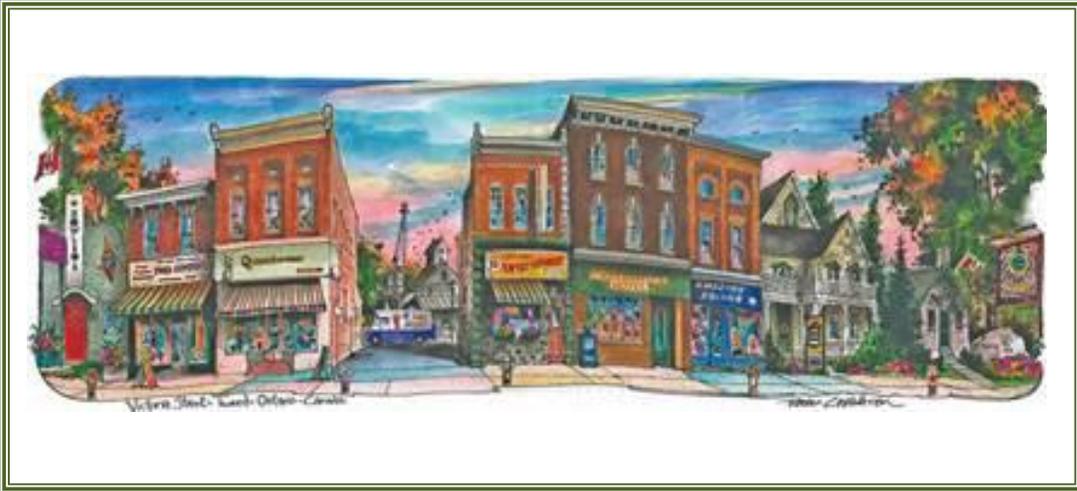


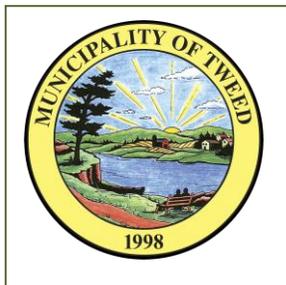
COMMUNITY IMPROVEMENT PLAN 2018



MUNICIPALITY OF TWEED
COMMUNITY IMPROVEMENT PLAN

Working Document

Version 12 September 12, 2018



Municipality of Tweed
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The Corporation of the
MUNICIPALITY OF TWEED

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Greetings,

On behalf of Council I would like to extend congratulations to the Business Retention Expansion Working Group on the completion of the Community Improvement Plan. So many dedicated volunteers gave their evenings, weekends and early mornings to see this Community Improvement Plan through to completion. Council is extremely grateful for all of your efforts, and we thank you for your hard work on behalf of our community.

I want to especially thank Councillor Don DeGenova who was instrumental in the writing and completion of this Community Improvement Plan. I would also like to extend thanks to Karen Fischer, our advisor from OMAFRA, for her support and direction throughout the whole process.

The Community Improvement Plan is a planning and economic development tool which assists in community revitalization and expansion of our local business areas. The Community Improvement Plan will have a lasting positive impact on our business community. I look forward to seeing the preliminary results and future changes which will come to facades and accessibility improvement. I encourage all business owners within the CIP areas to take advantage of this opportunity to enhance their business property and grow their business.

Sincerely,

Jo-Anne Albert

Mayor

Municipality of Tweed Community Improvement Plan By-Law

CORPORATION OF THE MUNICIPALITY OF TWEED
BY-LAW NO. 2018-39

Being a By-law to Designate a Community Improvement Project Area Respecting the Revitalization, Redevelopment, and Enhancement of Downtown Tweed.

WHEREAS Section 28(2) of the *Planning Act*, R.S.O. 1990, c. P.13, s.28(2); 2006, c.23, s. 14(3), states that "where there is an official plan in effect in a local municipality, that contains provisions relating to community improvement in the municipality, the council may, by by-law, designate the whole or any part of an area covered by such an official plan as a community improvement project area";

AND WHEREAS Section 28(1) the *Planning Act* defines "a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason";

AND WHEREAS the Official Plan for the Municipality of Tweed contains provisions enabling the Council of the Municipality of Tweed to designate a Community Improvement Project Area by By-law for the purpose of preparing a Community Improvement Plan;

AND WHEREAS the Council of the Corporation of the Municipality of Tweed has deemed it appropriate and desirable to designate Downtown Tweed as a Community Improvement Project Area for the purpose of establishing a Community Improvement Plan respecting the revitalization, redevelopment, and enhancement of the Downtown, in accordance with Section 28(2) of the *Planning Act*;

AND WHEREAS Council has reviewed the Community Improvement Plan and is desirous to designate a Community Improvement Project Area respecting the revitalization, redevelopment, and enhancement of Downtown Tweed.

NOW THEREFORE, the Council of the Corporation of the Municipality of Tweed hereby enacts as follows:

1. That the Community Improvement Plan, attached hereto as Schedule "A", is hereby adopted by the Council of the Corporation of the Municipality of Tweed and forms part of this By-law.
2. That Downtown Tweed, as illustrated in the Community Improvement Plan, is hereby designated as a Community Improvement Project Area respecting the revitalization, redevelopment, and enhancement of Downtown Tweed.
3. That this By-law shall come into force and take effect immediately upon the passing thereof by the Council of the Corporation of the Municipality of Tweed.

Read a first and second time this 22nd day of May, 2018.

Read a third and final time, passed, signed and sealed in open Council this 22nd day of May, 2018.


MAYOR


CLERK

Schedule "A" to By-law Maps showing CIP Designated Areas

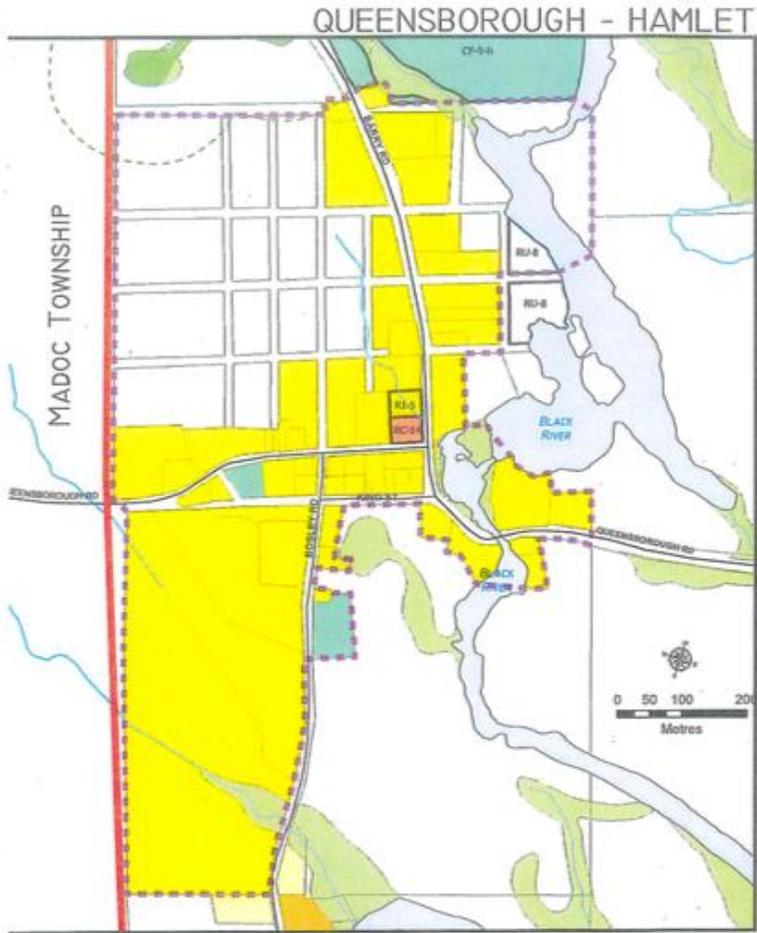
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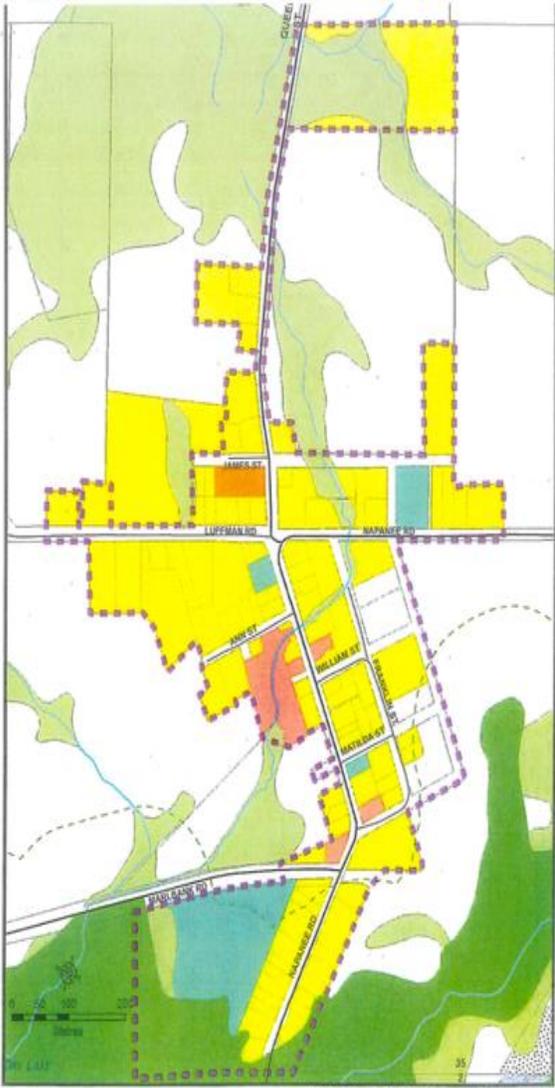
Lands subject to Community Improvement Policies –
Municipality of Tweed



ACTINOLITE - HAMLET







MARLBANK - HAMLET

Acknowledgements

The Community Improvement Plan (CIP) for the Municipality of Tweed was initiated by Municipal Council and was supported by Municipal Staff and by a dedicated community-based Business Retention Expansion Working Group, all of whom expressed a keen interest, passion, excitement, and graciously volunteered their time to develop this plan for their community. We are also grateful to the City of Pembroke for allowing us to use their CIP as a template and to the Municipalities of Gravenhurst and Tillsonburg for generating many CIP ideas. We now have a plan that provides opportunities for community beautification and economic prosperity for all residents now and in the future.

It is also important that we recognize the contribution of many other citizen groups who wholeheartedly embraced the desire to want what was best for their community. To those citizens who participated in the 1993 Tweed Downtown Revitalization Project to the 2006 Main Street Initiative to the 2010 Integrated Community Sustainability Plan to the 2016 Business Retention & Expansion Survey, we are indeed grateful for your quest to make a difference in your community. The Municipal of Tweed Council also completed a Comprehensive Zoning By-Law in 2012, an Asset Management Plan in 2016 and a Strategic Plan in 2017. All these efforts, all these documents have culminated in the creation of this Community Improvement Plan.

Business Retention and Expansion Team Members include: Nataly Woolfrey, Adam Woolfrey, Kara Enright, Will Austin, Jennifer Genereaux, Karen Fischer, Rachelle Hardesty, Lori Crellin and Don DeGenova.

Executive Summary

The Municipality of Tweed, located within Hastings County, possesses a storied history, superb natural beauty, and a bright future. With Municipality of Tweed's recent economic and demographic growth anticipated to continue, the Municipality has issued this Community Improvement Plan (CIP) to encourage redevelopment, private sector investment, community beautification, and assist in directing new development.

A CIP is a planning and economic development tool that sets out a framework to assist in community revitalization while achieving economic, community planning and urban development goals. This CIP covers the legislative context, community engagement, goals and vision, Municipal initiated projects, financial incentive programs, marketing strategies, design guidelines, and a monitoring program.

A CIP Working Group was established to guide the project. This group consisted of members of the Business Retention and Expansion (BR&E) Working Group, Municipal Council, County Planning, Municipal staff, business owners and other community members. In addition, members of the public and local businesses were invited to contribute through surveys and open house events. Through consultation with the BR&E Working Group and the public, a vision statement and goals were developed.

This CIP proposes several Municipal project areas from the Village to Hamlets. Various financial incentives have been developed to encourage redevelopment. These incentives include grants/loans for improving accessibility; planning and building permit fees, and façade improvements. Property improvements, redevelopment and infill are also encouraged through tax increments. These financial incentives are tailored to promote specific types of development and thus steer development towards the Municipality's overarching goals and objectives. To facilitate implementation of the incentives, design guidelines were also created.

The marketing strategy proposed in the CIP consists of a few key components: emphasizing the Municipal website and social media presence; production of printed materials explaining the CIP and the incentives; promotional materials and videos to provide further education on the CIP and how property owners can make use of it; annual reporting on key metrics of the CIP; and, celebrating successes.

The ultimate success of the CIP will require implementing a progressive marketing strategy, annual review and reporting on the uptake, identifying lessons learned, and acknowledging realistic priorities and changes in market and economic conditions that may fluctuate year to year.

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1 Introduction

The life of the Municipality of Tweed, like the lives of its many inhabitants over the years, is a tale of change and evolution. The current municipality was formed by a series of municipal amalgamations with the Townships of Hungerford, Elzevir and Grimsthorpe and the Village of Tweed on January 1, 1998. See Map 1 for current municipal structure and Section 1.1 for a more detailed historical context.

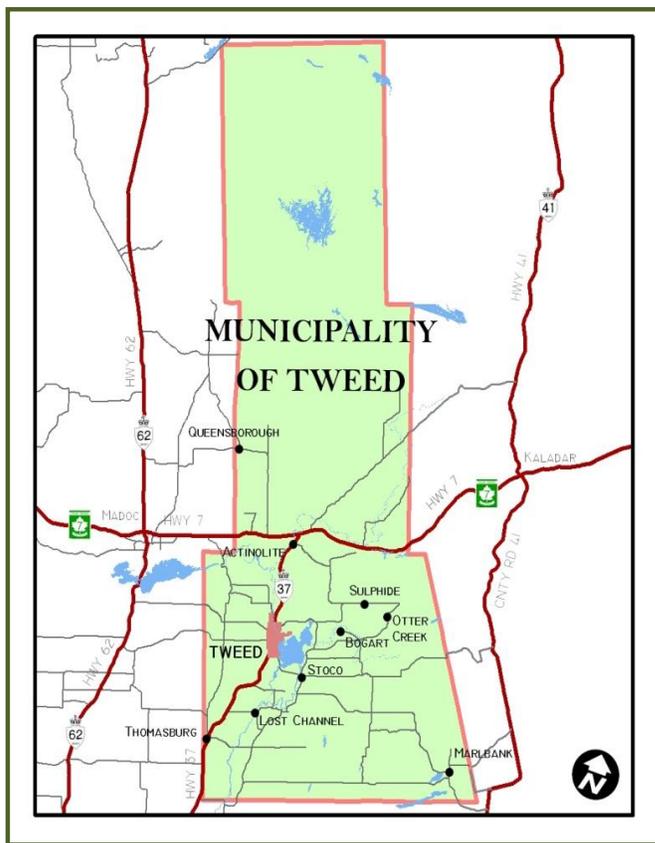


Figure 1-1: Context map showing Municipality of Tweed boundaries.

The Municipality encompasses approximately 230,000 acres (930 km²), 30% of which was Crown land. Lakes, rivers and streams account for approximately 4,650 acres (18 km²). The Municipality of Tweed stands as the largest municipality in Hastings County. There are approximately 600 kilometres (370 mi)

of roads throughout the Municipality. Stoco Lake, a part of the Moira River system lies within the village. The Black and Skootamata rivers form part of the watershed.

The Municipality is located approximately 40 kms from Belleville and connects Highway 7 to Highway 401 via Highway 37. This is a central route connecting Ottawa to Toronto making Tweed ideally located between these two major centers and a little over two hours away from each. The Municipality of Tweed's current population stands at 6500 and is the largest municipality in Hastings County.

This Community Improvement Plan (CIP) consists of the following sections:

- Planning and Policy Context (**Section 2**);
- Community Engagement (**Section 3**);
- Vision and Goals of the CIP (**Section 4**);
- Financial Incentive Programs (**Section 5**);
- Design Guidelines (**Section 6**);
- Marketing Strategy (**Section 7**);
- Monitoring and Evaluation Report (**Section 8**); and,
- Amendments/Adjustments to the CIP (**Section 9**).

1.1 Municipality of Tweed Historical Context

The history of the current Municipality of Tweed is a complex and interesting tale of change and development, just as its future will be. Over the past two hundred years there are records of over thirty communities that have been a vital part of the municipality. Sadly most are now gone, but the spirit and enthusiasm that led to this flourishing group of communities continue today.

Hungerford Township was settled quickly after the survey of 1820, and by the 1861 census there were 539 occupants cultivating 23,067 acres of land. By 1870 the agricultural settlement of Hungerford was essentially complete and the rural population stabilized while the villages continued to grow. By 1900 Hungerford reached a population of about 5,000, a peak that dwindled to about 2,000 in 1950 as small centres died out or lost people to larger centres.

Elzevir Township was surveyed and opened for settlement in 1821, but there were few interested settlers. The construction of the Hastings Colonization Road, which did not pass through Elzevir, nevertheless helped spur interest leading to the founding of Queensborough and Troy (later Actinolite), still the major communities in the township, although several other communities were established but did not thrive. The peak population of Elzevir Township is recorded as just over 1,000, while the present number of residents is somewhat lower.

Grimsthorpe Township was surveyed in 1823 but incompletely due to the "complication of swamps and mountains" (Boyce). The survey was not completed until 1867. Because of the rugged terrain, lack of agricultural land and abundance of wetlands, the majority of residents were seasonal loggers, prospectors and miners. The Rathbun Lumber Company logged the township, floating the timber out on the Black and Skootamatta Rivers. Lingham Lake was dammed to provide better access and a stable

flow of water for floating logs to the south. There have been many years when Grimsthorpe was listed with no permanent residents.

There have been over thirty communities within the boundaries of the Municipality over time.

Tweed was the site of the first formal settlement in the Municipality, first as Monroe's Mills, later named Hungerford Mills. It was established in the 1830's, followed by Georgetown (now Tweed north of the river) in 1849, and became Tweed in 1850. In 1856 Tweed and Georgetown across the river had a combined population of about 350. Tweed had a stage coach connection to Belleville in 1856 and the first church was built in 1857. Tweed grew slowly, a centre for lumber and agriculture with both saw and grist mills, but competition was strong from neighbouring Bridgewater (Actinolite). In 1882 the railway came to town leading to further development. And in 1882 the first newspaper was founded. In 1891 Tweed separated from Hungerford Township with a population of 1,100. Growth was slow and steady, pushed up by the arrival of the Department of Land and Forests in 1922, and down by the great depression. By 1966 Tweed had a population of 1,750, and in 1996 about 1,500.

Actinolite was founded in 1852 when Billa Flint purchased land at a site suitable for a sawmill on the Skootamatta River and established a community called Troy, renamed Bridgewater in 1859. The settlement grew with the founding of grist mills and eventually had a woolen mill, a tannery, several factories, a fine school dated 1861 and still in use as a municipal office, and the beautiful marble church, now the Tweed Arts Centre. During its heyday, with the search for gold going on in the area, Bridgewater had the largest hotel in Hastings County. Two events changed the course of history for Bridgewater, first the decision to put the railway through Tweed, and then a disastrous community fire in 1889 and a second major fire in 1897. In 1883 the mining of actinolite, an asbestos like mineral used in insulation and roofing was started, and in 1895 this largest town industry transferred its name to the town, then called Actinolite. As for other local communities, changes in industrial needs and travel patterns led to a slow decline leaving the current hamlet still home to many people and an interesting place to visit for many more.

Marlbank was founded by Dr. James Allen who settled there in 1844 and established his homestead and a sawmill. The community that grew there was called Allen's Mills and then Allensville until 1860 when a new name was needed for the new post office. Marlbank was chosen based on the large deposits of marl that are also important in local history. An early 1870 school was followed by larger structures until the school was closed in 1968. The first church was erected in 1871, and the railway arrived in 1889. The largest period of growth centred on the discovery that marl produced a high quality cement. A cement company was established in 1890 and supplied cement for the Panama Canal. The town was booming, with two hotels, a dance hall, and thirteen stores including a jeweler. At one time Marlbank rivalled Tweed in population, but the closure of the cement plant in stages from 1915 to the early 1940's, and the loss of the railway in 1941 spelled a discouraging note for Marlbank. Marlbank can be found on internet listings of Canadian ghost towns, but of course, it is still a healthy community with lots to offer in terms of its location and lifestyle.

Queensborough was the site of an aboriginal settlement called Cooksokie by the first non-aboriginal settlers. In 1825 John Rickman settled at the site of Cooksokie where the Black River offered an opportunity for a sawmill and later a grist mill. A store opened in 1840 and in 1850 Daniel Thompson bought the mill and renamed the town Queensborough and led the movement to separate from Madoc in 1858. Early growth was due to local agriculture, logging in Elzevir and Grimsthorpe Townships and the search for mineral wealth. A school was built in 1851, and a post office in 1854. The Orange Hall

was constructed in 1862 and served the needs of all the local church congregations for many years until the first church went up in 1871. By the turn of the twentieth century Queensborough was a thriving community of about 300, with a large variety of businesses including four general stores and two hotels. In 1903 the railway came through and stimulated the growth of mining, mainly for gold, an industry that kept the town vital well into the 1930's. Things changed with the closing of the rail line in 1935, and the mining industry followed shortly thereafter. Queensborough remains a vital community with an ongoing base of agriculture and tourism.

Stoco was settled in the early 1840's and had a church by 1847 and a post office by 1851. The school, S.S.6 Hungerford, was built before 1861, and the railway station dated from 1889. This once bustling town at one time had four general stores, two hotels, two carriage shops, two blacksmiths and a doctor. However on April 22 1907 a catastrophic fire burned down half of the village, a disaster that it never overcame. The railway closed in 1941, and the post office lasted until 1969. Stoco remains a great place to live.

Thomasburg was founded by Thomas Clare, after whom the Clare River was named when he participated in the survey of Hungerford Township in 1820. In 1830 Clare purchased land around the Thomasburg spring, a feature noted during the survey. The spring arises from the prominent esker which runs through the area. Thomasburg flourished as an agricultural area. The first school was constructed in 1844, followed by a succession of larger schools until the local school was closed in 1968. A post office was established in 1853 and was still operating in 2005. A frame church erected in 1856 was replaced by a brick structure in 1881. Thomasburg at its peak boasted two cheese factories, three general stores, a grist mill and three hotels. A vital community remains today, anchored by its beautiful community hall perched high on the esker that lead to its founding.

1.2 What is a Community Improvement Plan?

A Community Improvement Plan (CIP) is a planning and economic tool legislated under *Section 28* of the *Ontario Planning Act* and under *Section 365.1* of the *Municipal Act, 2001*. CIPs set out a framework to assist in community revitalization and often serve as a catalyst for achieving economic, community planning and urban development goals. Municipalities establish policies in their Official Plans to define CIP project areas which can include large areas of a municipality or targeted areas.

Typically, CIPs include a wide range of financial incentive programs and policies that encourage revitalization and redevelopment, private investment, and support strategic municipal initiatives such as infrastructure or streetscape improvements (benches, garbage cans, etc.). CIPs provide several community benefits:

- Stimulate private sector investment in targeted areas through grants and loans from the Municipality;
- Promote revitalization and place-making to attract tourism, business investment and economic development opportunities;
- Develop affordable housing;
- Promote brownfield cleanup and redevelopment;
- Enhance streetscapes and building façades; and
- Effectively use community infrastructure.

Generally, CIPs are not used to promote greenfield development, but rather to improve conditions in existing pre-defined project areas. The most common use of a CIP is to enable grants/loans to assist property owners in making improvements to private property, including improvements to façade, signage, landscaping and to assist in the costs of improving historic properties. In some cases, CIPs are used to promote the remediation and redevelopment of brownfield sites (defined in Section 1.1.2), as well as the revitalization of commercial, industrial, institutional and rural areas. Under a CIP, a municipality may issue grants and loans to assist with redevelopment and infill development projects, by reducing the impact of increases in property taxes resulting from redevelopment (tax increment equivalent grants), providing grants for planning and application fees, or providing direct grants or loans to help finance redevelopment and intensification projects.

A key component of a CIP is the eligibility criteria that stipulate the conditions and goals by which an application for a financial incentive will be evaluated. For example, to be eligible for a façade improvement grant/loan, a CIP may require consistency with urban design guidelines or criteria. By applying eligibility criteria to the financial incentive programs, the CIP can advance a wide range of planning, urban design and economic development objectives. The success of a CIP will require a strong marketing strategy, a monitoring program, and periodic reviews of the incentive programs to determine the relevancy to current economic conditions, forecasts, and trends.

1.3 What are Brownfields and Greenfields?

The term “**brownfield**” is used to describe undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict, or vacant. Examples of brownfield sites include former gas stations, dry-cleaning establishments, industrial sites, which often have some form of contamination. These sites are often located at strategic locations with good transportation access and visibility, municipal servicing, thus providing prime candidate areas for redevelopment.

Greenfield means a large area of land that has not been developed previously, or that has the potential to be redeveloped.

1.3 Project Area

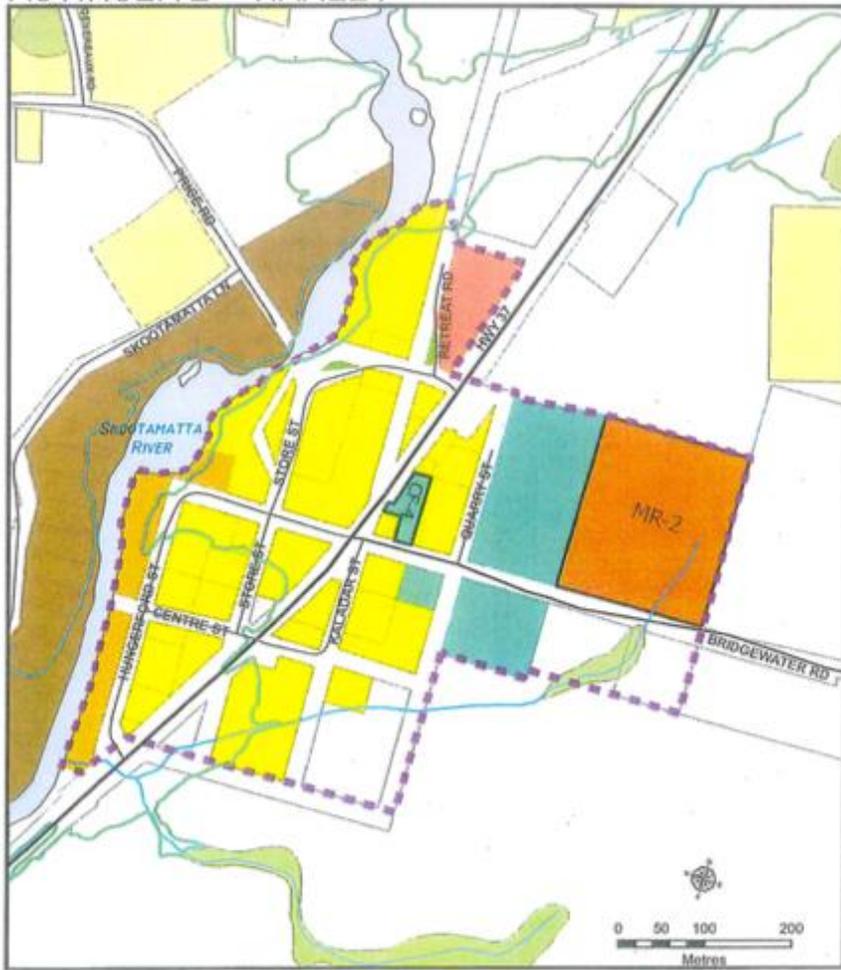
In the Hasting County Official Plan, *Policy OPA #7 9.18 Community Improvement Policies: Tweed Urban Centre* establishes the geographic commercial project areas as a component of the Community Improvement Plan. The study area for this CIP is in keeping with the Official Plan policy and includes only the Village of Tweed. Nonetheless, Council has added four additional maps to cover the Hamlets of Actinolite, Marlbank, Queensborough and Thomasburg. The Ministry of Municipal Affairs (MOMA), after reviewing the Municipality of Tweed CIP, indicated that the inclusion of the Hamlets cannot take place until the new Official Plan (OP) has been approved by Hastings County and the Province. The revised OP is currently being reviewed by MOMA. Once the OP is approved by both parties, then the Municipality of Tweed will be required to hold another public consultation followed by a Council amendment to the CIP by-law. Our goal was to test the CIP in the Village of Tweed during year one so that we could learn from the process and to extend the CIP to the Hamlets in year two. That is still our goal which however is now dependent on approval of the County OP.

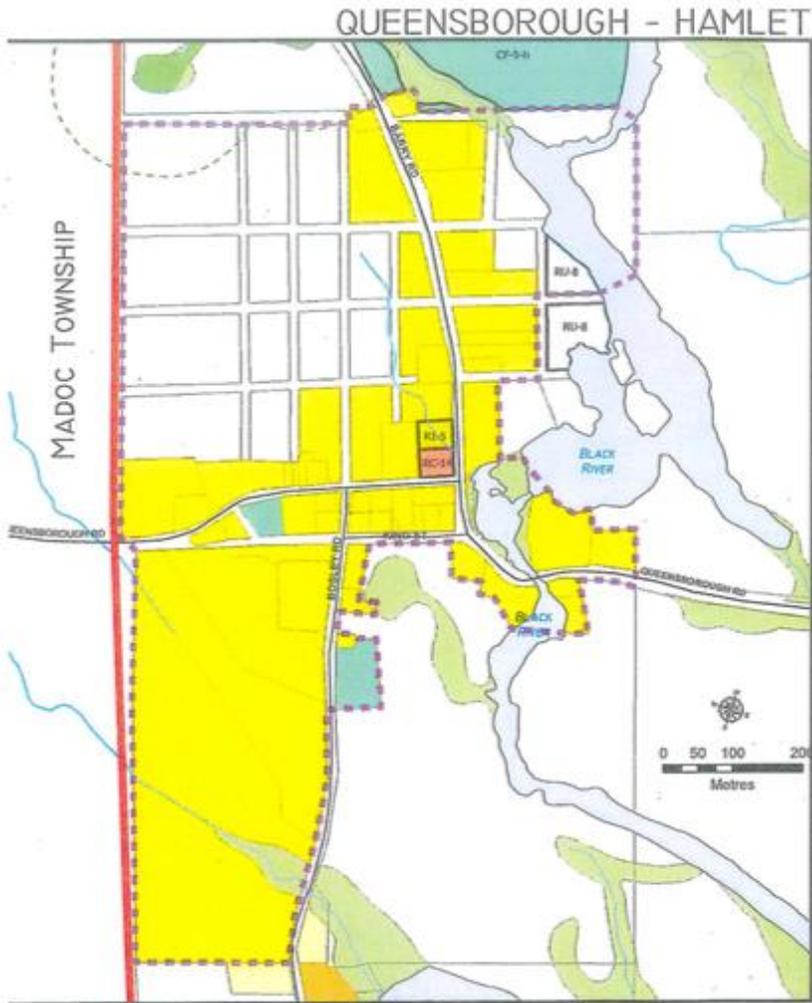
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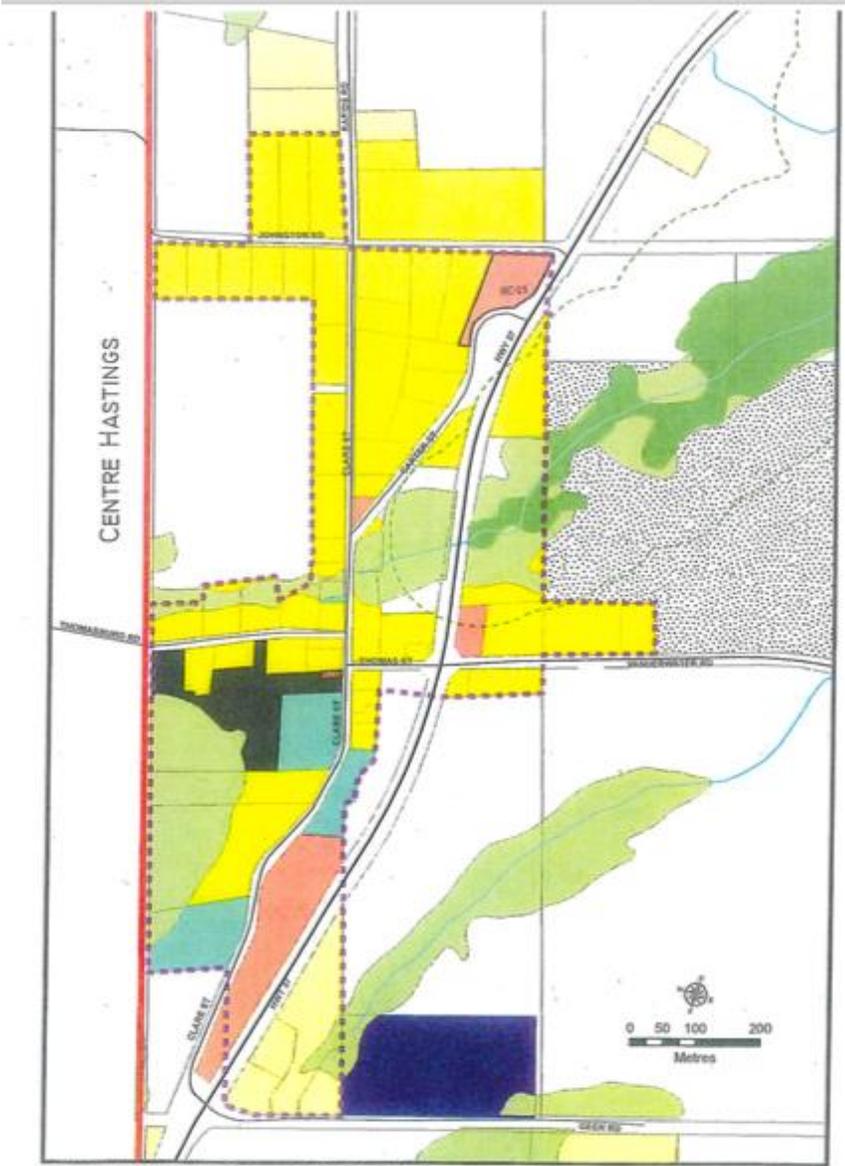
**Lands subject to Community Improvement Policies –
Municipality of Tweed**



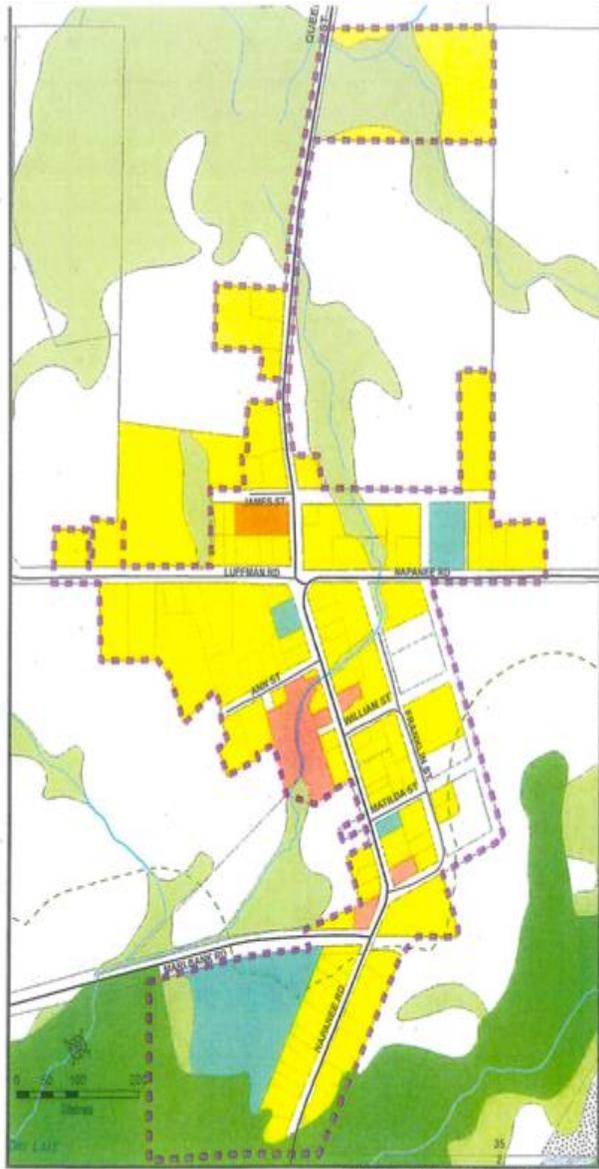
ACTINOLITE - HAMLET







THOMASBURG - HAMLET



MARLBANK - HAMLET

2 Legislative Context and Policy Review

2.1 Planning Act

The *Planning Act* outlines the tools, methods and procedures that municipalities can use to plan for and regulate the use of land and buildings in Ontario. The Act also outlines the powers that can be exercised through a Community Improvement Plan.

Section 28 (1) of the *Planning Act* defines community improvement as:

“...the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

Section 28 of the *Planning Act* allows municipalities with provisions in their Official Plans related to community improvement to prepare and adopt Community Improvement Plans for designated community improvement project areas (*Section 28 (2)*).

A community improvement project area is the area to which the Community Improvement Plan applies, and is passed as a by-law by Council (*Section 28 (3)*).

There are a variety of reasons that an area can be designated as an area for community improvement. The criteria for designation include:

“...age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons.” (*Section 28 (1)*)

The broad nature of the definition provides municipalities with flexibility to address community improvement issues that are local in nature such as downtown revitalization, as well as issues that are more generally present in the municipality at large such as the presence of brownfields.

Where a by-law designating a community improvement project area has been passed, Council may adopt a plan in accordance with selected subsections under *Section 17 of the Planning Act*. *Section 17* outlines the statutory process for adopting the document, including the provision of at least one public meeting to be held 20 days prior to making the Community Improvement Plan publicly available for review.

When a Community Improvement Plan comes into effect, Ministerial approval is no longer required for acquiring land, provided the Plan provides for the acquisition and improvement of land (*Section 28(3)*). The Community Improvement Plan may be used by the municipality to:

COMMUNITY IMPROVEMENT PLAN 2018

“construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community improvement project area in conformity with the Community Improvement Plan, and sell, lease or otherwise dispose of any such buildings and land appurtenant thereto.” (Section 28(6a))

and/or:

“sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area any person or governmental authority for use in conformity with the community improvement plan.” (Section 28 (6b))

This enables the municipality to directly intervene in making improvements to property, or to build new buildings and facilities, as needed.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to assist in paying for eligible costs. Eligible costs is broadly defined to include “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities” (Section 28(7.1)). Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)).

The *Planning Act* also contains provisions which allow the municipality to enter into agreements concerning any issued grants or loans, and allows the municipality to register the agreement against the title of the land (*Section 28(11)*).

Once Council is satisfied that a Community Improvement Plan “has been carried out”, Council may pass a by-law to dissolve the community improvement project area, which renders any previously effected Community Improvement Plans non-applicable (*Section 28(13)*).

In addition to *Section 28, Section 69 of the Planning Act* allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Many Community Improvement Plans offer application fee refunds as a financial incentive.

2.2 Municipal Act, 2001

The *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (*Section 106(1)*). Prohibited actions include (*Section 106(2)*):

- a) giving or lending any property of the municipality, including money;
- b) guaranteeing borrowing;
- c) leasing or selling any property of the municipality at below fair market value; or
- d) giving a total or partial exemption from any levy, charge or fee.

Section 106(3) of the Municipal Act, 2001 provides an exception to the above, where a municipality may exercise powers under *Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act, 2001*.

By allowing an exception to the *Section 106(1), the Municipal Act, 2001* provides a municipality with power and tools for community improvement. This includes tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) environmentally contaminated as a result of a prior land use (i.e. a phase two environmental site assessment has been conducted and which did not meet the standards specified under *Section 168.4(1) of the Environmental Protection Act*). *Section 365.1 of the Municipal Act, 2001* allows municipalities to provide property tax assistance to eligible properties to offset all or a portion of remediation costs. The *Municipal Act, 2001* provides municipalities with the authority to cancel or defer the municipal portion of property taxes on eligible properties.

It is noted that this section of the *Municipal Act, 2001* does not specifically address opportunities for providing financial assistance to residential properties. Typically, however, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for specified types of residential properties (e.g., funding for historic residential properties or funding to create new residential units).

Municipalities may also apply to the Province to match the municipal tax assistance with the education portion of the property tax through its Brownfields Financial Tax Incentive Program (BFTIP). Under the program, the province can cancel all or a portion of the education property taxes of a property for up to three years. However, applicants to this program must obtain approval from the Minister of Finance. To be able to apply for the BFTIP, a Community Improvement Plan must be in place. It should be noted that the experience with the BFTIP on the part of other municipalities has demonstrated that the application process can be complex and the turnaround time for a decision from the Province can be considerable. However, consideration should be made to enable the program in the Community Improvement Plan. The Municipality may choose to pursue a BFTIP on behalf of a landowner in a “trial run” and, if the process is too onerous, the Municipality may cease to utilize the program. Furthermore, in order to apply for the Brownfields Tax Incentive Program (BFTIP), a CIP must be in place and the municipality must be providing tax assistance.

Section 107 of the Municipal Act, 2001 outlines the powers a municipality has to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in *Section 106*. Additional powers include:

- selling or leasing land for nominal consideration or granting land;
- providing land owned and occupied by the municipality for use by anyone upon terms established by council; and
- selling, leasing or disposing of any municipal property at a nominal price, or by way of a grant, to provide for the use of the property on terms established by council.

Additionally, the *Municipal Act, 2001* also allows municipalities to provide tax relief to owners of eligible heritage properties (*Section 365.2*). Municipalities may pass a by-law to establish a local program to provide tax reductions or refunds to owners of eligible heritage properties. To be

eligible, properties must be designated under *Part IV of the Ontario Heritage Act*, or part of a Heritage Conservation District designated under *Part V of the Ontario Heritage Act*, or subject to a heritage conservation agreement between the owner and the municipality. The application of such a program may be dealt with as a municipal leadership strategy through a Community Improvement Plan.

2.3 Ontario Heritage Act

The *Ontario Heritage Act* has relevance to the preparation of a Community Improvement Plan since the CIP may contemplate heritage conservation through financial incentives or municipal leadership programs.

Under Section 39(1) of the Ontario Heritage Act, municipalities may pass by-laws to implement separate grant or loan programs to assist owners of heritage properties designated under *Part IV of the Act*, in paying for alterations to the property, in line with the terms established by the by-laws.

2.4 Development Charges Act

Section 5 of the Development Charges Act allows a municipality to exempt a type or types of development from a development charge. This has been used by some municipalities as the basis for a financial incentive in a CIP. The Municipality of Tweed currently does not have any development charges.

2.5 Accessibility for Ontarians with Disabilities Act

The *Accessibility for Ontarians with Disabilities Act* (AODA) establishes the framework for the development of province-wide mandatory standards on accessibility in all areas of daily life. It guides the design of buildings through amendments to the Ontario Building Code, as well as public spaces that are considered to be “new construction” or undergo major changes to existing features. Revitalization and redevelopment efforts supported by the CIP will need to consider AODA standards.

2.6 Provincial Policy Statement

The 2014 Provincial Policy Statement (PPS) outlines the Province’s policies with respect to community planning in Ontario. Though the PPS does not explicitly reference Community Improvement Plans, it generally supports the revitalization of Ontario’s urban areas through specific policies.

Policy 1.1.3.1 promotes the regeneration of settlement areas. Policy 1.1.3.3 states that planning authorities are to identify locations and promote opportunities for intensification and redevelopment including brownfield redevelopment. The PPS defines brownfield sites as:

Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Healthy, livable and safe communities should be promoted through various means including the improvement of accessibility for persons with disabilities and older persons, by identifying, preventing and removing land use barriers which restrict their full participation (Policy 1.1.1(f)). The long term economic prosperity is promoted by Policy 1.7, which is to be supported by, among other means, the revitalization of downtowns and main streets is promoted by Policy 1.7.1(c), and through the promotion of brownfield site redevelopment (Policy 1.7.1 (e)).

The PPS also promotes the provision of affordable housing. Policy 1.4.3 requires that planning authorities provide an appropriate range and mix of housing types and densities to meet current and future demand by “establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households.”

Through Policy 2.6, the PPS requires the conservation of cultural heritage resources. Specifically, Policy 2.6.1 states that “Significant built heritage resources and significant cultural heritage landscapes are to be conserved.”

Further, the proponent of development and site alteration on lands adjacent to protected heritage resources must demonstrate that the heritage attributes of the protected property will be conserved (Policy 2.6.3).

The PPS therefore supports the maintenance and revitalization of the Municipality of Tweed, which could include the use of a Community Improvement Plan to:

1. Promote the economic viability of the downtown core and other potential project areas;
2. Promote opportunities for intensification and redevelopment, with particular attention to brownfield sites; and
3. Help conserve and improve cultural heritage resources.

2.7 Hastings County Official Plan (2017)

OPA #7 (Pg.124)

The study area for this CIP is in keeping with the Official Plan policy and includes only the Village of Tweed. Nonetheless, Council has added four additional maps to cover the Hamlets of Actinolite, Marlbank, Queensborough and Thomasburg. The Ministry of Municipal Affairs (MOMA), after reviewing the Municipality of Tweed CIP, indicated that the inclusion of the Hamlets cannot take place until the new Official Plan (OP) has been approved by Hastings County and the Province. The text below includes the extension of the CIP to the Hamlets but will not be implemented until OP is approved.

9.18 Community Improvement Policies: Tweed Urban Centres

The Community Improvement Area for the Municipality of Tweed shall be all of the area designated as "Urban" in this Plan as shown below.

The following Community Improvement Plan policies are intended to support efforts to ensure the maintenance and reinforcement of community identity, structure and future growth and investment in the urban area of the Municipality of Tweed (former Village of Tweed and the Hamlets of Actinolite, Marlbank, Queensborough and Thomasburg):

9.18.1 Goals and Objectives

1. a) Goals

In the future, the urban area's community improvement development will be directed toward the following goals:

1. (i) To stabilize and enhance existing development by providing a safe, convenient and attractive environment for municipal residents.
2. (ii) To provide for and encourage the ongoing maintenance, improvement, rehabilitation and renewal of the municipality's commercial and industrial areas.

2. b) Objectives

To achieve the goals outlined above, several objectives have been formulated, as follows:

1. (i) To encourage the maintenance and improvement of commercial, office and multi-use buildings in a safe and attractive form and in compliance with the provisions of the maintenance and occupancy standards by-law,
2. (ii) To encourage the provision, maintenance and upgrading of the physical, infrastructure and public services and utilities,
3. (iii) To ensure that the population is served by an adequate supply of community and recreational facilities,
4. (iv) To alleviate or eliminate any problem resulting from existing incompatible land uses within the urban centres,
5. (v) To enhance the visual and environmental characteristics of the urban centres, and
6. (vi) To provide a framework to guide the expenditures of public and/or private funds on community improvement activities.

9.18.2 Criteria for the selection of Community Improvement Areas

In order to achieve Community Improvement goals and objectives, Community Improvement Areas will be identified on the basis of some or all of the following criteria:

1. a) The existence of sanitary and storm sewers and water systems requiring upgrading or construction,
2. b) The existence of roads, curbs, sidewalks or other municipal services and/or utilities requiring construction or upgrading,
3. c) The existence of inadequate parks or community facilities, including those serving the needs of special groups,
4. d) The existence of incompatible land uses,
5. e) The existence of commercial, office and multi-use building stock showing signs of deterioration and requiring rehabilitation and upgrading,
6. f) Lands with potential for infill development or improvement to underutilized properties or buildings,
7. g) Significant aesthetic improvements required,
8. h) Lack of off-street parking and/or street parking.

9.18.3 Delineation

The criteria for the selection of Community Improvement Areas were applied to the Village of Tweed and the Hamlets of Queensborough, Marlbank, Actinolite and Thomasburg. Designated areas within each of those communities are eligible for CIP funding in accordance with the terms and conditions outlined in this plan.

9.18.4 Implementation

The Municipality of Tweed intends to implement these policies within the urban areas in order to achieve its Community Improvement objectives by one or more of the following methods:

1. a) the designation by by-law of the whole or any part of the Community Improvement Area for the purpose of preparation and implementation of Community Improvement Plans pursuant to *Section 28 of the Planning Act*,
2. b) participation in available Provincial funding programs to assist in the implementation of Community Improvement Plans,
3. c) enforcement of the municipality's Maintenance and Occupancy Standards by-law,
4. d) encouragement of private initiatives that meet the objectives of a Community Improvement Plan, including infilling and redevelopment projects,
5. e) support for and co-operation with local service clubs and other organizations in the development of recreation and other community facilities and services in a Community Improvement Area,
6. f) the acquisition, preparation or disposal of land and buildings to implement approved community improvement plans,
7. g) the upgrading and provision of utilities, municipal services, recreation and community facilities,
8. h) application of the *Ontario Heritage Act* to support the preservation of historic or architecturally significant buildings and the use of funding programs under the Act,
9. i) the area has been identified as having deficiencies in terms of off-street parking and loading facilities in relation to commercial and industrial land use.

OPA #7 Lands subject to Community Improvement Policies – Municipality of Tweed
(Please refer to Section 1.2)

2.8 Zoning By-law

The Municipality of Tweed Zoning By-law was adopted by Council in 2012. It establishes:

1. How land may be used;
2. Where buildings and other structures can be located;
3. The types of buildings that are permitted and how they may be used; and
4. The lot sizes and dimensions, parking requirements, building heights and setbacks from the street.

2.9 Accessibility Policy and Plan

The Municipality is considering the development of an Accessibility Policy and Plan that would improve opportunities for people with disabilities. To that end, the Accessibility Plan would:

- Describe a process by which the Municipality will identify, remove and prevent barriers to people with disabilities;
- List the facilities, policies, programs, practices and services that the Municipality will review to identify barriers to people with disabilities; and,
- Describe the measures the Municipality will take to identify, remove and prevent barriers to people with disabilities.

2.10 Municipal Strategic Plan 2017

The Municipality of Tweed's Strategic Plan establishes priorities and objectives to efficiently and effectively allocate municipal resources. Its mission is "to provide an affordable, vibrant community which offers a level of services and amenities that supports a sustainable and healthy lifestyle." To accomplish this mission, the Plan establishes the following priorities:

1. **Economic Development:** seek out opportunities to increase tax base;
2. **Operational review** of Municipal Departments.
3. **Facility Renewal:** examine upgrades and/or development of pool, recreation complex, fire hall, other municipal facilities;
4. **Hard infrastructure:** develop comprehensive, long term plan for roads, sewers, transportation, downtown;
5. **Shared Services:** Continue conversations with Hastings County and neighbouring municipalities regarding the benefits to be accrued with shared service agreements.

The Municipality of Tweed has a detailed Asset Management Plan finalized in 2016 that assists with the identification of hard infrastructure priorities including facilities.

3 Community Engagement

3.1 CIP Working Group

A BR&E Working Group was established in December, 2016 to guide and review a series of initiatives resulting from the 2015/2016 Business and Retention Expansion Survey. This Working Group was charged with the initial design of the Municipal's CIP. The BR&E Team, Council and the Ministry of Municipal Affairs (MOMA) have reviewed and approved the CIP. However, MOMA indicated that the inclusion of the Hamlets cannot take place until the new Official Plan (OP) has been approved by Hastings County and the Province. The revised OP is currently being reviewed by MOMA. Once the OP is approved by both parties, then the Municipality of Tweed will be required to hold another public presentation followed by a Council amendment to the CIP by-law. Our goal was to test the CIP in the Village of Tweed during year one so that we could learn from the process and to extend the CIP to the Hamlets in year two. That is still our goal which however is now dependent on approval of the County OP. Although a second presentation will be required, we are inviting the Hamlets to this initial presentation.

3.2 CIP Community Presentation

The BR&E Working Group facilitated a community presentation on the proposed CIP on May 2, 2018 at the Tweed Hungerford Agricultural Building. There were over 20 in attendance. The CIP was well received with many questions raised about eligibility, zones impacted, grants and loans available, application process, launch date, program timelines and eligibility for multiple applications to different programs at the same time. All those in attendance left with the answers to their questions. The Tweed News was also in attendance reporting on the event.

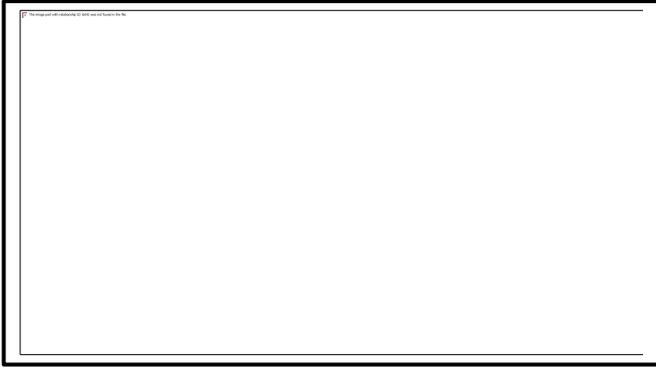
The Agenda for the evening started with a "Greet & Meet" social hour. Throughout the room were displays of studies and sketches showing potential façade renditions. At this time attendees were invited to have a slice of pie while mingling.

The agenda for the evening included:

1. Welcome & Introduction: Rachele Hardesty, Community Development Manager, Municipality of Tweed
2. Business Retention Survey Overview and Project Update: Nataly Woolfrey, BR&E Team Member
3. CIP Presentation: Don DeGenova, Municipality of Tweed Councillor
4. Chamber of Commerce Update: Will Austin, President, Chamber of Commerce & BR&E Team Member
5. OMAFRA/Municipality of Tweed Joint Projects: Karen Fischer, Agriculture and Rural Economic Development Advisor, Ontario Ministry of Agriculture, Food and Rural Affairs
6. Economic Development Initiatives & Concluding Comments: Rachele Hardesty, Community Development Manager, Municipality of Tweed

The PowerPoint presentation consisted of 39 slides and covered the main components of this CIP focusing primarily on Sections 4-9. The Presentation is available in the CIP bin of the Municipal website.

In conclusion, the Working Group confirmed that the CIP Project Area will encompass the Village of Tweed business district and the commercially zoned businesses falling within Hamlet pre-defined boundaries once approved in the revised OP.



3.3 Business Retention and Expansion Survey

In late 2014, the Tweed & Area Chamber of Commerce Board of Directors initiated a new Business Retention & Expansion (BR&E) project for the business community in the Municipality of Tweed. The last project of this kind was conducted in 2009 by the Municipality of Tweed, and it was recognized that there was a need for more up to date information on the local business climate and perceptions of our local business owners. The intent of a Business Retention and Expansion project is to connect with local business owners directly and get a pulse on the current local economic climate in order to make recommendations for future projects and economic development initiatives. In-person surveys were conducted with each individual business owner as part of the process. Standard surveys were provided by the Ontario Ministry of Agriculture, Food and Rural Affairs as part of their formal BR+E program used with municipalities throughout the province of Ontario. More information can be found on their website: <http://www.omafra.gov.on.ca/english/rural/edr/bre/index.html>

As a volunteer-run organization, the Tweed & Area Chamber of Commerce proposed to lead this large-scale project using only volunteer resources for both the administrative aspects of project management and conducting in-person volunteer interviews. A designated Project Manager from the Chamber's volunteer Board of Directors created a proposal for funding beyond these requirements, and presented it to the Municipality of Tweed. The Municipality supported the proposal, and agreed to fund the remaining requirements needed to complete such a project. Because of this unique 'volunteer-centred' approach, the project costs were kept to an absolute minimum – something that the Tweed & Area Chamber was very proud to promote!

In order to keep the project moving forward on a volunteer-based timeline, the survey interviews were completed in a phased approach. Once planning, funding and participant recruitment was secured, survey interviews were first conducted with the downtown core business sector in early 2015, and then later in the year with all other businesses outside of the main downtown district.



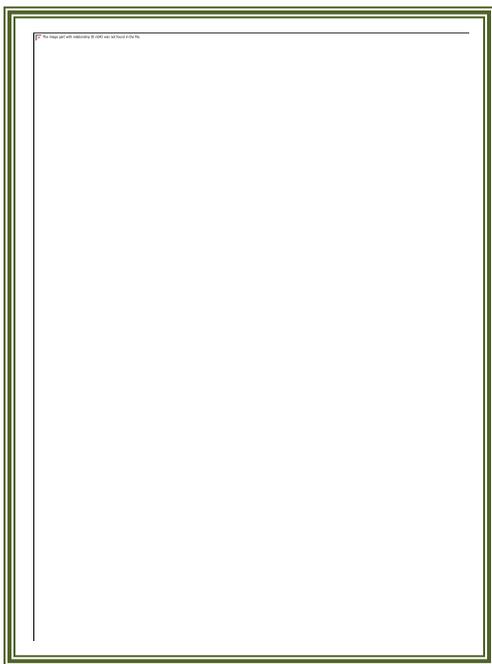
All companies that participated by completing surveys did so on a voluntary basis. There was no obligation to answer any question they did not want to, and company names were kept strictly confidential in the findings.

Company participants were sent invitations to participate by way of phone calls, emails, and through social media (The Tweed & Area Chamber of Commerce/Municipality of Tweed Facebook page, etc.). Over 180 businesses in the Tweed & Area Business Directory were contacted and invited to participate, as well as any other business in Tweed or our area hamlets that contacted us and requested to

participate. Any business owner that wanted to participate was welcome to. In total, 45 businesses were surveyed in person by one of the trained volunteer interviewers.

Complete survey results are located on the Municipality's website at:

twp.tweed.on.ca/photos/custom/Rachelle/BRE-FINAL%20REPORT_Nov%2017%202016_PRINT%20COPY.pdf



3.4 Other Studies

Over the years there were many studies undertaken by the Municipality and typically, these were done in partnership with citizens who volunteered their time to make their community a better place to live, work and play. Appendix B references these studies by title page and table of contents only. Some reports require scanning so that they can be made available in PDF format and used for consultative purposes. Many have some great ideas about streetscape designs and architectural enhancements to existing building stock. All reports and schematics will be uploaded to the Municipal website and made available under the Economic Development CIP Bin. It is important that we build on that which has already been done.

4 Vision & Goals of the CIP

4.1 Vision Statement

A Vision Statement is a formal statement that expresses the aspirations and goals of an organization. Council and staff when creating the 2017 Municipal Strategic Plan decided to continue using the vision statement originally created for the 2010 Integrated Community Sustainability Plan.

"The Municipality of Tweed is a vibrant, prosperous place where we live, work and play. The Municipality and the community strive to respond to the needs of our citizens; cherish and celebrate our culture and heritage; support the local economy; and protect the environment that sustains us."

4.2 Goals

In order to implement the Vision Statement, a series of goals based on key themes were selected from the Tweed Community Strategic Initiative and the Business Retention and Expansion Survey, and these are identified below, in no particular order of importance:

- **Goal 1:** Establish a committee representing business, individuals, organizations and the municipality that manages the community revitalization efforts
- **Goal 2:** Develop an attractive, interesting, and functional physical environment that enhances the buildings, public spaces, streetscapes, and waterfront
- **Goal 3:** Create an economic development plan that aims to attract investment, new development, while retaining and expanding the existing businesses and services
- **Goal 4:** Create a marketing plan to draw people to the town working to enhance its image, and hosting events and activities
- **Goal 5:** Improve infrastructure (e.g., roads, high speed Internet) for business and overall community economic prosperity
- **Goal 6:** Encourage the development of a thriving and active downtown
- **Goal 7:** Enhance the visual appearance and aesthetics of priority streets
- **Goal 8:** Extend the CIP to the Hamlets in year two. As noted earlier this is dependent upon approval of the new Official Plan which is currently with MOMA.
- **Goal 9:** Extend funding to include municipal projects, such as infrastructure or streetscape improvements (benches, garbage cans, etc.).

5 Financial Incentive Programs

A comprehensive set of financial incentive programs have been established to achieve the goals of this CIP. The incentive programs listed in this section were developed based on discussions with community members, the BR&E Team, Municipal Staff, and Municipal Council, as well as a review of best practices used by other municipalities.

The financial incentive programs have been created to encourage private sector redevelopment in the Municipality of Tweed. Applicants may use individual incentive programs or combine multiple programs for a single site or development. This section outlines the purpose, description, and eligibility requirements for each financial incentive program. Eligible projects may also be augmented with other federal and provincial funding programs.

All programs are subject to funding allocated by Municipal Council on an annual basis. Any surplus budget amounts will be rolled over into the following year's budget for implementation of CIP incentive programs. Application intake will happen throughout the year until such times as all funds available for that year have been exhausted. Application intake will typically start in May following April's budget approval.

This section presents Financial Incentive Program options which may be amended from time to time.

5.1 General Program Requirements

All of the financial incentive programs contained in this CIP are subject to the following general requirements, as well as the individual requirements specified under each program. The general and program-specific requirements contained in this CIP are not necessarily exhaustive and the Municipality reserves the right to include other requirements and conditions as deemed necessary:

1. An application for any financial incentive program contained in this CIP must be submitted to the Municipality prior to the commencement of any works to which the financial incentive program applies and prior to an application for a building permit;
2. If the applicant is not the owner of the property (e.g. tenant), the applicant must provide written consent from the owner of the property to make the application;
3. An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, drawings, studies, construction values, rental rates, sale prices, certifications, reports and other details, as required by the Municipality, to satisfy the Municipality with respect to project costs and conformity to this CIP, as well as all municipal by-laws, policies, procedures, standards and guidelines, including Official Plan, Zoning By-law, and Site Plan requirements and approvals;
4. Applications will be reviewed by the Community Development Manager and Members of the Business & Retention Committee, as determined by the Municipality. The committee will evaluate applications against program eligibility requirements and make a recommendation to Municipal Council or Council's designate. The application is subject to approval by Municipal Council or Council's designate;
5. As a condition of application approval, the applicant will be required to enter into an agreement with the Municipality. The Agreement will specify the terms, duration, and default provisions of the incentive to be provided;
6. All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the Municipality;
7. Where other sources of government and/or non-profit organization funding (Federal, Provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
8. The Municipality reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
9. The Municipality requires all applicants to provide a letter from their bank attesting to the financial good standing of the applicant's business when applying for a CIP loan;
10. The Municipality is not responsible for any costs incurred by an applicant in relation to any of the programs, including and without limitation, costs incurred in anticipation of a tax assistance, loan and/or grant payment;

11. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Municipality, the Municipality may delay, reduce or cancel the approved tax assistance, loan and/or grant payment and require repayment of the approved tax assistance loan and/or grant;
12. In the event the applicant should cease operations or go bankrupt, any outstanding loan amount will be added to the property's municipal taxes;
13. The Municipality may discontinue any of the programs contained in this CIP at any time, but applicants with approved tax assistance and/or grant payments will still receive said payment, subject to meeting the general and program specific requirements;
14. Municipal staff, officials, and/or agents of the Municipality may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Municipality;
15. Municipal staff have the right to require annual reports from approved applicants and conduct annual inspections to ensure compliance with the grant/loan agreement and make adjustments to incentive levels to reflect actual project performance in relation to the program requirements and the executed grant/loan agreement;
16. Applicants approved for the programs contained in this CIP will be required to complete the eligible works within specified timeframes;
17. Eligible applicants can apply for one, more, or all of the incentive programs contained in this CIP. No two programs may be used to pay for the same eligible cost. Also, the total of all tax assistance and grants provided in respect of the subject property for which an applicant is making application under the programs contained in this CIP shall not exceed the eligible cost of the improvements to that property;
18. The subject property shall not be in arrears of any municipal taxes, area rates or other charges;
19. All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the Municipality;
20. Any program commitments may be cancelled if work does not commence within six months of Council's approval of the application or in accordance with an agreement with the Municipality;
21. Recipients are expected to maintain, in good repair, any work funded in part by the CIP program for the duration of the projects expected lifecycle;
22. Outstanding work orders from the Municipal Fire Department or the Building Inspection Services Department must be addressed prior to grant/loan approval;

23. The subject property must be located in the CIP Project Area;
24. Applications for financial incentives shall be in accordance with the eligibility criteria indicated for each individual incentive program as outlined in this plan as well as the general policies and requirements for submitting applications as noted herein;
25. If a loan application is approved, the applicant will be required to sign a Loan Agreement which will outline the terms, duration, and default provisions under the program;
26. Undertaken and completed works that are associated with an approved loan application must be consistent with the project description contained in the application form and supporting materials, and with the loan agreement. Should works not be consistent with the original project description, to the satisfaction of the Municipality, the Municipality may delay, reduce or cancel the loan;
27. Should the applicant fall into default of any of the eligibility requirements or fail to meet the detailed requirements of the loan program, or any requirements of the Municipality, the Municipality in its sole discretion may reduce, or cancel the agreement and add any outstanding amount to the building's municipal taxes;
28. All loans will be issued at 0% interest unless noted otherwise;
29. Regarding *Limitations of Liability and Indemnification*, Municipal staff, officers and agents shall be saved harmless arising out of any actions or approvals granted, or any building code infractions associated with the completed work; and
30. Regarding the *Municipal Freedom of Information and Privacy Act*, the Municipality may promote the program and reserves the right to use approved and funded projects as examples in promotional programming. The Municipality may promote an approved project by using photographs and descriptions of the project in promotional materials. The Municipality reserves the right to install in a conspicuous location, on-site, project funding boards for all approved projects.

5.2 Accessibility Grant/Loan

Purpose

To improve the accessibility to existing buildings in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

Eligible Costs

1. Installation of new and existing automatic doors.
2. Installation of new and existing wheelchair access ramps.
3. Widening of public entryways.
4. Leveling or repairs to pathways/accesses and stairs.
5. Any combination of the above improvements.
6. Any other improvements designed to improve accessibility, subject to approval by the Municipality's Review Committee.

Program Details

1. A grant of 50% to a maximum of \$2,500 and/or a loan of 50% to a maximum of \$2,500 is available to assist property owners, tenants, or assignees to encourage the provision of accessibility to the existing buildings. All loans issued at 0% interest and payable over three years (36months) unless noted otherwise.
2. The grant will be payable upon completion of the work. The loan will be awarded once application approved.

Eligibility Criteria

1. All General Program Requirements outlined in Section 5.1 shall apply.
2. Only the commercial area of a property shall be eligible for this grant and/or loan.
3. Applications shall be in accordance with the application submission requirements under Section 5.7.
4. Improvements shall generally comply with the design guidelines outlined in Community Design Concept Plan (Appendix A) in the Tweed Community Strategic Initiative.
5. Accessibility improvements shall be above and beyond the requirements of the Ontario Building Code, as applicable to the property.

5.3 Brownfield Property Tax Assistance and Remediation Program

Purpose

The purpose of the Brownfield Property Tax Assistance and Remediation Program is to encourage the remediation and rehabilitation of brownfield sites by providing a cancellation of part or all of the property tax increase on a property that is undergoing or has undergone remediation and development and to assist with the costs of environmental remediation.

Eligible Costs

1. Environmental remediation costs, including any action taken to reduce the concentration of contaminants on or underground the exterior of the property to permit a Record of Site Condition (RSC) to be filed in the *Environmental Site Registry under Section 168.4 of the Environmental Protection Act*, Interior Brownfields are not eligible for this program;
2. Placing clean fill and related grading; and,
3. Environmental insurance premiums.

Program Details

1. Municipal Tax Assistance:
 - a. The Municipality may pass bylaws to provide a deferral or cancellation of all or a part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period, as defined in *Section 365.1(1) of the Municipal Act, 2001*.
 - b. The total value of the tax assistance will not exceed the total eligible costs, which are defined in the eligibility requirements above. The level and duration of the tax assistance will be considered on a case-by-case basis.
 - c. Prior to passing the by-law approving the tax assistance, the Municipality will be required to notify the Ministry of Finance. Within 30 days of passing the by-law, the Municipality will also be required to notify the Minister of Municipal Affairs and the Minister of Finance.
2. Provincial Tax Assistance:
 - a. The Municipality may apply for provincial Brownfields Financial Tax Incentive Program, on behalf of the owner, to cancel or freeze all or a portion of the education component of property taxes.
 - b. The application will need to be approved by the Minister of Finance, and may be subject to a different timeline than the approved Municipal Tax Assistance.
 - c. The Municipality must be offering municipal tax assistance in order for the owner to be eligible for Provincial tax assistance.
3. In order to assist with remediation costs, the Municipality may cover 50% of construction costs to a maximum of \$2500 grant and/or \$2500 loan. All loans issued at 0% interest and payable over three years (36months) unless noted otherwise.
4. The grant will be payable upon completion of the work. The loan will be awarded once application approved.

Payment Details

1. Municipal Tax Assistance:
 - a. The municipal portion of the property tax assistance is limited to the Rehabilitation Period and Development Period of the project.
 - b. The municipal portion of the property tax assistance will be undertaken in accordance with the provisions of *Section 365.1 (1) of the Municipal Act, 2001*.
 - c. The municipal portion of the property tax assistance may start at the beginning of the Rehabilitation Period and run for a period specified by Council in a by-law, but shall not extend beyond the time periods outlined in *Section 365.1(1) of the Municipal Act, 2001*, which is the earlier of a) eighteen months, b) the date a Record of Site condition is filed, or c) when the total amount of tax assistance is equal to the eligible remediation costs (as defined above).
 - d. The Development Period begins when the Rehabilitation Period ends, and concludes on the earlier of a) the end date specified in the by-law or b) when the tax assistance is equal to the eligible remediation costs.
 - e. The duration of tax assistance may consist of both the Rehabilitation Period and Development Period, subject to the limitations for each period as described above.
 - f. The implementing by-law is to specify whether the tax assistance will occur during the Rehabilitation Period, the Development Period, or both.
2. Provincial Tax Assistance:
 - a. The exemption may commence at the start of the Rehabilitation Period, and continue through the Development Period, for a maximum time period as defined in the implementing bylaw, and subject to program and termination requirements established by *Section 365.1(1) of the Municipal Act, 2001*.
 - b. The education portion of the property tax assistance may be delivered on a different timetable from the municipal portion of the property tax assistance for the given property.
 - c. The conditions imposed by the Minister of Finance for the education portion of the property tax assistance under *Section 365.1 of the Municipal Act, 2001* may differ from those outlined in this Plan.

Eligibility Criteria

1. All General Program Requirements outlined in Section 5.1 shall apply.
 2. Applications shall be in accordance with the application submission requirements under Section 5.7.
 3. The Brownfield Property Tax Assistance Program may not be combined with the Tax Increment Equivalent Grant.
 4. Successful applicants may also be eligible for other financial incentive programs, provided that the total value of incentives does not exceed the total eligible cost of rehabilitating the
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land and buildings.

5. The Municipality may require preparation of a business plan or feasibility study as a condition of approving tax assistance.
6. Application of Provincial tax assistance program shall be at the sole discretion of the Municipality. Initially, the Municipality may wish to seek Provincial tax assistance on behalf of the owner on a pilot project basis only, and discontinue such applications in the future. Should the Municipality choose not to apply for Provincial tax assistance, such a decision shall not require an amendment to this Plan.
7. The applicant must demonstrate that the subject property is a brownfield site, which is determined through an Environmental Site Assessment (ESA). The Municipality has the discretion to determine whether the subject property would be considered as a brownfield site.

5.4 Façade Improvement Grant/Loan

Purpose

Encourage aesthetic improvements to buildings and properties, and support continued maintenance and upkeep of the building stock. This grant and/or loan is for properties that are located within the Municipality of Tweed Business Improvement Areas.

Eligible Costs

1. The following is a list of eligible improvements that apply only to front or exterior façades that front onto a public street:
 - a. façade restoration of brickwork, wood, masonry and metal cladding;
 - b. replace or repair of entablature, eaves, parapets and other architectural details;
 - c. window and door repair or replacement;
 - d. signage in accordance with the Municipality of Tweed by-law respecting signs and the Ontario Building Code and Regulations;
 - e. exterior lighting;
 - f. repair, replacement or addition of awnings, marquees, and canopies;
 - g. replacement of façade elements originally in place during initial construction of the building;
 - h. redesigned shop fronts;
 - i. such other improvements/repairs as may be considered and approved by Council in consultation with the Municipality's Review Committee; and
 - j. professional fees.

Program Details

1. Grants/loans for improvements to front or exterior façades that front onto a public street, and other improvements to a commercial, mixed-use, or industrial building or property, may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$5,000 grant and/or \$5000 loan. All loans issued at 0% interest and payable over three years (36months) unless noted otherwise.
2. The grant will be payable upon completion of the work. The loan will be awarded once application approved.
3. Only one (1) façade grant can be applied for by an applicant.

Eligibility Criteria

1. All General Program Requirements outlined in Section 5.1 shall apply.
2. Applications shall be in accordance with the application submission requirements under Section 5.7.
3. Improvements shall generally comply with the design guidelines outlined in Community Design Concept Plan (Appendix A) in the Tweed Community Strategic Initiative.

5.5 Planning and Building Permit Fee Grant

Purpose

Application and permit fees imposed by the Municipality may present barriers to investment and redevelopment in the Municipality. This program is intended to encourage sensitive, attractive and desirable infill development and redevelopment by reducing the costs involved with making improvements to private property. This Grant is not intended for greenfield development or development through Consent to Sever applications.

Eligible Costs

1. Minor variance application fees;
2. Zoning by-law amendment fees;
3. Site plan applications;
4. Building permit fees;
5. In general, any projects which are eligible for other incentives outlined in this Plan will also be eligible for the Planning and Building Fee Grant if the applicant is required to obtain planning approvals and/or a building permit.

Program Details

1. A grant to a maximum of \$2,500 is available to cover the cost of minor variance applications, zoning by-law amendment applications, building permit fees or site plan applications.

Eligibility Criteria

1. All General Program Requirements outlined in Section 5.1 shall apply.
2. Applications shall be in accordance with the application submission requirements under Section 5.7.

5.6 Concept Renderings

Concept renderings were created during the 2006 Main Street Initiative for the Village of Tweed depicting potential improvements through the implementation of some of the financial incentives. These renderings can be found in the CIP Bin under the Economic Development Section of the municipal website - <http://www.tweed.ca>.

5.7 Application Process for Financial Incentives

Step 1: Submission and acceptance of application

1. Applicants shall arrange and participate in a pre-application consultation meeting with the Community Development Manager to discuss their proposed community improvement project, and to confirm application and eligibility requirements. Other members of the BR&E Committee may participate in the meeting.
2. Applicants shall submit a completed application form and all supporting materials as confirmed at the pre-application consultation meeting. The supporting materials may include but shall not be limited to:
 - a. Photographs of the existing building or property condition;
 - b. Historical photographs or documentation;
 - c. Professional or conceptual drawings and/or plans, including drawings or plans prepared by a professional architect, planner, engineer, artist or landscape architect licensed in the Province of Ontario;
 - d. A site plan or landscape plan;
 - e. Specifications of the proposed works, including a work plan for the improvements;
 - f. A letter from their bank attesting to the financial good standing of the applicant's business;
 - g. Two (2) cost estimates for eligible work and/or materials; and/or
 - h. Any other materials as may be required for specific programs, as indicated in Section 6.
3. Upon receipt of the application and supporting materials, the Community Development Manager shall complete a preliminary screening of the application to determine whether the application is complete. The application will be rejected if the application is not considered complete, or if the application clearly does not comply with the eligibility criteria.
4. The Community Development Manager may visit the subject property.
5. The Municipality will communicate their decision to accept or reject the application to the applicant.
6. The Administrator will enter the accepted application into the Municipality's database of financial incentive programs as described in the Monitoring and Evaluation Report (Section 8).

Step 2: Evaluation and consideration of an accepted application

7. The application will be evaluated against the program eligibility requirements by the Community Development Manager and the BR&E Team.
8. The Community Development Manager and the BR&E Team may visit the property.
9. The Community Development Manager and the BR&E Team will prepare a recommendation for approval or rejection which will be forwarded to the Municipal Treasurer for direction to Council.
10. If Council recommends approval, the Treasurer will provide approval to the application and will execute the Financial Incentive Program Agreement in consultation with other Municipal staff.
11. If the Council does not recommend approval, the applicant will be provided with an opportunity for Council to reconsider the application. If the applicant agrees, a report to Council will be prepared for Council to reconsider the application.

Step 3: Approval of the accepted application and execution of a Financial Incentive Program Agreement

12. If Council has approved an application, the Agreement will be executed by signing and dating the Agreement. Both the Municipality and the applicant will be required to sign and date the agreement.
13. A copy of the signed and dated agreement will be provided to the applicant.

Step 4: Completion of Community Improvement Works and Payment of the Incentive

14. Upon approval of the incentive and execution of the Financial Incentive Program Agreement, the applicant may begin the community improvement works.
15. Payment of the financial incentive, in accordance with the Financial Incentive Program Agreement, will be provided in accordance with the terms described herein.
16. Prior to issuance of the financial incentive, the applicant will be required to provide the Administrator and/or Municipality's Review Committee with final supporting documentation, which may include but is not limited to:
 - a. photographic evidence of the completed works satisfactory to the Municipality;
 - b. other documentation proving successful completion of the project according to program specific eligibility criteria;
 - c. original invoices for all eligible work done, indicating the total amount paid for eligible works; and,
 - d. proof of payment to contractors in full.

17. A final site visit and inspection of the building/property may be necessary to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
18. Prior to issuance of the financial grant incentive payment, the Municipality's representatives will ensure that all program requirements and details of the agreement have been met.
19. The Municipality will take appropriate remedies as specified in the agreement if the applicant defaults on the agreement.
20. If all program requirements and Financial Incentive Program Agreement requirements have been met to the Municipality's satisfaction, the Municipality will issue payment of the approved grant in accordance with the general and specific program eligibility requirements, and the agreement.

Financial Incentive Program Application Process

Step 1 Pre-application consultation and Application Submission	Step 2 Application Review and Evaluation	Step 3 Application Approval	Step 4 Payment of Funds
<p>Applicant presents project to Review Committee.</p> <p>Committee provides comments regarding project eligibility and required application.</p>	<p>Committee reviews application in relation to CIP objectives.</p> <p>Committee prepares report to Council for review and to determine appropriateness of the project to access program funding.</p>	<p>Application is approved by Council and an agreement is executed between the Municipality and the applicant.</p>	<p>Applicant demonstrates to Committee that work has been completed, as outlined in agreement</p> <p>Funds are distributed to applicant or tax incentives are applied.</p>



6 Design Guidelines

Design guidelines aim to enhance the desired character of existing neighborhoods and improve the aesthetic and functional quality of new development projects. These Guidelines are meant to be used by all participants in the planning and design process and to advance the goals and objectives of the CIP, and help translate them into desired outcomes for the design of streets, parks, open spaces and buildings. All new developments and improvements to existing properties and buildings shall comply with these Design Guidelines, wherever possible.

These guidelines apply to the entire CIP project area except where stated otherwise.

6.1 Streetscape Guidelines

Objective: to create active, safe, accessible, aesthetically pleasing and, pedestrian-friendly streets.

1. Sidewalks, crossings, and ground floor building entries should be universally accessible (barrier-free).
2. Hanging baskets and seasonal planters are encouraged.
3. Public and wayfinding signage should be complementary to the overall theme of the streetscape and architectural character.
4. Streetscape elements, such as furniture, litter containers, and newspaper boxes, should be clustered.
5. Existing street trees should be retained where possible.
6. Design all sidewalks to a minimum width of 2 metres.
7. Differentiate paving materials and textures throughout main streets and popular commercial settings (pavers, coloured asphalt).
8. Install decorative lighting and upgrade existing light fixtures to improve experience at night.
9. Feature public art, permanent or temporary installations.

6.2 Built Form Guidelines

Objective: to create a built environment that encourages pedestrian activity and respects Municipality of Tweed's historic character.

1. Building heights should be compatible with surrounding buildings and provide appropriate transitions.
2. Primary entryways should face onto the street.
3. In the downtown, building façades should be continuous and uninterrupted.

6.3 Façade Improvement Guidelines

Objective: to improve visual harmony, to respect Municipality of Tweed's historic character, and create a welcoming, lively feel for residents and visitors.

1. Repair and revitalize existing façades.
2. Preserve original masonry where possible.
3. Storefront signage should be in proportion to the building.
4. Hanging signage is encouraged.
5. Back-lit signs are discouraged. Lettering on signs should be embossed and painted with lighting pointed towards the signs.

7 Marketing Strategy

Communicating this CIP is fundamental to a Marketing Strategy that is targeted to investors and business owners both locally and further afield. The Marketing Strategy should be prepared by the Municipality immediately following Council adoption of this CIP. The following paragraphs provide some suggestions or ideas that the Municipality may wish to consider in the development of the CIP Marketing Strategy.

Municipal Website and Social Media

The Municipality should prepare a short video, maximum 2 minutes in length, highlighting the key features of the Municipality, such as its strategic location, natural environment, key services, etc., followed by an explanation of the CIP, the vision, and the financial incentive programs that are available for private sector reinvestment. This video can be linked to other partner websites, such as the Chamber of Commerce, and through social media feeds such as Facebook, Twitter and YouTube.

Printed Material

Newsletters and/or brochures that will provide an overview of this CIP and the incentive programs that are available should be developed by the Municipality and be circulated to all property owners and tenants within the designated Community Improvement Project Area. Brochures and newsletters may also be displayed and provided at the municipal office, on the Municipal website, Chamber of Commerce, and at any other locations as deemed appropriate by Municipal staff.

Annual Reporting

The results of the Monitoring and Evaluation Program could be communicated through newsletters and information sheets to promote the achievements of this Plan and to highlight case studies.

Launch Party

The Municipality will conduct a physical or virtual launch party leading up to the launch of available funding through the CIP. Included in this will be a social media presence and the availability of Municipal staff and elected officials to answer questions related to the CIP.

Stakeholder Meetings

The Municipality Review Team may wish to offer meetings and presentations to stakeholders on the available programs through the CIP.

Celebrate Success

Recognition of successful projects should be celebrated and used in promotional material.

8 Monitoring and Evaluation Report

This CIP has been developed and designed to be flexible as a planning and economic development tool to provide incentives and opportunities for investment to redevelop and beautify land, buildings, and streets in the Municipality of Tweed.

This CIP will remain in effect for ten (10) years, but it may be reviewed by Municipal Council after five (5) years from Council's adoption, to review the degree of uptake and the overall success of the programs. Amendments or adjustments to this CIP can be made as described herein.

To ensure that the implementation of this CIP is effective in achieving the desired results and remains current with respect to local and global market conditions, the Municipality will be responsible for monitoring and evaluating this Plan's performance. In order to inform decision-making regarding the Municipal budget for implementation and to ensure that the incentive programs are relevant and working as they are intended to, the uptake of the programs should be monitored, evaluated and, if necessary, revised on a regular basis. In addition, feedback from the applicants of the incentive programs should be surveyed to obtain input on the incentive programs, process, etc.

The Monitoring and Evaluation Report should include quantitative and qualitative elements that are measured against a baseline conditions inventory. Following Council adoption of the CIP, the Community Development Manager should undertake the following steps to establish the baseline conditions and the necessary elements that are recommended for inclusion in the Monitoring and Evaluation Report.

Step 1: Establish Baseline Conditions Inventory

Immediately following Council adoption of the CIP, the Community Development Manager should gather baseline conditions for the Community Improvement Project Area, where the information is available. The Community Development Manager should develop an inventory of baseline conditions upon which to monitor the number, types and success of the financial incentive applications and municipal leadership programs.

The information in the inventory should include:

- Number, size and location of vacant lands and vacant buildings by land use category (e.g. commercial, institutional, industrial). A map illustrating the vacant lands and buildings is recommended for internal and external use.
- Vacancy rate of commercial, institutional and industrial uses.
- Number of streetscaping elements (e.g. light posts, trees, benches, bicycle racks etc.);
- Length of trails/bicycle paths and number of trail/pathway connections to sidewalks and roads;
- Number of bicycle and commercial parking spaces; and
- Statistics related to number of visitors, employees, etc., where it is possible to obtain the data.

Step 2: Application Data Collection

The Community Development Manager should record all pre-application consultations related to potential application submissions, even if the consultations do not result in a submitted CIP application. As applications are received, they should be listed by the incentive program type in the inventory. In addition, municipal leadership programs that are related to the CIP should be entered as a separate category within the data collection set.

Performance indicators will need to be identified and monitored. The selection of indicators will provide guidance as to the success of the CIP and its individual programs. For each received financial incentive application, the Municipality will record and monitor on an on-going basis the following:

- Date of the pre-application consultation meeting;
- Property's tax assessment prior to the project's approval;
- Total construction value of the project;
- Requested grant value, by program and in total;
- Details and purpose of the project, including the amount of affected square footage of commercial space, or land, etc. as may be appropriate;
- Appearance of the property prior to project initiation (before photos); and
- Proposed concept plans for the property and/or streetscape.

In addition, it is important to record and monitor sites where 1 or more applications have been submitted according to the incentive programs.

The Municipality should monitor on an on-going basis the:

- Number of unsuccessful applications; and
- Reason(s) for the application's denial.

For each approved financial incentive application, the Municipality will monitor on an on-going basis the:

- Approved value of grants, in total and by program;
- Timing of completion of the project and payment of the grant;
- Property tax assessment after the completion of the project, if relevant; and
- Appearance of the completed project ("after" photos).

As an outcome of a decision on a financial incentive application, the Municipality may survey the applicant to obtain feedback on the financial incentives process. With regard to each municipal leadership programs, the Municipality will monitor the progress of each project on an annual basis. This may require annual communication with each department or individual responsible for advancing the program.

This information should be recorded and monitored as it will provide valuable information in the Monitoring and Evaluation Report that will be presented to Council on an annual basis.

Step 3: Prepare Annual Monitoring and Evaluation Report

On an annual basis, subject to staffing resources, the Municipality will prepare a Monitoring and Evaluation Report that demonstrates the performance of the CIP to Council. The Monitoring and Evaluation Report will provide a summary of the baseline conditions inventory and updates to this inventory based on the successful applicants and constructed improvements in any given year. The Report shall also include the details of the information collected in Step 2.

In addition, the Report shall also include, if necessary, any recommendations regarding the:

- funding of the incentive programs for Council’s consideration in budget deliberations or the funding or timing of any Municipal-Initiated Projects as described herein or others that come after the adoption of this CIP;
- potential for revisions to the CIP Project Area, which may be passed by by-law;
- consideration of amendments or adjustments to the CIP as described in Section 9 of this CIP; and
- administration of the Community Improvement Plan.

Furthermore, the annual Report should include a review, summary and analysis of potential funding opportunities from the Federal and Provincial governments or other sources.

The Monitoring and Evaluation Report should be made available on the Municipal website for public review.

9 Amendments/Adjustments to the CIP

Over time, it may be necessary to amend or adjust this CIP as the community revitalizes. Revisions may also be necessary to address issues with the incentive programs, which may become evident as the programs are implemented. Necessary adjustments to this Plan will generally come about as a recommendation from the monitoring and evaluation report. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP in accordance with *Section 28(5) of the Planning Act*.

The following adjustments to the CIP require an amendment under *Section 28(5)*:

- Change to the Community Improvement Project Area;
 - This requires a by-law passed by Council.
- Extension of the Plan beyond the intended 10 year planning horizon;
- Addition of a new financial incentive program or complete removal of a financial incentive program;
- Changes to the types of eligible projects or addition of a new eligible project;
- Changes to eligibility criteria; and
- Changes to value or calculation of grant/loan.

Minor administrative changes may be permitted without an amendment but would be subject to Council approval.

The following adjustments do not require an amendment under *Section 28(5)*:

- Dissolution of the Community Improvement Project Area (i.e., Plan becomes inoperative);
 - Requires a by-law passed by Council, once Council is satisfied this Plan has been carried out.
- Changes to the amount of annual funding provided for incentive programs (total or program specific);
- Changes to the funding or prioritization of the Municipal-initiated programs;
- Discontinuation of funding for one or more incentive programs; and,
- Delegation of administration/approval of the financial incentives to a committee or an individual or a return of the responsibilities to Council.
 - Delegation generally requires a by-law, subject to *Section 23.1 of the Municipal Act, 2001*.

10 Conclusion

The Municipality of Tweed Community Improvement Plan (CIP) is a strategic planning and economic development tool that was developed by the enthusiastic, energetic, and dedicated BR&E Team with broad input from residents and the business community. This CIP sets out a framework with a clear vision statement and goals to foster revitalization and economic prosperity.

The financial incentives have been designed to implement the vision and goals of improving infrastructure for business, strengthen Municipality of Tweed through attractive and economically viable redevelopment, encourage an active downtown, enhance the aesthetics of streets, and promote cleanup of brownfield sites.

The ultimate success of this CIP will require the implementation of the Marketing Strategy, annual review and reporting on the uptake, identifying lessons learned, and acknowledging realistic priorities and changes in market and economic conditions that may fluctuate year to year. The momentum of this CIP preparation needs to continue and be in the minds of the community, Municipal administration, and Council to find ways of working collaboratively in achieving the vision.

11 Glossary of Terms

Administrator, means the Municipal Manager - Planning and Building Departments, and/or the Municipal Community Development Manager, Business and Retention Team and/or a Council designate.

Applicant, unless otherwise indicated, means a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area, and any person to whom a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area has assigned the right to receive a grant or rebate. Applicants may also be referred to as property owners, landowners or tenants throughout this Plan.

Brownfield site means undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Commercial means land predominately used for the buying and selling of goods and services.

Council means the Council of the Municipality of Tweed.

Eligible Applicant means an applicant (as defined above) who meets all of the general and program specific requirements of the Financial Incentive Programs, and prepares and submits an application for a grant, loan or rebate that is in accordance with the specific requirements of the program, as outlined in this Plan. The Municipal Review Committee reserves the right to determine whether or not an applicant is eligible for the Financial Incentive Programs. Eligible Applicants may also be referred to as "eligible property owners" throughout this Plan.

Community Improvement, unless otherwise specified, is as defined in accordance with its definition under *Section 28 of the Planning Act*.

Community Improvement Plan, unless otherwise specified, is as defined in accordance with its meaning under *Section 28 of the Planning Act*.

Community Improvement Project Area, unless otherwise specified, is as defined in accordance with its meaning under *Section 28 of the Planning Act*.

Greenfield means a large area of land that has not been developed previously, or that has the potential to be redeveloped.

Institutional means public service land uses and facilities including programs and services delivered by a public body or government authority.

Mixed-Use means development which combines two or more land uses (e.g. commercial retail, or office) either in a single building horizontally or vertically, or in multiple buildings on a site.

Municipality means the Municipality of Tweed.

COMMUNITY IMPROVEMENT PLAN 2018

Plan or **this Plan** means the Municipality of Tweed Community Improvement Plan, unless otherwise specified.

Redevelopment means the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.

Review Committee means the people designated to administer and monitor the Community Improvement Plan and its Financial Incentive Programs. The Review Committee consists of the Community Development Manager and the Business Retention and Expansion Team.

12 Appendix A: CIP Fact Sheets

Municipality of Tweed Community Improvement Plan: Summary of Grants/Loans

Municipality of Tweed Community Improvement Plan: Façade Improvement Grant/Loan

Municipality of Tweed Community Improvement Plan: Accessibility Grant/Loan

Municipality of Tweed Community Improvement Plan: Brownfield Property Tax and Remediation Assistance Program

Municipality of Tweed Community Improvement Plan: Planning & Building Permit Fee Grant

**Municipality of Tweed Community Improvement Plan:
Summary of Grants/Loans**



This package includes a one-page summary of all the grant/loan programs available through the Municipality of Tweed's Community Improvement Plan (CIP). A Community Improvement Plan is a tool used by a municipality to assist in community revitalization and achieving economic, community planning and village/hamlet development goals through encouraging private sector investment.

There are a variety of grants and/or loans available to all types of businesses and developers, which are summarized in a series of fact sheets. All grants/loans are limited to commercial enterprises operating within the predefined geographic areas for the Village of Tweed and eventually the Hamlets of Actinolite, Marlbank, Queensborough and Thomasburg.

This document is a summary of the Municipality's larger CIP. If you are interested in applying to any of the funding programs please contact Rachelle Hardesty, Community Development Manager at 613-478-2535 or email rhardesty@tweed.ca



Municipality of Tweed Community Improvement Plan: Façade Improvement Grant/Loan



The Façade Improvement Grant/Loan is designed to encourage aesthetic improvements to commercial building exteriors.

Eligible Costs

Restoration, repair or replacement of:

1. brickwork, wood, masonry and metal cladding
2. windows & doors
3. signage
4. exterior lighting
5. awnings, marquees and canopies
6. redesigned shop fronts
7. eaves, parapets & other architectural details
8. professional fees

Eligibility Criteria

1. Must adhere to general program requirements outlined in Section 5.1 & general application requirements outlined in Section 5.7
2. Improvements shall generally comply with the design guidelines in Section 6

Financial Details: The Municipality may cover 50% of construction costs to a maximum of \$5000 grant and/or \$5000 loan. All loans issued at 0% interest and payable over three years (36months) unless noted otherwise. The grant will be awarded upon completion of the work. The loan will be awarded once application approved.



Have Questions?

Contact **Rachelle Hardesty**, Community Development Manager
613-478-2535 rhardesty@tweed.ca

Municipality of Tweed Community Improvement Plan: Accessibility Grant/Loan



The **Accessibility Grant and/or Loan** is designed to assist businesses in improving the accessibility of their building in accordance with the Accessibility for Ontarians with Disabilities Act 2005.

Eligible Costs

1. Installation of automatic doors
2. Installation of wheelchair accessible ramps
3. Widening of public entrance ways
4. Leveling or repair to pathways/accesses and stairs
5. Any combination of the above
6. Other pre-approved accessibility improvements

Eligibility Criteria

1. All general program requirements outlined in Section 5.1 and application requirements outlined in Section 5.7
2. Only the commercial area of the property
3. Improvements shall comply with the *Accessibility of Ontarians with Disabilities Act, 2005*

Financial Details: The Municipality may cover 50% of construction costs to a maximum of \$2500 grant and/or \$2500 loan. All loans issued at 0% interest and payable over three years (36months) unless noted otherwise. The grant will be awarded upon completion of the work. The loan will be awarded once application approved.



Have Questions? Contact Rachele Hardesty, Community Development Manager
613-478-2535 rhardesty@tweed.ca

Municipality of Tweed Community Improvement Plan: Brownfield Property Tax Assistance & Remediation Program



The Brownfield Property Tax Assistance & Remediation Program encourages the remediation & rehabilitation of brownfield sites by providing a cancellation of part or all of the property tax increase for that property in addition to allocating funds to assist with environmental remediation.

Eligible Costs

1. Environmental remediation costs, including any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under sect. 168.4 of the Environmental Protection Act
2. Placing clean fill & related grading
3. Environmental insurance premiums

Eligibility Criteria

1. Must adhere to general program requirements outlined in Section 5.1 & general application requirements outlined in Section 5.7
2. Preparation of a business plan or feasibility study may be required
3. Application of Provincial tax assistance shall be at the discretion of the Municipality
4. Applicant must demonstrate that the subject area is a brownfield site

Financial Details: The Municipality may pass bylaws to provide a deferral or cancellation of all or part of the municipal taxes on a brownfield site during the rehabilitation and development period. The Municipality may also apply for the provincial brownfield financial tax incentive program on behalf of the owner to cancel or freeze all or a portion of the education component of property taxes. The Municipality may cover 50% of construction costs to a maximum of \$2500 grant and/or \$2500 loan. All loans issued at 0% interest and payable over three years (36 months) unless noted otherwise. The grant will be awarded upon completion of the work. The loan will be awarded once application approved.



Have Questions?

Contact **Rachelle Hardesty, Community Development Manager**
613-478-2535 rharestv@tweed.ca

Municipality of Tweed Community Improvement Plan: Planning & Building Permit Fee Grant



Application and permit fees imposed by the Municipality may present barriers to investment and redevelopment in the CIP Districts. This program is intended to encourage sensitive, attractive and desirable infill development and redevelopment by reducing the costs involved with making improvements to property. This Grant is not intended for greenfield development or development through Consent to Sever applications.

Eligible Costs

1. Minor variance application fees
2. Zoning by-law amendment fees
3. Site plan applications
4. Building permit fees

Eligibility Criteria

1. Must adhere to general program requirements outlined in Section 5.1 & general application requirements outlined in Section 5.
2. Preparation of a business plan or feasibility study may be required

Financial Details: A grant to a maximum of \$2500 to cover the cost of minor variance applications, zoning by-law amendments, site plan applications or building permit fees.



Have Questions? Contact Rachele Hardesty, Community Development Manager
613-478-2535 rhardesty@tweed.ca

13 Appendix B: Supporting Studies

1. Municipality of Tweed Corporate Strategic Plan 2017-2021
2. Tweed & Area BR&E Final Report 2016
3. A New Direction: Our Citizens' Vision of an Integrated Community Sustainability Plan for the Municipality of Tweed – Community Consultation and Action Plan 2010
4. A New Direction: Our Citizens' Vision of an Integrated Community Sustainability Plan for the Municipality of Tweed – Background Report 2010
5. Tweed Community Strategic Initiative Phase 1 Report 2006
6. Village of Tweed Downtown Strategic Plan 1994
7. Tweed Downtown Revitalization Project 1993

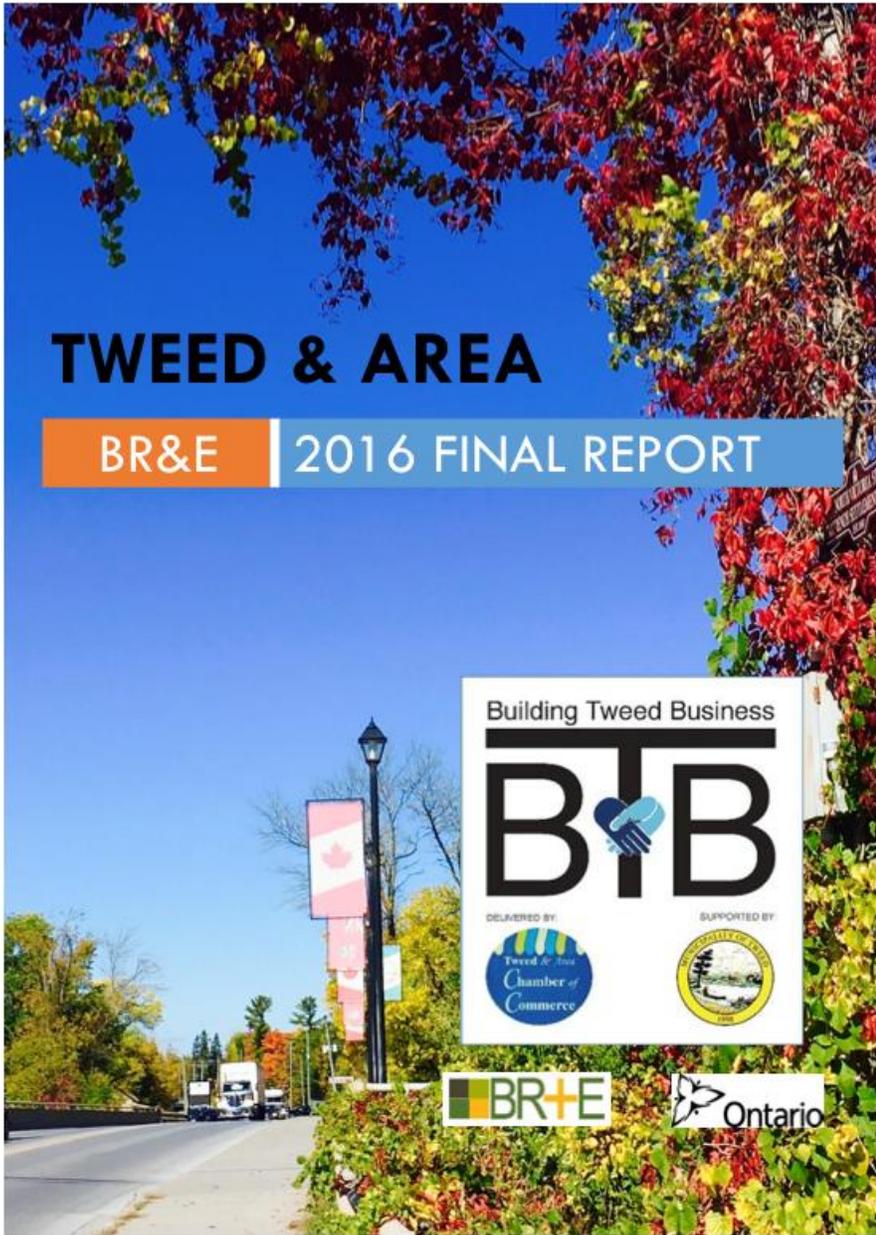
BY-LAW NO. 2017-42 - Schedule "A"



MUNICIPALITY OF TWEED
Corporate Strategic Plan
2017-2021



Adopted by By-law No. 2017-42
September 26, 2017



Tweed & Area BR&E Final Report

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**A New Direction:
Our Citizens' Vision of an
Integrated Community Sustainability
Plan for the
Municipality of Tweed**

***Community Consultation and
Action Plan
July 21, 2010***

***PREPARED BY THE
TWEED COMMUNITY DEVELOPMENT COMMITTEE***



COMMUNITY IMPROVEMENT PLAN 2018

An ICSP for the Municipality of Tweed

July 21, 2010

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COMMUNITY IMPROVEMENT PLAN 2018

An ICSP for the Municipality of Tweed

July 21, 2010

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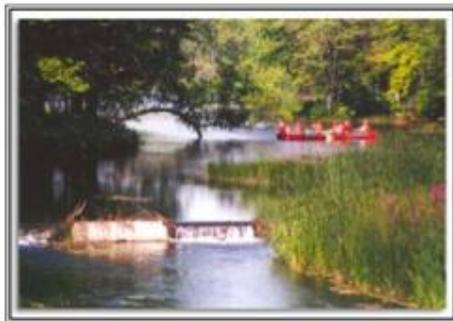
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***A New Direction:
Our Citizens' Vision of an
Integrated Community Sustainability
Plan for the
Municipality of Tweed***

Background Report



**Prepared by
The Tweed Community Development Committee
in partnership with Trent Valley Consulting**

Final July 2010

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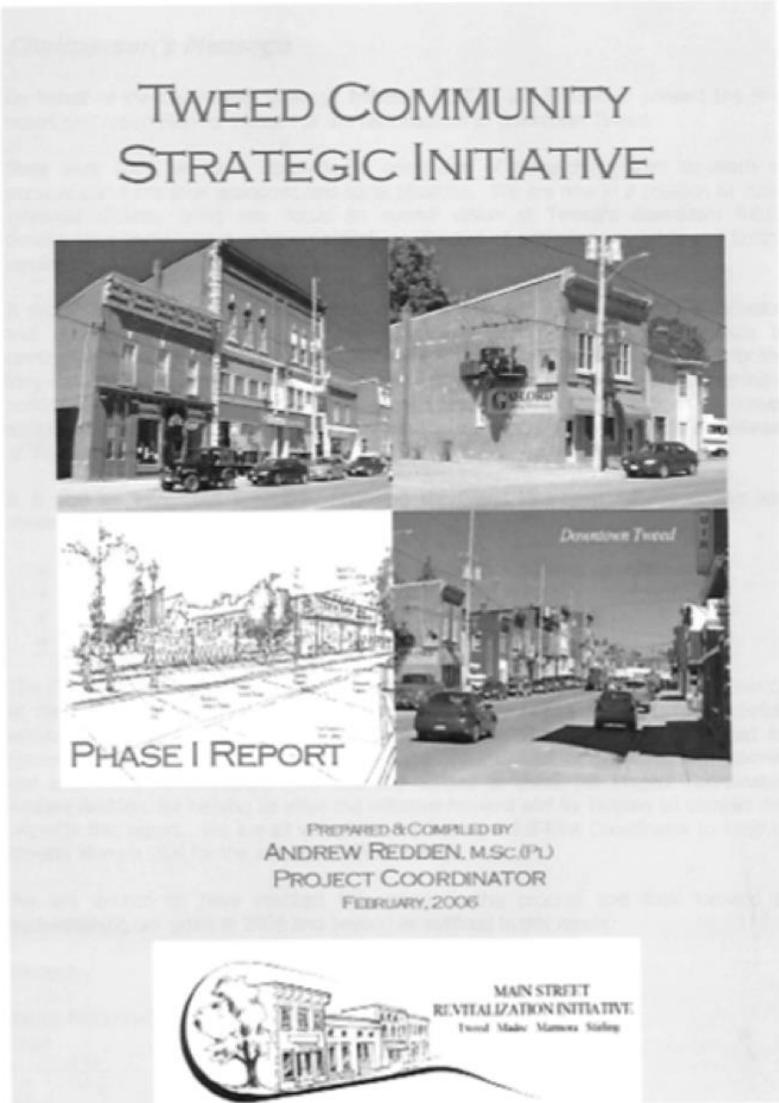
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VILLAGE OF TWEED DOWNTOWN STRATEGIC PLAN

Prepared for

Village of Tweed
Village of Tweed BIA

Prepared By

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TWEED
DOWNTOWN REVITALIZATION PROJECT

March 21, 1993

1. IMAGE MOTIFS

- Historic Theme - Royal Victoria Park
- Railroad - historic motif
- Natural Setting - parks, Moira River, Stocco Lake
- 'On the Shores of Lake Stocco'
- 'Gateway to the North'
- 'Railway design motif'
- Granite rock
- Gateway - geographic

2. FIRST ORDER PROJECTS

- North and south entrance gateway, signage planting beds
- Planting beds, special Tweed motif, 'garden village'
 - develop special design style for planting beds
 - coordinate heritage with natural
 - stone and cast iron with railway motif
- Street signage 'heritage motif'
- Identification signage, parking
- Upgrade Memorial Park - park signage, utilize pavilion
 - pathway system,
 - interpretive signage system -
 - connect to central core
- Complete Royal Victoria Park - light standards in park
 - extend park into road right of way
 - pathway system
 - signage system
 - wall mural on north and south wall
 - Main planting bed in park
- Wall mural project at 4 - 6 locations, local artists
- Historic plaques
- Boulevard tree planting
- Interpretive signage system
- Old Jail House
- Banner Program
- Colour coordination program
- Light standards at major nodes - Jail, Royal Victoria, Morton Bridge
- Hanging baskets



DN

NTS

