COUNCIL INFORMATION PACKAGE
November 26, 2021
Table of Contents

<table>
<thead>
<tr>
<th>Item</th>
<th>From</th>
<th>Subject</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>City of Cambridge – Economic Development</td>
<td>Core Areas Monitoring Report 2020</td>
<td>2 - 29</td>
</tr>
<tr>
<td>2</td>
<td>City of Kitchener</td>
<td>Support Resolution from the City of Kitchener passed October 18th, 2021 re: Liquor License Sales and Patio Extensions</td>
<td>30 - 31</td>
</tr>
<tr>
<td>3</td>
<td>Town of LaSalle</td>
<td>Support Resolution from the Town of LaSalle passed November 2, 2021 re: COVID-19 Testing Requirements</td>
<td>32 - 33</td>
</tr>
<tr>
<td>4</td>
<td>Township of Lake of Bays</td>
<td>Support Resolution from Township of Lake of Bays passed November 9, 2021 re: Federal and Provincial Funding of Rural Infrastructure Projects</td>
<td>34 - 35</td>
</tr>
<tr>
<td>5</td>
<td>Northumberland County</td>
<td>Support Resolution from Northumberland County passed on November 17, 2021 re: Federal and Provincial Funding of Rural Infrastructure Projects</td>
<td>36 - 37</td>
</tr>
<tr>
<td>6</td>
<td>Township of Scugog</td>
<td>Support Resolution from Township of Scugog passed on November 24, 2021 re: Bus Stop Dead End Roads</td>
<td>38 - 50</td>
</tr>
</tbody>
</table>
Core Area Activity in the City of Cambridge

The Core Areas Monitoring Report is produced to provide a summary of the activity and change in the three Cambridge core areas: Galt City Centre, Preston Towne Centre, and Hespeler Village. Through a summary of activities, accomplishments and analysis of specific performance indicators, a better idea on the health of the core areas is provided.

Monitoring the health of our three core areas is essential to understanding the well-being and prosperity of the city. This report will help to provide data to guide the Core Areas Transformation Fund and the future projects it supports.

Core Areas, Population and Workforce

In 2020, the core areas have a combined number of 720 businesses and employ over 3,700 people. The population of each of the 3 core areas continued to increase over previous years. However, Covid-19 created unprecedented challenges for businesses and developers in the downtown which lead to a complete shutdown from mid-March to almost July.

BIA’s

At the start of the pandemic, the three City of Cambridge BIA’s each received $2,500 in funding from the city to create a marketing campaign for the core areas. Many local companies had videos made showcasing their businesses and the marketing campaign was very well received online.

In the summer of 2020, city staff assisted the Hespeler BIA in closing a portion of Queen Street East, in an effort to provide additional room for social distancing, patio expansions, and
pedestrian safety for commercial businesses. The Saturday road closures were very successful in assisting businesses during the challenging pandemic times.

**Project Highlights**

Preston – work continued on the transformation of the King Street streetscape, a partnership with the City and the Region of Waterloo.

Hespeler – the Hespeler sign project in partnership with the BIA was completed along with the widening of Adam Street.

Downtown (Galt) – Lutz Lane and the Mill Street Parking lot was reconstructed. Work continued in the Gaslight District with the construction starting on the development of 400 new residential units coupled with the opening of Tapestry Hall event space which can hold more than 1000 occupants. The Downtown Cambridge BIA also opened a new store front office for additional exposure to residents, businesses and visitors.

**Core Areas Financial Incentives**

The Building Revitalization Program came under the purview of the Economic Development Division and staff worked with eight building owners, who took advantage of the program for $106,051.47 in distributed grants and loans in 2020.

Total building permit fees for the Core Areas were $15,551,709.00 and the Development Charge Exemption program from the City of Cambridge and Region of Waterloo was responsible for $181,188.04 in fees waived in 2020.

**COVID - 19 Impacts**

Overall, the impact of COVID-19 has led the core areas to a number of decreases across various indicators in 2020. Notwithstanding, it is anticipated that the core areas will strongly rebound from the effects of the pandemic with several new projects and investments planned.

With the new financial incentives launching in 2021 and the new mixed use residential projects being completed, staff anticipates seeing larger employment numbers in the core areas as well. Additionally, when festivals and events resume in the core areas they will bring vibrancy and future place making opportunities with them.

**Attachments**

Core Areas Monitoring Report 2020

<table>
<thead>
<tr>
<th>Approvals:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ Manager/Supervisor</td>
</tr>
</tbody>
</table>
Core Areas Monitoring Report (2020)
The Corporation of the City of Cambridge
Economic Development Division
Table of Contents

Executive Summary – Core Areas Monitoring Report (2020)

Section 1: Introduction

1.1 Background to the Core Areas
  1.1.1 Significance and Importance of the Core Areas
1.2 Core Area Maps

Section 2: Cambridge Core Areas Accomplishments 2020

2.1 All Cambridge Core Areas Accomplishments
  2.1.1 Core Areas Financial Incentive Programs
  2.1.2 City of Cambridge Financial Incentive Programs (1997 to 2020)
  2.1.3 City of Cambridge Exemption Programs
  2.1.4 City of Cambridge Additional Grant Programs
2.2 Hespeler Village
  2.2.1 Key Projects
  2.2.2 BIA Projects
2.3 Preston Towne Centre
  2.3.1 Key Projects
  2.3.2 BIA Projects
2.4 Downtown Cambridge (Galt City Centre)
  2.4.1 Key Projects
  2.4.2 BIA Projects

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

3.1 Housing
3.2 Population and Workforce
  3.2.1 Population
  3.2.2 Workforce
3.3 Business Activity and Change
  3.3.1 Core Areas Businesses
  3.3.2 City of Cambridge Businesses
  3.3.3 Summary of Businesses and Activity
3.4 Core Areas Development and Fee Exemptions
3.5 Financial Incentive Programs
3.6 COVID-19 Impacts
  3.6.1 Business Openings and Closures
  3.6.2 Queen Street Closure 2020
3.7 Summary of Indicators – Impacts of COVID-19

Section 4: Future Direction 2021 and Beyond

4.1 Core Areas Community Improvement Plan
4.2 Economic Development Strategic Plan
Executive Summary – Core Areas Monitoring Report (2020)

In the City of Cambridge, the three core areas, namely Hespeler Village, Preston Towne Centre and Downtown Cambridge (Galt City Centre) continue to play a vital role in the identity, vibrancy and prosperity of the community. The importance of strong core areas was recognized by Council in the 2020-2023 Strategic Plan, Cambridge Connected through its commitment to “Create an inviting downtown that connects and complement core areas and neighbourhoods where people want to live and visit.” In this plan, the City identified an opportunity to lead the way in several key actions, including:

• Creating and activating spaces that offer things for people to do
• Establishing our core areas as attractive destinations
• Laying the foundation for future community building
• Enhancing opportunities to enjoy built and natural heritage

As part of our commitment to delivering public value through greater transparency, this report is the second Core Areas Monitoring Report, which provides an effective snapshot of the health of Cambridge's three core areas. It summarizes both the activities and changes that, together, work towards achieving the goals and objectives of the strategic plan. Further, it provides additional information on the past year's accomplishments, as well as analysis related to some of the key performance indicators and measures as they relate to these significant community assets. This report will be produced annually, allowing for regular monitoring and analysis to ensure the health and success of these areas into the future. It is also a way in which the City can highlight the value of these areas and their contributions to the sustainability of the community overall.

Section 1: Introduction

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

1.1 Background to the Core Areas

1.1.1 Significance and Importance of the Core Areas

The core areas of Hespeler Village, Preston Towne Centre, and Downtown Cambridge (Galt City Centre) are unique and significant places within the City of Cambridge and greater Region of Waterloo. These core areas are traditional downtowns of the former
municipalities that amalgamated in 1973 to create the City of Cambridge. Traditionally, these have been places where people have found their sense of identity, culture and history.

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

Downtown cores are key locations for infill development, and are critical to reducing the rate of greenfield expansion while accommodating a growing population.

1.2 Core Area Maps

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

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

Hespeler Village BIA Area (77,848.13 M$^2$)

Hespeler Village Core Area (207,647.45 M$^2$)
Map #2 – Preston Towne Centre

Preston Towne Centre BIA Area (118,523.26 M²)

Preston Towne Centre Core Area (380,098.66 M²)
Map #3 – Downtown Cambridge (Galt City Centre)

Downtown Cambridge BIA Area (243,164.60 M²)

Downtown Cambridge Core Area (1,254,017.05 M²)
Section 2: Cambridge Core Areas Accomplishments for 2020

This section provides a summary of the accomplishments and progress made on specific programs, initiatives and projects in each of the Core Areas in 2020.

2.1 All Cambridge Core Areas Accomplishments

2.1.1 Core Areas Financial Incentive Programs

As of the year 2020, the City still retained the Cambridge Core Area Revitalization Program that was approved in 1997. This long-term program provided valuable incentives that were necessary for that time period but had become dated. Accordingly, Staff has listed the Financial Incentives that were in place at the time of this report (2020).

Should Council wish to review the new Financial Incentives approved in July of 2021, they are found in Section 4 of this report.

2.1.2 City of Cambridge Financial Incentive Programs (1997 to 2020)

As noted earlier, the following incentives listed were in force and effect during the time period reviewed in this report:

Building Revitalization Program (BRP)

The BRP provides municipal financial assistance for physical improvements to the exterior of existing buildings. The City can provide interest-free and forgivable assistance towards the eligible costs of revitalizing buildings in each of the core areas. 2020 will be the last full year for the BRP program as it will be replaced with the Core Areas Community Improvement Plan.

Design Guide Program

The Design Guide Program provides funds for property owners to hire a professional design consultant to prepare a design plan for façade improvements of buildings located in core areas. The Design Guide program will also be discontinued in 2021.

Contaminated Site Grants

The Contaminated Sites Grant Program is offered to property owners to help cover the costs of doing environmental clean-up in the Core Areas. This grant can be applied to all new development or redevelopment projects undertaking remediation activities which
result in a “Record of Site Condition” acknowledged by the Ministry of the Environment, Conservation and Parks. This program will be discontinued in 2021 as well.

2.1.3 City of Cambridge Exemption Programs

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

Sign Permit Fee Exemption
All properties located in the Core Areas are entitled to application fee exemptions for signage.

Development Charges Exemption (Region and City)

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

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

Development Application and Building Permit Fee Exemption

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

- Building Permits
- Swimming Pool Permits

As well as Development Applications:
When a Core Area property requests any of these permits, they automatically receive an exemption from charges relating to the above noted application fees.

It is important to note that some of these exemption programs listed above have been modified or replaced by the new Financial Incentive Programs (approved in 2021) detailed in Section 4 of this report.

2.1.4 City of Cambridge Additional Grant Programs

The following Financial incentive grant programs are governed by other legislation in the City of Cambridge and are still active in the core areas:

**Heritage Properties**

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

**Contaminated Sites**

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

2.2 Hespeler Village

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

2.2.2 BIA Projects

• Closure of Queen Street on Saturdays for the summer months to increase patios and promote foot traffic to the core during the pandemic.
• The lighting of Hespeler Village Square trees and Jacob's Landing Pergola - year-round.
• Installation of Hespeler Rock and Social Media Campaign.
• New Hespeler Village BIA Website.
• Marketing initiatives - Social media paid advertising, promotional video campaigns, business features, and themed fall's lighting.

2.3 Preston Towne Centre

2.3.1 Key Projects

• King Street Streetscape and Redesign – This project was undertaken in conjunction with the Region of Waterloo. The total project value is $14,986,559 of which the City's share is $6,524,731. This project involved an extensive redesign of the road, servicing and streetscape and is ongoing. Continued from 2019, this project is anticipated to be completed in 2021.
• King Street Lighting Project – Approved in 2019 the King Street lighting project will replace the existing street lights with new decorative streetlamps. Estimated time of completion is 2022.
• Phase 3 Cameras – In addition to the streetscape and decorative lighting, the city is working on a project to have security cameras installed in certain areas of the core. Estimated time of completion is 2022.

2.3.2 BIA Projects

Preston’s BIA activities were limited in 2019 due to the major reconstruction of King Street. The project is slated to continue to near the end of 2021, therefore staff is expecting to see continued disruptions in the BIA area.
• Magical lighting up of the Central Park Gazebo with lights and with music.
• Increased Facebook advertising – Due to Covid-19 and streetscaping project.
• Free Garland - To any and all businesses in the BIA to decorate their façade at Christmas.
• New Preston Towne Centre BIA Website.

2.4 Downtown Cambridge (Galt City Centre)

2.4.1 Key Projects

• Lutz Street Reconstruction and Mill Street Parking Lot Renewal – The Total Project value was $1,098,762.
• The Gaslight District – This investment is estimated at $120 million and will be a complete community development. It will house over 400 new residential condominiums, and many new commercial and retail opportunities. This development will include public art displays, dining, community and cultural events, in addition to the relocation of the local Energy Plus business offices.
• Tapestry Hall - This newly opened 1000 person event space has combined the heritage of century old limestone factory walls with beautiful modern design and art. It also has a living piece of artwork named “Meander”, which was created by a University of Waterloo School of Architecture faculty member and is part of the Gaslight District Development.

2.4.2 BIA Projects

• New Downtown Cambridge BIA office.
• Introduction of the Covid-19 Recovery Grant to help downtown businesses.
• Downtown marketing initiatives – Video marketing series, social media advertising, lifestyle photoshoots, etc.

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

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

1. Housing
2. Population and Workforce
3. Business Activity and Change
4. Development Activity
5. Financial Incentive Programs
6. Covid-19 Impacts
3.1 Housing

In 2019, the two large condominium towers were started on Grand Avenue in the Gaslight District. As previously noted, the development will add 400 new residential units to Downtown Cambridge (Galt City Centre) with the majority of work projected to be completed in 2022. In the future, staff expects to see more large-scale development as an influx in pre-consultations have been received, and direct investment into the area is increasing. Two major proposed projects in particular are of note, one at Shade and Kerr Street and the other being the development at the Cambridge Mill Site, could add large amounts of new residential units to the area and help to dramatically increase the amount of population of Downtown Cambridge.

Table #1 - New Residential Units in Core Areas (2015-2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Hespeler Village</th>
<th>% of Core Developments</th>
<th>Preston Towne Centre</th>
<th>% of Core Developments</th>
<th>Downtown Cambridge</th>
<th>% of Core Developments</th>
<th>Annual Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>11</td>
<td>100%</td>
<td>11</td>
</tr>
<tr>
<td>2016</td>
<td>152</td>
<td>68%</td>
<td>66</td>
<td>29%</td>
<td>6</td>
<td>3%</td>
<td>224</td>
</tr>
<tr>
<td>2017</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>28</td>
<td>100%</td>
<td>28</td>
</tr>
<tr>
<td>2018</td>
<td>42</td>
<td>75%</td>
<td>3</td>
<td>5%</td>
<td>11</td>
<td>20%</td>
<td>56</td>
</tr>
<tr>
<td>2019</td>
<td>0</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
<td>407</td>
<td>100%</td>
<td>408</td>
</tr>
<tr>
<td>2020</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>6</td>
<td>100%</td>
<td>6</td>
</tr>
<tr>
<td>Core Total Units</td>
<td>194</td>
<td>26%</td>
<td>70</td>
<td>10%</td>
<td>469</td>
<td>64%</td>
<td>733</td>
</tr>
</tbody>
</table>

Chart #1 - Percentage of Residential Development by Core Area (2015-2020)

As detailed in Table #1 and Chart #1 (above), over 730 units added to the core areas since 2015. Staff continues to see this trend increasing, specifically within Downtown Cambridge, due to the investments planned for the area. The LRT is planned to
terminate in Downtown Cambridge and with the creation of the Core Areas Transformation Fund and the Core Areas Community Improvement Plan, this will also help draw increased investment in the cores and lead to more place making opportunities, which will lead to a more vibrant and thriving downtown. Such intensification continues to satisfy the province’s plans for density requirements that are laid out in the Provincial Policy Statement (2020) and the A Place to Grow: Growth plan for the Greater Golden Horseshoe (2020).

Covid-19 created unprecedented challenges for developers in the downtown which lead to a complete shutdown from mid-March to almost July; due to this many new units created were delayed until 2021.

3.2 Population and Workforce

3.2.1 Population

Table #2 - Core Areas Population Estimates

<table>
<thead>
<tr>
<th></th>
<th>Hespeler Village</th>
<th>Preston Towne Centre</th>
<th>Downtown Cambridge</th>
<th>TOTAL</th>
<th>% of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>421</td>
<td>1,496</td>
<td>2,995</td>
<td>4,912</td>
<td>3.6%</td>
</tr>
<tr>
<td>2022</td>
<td>447</td>
<td>1,518</td>
<td>3,031</td>
<td>4,996</td>
<td>3.6%</td>
</tr>
<tr>
<td>2024</td>
<td>460</td>
<td>1,554</td>
<td>3,103</td>
<td>5,117</td>
<td>3.6%</td>
</tr>
<tr>
<td>2029</td>
<td>479</td>
<td>1,636</td>
<td>3,253</td>
<td>5,368</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

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

3.2.2 Workforce

Table #3 - Number of Businesses and Jobs within the Core Areas

<table>
<thead>
<tr>
<th></th>
<th>Hespeler Village</th>
<th>Preston Towne Centre</th>
<th>Downtown Cambridge</th>
<th>Core Areas Total</th>
<th>Cambridge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses</td>
<td>167</td>
<td>165</td>
<td>388</td>
<td>720</td>
<td>7,261</td>
</tr>
</tbody>
</table>
Table #3 - Statistics Canada Business Counts Data (2020)

Table #3 (above) details the number of businesses in each of the core areas and the number of jobs according to the Waterloo Region Workplace Count (2018) and Statistics Canada Business Counts Data (2020). This shows that 6% of the total employment within the City of Cambridge is located in the core areas. Overall, the core areas are home to 720 businesses and employ over 3,700 people. As further development and mixed uses occur, staff expects this number to grow in the coming years.
3.3 Business Activity and Change

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

3.3.1 Core Areas Businesses

Chart #2 - Distribution of Business Types within the Core Areas

Chart #2 - Statistics Canada Business Counts Data (2020)

Chart #2 (above) shows the composition of businesses in the core areas as of 2020. From this data, 5 major sectors are evident in the core areas, namely:

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

Chart #3 - Distribution of Business Types within Cambridge

Chart #3 - Statistics Canada Business Counts Data (2020)

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

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

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

3.4 Core Areas Development and Fee Exemptions

The below tables show the Construction Value and the Fee Exemptions (the list of fees exempt provided in section 2.1.2 above) for each of the core areas over the last 6 years.

### Table #5 - Hespeler Village

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Values</th>
<th>Fee Exemptions</th>
<th>% of Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$318,496.00</td>
<td>$1,502.96</td>
<td>0%</td>
</tr>
<tr>
<td>2016</td>
<td>$26,309,700.00</td>
<td>$62,842.42</td>
<td>0%</td>
</tr>
<tr>
<td>2017</td>
<td>$2,108,500.00</td>
<td>$19,554.01</td>
<td>1%</td>
</tr>
<tr>
<td>2018</td>
<td>$13,811,000.00</td>
<td>$33,613.83</td>
<td>0%</td>
</tr>
<tr>
<td>2019</td>
<td>$354,000.00</td>
<td>$3,229.92</td>
<td>1%</td>
</tr>
<tr>
<td>2020</td>
<td>$96,195.00</td>
<td>$1,768.13</td>
<td>0%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$42,997,891.00</td>
<td>$122,511.27</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Table #6 - Preston Towne Centre

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Values</th>
<th>Fee Exemptions</th>
<th>% of Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$963,500.00</td>
<td>$12,118.44</td>
<td>1%</td>
</tr>
<tr>
<td>2016</td>
<td>$10,545,900.00</td>
<td>$128,154.09</td>
<td>1%</td>
</tr>
<tr>
<td>2017</td>
<td>$1,572,000.00</td>
<td>$16,716.81</td>
<td>1%</td>
</tr>
<tr>
<td>2018</td>
<td>$802,601.00</td>
<td>$22,251.14</td>
<td>3%</td>
</tr>
<tr>
<td>2019</td>
<td>$449,258.00</td>
<td>$4,180.03</td>
<td>1%</td>
</tr>
<tr>
<td>2020</td>
<td>$96,195.00</td>
<td>$1,768.13</td>
<td>0%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$15,124,984.00</td>
<td>$188,718.11</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Table #7 - Downtown Cambridge

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Values</th>
<th>Fee Exemptions</th>
<th>% of Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$2,006,200.00</td>
<td>$60,547.23</td>
<td>3%</td>
</tr>
<tr>
<td>2016</td>
<td>$5,217,408.00</td>
<td>$64,651.94</td>
<td>1%</td>
</tr>
<tr>
<td>2017</td>
<td>$40,641,500.00</td>
<td>$946,237.98</td>
<td>2%</td>
</tr>
<tr>
<td>2018</td>
<td>$7,392,317.00</td>
<td>$342,986.17</td>
<td>5%</td>
</tr>
<tr>
<td>2019</td>
<td>$112,700,000.00</td>
<td>$5,917,675.74</td>
<td>5%</td>
</tr>
<tr>
<td>2020</td>
<td>$14,405,984.00</td>
<td>$172,660.52</td>
<td>2%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$182,363,409.00</td>
<td>$7,504,759.58</td>
<td>4%</td>
</tr>
</tbody>
</table>
### Table #8 - Core Areas Total

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Values</th>
<th>Fee Exemptions</th>
<th>% of Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$3,288,196.00</td>
<td>$74,168.63</td>
<td>4%</td>
</tr>
<tr>
<td>2016</td>
<td>$42,073,008.00</td>
<td>$255,648.45</td>
<td>3%</td>
</tr>
<tr>
<td>2017</td>
<td>$44,322,000.00</td>
<td>$982,508.80</td>
<td>4%</td>
</tr>
<tr>
<td>2018</td>
<td>$22,005,918.00</td>
<td>$398,851.14</td>
<td>7%</td>
</tr>
<tr>
<td>2019</td>
<td>$113,503,258.00</td>
<td>$5,925,085.69</td>
<td>7%</td>
</tr>
<tr>
<td>2020</td>
<td>$15,551,709.00</td>
<td>$181,188.04</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$240,744,089.00</strong></td>
<td><strong>$7,817,450.75</strong></td>
<td><strong>5%</strong></td>
</tr>
</tbody>
</table>

Since 2015, each of the core areas has seen a major project over $10,000,000 approved for development. 2020 saw an end to this due to Covid-19, which has caused some anomalies in the overall development values. The Fee Exemption programs for the core areas continues to make development more attractive in Cambridge and has resulted in over $7.8 million of waived fees in the core areas. The two major projects that have caused the increase in building values will be discussed below.

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

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

### 3.5 Previous Financial Incentive Programs

The Business Revitalization Program (BRP) was active for the City of Cambridge from 1997 to 2021 and provided building owners with interest-free and partially forgivable loans for specific improvements to buildings and sites on a matching basis. Council has supported this every year which enables the loan and grants portion. As of July 3rd, 2021 the BRP Program was retired and replaced.

### Table #9 - BRP Annual Funding Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Approved</th>
<th>Total Distributed</th>
<th>Grant Loan</th>
<th># New Files</th>
<th># Grants</th>
<th>#Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$132,121.46</td>
<td>$95,638.46</td>
<td>$38,412.30</td>
<td>$57,226.16</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>2014</td>
<td>$136,679.65</td>
<td>$135,605.80</td>
<td>$47,462.03</td>
<td>$88,143.77</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>2015</td>
<td>$42,970.00</td>
<td>$9,565.01</td>
<td>$7,435.93</td>
<td>$2,129.08</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>2016</td>
<td>$166,355.17</td>
<td>$117,994.08</td>
<td>$94,648.14</td>
<td>$23,345.94</td>
<td>15</td>
<td>9</td>
</tr>
<tr>
<td>2017</td>
<td>$156,350.00</td>
<td>$38,060.50</td>
<td>$24,616.55</td>
<td>$13,443.95</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>2018</td>
<td>$273,648.00</td>
<td>$209,599.25</td>
<td>$90,764.30</td>
<td>$118,834.95</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>2019</td>
<td>$430,072.69</td>
<td>$401,681.81</td>
<td>$147,353.76</td>
<td>$47,392.95</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>2020</td>
<td>$106,051.47</td>
<td>$5,172.50</td>
<td>$5,172.50</td>
<td>-</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total 2013-2020</strong></td>
<td><strong>$1,444,248.44</strong></td>
<td><strong>$1,013,317.41</strong></td>
<td><strong>$455,865.51</strong></td>
<td><strong>$350,516.80</strong></td>
<td><strong>61</strong></td>
<td><strong>41</strong></td>
</tr>
<tr>
<td><strong>Average:</strong></td>
<td><strong>$180,531.06</strong></td>
<td><strong>$126,664.68</strong></td>
<td><strong>$56,983.19</strong></td>
<td><strong>$43,814.60</strong></td>
<td><strong>8</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>
From 2013 to 2020, over 61 businesses have taken advantage of the BRP program with $1,444,248.44 being distributed to different businesses to help revitalize the core area and help to stimulate new business.

In 2021, staff expects will see a large increase in both the number of files and the amounts given out. In July of 2021, the BRP and DG program were retired, as the Core Areas CIP will be initiated and new financial incentives will take over.

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

### 3.6 COVID-19 Impacts

#### 3.6.1 Business Openings and Closures

<table>
<thead>
<tr>
<th></th>
<th>Closed</th>
<th>Relocated</th>
<th>Opened</th>
<th>Coming Soon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Cambridge</td>
<td>9</td>
<td>2</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Preston Towne Centre</td>
<td>6</td>
<td>1</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Hespeler Village</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Core Areas Total</td>
<td>18</td>
<td>4</td>
<td>26</td>
<td>4</td>
</tr>
</tbody>
</table>

Through the Covid-19 pandemic, staff kept a close eye on businesses that opened and closed during the pandemic. For Downtown Cambridge, staff noted 9 closures, 2 businesses relocated in Cambridge and 13 new businesses opened. For Preston Towne Centre, 6 closed businesses, 1 business relocated in Cambridge and 10 new businesses opened. Finally, for Hespeler Village, 3 businesses closed, 1 business relocated in Cambridge and 3 new businesses opened. Overall, in the core areas, Staff noted 8 more businesses opening over closing for a net gain in new businesses. Staff will continue to monitor this trend as more possible lockdowns could have further impact on the core areas. The new CIP programs will help to further renovate and revitalize vacant commercial spaces in the cores and staff expects this trend of new businesses opening to continue.

#### 3.6.2 Queen Street Closure 2020
At the beginning of July 2020, city staff assisted the Hespeler BIA in closing a portion of Queen Street East, between Adam Street and Tannery Street, in an effort to provide additional room for social distancing, patio expansions, and pedestrian safety for commercial businesses. The road closure occurred every Saturday (one day per week) and Queen Street was opened at the end of the day. The Saturday road closures were very successful in assisting businesses during the challenging pandemic times.

The final closure date of 2020 was Saturday, October 10th, 2020. This project was funded by both the City and the Hespeler BIA.

### 3.7 Summary of Indicators – Impacts of COVID-19

Overall, the impact of COVID-19 has led the core areas to a number of decreases across various indicators in 2020. Building permits dropped off dramatically due to lockdowns that in some cases prevented construction of non-essential projects. The Development Charge Exemption program from the City of Cambridge and Region of Waterloo (which will be continued in the new CIP) was responsible for $181,188.04 in fees waived in 2020, making the core areas more desirable for development. While the development values in 2019, are much greater than reported in previous years, staff have since seen an increase in pre-consultation requests for larger housing projects in the core areas. Staff has cautious optimism that this trend will continue post Covid-19, and more developments will follow with the implementation of the Core Areas Transformation Fund and Core Areas Community Improvement Plan.

The core areas have a combined number of 720 businesses and employ over 3,700 people. In addition, eight building owners took advantage of the BRP program for a record amount totalling $106,051.47 in distributed grants and loans in 2020. With the new financial incentives launching in 2021 and the new mixed use residential projects being completed, staff anticipates seeing larger employment numbers in the core areas. Additionally, when festivals and events can resume in the core areas they will bring vibrancy and future place making opportunities with them.
Section 4: Future Direction 2020 and Beyond

4.1 Core Areas Community Improvement Plan

The Core Areas Community Improvement Plan (CIP) 2021 provides the basis for improvement programs and initiatives within designated CIP Project Areas in the City of Cambridge. It focuses on Cambridge’s three core areas as designated in the Official Plan and Community Improvement Project Area By-law. CIPs, programs and initiatives facilitate the planning and financing of development activities that effectively use, reuse and revitalize lands, buildings and infrastructure. They prioritize municipal investment and are intended to stimulate private sector investment, property maintenance and revitalization within the project areas.

The following new programs have been approved by council and launched August 3rd, 2021:

1. Commercial Property Improvement Grant Program (CPIG)

The Commercial Property Improvement Grant Program is intended to provide financial assistance for commercial property owners/authorized tenants within the Core Areas as identified within the Official Plan. The Program aims to improve upon the appearance of commercial properties, support commercial property/business owners with limited rehabilitation of interior space and assist in creating a barrier free and accessible environment.

Buildings that have a linear foot street frontage of 25 feet or less (25’), grants will be paid on a matching 50/50 basis to a maximum of $15,000 for eligible work under the Program.

Buildings that have a linear foot street frontage greater than twenty-five feet (25’), grants will be paid on a matching basis of $600 per linear foot of street frontage up to a maximum of $25,000 for eligible work under the Program.

As a further incentive for corner properties the City will increase the maximum grant amount to $30,000, on a similar matching basis for eligible work under the Program to recognize the importance of flankage facades. The grant amount will be determined by the measurement of the street frontage and the measurement of the corner/exposed wall multiplied by $600 per linear foot.

An additional $5,000 will be added to the maximum funding for each item listed below:

Heritage listed – additional $5,000

River frontage – additional $5,000
Accessibility features – additional $5,000

This brings a maximum funding amount of any property to $45,000.

2. Commercial Building Restoration, Renovation and Improvement Grant Program (CBRRIG)

This grant has the potential to leverage significant private sector investment in interior building renovations and improvements, and help address the costs involved with renovations.

This program is restricted to the conversion of vacant, residential, or underutilized space to use as: a restaurant, market or Place of Assembly related to arts, culture, and/or recreation or rehabilitation of existing, or conversion of space for commercial use.

The program will be matching grants of up to 50% of eligible costs up to a maximum grant amount. If the building is a single commercial floor, the grant amount will be $50,000 per property. If the building is two or more floors of commercial use, the grant amount will be up to $100,000 per property.

The maximum grant may increase by $5,000 for the inclusion of enhanced accessibility elements. This will be the total maximum funding amount to $105,000.

3. Mixed Use Conversion and Restoration Grant Program (MUCRG)

The Mixed Use Conversion and Restoration Grant Program is aimed at attracting new investment and interest in converting currently non-residential vacant or underutilized upper storey space to residential units and renovating the existing commercial space located below by providing a financial incentive that will be targeted at the costs of converting the space. It is intended to stimulate the creation of new residential units on the upper storeys of existing mixed use buildings and renovating or restoring ground floor commercial occupancies.

The Commercial Restoration portion of the matching grant will be up to 50% of eligible costs up to a grant of $50,000 per property. The maximum grant may increase by $2,500 for the inclusion of enhanced accessibility elements to $52,500 per property.

The Residential Conversion portion of the Grant Program will consist of a grant, whereby property owners will be eligible to receive a grant of up to $10,000 for every new residential unit created or every unit that has been vacant on the upper floors of an existing mixed use building, up to a grant of $100,000 per property. The maximum grant may increase by $2,500 per unit for the creation of accessible residential units up to a maximum of $125,000 per property.
The total amount combined of the grant of the eligible costs is up to a maximum grant of $150,000 per property. The total amount for projects that include accessible residential units as well as enhanced accessibility elements on the ground floor is a maximum grant of $177,500 per property.

4. Core Areas Waiver of Application Fees

The following application fees may be waived if applications are for properties that are located within the Core areas as defined in the Official Plan. This waiver will only be applicable to mixed used, commercial and high-density housing, and will not be for single detached homes.

- Development Applications (Severance; Minor Variance; Official Plan Amendment; Zoning By-law Amendment; Pre-consultation; Plan of Subdivision; Plan of Condominium; Condominium Conversion; Part Lot Control) that can be supported by Planning staff and the decision to approve is made by Council or the Committee of Adjustment will be granted back following final inspection and building permit completion.
- Site Plan Application, Sign Permits and Sign Variance application fees as well as Building Permit fees will not be collected.

5. Tax Increase-based Equivalent Grant Program (TIEG)

The Tax Increase-based Equivalent Grant Program offers grants to eligible applicants whose City property tax has increased as a result of the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of a property within one of the designated Community Improvement Project Areas, resulting in the incremental improvement of the built character of these areas.

Property taxes for the City of Cambridge are calculated by the following ratio:

- Waterloo Region: 35.60%
- School Board: 39.27%
- City of Cambridge: 25.13%

Annual grants may be equal to 75% of the City's portion of the property tax increase. The development must meet and incorporates exemplary design standards and contributes to maintaining the heritage character of the Community Improvement Project Area.
4.2 Economic Development Strategy

In 2021-2022, the City will be creating an Economic Development Strategy. This strategy will aim to capture new trends and give direction for the future economic prosperity of Cambridge.
November 15, 2021

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

Dear Premier Ford:

This is to advise that City Council, at a meeting held on October 18, 2021, passed the following resolution regarding liquor licence sales and patio extensions:

"WHEREAS the Covid-19 pandemic has been both a health crisis and an economic crisis; and,

WHEREAS the Alcohol and Gaming Commission of Ontario (AGCO), an agency of the Province of Ontario, regulates licensed establishments; and,

WHEREAS the requirements for temporary extension of a liquor licence sales and temporary patio extensions have been relaxed throughout the pandemic, including downloading of certain approvals to the municipality, and proved beneficial to business operators; and,

WHEREAS the Downtown Kitchener BIA has invested $600,000 into new downtown restaurant patios and the Belmont Village BIA invested in creating a new pedestrian-only patio experience; and,

WHEREAS the City of Kitchener has provided $100,000 in business recovery grants to support Kitchener restaurants in adapting their patios to respond to the pandemic; and,

WHEREAS the City of Kitchener has developed a seamless system for approving patio expansion during the pandemic, supporting more than 60 restaurant owners across the city; and,

WHEREAS the City of Kitchener would like to provide further opportunities for helping strengthen our economy, continue to support local businesses, and have successfully managed the new licensed-area extension approvals delegated to the municipality;
THEREFORE BE IT RESOLVED that the City of Kitchener strongly encourages the Province of Ontario to continue the relaxed regulations in perpetuity, including, but not limited to, the following: i) permitting extensions of licensed areas without requiring AGCO approval, subject to municipal authorization; and, ii) flexibility on the requirements for demarcation of the limits of a patio, such as not requiring a prescribed physical barrier;

THEREFORE BE IT RESOLVED that should the AGCO propose to complete a comprehensive review of the temporary extension of a liquor licence sales and temporary patio extension regulations, The City of Kitchener wishes to volunteer to participate in any pilot programs that would allow the current regulations that are in effect until 3:00 a.m. on January 1, 2022 to be maintained, as the City would like to continue to show support to our local businesses;

THEREFORE BE IT FINALLY RESOLVED that a copy of this resolution be forwarded to the Premier of Ontario, Tom Mungham, Chief Executive Officer, AGCO, the Association of Municipalities of Ontario, Federation of Canadian Municipalities and all other municipalities in Ontario."

Yours truly,

C. Tarling
Director of Legislated Services & City Clerk

c: Tom Mungham, Chief Executive Officer, AGCO
    Monika Turner, Association of Municipalities of Ontario
    Joanne Vanderheyden, President, Federation of Canadian Municipalities
    Ontario Municipalities
November 15, 2021

The Right Honourable Justin Trudeau
Prime Minister of Canada
House of Commons
Ottawa, Ontario K1A 0A6
justin.trudeau@parl.gc.ca

Dear Prime Minister Trudeau,

Re: COVID-19 Testing Requirement at Land Border

At the November 9, 2021 Regular Meeting of Council, Town of LaSalle Council gave consideration to correspondence received from a resident, dated November 2, 2021, regarding the COVID-19 testing requirement for travelers crossing the land border into Canada.

The following points were considered:

- The vast majority of the population of Essex County, including the Town of LaSalle, is fully vaccinated against COVID-19;
- Essex County, including the Town of LaSalle, has strong economic and social ties to Metropolitan Detroit and southeast Michigan;
- The United States has opened their land border to fully vaccinated Canadians without COVID-19 testing requirements; and
- The City of Windsor has asked the federal government to remove COVID-19 testing as a requirement for fully vaccinated travelers crossing the land border into Canada.

At the Meeting, the following Resolution was passed:

698/21
Moved by: Councillor Renaud
Seconded by: Councillor Carrick

That the Corporation of the Town of LaSalle requests that the Federal Government remove the requirement for Canadian Travelers to be tested for COVID-19 when using a land border crossing into the United States and then returning to Canada after the November 8, 2021 re-opening.
Your favourable consideration of this request is respectfully requested.

Yours Truly,

Jennifer Astrologo  
Director of Council Services/Clerk  
Town of LaSalle  
jastrologo@lasalle.ca

cc. The Honourable Doug Ford  
    Chris Lewis, MP, Essex  
    Taras Natyshak, MPP, Essex  
    Gary McNamara, Warden, County of Essex  
    All Members of Parliament  
    All Members of Provincial Parliament  
    All Ontario Municipalities
November 9, 2021

Via email: mbarnier@adelaidemetcalfe.on.ca

Township of Adelaide Metcalfe
Attention: Mike Barnier, Manager of Legislative Services/Clerk
2340 Egremont Drive
Strathroy, ON N7G 3H6

Dear Mr. Barnier:

RE: Correspondence – Resolution requesting Support for Federal and Provincial Funding of Rural Infrastructure Projects

On behalf of the Council of the Corporation of the Township of Lake of Bays, please be advised that the above-noted correspondence was presented at the last regularly scheduled meeting on November 9, 2021, and the following resolution was passed:

"Resolution #7(b)/11/09/21

BE IT RESOLVED THAT the Council of the Corporation of the Township of Lake of Bays hereby receives the correspondence from Mike Barnier, Manager of Legislative Services/Clerk for the Township of Adelaide Metcalfe and supports their request for the Federal and Provincial Government to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements, dated September 13, 2021.

AND FURTHER THAT this resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, AMO, and all Ontario municipalities.

Carried."

Sincerely,

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

CS/cw

Copy to: Hon. Doug Ford, Premier of Ontario
Hon. Peter Bethlenfalvy, Provincial Minister of Finance
Hon. Chrystia Freeland, Deputy Prime Minister and Minister of Finance
Association of Municipalities of Ontario
All Ontario Municipalities
October 8, 2021

Township of Scugog
181 Perry Street
PO Box 780
Port Perry, ON
L9L 1A7

ATTENTION: BECKY JAMIESON, DIRECTOR OF CORPORATE SERVICES/MUNICIPAL CLERK

RE: SUPPORT OF RESOLUTION – FEDERAL AND PROVINCIAL FUNDING OF RURAL INFRASTRUCTURE PROJECTS

Please be advised that the Council of the Township of Adelaide Metcalfe, at the regular meeting of October 4, 2021, supported and passed The Township of Scugog resolution as follows.

THAT the Province of Ontario and the Government of Canada be encouraged to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements.

CARRIED.

Kind regards,

[Signature]

Mike Barnier
Manager of Legislative Services/Clerk
Public Works Committee Resolution

Committee Meeting Date: November 1, 2021

Agenda Item: 6.a

Resolution Number: 2021-11-01-706

Moved by: M. Martin

Seconded by: R. Czate

Council Meeting Date: November 17, 2021

"That the Public Works Committee, having considered the resolution from the Town of Scugog, recommend that County Council support the request to encourage the Province of Ontario and the Government of Canada to provide more funding to rural municipalities to support infrastructure projects, including those projects related to major bridge and culvert replacements; and

Further That Council's resolution and a copy of the Town of Scugog's correspondence be sent to MP Philip Lawrence, The Honourable David Picciri - Minister of the Environment, Conservation and Parks and MPP Northumberland Peterborough-South, the federal and provincial Ministries of Infrastructure, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities."

Carried attended by virtual conference
Committee Chair's Signature

Defeated
Committee Chair's Signature

Deferred
Committee Chair's Signature
Council Resolution

Moved By  B. Osmond
Seconded By  M. Martin

Agenda Item 10
Resolution Number 2021-11-17-783

Council Date: November 17, 2021

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committees' Minutes (November 1, 2, 3, 2021), with the exception of the following items held by Council for further discussion, as follows:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Date</th>
<th>Item #</th>
<th>Item Name</th>
<th>Held by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Support</td>
<td>Nov. 2, 2021</td>
<td>7.f</td>
<td>Term of Office for Warden</td>
<td>W. Cane;</td>
</tr>
<tr>
<td>Public Works</td>
<td>Nov. 1, 2021</td>
<td>7.b</td>
<td>Thompson Bridge</td>
<td>R. Sanderson;</td>
</tr>
</tbody>
</table>

and, with the exception of the business listed for separate discussion in Item 11 of the agenda."

Recorded Vote Requested by

Carried

Deferred

Defeated

Councillor's Name

Warden's Signature

Warden's Signature

Warden's Signature
September 17, 2021

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

sent via email: premier@ontario.ca

Re: Structure Inventory and Inspections

Dear Premier:

At the last regular General Purpose and Administration Committee meeting held September 13, 2021 the above captioned matter was discussed.

I wish to advise that the following resolution was passed which will be going forward for ratification at the September 27, 2021 Township of Scugog Council meeting:

THAT Report PWIS-2021-027, 2021 Structure Inventory and Inspections, be received;

THAT the Township of Scugog 2021 Ontario Structure Inspection Manual Inventory and Inspection Summary Report, prepared by Planmac Engineering Inc., be received;

THAT as part of the annual budget process, the Township continue to increase the amount of funding available for bridges and culverts through the continuation of Roads and Other Infrastructure Levy;

THAT as part of the annual budget process, the Township continue to increase the investment in bridge and culvert maintenance and repair through other means including identifying efficiencies and cost savings and applying for grants through other levels of government for major bridge and culvert replacements;

THAT the Township follow the principles of Asset Management and prioritize preventative maintenance such as waterproofing decks, repaving decks, repair concrete soffits, parapet walls, abutments and wingwalls, etc.

THAT the Province of Ontario and the Government of Canada be encouraged to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements; and

Township of Scugog, 181 Perry St., PO Box 780, Port Perry, ON  L9L 1A7
Telephone: 905-985-7346  Fax: 905-985-9914
www.scugog.ca
THAT a copy of the staff report and resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, MP Erin O'Toole, MPP Lindsey Park, AMO, Durham Region and all Ontario municipalities."

Should you require anything further in this regard, please do not hesitate to contact Kevin Arsenault, Capital Projects Technologist at 905-985-7346 ext. 138.

Yours truly,

Becky Jamieson
Director of Corporate Services/Municipal Clerk
Encl.

cc:
Kevin Arsenault, Capital Projects Technologist
Honourable Chrystia Freeland, Federal Minister of Finance
Honourable Peter Bethenfalvy, Ontario Minister of Finance
Lindsey Park, MPP, Durham
Erin O'Toole, MP
Ralph Walton, Regional Clerk, The Regional Municipality of Durham
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities

karsenault@scugog.ca
chrystia.freeland@fin.gc.ca
Minister.fin@ontario.ca
Lindsey.park@pc.ola.org
Erin.OToole@parl.gc.ca
clerks@durham.ca
amo@amo.on.ca
November 24, 2021

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

Dear Premier Ford:

RE: Bus Stop Dead End Roads, Our File: T02

Council of the Region of Durham, at its meeting held on November 24, 2021, adopted the following resolution:

“Whereas Dead-End Road delegations have been received from parents in attached correspondence, website www.durhamdeadendroadkids.ca and video www.youtube.com/watch?v=__pCVNLsUKk&t=18s noting approximately 386 Durham Region kids and families remain in crisis walking kilometres daily to wait on highspeed roadway shoulders with winter dark coming;

And whereas the Ontario Ministry of Transportation has responded and now amended their Policy to allow and provide guidelines for reversing a school bus on a dead end road https://www.ontario.ca/document/official-ministry-transportation-mto-bus-handbook/special-safety-precautions-school-bus-drivers which is in keeping with the previous historic practice of using smaller buses, doing 3-point turns and using a spotter in rural areas;

And whereas to date 10 municipalities across Ontario have passed a resolution endorsing Scugog’s bus stops on dead end roads Resolutions CR-2021-086 (April 26, 2021) and CR-2021-175 (June 28, 2021), given family safety challenges exist on dead-end roads throughout the province;

And whereas Report PWIS-2021-022, Williams Point Road and Beacock Road School Bus Turnarounds, be received noting municipal cost for construction of school bus turnarounds is prohibitive with 178 dead end roads now not accessed by Durham District School Board alone not including hundreds of roads around province, and any funds invested in turnarounds would not be consistent with asset management priorities promoted by the Province of Ontario;

If you require this information in an accessible format, please contact 1-800-372-1102 extension 2097.

Now therefore be it resolved:

That Council request the Ministry of Education and the Province of Ontario to amend policies requiring Student Transportation Services and School Boards around the Province work with parents to facilitate the use of smaller buses, spotters, and 3-point turns or backing up where necessary, to provide safer service to dead-end and private road children and prevent the need for additional turnarounds to be constructed on municipal roads; and

That a copy of this motion and the staff report from the Township of Scugog be forwarded to Premier Doug Ford, Honorable Stephen Lecce (Minister of Education), Honorable Caroline Mulroney (Minister of Transport), Durham Student Transportation Services, all school boards serving Durham Region, Haliburton-Kawartha Lakes-Brock MPP Laurie Scott, all Durham MPPs, all Ontario Municipalities, Rural Ontario Municipal Association (ROMA), Ontario Good Roads Association (OGRA), and Association of Municipalities of Ontario (AMO).”

Please find enclosed a copy of Report #PWIS-2021-022, from the Township of Scugog, for your information.

Ralph Walton
Ralph Walton,  
Regional Clerk/Director of Legislative Services

RW/ks
Attachment

c: The Honourable Stephen Lecce, Minister of Education
    The Honourable Caroline Mulroney, Minister of Transport
    Nadiya Viytiv, Durham Student Transportation Services
Durham Catholic District School Board
Durham District School Board
Kawartha Pine Ridge District School Board
Peterborough, Victoria, Northumberland and Clarington Catholic
   District School Board
Conseil Scolaire Catholique MonAvenir
Conseil Scolaire Viamonde
Rod Phillips, MPP (Ajax)
Lindsey Park, MPP (Durham)
Laurie Scott, MPP (Haliburton/Kawartha Lakes/Brock)
David Piccini, MPP (Northumberland/Peterborough South)
Jennifer French, MPP (Oshawa)
Peter Bethlenfalvy, MPP (Pickering/Uxbridge)
Lorne Coe, MPP (Whitby)
All Ontario Municipalities
Rural Ontario Municipal Association (ROMA)
Ontario Good Roads Association (OGRA)
Association of Municipalities of Ontario (AMO)
S. Siopis, Commissioner of Works
Report Title: Williams Point Road and Beacock Road School Bus Turnarounds

Recommendations:

1. That Report PWIS-2021-022, Williams Point Road and Beacock Road School Bus Turnarounds, be received;
2. That funding not to exceed $150,000 for the construction of turnarounds on Williams Point Road and Beacock Road to accommodate school buses, be provided through the Municipal Projects Reserve;
3. That the Mayor and Clerk be authorized to enter into Permission to Enter agreements on Beacock Road and Williams Point Road at the location of the turnarounds; and
4. That Council and staff continue to work with Province of Ontario and the local school boards to change their policies to allow 3-point turns or backing up where necessary, to provide safer service to dead-end and private road children and prevent the need for additional turnarounds to be constructed on Township of Scugog roads.
1. Background:

In June 2020, Durham Student Transportation Services (DSTS) notified the Township of Scugog that due to changes to their policy school buses would no longer service the following roads:

<table>
<thead>
<tr>
<th>Road</th>
<th>New Bus Stop Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whitfield Road 230 m west of Honeys Beach Road</td>
<td>Indian Way and Whitfield Road</td>
</tr>
<tr>
<td>Williams Point Road/ Jack Rabbit Run (Caesarea)</td>
<td>Regional Road 57 and Williams Point Road</td>
</tr>
<tr>
<td>Beacock Road</td>
<td>Regional Road 57 and Beacock Road</td>
</tr>
</tbody>
</table>

The changes were the result of Section 7.2 of the DSTS Policy that states:

"Generally, school bus stops will not be located in areas such as cul-de-sacs or dead end streets. DSTS does not enter private property and roads, such as long rural driveways, gated communities and townhouse/apartment complexes. DSTS reserves the right to determine if the roadway is suitable for travel, given road conditions and necessary space requirements factoring in turning radius of large school vehicles."

Township staff and an adjacent property owner were successful in providing a solution to allow for ongoing use of the existing bus stop on Whitfield Road located 230 m west of Honeys Beach Road. There is currently a small loop on private property where school buses are able to safely turnaround. To meet the requirements of DSTS, a Permission to Enter Agreement was signed between the Township and the property owner in August 2020 for use of this turning loop.

However, on both Williams Point Road/ Jack Rabbit Run and Beacock Road, DSTS requires the construction of new turnarounds before they will return school buses to these roads.

2. Discussion:

2.1 Issues on Williams Point Road and Beacock Road

Williams Point Road/ Jack Rabbit Run runs northeast off of Regional Road 57 and is approximately 2.2 km in length. According to DSTS, 29 students on this road are eligible for school transportation. These students attend Port Perry High School, R.H. Cornish Public School and Cartwright Central Public School.
Beacock Road runs west off of Regional Road 57 and is approximately 2 km in length. There are 3 students eligible for school busing on this road that attend Port Perry High School and Cartwright Central Public School.

After receiving letters from DSTS about the changes to the bus routes, many parents on both these roads were upset and requested review of the transportation arrangements in accordance with Section 7.0 of the DSTS policy. The requests were reviewed by the DSTS Governance Committee in a meeting held on October 28, 2020 and changes to the decision were denied.

Many of the parents have expressed concerns about the school bus changes, including:

- The change in policy although bus stops have been in operation for 25+ years;
- The distance that some children will have to walk to the bus stop exceeds the maximum distance of 800 m in the DSTS Policy;
- The safety of children walking these distances on narrow roads that have no sidewalks or streetlights;
- The likelihood of congestion as the result of parents driving their children to the new bus stops, especially in the winter;
- The safety of children waiting for buses on RR 57; and
- The school bus service on the road was part of the decision making process to move to these locations.

2.2 Policy Change Requests

Despite considerable effort from Council, staff and parents, DSTS has held firm that they will not return the school buses to Williams Point Road/ Jack Rabbit Run or Beacock Road unless suitable turnarounds are available.

In an effort to change the DSTS Policy, at the April 26, 2021 Council meeting, Scugog Council passed the following resolution:

“**That** Dead-End Road delegations be received: from parents, video, site www.durhamdeadendroadkids.ca and attached correspondence and;

**Whereas** Dead-End Road kids (cul-de-sacs, private roads) busing being moved from long-time residential to highspeed (some 80km) common stop pickups; percentage of 830,000 Ontario bused students impacted as Student Transportation Services (STS) citing buses shouldn’t access private roads, do 3-point-turns, or back up; kids expected to walk 1-2km twice daily (caregivers 4x) in morning dark, on narrow road shoulders, with no “bus stop ahead” warning signage;

**Whereas** Parents report employment/housing at risk. Must leave work to drop off/pick up children to avoid safety hazards of kids walking on highways
unsupervised; secondary school youth reporting education at risk as missing
class/affecting grades; children with disabilities not helped like double amputee who
needs stop moved 160ft; parents told it’s their “responsibility to get kids to bus safely”;

Whereas Parents being told busing policy is schoolboard’s, but they say it’s STS’s,
who say it’s Governance Committee or Ministry of Transportation, but Ministry of
Education say it’s “transportation consortia who administer policy”; and trustee,
governance say cannot change policies, so parents appealing to police, press, &
councils re dangers then; oncoming car killed 12-yr-old Cormac and injured sister
while waiting at newly relocated bus stop at the base of a hill;

Whereas STS have advised road improvements are responsibility of
municipalities, yet municipalities don’t own needed land, nor have $ millions to create
77m bus turnarounds, meanwhile;

Whereas Ontario Transportation Funding is $1 billion; Jan 27/20 Ministry said they’d
improve student transportation, review funding formula; and given STS gets their
funding by scoring well in reviews, and given Ministry establishing “Student
Transportation Advisory Group” to hear STS sector expertise, experience and ideas;

Now therefore be it resolved that the Municipality of Scugog requests:

That exceptions to allow 3-point turns or backing up where necessary, to provide safer
service to dead-end and private road kids, that policies be amended to reflect; when
not possible;

That exceptions to allow indemnification agreements to access private land for bus
turnarounds to keep bus stops safer and closer to prescribed 800 m distance; when
not possible;

That “Bus Stop Ahead” warning signage be required to notify oncoming traffic, prior to
STS moving common stop to main roadway;

That STS be comprised of solutions like mini-buses, vans, taxis, or public transit,
worked into funding formula so doesn’t negatively impact STS funding stats;

That Kid KPI “Key Performance Indicator” be included for Ministry “Effectiveness &
Efficiency Follow Up Reviews”, establishing benchmarks for responsive-problem-
solving for kids & parents’ busing concerns, and this be an STS factor to receive
funding;
That Province provide “Parent Portal” for ongoing busing feedback of their STS, so families and kids can review/provide comments, especially during Ministry STS reviews and revisions to funding;

That Province have GPS tracking software to notify parents when children picked up/dropped off, and

That this motion be distributed to Premier Doug Ford, Honorable Stephen Lecce (Minister of Education), Honorable Caroline Mulroney (Minister of Transport), Durham MPP Lindsey Park, Haliburton-Kawartha Lakes-Brock MPP Laurie Scott, all Durham MPPs, Durham Region, all Ontario Municipalities, Rural Ontario Municipal Association (ROMA), Ontario Good Roads Association (OGRA), and Association of Municipalities of Ontario (AMO).”

To date, the Township has not received a response from any of these parties regarding the requests.

2.3 Turnaround Designs

In order to assist in returning the school buses to Williams Point Road/ Jack Rabbit Run or Beacock Road, Township staff reviewed options to construct turnarounds on these roads.

On Williams Point Road/ Jack Rabbit Run, DSTS requires a turnaround for the largest size (70 passenger) school bus which requires a 24.5 m (80 feet) diameter turnaround. DSTS indicated that a smaller size bus has difficulty making the sharp turn on Williams Point Road and immediately navigating the incline through snow. Further using a smaller bus would not guarantee service along the roadway during winter months.

The Township considered two locations for the turnaround. The first was at the Williams Point Cottagers Association park property and the second was at the corner where Williams Point Road and Jack Rabbit Run meet. The second location was considered preferable as it would not impact parkland and would shorten the walking distance for children on Jack Rabbit Run. In order to determine whether such a turnaround was feasible, the Township retained a consultant to undertake a survey of the area and prepare a preliminary design. The turnaround was able to be designed primarily within lands owned by the Township but will have require permission to enter for land on the southeast corner of the turnaround. As well, the turnaround will require some trees to be removed and a Bell pedestal to be relocated.

On Beacock Road, DSTS indicated that a smaller turnaround of 19 m (62 feet) m diameter turnaround would be sufficient as a smaller bus could be used for this location. The best location was determined to be the west end of Beacock Road and the adjacent landowner has indicated willingness to enter into a Permission to Enter agreement for this turnaround.
Figure 1: Proposed Location of Turnaround for Williams Point Road/ Jack Rabbit Run

Figure 2: Proposed Location of Beacock Road Turnaround
3. Financial Implications:

As the need for the turnarounds were not known at the time the 2021 Capital Budget was prepared, this work is unbudgeted. The total estimated cost for the design and construction are provided below:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planmac Engineering Inc.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Williams Point Road Turnaround</td>
<td>$90,000</td>
</tr>
<tr>
<td>Beacock Road Turnaround</td>
<td>$30,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>$15,000</td>
</tr>
<tr>
<td><strong>Total Estimated Cost</strong></td>
<td><strong>$150,000</strong></td>
</tr>
</tbody>
</table>

The estimated construction costs include:

- Clearing and grubbing
- Removal of bitumous surface, earth excavation (to 500 mm depth), grading
- Supply and place 300 mm of Granular ‘B’
- Supply and place 150 mm of Granular ‘A’
- New 450 mm culverts
- Ditching and removal of material
- Asphalt and line painting for Williams Point Road (50 mm HL8, 30 mm HL3)
- Restoration of driveways and grass areas
- Mobilization/ demobilization
- Traffic control

The turnaround on Williams Point Road will also require relocation of a Bell pedestal. The cost for this relocation is not yet known.

It is recommended that the above costs be funded from the Municipal Projects Reserve.

4. Communication Considerations:

Township staff will notify DSTS, affected residents and the Williams Point Cottagers Association regarding the timing of the works.

Information will also be provided on our website throughout the length of the project to provide the public with a means to keep updated on the progress of the project and to notify of any closures, detours, etc.
5. Conclusion:

At this time the construction of school bus turnarounds on Williams Point Road/ Jack Rabbit Run and Beacock Road appears to be the only solution to have the school buses return to these roads and provide a much needed service for the children on these roads. Township Council and staff will continue to work with the Province of Ontario and the local school boards to change their policies to allow 3-point turns or backing up where necessary, to provide safer service to dead-end and private road children and prevent the need for additional turnarounds to be constructed on Township of Scugog roads.

Respectfully Submitted by:  
Carol Coleman, P. Eng.  
Director of Public Works and Infrastructure

Reviewed By:  
Ken Nix,  
Chief Administrative Officer

Attachments:

N/A