Drive (since 2009)
• Lawrence Street/Laurel Street (since 2009)
• Concession Road (since 2009)
There are no whistle cessations on the CN Railway corridor.

**Process for a Whistle Cessation:**

In accordance with the Transport Canada guidelines, direction from Council is required in order to begin the process to eliminate whistling at the public at-grade crossings.

Once Council direction is provided, and pending approved budget, staff would retain a consultant to complete the required safety assessments.

The City would then work with the railway owner to complete a safety assessment for the crossing and implement the recommended at-grade crossing protections identified in the safety assessment. The City would be responsible for all costs associated with any required safety improvements.

**Potential Costs**

Until a safety assessment is completed, and the required safety improvements are identified, it is extremely difficult to estimate the costs associated with a whistle cessation order.

Improvements (and associated costs) could include:

- Installation of gates ($150,000 to $200,000)
- Railway corridor fencing (unknown costs)
- Sightline and grade improvements (unknown costs)
- Additional signage and pavement markings (unknown costs)
- Advance warning signals (unknown costs)

In Preston, there are three crossings on the CP Line that do not have whistle cessation orders. Of those, two (Montrose and Bishop) already have gates. Preliminary discussions with CP indicate gates would be required on the third crossing (Dolph) to implement a whistle cessation order.

Including consultant fees ($25,000), the cost to implement a whistle cessation order in Preston would likely be a minimum of $225,000, without taking into account costs for other improvements.

In Hespeler, there are four crossings on the CN Line that do not have whistle cessation orders. While not confirmed, it is likely gates would be required at all crossings. Including consultant fees ($35,000), the cost to implement a whistle cessation order in Hespeler would likely be a minimum of $835,000, without taking into account costs for other improvements.
All annual maintenance costs would be City costs.

Attachments

Appendix A – Map of Preston Community Railway Corridor

Appendix B – Map of Hespeler Community Railway Corridor

Approvals:

☒ Manager/Supervisor ☒ Deputy City Manager ☒ City Manager
Appendix A – Preston Community Railway Corridor

- **Canadian National Railway (CN) Spur Line Corridor**
- **Canadian Pacific Railway (CP) Toyota Spur Line Corridor**
- **Canadian Pacific Railway (CP) Waterloo Subdivision Corridor**
Appendix B – Hespeler Community Railway Corridor