

TOOL 1: Best Practices and Partnership Opportunities

During the preparation of the Housing CIP for the Town of Hearst, an examination of comparable community improvement plans was conducted. The following table illustrates communities and some objectives of the CIP that can serve as a reference.

Community	Document	Year	Comparable Objectives
Town of Smooth Rock Falls	Community Improvement Plan	2014	Encourage residential intensification opportunities, such as mixed use and infill developments, accessory apartments, and residential conversion of upper floors of commercial buildings.
Town of Cochrane	Community Improvement Plan	2018	Stimulate the private sector investment in targeted areas through grants and loans provided by the Town. Develop affordable housing.
Greater Sudbury	Affordable Housing Community Improvement Plan	2018	Increase the number of affordable housing units in the City. Create a mix of unit types, including those suitable for seniors.
Town of the Blue Mountains	Housing Within Reach CIP	2021	Incentivize the development of attainable housing within the Town. Encourage a mix of housing types and tenure.
Southwest Middlesex	Community Improvement Plan	2021	Increase opportunities for affordable housing options.
North Bay	Growth Community Improvement Plan	2020	Stimulate private sector investment and development in the housing market. Encourage development of affordable home ownership opportunities as well as affordable rental opportunities.



			Encourage residential development which would encourage aging in place, affordable home ownership and rental and accessible units.
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Best Practices

This next section proposes a series of best practices for the implementation of the Housing CIP, as well as for existing or future community improvement plans.

Organizational Capacity

The municipality's organizational capacity should ideally be assessed before the development of a community improvement plan, but especially during its implementation. Key organizational characteristics, such as staff availability and resource accessibility, should be considered and evaluated before and during the development of a CIP to ensure its successful implementation. Since the CIP is a long-term project (lasting 5 to 10 years), long-term support from the Council, staff, and other stakeholders is crucial. A steering committee composed of various key community members would enable the continued steering of the process during times of change.

Financial Capacity

The financial situation of the municipality should ideally be assessed before the development of a CIP. The feasibility and scope of the CIP are often measured based on the budget and available funding. All financial constraints must be taken into account throughout the development and implementation of the CIP. Given that CIPs can last up to 10 years, it is necessary to establish long-term financial plans. The treasurer, in particular, but also other municipal staff members, play a crucial role and should be included in the development and implementation process.

Stakeholder Engagement

Sustained engagement from stakeholders and other key community actors is essential in the development of a CIP. It is recommended to ensure this engagement before allocating resources and funds for the development of a CIP. Communication and collaboration between different stakeholders must be accomplished in a timely manner. Lack of communication regarding expected outcomes could create obstacles when it comes to implementing the plan.

Community Vision

Community vision is essential from the early stages of CIP development as it facilitates feedback and participation from taxpayers, ultimately fostering consensus. Dialogue with community members throughout the planning and development process of a CIP can reduce disagreements, confusion, or divergent understandings. During the development and implementation of a CIP, it



is essential to maintain public enthusiasm for the plan through marketing and communication campaigns. Community champions are needed to energize the development of a CIP, as they will provide a communication channel between the community and the municipality.

Partnership Opportunity - Success Stories

During the development of the Housing CIP, the research team, in collaboration with the Town of Hearst Economic Development Service team, organized consultation sessions, data collection, and information exchange. Through these activities, partnership and networking opportunities were observed among certain entrepreneurs and key community and regional actors. Some have already reached out to the Town of Hearst to learn more about the Housing CIP tools and others to present their future projects. Town personnel must continue communication and follow-up to materialize these opportunities.

Moreover, to promote the Housing CIP and enhance its knowledge and experience in CIP management, the Town can organize experience-sharing sessions with communities that have success stories. The following table presents some of them:

Community	Website	Contact
Kenora, Ontario	Community Improvement Plans - City of Kenora	Megan Dokuchie Economic Development Officer 60 Fourteenth Street North Kenora, Ontario P9N 4M9 Tel: (807) 467-2127
Perth, Ontario	Grants and Funding Opportunities - Town of Perth	Joanna Bowes, Director Development Department 80 Gore Street East Perth, Ontario, K7H 1H9 Tel: (613) 267-3311, ext 2235 jbowes@perth.ca
Cochrane, Ontario	Economic Development Ville de Cochrane	Economic Development Officer 171 Quatrième Avenue Cochrane, ON P0L 1C0 Tel: (705) 272-4361

