

**FIVE YEAR REVIEW**  
**2008 – 2013**  
**of the**  
**MASTER PLAN FOR**  
**LEISURE SERVICES/FACILITIES**  
**2002 to 2022**



FIVE YEAR REVIEW (2008-2013)  
OF THE  
MASTER PLAN FOR LEISURE SERVICES/FACILITIES  
2002 - 2022

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**A. MESSAGE FROM THE CHAIRMAN OF THE STEERING COMMITTEE**

TO: Members of Cambridge City Council

FROM: Councillor Karl Kiefer

On behalf of all members of the Master Plan for Leisure Services /Facilities Steering Committee, I am pleased to present our final report for the five year update of the original Master Plan covering the period 2002-2022.

The goal of the initial plan adopted in 2002 remains true today – “ to produce a flexible strategy which the City of Cambridge can use to make decisions that are equitable, which reflect general public acceptance, and are cost effective in guiding the delivery of parks, recreation and open space facilities and services to residents.”

The committee has reviewed and updated several initiatives over the past two years, all of which are included in this document. There remains three outstanding issues that the committee continues to explore: a needs analysis for the South East. Galt Recreation Centre, an update to the Cambridge Trails Study, and a feasibility study for a multi-purpose recreation facility.

The South East Galt Recreation Centre has been delayed due to the economic slow down. The Terms of Reference for this initiative were approved at the July 13, 2009 City Council meeting – the needs analysis is currently underway, and a report is expected to be tabled with City Council in 2010.

The Terms of Reference for the Cambridge Trails Study update were approved at the October 5, 2009 meeting of City Council – the final report of this study is scheduled to be completed by the summer of 2010.

The committee is currently reviewing the Terms of Reference for a multi-purpose recreation facility and will bring this item before City Council in the first quarter of 2010.

This update would not have been possible without the input of residents, interest groups, and stakeholders. I would like to thank them for their time and expertise.

I also wish to thank members of the Steering Committee and all staff who participated in this review – your efforts are very much appreciated.

Yours truly  
Councillor Karl Kiefer  
Chair

Members of the Steering Committee

Councillor Karl Kiefer  
Councillor Gary Price  
Mayor Doug Craig  
Jim King, Chief Administrative Officer  
Kent McVittie, Commissioner of Community Services  
Reg Weber, Director of Community Recreation Services and Partnership Development  
Steven Fairweather, Commissioner of Corporate Services  
Frank Gowman, Commissioner of Corporate Services (retired)

**B. THE PLANNING/PUBLIC PARTICIPATION PROCESS**

The Master Plan for Leisure Services/Facilities 2002-2022 is a formal statement which provides a framework for the planning, development, and management of recreation services and facilities owned and operated by the City of Cambridge. The Plan is reviewed every five years to monitor data and re-visit future plans, to test the ongoing validity of the longer term planning process, and this five year review covers the period 2008-2013.

This five year review covered a number of areas.

- Mandate of the Community Services Department
- Support Services to Neighbourhood Associations
- Youth Recreation Services
- Older Adult Services
- Special Event Services
- Playing Fields Review
- Arts and Culture Master Plan
- Trails System Review

In all instances, staff identified key stakeholders and met with them throughout the review process. The input from these meetings assisted in the formulation of this final report. The committee would like to acknowledge and thank all those who gave of their time and expertise in the development of this plan.

**C. GENERAL DEVELOPMENT DIRECTIONS AND POLICIES****1. Mandate Policy - Five Year Review (2008-2013)**

The following recommendation was approved by Council on June 22, 2009.

**Council Minutes Excerpt**

*“THAT Council accept in principle the Charter of Physical Activity, Sport, Recreation, Play and Well-Being for all citizens in Cambridge Ontario Canada;*

*AND THAT staff be directed to look at including those parts of the Charter they feel appropriate to the Master Plan for Recreation and Leisure Services and Facilities.”*

**CARRIED****Master Plan Steering Committee Review and Recommendation**

Following discussion at a Master Plan Steering Committee, it was determined by the Steering Committee that there is a relationship between the Charter of Physical Activity, Sport, Recreation, Play and Well-Being, and, Council’s existing Mandate Policy which drives the delivery of leisure services and facilities.

**Amendment to Mandate Policy**

The Charter wording (as outlined on the next page) will be incorporated into the Mandate Policy, effective upon Council’s approval of this report (Master Plan Five Year Review 2008-2013 Final Report). A copy of the Mandate Policy in its entirety follows within this section of the report for ready-reference.



## **Charter of Physical Activity, Sport, Recreation, Play and Well-Being for all Citizens in Cambridge, Ontario, Canada**

The strength and success of Cambridge lies in the well-being of all members of its community. This Charter aims to contribute to community building, to enhance the general well-being and to improve the quality of life of all Cambridge, Ontario citizens by ensuring that:

- (i) The positive holistic impact of physical activity, sport, recreation, and play is acknowledged,
- (ii) Cambridge citizens, regardless of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, and / or disability have the right to be physically active,
- (iii) Opportunities and facilities to participate in physical activity, sport, recreation, and play should be equally accessible and available to all,
- (iv) Coaches, volunteers, instructors, event organizers, and other Cambridge citizens who provide opportunities to become active, hereby known as “Activators”, are recognized for their valuable contributions to the community,
- (v) All Cambridge citizens can be active participants in promoting participation in physical activity, sport, recreation, and play,
- (vi) Physical activity, sport, recreation, and play can occur anywhere,
- (vii) The diversity of Cambridge citizens, geography, natural resources and infrastructure is recognized, embraced, and continues to develop in order to positively increase physical activity participation and,
- (viii) The successful promotion of this message is achieved through partnerships among various stakeholders including federal, provincial, and local government, universities, colleges, schools, not-for-profit organizations, sporting organizations, faith-based organizations, the private sector, clubs, and families.



## **Policy C.80.010**

### **MANDATE POLICY**

#### **MASTER PLAN FOR LEISURE SERVICES/FACILITIES**

Adopted by Council April 14, 2003  
Amended – January 11, 2010

## SECTION #1 - PHILOSOPHY AND BENEFITS

### Philosophy

“The City of Cambridge, through the Community Services Department, works to ensure recreation facilities, programs, green spaces and consultation services are provided for the enjoyment and well-being of the citizens of Cambridge. The provision of these services attempts to ensure that all citizens regardless of their recreation interests, capabilities or financial status, are offered the opportunity to participate to their own level of endeavour. The primary goal is to encourage community groups, agencies, and neighbourhood associations, to provide recreation opportunities for residents. The City of Cambridge is committed to working in partnership with the volunteer groups and organizations in the community to fulfill this primary goal.”

### Benefits Approach

The value of parks, recreation, and open space services has been thoroughly researched and documented in a report produced in 1992, by the Parks and Recreation Federation of Ontario, entitled "The Benefits of Parks and Recreation". The City of Cambridge recognizes the validity of this report, and support the following benefits:

#### A. Personal Benefits

1. Physical recreation and fitness contributes to a full and meaningful life.
2. Relaxation, rest, and revitalization, through the opportunity of leisure, is essential to stress management in today's busy and demanding world.
3. Meaningful leisure activity is an essential source of self-esteem and positive self-image.
4. Leisure provides the opportunity to lead balanced lives, achieve our full potential and gain life satisfaction.
5. Children's play is essential to the human development process.
6. Leisure opportunities for youth provide positive lifestyle choices and alternatives to self destructive behaviour.
7. Parks and open spaces bring beauty to an area while giving people satisfaction and improving their quality of life.

#### B. Social Benefits

1. Leisure provides leadership opportunities that build strong communities.
2. Community recreation promotes ethnic and cultural harmony.

3. Leisure provides opportunities for community involvement and shared management and ownership of resources.
4. Integrated and accessible leisure services are critical to the quality of life of people with a disability and disadvantaged individuals.
5. Leisure opportunities, facilities and the quality of local environment are the foundations of community pride.

C. Economic Benefits

1. Small investments in recreation yield big economic returns.
2. Parks and recreation services motivate business relocation and expansion in the community.
3. Meaningful leisure services reduce the high costs of vandalism and criminal activity.
4. Recreation and park services are often the catalyst for tourism, a growing sector of our economy.

D. Environmental Benefits

1. Through the provision of parks, open spaces and protected natural environments, recreation can contribute to the environmental health of our communities. This is an essential life sustaining role.
2. Investing in the environment through parks and the provision of open space in residential areas, leads to an increase in neighbourhood property values through accessibility to environmental friendly, green space and associated recreation opportunities.

SECTION #2 - VISION STATEMENT

The City of Cambridge, through the Community Services Department, wishes to contribute to a healthy community, that promotes and supports quality of life, so residents can fully participate in and contribute to the life of their community. Residents are encouraged to take full advantage of all opportunities that strengthen and nurture the well being of individuals, families and groups.

SECTION #3 - GUIDING PRINCIPLES

The following guiding principles, with respect to the provision of Parks, Recreation and Open Space services, have been established on the premise of the "Benefits Approach" to providing services that impact positively on personal, social, economic and environmental well-being, to create an enhanced quality of life for the community.

The following are the "Guiding Principles" for services:

#### Accessible

- Services that encourage participation, increase access, and reduce barriers to services by the community.

#### Affordable

- User fees that allow accessibility for residents;
- City facility rentals that support the utilization by community groups and organizations to provide community programs and services
- Program and service costs that are sustainable to taxpayers.

#### Responsive to Community Needs

- Quality programs and services that are designed to reflect community needs through an ongoing dialogue with the community.
- **Provision of arts and culture programs and special events**
- **Committed to the implementation of the recommendations identified in the Arts and Culture Master Plan**
- **Charter of Physical Activity, Sport, Recreation, Play and Well-Being for all Citizens in Cambridge, Ontario, Canada**

*The strength and success of Cambridge lies in the well-being of all members of its community. This Charter aims to contribute to community building, to enhance the general well-being and to improve the quality of life of all Cambridge, Ontario citizens by ensuring that:*

- (ix) The positive holistic impact of physical activity, sport, recreation, and play is acknowledged,*
- (x) Cambridge citizens, regardless of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, and / or disability have the right to be physically active,*
- (xi) Opportunities and facilities to participate in physical activity, sport, recreation, and play should be equally accessible and available to all,*
- (xii) Coaches, volunteers, instructors, event organizers, and other Cambridge citizens who provide opportunities to become active, hereby known as "Activators", are recognized for their valuable contributions to the community,*
- (xiii) All Cambridge citizens can be active participants in promoting participation in physical activity, sport, recreation, and play,*

- (xiv) ***Physical activity, sport, recreation, and play can occur anywhere,***
- (xv) ***The diversity of Cambridge citizens, geography, natural resources and infrastructure is recognized, embraced, and continues to develop in order to positively increase physical activity participation and,***
- (xvi) ***The successful promotion of this message is achieved through partnerships among various stakeholders including federal, provincial, and local government, universities, colleges, schools, not-for-profit organizations, sporting organizations, faith-based organizations, the private sector, clubs, and families.***

#### SECTION #4 - SERVICE OBJECTIVES

The service objectives provide direction on the service delivery model and service priorities that are consistent with a benefits approach and the guiding principles. The following are the service objectives:

1. Emphasis on providing introductory programs and services.
2. Provide a continuum of programs and services to allow access and participation in Core, Important and Supportive services.
3. Promote the cultural, health, physical and social well-being of individuals and families.
4. Support opportunities to enhance child development.
5. Support opportunities to preserve and promote an appreciation for local arts.
6. Plan, develop and implement services with community partners, educational institutions, other levels of government and the private sector.

#### SECTION #5- SERVICE PRIORITIES

Service priorities are divided into three categories, as follows:

a) Core Services

These services will be run in a cost-effective manner directly by the City and/or through partnerships with other community services providers. Core services will not necessarily recover all direct or indirect costs, although some may do so. It is anticipated that most core programs will receive tax supported operating funds to cover the costs.

Core services will:

- Provide introductory and basics skills development opportunities.
- Provide a service mix that will respond to special community needs.
- Benefit overall community wellness.

b) Important Services

For these services, it is important for the City to play, at a minimum, a planning and co-ordination role. These services often lend themselves to a variety of partnership arrangements with the community, not-for-profit organizations and the private sector. These services will receive less tax support than core services, since they are farther along the service continuum.

Important services will:

- Provide services focused on activities that are not basic skills.
- Provide services that support individual goals for advanced skills competency.
- Provide services that have higher participant fee and receive less tax support than "core" services.

c) Supportive Services

For these services, the City can play an effective supportive role, but need not be the primary planning, co-ordinating or delivery body. In these service areas, the City may choose to move towards ultimately transferring full responsibility to the community, not-for-profit organizations or the private sector.

Supportive services will:

- Provide services that focus on advanced activities that are not basic skill competencies.
- Provide services that will have limited availability.
- Provide services that will receive the least tax supported funding and may be offered on a cost-recovery or profit basis.

## SECTION #6- SERVICE DELIVERY OPTIONS

Community Services Department service delivery options can be generally described as follows:

a) Self Operated (e.g. City-Owned Community Centre)

Defined as a service which is directly operated by the City, with any net cost of the service being paid for through taxes.

Other delivery decisions for this option:

- City can do it best and/or no acceptable proponent is available.
- Public Interest is protected.
- Disposition cost is too high.

b) Contracted Out (e.g. Parks Grass Cutting Maintenance Contract)

Defined as a service which remains the direct responsibility of the City, but which uses a different supplier, other than City staff, to provide the direct service:

Other delivery decisions for this option:

- Definable Service/Project
- Some tax support
- Acceptable proponent available.

c) Co-Venture (e.g. Cambridge Ice Park)

Defined as a service which involves the transfer of all or part of an existing public service to the private sector. A service which, apart from legislation or regulatory requirements, is under no obligation to operate in a manner or with an intent that reflects the way in which the public sector would provide the service - under the concept of equity of access, with open public debate for this option.

Other delivery decisions for this option:

- Exclusive user fee funding
- Public Interest no concern
- Acceptance proponent available

d) Community Partnership (e.g. Neighbourhood Groups)

Defined as a service which shares the direct responsibility for provision of a public service. Each partner brings operating expertise and other resources required to deliver the service.

Other delivery decisions for this option:

- Joint tax/user fee funding
- Long-term relationship
- On-going adjustments
- Flexibility requirements

**SECTION #7- FINANCIAL PRINCIPLES**

The following financial principles will guide the municipality in determining what services are to be provided and how the cost of services are covered:

- Services funded by the municipality must provide benefits to the community (ie: Personal, Social, Economic, Environmental) as defined in the Community Services "Mandate Policy".
- Services funded by the municipality should be "accessible" and "affordable" in accordance with adopted policies and funding strategies.
- Services funded by the municipality should be responsive to demonstrated community needs.
- "Core Services" as defined in the Community Services "Mandate Policy" should get priority for available municipal funding.
- Fund-raising for new or expanded facilities, should be actively encouraged by the municipality.
- User fees should be an integral part of financing needed services.
- The municipality should establish a minimum notice when introducing new/enhanced user fees for services provided.
- The municipality should support a subsidy program for participation in "Core Services" provided directly by the municipality, based on participant's ability to pay rather than age.

## 2. **Support Services to Neighbourhood Associations Policy**

A report and recommendations regarding support services to neighbourhood associations were presented to General Committee on December 1, 2008, and adopted by Council on December 8, 2008.

### General Committee Excerpt- December 1, 2008

*THAT Council adopt the following recommendation in support of Neighbourhood Associations:*

- a) *THAT staff work co-operatively with the Hespeler Village Neighbourhood Association to secure facility space, which would allow them to move into a Level II Neighbourhood Association (i.e. a Volunteer/staff Based Recreation Model);*
- b) *THAT staff investigate options with the school boards to access more program space to help meet the growing needs of the East Hespeler and Silverheights Neighbourhood Associations;*
- c) *THAT funds in the amount of \$16,900 (which includes .615 F.T.E.'s) be referred to the growth column of the 2009 budget, which provides for the municipality to be more directly responsible for the delivery of the summer playground program*
- d) *THAT funds in the amount of \$60,200 be referred to the growth column of the 2009 budget, which provides support to Level II and III (staffed) Neighbourhood Associations as Phase I of a 3 year phase-in of additional support to these groups, as identified in Appendix E of Report CSD/08-44;*
- e) *THAT funds in the amount of \$74,150 (2010) and \$80,350 (2011), be referred to future growth columns of the 2010 and 2011 budgets, as additional support to Level II and III (staffed) Neighbourhood Associations as identified in Appendix E of Report CSD/08-44.*

Staff met on several occasions to discuss additional space for the North Area Neighbourhood Associations (item a and b). Unfortunately, no suitable space is currently available. The Hespeler Village Neighbourhood Association is currently content remaining as a level one neighbourhood association, however, as they continue to grow along with the East Hespeler and Silverheights Neighbourhood Associations, lack of space will continue to be a critical issue. The Corporation of the City of Cambridge should consider the construction of a north area facility (currently identified in the capital budget for 2015) as a way of addressing this shortage of space. If the opportunity presents itself to advance this project, the Corporation should seriously consider this.

Funds were budgeted in the growth column of the 2009 Operating Budget regarding recommendations c) and d). The growth allocation, as submitted, was approved by Council on March 2, 2009 (ie. approval of the City Operating Budget).

Regarding item e), this will be added to the growth column of the operating budget at the appropriate time.

Policy Amendment:

Following approval of the 2009 Operating Budget by Council, Policy C.80.020, Support Services to Neighbourhood Associations, was amended, to reflect the changes in the support levels.

The policy, as amended, is outlined on the pages following within this section of the report, for ready-reference.

*Note: (For information and/or reference purposes, the report and recommendations in its entirety which were presented to General Committee on December 1, 2008, and adopted by Council on December 8, 2008, are available by contacting the staff of the Community Services Department.)*



## **Policy C.80.020**

# SUPPORT SERVICES TO NEIGHBOURHOOD ASSOCIATIONS

Adopted by City Council – March 5, 2002

**Amended March 2, 2009**  
(as part of 2009 Operating Budget approval)

## A. PURPOSE OF POLICY

The policy is intended to provide a clear understanding of the supports available to neighbourhood associations, to provide recreation programs and services at the neighbourhood level, on behalf of the City of Cambridge.

## B. DEFINITION OF NEIGHBOURHOOD CATEGORIES

### (1) Volunteer Based Recreation Model

A Volunteer-Based Recreation Model neighbourhood association is primarily operated by volunteers, with support from a Recreation Co-coordinator that is an employee of the City of Cambridge. Within this category, groups operate at two distinct levels. A group may provide summer playground programs with the assistance of playground leaders employed by the City of Cambridge. The group may also evolve to operate a playground program and year-round programming, with assistance of volunteers and/or paid instructors.

#### Characteristics of this Model

- A formal committee/board established
- Minutes of meeting established
- Bank account/financial statements available
- Terms of Reference established
- Operating policies/constitution established as required
- Geographic Boundaries defined

### (2) Volunteer/Staff Based Recreation Model

In this model the neighbourhood association relies heavily on volunteers, and is supported by a community recreation worker which is funded by the municipality. The association has some form of community centre, for which the group is responsible, and acts as a focal point for association clients. The primary funder of this type of association, is the municipality.

#### Characteristics of this Model

- Previous characteristics plus
- Facility partnership
- Incorporation
- **Hire summer staff independently**

(3) Volunteer/Staff/Blended Model

In a blended neighbourhood association model, the association independently employs staff and operates/maintains a community centre to meet both recreational and social needs of clients. This model plan, organizes, co-ordinates and offers a range of services that may include recreation programs, social programs, employment, education and health services for a variety of populations. Volunteers are integral to the association. Municipal staff act as a liaison/resource in this model. In this model, programs and services vary according to the needs of their catchment areas. Associations in the blended model are funded through various partnerships including the municipality, the United Way of Cambridge and North Dumfries, the Regional Municipality (short-term only), one-time grants and special projects.

Characteristics

- Previous characteristics plus-
- Multiple partners providing services on site
- Employ more than 1 staff (full-time/grants)
- More comprehensive range of services
- More complex accountability to funders

C. MUNICIPAL SUPPORTS PROVIDED

(1) Volunteer-Based Recreation Model

- Community use of school fees (Youth)
- Playground Leaders (2 per association; additional leaders considered with growth)
- Training and 28 hours preparation time for playgrounds
- \$1,000/year for administration (year-round programs only)
  - 1 page advertising in activities guide
  - Duplication services for summer flyers/newsletters
  - T-shirts/equipment
  - Liability Insurance
  - Storage Space (**subject to availability**)
  - Training for Committees/Boards
  - Max. \$2,000 per year for leaders of teen/youth programs
  - C.S.D. staff consultation through Recreation Co-ordinator

(2) Volunteer/Staffed-Based Model

- Community use of school fees (Youth)
- Playground leaders (2 per association; additional leaders considered with growth)
- Training for playgrounds
- Base grant funding includes:
  - a) Community Recreation Worker **(2009 allocation is \$44,835)**
  - b) 15% for administration costs **(2009 allocation is \$7,251)**
- 1 page advertising in Activities Guide
- Liability Insurance if eligible
- C.S.D. Staff Liaison
- Across the board inflationary increase **(as directed by Council on an annual basis)**
- Funding for Drop-In Youth Programming **(2009 allocation is up to \$10,500 - see funding guidelines).**
- **Funding for part time Volunteer Co-ordinator (2009 allocation is \$7,526 including Administration and MERC)**

(3) Blended Model

- Community use of school fees (Youth)
- Playground leaders (2 per association; additional leaders considered with growth)
- Training for playgrounds
- Base grant funding includes:
  - a) Community Recreation Worker **(2009 allocation is \$44,835)**
  - b) 15% for administration costs **(2009 allocation is \$7,251)**
  - c) Supervisory Contract for Community Recreation Worker - **(2009 allocation is \$7,251)**
- 1 page advertising in activities guide
- Liability Insurance if eligible
- C.S.D. Staff Liaison
- Across the board inflationary increase **(as directed by Council on an annual basis)**
- Funding for Drop-In Youth Programming **(2009 allocation is up to \$10,500 - see funding guidelines).**
- **Funding for part time Volunteer Co-ordinator (2009 allocation is \$7,526 including Administration and MERC)**

D. ACCOUNTABILITY PROCESS/MEASURES

- To provide to the municipality annually with statistics regarding the number of individual recreation programs/services offered; the number of actual participants served; and, a comparison of all statistics from the current year to the previous year.

- To provide annually to the municipality statistics pertaining to volunteer contribution to operations; including: the number of volunteers, the total number of volunteer hours, and an approximate dollar value of those volunteer hours. (For 2009 – value to be based upon \$12.00 per volunteer hour).
- To provide annually to the municipality, financial statements for the previous year of operation, including a balance sheet.

#### IMPORTANT NOTE:

City staff will formally request all accountability information, by written notice, to be submitted by neighbourhood associations to the municipality, not later than September 30!

#### E. FUNDING FOR THE POLICY

City staff will prepare annual operating budgets in accordance with the “Support Services to Neighbourhood Associations Policy” for consideration by Cambridge City Council through the annual operating budget approval process. Any additional requests for funding support will be considered as not in accordance with City Policy and would require more specific direction from Cambridge City Council.

#### F. PROCESS FOR BOUNDARY CHANGES

The following process is to be followed when requests are received by the Corporation of the City of Cambridge to change existing Neighbourhood Association boundaries or a request to establish new boundaries for an emerging Neighbourhood Association.

1. The Neighbourhood Association submits their request, via the staff liaison, to the City of Cambridge. The request must outline the reasons for the change and include a map indicating the proposed boundaries.
2. In addition to the criteria stated under “B (1) Volunteer Based Recreation Model” in Policy C-80.020, an emerging neighbourhood association must service a minimum of 3,500 households.
3. If the requested boundary change or new request has an impact on existing neighbourhood association boundaries, staff will initiate discussions between those neighbourhood associations that are affected. Boundary changes should follow major arterial roads or ward boundaries where possible.
4. Staff will forward the recommendation for boundary change to the Planning Services Department for comment and information.
5. If approved, an information report will be forwarded to City Council.
6. The neighbourhood association requesting the change will be notified.

### 3. Youth Recreation Services Policy

A report and recommendations were presented to General Committee on December 1, 2008 and adopted by Council on December 8, 2008 regarding youth recreation services.

*Excerpt from General Committee Minutes – December 8, 2008*

*THAT staff be directed to develop a Terms of Reference for the establishment of a city wide Youth Advisory Committee of Council for Council approval by April 2009.*

*AND THAT the Cambridge Steering Committee for Youth be deleted from the current Youth Policies.*

*AND THAT the funds for a Part Time Youth Worker be referred to the 2010 budget process.*

*AND THAT Council provide the funds to expand the outdoor skateboard park at Riverside Park in 2009.*

*Carried.*

The Terms of Reference for a Youth Advisory Committee of Council were presented to General Committee on May 4, 2009 and adopted by Council on May 11, 2009. (see Terms of Reference on pages following for information)

Per the recommendation of General Committee, the reference to the Cambridge Steering Committee has been deleted from the Corporate Policy Manual – Youth Recreation Services Policy, C-80.030.

Some housekeeping changes (bolded in attached copy) will be processed following Council approval of the Five Year Review Final Report.

The funds for a Part Time Youth Worker will be included in the operating budget – growth column at the appropriate time.

Construction of the addition to the Outdoor Skatepark at Riverside Park was completed in the summer of 2009.

Note: (For information purposes, the report in its entirety and recommendations which were presented to General Committee on December 1, 2008, and adopted by Council on December 8, 2008, can be viewed by contacting the Community Services Department).



## **CAMBRIDGE YOUTH ADVISORY COMMITTEE OF COUNCIL TERMS OF REFERENCE**

### Mission Statement

The mission of the Youth Advisory Committee of Council (YACC) is to support and recognize positive youth action and to ensure that youth voices are heard within the City of Cambridge.

### Purpose

The Youth Advisory Committee of Council (YACC) works in collaboration with the City of Cambridge Community Services Department to act as a positive, influential, and energetic voice raising awareness and organizing positive youth action within our community. In addition, YACC gives valuable input and is a positive advocate for youth programs, will help determine the effectiveness of existing programs and the establishment of new programs for youth, and help to actively seek input and involvement from youth, while improving communication and access of information regarding what is available for youth in Cambridge.

### Description

The Youth Advisory Committee of Council (YACC) is a voluntary group of youth between the ages of 14 and 21 who are concerned about issues facing youth throughout the community. YACC members meet at least quarterly, to discuss current and upcoming issues and opportunities for getting involved. YACC works with the Community Services Department staff to fulfill their mandate, mission statement, values and goals.

### Mandate

The mandate of the Youth Advisory Committee is:

1. To increase opportunities for young people's positive participation in community life.
2. To act as a positive, influential and energetic voice raising awareness and addressing a wide range of issues including the inclusion of young people, multiculturalism, employment and recreation.
3. To promote the positive recognition of youth through the Youth Link Newsletter and articles in the local newspapers.
4. To coordinate with and advise the Community Services Department in the development of special events for youth within Cambridge.

5. To provide input to the Community Services Department in the development of effective programs and services for youth.
6. To promote and work in conjunction with the Arts community to enhance Arts and Culture for the youth of Cambridge.

#### Composition of Committee and Terms

1. The Youth Advisory Committee of Council will be comprised of:
  - a. minimum of 4 and a maximum of 8 community members who must be between the ages of 14 and 21 years of age and either a resident or attending school in the City of Cambridge.
  - b. one member representing Cambridge City Council
  - c. one non voting Community Services Department staff liaison
2. With the exception of the City Council representative, all appointments will be for a two year term.
3. No member can serve more than two (2) consecutive terms. A term will commence in September of each year.
4. A quorum shall consist of 50% plus one of the membership.
5. In the event of a tie vote, the Chairperson shall break the tie.
6. Members having a pecuniary interest in any matter under consideration by the Committee will declare the pecuniary interest and will not discuss or vote on the matter.

#### Membership Categories

The membership will elect on an annual basis the following positions:

- chair or co-chairs
- vice-chair
- treasurer
- recorder
- other roles may be identified



**Policy C.80.030**  
**YOUTH RECREATION SERVICES**

Adopted by Council February 10, 2003  
Amended December 8, 2008  
and January 4, 2010

## A. DEFINITION OF YOUTH

The City of Cambridge adopts the Ministry of Citizenship, Culture and Recreation's definition of youth as "every human being below the age of eighteen years unless, under the law applicable to the child, majority is attained earlier." The focus of the Youth Policy is youth 12 – 18 years of age,

## B. PROVISION OF YOUTH PROGRAMS AND SERVICES

The City of Cambridge is committed to the provision of youth programs and services through a Recreation Delivery Continuum, from Direct Programs and assisting outside community groups through the Community Development approach.

### Direct Programs

- Aquatics swim lessons
- Aquatics leadership courses
- Pre-school programs
- Summer leadership courses
- Arts programming
- Coaching clinics

### Community development approach

- Assistance to minor sports groups
- Neighbourhood Associations
- Summer playground programs
- Grants to groups, i.e. Argus Homes
- Youth Committees: ie. **Students Promoting the Arts**
- Kids Can Play

## C. YOUTH SUBSIDY POLICIES

To support programming for youth, the City of Cambridge has developed the following subsidy policies:

- a. Ice subsidies for youth – community groups that use city arenas for youth programs are subsidized for ice rentals. This policy is reviewed every three years.
- b. Recreation Services Access Policy – Approved in 1993, the Recreation Services Access Policy assists all Cambridge residents who are in need of financial assistance to participate in direct programs operated by the municipality. The policy pertains to any direct program run in a city facility. Applicable programs for youth include swim lessons, swim passes, leadership courses, art courses and membership fees.
- c. Field bookings – Youth sports organizations may book playing fields at a subsidized rate. This is reviewed every three years.
- d. Subsidy for school board rental fees for youth programs – The city subsidizes neighbourhood association youth programs in both the Waterloo Region District School Board and the Waterloo Catholic District School Board.

**D. RISK MANAGEMENT/SECURITY**

Youth events taking place in city facilities are responsible for additional security from either off-duty police or an approved security firm. The onus for security lies with the organization planning the event and must be approved by city staff.

Costs for this additional security are the responsibility of the organizing group.

**E. YOUTH COUNCILS**

The City of Cambridge values the input of its city's youth, as decisions made today will have a significant impact on future generations.

**The Youth Advisory Committee of Cambridge has re-established a Terms of Reference to meet its role as advisor to City Council.**

**F. YOUTH WEEK**

The City of Cambridge will sponsor youth activities during Youth Week (May) in all city facilities.

**G. LEADERSHIP AND TRAINING PROGRAMS**

The City supports the enhancement of leadership skills in the city's youth. Leadership programs in aquatics, sports, arts will receive financial support and promotion. They recognize its youth leaders through such programs as the Bill Struck Memorial Scholarship Program.

**INTERGENERATIONAL/MENTORING OPPORTUNITIES**

Staff will investigate opportunities for intergenerational programming and space usage with the Cambridge Seniors Centres.

#### **4. Inclusion and Access to Municipal Services**

The position responsible for the Corporate initiative on Inclusion and Access recently had the title of the position changed to Co-ordinator of Corporate Accessibility Planning and Inclusion Services. Although the individual currently in the position has been performing these duties the job title change more accurately reflects the nature of the responsibilities of the position.

The major tasks within this position include:

- co-ordination of the development, implementation, maintenance and reporting of the City's Accessibility Plan
- responsibility for reviewing and interpreting provincial legislation, performing work in accordance to municipal obligations under the Accessibility for Ontarians with Disabilities Act (AODA)
- reviews, comments and signs off on municipal site plans and building applications ensuring all accessibility requirements are being met, including the review of necessary regional applications
- provides consultation services and support to various community groups, advising on inclusive program planning and current provincial regulations
- develops and implements corporate policy and service delivery strategies as they relate to accessibility
- Acts as the official staff liaison to the Accessibility Advisory Committee of Council and chairs the internal corporate Accessibility committee

Following are the Terms of Reference for the City of Cambridge Accessibility Committee and the City of Cambridge Corporate Accessibility Steering Committee.(CASC).



**Accessibility for Ontarians with Disabilities Act – Duties of Municipality**  
(The Legislation received Royal Assent on June 13, 2005)

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**PREAMBLE:**

The purpose of this Act is to improve opportunities for persons with disabilities and to provide for their involvement in identification, removal and prevention of barriers in full participation in the life of the Province.

The Council of the municipality shall establish an annual “Accessibility Advisory Committee”; shall establish an annual “Accessibility Plan”; and shall make its “accessibility plan” available to the public.

**CITY OF CAMBRIDGE – TERMS OF REFERENCE – ACCESSIBILITY COMMITTEE**

**A. PURPOSE:**

In accordance with the Accessibility for Ontarians with Disabilities Act, 2005, the committee shall advise Cambridge City Council, in each year, about the preparation, implementation, and effectiveness of its accessibility plan.

**B. MEMBERSHIP:**

Note: A majority of members of the committee shall include persons with disabilities.

The committee shall have up to 11 members, with representation as follows:

1. Consumers – persons with disabilities.
2. 1 representative – KidsAbility
3. 1 representative – Community Living Cambridge
4. 1 representative – Independent Living Centre
5. 1 representative – Canadian Hearing Society

Community Services Department staff (Co-ordinator of Corporate Accessibility Planning and Inclusion Services) will act as the appointed municipal liaison to the committee. Other city staff will provide technical support to the committee, as required.

Members will have a two-year term, beginning in the month of January, and they may serve for three consecutive terms. Cambridge City Council shall appoint all members.

**C. DUTIES OF ACCESSIBILITY COMMITTEE**

1. The committee shall meet regularly with City staff to review, comment and suggest amendments to the municipality's annual proposed accessibility plan.
2. Following Council's approval of the annual Accessibility Plan in January of each year, the committee will review the progress of implementing the plan as part of their monthly meetings.

**D. CONTENTS OF ACCESSIBILITY PLAN**

Subject to the Statutes of Ontario, the accessibility plan shall address the identification, removal and prevention of barriers to persons with disabilities in the municipality's by-laws and in its policies, programs, practices and services. The accessibility plan shall include:

1. A report on the measures the municipality has taken to identify, remove and prevent barriers to persons with disabilities;
2. The measures in place to ensure that the municipality assesses its proposals for by-laws, policies, programs, practices and services, to determine their effect on accessibility for persons with disabilities;
3. A list of the by-laws, policies, programs, practices and services that the municipality will review in the coming year in order to identify barriers to persons with disabilities;
4. The measures that the municipality intends to take in the coming year to identify, remove and prevent barriers to persons with disabilities;
5. The other information that the regulations prescribe for the purpose of the Plan.

**E. REPORTING**

The committee reports to Cambridge City Council. An annual report on planning, projects and progress will be submitted in the spring of each year, or as requested.



## Terms of Reference

### City of Cambridge Corporate Accessibility Steering Committee (CASC)

#### **Purpose**

The purpose of the City of Cambridge Corporate Accessibility Steering Committee (CASC) is to:

- Work cooperatively to meet the cities legal obligations of compliance with respect to the Ontarians with Disabilities Act, 2001 (ODA), the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), and the Ontario Human Rights Code (OHRC)
- Establish Corporate priority and direction
- Oversee and monitor the Annual Accessibility Plan
- Act as a staff resource to the Cambridge Accessibility Advisory Committee

#### **Committee Composition and Reporting**

- The CASC will be comprised of a minimum of 1 representative from each of the following departments;
  - Office of the CAO - Director of Corporate Communications  
- Director of Legal Services
  - Transportation & Public Works - Director of Engineering Services
  - Corporate Services - City Clerk  
- Corporate Records Co-ord./Deputy City Clerk
  - Human Resources - Director of Human Resources
  - Community Services - Director of Facilities Management & Development  
- Manager of Building Construction
- Members of the committee will have the authority to direct required priorities for their respective departments
- The CASC will report to Management Committee
- The CASC will be chaired by the Accessibility Planning Staff Lead, from the Community Services Department
- The CASC will meet quarterly or at the call of the Chairperson
- Other staff may be called upon to assist the committee as required

### **Responsibilities of the CASC**

- Oversee the establishment of actions to meet the requirements of current legislation (ODA, AODA and the OHRC)
- Ensure corporate-wide implementation of the measures, policies, practices and requirements identified in the prescribed Accessibility Standards (pending) (AODA, 2005) within the required time frame for compliance.
- Review and oversee any technical or budgetary requirements associated with the implementation of Accessibility Standards for the City of Cambridge.
- File “certified” Accessibility Report to the Province annually or other reports at times specified. (Part 111 Accessibility Standards – Accessibility Report/Certification of Accessibility Report, AODA 2005)
- Other responsibilities deemed necessary to meet the obligations of the ODA, the AODA or the current Human Rights legislation.

## 5. **Special Event Policy**

A report and recommendations were presented to General Committee on June 22, 2009 and adopted by Council on June 29, 2009.

### Excerpt from General Committee Minutes

*That Cambridge City Council receive the Special Event Services Policy C.80-040 as outlined in Report CSD/09-47, as information.*

*AND THAT Council direct staff to present priorities and timelines for the implementation of review commencing with 2010 budget process.*

*CARRIED.*

The following objectives were outlined within the report.

### **Recommendation # 1**

**That the Special Events Liaison Position be expanded to permanent full-time phased in between 2010-2012.**

#### **Rationale:**

Members of all stakeholder groups expressed the need for this position to become permanent.

This position is currently a January to August, full-time co-op position filled annually by a different university student. The staff person is responsible for, among other things, the enforcement of the policies and procedures in the Special Events Manual for all City Affiliated events and for the over 100 minor events that take place in our parks annually. This position is asked to be responsible for event approvals and on-site decisions of life and safety.

#### **A permanent part-time position would address the following concerns:**

- Each year significant staff time is spent to hire, extensively train and supervise a new staff person. Training involves time with staff from Recreation Services, Parks & Outside Services, Clerks, Public Health and Little Electric.
- Members of the event committees and the Recreation Co-ordinators who work with them, need to annually orient the person to their events.
- There is a lack of consistency in terms of service delivery, and policy and procedure interpretation.
- A student can lack the maturity, experience and commitment required to enforce policies and procedures.
- The loss of valuable experience and information from one year to the next can prevent our event management practices from improving and being more proactive.

**A permanent part-time position would address these concerns and would maintain current service levels and allow staff capacity to increase to take on one new event. The Department is currently not in a position to entertain any new special event requests.**

If the position were to become full-time, the present job description would be expanded to have this position take the Special Events lead, manage the policy, and the Special Events Manual. This position would be able to work with one or two new events partially addressing the staff capacity issue. Removing the Special Events lead responsibilities from a Recreation Co-ordinator could also increase the capacity to work with new events or open time for expansion of other priorities within that position. The full-time position could also manage Concerts in the Park, expand city-wide special events promotion, assist directly sanctioned events like Christmas in Cambridge with logistics, and work with major tournaments. The full-time Special Events Liaison could become the main staff person in attendance at events reducing the amount of overtime used by Recreation Co-ordinators. This position could be the lead on the proposed Special Events Strategy including the eventual implementation.

### **Recommendation # 2**

**That the following Accountability Processes be included in the new policy:**

- Reserve Funds: Groups should establish a reserve account and annually set aside funds with the goal of , within a period of 5 years, having 25% of their total budget amount available to cover any unanticipated budget shortfalls e.g. inclement weather
- Financial Statements: For each City Affiliated event, a peer financial review should be performed by an individual who is not a board member of the organization. This financial review report should be included with their Special Event Grant application.  
Rationale  
Reserve Funds provide security. Financial reviews provide transparency and protect the committee, the committee treasurer and the City of Cambridge.

### **Recommendation # 3**

**That the following criteria for the establishment of new City Affiliated events be adopted:**

The following criteria must be met in order for staff to recommend that the event receive City Affiliated Event status and become eligible for event funding.

The new event committee will be asked to prepare and present a report that provides evidence that the following criteria has been met. The presenting of this information can take place over a period of time, but all criteria must be met to proceed. For an event to take place the following calendar year, this information must be presented by September 1 at the latest so the proposal can be addressed in the budget process and the group can present to the budget task force in January.

- A formal committee/board is established/Terms of Reference are developed
- Minutes of meetings are completed and circulated
- Bank account/financial statements are established
- Annual budget presented
- Grant request cannot exceed 30% of total budget
- Event details presented
- Sponsorship package in place
- Sponsorship or other sources of funding secured
- Marketing plan developed and funding in place

**Rationale:**

The addition of criteria related to sponsorship will help to ensure that events have a solid and broad financial base on which to start and build an event and will emphasize the importance of receiving funding from sources other than the City. A funded marketing plan will increase the chances of success for a new event, thus increasing the financial stability, and reducing the risk that an event may have to come to the City for financial rescue.

Having the option of being able to work with a staff person for a couple of sessions to get a Sponsorship Package in place or to develop a marketing plan could be a great help to some new groups.

**Recommendation # 4**

**That event committees could request funds for volunteers to attend a training conference as part of the Special Events Grant process. Funds could be used for training only. Costs related to accommodation or travel would be the responsibility of the committee.**

**Rationale:**

Festival and Events Ontario, Ontario Folk Festivals and other organizations offer excellent training and networking opportunities from which our event planners could benefit. Funds for this initiative would be capped annually at \$1200. Criteria will need to be established to ensure all groups have equal access on an annual basis.

**Recommendation # 5**

**That the Photocopying and Mailing allowance criteria be updated to the following: Events with budgets up to \$50,000 receive a maximum of \$1000 per year (current policy guidelines). Events with budgets of \$50,001 + receive a maximum of \$1400 per year.**

**Rationale:**

Larger events are more likely to do more advertising, hold more fundraising events, have larger mailing lists, etc. and as such require more resources.

**Recommendation # 6**

**The City should develop a City special events strategy focusing on capacity building, networking, and coordination to ensure that the community is getting the most for its efforts.**

**Rationale:**

Special events enliven a community for residents, potential investors, and visitors. Some communities use special events as a means of city building, economic development, and as a key tool for downtown revitalization. The producers of these special events can be the City, community groups, out-of-town promoters, BIA's, and others, often employing arts and culture themes. At present the City directly sponsors or assists in a number of special events.

Interviewees have noted that there appears to be a lack of a community-wide strategy to make the most of the many events around the City. At the same time, there is a lack of coordination, networking, and joint effort. In short, it appears that the cultural community and the City are not capitalizing on special events to their best advantage. Accordingly, we believe there is a need for a special events strategy.

**Policy Amendment**

The list of directly sanctioned special events and the City affiliated events listing in the policy has been updated to be reflective of 2009 events.

*Note: . (For information purposes, the report in its entirety and recommendations which were presented to General Committee on June 22, 2009, and adopted by Council on June 29,, 2009 can be viewed by contacting the Community Services Department).*



## **Policy C.80.040**

# **SPECIAL EVENTS POLICY**

Adopted by City Council on February 10, 2003  
Amended

## **SPECIAL EVENTS POLICY**

### A. DEFINITION OF SPECIAL EVENT CATEGORIES

#### 1) Directly Sanctioned Special Events (2009 Events)

Bernice Adams Awards Night, Concerts in the Parks, Cambridge Sports Banquet, **Christmas in Cambridge**, Grand Openings, **Cambridge Studio Tour and Sale**, **Whimsical Wednesdays**, **Outdoor Family Movie Nights**, and other events directly sanctioned by the municipality.

Advisory Committees affiliated with the City of Cambridge may be involved with a special event, either ongoing or one-time events. City staff may also, from time to time, be requested to directly organize a special event, e.g. grand opening of a new facility, park.

#### Characteristics of This Type of Event

- Budget for the event is included in the Operating Budget.
- City staff are primarily responsible for the event, but may work with a volunteer committee.
- The City of Cambridge is acknowledged in all advertising and other publications for their support.

#### Municipal Supports Provided

- Free use of city meeting rooms for committee meetings and event.
- Staff liaison (Recreation Co-ordinator) for committee development issues/training.
- Staff liaison (**Special Events Liaison**) for **Special Event Policies and Procedures** compliance.
- Photocopying, postage, equipment provided.
- Liability insurance for volunteers.

#### 2) City Affiliated Events (2009 Events)

Cambridge Riverfest, Hespeler Santa Claus Parade, Cambridge Santa Claus Parade, **Mayor's Celebration of the Arts**, Arts Festival, Mill Race Folk Festival, Forbes Park Music Festival, Rock the Mill, Highland Games, Canada Day, Tour de Grande, **Youth Mountain Biking**, **Frankie's Song**, **St. Patrick's Day Parade**.

A volunteer committee organizes a City-wide special event, with support from a City of Cambridge Recreation Co-ordinator. The event may be free of charge or there may be a participation fee.

Characteristics of This Model

- A formal committee/board is established/Terms of Reference are developed.
- Minutes of meetings are completed and circulated.
- Bank account/financial statements are established.
- Annual budget presented to city staff for approval/financial assistance in Operating Budget.
- Risk Management Plan presented to city staff for approval.
- The City of Cambridge is acknowledged in all advertising and other publications for their support.

The Establishment of a New City Affiliated Event

The following criteria must be met in order for staff to recommend that an event receive City Affiliated Event status and become eligible for event funding.

The new event committee will be asked to prepare and present a report that provides evidence that the following criteria has been met. The presenting of this information can take place over a period of time, but all criteria must be met to proceed. For an event to take place the following calendar year, this information must be presented by September 1st at the latest so the proposal can be addressed in the budget process and the group can present to the budget task force in January.

- A formal committee/board is established/Terms of Reference are developed
- Minutes of meetings are completed and circulated
- Bank account/financial statements are established
- Annual budget presented
- Grant request cannot exceed 30% of total budget
- Event details presented
- Sponsorship package in place
- Sponsorship or other sources of funding secured
- Marketing plan developed and funding in place

Municipal Supports Provided

- Free use of city meeting rooms for committee meetings, parks, arenas.
- Staff liaison (Recreation Co-ordinator) for committee development issues/training.
- Staff liaison (**Special Events Liaison**) for **Special Event Manual Policies and Procedures** Compliance, day of the event.

- Liability insurance for volunteers
- Eligible for Annual Special Event Grant Process
- Photocopying, mailings (**to a maximum of \$1,000 for events with budgets under \$50,000**)
- Electrical Inspection
- Use of City's Special Event Equipment
- Events Promotion – Pamphlet Assistance, City's Activities Guide, City's Website, City's Communication Division

### 3) Special Interest/Fundraising Events

Examples: Kin Carnival, Fall Fair, District Senior Games, Reunions, Downtown Sidewalk Sales, and other miscellaneous events.

Individuals and groups approach the City of Cambridge to book space at our facilities/park for special events (over 200 events per year). These events are for a specific interest group and/or are a fundraising venture for a group or organization.

#### Characteristics of this model

- Group has purchased special liability insurance for the events.
- Group is aware of the special events procedures, special licenses, requirements from other departments.
- Group applies through the Grants to Groups process.

#### Municipal Supports Provided

- None, although not for profit groups may be eligible for a grants to groups.
- Eligible to attend city training events

Any new groups will be added into the appropriate category.

## B. RISK MANAGEMENT

**Any special event committee is required to obtain a copy of the "Special Events Manual" that, among other topics, details the risk management policies and procedures with which the events are required to comply. The Special Events Manual is also available on the City of Cambridge website.**

**The Manual includes detailed information on the following:**

1. **Critical Path & Timeline**
2. **Special Events Policy**
3. **Planning**
4. **Promotion**

5. **Volunteers**
6. **Grants, Sponsorship & Fundraisers**
7. **Site**
8. **Insurance**
9. **Street Closures**
10. **Alcohol Licensing**
11. **Vendor Licensing**
12. **Music Licensing**
13. **Amusement Rides**
14. **Bingo, Raffles & Fundraisers**
15. **First Aid Services**
16. **Security**
17. **Noise Policy**
18. **Portable Toilets**
19. **Fireworks**
20. **Tents**
21. **Electrical Set-Up & Inspection**
22. **Inclusion & Access**
23. **On-site Meeting**
24. **Special Event Evaluation**
25. **References**

### C. ACCOUNTABILITY PROCESS/MEASURES

**The following accountability measures are incorporated into the Grants - Special Events annual application process.**

- To provide the municipality with an annual evaluation, including volunteer hours, attendance, programming, marketing, and other data as deemed appropriate.
- To provide annually to the municipality, financial statements for the previous year of operation, including a balance sheet (outside audit preferred)
- Financial Statements: For each City Affiliated event, a peer financial review should be performed by an individual who is not a board member of the organization. This financial review report should be included with their Special Event Grant application.
- Reserve Funds: Groups should establish a reserve account and annually set aside funds with the goal of , within a period of 5 years, having 25% of their total budget amount available to cover any unanticipated budget shortfalls e.g. inclement weather

#### D. FUNDING FOR THE POLICY

City staff will prepare annual operating budgets in accordance with the “Special Events Policy” for consideration by Cambridge City Council through the annual operating budget approval process – Grants – Special Events. Any additional requests for funding support will be considered as not in accordance with city policy and would require more specific direction from Cambridge City Council.

#### E. ROLES AND RESPONSIBILITIES

The responsibility for a safe, well managed special event is the responsibility of the organizing committee. The role of the municipality is to support the special events volunteers in their venture through a variety of means. City staff will have the final approval for the financial and risk management issues related to the event. Within the parameters of this policy, the volunteers have autonomy to determine the details of the event planning.

City staff are not members of the special event committee and do not take a direct role in the event planning (e.g. committee), nor the implementation of the event. City staff will be present at the event to ensure that risk management issues are addressed.

##### Role of Recreation Co-ordinator

- Primary liaison to the committee; facilitator of committee development (attending meetings as required)
- Assists the committee with Special Event grants application
- Assists in co-ordination with other city departments
- Assists in recruitment of volunteers
- Provides special events manual
- Assistance on day of event in regards to risk management

##### Role of **Special Events Liaison** Co-op Student

- Attends committee meetings pertaining to site planning
- **Responsible for completion and distribution of Critical Paths for Special Events**
- Manages event site meetings
- Issues event approval once specifications are met
- Assistance on day of event with regard to risk management

## 7. Older Adult Services

A report and recommendations were presented to General Committee on November 10, 2008 and adopted by Council on November 17, 2008.

### Excerpt from Minutes of General Committee on November 10, 2008

*THAT the City of Cambridge continue to operate three Older Adult Centres (i.e. David Durward Centre; Allan Reuter Centre; W. G. Johnson Centre – Ted Wake Lounge).*

*AND THAT City staff pursue the possibility of a long term relationship with Lang's Farm Village Association, with the specific purpose of examining the feasibility of sharing space with this group, at a new facility they are proposing to build within the next few years, on a 3.1 acre property owned by the Association, on Concession Road. Further, that staff report back to Council on the progress of the proposed partnership as new information becomes available.*

*AND THAT City staff continue to foster partnerships with other key providers of recreation services/facilities for older adults. Further, that City staff meet with Fairview Mennonite Centre, Saint Luke's Place, Lang's Farm Village Association, the Cambridge Y.M.C.A., and other significant players, on an annual basis, to discuss service needs for older adults, and pursue means of partnering, as deemed appropriate, to address service gaps that may be identified.*

*AND FURTHER THAT City staff develop Terms of Reference to establish a Task Force to review the governance model currently in place within the municipality, with respect to the operation of older adult centres, and that the Terms of Reference be brought back to Council for their consideration by April of 2009.*

*CARRIED*

### Follow Up Actions

Lang's Farm Partnership – a further report has been presented to General Committee on June 15, 2009 and approved by Council on June 22, 2009 authorizing staff to pursue a long term facility partnership agreement with Lang's Farm Village. Discussions between City staff and Lang's Farm are underway.

Regarding a Terms of Reference for a review of the governance model, a report was presented to General Committee on May 4, 2009 and approved by Council on May 11, 2009 adopting a Terms of Reference. A further report will be presented to General Committee during the first quarter of 2010.

Policy Amendment

No policy changes required at this time.

*Note: . (For information purposes, the report in its entirety and recommendations which were presented to General Committee on November 10, 2008, and adopted by Council on November 17, 2008 can be viewed by contacting the Community Services Department).*



**OLDER ADULT CENTRES**  
**GOVERNANCE MODEL REVIEW**  
**TERMS OF REFERENCE**

1. **PURPOSE**

To review all aspects of the current governance models as they relate to the City of Cambridge Older Adult Centres

2. **AREAS UNDER REVIEW**

The following governance models are currently in place and will be examined in this review:

- Cambridge Seniors Centre Advisory Council
- Operating Boards for each of the three centres – Allan Reuter Centre, David Durward Centre, and the Ted Wake Lounge
- Executive committees of each of the five clubs – Ancient Mariners Canoe Club, Travel Club of the Cambridge Senior Centres, Chesley Lake Campers, Cambridge Seniors Choir, and the Cambridge Seniors Woodworking Club
- we will review the constitutions and bylaws, as well as the reporting structure of the five clubs and the three senior centre operating boards

**MEMBERSHIP**

The following will be involved in this review:

- the president and first vice president or their appointees of each of three centres and the five clubs
- current City Council representative
- the following staff will be involved in the review – the Director of Community Recreation Services, the Area Recreation Managers and Recreation Co-ordinators who liaise with the clubs

3. **REVIEW PROCESS**

- a survey will be completed of similar sized municipalities to determine what governance models are currently in place and how effective they are in governance matters
- A series of consultations with those representatives noted above, which will include an analysis of the pros and cons of the existing governance models
- a draft report identifying recommended changes to the current structure will be presented to those involved in the review
- representatives involved will be encouraged to update their respective boards on a continual basis

4. **TIMELINE**

- A survey of neighbouring municipalities will be completed by the summer of 2009
- Consultations will be completed by the fall of 2009 with a final report being presented to City Council for approval in early 2010

7. **Arts and Culture**

A report and recommendations were presented to General Committee on May 4, 2009 and adopted by Council on May 11, 2009.

*Excerpt from General Committee Minutes of May 4, 2009*

*THAT Cambridge City Council receives the City of Cambridge Arts and Culture Master Plan report CSD/09-37 as information.*

*AND THAT Council direct staff to review the recommendations and present priorities and timelines for the implementation of the master plan on an ongoing basis commencing with the 2010 budget process. The Arts and Culture Master Plan will be implemented, subject to budget approval, over the next 5 to 10 years.*

*Carried.*

the Executive Summary dated April, 2009, is contained on the pages following within this section, as information. The complete Arts and Culture Study as prepared by TCI Management Consultants dated March, 2009 is on file in the Community Services Department and can be viewed by contacting staff.

*Note: (For information purposes, the report in its entirety and recommendations which were presented to General Committee on May 4, 2009, and adopted by Council on May 11, 2009 can be viewed by contacting the Community Services Department).*

## TCl Management Consultants

April, 2009

### Executive summary

The City of Cambridge has recognized the increasing importance of arts and culture to the future growth of the community, and acknowledged the changing needs of its residents for arts and cultural services. It has also recognized that, in order to better serve the residents of Cambridge, the cultural community has its own specific needs. To assist the City in its planning and to develop a better understanding of the needs of its residents and the needs of the cultural community, Cambridge engaged TCl Management Consultants (in collaboration with the St. Clements Group Inc. and Steven Thorne Consulting) to develop an arts and culture strategic plan, after a public tender process.

During the period from June 2008 to February 2009, the project team engaged residents, city staff, the staff and volunteers of the City's arts and culture organizations, and other interested parties in deliberations about the future of arts and culture in Cambridge. Participants contributed through public meetings, face to-face interviews, and web and printed surveys. A review was also completed of arts and culture strategies adopted by other Ontario communities similar to Cambridge in order to identify lessons that could be applied here. In addition, an inventory of cultural assets and organizations was completed to identify the resources available within the community. In total, approximately 150 individuals and organizations participated in the process.

An arts and culture master plan is collection of initiatives in four areas: (1) policy direction, (2) direct provision of services, (3) funding initiatives, and (4) sector support. The starting point is a commonly held vision and mission. Based on the consultations with the community, we use the following vision and mission as the foundation for the arts and culture strategy:

**Vision** — *Celebrating the uniqueness of its communities, and united by its cultural heritage, the Grand River and the common future of its communities, Cambridge will be a leading cultural centre in southern Ontario, known for offering a variety of cultural opportunities and events of interest to a wide range of visitors and residents.*

And to facilitate attaining that vision is the mission:

**Mission** — *Cambridge will offer its residents and visitors a range of affordable and accessible opportunities in arts and culture, while at the same time building up a base of unique cultural attributes and activities within the municipality.*

Through our consultations and analysis, we have identified several initiatives to realize the vision and support the mission that underlies the master plan. These recommendations have been assigned to one of the four categories mentioned above: (1) policy, (2) direct provision of services, (3) funding initiatives and (4) sector support.

## Policy and Organization

1. **Arts and culture strategy** — Adopt an integrated arts and culture strategy for Cambridge.
2. **Manager of Cultural Development** — Create a new Manager of Cultural Development position to report to the Director of Community Recreation Services, with appropriate staff resources, including an assistant in the third year after hiring. A key responsibility of the Manager will be to implement the arts and culture strategy and its associated recommendations.
3. **Arts and culture advisory committee** — The arts and culture advisory committee provides feedback to municipal staff and Council. For optimal effectiveness, its representation should be expanded to include one or more representatives from the business community.
4. **Youth advisory council** — Ensure that the new Youth Advisory Council (which was recently approved by Council) includes arts and cultural development as a key area of its activity.

## Direct Provision of Services

5. **Cambridge Centre for the Arts (CCA) review** — The CCA should continue to play a major role in the arts and cultural life of Cambridge. With the establishment of a Manager of Cultural Development and the subsequent realignment of some work that the CCA currently undertakes, it would be timely to review its work flow and resources in light of current constraints, future growth in demand, and the requirements of this strategy.
6. **Drayton Theatre** — The Drayton Theatre initiative should continue to be pursued. The City needs to ensure that it has an on-going voice in the location and facilities to be part of the theatre operation (as part of the cultural precinct would be desirable). As well, it should ensure that some reasonable degree of community use is enabled by the existence of the facility. Finally, the economic development department of the City should examine ways and means of building upon the existence of the theatre, Drayton Entertainment's administrative operations, and the various support activities that may surround it (as well as the Venice Biennale initiative), to further develop and promote this economic sector/cluster.
7. **Downtown revitalization** — As downtown areas are the 'stages' in which many arts and cultural activities occur, continue downtown revitalization and beautification activities in all three of the major downtown, or community core areas of Cambridge (i.e., Galt, Hespeler, and Preston). Over time, these activities could lead to the development of cultural facilities in each of the major downtown areas, and the designation of a cultural precinct in downtown Galt. In support of these efforts, ensure that the overall brand identity for Cambridge reflects the city's cultural renaissance.

8. **Public art policy and fund** — Develop a specific public art policy and fund using the 1% guideline (i.e. 1% of the City's capital budget is dedicated to a public art fund).
9. **Vernacular public art** — Continue to encourage community-based and vernacular public art (e.g. murals, sculptures, possibly graffiti walls, performance art such as busking, etc.) on the part of the private sector and in appropriate public spaces.
10. **Venice Biennale** — The findings and recommendations resulting from the planning and feasibility study relating to the Venice Biennale (currently underway) should be considered by staff and Council within the context of the overall strategy developed here.
11. **Special events review**— Support the recommendations of the review of special events currently being conducted by City staff and Council ensuring that the City's cultural objectives relating to capacity building and economic development are being achieved.
12. **Capacity building** — Provide capacity-building support for arts and culture organizations, including a grants fund, the development of a networking capacity within the cultural community, and an annual arts/culture forum. The capacity building support will help organizations with initiatives such as general management, grant writing, fundraising, audience development and training.

### Funding Initiatives

13. **Arts and culture organization funding and sustainability policy** — Provide stable funding for arts and culture organizations. This could take the form of organizations that meet specified City criteria receiving multi-year funding and eventually becoming line items in the City budget. A model to investigate in this regard would be the Community Investment Strategy (CIS) recently adopted by the City of Kitchener. At minimum, dedicated funding for cultural organizations is needed, with a significant increase in funding above 2007 levels. The amounts provided to community arts and culture organizations should increase over time to reflect basic population growth as well as the increasing diversity and complexity of the community.
14. **Endowment fund** — In partnership with the Cambridge and North Dumfries Community Foundation, investigate the feasibility of establishing additional endowment funds specifically dedicated to arts and culture activities in Cambridge, and in more actively promoting to the public the availability of funds and opportunities to contribute.

### Sector Support

15. **Arts and culture marketing plan** — A dedicated marketing plan for arts and culture in Cambridge needs to be developed. This will focus on promoting the various arts and culture opportunities available to residents of the City and Region, and to visitors.

**16. Arts and culture information products** — The City should ensure that an up-to-date database and calendar of cultural activity is available – both in print form as well as web-based. The City is participating in the Region’s cultural mapping initiative that will ensure current information is provided to arts and cultural organizations. In addition, a calendar of events and downloadable consumer product (lists, maps, iPod descriptions and narratives) should ultimately be developed through this resource. The City should also ensure that current information relating to arts and culture organizations and activities is easily accessible through the Waterloo Regional Tourism Marketing Corporation (WRTMC) website. As well, it should ensure that wherever appropriate, arts and culture activities of the City are reflected in Warmth’s print publications.

**17. Tracking and accountability framework** — Develop and utilize a specific tracking and accountability framework for implementation of this Master Plan.

## **Implementation**

### **Resource requirements**

To implement the strategy that we are recommending will require additional financial resources. A large part of that allocation is for the new Manager of Cultural Development position. In total, the annual requirement in the short term is approximately \$332,000. Subsequently, the expenditure will be approximately \$350,000 in the medium term, rising to approximately \$571,000 in the longer term.

### **Accountability**

At the same time that the recommendations of the master plan are implemented, an ongoing monitoring and evaluation scheme should also be put into place. We recommend that this scheme should use a Triple Bottom Line framework (social, economic, and environment sustainability) and have identified a number of indicators and tracking measures that would be appropriate and should be considered.

### **Communications and awareness building**

In and of itself, this Master Plan is likely to be of minimal interest to the general public. Rather, the plan will be relevant primarily to those organizations, volunteers, artists, artisans, craftspeople and others with a direct stake in the arts and culture sector. With that in mind, we recommend a communications effort that uses low-cost, targeted media to connect with audiences in order to inform them of the provisions of the plan and to develop buy-in to it. In addition to those directly affected, communications will inform the media, school boards, and venue operators. Separate communications should also be undertaken with internal audiences, funders, and other governments to assist them in understanding the Master Plan.

The communications that we are recommending assumes that only minimal new resources will be available promotion of the Master Plan. It also assumes that the plan itself is not controversial or time-sensitive and that it can be communicated over a number of months. In the communications effort, media used would include direct mail (including email), website postings, media releases, and face-to-face communications.

**D. MAJOR FACILITY/COMMUNITY CENTRES PLANNING****1. Community Centres Development****South East Galt Community Centre**

A Terms of Reference were approved by General Committee on July 6, 2009 and adopted by Council on July 13, 2009. (attached for information)

The City of Cambridge has dollars identified in their capital budget for the construction of a South East Galt – Recreation Centre. This campus style facility may also include schools from both the Waterloo Catholic School Board and the Waterloo Region District School Board, the relocation of the Cambridge Kips Gymnastics Club, as well as a new branch of the Cambridge Libraries and Galleries, and a number of playing fields.

Staff has had initial discussions, in the past, with each of the above named partners and will renew discussions regarding the South East Galt Facility in the fall of 2010.



**South East Galt Recreation Project - Design Steering Committee**  
**TERMS OF REFERENCE**

Background and Overview

1. Purpose of the Committee

The South East Galt Project Design Steering Committee will make recommendations and provide advice to Cambridge City Council on matters pertaining to design and construction of the South East Galt Campus, Recreation Centre, which may include a School(s), Library branch and gymnastics centre. Further the committee will advise and approve architectural selection, design, development and construction of the Project. The Committee shall prepare reports to Council, reflecting construction schedule, design concepts, budget, and a recommendation to award for tender.

2. Basis for the Committee

The City of Cambridge recognizes the importance of input needed for the design and the construction from partners and community members in support of the recreation and leisure opportunities of City residents.

Given the above, the basis for the formation of the Committee is set out as follows:

- a) To foster cooperation between partners, groups, institutions and individuals involved with recreational and educational activities in Cambridge;
- b) Decisions made today which enhance the recreational, educational and leisure opportunities, will positively affect the quality of life for future generations;

3. General Activities

The Steering Committee will be responsible for:

- a) Presenting for approval the recommendations of feasibility studies, design concepts and award to Architectural and constructor firms.
- b) The Committee will provide opportunities for input from the public, agencies and partners based within the City's Master Plan for Leisure Services and Facilities. The Committee will evaluate and revise priorities and goals based on relevance, current issues and needs of the community.

- c) Advising Council on any matters pertaining to the feasibility, design and construction as required.
  - d) Acting as an informed resource for the community by responding to requests regarding the design and development of the Project Development.
  - e) Preparing and presenting, updates to the General committee and Council, including recommendations on priority issues identified by the Committee and/or community concerns brought to the Committee by council, community members or groups.
4. Composition of Committee and Terms

There is hereby established and constituted a committee to be known as the South East Galt Design Steering Committee to exercise duties and powers and to perform the functions heretofore described:

- (a) The committee shall be Chaired by the CAO.
  - 1) one (1) Commissioner of CSD (will act as vice-chair)
  - 2) one (1) member representing the Gymnastics Club
  - 3) one (1) member representing the Cambridge Libraries and Galleries
  - 4) one (1) member representing the Waterloo Region School Board
  - 5) one (1) member representing the Waterloo Catholic School Board
  - 6) Two (2) Facility Management Community Services Department Staff acting as Project managers.
  - 7) one (1) staff member of the Planning Operations Division
  - 8) one (1) staff member of the Financial Services Division
  - 9) one (1) member of Council (Ward 6 Councillor)
- (b) The Council members of the Committee shall be appointed for the term of City Council, except that the Mayor shall be a member by virtue of his or her office.
- (c) The Committee shall normally meet once every month, or at the call of the Chair.
- (d) With the exception of the City Council representatives, all appointments will be for the duration of the project.
- (e) Where deemed necessary by the Committee, sub-committees may also be established.

5. Pecuniary Interest

Members having a pecuniary interest in any matter under consideration by the Committee will declare the pecuniary interest and will not discuss or vote on the matter.

6. Committee Wide Governing Policies and Resolutions

The South East Galt Campus Centre Design Steering Committee shall adhere to City Council's Committee Wide Governing Policies and Procedures.

## 2. Playing Fields Development

A report and recommendations were presented to General Committee on July 6, 2009 and approved by Council on July 13, 2009.

### Excerpt from General Committee Minutes of July 6, 2009

*THAT Cambridge City Council accepts the City of Cambridge Sports Field Master Plan report as contained in Appendix "A" to Report CSD/09-52, as information.*

*AND THAT Council direct staff to prioritize the action plans and associated costs within the plan, and make recommendations to phase-in the overall program beginning with the 2010 budget process.  
CARRIED.*

Within the report which was received as information, staff will be working on a number of objectives. (outlined below)

Note: . (For information purposes, the report and recommendations which were presented to General Committee on July 6, 2009 and adopted by Council on July 13,, 2009 can be viewed by contacting Community Services Department staff.)

<u>Year</u>	<u>Recommendation</u>	<u>Course of Action</u>	<u>Budget Impact</u>
2009	Review current sport field maintenance operating costs.	Reviewing costs with Parks Managers and Director to determine 2010 needs.	Costs to be determined and will be subject to approval as part of the 2010 budget process.
2009/2010	Develop Comprehensive Maintenance Plan	Meeting with Park Managers and Director to determine plan contents.	To be determined. May result in an increase in labour costs.

2009/2010	Review of existing sports field Development projects in 2011, 2015, and 2017 to co-ordinate them with the plan.	Review of existing needs, identify estimated costs of those needs and adjust the funding requirements to the anticipated projects.	Future impact based on changes to timing and amounts. To be determined.
2009/2010	Promotion of sport program	Development of brochures and increase of web content on City website.	To be determined. Anticipated to be minimal.
2009 – Ongoing	Review of existing inventories to determine if existing fields can be converted to meet current and future demands	Track usage and consult with sports groups on need. Identify alternatives with consultation from sports groups.	Review process has no immediate budget impact. Field conversions will have future capital budget impact and will be determined on a case by case basis.
2009/2010	Sports fields as part of the tourism plan.	Discuss options with Sports Groups and Chamber of Commerce re. approach	No budget impact.
2009/2010	Re-establishing of joint use agreements with school boards.	Meeting with school board officials to establish joint use agreements. Review options for maintenance improvements on school fields.	No immediate budget impact. Future impact will be dependent on the provisions of the joint use agreements.

2010	Review of sports field usage.	Hiring of two part-time staff for approximately 21 weeks.	Approx. 2010 Operating Budget One – Time \$26,000 - \$30,000
2010	Thorough review of our fee structure.	Determine fee rates for 2011 – 2013. Review new tournament fee for 2010. Consult with sports groups.	Budget impact for 2010 will be the tournament fee only. Budget impact for 2011 to 2013 for new field rates.
2010	Move 2018 Sports Field Maintenance project to 2010.	Funds to be used to renovate mini fields at Lions Can-Amerax classified in poor shape, washroom renovations, fencing, goal post and bench replacements.	Movement of this project up will have a \$300,000 impact on the capital budget in 2010.
2010	Cost/Benefit Analysis of an Artificial Turf field versus a Traditional Grass Field.	Determine cost of field, maintenance costs forgone and additional revenues over traditional field over life of the asset.	Budget impact will be dependent on pursuing option.
2010/2011	Review Plans for Southeast Galt Project.	Based on projected needs and allocation of sports field lands on this project, determine the optimum use of space.	Will depend on space and already allocated funds.

2010/2011	Add two new premium sports fields to complement preferably in a non residential setting.	Look for available land to construct two new premium fields with washroom and dressing room facilities	Approximate capital budget impact \$1 million to \$1.5 million. Development Charges – Parks to pick up \$900,000 to \$1,350,000. If Artificial turf option is selected for one field the budget impact will increase the cost of this project by \$1.5 - \$2 million. This does not include land costs.
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**E. PARKS AND OPEN SPACE PLANNING**

A Terms of Reference has been established for the Request for Proposal to update the 'Cambridge City-Wide Multi-Use Trail Study (1996)' and associated 'Cambridge Trails Maintenance Manual (1999) was presented to General Committee on September 28, 2009, and adopted by Council on October 5, .2009. It is expected that the update to the Trail Study will be completed in 2010.

**F. SUMMARY OF FINANCIAL IMPLICATIONS****1. Operating Budget (2009 to 2013)**

<u>Year</u>	<u>Item</u>	<u>Estimated Cost</u>	<u>Current Status</u>
<b>2009</b>	Support Services to Neighbourhood Associations	\$78,600	Approved
<b>2010 (proposed)</b>	Support Services to Neighbourhood Associations	\$74,150	Pending
“	Part Time Youth Worker	\$19,000	Pending
“	Special Event Services	\$16,100	Pending
“	Sports Fields (P/T Staff)	\$30,000	Pending
“	Arts & Culture Master Plan	\$112,000	Pending
<b>2011 (proposed)</b>	Support Services to Neighbourhood Associations	\$80,350	Pending
“	Arts & Culture Master Plan	\$127,000	Pending
<b>2012 (proposed)</b>	Special Events Services	\$41,600	Pending
	Arts & Culture Master Plan	\$85,000	Pending
<b>2013 (proposed)</b>	Arts & Culture Master Plan	\$125,500	Pending
<b>2014 (proposed)</b>	Arts & Culture Master Plan	\$55,000	Pending
<b>2015 (proposed)</b>	Arts & Culture Master Plan	\$50,000	Pending