

# The Corporation of the City of Kawartha Lakes

## Council Report

Report Number ED2017-011

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**Date:** June 27, 2017  
**Time:** 2:00 p.m.  
**Place:** Council Chambers

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**Ward Community Identifier:** 2, 6, 9, 10, 11, 12, 14, 15

**Subject:** Downtown Revitalization Committee of Council and Working Groups

**Author Name and Title:** Rebecca Mustard, Manager Economic Development

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### **Recommendation(s):**

**RESOLVED THAT** Report ED2017-011, **Downtown Revitalization Council Committee**, be received; and

**THAT** the Terms of Reference for the City of Kawartha Lakes Downtown Revitalization Committee of Council in the form of Appendix "A" and the Community Downtown Revitalization Implementation Working Group (s) in the form of Appendix "B" to report ED2017-011 be approved and adopted by Council.

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

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

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

## **Background:**

The City of Kawartha Lakes conducted four Downtown Revitalization projects between 2014 and 2017 in Coboconk- Norland, Fenelon Falls, Lindsay and Omemee. The projects followed the Ontario Ministry of Agriculture, Food and Rural Affairs Downtown Revitalization Program designed to stimulate a community's economic, social and physical prosperity. At the conclusion of the projects, four Downtown Revitalization Action Plans were prepared and presented to Council on March 7, 2017.

At the Council Meeting of March 7, 2017, Council adopted the following resolution CR2017-005:

**RESOLVED THAT** Report ED2017-005, Downtown Revitalization Update and Action Plans, be received;

**THAT** the Downtown Revitalization Action Plans for Coboconk-Norland, Fenelon Falls, Lindsay and Omemee, as outlined in Appendices A to D respectively to Report ED2017-005, be approved;

**THAT** financial considerations for projects beyond those already identified in existing budgets and work plans be incorporated in future budgets for consideration;

**THAT** a Downtown Revitalization Committee of Council be established with representation including each community that has a completed Downtown Revitalization Plan; and

**THAT** staff develop the Terms of Reference for the Downtown Revitalization Committee and forward to Council for approval.

This report addresses the last two recommendations of the resolution.

## **Rationale:**

The Downtown Revitalization Committee of Council Terms of Reference and Community Downtown Revitalization Implementation Working Group Terms of Reference were developed to assist in the implementation of the Downtown Revitalization Action Plans (Action Plans).

Activities included in the Action Plans are classified in three categories; Community Led; Municipal Led; and Collaborative.

- Community Led: initiatives that have a community focus, and are the responsibility of the community to lead and implement.

- **Municipal Led:** initiatives that fit within the municipal mandate, strategic goals, or existing project and/or work plans. These actions are the responsibility of the Municipality to execute.
- **Collaborative:** projects that involve multiple partners and expertise and can be a collaboration of community stakeholders, or a partnership between the community and municipality.

The Downtown Revitalization Committee of Council will focus on projects that are Municipal Led and Collaborative. The Committee of Council was designed in partnership with the four communities during the development of each action plan, agreed upon at a joint meeting March, 2017, and refined in June, 2017, with leaders from all four community projects. Highlights of the Committee of Council include equal representation across all communities that have completed the Downtown Revitalization project.

The Working Groups are community based and will focus on projects that are Community Led and Collaborative. The Working Group model has been developed to assist communities in their respective Action Plan implementation by providing a structure, connection to the Committee of Council and the benefits of operating under a City structure. Communities are not required to have Working Group and can develop an alternative locally. In circumstances where there is no Working Group, Staff will develop working relationships with local volunteers to assist in communication flow.

### **Expanding the Downtown Revitalization Program**

The Downtown Revitalization Committee of Council has the structure to expand, should more communities complete Downtown Revitalization programs.

### **Other Alternatives Considered:**

On March 7, 2017, a report to Council was presented with an alternative to establish four separate Committees of Council. This alternative was not recommended as it does not allow for the coordination of all downtown projects in a comprehensive manner and would also increase the administrative demands that would be required of Staff.

It is in the opinion of Staff that one Committee of Council and Working Groups is the best model for implementing the four Action Plans. However, as each community is unique, the ability for communities to implement “Community Led” and some “Collaborative” projects is of utmost importance. Therefore, the option to choose to become an official Working Group of the Committee of Council has been presented. Communities that choose an alternative to the Working Group will continue to be an integral part of the implementation project and Staff will work with that group to assist in communication and projects where appropriate.

## **Financial/Operation Impacts:**

The Downtown Revitalization Committee of Council and Community Downtown Revitalization Implementation Working Groups will have a small budget to support the function of the committee day to day operations. All members are volunteers.

Recommendations made to Council that include a financial consideration will be directed to the relevant departments to be incorporated in future budgets.

## **Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:**

Establishing the Downtown Revitalization Committee of Council and Community Downtown Revitalization Implementation Working Groups support the following Strategic Plan goals;

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life

The direction also supports the Strategic Enablers of Municipal Service Excellence and Efficient Infrastructure and Asset Management.

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

The Action Plans take into consideration the importance of accessibility in the Downtowns and will work closely with the Kawartha Lakes Accessibility Advisory Committee were necessary and beneficial.

## **Consultations:**

Clerk's Department  
Downtown Revitalization Committee Chairs and representatives

## **Attachments:**

The following attached documents may include scanned images of appendixes, maps, and photographs. If you require an alternative format, please call Rebecca Mustard, Manager of Economic Development, (705) 324-9411 ext. 1395.

Appendix A: Terms of Reference Downtown Revitalization Advisory Committee  
of Council:



Downtown  
Revitalization Advisor

Appendix B: Terms of Reference Community Downtown Revitalization  
Implementation Working Group:



Community  
Downtown Revitalizat

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**Department Head: Chris Marshall, Director of Development Services**

**Department File: C06**