

**The Corporation of the City of Kawartha Lakes**  
**Planning Advisory Committee Report**

**Report Number PLAN2018-051**

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**Date:** July 4, 2018  
**Time:** 1:00 p.m.  
**Place:** Council Chambers

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**Ward Community Identifier:** All

**Title:** Community Improvement Plan

**Description:** The Strategic Community Improvement Plan (CIP) outlines the financial incentive programs and tools to business and property owners to encourage and support economic development in alignment with the City's strategic priorities over a 10-year period.

**Author and Title:** Leah Barrie, Policy Planning Supervisor

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**Recommendations:**

**That** Report PLAN2018-051, **Community Improvement Plan**, be received; and,

**That** the draft CIP be referred back to Staff pending the outcome of the public consultation component, and that any revisions to the draft CIP be brought back to a subsequent Planning Advisory Committee meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

At the Council Meeting of March 20, 2018 Council adopted the following resolution:

### **CR2018-131**

**That** staff be authorized to initiate a city-wide Community Improvement Plan (CIP) in accordance with the requirements of the Planning Act and as generally outlined in Report CAO2018-002.

### **Carried**

This report is provided to update Council on the above-noted resolution.

Council's direction advances the City's Economic Development Strategy to develop, fund, and implement a Downtown Community Improvement Plan in 2018.

Funding has been made available by Kawartha Lakes Community Futures Development Corporation (KLCFDC) and the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to encourage economic development through downtown revitalization efforts by business and property owners, provided the City has a CIP in place.

A CIP under the Planning Act (Section 28) and Municipal Act (Sections 106[3] and 365.1) enables Council to provide financial assistance to business and property owners, otherwise prohibited under the Municipal Act (Section 106[1]).

## **Rationale:**

### **Plan Development**

Staff initiated the 2018 city-wide CIP project by gathering and analyzing the data used to develop the preliminary draft CIP between 2014 and 2016 by the consultant of the day. It was determined that a substantial foundation of guiding documents, policies, public consultation, and program development had taken place. A number of options to advance and complete the project were assessed, and staff concluded appropriate internal resources were available to bring the draft document to 2018 standards in alignment with the City's priorities, programs and plans.

In addition to describing the suite of financial incentives, the CIP outlines complementary municipal programs and other services; administration, implementation and the application process; the planning policy foundation of the CIP; and the legislative framework that authorizes the establishment of a CIP and project area.

Staff worked with key stakeholders to prepare an updated draft CIP that would not only align with the City's strategic priorities, but also would offer a variety of financial tools and programs benefitting the City's diverse businesses and property owners. Following review by the City's Senior Management Team and other critical staff members, a revised draft CIP was circulated to stakeholders in the business community and subsequently has been made widely available to the public for review.

In accordance with the requirements of the Planning Act, notice of the July 4, 2018 Public Meeting was issued in a variety of newspapers and on the City's website. Pending completion of the public consultation period and revision to the draft CIP as deemed necessary, staff will recommend that Council adopt the CIP and associated project area by-law. Following a mandatory 20-day appeal period, the CIP will come into force and effect and provide the City with the legal authority to distribute funds in accordance with the CIP's eligibility criteria and conditions to successful applicants.

### **Project Area**

The CIP extends city-wide. However, the Focus Areas identified on the Schedules to the By-law – including the downtown and main street areas of Bobcaygeon, Coboconk-Norland, Fenelon Falls, Lindsay, Omemee, and Woodville – are ideal candidates for CIP funding because of their ability to align with the City's strategic priorities: downtown revitalization, heritage conservation, improved accessibility, and creation or renovation of affordable housing in mixed-use buildings.

The project area can be revised through the life of the CIP, by Council approval of an amendment to the Community Improvement Project Area By-law.

### **Financial Programs**

The financial incentive tools are categorized into 3 streams: Loans, Grants and Rebates. Section 5 of the CIP describes the tools, programs and eligibility criteria. All successful applicants will be required to enter into an Agreement with the City outlining the terms and conditions of funding.

Council may determine that certain programs are more desirable than others to achieve the City's goals at a particular time, and may choose to activate only those programs at that time. De-activated programs can be re-activated by Council throughout the life of the CIP through resolution, and need not undergo an amendment process.

An amendment process to both the CIP and By-law would be needed to change the eligibility criteria, add new programs or increase funds available through a given program.

## **Application Process**

For the initial program roll-out, application intake is anticipated to commence in the fall 2018, following appointment of a Steering Committee. The Committee – comprised of advisory staff, and members of KLCFDC and Council – will provide oversight to the application process. In the future, application intake periods can be established based on interest, uptake and funding availability.

Applications will only be accepted for consideration following a pre-screening meeting with staff to discuss the proposed improvement project and the eligibility criteria. A merit-based system will be used to screen applications. Applications will be scored on a number of factors, for example location of project, alignment with the City's strategic priorities and consistency with planning documents. Funding will be awarded based on scoring and availability. Grants will be prioritized for applicants within communities that have participated in Downtown Revitalization workshops resulting in Action Plans for redevelopment. Loans and tax relief will be available to the broader community.

Successful grant awards under \$10,000 may be administered by the Director of Corporate Services. Grants exceeding \$10,000 and all loans will require Council approval before being administered.

## **Administration**

An Action Plan for resource allocation and operationalization to implement the CIP is being developed to administer the program over its projected 10-year timeframe. Staff will review and monitor the program, and provide regular reports to Council to ensure the City's objectives for community improvement are being met. When Council determines that the CIP has been implemented to a satisfactory level, it may repeal the Plan and/or dissolve the Community Improvement Project Area through a By-law. Council may also extend the 10-year timeframe by By-law.

## **Other Alternatives Considered:**

As identified under the Financial Programs section of this report (and described in Section 5 of the CIP), grants and tax relief are two additional financial incentives under consideration beyond the loan framework. Financial/Operation Impacts are discussed in the following section.

## **Financial/Operation Impacts:**

KLCFDC has agreed to provide 50% of the total loan funding interest-free to the City. This funding has been secured through a promissory note with a 5-year payback period to KLCFDC. First re-payment will be due in 2019.

The City has agreed to match these loan funds by committing \$500,000 of the Contingency Reserve to this program. All loan funds will be managed through the City's Contingency Reserve, and replenished with interest as improvement loans are paid back.

The only financial impact to this initiative will be cash flow. Any City funds provided as a loan to approved applicants will be paid back, with cost recovery, and over a defined period of time. All loans will be registered on title and will have priority lien status should the party default. The loan program will be monitored to determine uptake and effectiveness.

Grants and tax relief programs would be funded through tax-supported budgets. Partner Funding when available would contribute to these programs.

### **Relationship of Recommendations to the 2016-2019 Strategic Plan:**

The recommendations within this report directly align with Council's goal to establish a Vibrant and Growing Economy by investing in community improvements that support local business and downtown revitalization and prosperity.

### **Review of Accessibility Implications of Any Development or Policy:**

The Accessibility Co-ordinator has been involved in the consultation process.

### **Servicing Implications:**

Staff in the Engineering & Corporate Assets and Public Works Departments has been involved in the consultation process.

### **Consultations:**

Senior Management Team  
Ministry of Agriculture, Food and Rural Affairs  
Ministry of Municipal Affairs and Housing

### **Attachments:**

#### **Appendix A – Community Improvement Project Area & CIP By-law**



2018.06.15 CIP  
By-law.pdf

## Appendix B – Community Improvement Plan



Draft CIP June 15  
2018.pdf

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**Department Head:** Chris Marshall

**Department File:** D00-99-014