Corporation of the City of Cambridge
Council Meeting
Addendum

Date: Tuesday, July 18, 2023, 6:30 p.m.
Location: Council Chambers

To increase delegate accessibility, this meeting will be held as a hybrid meeting with both in-person and virtual attendance options. Register to appear as a delegation by visiting: https://forms.cambridge.ca/Delegation-Request-Form. Members of the public can choose to delegate in-person or by telephone. Alternative formats and communication supports are available upon request.

Closed Session will occur at 5:30 p.m.

Members of the public wishing to speak at Council may complete the Delegation Request Form no later than 12:00 p.m. on the day of the meeting for Council Meetings occurring at 6:30 p.m.

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

4. Presentations

*4.1 John Mattocks, Manager of Municipal By-Law Compliance re: 23-100-CRS Municipal By-law Compliance Strategy - Overview 2 - 12

*4.2 John Mattocks, Manager of Municipal By-Law Compliance re: 23-101-CRS Administrative Penalty System for Parking and Non-Parking By-laws 13 - 28

*4.3 Jacqueline Hannemann, Senior Planner re: 23-189-CD – Recommendation Report – Official Pan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision – Main Street (Upper Greengate) 29 - 37


*4.5 Jacqueline Hannemann, Senior Planner re: 23-184-CD – Zoning By-law Amendment Recommendation Report – 454 Dobbie Dr 51 - 61
Municipal By-law Compliance Strategy

July 18, 2023
Introduction

The development of a Municipal By-law Compliance Strategy is directly aligned to the City of Cambridge’s Strategic Plan for 2020-2023, specifically focusing on the strategic action of Encourage Safe and Healthy Neighbourhoods.

This Strategy also directly supports key elements of our commitment to delivering public value, specifically in the areas of sustainability, leadership, transparency and engagement. Staff recognize that a strategic approach to by-law compliance and enforcement is necessary to uphold the public trust, providing a high quality of life for citizens, and delivering service excellence to our community.
How this Project Aligns with the Strategic Plan

**GOALS**
What we want to achieve

**PEOPLE**
Foster a community with heart, where everyone belongs and is cared for

**OBJECTIVES**
How we will achieve the Goals

**VIBRANT NEIGHBOURHOODS**
Encourage safe and healthy neighbourhoods

**ACTIONS**
Measurable steps to achieve objectives

**INITIATIVE**
Project to accomplish actions

**Municipal By-law Compliance Strategy**
Municipal By-law Compliance Strategy

Five Objectives

The Municipal By-law Compliance Strategy will provide enhanced customer service and achieve the following five primary objectives:

1. **By-law Modernization** – Provide clear and accessible by-laws that are easy for residents to understand.

2. **Education and Outreach** - Engage in outreach efforts, so residents are aware of the by-laws and the reasons behind them.

3. **Partnership and Collaboration** - Working with other agencies and community partners including Social Services, and Police to address complex issues and amplify awareness.

4. **Leverage Technology** - Invest in technology such as license plate recognition, upgrades to systems, mobile applications and public self serve options.

5. **Workforce Optimization** - Review and implement strategies and processes to maximize employee productivity, quality and efficiency.
Who we are

The City of Cambridge’s Municipal By-law Compliance team investigates and enforces by-laws enacted by City Council, to maintain community standards and public safety through education and impartial enforcement.

Officers respond to complaints or concerns from the community, conduct investigations and take steps to correct infractions through education, voluntary compliance and/or enforcement.

The role of the officer is to provide fair and consistent services.
Objective #1
By-law Modernization

Provide clear and accessible by-laws that are easy for citizens to understand.

Actions:
• Implementation of Administrative Penalty System
• Ensure by-laws are current and updated
• Development of a community engagement method for by-law reviews
• Development of a “by-law lifecycle”
Objective #2
Education and Outreach

When people know the rules it’s easier to follow them.

Actions:
• Present by-laws in a user-friendly format to make it easier for residents to understand City regulations and increase voluntary compliance
• Review website content to determine opportunities for improvement
• Develop a communications plan to educate residents and promote compliance
Objective #3
Partnership and Collaboration

Collaboration can help us address complex issues and can result in more effective and sustainable outcomes.

Working with other agencies and community partners, including law enforcement, social services, and community organizations is key to assist in amplifying awareness and education.
Objective #4
Leverage Technology

Technology enables us to work “smarter, not harder” and organize and align our processes across the organization to improve capacity and efficiency in our service delivery.

**Actions:**
- Review our workforce management system
- Explore online self-serve options
- Upgrade ticket issuance devices
- Investigate E-Ticketing opportunities
- Review License Plate Recognition program
Objective #5
Workforce Optimization

Implementation of strategies and processes to maximize employee productivity, quality, and efficiency will ensure our team is functioning at the highest level.

This objective will be the most comprehensive portion of the strategy and therefore is expected to take the longest to achieve.

Actions:
• Develop a By-law Enforcement Policy
• Investigate opportunities to transition additional services to Service Cambridge
• Investigate opportunities to consolidate enforcement functions from other divisions
• Monitor and report levels of service and key performance indicators

These actions can ensure a service delivery model that is efficient and effective.
Thank You!

Questions?
Current Process under POA

- Current process contained in the Provincial Offences Act (POA), which was enacted in 1979
- Timelines, fees and court process are prescribed in the POA
- Trials are held in Kitchener when not Virtual
- Set Fines require approval through the Ministry of Attorney General
- Dispute resolution through First Attendance Meeting or Trial
- Tickets physically served on a Vehicle/Person
Current Process under POA (Parking)

Parking Ticket Issued
- Payment Made - Complete
- First Attendance Meeting within 15 days
  - First attendance Decision
    - Trial Requested
      - Trial Decision
        - Notice of Fine and Due Date $16 fee added
  - No action Taken within 15 days
    - Notice of Impending Conviction
      - Plate Denial $20 fee added
Current Process under POA (Non-Parking)

- Ticket Issued
  - Payment Made - Complete
  - Early Resolution Meeting
    - Early Resolution Decision
      - Trial Requested
        - Trial Decision
  - No action Taken
    - Notice Sent By Court Office
      - No collection Opportunities for Municipality
Frustrations under current POA System

• Little latitude for staff to attempt to resolve issues outside of prescribed process
• Ticket Recipients must Travel to Kitchener for Trials when not held virtually
• Several months before trials are booked, delaying compliance with by-laws and a speedy resolution for ticket recipients
• Regional Court System bogged down with less serious matters
• Fine approvals can take months to be approved delaying enforcement efforts
• Service of Ticket is very limited (No mail out option)
• Collection of unpaid fines could take years
APS Background

- Authorized under the *Municipal Act, 2001* (*Amended in 2007 and 2017 for APS*)
- Authorized under *Building Code Act, 1992* (*Amended in 2017 for APS*)
- Requires a municipality to pass by-laws and Policy's in order to implement APS
  - Administrative Penalty Procedural By-law
  - Preventing Political Interference
  - Prevention of Conflict of Interest
  - Financial Management
  - Public Complaints
  - Undue Hardship
  - Appointment of Screening and Hearing Officers
APS Process

• Dispute Resolution – Internal
  • Screening (First Attendance/Early Resolution)
  • Hearing (Trail)

• Proof requirements based on balance of probabilities rather than Beyond a reasonable doubt

• Collection of fines through process similar to collecting taxes
Proposed APS Process (Parking)

- Penalty Notice Issued
  - Payment Made - Complete
  - Screening Meeting Requested
    - Screening Decision
      - Hearing Requested
        - Hearing Decision – Page 20 of 61
      - No action Taken within 15 days
        - Notice of Impending Conviction $12 fee added
        - Notice of Fine and Due Date $25 fee added
        - Plate Denial $20 fee added
Current Process under POA (Non-Parking)

- Penalty Notice Issued
  - Payment Made - Complete
  - Screening Meeting
    - Screening Decision
      - Hearing Requested
        - Hearing Decision – Final
  - No action Taken within 30 days
    - Notice Sent (25% fee added)
      - Collection
Benefits of an APS

- Enhanced customer service
- Relieves pressure on Regional court system
- Enhanced level of discretion to resolve the issue (vs. pay or go to court)
- More control over scheduling (significantly reduced wait times)
- Hearing held in a less formal atmosphere and within the City of Cambridge or Virtually
- Improved officer and public safety – Ability to mail a penalty notice
- More accessible process
- Fines approved by Council (significantly reducing wait times)
- Improved fine collection methods
Fines/Fees

**Fines:**
- Increase to parking fines
- Increase to non-parking fines
- Increased penalty amount for Second and Subsequent violations of non-parking by-laws

**Fees:**
- MTO search fee - $12
- Late Fee - $25
- Screening No-Show - $25
- Hearing No-Show - $50
- Plate Denial fee - $25
# Fees - POA vs. APS

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Process</th>
<th>POA (Current)</th>
<th>APS (Proposed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1</td>
<td>Ticket issued for $20 Fine</td>
<td>$20 fine</td>
<td>$20 penalty</td>
</tr>
<tr>
<td>Day 16</td>
<td>Notice of Impending Conviction</td>
<td>$20 fine</td>
<td>$20 penalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$12 fee MTO search</td>
</tr>
<tr>
<td>Day 46</td>
<td>Notice of Fine and Due Date</td>
<td>$20 fine</td>
<td>$20 Penalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$16 conviction fee</td>
<td>$12 fee MTO search</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$25 fee late payment</td>
</tr>
</tbody>
</table>
## Fees - POA vs. APS

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Process</th>
<th>POA (Current) Cost to Recipient</th>
<th>APS (proposed) Cost to Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 105</td>
<td>Certificate Requesting Plate Denial</td>
<td>$20 fine</td>
<td>$20Penalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$16 conviction fee</td>
<td>$12 fee MTO search</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$20 MTO surcharge*</td>
<td>$25 fee late payment</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$20 fee MTO plate denial</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$20 MTO surcharge*</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$56</strong></td>
<td><strong>$97</strong></td>
</tr>
</tbody>
</table>
Financial Implications

- Cost for hearing officer anticipated to be $4,000-$7,000 annually covered within current operating budget

- Increase in revenue resulting from fine increase and cost recovery fees

- Program will be monitored and report any potential operating budget implications as part of the 2024-2026 Budget process.
Next Steps

• Update MTO agreements

• Update ticket management systems

• Preparation of required forms/penalty Notices

• Retaining of a Hearing Officer

• Preparation of a communications plan

• Training staff

• Implementation October 11, 2023
Upper Greengate
1005, 1045, 1085 and part of 955 Main Street
OPA/ZBA – OR06/20

July 18th, 2023
Proposed Development
Proposed Official Plan Designation

Current Designation

Proposed Designation
A Statutory Public Meeting was held on March 2, 2021. A neighbourhood meeting was held on October 13, 2021 to discuss the application further with the public.

Comments included:
- Confirmation if affordable housing is available
- Height and density of the apartment block
- Lack of parks, greenspace and trees
- Increase traffic
- Support for completing road connections
Considerations

- Consistency with the policies of the Provincial Policy Statement (2020);
- Conformity with the A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020); Region of Waterloo Official Plan; City of Cambridge Official Plan; and the City of Cambridge Zoning By-law No. 150-85;
- Land use compatibility with surrounding existing development and overall character of the existing neighbourhood;
- Appropriateness of the proposed site-specific zoning requests associated with the proposed development; and,
- Comments received from members of Council, public, City staff and agency circulation.
• The City of Cambridge is expecting to accommodate significant population growth

• This development contributes to the creation of additional housing stock for the City in a variety of forms of housing including singles, towns and apartments – contributing to the ‘missing middle’ type housing which is in demand and is a more affordable option of housing

• The proposed density is appropriate for a low/medium density subdivision development and in keeping with surrounding established density

• This development represents an efficient use of land, existing services, completes road connections and contributes to completing the existing neighbourhood
Recommendation

THAT Report 23-189-CD Recommendation Report – Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision – Main Street (Upper Greengate) be received;

AND THAT Council adopts the proposed Official Plan Amendment No. 64 to redesignate a portion of the lands from ‘Low/Medium Density Residential’ to ‘High Density Residential’ with Site Specific Policy 8.10.99 to permit a 14 storey apartment building with a maximum Floor Space Index of 2.2, and that the adopted Official Plan Amendment be submitted to the Regional Municipality of Waterloo for approval;

AND THAT Council approves the proposed Zoning By-law Amendment to rezone the subject lands from (H)RM3 s. 4.1.208, (H)R4, R6, and N1 to OS1, R6, RM3 and RM4 with site-specific provisions to facilitate a residential subdivision with 204 residential units;

AND THAT Council advise the Regional Municipality of Waterloo that the City of Cambridge recommends draft approval of Plan of Subdivision 30T-20104, subject to the draft approval conditions attached to this report;

AND THAT Council is satisfied that the requirements for a public meeting in accordance with subsections 17(15) and 34(17) of the Planning Act have been met;

AND FURTHER THAT the By-laws attached to report 23-189-CD be passed.
Thank you!

Questions?

Jacqueline Hannemann, BES, MCIP, RPP

Senior Planner – Development
Upper Greengate Subdivision
1005, 1045, 1085 and Part of 955 Main Street, Cambridge
Description of Subject Lands

- Located along Main Street, east of Franklin Blvd.
- Existing lands are entirely vacant
- East of the remainder of the existing Greengate Subdivision
- West of the proposed Moffat Creek Subdivision (Draft Plan 30T-13101) to the south
- Final Draft Plan to complete the Greengate Community and enable the extension of existing roads being Wesley Blvd. to Main Street, Green Gate Blvd. and Sparrow Ave.
Context of Subject Lands

1005, 1045, 1085 & Part of 955 MAIN ST
Proposed Development

- Final phase of the Greengate Village Subdivision, known as the “Upper Greengate Subdivision”
- Type of dwellings will predominantly be similar to what exists in the adjacent as-built subdivisions to the west and south, being single detached dwellings and freehold street fronting townhouse dwellings
- One cluster townhouse block with 22 units, and one apartment block with 132 units fronting Main Street
- Includes the extension of municipal roads:
  - Extension of Wesley Blvd. to connect to Main Street to the north
  - Extension of Green Gate Blvd. into the adjacent Moffat Creek lands to the east
  - Extension of Sparrow Avenue to connect to Wesley Blvd.
Example Building Designs

Existing Single-Detached Dwellings in Adjacent Subdivision at 122 – 130 Green Gate Boulevard (Left) and 47 - 59 Honey Street (Right)
Example Building Designs

Existing Street Fronting Townhouse Dwellings in Adjacent Subdivision at 50 - 76 Honey Street
### Proposed Draft Plan of Subdivision

<table>
<thead>
<tr>
<th>Lot/Block No.</th>
<th>Land Use</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lots 1 to 3</td>
<td>Single-detached dwellings</td>
<td>3</td>
</tr>
<tr>
<td>Blocks 4 to 7, 9 to 12</td>
<td>Street fronting townhouses</td>
<td>45</td>
</tr>
<tr>
<td>Block 8</td>
<td>Apartment</td>
<td>132</td>
</tr>
<tr>
<td>Block 13</td>
<td>Cluster townhouses</td>
<td>22</td>
</tr>
<tr>
<td>Blocks 14 to 28</td>
<td>Future development</td>
<td>8 (Street fronting townhouses)</td>
</tr>
<tr>
<td>Block 29</td>
<td>Walkway Connection</td>
<td></td>
</tr>
<tr>
<td>Block 30</td>
<td>Road Widening</td>
<td></td>
</tr>
<tr>
<td>Blocks 31 to 32</td>
<td>Temporary Cul-de-sac</td>
<td></td>
</tr>
<tr>
<td>Block 33</td>
<td>0.3 m Reserve</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Roads</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>
Proposed Official Plan Amendment

- An OPA is proposed to permit an apartment block on Block 8 of the Draft Plan, requesting the following:
  - High Density Residential designation
  - Site-specific policy 8.10.99 to permit a Floor Space Index (FSI) of up to 2.2 and maximum height of 14 storeys
- 132 units proposed in the form of an apartment building.
- Regional and City Staff noted they supported a higher density block within this Draft Plan, higher density blocks are required to locate on main arterial and collector roads.
Proposed Official Plan Amendment (Continued)

- The apartment block will be subject to a future required Site Plan Application that will detail the proposed building’s architectural design and related Site Plan details.
- Apartment is anticipated to be purpose built rental.
- Affordable Housing is addressed by Draft Approval Condition 16.
Proposed Zoning By-law Amendment
Planning Rationale

- Facilitates the development of 210 residential units, including single detached houses, cluster townhouses, street fronting townhouses, and an apartment building.
- Adds to the range and mix of housing available in the City’s housing stock.
- Provides intensification on lands designated ‘Urban Designated Greenfield Area’ that is supported by the Regional and City Official Plans for properties fronting major arterial / Regional roads.
- Provides for a more complete community with the extension of existing dead-end roads and sidewalks.
- Completes the development of the Greengate Village Community.
- Promotes a gradual increase in density from west to east, as the proposed apartment block is located in the northeast portion of the subject lands.
Conclusion and Key Considerations

• In our opinion, the proposed Draft Plan of Subdivision, Official Plan Amendment, and Zoning By-law Amendment:
  o Represents a compatible form of development for the final phase of this subdivision;
  o Provides for the extension of existing road locations established in the previous phases of the adjacent subdivisions;
  o Serves the public interest;
  o Meets applicable planning policies such as the Regional and City Official Plans and Provincial Planning Policies, all of which require higher density neighbourhoods and complete communities;
  o Facilitates good planning, and;
  o Notably, creates an opportunity to provide housing diversity and supply within the City of Cambridge, as directed by the Province.
Thank you.

Questions?
454 Dobbie Drive
ZBA – R10/12
Reactivated in 2020

July 18th, 2023
Background Information and Property Location
Proposed Building in relation to Rail Line

Diagram showing the proposed building and its relation to the rail line, including annotations for new property line, existing property line, ex. hydro pole, top of rail (new track 1 - varies), and pre-finished metal siding.
Public Meetings and Input

The original Statutory Public Meeting was held on February 25, 2013.

Another Public Meeting was held on October 20, 2020 after the file was revised and reactivated.

Comments that have been raised include:
- Noise and lighting concerns
- Clarification required regarding the sale of City land.
Considerations

- Consistency with the policies of the Provincial Policy Statement (2020);
- Conformity with the A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020); Region of Waterloo Official Plan; City of Cambridge Official Plan; and the City of Cambridge Zoning By-law No. 150-85;
- Land use compatibility with surrounding existing development;
- Appropriateness of the proposed site-specific zoning requests associated with the proposed development; and,
- Comments received from members of Council, public, City staff and agency circulation.
• The site is currently operating as a metal recycling facility. There is no change requested for the use on the site.

• The requested zone change is intended to improve site conditions.

• The proposal represents good planning as the applicant is proposing to make positive improvements to the operation of their business while also providing mitigation measures to nearby properties.
Recommendation

**THAT** Report 23-184-CD Zoning By-law Amendment Recommendation Report – 454 Dobbie Drive be received;

**AND THAT** Cambridge Council approves the proposed Zoning By-law Amendment to rezone the subject lands with site specific zoning provision to permit the removal of a required landscape strip along the northern property line and to facilitate construction of a building/structure with zero setbacks from the northern, southern and western property lines;

**AND THAT** Cambridge Council is satisfied that the requirements for a public meeting in accordance with subsection 34(17) of the Planning Act have been met;

**AND FURTHER THAT** the by-law attached to this report be passed.
Thank you!

Questions?

Jacqueline Hannemann, BES, MCIP, RPP

Senior Planner – Development