

TERMS OF REFERENCE
FOR THE AD HOC COMMITTEE
TO CREATE A COMMUNITY IMPROVEMENT PLAN

Purpose

This is the Terms of Reference for the Council Community Improvement Plan Ad Hoc Committee formed and appointed by the Council of the Corporation of the Municipality of Temagami in 2013. The purpose of the Committee is to investigate and create a viable community improvement plan for Council's consideration.

Background

The Economic Development Advisory Committee discussed the creation of a Community Improvement Plan on September 5, 2013 which was introduced in Staff Report 2013-031 to Council on September 19, 2013. The committee concluded that this would be a good idea for Temagami to help attract and retain businesses, since there is an existing Community Improvement Plan from 1988/1989, the Official Plan contains provisions relating to community development (2.21) and there is funding available for implementing this type of plan through several sources. That committee recommended forming an ad hoc committee to create a Community Improvement Plan which Council accepted.

Committee Members

The committee shall be a body of municipal rate-payers and shall not include members of Council or municipal staff, except as noted below. The committee should include individuals from all five neighbourhood planning areas: Temagami, Lake Temagami, Matabitchuan, Marten River and Backcountry. Committee members will be appointed by a resolution of Council. The Economic Development Advisory Committee would like the following parameters to be considered by Council:

- The Community Improvement ad hoc committee should consist of 8 individuals.
- Members will include at least 1 representative each from Temagami North, Temagami South and Marten River.
- Members of the committee ideally should have experience in one of the following areas: municipal experience, planning, engineering, architectural, marketing, industrial, commercial and residential.
- A limit of 1 individual from the Planning Advisory Committee and a limit of 1 individual from the Economic Development Committee.
- A limit of 1 individual from the Municipal Council.

The Municipal Planner and EDO should also be included in the committee as non-voting members for the purpose of information, guidance and minute taking.

The Committee shall be dissolved once Council has received the finalized Community Improvement Plan by resolution.

Meetings

Members of the Committee shall meet, in person or through teleconference, as needed to make recommendations and create a comprehensive plan. Members of the committee shall select a person from amongst their members to act as Chair for the meetings.

Since this committee is composed entirely of members of the public, with no members of Council appointed thereto, it does not meet the criteria for a Committee as defined in the Municipal Act, 2001, as amended, or for an Advisory Committee as defined in the Municipality's Procedure By-law 09-845 as amended. Therefore this committee is exempt from the rules governing notice of meetings and open meetings under the Municipal Act and By-law 09-845.

A staff person shall keep minutes of the meetings, which shall include the time and place of the meeting, those in attendance (including by remote means), the general nature of discussion and any recommendations to Council. Although formal motions shall not be required, they may be used as deemed advisable by the committee.

Context and Scope

- Identify community needs based on the Planning Act definition of “community improvement” and “community improvement project area”. Call local Ministry of Municipal Affairs and Housing Municipal Services Office for a staff contact and for advice and assistance.
- Build community support through stakeholder input and feedback.
 - ❖ Identifying matters for consideration
 - ❖ Determining input and feedback methods (e.g., workshops, open houses, community meetings, steering committees, task forces, etc.)
 - ❖ Identifying stakeholders to engage in the process (e.g., ratepayers, community and business groups, municipal staff, political representatives, consultants, business representatives, financial institutions, etc.).
- Report to council for authorization and direction to prepare a community improvement plan. Basic information includes:
 - ❖ Identified problems
 - ❖ The reasons why the problems need resolving outcomes (public benefits) sought based on the resolution of problems
 - ❖ A description of the community improvement plan study process
 - ❖ The proposed boundary of the community improvement project area
 - ❖ Criteria used for project area selection
 - ❖ The proposed approach (whether work is to be done by municipal staff or by consultants)
 - ❖ The proposed administration of the study, including departments responsible for preparing the community improvement plan

- ❖ A request for authorization to proceed with a Request for Proposal if a consultant is proposed
 - ❖ Project timelines, resources needed and financial/budget implications.
- Analyze and gather data on the physical, economic, social and environmental characteristics of the study area to:
 - ❖ Identify key opportunities and challenges
 - ❖ Consider how these opportunities and challenges can be addressed
 - ❖ Assess the appropriate timing for creating a community improvement plan (e.g. what is the state of the marketplace? how does community improvement planning fit into it?).
- Conduct background analysis of planning, land use and other policies and strategies applicable to the study area. This may include a review of relevant documents such as:
 - ❖ Provincial plan policies
 - ❖ Official plan policies
 - ❖ Secondary plans
 - ❖ Zoning bylaws
 - ❖ Community improvement plans in effect
 - ❖ Contaminated lands (brownfields) redevelopment strategies
 - ❖ Heritage conservation district studies and plans
 - ❖ Master plans for wastewater / storm water servicing
- Review the official plan to determine if it contains necessary or appropriate provisions, such as:
 - ❖ Reference to the legislative authority for community improvement planning and programs
 - ❖ Guiding principles for goals to be achieved
 - ❖ Specific goals (updated infrastructure, streetscape and open space improvements, contaminated properties clean up and redevelopment, and increasing the affordable housing stock)
 - ❖ Enabling policies and criteria for the identification and designation of community improvement project areas
 - ❖ Policies and criteria for determining individual property eligibility within a project area
 - ❖ Actions that could be taken to implement the community improvement policies in the official plan.
 - ❖ Policies that allow financial participation in grant and/or loan programs between upper and lower-tier municipalities, where participation is contemplated

- Report back to council with recommendations for designating a community improvement project area based on findings. If supported, council may direct staff to prepare a bylaw. Council must pass the bylaw designating the community improvement project area prior to adopting the community improvement plan.

- Draft municipal actions, programs and implementation policies that address identified problems and goals. Using the information gathered from previous steps, develop:
 - ❖ The rationale for needs
 - ❖ The goals of the community improvement plan
 - ❖ A description of project area characteristics
 - ❖ A description of planning policies applicable to the project area
 - ❖ A description of community improvement strategies and actions, including:
 - ../ incentive-based programs
 - ../ marketing strategies
 - ../ monitoring policies

- Develop detailed implementation policies for each incentive-based program. Building on information gathered, program details may include:
 - ❖ Program goals
 - ❖ Program duration
 - ❖ Eligibility criteria
 - ❖ Terms of incentive
 - ❖ Application requirements
 - ❖ Compliance requirements
 - ❖ Written agreement requirements
 - ❖ Program administration information

- Tailor eligibility criteria for each program. Despite program differences, there are common criteria that municipalities incorporate into their programs that include, but are not limited to:
 - ❖ Who may apply for an incentive
 - ❖ The number of applications permitted (i.e., per year, per property)
 - ❖ Business plan requirements
 - ❖ Eligible rehabilitation costs
 - ❖ The maximum amount of financial assistance to be made available
 - ❖ A requirement that property taxes are in good standing
 - ❖ Municipal recourse where the terms of the incentive are not met

- ◆ Conformity requirements with relevant legislation, policies, regulations and any outstanding work orders
 - ◆ Grant or loan agreement requirements.
- Develop marketing policies to promote the uptake of your programs. Political leadership and municipal staff expertise and support are key components for the promotion and success of these programs.
 - Develop criteria to measure and monitor the effectiveness of your land or financial assistance programs. Measurable criteria relating to program goals may involve increases or decreases.
 - Develop an Action Plan for the allocation of resources and development of administrative practices and procedures necessary to implement your programs. This detailed work plan should show a breakdown of tasks
 - Finalize the draft community improvement plan and circulate it to the appropriate Ministry of Municipal Affairs and Housing Municipal Services Office, and any other interested persons or organizations. Once comments are received from the circulation process, revise the draft plan where appropriate.
 - After public meetings have been held finalize the community improvement plan and forward it to council for adoption by bylaw, after making any necessary revisions based on public input.
 - Specify funding requirements for council's consideration. Provide all necessary information such as program amount, duration, purpose, etc., and request funding commitment for each program. Ideally, funding commitments should be made at the same time or immediately after adoption of the community improvement plan.
 - Finalization of Plan. Once a decision is made and notice is given (in accordance with the requirements under the Planning Act), and if there are no appeals within 20 days, the decision is final and the ad hoc committee will be dissolved.

Staff Support

Municipal staff will provide information needed for the committee. This may include relevant documents such as:

- ◆ provincial plan policies
- ◆ official plan policies
- ◆ secondary plans
- ◆ zoning bylaws

- ❖ community improvement plans in effect
- ❖ contaminated lands (brownfields) redevelopment strategies
- ❖ environmental studies
- ❖ sustainable development strategies (e.g. water conservation)
- ❖ façade and design studies
- ❖ downtown market analysis studies
- ❖ downtown revitalization action plans
- ❖ accessibility plans
- ❖ heritage conservation district studies and plans
- ❖ industrial, commercial and heritage property inventories
- ❖ industrial/employment strategies
- ❖ master plans for wastewater / storm water servicing
- ❖ environmental assessment reports
- ❖ neighbourhood revitalization strategies
- ❖ servicing strategies
- ❖ transportation strategies
- ❖ community energy plans
- ❖ affordable housing strategies.

Staff will be assigned by the Clerk's Office to assist with minute taking and/or report preparation.

Staff will schedule and hold a formal public meeting after the Community Improvement Plan is finalized no earlier than 20 days after the requirements for giving public notice have been completed. As part of the notice requirements for a public meeting on a community improvement plan, a municipality is required to include statements on who may appeal (s. 17(24) of the Planning Act) and any restrictions on who may be added as a party to an appeal before the Ontario Municipal Board (s.17(44.1)).

Staff will put the Action Plan into place including:

- ❖ Establishing marketing programs to raise interest in and stimulate uptake of each program.
- ❖ Conducting ongoing screening, reviewing and approval of applications for financial assistance based on detailed eligibility criteria and enter into agreements where required after recommendations have been made to Council and accepted.
- ❖ Administering agreements and issuing financial assistance payments.

After the plan is finalized and implemented each program will be periodically monitored based on established performance criteria to determine, among other things:

- ❖ Whether established targets for program uptake are being met

- ◆ If desired outcomes for the community are being achieved
- ◆ If program participants are completing their commitments
- ◆ The full benefits and costs of each program

Staff will periodically monitor service delivery of each program to determine if:

- ◆ Service delivery is satisfactory
- ◆ Delivery methods need adjustment
- ◆ Further staff training is required
- ◆ Other municipal best practices can be adopted

Make recommendations to Council about adjustments based on information gained through monitoring. Changes may relate to policies, programs, administration or funding.

Timing

The Municipality wishes to complete the Community Improvement Plan as expeditiously as possible. The Committee members will be appointed as early as possible.

Recommendations

The Committee shall make all their recommendations in writing to Council. The written reports should include the alternatives considered and reasons for the recommendations. The recommendations shall be received by resolution at a regular council meeting, but may or may not be adopted by Council. The completed Community Improvement Plan will be submitted to council for final approval and will have been compiled following the parameters and guidelines set forth in The Planning Act which requires that a municipality consult with the ministry on the preparation of a community improvement plan (s. 28(5.1)).