

TRANSIT-ORIENTED DEVELOPMENT COMMUNITY IMPROVEMENT PLAN (2022)

CITY OF CAMBRIDGE

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DRAFT

CONTENTS

I.0 INTRODUCTION	3
1.1 What is a Community Improvement Plan (CIP)?	3
1.2 Goals of the Transit-Oriented Development CIP	3
1.3 How This Plan Was Prepared	3
1.4 Background	4
1.5 Project Area	4
1.6 What is Transit-Oriented Development?	5
1.7 What does TOD look like?	6
1.8 Rationale for a TODG Program	7
1.9 Transit Supportive Strategy and Funding	8
2.0 LEGISLATIVE CONTEXT	8
2.1 Provincial Policy Statement (PPS), 2020	8
2.2 A Place to Grow: Growth Plan for the Greater Golden Horseshoe	9
2.3 The Municipal Act	10
2.4 The Planning Act	10
2.5 Regional Official Plan	11
2.6 City of Cambridge Official Plan	11
2.7 City of Cambridge Strategic Plan	12
3.0 TRANSIT-ORIENTED DEVELOPMENT GRANT (TODG) PROGRAM	12
3.1 Program Overview	12
3.2 City of Cambridge Program Coordinator	13
3.3 Eligibility Criteria	13
3.4 Eligible Enhancements	14
3.4 Funding Availability	14
3.5 Pay-as-you-go	14
3.6 Program Parameters	14
3.7 Program Administration	15
3.8 Terms	15
4.0 MONITORING & EVALUATION	16
4.1 Initiating the Incentive Program	16
4.2 Description of Monitoring Program	16
4.2.1 Measuring the Goals of the CIP	17
4.3 Program Adjustments	17
5.0 CONCLUSION	17

1.0 INTRODUCTION

1.1 What is a Community Improvement Plan (CIP)?

A Community Improvement Plan (CIP) is a tool that allows municipalities to provide focus and direction for the long-term improvements of a defined project area. Section 28 of the *Ontario Planning Act* allows municipalities to prepare CIPs. Through a CIP, municipalities can:

- Make infrastructure and public space improvements;
- Acquire, rehabilitate, and dispose of land; and,
- Offer grants and loans to owners and tenants through specific programs.

1.2 Goals of the Transit-Oriented Development CIP

The goals of the TOD Community Improvement Plan (TODCIP) are consistent with provincial legislation and the strategic direction of the City of Cambridge and Region of Waterloo. This Plan also supports and promotes a number of municipal policies and plans with Transportation Demand Management (TDM) goals such as the Cambridge Official Plan, the City's Transportation Master Plan and the City's Cycling Master Plan.

The goals of the TODCIP are intended to support the overall environmental, community, and economic vitality of the area, and are as follows:

- Encourage private and public sector development along the Central Transit Corridor (CTC);
- Reduce the dependence of personal vehicles along the CTC by reducing parking rates and encouraging TOD infrastructure and amenities;
- Make destinations and amenities along the CTC easily accessible, convenient, and comfortable for walking, cycling, micromobility and transit;
- Increase community and developer awareness of the economic, environmental, and social benefits of TOD (see definition in Section 1.6); and,
- Utilize municipal resources to demonstrate leadership in the overall encouragement of sustainable transportation throughout the municipality.

1.3 How This Plan Was Prepared

The following key tasks were completed to build a comprehensive foundation for preparing the TODCIP.

- Review of existing City of Cambridge and Region of Waterloo Community Improvement Plans and incentive programs;
- Review of relevant Provincial, Municipal and Regional policy documents;
- Review of the Community Improvement Planning Handbook by the Ministry of Municipal Affairs and Housing;
- Review of other municipalities' CIPs;
- Analysis of the Community Improvement Project Area based on input received from the Transit Supportive Strategy for Cambridge (TSS) Working Group.

1.4 Background

Exciting changes are occurring in the City of Cambridge. The City is growing rapidly with a projected population of 176,000 by 2031, new infrastructure is being constructed to support growth, and technology is changing travel behaviour. While growth is an important part of vibrant, diversified urban communities and economies, the creation of a sustainable community is very important to the City of Cambridge, as referenced in a number of City plans and policies. Growth, if not properly managed, can present several challenges, especially on our transportation network. Some challenges could include an increased demand for major infrastructure investments, increased traffic congestion, growing rates of illnesses in part due to inactivity linked to low-density and automobile dependent development patterns, and an aging population that will result in the need for more walkable and accessible built environments.

Stage 2 ION Light Rail Transit (LRT) will be a transformational transit service to the City of Cambridge and Region of Waterloo as a whole. Development near existing and future high-order transit, such as the LRT, has the potential to shift travel patterns for the community if the right transit-supportive infrastructure and amenities are put in place. With a number of provincial policies and pressures to shift our auto-dependency to more active forms and transit use, it is imperative that all future developments built within the endorsed Stage 2 ION alignment follow the principles of Transit-Oriented Development (TOD). To help create vibrant, walkable communities, incentives should be created to ensure that investments along the CTC are leveraged and that TOD goes above and beyond the basic minimum requirements of the Region's and City's Transportation Demand Management (TDM) Checklists.

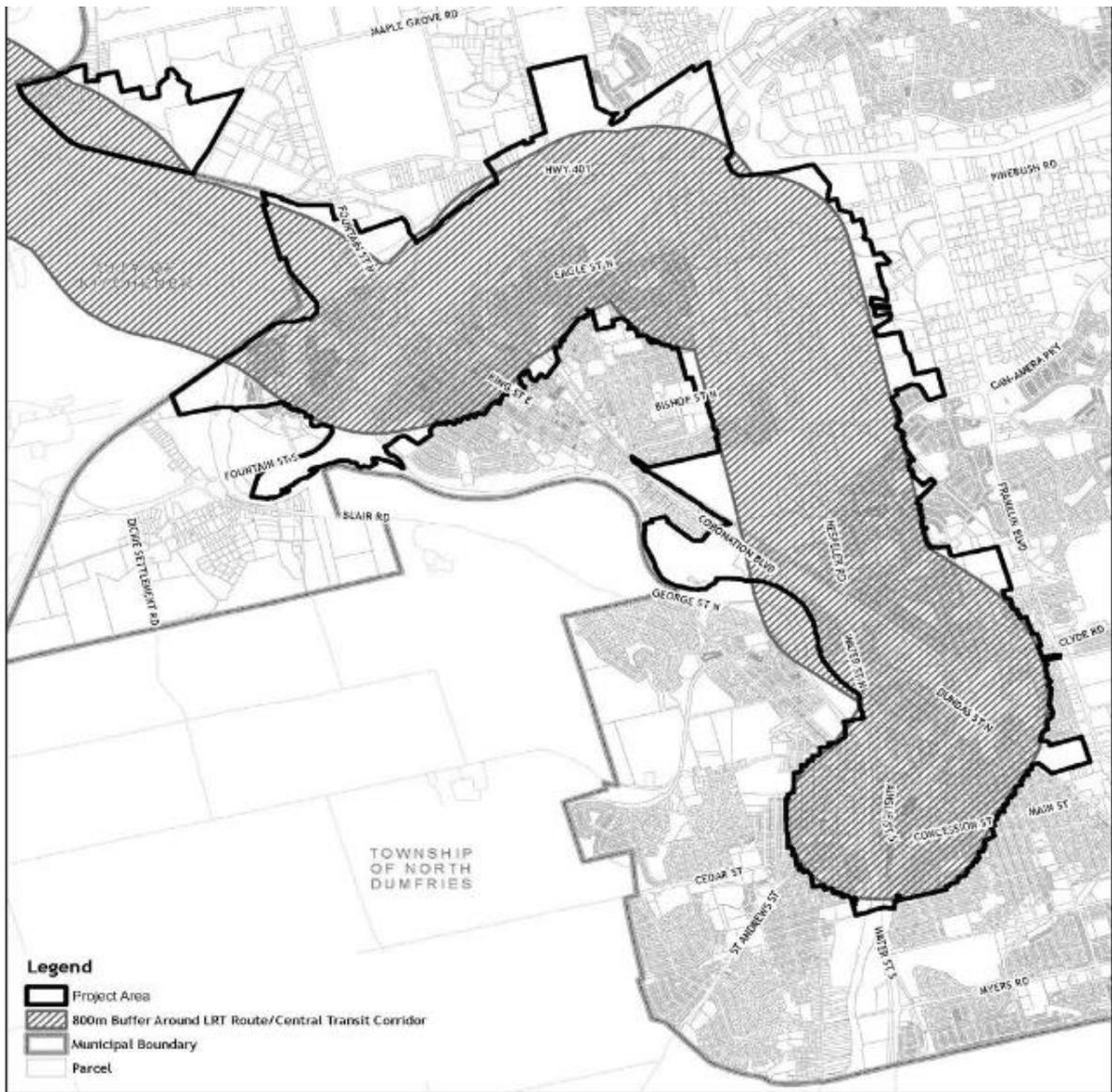
In response to the limited mechanisms available to enforce the TDM checklist, the Region of Waterloo and City of Cambridge have taken a proactive approach to the encouragement of transit-supportive development along the CTC through the development of a Community Improvement Plan to enable the Transit Oriented Development Grant (TODG) Program. The City's TODG Program is a financial tool that is designed to offset the costs of providing transit-supportive amenities, infrastructure and programs in developments through municipal grants.

1.5 Project Area

When preparing a CIP, a Project Area must be defined in order to avoid scope creep. The Project Area is defined as the Cambridge Central Transit Corridor (CTC), a central spine that connects core areas in Cambridge and follows the alignment for Stage 2 ION. In June 2019, Region of Waterloo Council endorsed the full Preferred Route for the Stage 2 ION project.

At its June 16, 2020 Council meeting, City of Cambridge Council approved the project area through By-Law No. 20-056

- i. THAT a Community Improvement Project Area be designated, consisting of all lands described as within 800 meters of the LRT Route/Central Transit Corridor within the City of Cambridge, as depicted in Schedule A.*



Schedule A - Community Improvement Project Area

1.6 What is Transit-Oriented Development?

Transit-Oriented Development (TOD) is a strategy for development that is often within an 800-metre radius of major transit stations. TOD incorporates a mix of urban design, land use, built form, public realm, and active transportation considerations all designed to encourage transit use. This can be seen as the creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality transit systems. The result of TOD is vibrant, livable, sustainable communities where it is possible to live, work and play without complete dependence on a car for daily needs.

Some benefits that can arise from Transit-Oriented Development include:

- Increased transit ridership by locating more people and jobs near stations, ultimately reducing the dependence on driving and reducing the cost of parking;
- Improved customer experience by enhancing station areas and making transit more attractive;
- Makes active transportation and transit an easy mode choice;
- Creates complete places for residents to live, work and play all in one spot;
- Reduce the community's carbon footprint and negative impacts on the environment;
- Provides access to more and better jobs; and
- Revitalizes urban areas.

1.7 What does TOD look like?

The Institute for Transportation and Development Policy (ITDP) identifies 8 principals of urban development and key implementation objectives of what TOD should look like:

1. **Walk: Developing neighbourhoods that promote walking**

What does this mean? The pedestrian realm is safe, complete, accessible, active, vibrant, temperate and comfortable.

What does this look like? Building entrances oriented to the street, additional sidewalks, active uses at grade, amenities such as benches

2. **Cycle: Prioritize non-motorized transport networks**

What does this mean? The cycling network is safe and complete; bicycle parking and storage is ample and secure.

What does this look like? Long-term (secure) and short-term (visitor) bicycle parking, cycling infrastructure is included in road designs, cyclist and pedestrian circulation is shown and accounted for on the site plan, separated cycling/pedestrian networks, parking reductions.

3. **Connect: Create dense networks of streets and paths**

What does this mean? Walking and cycling routes are short, direct, varied, and shorter than motor vehicle routes.

What does this look like? Walking and cycling is prioritized, additional sidewalks and multi-use trails above and beyond the minimum requirements, cyclist and pedestrian circulation is shown and accounted for on the site plan, pedestrian connections at a neighbourhood level.

4. **Transit: Locate development near high-quality public transport**

What does this mean? High-quality transit is accessible by foot.

What does this look like? Incentives for developing high-quality buildings along the CTC, mixed-use developments, transit information displays, transit shelters.

5. Mix: Plan for mixed uses, income, and demographics

What does this mean? Opportunities and services are within a short walking distance of where people live and work, and the public space is activated over extended hours; diverse demographics and income ranges are included among local residents.

What does this look like? Incentives for developing high-quality buildings along the CTC, mixed-use developments, affordable housing units, zoning for mixed-use.

6. Densify: Optimize density and match transit capacity

What does this mean? High residential and job densities support high-quality transit, local services, and public space activity.

What does this look like? Mixed-use developments, Zoning, focused development along the CTC

7. Compact: Create regions with short transit commutes

What does this mean? The development is in, or next to, an existing urban area; and traveling through the city is convenient

What does this look like? Mixed-use developments, Zoning, focused development along the CTC

8. Shift: Increase mobility by regulating parking and road use

What does this mean? The land occupied by motor vehicles is minimized.

What does this look like? Parking reductions, unbundled parking, shared parking costs, parking is not fronting major streets, underground parking, other modes of travel are prioritized.

The full TOD Standard document can be found at <https://www.itdp.org/what-we-do/eight-principles/>

1.8 Rationale for a TODG Program

The Region of Waterloo adopted a Transportation Demand Management (TDM) Checklist along with a Parking Reduction Worksheet in 2012 to be used alongside the development review process. Since 2012 there has been limited uptake in the TDM Checklist, primarily due to the lack of enforcement mechanisms and the lack of incentives for developers to install additional site enhancements. Although some enhancements are often asked for by City and Regional staff in the development process, there are currently no mechanisms in place to require developers to include any items above and beyond the current zoning and site plan requirements. Using a TDM Checklist is not a unique practice to the City and Region, as several cities across Ontario use this method. Research on other cities' practices all led to similar conclusions in that most municipalities struggle encouraging developments to include items from this checklist. Requiring developers to put in additional amenities and infrastructure through policies and zoning by-laws could be too restrictive of an approach that can have backlash on investment and development in the City.

By offering a grant to implement transit-supportive infrastructure and amenities, the City can reach its goals and objectives of creating a transit-supportive and active community and make effective use of investments in infrastructure and public service facilities.

1.9 Transit Supportive Strategy and Funding

As part of the approval for ION implementation in 2011, Regional Council approved an annual allocation of \$1,000,000 for a period of ten years to implement a Regional Transit Supportive Strategy (TSS) for Cambridge. The ultimate goal of the TSS is to accelerate the implementation of Stage 2 ION LRT through initiatives that improve transit ridership and/or encourage transit supportive development, specifically within the Central Transit Corridor (CTC) in Cambridge. The first annual TSS Implementation Plan was approved by Regional Council in 2012 (P-12-023/E-12-028) and the Region and City of Cambridge signed a TSS Funding Agreement in January 2014.

Every year the TSS Working Group, which consists of City of Cambridge and Regional staff representatives, identifies the initiatives that best meet the program requirements and develops an implementation plan each year for Regional Council's consideration. Recognizing the need for developments to be more transit-supportive and the challenges in getting there, the TSS Working Group came up with the idea of establishing a grant program.

The Working Group consulted with a number of internal staff (Planning, Legal, Finance) to gain a better understanding of what the program would look like. The conclusion from this background research was that the most comprehensive approach to the TOD grant would be the provision of a package of financial incentives under the umbrella of a Community Improvement Plan for the City of Cambridge.

At its March 20, 2018 meeting, the Region of Waterloo Council approved the 2018 Implementation Plan for the Regional Transit Supportive Strategy for Cambridge (via report PDL-CPL-18-14/TES-TRS-18-10), which proposed a new initiative: to provide financial support to TOD redevelopment projects within identified locations within Cambridge's Central Transit Corridor. This included the allocation of \$250k; \$100k in 2018 and \$150k in 2019 to fund a TOD incentive program. As a result of not being able to enact this program without a CIP, the initiative was put on hold and the approved funding has been rolled over until the program is up and running. If the program is successful, the TSS Working Group plans to ask Regional Council for continued financial support.

2.0 LEGISLATIVE CONTEXT

2.1 Provincial Policy Statement (PPS), 2020

Ontario is at the forefront of transit-supportive planning and has put a number of policies and programs in place to support the development of compact, complete, transit-friendly communities. The Provincial Policy Statement, 2020 (PPS) contains a number of transit-supportive planning policies that all Ontario communities must be consistent with. These include:

- Ensuring land use patterns promote transportation choices that increase the use of active transportation and transit before other modes of travel;

- Integrating transportation and land use considerations at all stages of the planning process;
- Promoting a land use pattern, density and mix of uses that minimize the length and number of vehicle trips and support current and future use of transit and active transportation;
- Promoting energy efficiency and improved air quality through land use and development patterns which promote the use of public transit and other alternative transportation modes;
- Promoting the efficient use of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible.
- Maintaining connectivity within and among transportation systems and modes, as part of a multimodal transportation system
- Focusing growth and development in settlement areas, where the land use patterns support active transportation and are transit-supportive, where transit is planned, exists or may be developed;
- Requiring transit-supportive development and prioritizing intensification, including potential air rights development, in proximity to transit, including corridors and stations;
- Promoting the use of active transportation and transit in and between residential, employment (including commercial and industrial) and institutional uses and other areas;
- Encouraging transit-supportive development and intensification to improve the mix of employment and housing uses to shorten commute journeys and decrease transportation congestion; and,
- Promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;

These guidelines are intended to assist municipalities in implementing the policies and objectives of the PPS as well as those of the Growth Plan for the Greater Golden Horseshoe, 2019. Municipalities subject to the Growth Plan for the Greater Golden Horseshoe are expected to develop municipal strategies and policies for urban growth centres and other intensification areas consistent with transit-supportive guidelines established by the Province (as required by Growth Plan policy 2.2.4).

2.2 A Place to Grow: Growth Plan for the Greater Golden Horseshoe

Reducing dependency on the automobile and supporting existing and planned transit and active transportation is not a unique opinion to the City of Cambridge. The Provincial Growth Plan for the Greater Golden Horseshoe (2020), which strives to reduce the outward movement of the urban area through intensification, recognizes in its vision that *“automobiles will be only one of a variety of effective and well-used choices for transportation. Transit and active transportation will be practical elements of our urban transportation systems”*. The Growth Plan provides a policy framework that aims towards directing growth to built-up areas, requiring municipalities to develop intensification targets, promoting transit-supportive densities and efficient transportation networks, preserving employment lands and natural resources, planning community infrastructure, and ensuring adequate water and waste water services are available to support growth. Part of the vision of the Growth Plan is that *“Getting around will be easy. An integrated transportation network will allow people choices for easy travel both within*

and between urban centres throughout the region. Public transit will be fast, convenient, and affordable. Automobiles will be only one of a variety of effective and well-used choices for transportation. Transit and active transportation will be practical elements of our urban transportation systems". Encouraging transit-supportive features in developments will greatly assist in meeting this vision as it will make transit and active transportation for first/last mile connections more comfortable and attractive.

Despite most (if not all) provincial policies and plans supporting TOD in one form or the other, additional mechanisms, such as the grant program, are needed to help expedite the right infrastructure, amenities and programs in time for Stage 2 LRT.

2.3 The Municipal Act

Under Subsections 106(1) and (2) of the Municipal Act, municipalities are prohibited from directly or indirectly assisting any business or enterprise through the granting of bonuses. Prohibited actions include:

- Giving or lending money or municipal property;
- Guaranteeing borrowing;
- Leasing or selling any municipal property at below fair market value; and
- Giving a total or partial exemption from any levy, charge or fee.

However, pursuant to Section 106(3) of the Municipal Act, a municipality is exempt from the bonusing rule if they are exercising its authority under the provisions of Section 28(6) or (7) of the Planning Act or Section 365.1 of the Municipal Act, 2001.

2.4 The Planning Act

The Planning Act provides the statutory framework for the development of CIPs in the Province of Ontario. Section 28 of the Planning Act allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a "community improvement project area" and prepare and adopt a community improvement plan for the community improvement project area. Under the provisions of the Act, a community improvement project area means a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.

Once the CIP is approved by Council, the municipality may exercise authority under Section 28(6) or (7) of *the Planning Act* or Section 365.1 of the Municipal Act, 2001, in order that the exception provided for in Section 106(3) of the Municipal Act, 2001 will apply.

For the purposes of carrying out a CIP that has come into effect, a municipality may make grants or loans, in conformity with the community improvement plan, to owners and tenants of lands and buildings within the community improvement project area.

2.5 Regional Official Plan

According to Section 28(7.2) of the *Planning Act*, the Region may provide a grant or loan to the council of a lower-tier municipality for the purpose of carrying out a CIP if there are provisions in the Region's Official Plan relating to the making of such grants or loans.

Section 10.B.8 of the Regional Official Plan (ROP) notes that the Region may provide grants, loans or other assistance as Regional Council deems appropriate for the purposes of carrying out programs as described in Area Municipal Community Improvement Plans.

Section 10.B.6 of the ROP states that the application of the community improvement programs shall be directed towards the following objectives:

- Affordable housing;
- Infrastructure that is within the region's jurisdiction;
- Land and buildings within and adjacent to existing or planned transit corridors that have the potential to provide for higher density reurbanization;
- Other matters as the province may prescribe in accordance with the planning act.

The TODCIP specifically addresses the third objective by developing programs, like the TODG Program, to focus on making developments transit-supportive along the Central Transit Corridor.

Many of the policies in Chapter 2 of the ROP are grounded in the principles of Transit Oriented Development. Chapter 2 recognizes the importance of TOD to help create a more compact and pedestrian-friendly urban environment. In addition to the general development provisions described in Policy 2.D.1, the Region and Area Municipalities will apply the following Transit Oriented Development provisions in reviewing development applications or site plans, on or near sites that are served by existing or planned rapid transit, or higher frequency transit to ensure that development is transit-supportive.

2.6 City of Cambridge Official Plan

The Official Plan (OP) recognizes the need to plan and manage growth so that Cambridge is a complete community: well-designed; compact; vibrant and with convenient access to local services and community infrastructure. TDM/TOD principles are referenced all throughout the document.

Under Section 10.15(1) of the OP, the City's community improvement goals are to make commercial and industrial areas more efficient, attractive, competitive, sustainable and pedestrian and transit-oriented.

The following measures may be implemented by the City to help achieve its goals and objectives pertaining to community improvement, which include:

- Designate community improvement project areas by by-law under the Planning Act;
- Provide for the preparation of a Community Improvement Plan for a Community Improvement Project Area under the Planning Act;

- Use City grant and loan programs available to assist with community improvement and property rehabilitation; and
- Evaluate development applications within community improvement project areas, having regard for the objectives of community improvement in that area;

Section 5.3 of the OP speaks to Transit-Oriented Development and states that development located within a Major Transit Station Area or within walking distance of one or more higher frequency transit stops will be planned and designed based on the principles of transit-oriented development.

2.7 City of Cambridge Strategic Plan

The Cambridge Connected Strategic Plan 2020-2023 has an emphasis on sustainability, leadership, and collaboration. Under the theme of 'Prosperity', the goal is to build a vibrant and resilient city where current and future generations will live well. A key objective under this goal is 'getting around', which is to emphasize connectivity and active transportation choices to help people travel in and beyond the city without a car.

Another key action is to collaborate on the promotion and development of more transportation options. This action focuses on initiatives that increase transportation options, including preparing for the LRT and related development; enhancing and connecting multi-use trails and other active transportation such as buses; investing in cycling infrastructure, improving walkability in and between downtown and community hubs; and advocating and preparing for GO Transit. This action recognizes that we need to plan responsibly for growth, support and facilitate local connections and infrastructure, and participate in regional advocacy for large-scale transit infrastructure.

3.0 TRANSIT-ORIENTED DEVELOPMENT GRANT (TODG) PROGRAM

3.1 Program Overview

With the goal to create vibrant, walkable communities, the City is proposing to create an incentive program to help developments along the Central Transit Corridor (CTC) become more transit-friendly. This program will allow developers and existing property owners to apply for funding to put towards transit-friendly infrastructure and amenities for their development. Designing or altering developments to include transit-supportive features has great benefits to our local economy, environment, better accessibility and makes developments more attractive. For residents, living near the CTC provides reduced transportation costs, provides alternatives to driving and allows for an active and independent lifestyle. For our economy, encouraging development near transit reduces strain on our roads, brings customers to the streets, and can help businesses attract and retain employees. For our environment, a walkable community linked by transit reduces air pollution and allows our economy to grow with less impact on our lands.

The TODG Program is proposed to encourage transit-oriented developments along the CTC, to improve the pedestrian environment and to support other modes of transportation other than the personal vehicle.

The provisions of the City's TODCIP shall apply to all lands described as within 800 meters of the LRT Route/Central Transit Corridor within the City of Cambridge, as per By-law 20-056. Section 1.5 of the TODCIP speaks to the Project Area.

3.2 City of Cambridge Program Coordinator

The TSS Working Group recognized the need for staff resources to be directed to the TDM portfolio and for the development of a CIP. As it relates to the TODG program, this staff person will have the following responsibilities:

- Act as the first point of contact for inquiries regarding the TODG Program;
- Receive and review applications for financial assistance under the TODG Program;
- Provide complete applications to the Working Group for TODG Program review;
- Prepare update reports for City/Regional Council regarding the uptake of the TODG Program; and,
- Assist with formal legal agreements and site plan requirements required.

3.3 Eligibility Criteria

The grant program is available to developments going through site plan control, or any registered property owner of existing properties within the Project Area boundary. Participation is contingent upon the proposed project satisfying all of the following eligibility criteria:

New Developments:

- Located within the project area boundary;
- Building entrances are oriented towards public space, street, square, park or plaza;
- Continuous sidewalks are provided through parking areas and connect to transit stops;
- Long-term (secure) and short-term (visitor) bicycle storage provided in accordance with City's requirements;
- Parking is not located on major street frontage or between a road right of way and the building façade;
- Provides no more than the minimum number of parking spaces, as required by the Zoning By-Law; and,
- Zoned as: multi-unit residential, commercial, mixed-use, industrial or institutional.

Existing Developments:

- Located within the project area boundary;
- ION Bus stop located within 450m;
- Zoned as: multi-unit residential, commercial, mixed-use, industrial or institutional.

Additional requirements include:

1. The proponent applying is either the developer or the registered property owner.

2. The subject property shall not be in a position of tax arrears. All taxes owing shall be paid prior to approval of any program applications. Similarly, the subject property shall not have any outstanding municipal liabilities.

3.4 Eligible Enhancements

The following is a list of examples of eligible enhancements in relation to the TODG program. Eligibility and funding amounts are subject to the TODG Working Group's approval.

- Additional municipal sidewalk
- Additional on-site sidewalk
- Pedestrian amenities (benches, shade tarps etc.)
- Horizontal or vertical (wall) bike racks
- Fencing for bicycle enclosures
- Bicycle lockers or bicycle storage
- Bike repair stand
- Bike shelter or awning
- Bus shelter improvements (seating, displays, shelters, heating)
- Digital screens with transit information
- Other (as approved by the TSS Working Group)

3.4 Funding Availability

\$250,000 will be made available over two rounds of funding. Grant applications will be assessed after each intake deadline. If all the funding is not exhausted, another intake may occur at a later date. Applicants will be eligible to receive one-time funding up to \$30,000.

3.5 Pay-as-you-go

All grants provided, as part of the TODG Program, would only be paid out after the applicable improvements have been completed and inspected by the City. For existing developments, all improvements must be completed within 1 year of notice of grant approval. For new developments, all improvements must be completed within 2 years of site plan approval.

3.6 Program Parameters

The TODG Program will be open to property owners. These grants will be available up to a maximum amount of \$30,000. Grants approved under this program would be provided to property owners/developers following submission of the final original paid invoice and final inspection.

The City may discontinue this grant program at any time. However, participants in the program prior to its closing will receive any funding that has already been approved upon completion of the assignment.

3.7 Program Administration

- a) All new developments and existing developments within the boundary of the project area are eligible to apply for this grant program subject to the general eligibility requirements in Section 3.3.
- b) Any property owner wishing to be considered for the TODG Program would complete a City of Cambridge Transit Oriented Development Grant Application and submit it to Transportation & Engineering Services **prior** to the commencement of any works (“works” is defined as those activities that are required to construct the project in an application that qualifies under the criteria for this program). The application shall include 3 quotes from qualified professionals to verify the expected cost of the project(s).
- c) The City will review the project proposal, suggest any modifications, and determine an estimated grant amount. The actual component costs of the work done, as identified under eligible program costs in the guideline, will be supplied to the City upon completion of the project. Payment of the grant will be based on the City’s review and satisfaction with all reports and documentation submitted outlining the full scope and cost of the work completed. Any and all of these costs may be subject to an independent audit, at the expense of the property owner.
- d) If during the course of the work, the scope of the work changes, or actual costs are greater or less than estimated costs, the City reserves the right to increase or decrease the total amount of the grant.
- e) On approval of the application, the property owner shall be required to enter into an agreement with the City setting out the City’s and the property owner’s obligations under the program.
- f) Applications will be approved only if they meet the criteria specified in this document and any other requirements of the City.
- g) Upon receipt of a final invoice indicating that the project has been paid in full, and upon City inspection, Engineering & Transportation Services shall authorize Financial Services to issue payment to the applicant.

3.8 Terms

- a) All property owners participating in this program will be required to enter into an agreement with the City, which will specify the terms of the grant. The agreement shall specify such items as (but not limited to) the level of the grant applicable, the duration of the grant, and the owner’s obligation to repay the City for any grants received if the property is demolished before the grant period elapses. The agreement is intended to encapsulate all of the terms and conditions included in these grant guidelines. City Council approval is not required for project approvals.

- b) If a building(s) erected on a property participating in this program is demolished before the grant period expires, the remainder of the monies to be paid out under the grant shall be forfeited.
- c) The improvements made to buildings and/or land shall be constructed in accordance with the Ontario Building Code and all applicable zoning requirements and approvals.

4.0 MONITORING & EVALUATION

The TODG Program will be evaluated from time to time by the TODG Working Group. The purpose of the monitoring is to determine the effectiveness of the TODG Program in relation to the goals of the CIP, identify Program modifications as required, and assist City and Regional Councils in determining continuation of the TODG Program. Specifically, the City will provide Council with a program status report every year the program is operating. This program status report will include discussion on:

- The nature and extent of projects for which applications have been made;
- The value of City/Regional TODG contributions and the corresponding private sector investment; and,
- Non-financial benefits resulting from the program.

Monitoring the CIP may lead to revisions to the TODG Program through an amendment to the Plan. Changes to the program will be provided to the Minister of Municipal Affairs and Housing for information purposes only.

4.1 Initiating the Incentive Program

Prior to initiation of any program included in this CIP, staff will develop a Program Guideline outlining more detailed procedures, criteria and requirements of the TODG Program and add information to the City's website under existing incentives programs.

4.2 Description of Monitoring Program

This CIP is intended to be an active and responsive plan to support TOD within the Project Area. As a result, the use of the program will be monitored to facilitate annual reporting to Regional and City Council, to enable the City to refine the program, and to explore options to continue funding the program. Some key variables to be monitored include:

- # of applications received and awarded;
- % uptake of program (# of inquiries vs. applications)
- # of TOD initiatives per development;
- # of new developments within the CTC;
- Value (\$) of grant provided;
- Travel behaviour trends (traffic volumes, # of pedestrians, # of cyclists etc.)
- Transit ridership and boarding numbers along routes within the CTC;
- # of parking space reductions granted;

4.2.1 Measuring the Goals of the CIP

- Encourage private and public sector development along the Central Transit Corridor (CTC)
 - # of developments within the CTC
 - % increase in developments
 - Value (\$) invested along the CTC
- Reduce the dependence of personal vehicles along the CTC by reducing parking rates and encouraging TOD infrastructure and amenities;
 - # of vehicle parking space reductions per development
 - Transit ridership and boarding numbers
- Make destinations and amenities along the CTC easily accessible, convenient, and comfortable for walking, cycling and transit;
 - # of destinations
 - % of developments with end of trip facilities
 - % of cycling network complete
 - % of sidewalk network complete
- Increase community and developer awareness of the economic, environmental, and social benefits of TOD (see definition in Section 1.6); and,
 - # of social media posts and engagement regarding program promotion
 - # of general communications about the program
- Demonstrate municipal leadership in the overall encouragement of sustainable transportation throughout the municipality.
 - % of developments with a score above 25 on the TDM checklist
 - # of updates to relevant policies and design standards that support TOD
 - # of incentive programs developed
 - Value (\$) invested in sustainable infrastructure, amenities and programs

4.3 Program Adjustments

The incentive program contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of the Community Improvement Project Area will require a formal amendment to this Plan in accordance with Section 28 of the Planning Act. The City may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan.

5.0 CONCLUSION

The CIP provides guidance that can be used to achieve the vision of transit-oriented development within the Project Area. The TODG Program has been designed to support transit supportive infrastructure and amenities into developments at a rate above and beyond the current requirements.

On Council's direction, and subject to decisions around funding, the TODG program in this CIP can be initiated. The success of the implementation of the CIP will require resources to administer, monitor and report back on the outcomes of the program.

On-going monitoring of the performance of the program and adjustments to the program will also help to ensure the effectiveness of the CIP.

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