

**City-Wide Brownfields  
Community Improvement Plan**

**for Implementation of the City of Cambridge  
and the Region of Waterloo's  
Joint Tax Increment Grant (TIG) Program**

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## **1.0 INTRODUCTION**

### **1.1 Background**

The City of Cambridge in Waterloo Region has a long history of industrial, manufacturing, and commercial development. While most businesses originally located within the core areas of Cambridge where industrialization first occurred, some also established on sites throughout the municipality. Such development followed the practice of the day, having little to no knowledge of, and in some cases regard for, the long term implications of their day-to-day business practises. As a result, there are now a number of properties throughout the City of Cambridge which sit vacant, are underutilized or have all together been abandoned due to environmental contamination from former uses.

Land parcels known or suspected to be contaminated, commonly referred to as "brownfields", are often overlooked as opportunities for redevelopment due to the significant financial costs, timing uncertainties and liability associated with clean up. For municipalities, this equates to a loss in property tax revenue, inefficiencies in use of existing infrastructure, and greater pressure to expand services to outlying areas. While some brownfields within Cambridge have been redeveloped in recent years, there remain many properties which may be too challenging and/or costly for the private sector to rehabilitate and redevelop without financial assistance from the various levels of government.

### **1.2 Rationale for Brownfields Redevelopment**

Brownfield sites pose financial challenges to remediation and redevelopment. In many cases, the cost of remediation effectively deters private sector redevelopment of these brownfield opportunities. Uncertainty forces prospective developers to pay for costly environmental studies and the element of risk makes lenders reluctant to advance capital or causes them to impose higher interest rates on loans. Brownfield redevelopment can also be hampered by higher legal and insurance costs to protect against future liability associated with brownfields. At the end of the day, clean-up costs can exceed the value of clean land, thus making the majority of brownfield sites unattractive from a market perspective.

These financial barriers to brownfield redevelopment are not unique to Cambridge or Waterloo Region. The Provincial Growth Plan for the Greater Golden Horseshoe (2006), which strives to reduce the outward movement of the urban area through intensification, recognizes that brownfield redevelopment is a cornerstone for implementing the intensification objectives of the Province. The Growth Plan recognizes that brownfields represent prime redevelopment opportunities within the built-up area. Redeveloping these sites effectively makes higher and better use of existing urban land and its supporting infrastructure and services.

Successful brownfield redevelopment can also result in significant public benefits. Brownfields are often centrally located – in downtowns and near transit nodes - so if redeveloped they can revitalize older neighbourhoods, and accommodate housing and employment. Remediation of sites also contributes to public health and safety by removing soil and groundwater contaminants, thereby reducing the risk to groundwater resources. In addition, rehabilitating and redeveloping brownfields can increase the tax assessment base of the site, the neighbourhood and the community as a whole.

## 2.0 LEGISLATIVE AND PLANNING AUTHORITY

### 2.1 Bill 51

The *Planning and Conservation Land Statute Law Amendment Act, 2006*, (Bill 51), which came into force and effect on January 1, 2007, introduced numerous amendments to the *Planning Act, 1990* that provide additional tools for the implementation of provincial policies and give further support to sustainable development, intensification and brownfield redevelopment. Under the Act, the Region of Waterloo now has the ability to participate in Area Municipal Community Improvement Plans (CIPs) through the provision of grants or loans to stimulate private sector development activities (e.g. brownfield redevelopment).

### 2.2 Planning Act and Municipal Act

Until recently, the ability to provide financial incentives for brownfield redevelopment within the Region of Waterloo has been limited to programs developed and implemented by Area Municipalities through CIPs. Under subsections 106 (1) and (2) of the *Municipal Act, 2001* municipalities are prohibited from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include:

- i. giving or lending money or municipal property;
- ii. guaranteeing borrowing;
- iii. leasing or selling any municipal property at below fair market value; and
- iv. giving a total or partial exemption from any levy, charge or fee.

However, section 106(3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers under the provisions of Section 28(6) or (7) of the *Planning Act, 1990* or Section 365.1 of the *Municipal Act, 2001*. Section 28 of the *Planning Act, 1990* allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a "community improvement project area" and prepare and adopt a CIP for the community improvement project area. Once the CIP is approved, the Municipality may exercise authority under Section 28(6) or (7) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001*, in order that the exception provided for in Section 106(3) of the *Municipal Act, 2001* will apply.

The *Planning Act, 1990* provides the statutory framework for the development of CIPs in the Province of Ontario. Section 28 of the Act permits Council to designate by by-law the whole or any part of an area covered by such an official plan as a "community improvement project area" where there is an official plan in effect that contains such provisions. Under the provisions of the Act a community improvement project area means 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.

Specific provisions in Section 28 of the Act provide that for the purpose of carrying out a CIP, municipalities may acquire, hold and sell land; and construct, repair, rehabilitate and dispose of buildings thereon. They may also provide grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or for any part of the cost of rehabilitating such lands and buildings in conformity with the community improvement plan.



## **2.3 Area Municipal Official Plan**

The policies in Section 4.3 of the City of Cambridge's Official Plan (1999) provide a local planning framework for the formulation, adoption, and implementation of CIPs. These policies set out the rationale and goals for community improvement and how they will be accomplished. This includes the criteria to be considered when designating a community improvement project area and the range of actions that Council may initiate to implement CIPs. Depending on the purpose for which it is designated, a community improvement project area may be the entire municipality or any part thereof. The full text of Section 4.3 of the City of Cambridge's Official Plan is contained in Appendix 1.

## **2.4 Regional Official Policies Plan**

According to Section 28(7.2) of the *Planning Act, 1990, as amended*, the Region may provide a grant or loan to the Council of a lower-tier municipality for the purpose of carrying out a CIP if there are provisions in the Region's Official Plan relating to the making of such grants or loans. On this basis, the Region amended the Regional Official Policies Plan (ROPP) in April 2007 to incorporate the following policy to implement the Region's TIG program through the participation in Area Municipal CIPs:

Policy 8.2.8 – The Region may make grants or loans or provide for other financial assistance as Regional Council deems appropriate for the purposes of carrying out such programs as described in an Area Municipal Community Improvement Plan.

In June 2003, the Region of Waterloo approved the Regional Growth Management Strategy (RGMS), a long-term planning framework that defines where, when, and how future populations and employment will occur in the Region. Developed in consultation with community partners and stakeholders, the RGMS seeks to accommodate growth yet protect those features unique to the Region.

One of the objectives of the RGMS is to achieve more efficient use of land and infrastructure through reurbanization. By promoting balanced growth, including more compact and transit-oriented development in the existing urban areas, the Region, the Area Municipalities, and the development industry are expected to reap a number of social, environmental, and economic benefits. The RGMS includes the preparation of a brownfield redevelopment strategy, intended to complement and build on Area Municipal, provincial, and federal initiatives to facilitate contaminated site clean-up.

## **3.0 CITY-WIDE BROWNFIELDS COMMUNITY IMPROVEMENT PLAN**

### **3.1 Purpose**

The purpose of the City-wide Brownfields Community Improvement Plan is to encourage brownfield remediation and redevelopment, including the implementation of a joint Cambridge and Regional Tax Increment Grant (TIG) Program and other programs as deemed appropriate.

### **3.2 Community Improvement Project Area**

The Brownfield Community Improvement Plan applies to the City of Cambridge Brownfields Community Improvement Project Area in the City of Cambridge. This Project Area comprises all lands within the City.

### **3.3 Goals**

The goals of the Brownfield Community Improvement Plan support the brownfield redevelopment goals of the Cambridge Official Plan. This Plan is also consistent with Provincial legislation and the strategic direction of the Region of Waterloo.

The goals of the Community Improvement Plan are as follows:

- Stimulate and leverage private and public sector investment to promote the remediation, rehabilitation, adaptive re-use, and overall improvement of brownfield sites throughout the municipality;
- Reduce outward expansion and make better use of existing infrastructure by encouraging the redevelopment of underutilized and vacant sites;
- Increase tax assessment and property tax revenues;
- Improve the physical and visual quality of the municipality;
- Improve environmental health and public safety in areas within which brownfields are located;
- Retain and increase employment opportunities;
- Increase community awareness of the economic, environmental, and social benefits of brownfield redevelopment; and,
- Utilize municipal resources to demonstrate leadership in the remediation, rehabilitation, adaptive re-use, and overall improvement of brownfield sites throughout the municipality.

## **4.0 CAMBRIDGE/REGIONAL TAX INCREMENT GRANT PROGRAM**

### **4.1 Regional Brownfields Financial Incentives Pilot Program Background**

To address the challenges associated with brownfield revitalization, the Region of Waterloo established a Brownfield Financial Incentives Committee in spring 2005. This committee, made up of Regional staff, was struck in an effort to develop a brownfield program for Waterloo Region that would augment existing brownfield incentive programs offered by the Area Municipalities and the Province. The Committee retained the services of Hemson Consulting Ltd. who reviewed incentive programs used by other municipalities. The Committee also consulted with various stakeholders to gain a better understanding of the programs currently in place or in the planning stages. The conclusion from this background research was that the most comprehensive approach to brownfield remediation and redevelopment is the provision of a package of financial incentives under the umbrella of a Community Improvement Plan (CIP). At the time this review was undertaken, this tool (CIPs) was only available to single-tier municipalities and Area municipalities in a two-tier system.

Given the research findings and legislative limitations, the Committee developed the Brownfields Financial Incentives Pilot Program (BFIPP) consisting of four components:

1. Establishment of a grant program to fund up to 50 percent of eligible costs associated with the completion of a Phase 2 Environmental Site Assessment up to a maximum of \$40,000;
2. Expansion of the Regional Development Charges exemptions to provide for development charge grants up to the total eligible remediation costs associated with the clean up of contaminated sites outside of core areas;
3. Development of a joint Regional and Area Municipal Tax Increment Grant Program to help off-set remediation costs of brownfield sites; and
4. Provision of funding for the Area Municipalities to assist in amending or developing CIPs which will provide for the implementation of the joint Brownfields TIG Program.

The goal of the Brownfields Financial Incentives Pilot Program is to provide financial assistance for the remediation and redevelopment of brownfield sites to help provide fairness between greenfield and brownfield development. The Pilot Program was approved by Regional Council in October 2006 with a budget of \$2.5 million.

At the same time, the Province released for discussion a draft regulation under Bill 51 which would provide for Regional participation in Area Municipal CIPs through Section 28(2) of the Planning Act. In anticipation of the passage of Bill 51, Regional Council also directed staff to expand the Brownfields Financial Incentives Committee to include representatives from the Area Municipalities and develop a Tax Increment Grant (TIG) program. The Committee met throughout the winter and spring of 2007 and, with the assistance of Hemson Consulting, developed the joint Brownfields TIG Program. Following the passage of Bill 51 (which came into effect January 1, 2007.) the Region of Waterloo requested and by regulation became a prescribed upper-tier municipality for the purposes of Section 28(2) of the Planning Act. The joint Brownfields TIG Program was approved by Regional Council in June 2007, subject to Area Municipal concurrence.

Initially, the City of Cambridge amended its three existing Core Area Community Improvement Plans to implement the joint Brownfields TIG Program in 2008. With the maturing of the program and a desire to attain further benefit, a City-wide joint Brownfields TIG program for Cambridge will be established through the approval of this CIP. Once the City-wide joint Brownfields TIG program for Cambridge is established, it will replace the Core Areas joint Brownfields TIG.



## 4.2 Program Description

A TIG is a grant equal to the full amount, or a portion of the amount, that municipal property taxes (Cambridge and Regional) increase after a property is reassessed. The tax increment is calculated using the change in current value assessment following the completion of the remediation & redevelopment of the property. The increase in taxes, or tax increment, is based on the estimated increase in the Cambridge and Regional portion of property taxes and is calculated by subtracting the Cambridge and Regional portion of property taxes before reassessment (pre-remediation & redevelopment) from the Cambridge and Regional portion of property taxes after reassessment (post-remediation & redevelopment). The difference in taxes, or the increment, is used to provide a grant to the applicant for eligible costs associated with environmental remediation.

The amount of the TIG will equal up to 100% of the Cambridge and Regional tax portion of property taxes per year for a maximum of ten years or the total cost of remediating the land and buildings minus the total of all grants, loans and other tax assistance provided, whichever occurs first. Calculation of the tax increment grant will occur only after the site has been assessed post-remediation & redevelopment by the Municipal Property Assessment Corporation (MPAC). The TIG will commence in the first year following the post-remediation & redevelopment assessment from MPAC. The tax increment does not include increases/decreases in municipal taxes as a result of annual reassessment cycles and/or due to a general rate increase/decrease or a change for any reason other than the remediation and redevelopment. The TIG also does not exempt property owners from Cambridge or Regional taxes owing prior to, during, and after the remediation and redevelopment is completed. The total of all grants, loans and tax assistance cannot exceed the cost of remediating the lands and buildings net of any other government financial assistance received by the applicant for remediation.

Applicants who are approved for a joint Brownfields TIG would be required to enter into a legal agreement with the City of Cambridge and the Region. Applicants may include registered owners or assessed owners of lands and buildings within the community improvement project area, and any person to whom such an owner has assigned the right to receive a grant or loan who will be responsible for site remediation. For the purposes of this program a "site" consists of one or more parcels that are part of the brownfield redevelopment project for which the TIG application is being made. The applicant responsible for the remediation does not necessarily need to be the same as the developer who will undertake the redevelopment of the site. The legal agreement will set out the terms and conditions of payment, obligations of the municipalities and applicant(s), and the defaults and remedies.

The terms of the TIG are at the discretion of City and/or Regional Council. For sites deemed to be of exceptional size or complexity, that involve phased development, or for those that will involve very lengthy remediation, the TIG payments and schedule may be set on a case by case basis.

Amendments to this program will be carried out as per Section 28(5) of the *Planning Act, 1990*, in the following cases:

- A change or expansion in the geographic area to which financial or land programs outlined in this CIP apply;
- A change in the eligibility criteria;
- The addition of new municipal assistance programs involving grants, loans, tax assistance or land; and/or
- An increase to a financial incentive to be offered within a CIP program.



### **4.3 What is a Remediated Brownfield?**

Many municipalities have developed a working definition for the term "brownfield" to assist in the implementation of financial incentive programs. Brownfields have most commonly been defined as sites which are abandoned, vacant or underused where redevelopment is complicated by real or perceived environmental contamination.

In developing a definition for the joint Brownfields TIG Program, the Brownfield Financial Incentives Committee developed a performance-based definition that must be met before any TIG agreement is finalized. Only brownfield sites that have been remediated and redeveloped would be eligible to receive TIG funding. The term "remediated brownfield" has been defined as follows:

A property which contained environmental contamination either in the ground or buildings due to the operational activities of a previous land use, where the extent of the contamination rendered the property vacant, under-utilized, unsafe, unproductive or abandoned, and for which a Record of Site Condition has been filed.

It is recognized that some brownfield sites will not meet this definition at the time of the initial TIG application because site remediation is not yet complete. Only once the City of Cambridge and Region of Waterloo receives acknowledgment from the Ministry of the Environment that the RSC has been filed, will the brownfield site be considered "remediated". This condition is a prerequisite before the legal agreement outlining the TIG payments and schedule can be finalized and any payments issued.

### **4.4 Eligibility Requirements**

To be eligible for the joint Brownfields TIG Program, all of the following criteria must be met:

1. The site must be located within the designated City of Cambridge Brownfields Community Improvement Project Area;
2. The applicant must be the registered owner of the site or the assignee of the owner and must demonstrate clear title and responsibility for the land at the time the TIG is approved by City and Regional Council;
3. The applicant cannot be responsible for causing the on-site contamination that requires remediation;
4. The remediation and redevelopment undertaken must result in a minimum increased property assessment value of \$100,000;
5. The Phase I and Phase II Environmental Site Assessments must be completed by a "Qualified Person" as defined by Ontario Regulation 153/04 as amended, or its successor, before a TIG application can be submitted;
6. Redevelopment plans must meet all approved policy and should comply, where feasible and appropriate, with applicable design guidelines;
7. The site must not be in a position of tax arrears or have any other outstanding municipal financial obligations; and
8. Application for a Tax Increment Grant must be made prior to the issuance of a building permit(s) for the redevelopment.

## **4.5 Eligible Costs**

Eligible brownfield remediation costs may include:

1. Phase I Environmental Site Assessments;
2. Phase II Environmental Site Assessments (excluding any portion already funded by the Region of Waterloo under its Phase II ESA Grant Program);
3. Environmental remediation work identified in a remediation work plan, excluding work completed more than 12 months prior to the filing of a TIG application. Remediation work would include, but is not limited to:
  - a) Remedial work plans;
  - b) Risk assessments;
  - c) Environmental Rehabilitation;
  - d) Disposal of contaminated soil;
  - e) Placing of clean fill and grading; and
  - f) Building demolition related to remediation.
4. Indirect remediation costs to a maximum of 10% of eligible brownfield remediation costs. Such indirect costs related to remediation can include planning fees, legal costs, financing costs associated with remediation, insurance premiums, assessment estimates, and the preparation of a Record of Site Condition;

The applicant must provide estimates, prepared by qualified professionals, of the cost of remediating the site to permit the filing of a Record of Site Condition, the cost of complying with any certificate of property use issued under the Environmental Protection Act, and the cost of any proposed building conversion or rehabilitation proposal, all of which must be prepared by a qualified professional. The City of Cambridge and the Region reserves the right to independently audit the actual costs at the expense of the property owner.

Note that TIGs are not intended to cover redevelopment costs.

## **4.6 Duration of TIG Program**

The Brownfield Financial Incentive Pilot Program was approved by Regional Council in October 2006. Development of the joint Brownfields TIG program became possible on January 1, 2007 when Bill 51 came into effect allowing for the participation of the Region in Area Municipal Community Improvement Plans. The joint Brownfields TIG Program will commence on or after the approval of this or any other appropriate Area Municipal CIP which provides funding for brownfield remediation and redevelopment and allows for Regional participation. Regional Council allocated a budget of \$2.5 million dollars to fund the Brownfields Financial Incentives Pilot Program in the 2006 budget. Once these funds have been expended or committed, Regional Council may elect to extend the Regional participation in the joint Brownfields TIG Program as it deems appropriate, subject to the availability of funding as approval by Council.

Year 1 of the TIG Program will be defined as the first calendar year that taxes are paid by the current property owner(s) after the project is completed (i.e. after the site has been assessed by MPAC post-remediation & redevelopment).

The City of Cambridge may discontinue its participation in the joint Brownfields TIG Program at any time without an amendment to this Plan. Any participants in the program prior to its cancellation will continue to receive the grant payments as approved by Cambridge Council.

The Region may discontinue its participation in the joint Brownfields TIG Program at any time without an amendment to this Plan. Any participants in the program prior to its cancellation will continue to receive the grant payments as approved by Regional Council.

## **4.7 Program Administration**

### **Application Submission**

1. All TIG Program applications shall be submitted to the City of Cambridge for brownfield sites within the City's jurisdiction, prior to the issuance of the applicant's first building permit. Applications can be submitted at any point prior to or during remediation. In the case where there has been a Community Improvement Plan that specified the intent to promote brownfield remediation and redevelopment in place for longer than one year, costs incurred within the 12 months prior to a TIG application will be considered an eligible cost. Where no such previous Community Improvement Plan existed, only costs incurred after the Community Improvement Plan comes in to effect will be considered an eligible cost. Applicants are encouraged to consult with Cambridge and Regional staff prior to submitting the application.
2. Such applications shall include:
  - Phase I and Phase II Environmental Site Assessments and estimates for the eligible remediation costs, to be completed by a "Qualified Person" as defined by Ontario Regulation 153/04 as amended, or its successor;
  - A project description and redevelopment plans;
  - A remedial work plan and/or risk assessment which includes a work plan and cost estimate completed by a "Qualified Person" of the action to be taken to address the contamination; and
  - Any other details as may be required to satisfy the City of Cambridge and the Region of Waterloo with respect to the pre-remediation & redevelopment assessment value, estimated eligible costs and conformity of the project with the Community Improvement Plan. The City of Cambridge and the Region reserve the right to obtain an independent third party to review the proposed costs, at the expense of the applicant.

### **Application Evaluation**

3. The TIG Program application will be reviewed by appropriate City of Cambridge and Regional staff to determine if it is complete. Once deemed to be complete by both parties, the City of Cambridge will date stamp the application to establish the pre-remediation & redevelopment assessment date and cost eligibility date.
4. The TIG program application is reviewed for eligibility by the Area Municipality and the Region. If the TIG Program eligibility requirements are met, the City of Cambridge's Finance Division will prepare an estimate of the annual TIG payments (Cambridge and Regional portions) and payment schedule (including TIG reductions due to other assistance for brownfield remediation). The City of Cambridge will forward the estimated TIG payment, schedule and recommendation to Regional staff for review and approval.
5. Both Cambridge City and Regional Councils will consider recommendation reports submitted by their respective staff and approve, modify or refuse their portion of the grant.



#### **Legal Agreement Preparation**

6. All successful applicants will enter into a formal legal agreement (draft) with the City of Cambridge and the Region. The draft legal agreement will specify the terms and conditions of payment, obligations of the municipalities and applicant, and the defaults and remedies. If the applicant does not comply with all conditions of the TIG Program agreement and other relevant municipal requirements, all financial incentives, assistance and grant provided will be repaid to the City of Cambridge and Region with interest, within a specified repayment period.

#### **Site Remediation and Assessment**

7. Upon completion of the site remediation, the applicant will file a Record of Site Condition with the Ministry of the Environment (MOE). The applicant will provide a copy of the MOE's acknowledgement and Record of Site Condition to the City of Cambridge.
8. The applicant will provide invoices of all eligible costs in relation to site remediation to the City of Cambridge. The City of Cambridge will forward copies of the invoices and the MOE's acknowledgement of the RSC to the Region. This must be completed before the site is considered a "remediated brownfield" and the legal agreement can be finalized.
9. Once the project is complete and the property has been assessed by MPAC, the applicant will be issued a new tax notice based on the post-remediation & redevelopment assessment value. The applicant will submit the post-remediation & redevelopment assessment notice to the City of Cambridge. The City of Cambridge will forward the post-remediation & redevelopment assessment to the Region.
10. The actual annual and total TIG payments will be established by the City of Cambridge and the Region and the draft legal Agreement will be modified accordingly and then finalized.
11. After the current property owner(s) has paid the taxes in full for one (1) full year, the City of Cambridge will confirm that the property is not in a position of tax arrears or has any other outstanding municipal financial obligations and all other requirements of the TIG Program Agreement and CIP have been met.

#### **TIG Payment**

12. The City of Cambridge will issue the first annual payment of the City of Cambridge and Regional portions of the TIG to the applicant. The Region will reimburse the City of Cambridge for its portion of the TIG payment. The current property owner(s) will pay property taxes for the site at its post-remediation & redevelopment assessment value. Annual TIG payments continue as per the payment schedule outlined in the final TIG legal agreement.

### **4.8 Monitoring**

The joint Brownfields TIG Program is part of the Region of Waterloo's Brownfields Financial Incentives Pilot Program and as such will be evaluated from time to time by Regional Council. The purpose of the monitoring is to determine the effectiveness of the TIG Program in relation to the goals of the CIP, identify program modifications as required, and assist Council in determining continuation of the TIG Program.

Monitoring the CIP may lead to revisions to the joint Brownfields TIG Program through amendment to the Plan. Changes to the program will be provided to the Minister of Municipal Affairs and Housing for review and comment.

Appendix 1  
City of Cambridge Official Plan Policy 4.3

### 4.3 Community Improvement, Renewal and Revitalization

4.3.1 It is the policy of the *City* to promote the following *community improvement* goals for the municipality:

- a) to act as a catalyst for private investment;
- b) to improve the quality of the housing stock and to stimulate community pride in ownership and occupancy;
- c) to improve municipal *infrastructure* and community services wherever it is physically and economically feasible;
- d) to make commercial and industrial areas more efficient, attractive and competitive;
- e) to protect and enhance the historical attributes of Cambridge and to ensure that *development* activities consider and incorporate *built heritage resources* wherever feasible;
- f) to protect, enhance and re-establish features of the natural environment; and
- g) to undertake any other initiatives which contribute to *community improvement*, renewal and revitalization.

4.3.2 *Community improvement* initiatives may be undertaken to address:

- a) a deficiency or deterioration in one or more of the following municipal facilities and services:
  - i) storm sewers;
  - ii) stormwater management facilities;
  - iii) sanitary sewers;
  - iv) watermains;
  - v) sidewalks;
  - vi) curbs and gutters;
  - vii) street lights;
  - viii) roads;
  - ix) parks;
  - x) public buildings; or
  - xi) public utilities.
- b) land use conflicts between non-compatible uses or underutilized sites which detract from the viability of an area;
- c) an area exhibiting symptoms of physical, functional and/or economic decline (e.g. buildings in need of rehabilitation, high vacancy rate, decrease in retail sales);
- d) a demonstrated interest in *community improvement* by the private sector;
- e) vacant land parcels or properties having future *development* potential;
- f) an area prone to flooding;
- g) an area in which the natural environment can be further protected, enhanced or reestablished; or
- h) an area in which *built heritage resources* warrant special *community improvement* initiatives.

4.3.3 The entire municipality is designated as a *community improvement area*, based on the considerations outlined in Policies 4.3.1 and 4.3.2 above. From time to time, as *Council* proceeds to carry out *community improvement* projects, it may, by by-law, designate part or all of the *community improvement area* as a *community improvement project area* and prepare a *community improvement plan*.



4.3.4 *Community improvements* will be phased in order to prevent any unnecessary economic hardship on the residents, business community and the municipality and to establish a natural and logical sequence for improvements.

4.3.5 The designation of *community improvement project areas* will be influenced by the availability of government assistance programs as well as the relative need for improvements in specific areas.

4.3.6 The following measures may be implemented by the City to help achieve its goals and objectives pertaining to *community improvement*:

- a) designate *community improvement project areas* by by-law under the Planning Act;
- b) provide for the preparation of a *community improvement plan* for a *community improvement project area* under the Planning Act;
- c) construct, repair, rehabilitate or improve buildings or land acquired or held by the municipality in *community improvement project areas* in conformity with *community improvement plans*;
- d) evaluate *development applications* within *community improvement project areas*, having regard for the objectives of *community improvement* in that area;
- e) enforce the maintenance and occupancy standards by-law and the City's Zoning Bylaw to address seriously substandard properties;
- f) use federal and *Provincial* government programs and Region of Waterloo grants or loans that are made available to assist with *community improvement* and property rehabilitation where appropriate in support of community improvement initiatives in the City of Cambridge;
- g) consider the need for *community improvement* and the need for funding support for Region of Waterloo community improvement plans within the City of Cambridge in the preparation of capital and operating budgets;
- h) support and co-ordinate with the initiatives of business improvement areas, public utilities, local service clubs, business associations, community organizations, private enterprises and residents who from time-to-time may carry out improvement projects designed to enhance the quality of their community;
- i) dispose of municipally-owned property to private sector investors who will undertake projects that *Council* believes will be important assets to the City;
- j) acquire property as a means of achieving specific elements of a *community improvement plan*;
- k) facilitate the co-ordinated replacement or upgrading of services by major utilities;
- l) support the preservation and restoration of properties identified by the Local Architectural Conservation Advisory Committee as being historically and/or architecturally significant by passing by-laws pursuant to the Ontario Heritage Act;
- and
- m) realize a greater degree of protection and enhancement of the natural environment.