

# Management Directive



|  |  |
|--|--|
| Management Directive No.:                                | <b>MD2018-XXX</b>  |
| Management Directive Name:                               | <b>Community Improvement Plan (CIP) Implementation Directive</b> |
| Date Approved by CAO or Designated Person:               |  |
| Date revision approved by CAO or Designated Person:      |  |
| Related SOP, Management Directive, Council Policy, Forms | <b>CIP Steering Committee Terms of Reference</b>                 |

## Directive Statement and Rationale:

The City of Kawartha Lakes Strategic Community Improvement Program (CIP) has been designed to support the revitalization and beautification of communities in Kawartha Lakes by providing financial incentives to property-owners. By providing these financial incentives, the CIP program helps to leverage private investment in priority areas. The CIP is adopted through by-law 2018-138.

This directive provides measures to ensure an efficient and cohesive delivery of the CIP program amongst the City divisions involved in the process. The directive provides detail on program administration, steering committee, and program processes that will contribute to effective program management and successful program outcomes.

## Scope:

This directive applies to all City staff and associated committee members who partake in the delivery of the CIP program.

## Management Directive:

### 1. Program Administration

#### 1.1 Steering Committee

The CIP Steering Committee is responsible for the CIP program. The Steering Committee has delegated administration responsibilities of the program to the Economic Development division.

The Steering Committee facilitates collaboration between divisions and is the authority to make decisions on applications submitted to the CIP program. The CIP Steering

# Management Directive



Committee consists of the CIP Project Coordinator, Manager of Economic Development, the Director of Corporate Services, the Director of Development Services, and the CAO. As required, the Steering Committee ensures comments are received from members of a Technical Team for their expertise and background on necessary applications. The work of the Steering Committee is guided by the CIP Steering Committee Terms of Reference.

## 1.2 CIP Project Coordinator

The Economic Development division is responsible for the administration of the CIP program with cooperation across all required divisions. The CIP Project Coordinator, a dedicated staff member in the Economic Development division, manages program administration.

## 1.3 Technical Team

The Technical Team consists of staff from various Divisions across the City of Kawartha Lakes. The Technical Team provides comments on CIP applications as it relates to their department. In order to maintain efficient coordination of the program, Technical Team members will review the CIP applications and record departmental specific comments. The Technical Team will meet monthly during the application intake phase to discuss departmental comments as related to each application. The CIP Project Coordinator will collect all comments and submit them to the Steering Committee. Members of the Technical Team may include, but not limited to representatives from the following departments: Planning, Building, Finance, Economic Development, Housing, By-Law, Realty as well as the Arts, Culture and Heritage Economic Development Officer (or Heritage designate), and Accessibility Co-ordinator. The Technical Team may be expanded to obtain applicable comments as needed.

## 1.4 Program Monitoring and Reporting

A database of projects applied for and approved will be maintained in Salesforce, and will be accessible by all members of the Steering Committee and involved staff through Sharepoint. The database will be continually updated to monitor the administration and implementation of the program. A summary of the program will be presented to Council annually or as required.

Key components of the CIP program to be tracked and reported annually include:

- Number, type (loan/grant/rebate and category) and location of applications submitted
- Number, type (loan/grant/rebate and category) and location of applications approved
- Funds released (by loan/grant/rebate, category and total)
- Private investment leveraged

# Management Directive



- Total financial investment

Additional key performance indicators may be tracked to measure the effectiveness of the CIP. The measurable indicators relating to the goals of the CIP include:

## **Employment and Unemployment Rates**

- This is determined on an annual basis from the Workforce Development Board statistics, and the building and business inventory data that is compiled every year for each of the downtown revitalization communities.

## **Number and Changes in Retail Uses**

- This will be determined on an annual basis from the building and business inventory data that is compiled every year for each of the downtown revitalization communities.

## **Number of Heritage Designations**

- This will be determined from the Heritage designation register maintained on the City's website.

## **Number and Type of Housing Units**

- This will be collected from the Building and Housing departments based on the number of housing units that were improved and/or built within the City within the previous reporting period.

## **Property Tax Revenues**

- This will be determined from the Finance department through the Property Tax Roll for the City for the previous reporting period.

## **Number of Accessible Properties**

- This will be collected from the building department, and confirmed with the Chambers of Commerce and BIA to determine the number of accessible improvements that were completed throughout each reporting period.

## **Vacancy Rates**

- This will be determined on an annual basis from the building and business inventory data that is compiled every year for each of the downtown revitalization communities.

## **Housing Waiting Lists**

- This will be tracked through the Housing department databases and collected on an annual basis for comparison.

## **Energy Consumption**

- As a reporting requirement, the applicant can provide a baseline at the beginning of the project and report an annual summary of savings based on the improvement.

## **1.5 Marketing and Communication**

Marketing of the CIP is the responsibility of the CIP Project Coordinator. A Communication Plan for the CIP has been created to help guide the marketing efforts for the CIP. The Communication Plan outlines several strategies to enable effective marketing of the CIP. These include, but are not limited to: a dedicated webpage on the

# Management Directive



City website, social media coverage, printed brochures, community outreach and briefing sessions.

## 2. Program Application

### 2.1 Application Process

Grants and loans will be considered based on a schedule as outlined by the Steering Committee Chair in each year. The deadlines for application will be set annually based on available funding by the Steering Committee. Applicants will submit their complete application to the CIP Project Coordinator in Economic Development. Following the deadline for submission of a complete application, received on-time, the CIP Project Coordinator will have one month to collect comments and coordinate a meeting of the Steering Committee to make a final decision.

Complete applications are evaluated on individual merit.

Further detail on the application and evaluation process is available in the CIP Process Chart.

## 3. Program Funding

### 3.1 Funding Allocation and Distribution

The City has received \$500,000 from the Community Futures Development Corporation, which has been matched by the City of Kawartha Lakes to be used to fund the loan program of the CIP. An initial \$96,000 has been secured through the Main Streets program, delivered by OMAFRA and AMO which are used for grants specifically in the main streets of Kawartha Lakes that participated in the Downtown Revitalization project. The OMAFRA-AMO funds are to be spent by March 31<sup>st</sup>, 2020. Additional annual grant funding will be subject to Council approval. Future funding partners will be identified on an on-going basis.

Following the passing of the annual budget, the Steering Committee will create a report to Council, which outlines the amount of money available in the CIP program, that year, and the specific financial incentives that are eligible for funding. This report will also outline the application deadlines for the year. An interim annual update provided to Council will outline the funds applied for, the number and dollar value of approved applications.

#### 3.1.1 Signing Authority

Funding for the CIP program is approved by Council and included in the corporate budget. The execution of funding agreements for both grants and loans will be the Mayor and Clerk as established through By-law 2016-009 section 6.04.

# Management Directive



Funding requests outside of the CIP program as included in the corporate budget will be made to Council.

## 3.2 Funding Agreements

All successful applicants must sign a funding agreement form (Loan Agreement or Grant Agreement) before funds are released. The Agreement is designed by the Legal and Finance divisions of the City of Kawartha Lakes.

The funding agreement specifies that:

- The successful applicant must provide before and after photos of the subject property, to be shared by the City on various media outlets;
- The successful applicant must display a window decal or outdoor sign, as provided by the City of Kawartha Lakes, recognizing the City and CIP program as contributors to the project for a period of at least 6 months beginning once the project has been completed to the satisfaction of the City and funds have been released;
- For grants, funds will only be released once the project has been completed following the terms of the initial proposal and to the satisfaction of the City;
- For loans, where funding is released before the project is started, a claw-back agreement will be in force, such that the applicant will need to pay back any funds that were used in a manner not specified by the original application and agreement.
- Funds will only be released if the project was completed in accordance with the agreement and complies with all necessary permits and approvals; and
- All loan funding will be registered on title of the property;
- Permission for media release

In addition, the funding agreement will provide provisions for how funding may be affected in the case of applicant default.

## 3.3 Appeals

Applicants who do not have a successful application can contact the Steering Committee, in writing, through the CIP Program Coordinator. The Steering Committee will review the appeal and respond. If the applicant would like to discuss their application with the Steering Committee further, an opportunity to speak with the Steering Committee may be available at the next scheduled Steering Committee meeting, at the discretion of the Chair.

# Management Directive



## 4. Program Amendments and Dissolution

### 4.1 Amending the CIP

The City may review the CIP periodically and amend it to ensure that the objectives of community improvement are being met. Amendments to the CIP may be required for the following reasons, in accordance with the *Planning Act*:

- Change or expansion in the Community Improvement Project Area;
- Change in the eligibility criteria;
- Addition of a new financial incentive program; and,
- Increase to a financial incentive program

### 4.2 Dissolution of the CIP

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. Any financial incentive program enabled through this CIP can be discontinued at any time, but approved projects already receiving benefits when a financial incentive program is discontinued shall continue to receive benefits as per the Agreement with the City.

## Revision History:

Proposed Date of Review:

| Revision | Date   | Description of changes | Requested By |
|----------|--------|------------------------|--------------|
| 0.0      | [Date] | Initial Release        |              |
|          |        |                        |              |
|          |        |                        |              |
|          |        |                        |              |
|          |        |                        |              |
|          |        |                        |              |
|          |        |                        |              |