



Subject: CIP Comprehensive Review – Project Update

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2022-102

Meeting Date: June 28, 2022

Recommendation:

That Chief Administrative Officer Report 2022-102 be received.

Purpose:

The purpose of this report is to provide an update to Council on the status of the comprehensive review of the City's Community Improvement Plans (CIP) by RCI Consulting and a cross-divisional City Project Review Team (PRT). This report will accompany a Power Point presentation by Luc Piccioni, President of RCI Consulting, at the June 28, 2022, Council meeting.

Background:

At the March 8, 2021, meeting, Council approved staff report 2021-68 and a recommendation to retain a consultant to complete a comprehensive review of the City's Community Improvement Plans (CIPs). At the June 28, 2021, meeting, Council received staff report 2021-171 regarding the appointment of RCI Consulting. The City of Port Colborne has six CIPs, namely:

- Brownfield Community Improvement Plan
- Downtown Central Business District Community Improvement Plan
- East Waterfront Community Improvement Plan
- Industrial Community Improvement Plan
- Olde Humberstone Community Improvement Plan
- Niagara Gateway Economic Zone and Centre Community Improvement Plan

The incentive programs in these CIPs were developed by City staff and consultants several years ago based on Council direction to incentivize growth and development in

designated community improvement project areas in the City. Part IV of the *Planning Act* outlines municipal authority for the implementation of CIPs and the City's Official Plan includes enabling policy for the preparation, adoption, and implementation of CIPs.

The comprehensive CIP review is focused on the following:

- review current CIP programs, project area boundaries, and service delivery;
 - review current best practices from other jurisdictions;
 - consolidate the 6 CIPs and ensure program integration with the Region's new incentive programs policy;
 - streamline and revise the incentive programs to address emerging community improvement needs and further improve the effectiveness of the CIP;
 - identify performance targets and a monitoring program to better measure and track program effectiveness;
 - recommendations for budgeting, resourcing, and marketing the CIP programs.
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Discussion:

Over the past several months, the consultant and the City's Project Review Team (PRT) has been working together to review and update the following:

- CIP Policy Framework;
- City's existing CIP incentive programs including evaluating their uptake and effectiveness; identifying any gaps/weaknesses; examining other practices in Ontario municipalities; and making recommendations to maintain, combine, enhance, or eliminate the current CIP incentive programs;
- boundaries of the community improvement project areas to address community improvement needs and encourage more private sector investment.

The City's PRT, comprised of staff from Corporate Services, Economic Development, and Planning, have been focused on the following guiding principles when reviewing the CIP programs and discussing potential changes with the consultant:

- ensuring Port Colborne has a competitive advantage in attracting investment;
- ensuring incentive programs will be financially sustainable;
- clarity in program communications to support customer service excellence;
- simplicity in program guidelines and processes to create positive experiences for applicants;
- incorporation of innovative ideas and practices that help facilitate investment;
- forging strong partnerships to achieve public policy objectives and community economic development goals.

The consultant is planning to present a final report and recommendation to Council in Q4/2022 for implementation in early 2023.

Internal Consultations:

A City Project Review Team (PRT) comprised of staff from Corporate Services, Economic Development, and Planning and Development is working closely with the consultant.

Financial Implications:

The financial implications vary depending on program incentives, to be discussed through the consultation process.

Public Engagement:

There is a statutory requirement to provide notice and hold a public meeting prior to consideration and adoption of the new CIP by Council. In addition to this final public meeting in Q4/2022, a stakeholder and public consultation session is scheduled for Thursday July 14th from 10am – 12 noon at the L.R. Wilson Archives Research Centre. The consultant will be presenting draft recommendations on the new CIP, including proposed revisions to the incentive programs and community improvement project areas, and requesting feedback from participants attending the session. Economic Development and Tourism Services staff will work with Corporate Communications to promote this public open house with a City news release, social media, and email invites to key stakeholders.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillars of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
 - Attracting Business Investment and Tourists to Port Colborne
 - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
 - Governance: Communications, Engagement, and Decision-Making
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Conclusion:

The City's six (6) current CIPs are being reviewed by RCI Consulting and a cross-divisional PRT. The objective of the review is to update the City's CIP programs to:

- better address community improvement needs and incorporate best practices;
- streamline and reposition the CIP programs to more strategically target and leverage private sector investment;
- simplify processes for application review and approval;
- ensure that Port Colborne is investment ready while ensuring financial sustainability.

This report will accompany a public presentation by the consultant at the June 28, 2022, Council meeting. A public and stakeholder consultation session is also scheduled for July 14th. A final Public Meeting will also be held when the final report with recommendations is presented to Council in late Q4/2022.

Appendices:

- a. CIP Review PowerPoint presentation

Respectfully submitted,

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Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.