

Appendix 1 to RPT-ADMIN-2020-0019

CIP UPDATE Terms of Reference

4.0 Project Summary

4.0.1 Background

In 2010, the Town's current CIP (available at InvestHaltonHills.com) was approved by Council. At the time, the Town's CIP was one of the most comprehensive in Ontario and included a variety of financial incentives and municipal leadership programs, tailored to address key community improvement priorities in both the urban and rural areas of Halton Hills. Among other things, the CIP programs were designed to encourage the remediation and redevelopment of vacant brownfields, revitalize downtown Acton and Georgetown, encourage additional landscaping in industrial areas, and to support the agricultural sector.

All lands in Halton Hills were designated as a Community Improvement Project Area. In the overall Project Area, eight Community Improvement Project Sub-Areas were designated. Multiple amendments to the CIP have been made since its consolidation to provide additional flexibility. To date, the Town's CIP has been mainly used to provide funding for façade and building improvements, ESA studies, and landscape improvements.

4.0.2 Goal and Objectives

The goal of this project is to conduct a comprehensive review and update of the Town's CIP Program in order to maintain its currency, amplify economic and community benefits, and address current priorities and areas of consideration. To achieve this goal, the main project objectives are:

- Conduct a thorough assessment of critical needs and opportunities throughout Halton Hills, including an assessment of gaps and opportunities contained within the existing CIP;
- Review current and emerging legislation for potential opportunities and limitations, including relevant aspects of the Municipal Act and Planning Act, and identify leading and emerging municipal tools, incentives, and opportunities that stimulate community improvement, as well as investment attraction, and business retention and expansion;
- Recommend programs for inclusion into the CIP as well as for potential future implementation outside of the CIP Update – where appropriate;
- Assess opportunities and provide recommendations for the Town to align with, leverage and/or advocate for changes to relevant Halton Region and/or provincial policies/programs related to the CIP Update;
- Recommend and incorporate appropriate CIP programs and eligibility criteria that address the Town's priorities, opportunities and areas of consideration;
- Ensure meaningful stakeholder engagement throughout the CIP Update project;
- Incorporate an affordable housing component into the updated CIP;
- Guide and support the Town through the policy approval process (as required);
- Recommend opportunities to expand program access, and allow for a more universal and flexible application of the CIP throughout Halton Hills;

- Restructure the CIP document to allow for an enhanced Marketing Strategy and a streamlined administration process;
- Provide a fulsome Funding Strategy for funding all CIP incentive programs, including local, and potential regional, provincial and/or federal funding sources. The Funding Strategy must ensure alignment with the Town's Long Range Financial Plan as well as budget considerations; and
- Draft a comprehensive CIP document(s) for consolidation along with all relevant administration documents for program implementation.

Areas of consideration or focus for the Consultant to explore and incorporate as part of the CIP Update include:

- **Brownfields:** Review the effectiveness of existing CIP programs, and consider a streamlined approach that incentivizes brownfield remediation and redevelopment, as well as potential new and/or amended programs;
- **Storefront Revitalization:** Build upon existing CIP programs and explore additional tools to encourage building improvements;
- **Business Supports (Economic Assistance Program):** Explore and, where deemed feasible, incorporate additional and flexible supports for the business community such as funding for business plans, e-commerce integration, technology upgrades, and business continuity and financial assistance in light of the economic emergency and substantial challenges caused by COVID-19 (and potential future major economic disruptions);
- **Agriculture and Agri-Business:** Review the effectiveness of existing CIP programs and explore incentives that support innovation and growth in the agri-business sector;
- **Affordable Housing:** Explore, evaluate and incorporate a range of tools and incentives to encourage and enable affordable and assisted housing development at a range of scales by the private sector and non- profits. Among other things, include consideration and feasibility of:
 - Financial incentives such as: waiving of municipal fees; exemption/reduction or deferral of development charges; exemption or reduction in property taxes; provision of loans and/or grants; and activating Town-owned lands;
 - Incentives geared towards rental housing, multi-unit housing, and second units; and
 - Information on affordability requirements for each incentive program.
- **Heritage:** Ensure CIP programs enable, support and/or encourage the conservation, protection, and preservation of listed and designated heritage structures/properties;
- **Arts and Culture:** Explore and incorporate programs that support, encourage and enable the continued growth and vitality of the local arts and culture sector; in collaboration with the private sector (such as by animating vacant storefronts with artists' work and mural creation for businesses). Any recommended incentive programs must align with the Town's Public Art Master Plan;
- **Climate Change:** Explore and recommend incentives that enable the achievement of measurable improvements in Greenhouse Gas emission reductions, elevated energy performance, and water conservation. These incentives/programs should align with and leverage the Town's goal of being a Net Zero community by 2030 as noted in the Town's Climate Change Emergency Declaration (available on [HaltonHills.ca](https://www.haltonhills.ca));
- **Accessibility:** Explore and incorporate incentives for businesses to invest in physical accessibility upgrades.

If appropriate, the Consultant is encouraged to make recommendations about other areas of focus that the Town should consider for inclusion into this CIP Update.

In support of an enhanced CIP Marketing Strategy, the updated CIP is proposed to be organized by category or theme in the following way:

1. **Improve** *(focus on physical building improvements)*
 - Storefront Revitalization
 - Accessibility
 - Arts and Culture
2. **Go Green and Net Zero** *(focus on climate change mitigation and adaptation)*
 - Climate Change
3. **Develop & Innovate** *(focus on new investment and redevelopment)*
 - Brownfields
 - Affordable Housing
 - Agricultural/Agri-business
4. **Support** *(focus on flexible supports to the business community)*
 - Business Supports (e.g. Economic Assistance Program)

The above is a proposed method of categorizing the updated CIP. The Consultant is encouraged to recommend modifications to this initial organizational approach in consultation with the Project Manager. The Consultant is expected to structure and organize the updated CIP in a manner that is clear, concise and comprehensive.

4.0.3 Scope of Work

The project is proposed to be undertaken in four phases. However, the first priority of the CIP Update will be to explore the feasibility of implementing CIP program(s) that will provide additional financial (and/or other) supports to businesses most impacted by COVID-19 via an “Economic Assistance Program”. Consideration will also be given to potential supports in response to any future major economic disruptions. While this component will be developed in parallel with the overall CIP Update, it will be expedited to ensure prompt assistance to affected businesses – while building on actions already taken by the Town in response to COVID-19. The feasibility of implementing an Economic Assistance Program and associated recommendations needs to be completed by January 2021, and the overall CIP Update to be finalized by mid-2021. With the objective to implement as soon as possible, components of the Economic Assistance Program may start to be delivered prior to 2021 (based on business needs, financial considerations and authority to deliver).

The following is a description of each proposed phase:

Phase 1: Background Review/Study

- Conduct a review of the critical needs, opportunities and areas of consideration in Halton Hills and assess what updates are required to the existing CIP (i.e. geographical extent, policies, objectives, programs, legislative opportunities/limitations/changes, funding opportunities, response to major economic disruptions such as COVID-19, etc.)
- Evaluate existing and potential municipal strategies/plans/policies/initiatives/

programs/capital projects to identify synergies and to address critical needs, opportunities and areas of consideration, and identify appropriate strategies for the Town's consideration as part of the CIP Update as well as for future consideration beyond the CIP (where appropriate).

- Substantiate recommended CIP programs with a rationale and implementation strategy. For financial incentives, this includes identification of funding sources and/or the value-added economic benefits to the Town from each dollar invested through the proposed initiatives.
- Submit a Planning and CIP Justification Report and associated Draft Official Plan Amendment to integrate potential "non-mortar" business supports into the CIP. The Planning and CIP Justification Report must include a comprehensive review of all relevant legislation, including but not limited to the Municipal Act and Planning Act, and recommended strategies to ensure that there are no legislative conflicts.
- Submit a fulsome Public Engagement Strategy (aligned with the Town's Public Engagement Charter and practices) to ensure meaningful public engagement throughout the project.
- **Phase 1 Deliverables:**
 1. *Background Discussion Report;*
 2. *Planning and CIP Justification Report, and associated Draft Official Plan Amendment;*
 3. *Public Engagement Strategy;*
 4. *Presentation to Project Technical and/or Steering Committees;*
 5. *Presentation to the Senior Management Team (SMT); and*

**Note: All in-person meetings will be scheduled virtually until December 2020.*

Phase 2: Stakeholder Feedback

- Based on the *Background Discussion Report*, recommended policy direction and incentive programs should be identified to provide a proposed strategic framework for the CIP.
- Engage stakeholders on the Background Discussion Report, as per the Public Engagement Strategy.
- Incorporate feedback received into the proposed Recommended Strategy Report.
- **Phase 2 Deliverables:**
 1. *Recommended Strategy Report (including results of public engagement);*
 2. *Economic Assistance Program Recommendation Report;*
 3. *Presentation to Project Technical and/or Steering Committees;*
 4. *Presentation to the Senior Management Team (SMT);*
 5. *Presentation to Town Council/Committee; and*

**Note: All in-person meetings will be scheduled virtually until December 2020.*

Phase 3: Draft CIP

- Prepare a Draft CIP based on work completed in Phases 1 and 2, along with any additional feedback received.
- Draft an Official Plan Amendment (OPA) and other required policies and/or by-laws required to enact and support the CIP update.
- Submit a Funding Strategy, including ensuring alignment with the Town's Long Range Financial Plan and other budget considerations and availability.
- Engage the public on the Draft CIP and proposed Official Plan Amendment as per the

Public Engagement Strategy, and in accordance with all applicable regulatory requirements.

- **Phase 3 Deliverables:**

1. *Draft CIP;*
2. *Draft Official Plan Amendment and any other required draft policies and/or by-laws, as required;*
3. *Funding Strategy;*
4. *Presentation to Project Technical and/or Steering Committees;*
5. *Presentation to the Senior Management Team(SMT);*
6. *Presentation to Town Council; and*
7. *Public Engagement for CIP and OPA.*

Phase 4: Final CIP

- Review, address and/or incorporate applicable stakeholder feedback into the Final CIP.
- Obtain Council approval of the CIP and OPA, along with other associated by-laws.
- Following Council's approval of the updated CIP, prepare any required administration/implementation documents for each CIP program.
- **Phase 4 Deliverables:**
 1. *Final CIP;*
 2. *Administration documents;*
 3. *Presentation to Project Technical and/or Steering Committees; and*
 4. *Presentation to Council.*

Deliverables for each Phase shall be reviewed by the Project Manager, the Steering/Technical Committee and/or the Senior Management Team (SMT), as applicable, prior to being finalized.

The Consultant is expected to identify and develop any necessary Official Plan Amendments, policies and/or by-laws required to fully implement the new CIP. Any required Statutory Public Meetings must be incorporated into the Public Engagement Strategy.

4.0.4 Project Management

The Town's Economic Development team will lead the CIP Update. The Senior Economic Development Officer will be the designated Project Manager, supported by a cross-departmental team. The Consultant is expected to complete the CIP Update in close collaboration with the Project Manager. Frequent and ongoing communication between the Consultant and the Project Manager will be required, including bi-weekly project status updates. The Town will form a CIP Technical and/or Project Steering Committee(s) comprised of Town staff, a Council representative, and external stakeholders (as appropriate), which will be involved throughout the project.

4.1 Requirements

The Consultant is required to undertake a comprehensive and thorough update of the Town's existing CIP. This will require the following deliverables:

- **Background Discussion Report** summarizing the review of the existing CIP, assessment of critical needs and opportunities, review of available municipal tools, feasibility of implementing new programs, and a recommended strategy/approach for the update;
- **Public Engagement Strategy** to ensure that a broad range of stakeholders are meaningfully engaged throughout the project, using engaging, effective and innovative approaches. This will include preparation, presentation and hosting of any statutory public meetings and public engagement events;
- **Planning and CIP Justification Report** to provide a policy framework and rationale related to the potential integration of an Economic Assistance Program and all other programs (including any 'non-mortar' or 'non-traditional' programs) into the CIP, along with an associated draft Official Plan Amendment, other policies and/or by-laws;
- **Recommended Strategy Report** detailing stakeholder input received, proposed policy direction, implementation framework, Funding Strategy, incentive programs to be integrated in the updated CIP, and the CIP document structure to undertake the CIP update;
- **Draft Official Plan Amendment** and any other policies, and policy approvals and by-laws required to effectively implement the new CIP and all of the recommended programs;
- **Draft and Final Comprehensive CIP** incorporating all prior work and feedback in a comprehensive document;
- **Presentations to Council, Senior Management Team and Project Committee;** and,
- **Administration Documents** to support successful implementation of the updated CIP, including program guidelines, administration guides, program application templates and tracking/KPI tools.

4.2 Budget

The budget for this project is \$73,700.00 excluding taxes but including provisional items, expenses and disbursements. All bidders to include a breakdown of anticipated expenses.