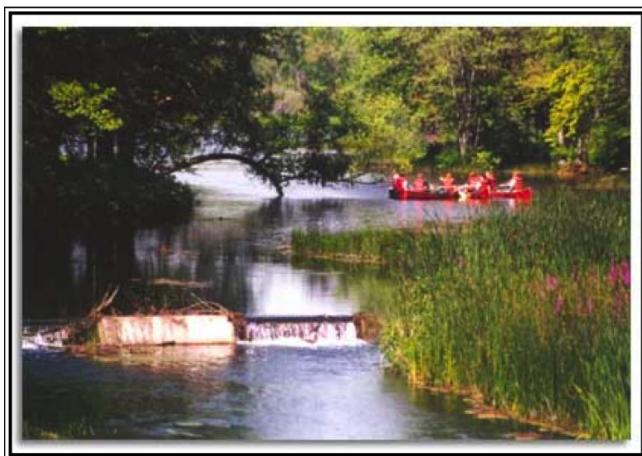


A New Direction: Our Citizens' Vision of an Integrated Community Sustainability Plan for the Municipality of Tweed

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

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



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July 21, 2010

To the Residents of the Municipality of Tweed

We are proud to present an Integrated Community Sustainability Plan for the Municipality of Tweed. With the input of a large number of you, the citizens of our community, the dedicated work of our volunteer Community Development Committee (CDC), assistance from Municipal staff, and the support of Council, we have moved from talking about this Plan to having it in two years.

The ICSP represents a leap into the future for our community. It represents 'a new way of doing business' for both the Municipality of Tweed and its citizens. The Plan identifies a vision, values, goals and proposed actions from all parts of our community and brings them together in a format that will allow us to move forward. Your Council and our Community Development Committee will be using your ideas to create an implementation plan that will guide and track the specific goals and activities that our residents indicated were their priorities.

The actions identified in the Plan reflect what we heard from you, our residents; *it is important to note that the actions have not been prioritized in any way by Council or the CDC.* Some of the actions are already planned or are ongoing; others are completely new. Several have been completed since the ICSP was initiated (for example, the Erin Palmateer Community Pool has just opened, the new library is under construction). Council will continue to review the actions and identify those that are within our mandate, and then further evaluate them using a series of criteria to determine which should become Council priorities in the short and longer-term. Other actions will be led by individuals or organizations, or perhaps other levels of government. In any case, partnership approaches to implementation will be critical. This will truly be the community's Plan - individuals, organizations and Council/the Municipality will all have a role to play in implementing the actions that will be identified as priorities to be addressed during the implementation phase.

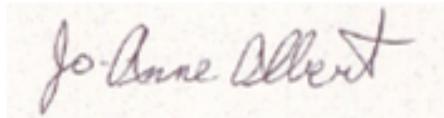
The Integrated Community Sustainability Plan will serve now, and more importantly, in the future as an overall umbrella document for a variety of activities to improve our community and our quality of life. It will serve to inform and guide other plans with more specific objectives in:

- economic and social development
- environmental protection and enhancement
- recreation and tourism enrichment and promotion
- cultural revitalization
- services development and improvement
- infrastructure support.

To all of our residents - let's continue to work together to make the Municipality of Tweed the place where we want to continue living, working and playing. A place to which our children and grandchildren will return, raising their own families and making their own contributions. We have inherited a wonderful legacy of natural and human history; of commerce, industry, facilities and services; and of recreation and relaxation. Now we have a Plan to ensure that they endure and are enhanced in an efficient and sustainable manner.

To those looking for a progressive community in which to live, we hope our vision will demonstrate that the Municipality of Tweed is a place to work, play, retire, invest, celebrate and to call home. A community that brings you peace of mind, and gives you a piece of happiness.

Yours truly,

A handwritten signature in black ink that reads "Jo-Anne Albert".

Jo-Anne Albert, Reeve

A handwritten signature in blue ink that reads "Don DeGenova".

Don DeGenova, Chair – Community Development Committee

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Acknowledgments

The Community Development Committee (CDC) would like to thank all of the many citizens who gave their time, talent and ideas to make this an exciting and fulfilling project. While not everyone who participated can be mentioned on this page, the CDC would like to specifically thank those who provided the impetus, guidance, feedback and hours of time to make this Plan happen.

Municipality of Tweed

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Jo-Anne Albert, Reeve
Gordon Benson, Deputy Reeve
Justin Bray, Councillor
Jim Flieler, Councillor
Brian Treanor, Councillor

Staff:

Patricia Bergeron, Chief Administrative Officer/ Clerk
Sharon Pedersen, Community Development Coordinator

Tweed and Area Heritage Centre

Evan Morton

Citizens and Organizations of the communities of Tweed

Over 150 individuals and organizations who came to meetings or sent in feedback
Students from St. Carthag Catholic School, S.H. Connor School, and Tweed-Hungerford Senior School

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Executive Summary

Introduction

The Municipality of Tweed has asked itself the most important question a community can hope to answer. What will our future be like? From this, more questions flow. How can we plan for the best possible future? What kind of development and change do we want? What can we do to start the process of change? All communities face these challenges, not all choose to respond. The Municipality of Tweed has chosen to envision its future and to embark on a journey that will encourage its citizens to be the champion of their own destiny.

The Council sought the advice of its residents, and looked for volunteers to help seek solutions. A Community Development Committee was formed with eight volunteers and one councillor. They started to work in 2008 and assessed a number of mechanisms to accomplish the task before them. In 2009, six of the original Team continued the journey and chose an Integrated Community Sustainability Plan (ICSP) as the vehicle to plan for the future. Similar plans are being prepared by many communities across Canada. There is a developed ICSP structure which provides some guidance and there are funds available from the federal government gas tax rebate program to assist with costs.

Sustainable Development and the ‘Four Pillars’

The ICSP is based on the concept of sustainable development. That is most commonly defined as development that meets the needs of the present without compromising the needs of those in the future. The idea is to sustain not only our lives and quality of living but to ensure it endures for future generations.

The underlying structure of an ICSP is based on the four “pillars” of sustainability:

- **Environment** - caring for nature, our air, water, soil, flora and fauna
- **Economic** - ensuring growth and new jobs so we can take care of our families
- **Social** - providing the best community services to ensure a safe comfortable life
- **Cultural** - honouring our traditions and the people of our past and present.

On a broad yet focussed basis, the ICSP looks at all aspects of community life and develops ways to integrate the four pillars resulting in more efficient and effective community management and development. The ICSP provides a common vision of a sustainable future. It helps ensure we remain competitive in today's marketplace. Ultimately the goal of the ICSP will be to keep our community moving forward as a healthy and happy place to live, work, and play.

ICSP Process

The process of undertaking an ICSP is as varied as the communities that undertake them. The Municipality of Tweed decided early on that the primary impetus behind this Plan had to be the beneficiaries, the residents of Tweed. Their input is essential because it is their community and the Plan will impact them and their families. In addition, considerable background research was undertaken on all aspects of the Municipality of Tweed including the building blocks of sustainability. This detailed information was used to inform citizens, to enrich the ICSP process and to provide a baseline against which to measure progress.¹ The ICSP covers all of the Municipality of Tweed - the rural areas, as well as the hamlets of Actinolite, Marlbank, Stoco, Sulphide, Thomasburg, Queensborough and the Village of Tweed.

There were four main steps to the preparation of the Plan:

- **Data Assembly & Analysis** - describing our environment, economy, culture and society
- **Public Consultation** - hearing issues, concerns and ideas about sustainability
- **Plan Preparation** - outlining community values, goals and proposed actions
- **ICSP Implementation** - to realize sustainability in the community

In April 2009 community meetings were held in Queensborough, Marlbank and Tweed. The meetings included displays of information, a presentation on the process, and breakout sessions where participants were asked to respond to three key questions:

- “*What do you value most about the Municipality of Tweed today?*”
- “*What broad goals and objectives should we move towards in our vision for the future?*”
- “*What specific actions or ideas do you have for achieving these goals?*”

The public’s response was exceptional. Over 150 people attended meetings, or provided input by other means including email, written submissions and personal discussion. Local schools also participated and provided valuable feedback. From this community discussion, about 1300 individual ideas emerged. The CDC also conducted a series of consultation meetings with local residents, and a workshop with local service clubs and community organizations in February 2010. Feedback on the draft ICSP and the proposed actions was sought.

The Proposed Actions

This input was gathered under the four pillars of sustainability in terms of both the values of the community and the actions that were considered necessary to move forward. Because of the large volume, and the need to respect this broad but detailed input, there were a large number of specific proposed actions that resulted. The proposed actions are presented in the ICSP under the following categories for each of the four pillars:

¹ This information is captured in the report titled: **Integrated Community Sustainability Plan - Background Report (October 2009)**.

- **Cultural Pillar:**
 - Cultural - General
 - Arts
 - Heritage
 - Sports and Recreation
 - Youth
 - Culture - Other
- **Economic Pillar:**
 - Economy - General
 - Commerce/Retail
 - Tourism
 - Agriculture
 - Resource-Based/Light Industry
- **Environment Pillar:**
 - Environment - General
 - Water
 - Land/Ecosystems
 - Air
 - Energy
 - Solid Waste/ Wastewater Management
- **Social Pillar:**
 - Social - General
 - Municipal Council
 - Policing and Security
 - Community Facilities & Services
 - Youth
 - Social Activities
 - Housing
 - Health and Wellness

The proposed actions for each of the four pillars are described in the Plan. The proposed actions are a synthesis of those identified by residents during consultations in 2009. The ICSP identifies 31 cultural actions, 27 economic actions, 25 environment actions and 40 social actions - 123 proposed actions in all. Each action may have several subsequent activities necessary to carry them to fruition. It is important to note that the proposed actions have not been prioritized in any way by Council or the CDC. Council will continue to review these actions and identify those that are within the Municipality's mandate, and then further evaluate them using a series of criteria to determine which should become Council priorities in the short and longer-term. While some of the proposed actions may be led by the Municipality, others would be the responsibilities of other levels of government, local or regional organizations, or individuals. A partnership approach may be taken in many cases. Some of these actions are already planned or underway; others are completely new.

Implementation Strategy

The ICSP ends with an implementation strategy. This involves ongoing assessment of progress, revision and updating of the Plan, communications and marketing to keep the Plan in front of the public, and ideas for a unifying program that will allow everyone in the community to participate in simple actions to become more sustainable in their own homes and lives.

In addition, the Community Development Committee in partnership with Council will be preparing an implementation plan to carry the ideas and priorities of this Plan forward. This will be a detailed listing of the key priority actions, organized so they can be tracked and success or assistance noted. This will become the Plan in action, a living document that will carry the community forward to a more sustainable future. A template for reporting and tracking each priority action has also been created.



The community of Tweed has dared to dream. The dream envisions a future even better than the present. It is a revitalized community that carries its proud and diverse heritage forward while it continues to develop without diminishing quality of life. It is a vision that takes care of the underlying natural support systems upon which all life is based, and that creates a vital society in which it all happens. It is a future where all are welcome and worth working for.

It is hoped that local organizations will choose to lead or partner with others on actions that are consistent with their mandates and plans. Individuals will also be encouraged to become involved during the implementation stage as well. For more information or to obtain a copy of the ICSP, please contact:

Sharon Pedersen, Community Development Coordinator, Municipality of Tweed 613.478.2535

spedersen@twp.tweed.on.ca , <http://twp.tweed.on.ca/>

1. Introduction

Like many small rural municipalities, the Municipality of Tweed and residents are faced with a challenge – “How does a community plan for a vibrant and prosperous future?” In 2008, the Municipality of Tweed Council established a volunteer committee, the Community Development Committee (CDC), to research the best way to move forward. Starting in January 2009, the CDC and Council began working towards the development of an Integrated Community Sustainability Plan (ICSP) with the assistance of a local consulting firm. This type of plan is being prepared in communities right across Canada. These plans focus on the following four pillars of sustainable development: economic, social, cultural and environment. These are also the major pillars of our community life.

The Municipality of Tweed dedicated some of the proceeds from federal gas tax revenues to create the ICSP.² An ICSP is defined in the Municipal Funding Agreement as:

“A long-term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives, including environmental, culture, social and economic objectives.”³

The objective of this project was to produce an Integrated Community Sustainability Plan for the Municipality of Tweed. The Plan covers all of the Municipality of Tweed - the rural areas, as well as the hamlets of Actinolite, Marlbank, Stoco, Sulphide, Thomasburg, Queensborough and the Village of Tweed. This Plan is a record of that process and its results, as well as an avenue to the implementation process that can produce the changes that the community wants to see as it moves into the future. It represents ‘a new way of doing business’ for both the Municipality of Tweed and its citizens. The Municipality was recently included as a case study in the Association of Municipalities of Ontario’s Sustainability Planning Toolkit⁴. As the case study notes:

² The Transfer of Federal Gas Tax Revenues Agreement allows for municipalities to use the funding in support of four pillars to meet specific local requirements. The Municipal Funding Agreement (MFA) also requires municipalities to develop an ICSP prior to accessing those funds. In Ontario, ICSPs must be in place by 2014 (the original deadline was 2010). While the Hastings County Official Plan could fulfil the Municipality’s obligations under the MFA, it does not address the specific local context or identify actions related to the four pillars. The ICSP can also be used to support funding applications under a variety of regional, provincial or federal programs (e.g., the Canadian Federation of Municipalities’ ‘Green Fund’).

³ Association of Municipalities of Ontario 2007. *Integrated Community Sustainability Plan Backgrounder*. Available at www.amo.on.ca.

⁴ See:

http://www.amo.on.ca/AM/Template.cfm?Section=Integrated_Community_Sustainability_Plan&Template=/CM/ContentDisplay.cfm&ContentID=156086

"Tweed offers a great example of leaders recognizing the need for long-term sustainable planning and providing financial and human resource support, while trusting and realizing that much of the work could and should be led and coordinated by volunteers."

"The rock that is an obstacle in the path of one person becomes a stepping stone in the path of another." (unknown)

2. Background

2.1 The Municipality of Tweed

The Municipality of Tweed is an amalgamation of many communities. Figure 1 shows the current boundaries and the major communities within them. But there have been many other communities in the past, and new forms of community life are appearing all the time. Our communities are a large part of our lives. They are our home place, whether we were born there, or chose to move there, or often even if we moved away. They are the place we live in and meet and interact with our families, friends and neighbours. They are the source of our basic education, in school, church, and social organizations. They are our environment in all senses: natural, economic, social and cultural. Like all things in life, communities change over time from some combination of internal and external forces, not all of which we know or can influence. Change, whether benign or not, can be

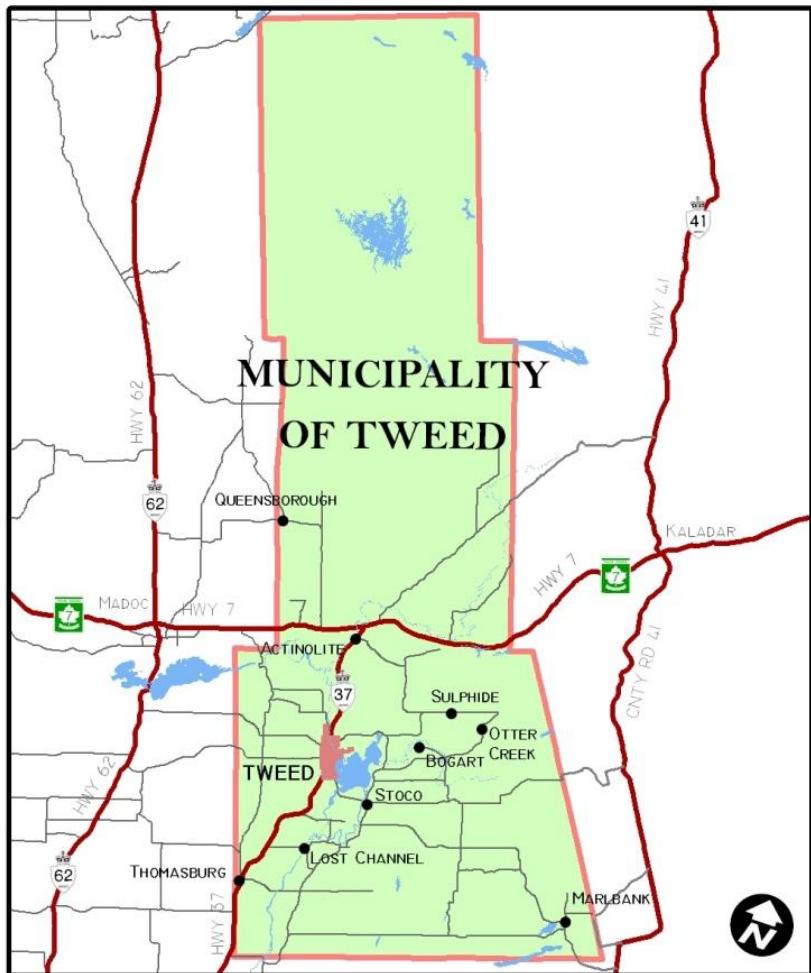


Figure 1: The Municipality and Communities of Tweed

stressful, especially when it affects our families and community. This Plan is intended to help shape change to ease the stresses while it maps the way to the future.

Now more than ever we seem to be in the midst of large-scale changes. Climate change is worrisome in terms of our environment and its impact on our lives. Fluctuations in the economic world, especially the recent crisis in financial markets, bring home our vulnerability to larger economic forces. Growth or shrinkage in our population may affect our jobs or social relationships and/or institutions. Changes in the size of our population lead us to wonder about changes in the culture of our communities and the quality of services that will be available.

Planning is a way to manage change. It is a way to identify the forces of change and use them to benefit our communities by taking control and directing them to achieve what we want and need in our lives. Much planning goes on in a community, from kitchen tables to corporate board rooms to municipal council chambers. However, seldom is there an opportunity for the whole community to get together, think about the realities of their home place, and dream about how it can be better. The development of this ICSP is one of those rare opportunities.

The Municipality of Tweed has a good basis from which to move forward on this planning path. As part of Hastings County, Tweed has the benefit of an Official Plan⁵ which is currently under review, including recent reports on natural history, agriculture and agri-tourism, energy conservation, natural resources management, forestry and mines. In addition, a new Economic Development Strategy for the period 2009 - 2012 has just been released for Hastings County.⁶ Furthermore, the Tweed Municipal Council has decided to begin a corporate strategic planning process. All of these plans and reports will inform, guide and enrich the ICSP process, and in turn the ISCP will take its place in guiding these and other future plans towards a sustainable future for the community.

⁵ Hastings County 2009 *County Official Plan Review Background Reports*.

http://www.hastingscounty.com/index.php?option=com_content&view=article&id=83&Itemid=83

⁶ Hastings County 2009 *A Future Full of Potential An Economic Development Action Plan for Hastings County* - http://www.hastingscounty.com/index.php?option=com_content&view=article&id=182&Itemid=166Ec plan

2.2 Integrated Community Sustainability Plans

An Integrated Community Sustainability Plan (ICSP) is a long-term plan. It is based in the values, goals and projected future needs of the community. It provides a common vision for the community to work towards, and helps guide citizens and the whole community towards a sustainable future. An ICSP looks at all aspects of the community from a four-pillar sustainability perspective, as shown in Figure 2:

- Environment** - caring for nature, our air, water, soil, flora and fauna
- Economic** - ensuring growth and new jobs so we can take care of our families
- Social** - providing the best community services to ensure a safe, comfortable life
- Cultural** - honouring our traditions and the people of our past and present.

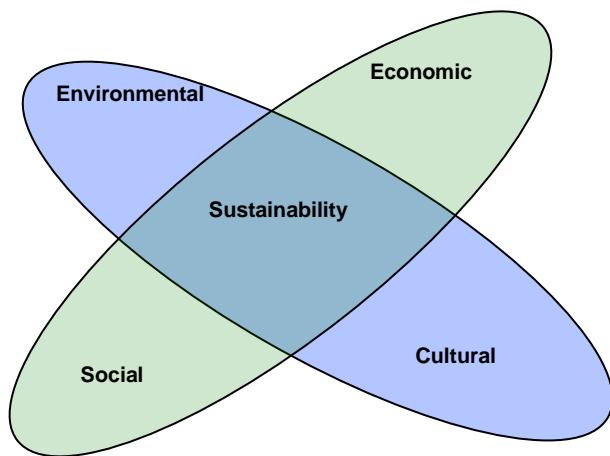


Figure 2: The Four Pillars of Sustainability

On this broad but focussed basis, the ICSP looks at all aspects of community life and develops strategies to integrate these four pillars. This will lead to more efficient and effective community management and development. It will help ensure we remain competitive in today's marketplace, but ultimately the goal of the ICSP is to keep our community moving forward as a healthy and happy place to live, work, and play.

2.3 Sustainable Development

Key to the development of an ICSP is the definition of "sustainability". The United Nations World Commission on Environment and Development (Brundtland Commission)⁷ first defined sustainable development in 1987:

⁷ Brundtland, G. (ed.), (1987), "Our common future: The World Commission on Environment and Development", Oxford, Oxford University Press. pg 4

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The Community Development Committee has further refined the definition of sustainable development:

"Sustainable development recognizes that the natural environment, economic development, and social-cultural life are mutually dependent – and the interaction between them contributes to sustainability and the quality of people's lives."

Sustainability is easily thought of as support for life and the systems that life depends on. That in turn leads back to the need to consider the major aspects of community life: the environment, our culture, society, and the economy. Sustainable development recognizes that the natural environment, economic development, social development and cultural life are the four major pillars of our life, are mutually dependent, and must be in balance. We will only be able to ensure our own health, safety and happiness, as well as that of our children and grandchildren, neighbours and fellow citizens when we achieve this balance.

The solution to sustainable development is a decision for the community and its leaders to make. The citizens of this municipality have begun that process by deciding to create and implement this Plan.

2.4 Experience in Other Communities

Many other communities in southern Ontario, and in Canada, have undertaken or are in the process of completing an ICSP, including neighbours of the Municipality of Tweed. Some communities have included the components of an ICSP within their Official Plan. The Official Plan for Tweed is the Hastings County Official Plan. While the Official Plan could fulfil the Municipality's obligations under the Municipal Funding Agreement, it does not address the specific local context or identify actions related to the four pillars. The Official Plan is a more general document that attempts to meet the needs of a much wider area. It could never be detailed enough to focus on the specific needs and wishes of Tweed citizens and their vision and plan of a sustainable future.

Other communities have prepared municipal strategic plans which meet the needs of an ICSP. The concern with this approach is that the municipal strategic planning process is more focussed on the activities and priorities of the municipal corporation, and not the broader needs of the community.

Many communities complete their plans without comprehensive community consultation. They may have staff, Council or a consultant draw up statements of vision, values, goals and actions and then simply look for comments. The Tweed process has been more comprehensive and geared to community input in deciding the future.

2.5 The ICSP Process

There are four main steps in creating an ICSP:

- **Data Assembly & Analysis** - describing our environment, economy, culture and society
- **Public Consultation** - hearing issues, concerns and ideas about sustainability
- **Plan Preparation** - outlining community values, goals and proposed actions
- **ICSP Implementation** - to realize sustainability in the community

2.6 Background Report

Information was gathered from a wide variety of sources. The CDC had undertaken considerable research before the ICSP process started. Sources included municipal files and records, existing plans and programs, books and reports (including other ICSPs and ‘toolkits’), and Internet sources. The consultant expanded on this information base by digging deeper into available materials and by synthesizing the many sources into the separate **Background Report** (October 2009).

3. Public Consultation Process

3.1 Public Consultation: Round 1 – Spring 2009

The public participation process was designed with three broad goals in mind:

- To ensure that information on the ICSP process was widely available so that as many as possible of the Municipality’s citizens would hear about the ICSP and become engaged.
- To have an initial round of public meetings to present the process and some background information, and engage the attendees in creating the Plan.
- To have a final round of public meetings to review the draft Plan with the public to ensure that it reflected their thinking about the future of their community.

Public participation was key to the success of this project. ICSP documents from some other communities reveal processes where the Council, or staff, or a consultant determined the important parameters of sustainability with minimum or even no input from the public at large. Not so in Tweed. The citizens of the Municipality of Tweed, led by their Council and the Community Development Committee, embraced the project and its goals, and became fully involved. Approximately 150

individuals made a direct personal contribution to the process.⁸

The information collected through the public meetings and other forms of feedback are the primary resource, along with information presented in the **Background Report**, for the creation of this ICSP. A plan *for* the community needs to also be a plan *of* the community. It is hoped this Plan will succeed in that regard.

3.1.1 Public Meetings

Community input is essential to the success of an ICSP. In 2009, the public was invited to participate in a series of community meetings held in Queensborough (April 8th), Marlbank (April 9th) and Tweed (April 15th). In all, approximately 150 individuals attended these meetings, a significant turn out. At each meeting there were displays with municipal information on the four “sustainability pillars” - environment, economic, social and cultural, as well as an overview of the ICSP process. Following an introduction by Reeve Albert, a member of the CDC gave a brief overview of the ICSP process and the agenda for the evening. The consultants provided a presentation that outlined the goals of the meeting, some basic background information (similar to the display material) and the ICSP process. The presentation ended with an outline of the questions and format for the discussion period.

The audience was divided into groups and each in turn was asked to respond to three questions for each of the four pillars:

“What do you value most about the Municipality of Tweed today?” This question was framed to elicit what citizens hold most dear, or ‘value’ about their home place. What are the things that must not change? What do we want to keep to be part of our future?

“What broad goals and objectives should we move towards in our vision for the future?” This question was intended to seek the goals or objectives that people have for the future. These would be the broad changes they would like to see happen.

“What specific actions or ideas do you have for achieving these goals?” This was a question about actions, the things that can be initiated as soon as possible to start change and bring about the desired future.

The discussion groups were facilitated by members of the CDC and the consultants. All feedback was captured on flip charts as a record of the discussion and has been reproduced in the **Background Report**.

⁸ This might sound like a small number in a municipality of over 5,600, but it would be the equivalent of 1,340 people getting involved in an equivalent process in Belleville, or 3,200 people in Kingston.

3.1.2 School and Student Feedback

Since it was important to hear from all citizens, Tweed schools were asked to participate in the ICSP consultation. Classes from several grades at St. Carthagh Catholic School, S.H. Connor and Tweed-Hungerford Senior School participated. Students were asked to answer the same three questions that were posed at the public meetings and to provide either class or individual feedback. The student input was displayed at the various meetings and is also captured in the **Background Report**.⁹

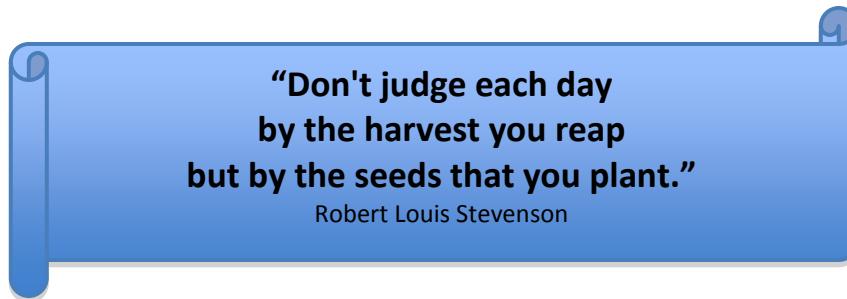
3.1.3 Other Feedback

Citizens also sent letters and emails, filled out feedback forms following the public meetings, sent prepared briefs and provided their ideas verbally to members of the CDC. In addition, interested individuals were directed to a special website connected to the Municipality of Tweed web site¹⁰ where information, contacts, feedback forms and notices of meetings were provided. This feedback was also integrated into the findings.

3.1.4 Public Consultation Results

Due to the exceptional level of involvement, a great deal of feedback was received for analysis. The three public meetings generated 106 flip chart pages of data. Once transcribed, this became thirty-four pages of information, each line a point raised at the meetings - in all about 1,300 items.

The transcribed data from the public meetings and feedback forms was aggregated by question (values/goals/activities) for all meetings and feedback forms. Similar and identical ideas were grouped; these were organized and synthesized in terms of a number of categories or themes for each of the four pillars. The **Background Report** contains the details of all public feedback, including the verbatim transcripts so that none of the ideas that flowed from the discussions are lost.



⁹ The student input sheets will be held at the Tweed Heritage Centre as a cultural resource for future generations.

¹⁰ Municipality of Tweed 2009 <http://www.twp.tweed.on.ca>.

3.2 Public Consultation: Round 2 – February 2010

The CDC conducted a second round of community consultations in February 2010. Sessions were held in Tweed on February 18th, in Marlbank on the 22nd and in Queensborough on the 25th. Attendance was lower at these meetings than for the 2009 consultations, in large part due to the weather with major snowstorms on the 22nd and 25th and competition with the 2010 Olympics.

The format of the meetings was consultative and participatory. The session began with a CDC ICSP status update. Participants were then asked to move around the room and review the various ICSP actions for each pillar which were captured on 3`x4` posters. After reviewing the actions for a particular pillar, the participant was provided with a set of three ‘post-it notes’ which they were instructed to place on those actions that they thought should be a priority for the community. A participant could put all three notes on one action if they felt it was of the utmost importance. Participants were also encouraged to write comments on the sticky notes if there was something they would like to add or emphasize about that particular action. After participants visited all four pillars, participants then convened to talk about next steps and to see if there were any actions that might have been missed during the process.

The Community Stakeholder Workshop was a full day event that took place on February 27th. It was an occasion to bring community organizations together to talk about who they are, their mandate, opportunities and challenges. One of the key goals was to help organizations determine which of the groups had similar interests to their own and how they might possibly partner together on some future initiatives/funding requests. In the afternoon, participants were also asked to prioritize the various ICSP actions in the same manner as outlined above for the community sessions. Another goal of this workshop was to have local organizations lead or partner with others on actions that are consistent with their mandates and plans. It is also hoped that individuals will also become involved during the implementation stage as well. Stakeholder representatives participating in the workshop included:

Tweed & District Horticultural Society	Municipality of Tweed Parks and Recreation Committee	Queensborough Recreation Committee
Tweed Chamber of Commerce	Fairgrounds Improvement Committee	Tweed News
Kiwanis Club of Tweed	Moira Place	Tweed Lions Club
San Damiano Foundations Youth Centre	Hastings Stewardship Council	Salvation Army Food Bank
Tweed Minor Hockey Association	Gateway Community Health Centre	ComfortCountry
Tweed Minor Baseball	Land O' Lakes Curling Club	Ontario Provincial Police
Tweed Library Board	Tweed and Area Heritage Centre	Community Care for Central Hastings
Community Futures Development Corporation	Community Press Newspaper	Eastern Ontario Trails Alliance
Municipality of Tweed Planning Committee	Tweed Soccer Association	Friends of Stoco Lake
		Municipal Council members
		Municipal Staff members
		Local Farmers

Appendix 1 is a listing of the proposed actions with associated priorities identified by participants during the February 2010 consultations. During implementation, the comments provided by participants on their priority actions, in comment sheets, and in correspondence should be reviewed in terms of the specific details.

4. Values and Vision

Working within the framework of the four pillars of sustainability, the analysis identified a common vision for the future, based on the things that citizens value about the Municipality, and identified gaps and challenges.

4.1 What Do We Value Most About Our Community?

The public participation process elicited an outpouring of the things that we value about this great community. They are presented in the **Background Report** for each pillar and are basically the essential reasons why people love and live in this community. At times there may be duplication, which serves to highlight the concept of sustainability in the overlapping and balancing of different priorities and demonstrates how connected these pillars are at a basic level of what really matters to people. Table 1 is a summary of what citizens value most about the Municipality of Tweed:

Table 1: What Citizens Value About Our Community	
Cultural Pillar	Social Pillar
<ul style="list-style-type: none"> ➤ agricultural/ farming community ➤ musical and art events/artists studios and craftspeople ➤ heritage buildings and streetscapes ➤ Heritage Centre ➤ safe neighbourhoods ➤ strong religious and spiritual communities ➤ variety of gathering places (e.g., Legion/ community halls/ hotel/ cafes/ library) ➤ outdoor recreation activities (e.g., trails) ➤ recreational facilities 	<ul style="list-style-type: none"> ➤ friendly and welcoming ➤ active volunteer community ➤ excellent library and schools ➤ good health services ➤ friendly neighbourly community ➤ Gateway Community Health Centre/ Moira Place ➤ good schools ➤ many social centres: library, businesses, street corners, coffee shops ➤ quiet, family-oriented small towns and rural areas ➤ wide variety of activities and events for all ages
Environment Pillar	Economic Pillar
<ul style="list-style-type: none"> ➤ clean air ➤ plants, animals and wildlife ➤ hunting and fishing ➤ interesting geology and landforms ➤ lakes, rivers and wetlands ➤ natural beauty and landscapes ➤ outdoor recreation opportunities ➤ trees and forested areas 	<ul style="list-style-type: none"> ➤ affordable lifestyles ➤ agriculture as part of the community ➤ good roads and highways ➤ location mid-way from major centres ➤ variety of retail businesses

These values carry forward into the Plan, helping to define the vision and to shape the specific proposed actions for each of the four pillars.

4.2 Gaps and Challenges

A number of gaps and challenges facing the Municipality of Tweed and its residents have been identified, as summarized in Table 2 (note that these are described in more detail in the **Background Report**). The ICSP contains proposed actions that are intended to address these (and other) gaps and challenges over time.

Table 2: Summary of Gaps and Challenges Facing the Municipality of Tweed	
Cultural Pillar	Social Pillar
Environment Pillar	Economic Pillar
<ul style="list-style-type: none">➤ Sustaining and enhancing our cultural resources is an ongoing challenge in a small, rural municipality.➤ An active core of volunteers that do so much for the community must be nurtured and grown (this applies to all pillars)	<ul style="list-style-type: none">➤ An aging population, and a relatively low proportion of younger individuals/families has implications in terms of the provision of services that will both attract and retain younger residents and their families, while meeting the needs of our seniors.
<ul style="list-style-type: none">➤ Factors affecting our environment may be local or regional (such as land use), national or even global in scale (such as climate change). Residents want to see the Municipality's environmental features protected, and environmental quality maintained if not enhanced.➤ There are strong cross-linkages between our local economy and the environment.	<ul style="list-style-type: none">➤ The availability of high-speed Internet is critical for economic development➤ Residents want to see the Municipality's economy diversified and strengthened to provide services and jobs to those who live here, and to attract others to live, work and play in the Municipality. Existing sectors of our economy need to be supported and strengthened.

4.3 Vision

"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."

**"The greatest discovery that one can make
is that nothing is impossible." (unknown)**

5. Guiding Principles

The following principles will guide the implementation of the ICSP:

1. Proposed actions identified in the ICSP may be led by the Municipality of Tweed, or by others. ICSP actions should be considered and reflected in the various plans and initiatives that the Municipality has in place or is developing (e.g., Strategic Plan, capital and human resource plans, new or improved facilities and services etc.). Many of the actions identified in the ICSP are already planned or underway by the Municipality or local organizations, while others are entirely new.
2. The Plan covers all of the Municipality of Tweed - the rural areas, as well as the hamlets of Actinolite, Marlbank, Stoco, Sulphide, Thomasburg, Queensborough and the Village of Tweed.
3. The many volunteer organizations and individuals who contribute in so many ways to the quality of life in the Municipality of Tweed must be acknowledged and supported.
4. The ICSP is a 'living' document' that must be periodically reviewed and updated.
5. Sustainability criteria should continue to be considered, along with other factors (e.g., Municipal obligations/requirements, within municipal mandate, financial implications, availability of external funding/partnerships, competing priorities), in all Municipal decision-making processes. For example, the Municipality will consider the incorporation of sustainable design or features in all of its activities (e.g., construction, design, operation and maintenance of facilities and equipment/vehicles; activities such as waste and wastewater management, infrastructure design, operation and maintenance); and they will continue do so in a fiscally responsible fashion.
6. Partnership approaches, and involvement of youth in particular, will be encouraged.

The Plan consists of specific proposed actions that have been proposed to start the process of change. The proposed actions for each of the four pillars are described in the following sections. The actions are a synthesis of the many diverse ideas identified by residents in the public feedback, and have been paraphrased to combine multiple contributions and produce consistent language.

The ICSP identifies 31 cultural actions, 27 economic actions, 25 environment actions and 40 social actions - 123 proposed actions in all. Each of these actions may have several subsequent activities necessary to carry them to fruition. It is important to note that the proposed actions have not been prioritized in any way by Council or the CDC. Council will continue to review the proposed actions and identify those that are within the Municipality's mandate, and then further evaluate them using a series of criteria to determine which should become Council priorities in the short and longer-term. Some of these actions are already planned or underway; others are completely new.

6. Proposed Actions - Cultural Pillar

The Municipality of Tweed has a vibrant and growing cultural scene, involving the arts, heritage, sports and recreation. The contribution of culture to the quality of life in the Municipality cannot be underestimated. Sustaining and enhancing our cultural resources is an ongoing challenge in a small, rural municipality.

6.1 Cultural - General

- 6.1.1 Provide opportunities for local service organizations/clubs to get together to learn what each other are doing/have planned, and identify opportunities for partnerships and mutual support.
 - 6.1.2 Recognize the work of the many volunteers – individuals of all ages and organizations- that contribute in so many ways to the quality of life in the Municipality:
 - a) Formally, e.g., at a ‘wine and cheese’ or other event
 - b) At a Community Development Committee event (e.g., tie into a stakeholder workshop early 2010)
 - c) Tie into the annual New Year’s levees hosted by the local Member of the Provincial Parliament, and the Legion
 - d) Look at what other municipalities do, e.g., Stirling
 - e) More comprehensive notes of acknowledgement (e.g., to businesses or clubs donating services, funds, prizes, or organizing events etc.)
- (Note that this action applies to all four pillars)
- 6.1.3 Develop a directory and calendar of arts/cultural events, and local amenities such as restaurants (e.g. the Municipal website).

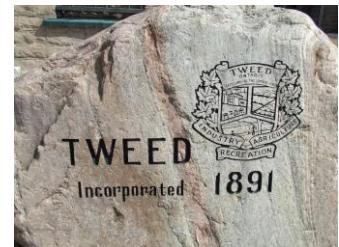


Figure 3: Incorporation of Tweed 1891

6.2 Arts

- 6.2.1 Continue to encourage Tweed and Area Arts Council (TAAC) in their efforts to complete the Marble Church Arts Centre, and support their development of local programming and events.
- 6.2.2 Support events and venues that develop awareness of local artists, such as the fall Tweed and Area Studio Tour, the art exhibitions at the Heritage Centre, ‘Art in the Park’ etc.
- 6.2.3 Consider the development of a program of outdoor movies oriented towards families, e.g., at the fairgrounds or at the Tweed Park. The library might host similar events in other seasons.



Figure 4: TAAC Volunteers

6.3 Heritage

- 6.3.1 Build upon the extensive infrastructure, resources and expertise at the Tweed and Area Heritage Centre / Heritage Society, e.g.:
- Consider the development of small travelling exhibitions for the hamlets from the Heritage Centre.
 - Get schools more involved in attending/touring the Heritage Centre.
 - Fully support and promote annual 'Heritage Days'.
- 6.3.2 Preserve written and audio/ video stories of our local histories (e.g., 'Them Were the Days' (Cockburn/Vance), 'Henigan Rush' (Vance)).
- 6.3.3 Develop and advertise historical walking tours of the village of Tweed and other parts of the Municipality; link these to other local areas/existing tours.
- 6.3.4 Install plaques/heritage markers for locations not yet recognized (e.g., historic residences or business locations).
- 6.3.5 Consider a display/contest involving old photos of building facades from the downtown area.
- 6.3.6 Facilitate the preservation and/or use of existing facilities currently underutilized.
- 6.3.7 Embrace and preserve the heritage of the hamlets and rural areas of the Municipality, in addition to the village of Tweed.



Figure 5: Tweed and Area Heritage Centre



Figure 6: Downtown Tweed - 1940s

6.4 Sports and Recreation

- 6.4.1 Investigate the use of existing municipal (e.g., arena) and other buildings (e.g., local schools) for use in off-hours/off-seasons for activities such as roller-blading, ball hockey, adult/seniors skating, or indoor soccer. This could be done in partnership with the school boards, the Gateway Community Health Centre, service clubs or private sector sponsors.
- 6.4.2 Look at the development of alternative programs at existing facilities, e.g., senior or adult skating.
- 6.4.3 Complete construction of the pool in Tweed, and implement programming targeting a range of user groups – youth, seniors, etc.
- 6.4.4 Establish an outdoor rink for public use on Stoco Lake at the Park.
- 6.4.5 Continue the support and expansion of services offered by the Eastern Ontario Trails Alliance in the Municipality.
- The trails could be expanded to tie into Tweed amenities/services



Figure 7: Andy Brown Memorial Dome, Marlbank

- b) Develop improved signage along trail to Tweed amenities/services
- c) Encourage etiquette amongst ATV users along village streets and Municipal roads
- 6.4.6 Improve the availability of recreation facilities at the site of the existing soccer field/new pool – build into a multi-use site that can be used by various age groups for a variety of purposes (e.g., basketball, horseshoes, horse shows, volleyball, a place to have short-term parking of RVs for family reunions/horse shows and other community events).
- 6.4.7 Clarify legal right, if any, for public access to Dry Lake (Marlbank).
- 6.4.8 Clarify access to baseball park in Marlbank – is it available for casual public use if it is not being used for organized activities?
- 6.4.9 Consider the development of a dedicated Municipal staff person resource as a sports and recreation coordinator (this concept is also captured under a number of other pillars, e.g., Social action 9.1.2).

6.5 Youth

- 6.5.1 Organize and encourage additional ‘non-organized’ opportunities for youth, e.g., the pool (to be operational summer 2010), volleyball / basketball at the fairgrounds or at local schools (four seasons).
- 6.5.2 The Tweed and Area Arts Council and other organizations (e.g., the summer youth theatre program) should be encouraged to continue offering programming and events aimed at local youth.
- 6.5.3 The Municipality should investigate improvements to municipal facilities in the hamlets, e.g., strategies for preventing vandalism at the site in Marlbank; alternatives to use of the former Queensborough ball diamond (located on private land).

6.6 Culture – Other

- 6.6.1 Build the new Tweed Library, and fully program it (meeting rooms, computers, long distance education, Wii, social / outreach programs, movies, etc.)
- 6.6.2 Acknowledge the important social, cultural and spiritual contributions of the many churches in the villages, hamlets and rural areas, and their value in attracting people to the Municipality.
- 6.6.3 Create more community events such as dances, concerts, festivals etc. aimed at different audiences, e.g.:
 - a) Youth, Seniors
 - b) Link to a ‘signature’ event, perhaps quarterly
 - c) e.g., scarecrow contest, Festival of Trees, Canada Day, dinners/BBQs sponsored by service clubs, Lions concerts in park, farmers market, Trudeau’s Park events
 - d) Utilize the Pavilion in the village and other venues in the hamlets
 - e) Utilize existing images/icons, e.g., the painted fire hydrants, revive ‘Elvis Lives in Tweed’



Figure 8: One of Tweed's Many Colourful Hydrants

- 6.6.4 Develop opportunities for the skills and experience of elders to be brought to youth and others, e.g., knitting, folk dancing, 4-H/agricultural activities (such as Tweed Fair, plowing match, Heritage Days), old-fashioned Christmas decorations, carolling contests.
- 6.6.5 Improve municipal signage generally, e.g., directional signs from Victoria St. to municipal building, library, and on the buildings themselves.
- 6.6.6 Consider the use of Facebook and other technological tools to communicate/inform about local cultural activities.

7. Proposed Actions - Economic Pillar

The Municipality of Tweed's economy is reliant on the availability of reliable and state-of-the art communications infrastructure, commerce/retail, agriculture, tourism/recreation, light industrial and resource-based activities. Residents want to see the Municipality's economy diversified and strengthened to provide services and jobs to those who live here, and to attract others to live, work and play in the Municipality. Existing sectors of our economy need to be supported and strengthened. There are strong cross-linkages between our local economy and the environment.

Furthermore, economic development in the Municipality is a shared responsibility, and will require coordination of activities by the Municipality in partnership with organizations (e.g., Chamber of Commerce; Hastings County; ComfortCountry; the Land O' Lakes Tourist Association; the Ontario Ministry of Agriculture, Food and Rural Affairs; Tweed and Area Arts Council; Tweed and Area Heritage Society) and individual businesses.



Figure 9: Land O'Lakes Tourism Association Logo

7.1 Economy – General

- 7.1.1 The availability of broad-band infrastructure /high-speed Internet across the Municipality is of fundamental importance to the local economy (and for other purposes as well, such as education). The Municipality should continue to work with the County to ensure that high-speed Internet is accessible to most or all Municipal residents in 2010, utilizing the recent provincial funding provided to the County for that purpose.
 - a) In the interim, the Municipality should maintain a simple inventory of high-speed Internet providers that are currently offering services in pockets of the Municipality.
- 7.1.2 Similarly, improved cell-phone coverage throughout the Municipality should be encouraged. This may be linked in many ways to the availability of Internet service.
- 7.1.3 Prepare an inventory of properties available for economic development (retail, light industrial, tourism, other) that can be provided to interested parties or made available on the Municipal website.

- 7.1.4 Continue to seek advice and funding to assist with economic development, e.g.:
 - a) Regular communications with organizations such as the Hastings County Economic Development Department (Andrew Redden), Community Futures Development Corporation, ComfortCountry, Ontario Ministry of Agriculture and Rural Affairs
 - b) Learn from the success of communities such as Warkworth or Bloomfield.
- 7.1.5 Fully embrace ComfortCountry and / or the Land O' Lakes Tourist Association as a unified marketing opportunity, to share ideas, experiences, and build our collective strength.
- 7.1.6 Enforce Municipal by-laws related to property standards, operation of ATVs on roadways etc. – activities that affect our economic viability.
- 7.1.7 Jobs for teens/youth in the Municipality need to be encouraged and developed.
- 7.1.8 Continue to utilize the Community Development Coordinator position as an important asset for the Municipality and its residents in terms of sustainable economic development.
- 7.1.9 Redesign the Municipal web site to serve as a state-of-the art information tool that serves the community and visitors well.
- 7.1.10 Build an industrial park (suited for light industry) complete with services in the south-end of town (see also Action 7.5.3).



Figure 10: ComfortCountry - Explore the Four

7.2 Commerce/Retail

- 7.2.1 Develop a directory of local businesses/ services:
 - a) On-line via Municipal website
 - b) Hardcopy for distribution as flyer to local businesses
 - c) Develop a laminated map of Tweed with various services shown for posting in parks and other locations
- 7.2.2 Actively encourage retailers and service providers to fill local gaps.
- 7.2.3 Continue efforts to improve the streetscapes in the Village of Tweed and in the hamlets, e.g.:
 - a) Implement and advertise the 'Community Improvement Plan' that provides funding for façade improvements for local businesses/ storefronts
 - b) Develop elements of a 'unifying look' across the Municipality, e.g., similar hanging baskets (the signage recently installed in the Village and hamlets is an example of this)



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Figure 11: Downtown Tweed

- c) Identify and suggest possible improvements for specific elements of the streetscape with individual owners / operators (e.g., permanent yard sales). Seek alternatives that result in minimum cost or disruption for owners and or operators.
 - d) Continue to promote the Village of Tweed's painted fire hydrants and utilize them in marketing activities (e.g., t-shirts, post cards, hats).
- 7.2.4 Develop and implement a 'buy local' campaign. There are existing elements such as 'Harvest Hastings' and the Farmers Market that can be incorporated.
- 7.2.5 Maintain and improve the parks in the Village of Tweed and the hamlets; these provide attractive stop-over spots that encourage transient visitors to utilize services.
- 7.2.6 Continue efforts to have coordinated hours for businesses and services in the Village of Tweed.
- 7.2.7 Consider 'outside the box' options such as a 'rotating employee' who could fill in at small businesses to allow days off.

7.3 Tourism

- 7.3.1 Build a four-season local tourism strategy in consultation with the Village, hamlets and rural areas:
- a) Focus on the recreation (e.g., Eastern Ontario Trails Alliance), heritage (e.g., Tweed Heritage Centre) and arts (e.g., Tweed and Area Arts Council) activities and organizations in the Municipality (direct link with 'Cultural' pillar)
 - b) Improve awareness of community events such as church dinners/suppers, Kiwanis barbecue
 - c) Focus on environmental features – e.g., Stoco Fen, Mount Moriah, Lingham Lake, Vanderwater Park, TransCanada Trail, lakes and rivers (e.g., kayaking, cycling, ATVirg, hiking, geocaching, fishing derbies etc.) - (direct link with 'Environment' pillar)
 - d) Continue to work with 'ComfortCountry' and the Land O' Lakes Tourist Association on marketing tourism in the Municipality.
 - e) Develop a strong, customized tourism marketing message building on our unique strengths ('Take a Break in Tweed' [1/2 way between Toronto/Ottawa]; quality of life; small-town friendliness; affordability; accessibility; beautiful environmental features; recreational opportunities; Heritage Centre; Tweed and Area Arts Council; local events etc.)
 - f) Identify niche markets or opportunities we may wish to exploit, e.g., Trenton airbase expansion; visitors to Moira Place; Sportsmen / garden shows



Figure 12: Art in the Park



Figure 13: Queensborough Community Hall

- g) Consider the development of a local signature event (such as 'Rhubarbfest', 'Cheesefest', 'Cornfest') that could serve as a coordinated 'umbrella' for other existing events – e.g., MACKfest¹¹
 - h) Develop maps, brochures to be used for local tourism activities
 - i) Ensure that there is a Tourist Information Bureau open seven days a week (at least in summer).
- 7.3.2 Encourage accommodation options (including Bed and Breakfast operations) for families, friends and businesses that will be in the local community (e.g., visiting Moira Place, attending reunions etc.).
- 7.3.3 Provide some basic infrastructure to promote tourism in the hamlets (e.g., porta-potties in Queensborough during kayaking season).
- 7.3.4 Stoco Lake should be enhanced as a draw for tourists as well as local residents (see also 'Environment' pillar).
- 7.3.5 Provide improved signage for events such as the Tweed Fair, local horse shows.

7.4 Agriculture

- 7.4.1 The Municipality should encourage policies and plans that maintain and enhance the local agricultural economy and the agricultural community. These could include:
- a) Support for/awareness of local agricultural initiatives such as 'Harvest Hastings', the annual fair, plowing matches
 - b) Encourage use of the Farmers Market and farmgate/roadside stands
 - c) 'Community Supported Agriculture (CSA) is an option that links local residents and agricultural suppliers¹²
- 7.4.2 Maintain the community gardens, which have a number of environmental, social and economic advantages. A Gateway Community Health Centre pilot project was initiated in conjunction with the Food Bank in 2009.
- 7.4.3 The Municipality should consider allowing small-scale 'urban agricultural' activities (e.g. chickens for non-commercial egg production).



¹¹ Marmora and Area Canoe and Kayak Festival

¹² See for example: <http://www.harvesthastings.ca/news/2007/11/food-sovereignty-long-overdue>.

7.5 Resource-Based/Light Industry

- 7.5.1 Programs that encourage mentorship/apprenticeship of local youth should be encouraged (these may be via secondary /post-secondary schools, employers, or training programs).
- 7.5.2 The Municipality should focus on attracting light industry to the area, in particular ‘green’ or sustainable industries with minimal environmental footprint and that are compatible with community values.
- 7.5.3 Sustainable forestry activities should be encouraged in the Municipality.

8. Proposed Actions - Environment Pillar

The Municipality of Tweed’s biophysical environment (land, air, water, plants, animals) support tourism, recreation, and economic activities that rely on environmental quality (e.g., agriculture, forestry). The environment provides the fundamental basis for life and contributes greatly to our quality of life. Residents want to see the Municipality’s environmental features protected, and environmental quality maintained if not enhanced. Factors affecting our environment may be local or regional (such as land use), national or even global in scale (such as climate change). Actions that can contribute to improving or protecting environmental quality are needed. Economic activity that supports or is consistent with environmental sustainability should be encouraged.

8.1 Environment – General

- 8.1.1 Develop partnerships and generate awareness amongst residents, the Municipality and other organizations to strengthen environmental stewardship in the Municipality. These may relate to any of the specific environmental components described below or to the establishment /improvement of conservation areas or other protected areas.
- 8.1.2 Develop strategies to minimize litter (roadside, shorelines, public spaces) and enforce property standard by-laws to address unsightly properties in the Municipality.
 - a) Support the annual Kiwanis Trash Bash (April), Great Canadian Shoreline Cleanup (September), Adopt-a-Highway (get youth involved)
 - b) Install more trash cans, signage, better awareness
- 8.1.3 Develop database of environmental features, services, programs, activities, events in the Municipality
- 8.1.4 Monitor opportunities for funding/partnerships for environmental stewardship initiatives that could be utilized by the Municipality or other organizations/ partners.



Figure 14: Yellowfish Road

8.2 Water

8.2.1 Establish partnerships to deal with improvement of water quality in Stoco Lake and other surface waterbodies in the Municipality

- a) Develop a lake stewardship plan for Stoco Lake – clarify roles and responsibilities, strengthen understanding of the many factors affecting the lake environment, and identify the actions that can be taken to improve swimming, fishing, boating and aquatic ecosystems in the Lake.
- b) Improve stormwater management in rural and urban areas of the Municipality, minimizing run-off into surface water (e.g., consider removing storm drain from Park's beach area; Yellowfish Road program)
- c) Improve swimming at the Tweed Park Beach – identify options and implement (e.g., aeration, weed harvesting, stormwater management, bird control through falconry)

8.2.2 Implement measures to protect the Municipality's groundwater resources:

- a) Continue Municipal involvement in the regional Source Water Protection Program and implement measures to protect Municipal water sources (e.g., encourage the use of rain barrels).
- b) Encourage septic system inspections and monitor the Province's intentions re: future standards, and support voluntary actions amongst residents (e.g., in partnership with Friends of Stoco Lake)
- c) Encourage awareness of well water quality – best practices for rural residents of the Municipality
- d) Use xeriscaping principles in planting municipal parks, plantings in order to reduce water consumption



Figure 15: Stoco Lake (Terry Sprague)

8.3 Land/Ecosystems

8.3.1 Build a four-season eco-tourism and recreation strategy that focuses on our environmental features – e.g., Stoco Fen, Mount Moriah, Lingham Lake, Vanderwater Park, lakes and rivers (e.g., kayaking, cycling, ATVirg, hiking, geocaching, fishing derbies etc.). This would benefit local residents, businesses and visitors.

8.3.2 Maintain and improve access to trails, Crown land, parks / protected areas and water resources in the Municipality (while maintaining their environmental integrity).

8.3.3 Improve awareness and enforcement of safe and environmentally sound operation of hunting / use of ATVs on local roads and trails.

- 8.3.4 Review Municipal practices such as road salting, brush cutting, dust treatment to reduce environmental degradation.
- 8.3.5 Implement programs and policies that protect and renew community trees (villages and hamlets, encouraging use of native species), protect /sustain forests, woodlots and plant cover in the Municipality, e.g.,
 - a) Continue to support Hastings Stewardship Council's annual tree give-away and other sustainable forestry programs
- 8.3.6 Identify areas of environmental significance or sensitivity in the Municipality, and work with property owners and government to ensure that they are protected.
- 8.3.7 Encourage and support work of Tweed Horticultural Society in planting gardens.
- 8.3.8 Consider development of a sustainable forestry by-law to regulate harvests.
- 8.3.9 Improve control over soil and gravel removal.
- 8.3.10 Improve awareness of best practices for protecting wildlife, birds, and plants.



Figure 16: Stoco Fen Flora

8.4 Air

- 8.4.1 Control open-air burning, particularly in residential areas.
- 8.4.2 Consider development of an anti-idling by-law or advisory in the Municipality.
- 8.4.3 Minimize road and construction site dust.

8.5 Energy

- 8.5.1 Support energy conservation initiatives at the Municipal level, and encourage residents and businesses to adopt energy-efficient practices, for example:
 - a) Conduct energy audits of Municipal facilities and equipment/vehicle fleet and prepare a Municipal energy management plan
 - b) Consider renewable energy sources and energy-efficient design and features (lighting, heating, cooling, LEED – Leadership in Energy and Environmental Design) in new/retrofitted municipal facilities (buildings, street lighting, etc.)
 - c) Monitor the new provincial *Green Energy Act* and its implications, e.g., requirement for municipal energy plan, available funding for energy efficiency initiatives and opportunities for renewable energy
 - d) Investigate the development of run-of-river hydroelectric on Moira River at Tweed and elsewhere, other possible renewable energy sources
 - e) Reduce light pollution in the village, hamlets and rural areas
 - f) Establish biking lanes and install bike racks in village / hamlets

8.6 Solid Waste /Wastewater Management

- 8.6.1 Continue to improve success with solid waste management and the '3 Rs' – reduce, reuse, and recycle – implementing new and innovative programs in partnership with Quinte Waste Solutions, e.g.:
- a) 'Free dump day'
 - b) Increase composting/organic materials
 - c) Curbside Giveaway - Road-side scavenge day
 - d) Electronic and hazardous waste at landfill year-round
 - e) Chip brush and tree waste and provide as free mulch
 - f) Salvage site at the landfill
 - g) Use of clear garbage bags
- 8.6.2 Develop a solid waste management plan/integrated waste management plan, considering for example:
- a) Extended hours of waste disposal site
 - b) Improved rural waste /recycling pickup
 - c) Continued monitoring of Municipal landfill sites, and investigation of alternatives for waste disposal
- 8.6.3 Continue efforts to improve the effectiveness and capacity of the Village of Tweed's wastewater collection and treatment system (there are a number of ongoing initiatives, e.g., diverting sump pump discharge; lining /sealing sewers; dredging/maintaining the sewage lagoon cells etc.).
- 8.6.4 Consider implementation of municipal programs to encourage use of water-efficient toilets, faucets, showerheads.
- 8.6.5 Work with the agricultural community to encourage sustainable farming practices, such as management of manure and other biosolids for beneficial use on farms in an environmentally sound manner (e.g., protecting wells and water sources; renewable energy sources).



Figure 17: Welcome to Marlbank

9. Proposed Actions - Social Pillar

The Municipality of Tweed needs to remain a friendly, neighbourly community while we grow and welcome new people, improving the services and activities that contribute to our social vitality. We are faced with an aging population, and a relatively low proportion of younger individuals/families. This has implications in terms of the provision of services that will both attract and retain younger residents and their families, while meeting the needs of our seniors. We must also ensure that youth have an active role in our community and there is no better way than to develop and nurture a stronger relationship with local schools to capitalize on their creative and enthusiastic response to community challenges.

9.1 Social – General

- 9.1.1 Develop awareness of community events, organizations, and local amenities (such as restaurants) through development of:
 - a) a directory/database to foster awareness amongst the groups and amongst the residents of Tweed with respect to how to get involved, or possible coordination of activities, and potential partnerships
 - b) a calendar of social/ arts/cultural events
 - c) opportunities for local service organizations/clubs to get together to learn what each other are doing/have planned, and identify opportunities for partnerships and mutual support
 - d) This information should be provided both on-line (e.g., via the Municipal website) and in print media, and widely available to everyone. Potential opportunities include ComfortCountry and the Land O'Lakes Tourist Association, or a monthly listing in local print media (Note – this action is relevant to all four pillars – social, cultural, environment and economy).
- 9.1.2 Consider the development of a dedicated Municipal staff person resource as a social coordinator (see Cultural pillar Action 6.4.9 as well)

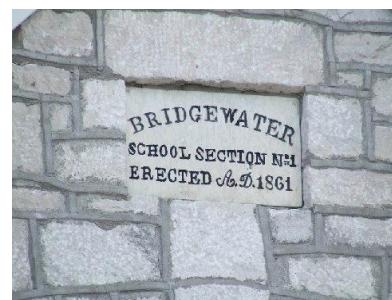


Figure 18: Bridgewater School Cornerstone

9.2 Education

- 9.2.1 Linkages with existing facilities and institutions must be nurtured, e.g., Loyalist College for long-distance education and for satellite ‘interest’ courses.
- 9.2.2 The new partnership between Loyalist College and the Tweed Library must continue (see Cultural action 6.6.1 as well). Loyalist is assisting the Library Board with the development of a teaching lab at the new facility.
- 9.2.3 Review the experience of other local small municipalities with linkages to universities for distance education.
- 9.2.4 Ensure that the three elementary schools in Tweed, and the high schools that service our communities, remain vibrant, active, and visible within the community.
- 9.2.5 Nursery schools and before/after school programs at local schools should be supported.
- 9.2.6 Educational resources outside the formal education system (e.g., from the public sector [e.g., school boards, Loyalist College] or from private services such as ‘Tutor Ontario’) should be investigated and the community made aware of their availability.
- 9.2.7 Build on local school and student green initiatives by referring to these students as “Green Ambassadors” and look at partnering opportunities/relationships with local businesses.

9.3 Municipal Council

- 9.3.1 Have Council meetings in each hamlet once a year.
- 9.3.2 Consider reinstating public ‘question and answer’ sessions at Council meetings to allow for more effective and productive participation by citizens.

- 9.3.3 The Municipality is in the process of developing a Strategic Plan that could implement the elements of the ICSP that they are responsible for, and to address matters that are not included in the ICSP.
- 9.3.4 Sustainability criteria should continue to be considered, along with other factors (e.g., Municipal mandate, financial implications, availability of external funding/partnerships, competing priorities), in all Municipal decision-making processes. For example, the Municipality should consider the incorporation of sustainable design or features in all of its activities (e.g., construction, design, operation and maintenance of facilities and equipment/vehicles; activities such as waste and wastewater management, infrastructure design, operation and maintenance).

9.4 Policing and Security

- 9.4.1 Municipal by-laws must be enforced in order to be effective (e.g., community standards, in-town/on-road ATV use, building code etc.).
- 9.4.2 Improve the safety of crosswalks in the Village of Tweed (e.g., location of buttons).
- 9.4.3 Residents are concerned about the low level of police presence in the Municipality and the implications it may have in terms of prevention or timely response to accidents, vandalism, crime or other types of complaint. The police service in the Municipality should be regularly reviewed with respect to effectiveness and cost.
- 9.4.4 Alternate security measures such as video surveillance at specific locations should be considered.



Figure 19: Tweed's Jailhouse

9.5 Community Facilities and Services

- 9.5.1 Improve the use of technology (e.g., high-speed Internet, use of the municipal website, Facebook etc.) to improve communications across the municipality (see actions from other pillars as well).
- 9.5.2 Enhance the use of existing community facilities across the Municipality, e.g.:
 - a) Kiwanis Pavilion
 - b) The Marble Church Arts Centre
 - c) The area around the new pool/soccer field adjacent to the fair ground. This could be a 'sports and recreation destination', a multi-use site that can be used by various age groups for a variety of purposes (e.g., basketball, horseshoes, horse shows, volleyball, a place to have short-term parking for RVs for family reunions/horse shows and other community events) (see also Cultural).



Figure 20: Kiwanis Pavilion, Tweed Park

- d) Schools
 - e) Arenas, sports fields
 - f) Improved accessibility
 - g) Clean public washrooms
- 9.5.3 Consider the addition of new community facilities (or the use of an existing facility) for a community center that could service youth, seniors, and others.
- 9.5.4 Continue to improve the waste management system across the municipality (including recycling, waste pickup and waste disposal) (see also Environment).
- 9.5.5 Explore the expansion of recycling/waste pickup to the hamlets/rural areas of the Municipality. At a minimum, it should be clearly communicated to all residents that the waste pickup in the Village of Tweed is a cost paid by village residents and not subsidized by the residents elsewhere in the municipality. (see also Environment).
- 9.5.6 Approach the Province of Ontario about reinstating the Tweed licence bureau, and getting an additional day each week for the Service Ontario kiosk (currently one day a week at the Municipal office).
- 9.5.7 Review the success of Centre Hastings Transit's/ Central Hastings Support Network's recently implemented transit service between Madoc, Tweed and Belleville.
- 9.5.8 Approach Greyhound Canada Transportation Corporation about reinstating a bus stop in Tweed (now only available in Actinolite).
- 9.5.9 Review plowing / grading of roads in rural areas, and plowing of sidewalks in the village of Tweed.
- 9.5.10 Consider the establishment of fire depots in the hamlets.

9.6 Youth

- 9.6.1 Youth must have an enhanced voice, ownership and role in the community.
- 9.6.2 Encourage linkages/mentoring between youth and elders in the community (see 'Cultural' pillar). This could involve skills (e.g., gardening, preserving foods, music, arts and crafts, school programs such as 'grandpals'). Linkages to Moira Place could be sought.
- 9.6.3 Develop active and organized programs for youth—these may be social (e.g., teen dances), sports/recreation, arts, nature-oriented.
- 9.6.4 Liaise with local schools on initiatives of mutual benefit so that the municipality can capitalize on fresh and creative ideas.



Figure 21: Tweed Youth Enjoying Park

9.7 Social Activities

- 9.7.1 Continue organized events such as cards, dancing, community dinners – which are often offered by local service organizations on a regular basis. However, new opportunities aimed at a variety of audiences should be encouraged.
- 9.7.2 The contribution of the agricultural community to the social vitality of the Municipality of Tweed should be supported, e.g., through the Tweed Fair, the plowing match, Harvest Hastings, youth dances sponsored by the Tweed-Hungerford Agricultural Society, the Farmers Market, and ‘farm-gate’ product sales throughout the municipality.

9.8 Housing

- 9.8.1 Ensure that an adequate supply and range of housing opportunities are available to meet the needs of existing and future residents.

9.9 Health and Wellness Services

- 9.9.1 Continue to support and utilize the opportunities provided by the organizations offering services in the Municipality, e.g.:
 - a) the Gateway Community Health Centre
 - b) other service providers (e.g., Moira Place, meals on wheels, food bank, Community Care for Centre Hastings, Hastings and Prince Edward Counties Public Health Unit, ambulance, Community Care Access Centre, Victorian Order of Nurses and other home care providers)
- 9.9.2 Investigate/encourage the establishment of eye care services in the Municipality (e.g., optometrist).
- 9.9.3 Support the Gateway Community Health Centre’s ‘Community Garden’ initiative (started in 2009).
- 9.9.4 Install defibrillators at all municipal facilities (*Note – this action has been completed for most*).
- 9.9.5 Investigate expansion of ambulance service to 24-hour basis.
- 9.9.6 Arrange to have babysitting and CPR courses in the hamlets.



Figure 22: 'The Guardian'

10. Implementing the ICSP

10.1 Implementation Overview

A plan **must live to be successful**. It must become a part of the community that creates it. This is the goal of implementation. A long-term plan can easily become just a pile of paper without an implementation strategy. This is even more important in this project where the community, its elected officials, and many individuals put forth a lot of effort to ensure that all voices, points of view and ideas were heard.

The fundamental aim of the implementation strategy is to highlight the key actions flowing from the Plan, to prioritize those actions for the short-term, and to review who will lead them, and how they might be achieved.

The fundamentals of plan implementation involve the following aspects:

- prioritizing the proposed actions/next steps
- identifying roles for participants and community organizations and individuals
- securing resources to support ongoing activity
- monitoring the process
- evaluating, updating and revising the Plan on a regular basis
- providing regular updates to the community on plans progress
- continuously soliciting citizen involvement.



Figure 23: Welcome to Queensborough

The Community Development Committee has developed a template for documenting and monitoring the implementation of priority ICSP actions (See Appendix 2). This blueprint for implementing the Plan is a standardized page in tabular form for each of the priority actions. Summary tables arranged by pillar will also be prepared. This tabular format will allow the community to outline priorities and detail the mechanisms to accomplish them. It will also allow for close monitoring of ongoing successes, and facilitate updates to the Plan.

10.2 Plan Implementation Roles

There are a variety of roles that need to be filled to ensure the success of the Plan. The *Municipal Council* will need to affirm on an ongoing basis its commitment to the Plan, and their intent to integrate sustainability considerations into the priorities of the community that must be planned and budgeted for on a regular basis. Existing *Committees of Council* will need to consider the Plan and sustainability criteria as they carry out their work. The *CDC*, although a volunteer group, will bear the major

responsibility to review the Plan, meet with the public as needed to update the Plan, and to undertake evaluation and reporting back to the community on successes and challenges. A *staff position* (such as the Community Development Coordinator) should be dedicated at least in part to provide liaison between Council, the CDC, the community, and to manage any contractual work required in plan implementation and updating. Perhaps most importantly, the *individual citizens and organizations* in the Municipality will need to contribute through leading and participating in various actions, as well as the periodic review and update of the Plan.

10.3 Plan Priorities

The list of specific proposed actions outlined above is long and detailed. It is obvious that not all or even a large number of these priorities can be acted on simultaneously. The Implementation Plan being prepared by the CDC will outline priorities for action. It is important to note that the proposed actions have not been prioritized in any way by Council or the CDC. Council will continue to review the proposed actions and identify those that are within the Municipality's mandate, and then further evaluate them using a series of criteria to determine which should become Council priorities in the short and longer-term¹³. While some of the actions may be led by the Municipality, others would be the responsibilities of other levels of government, local or regional organizations, or individuals. A partnership approach may be taken in many cases.

10.4 Evaluation of Progress

The evaluation of progress needs to be done on a regular basis (perhaps every year or two), with in-depth assessments made at the time of plan review and revision (e.g., every five years). This is outlined in Section 10.5, below. Evaluation is usually done by comparison with a set of performance measures derived from the planning process. These measures will relate to the degree to which the Plan is being followed, and that the actions realized have been effective. Developing performance measures is a difficult task, especially if they are to be measurable by the Municipality of Tweed and meaningful in assessing the community's progress towards greater sustainability.

The Municipality of Tweed has issued a Municipal Performance Measurement Report annually since 2003.¹⁴ This report informs the public on a variety of measures that affect the quality of their lives and the spending of their tax dollars such as:

¹³ Criteria to be considered might include: Municipal obligations/requirements, activities within municipal mandate, financial implications, availability of external funding/partnerships, competing priorities.

¹⁴ Municipality of Tweed 2009. *Municipal Performance Measures Report*. Available at:
<http://www.twp.tweed.on.ca/Departments/administration/administration.htm#perfomance pg33>.

- operation costs for government and its major services (fire, police, roads, wastewater, etc.)
- the condition of their infrastructure and its efficiency in functioning
- the efficacy of land use planning in meeting goals for rational development
- the number of complaints and emergencies that affected the public.

Some of these measures of municipal performance are applicable to the ICSP. However, the ICSP speaks to broader issues and needs than can be assessed using a year-to-year chronicle of emergency events and operational costs. Several of the items in the municipal performance measurement report can be carried over into a system for the ICSP, but other measures are needed to track the larger and long-term issues of sustainability. Appendix 3 provides further detail on national and other performance indicators. A set of performance measures can be prepared as part of the ICSP implementation plan.

10.5 Plan Review, Update and Revision

The ICSP, like all plans, is intended to be a living document. It is not a static, one-time snapshot of a sustainable future, but a map and directions on how to get there. Like all maps, the route will change as priorities are accomplished and new information allows for different mechanisms to be used. New funding programs will be developed by senior levels of government as they see the need for specific actions and responses. The public will see the need to accelerate or change the direction of the Plan.

The primary method for update and review will be a regular process of evaluation and renewal. Evaluation will occur on a regular basis, and will generally be the ongoing work of the CDC and municipal Council. They will review the accomplishments and ongoing work and will undertake annual planning to fit the upcoming priorities into the budget and work plans of the municipality and other organizations involved in various actions.

However, new needs will become apparent. New science, evolving priorities from the federal and provincial governments, changing funding assistance programs, and cooperation with surrounding communities will all create pressure for change in the Plan. It is recommended that every five years, the process of plan review and revitalization be undertaken in much the same way as the Plan was developed. This will involve going to the public in open forums and using other mechanisms for thorough review of the Plan and new ideas and priorities. The citizens who participate will be a mix of those who helped create this original Plan as well as new residents, youth, and others touched by the plan and wanting to contribute. The Plan may change in format, or only in priorities, but at that time it will remain the plan of the community as it exists at that time.

10.6 Plan Communications and Messaging

The ICSP needs to have its own public persona. It needs to be a visible part of the community on a regular basis. Residents need to know what the ICSP is, how it is working, and how they can continue to contribute and participate. A variety of communication mechanisms will be used to keep the community informed. A permanent web site presence should be developed as an integral part of the municipal web site. This resource should keep people up to date on the status of the Plan, implementing priorities, and upcoming opportunities to participate actively in keeping the Plan working and up to date. It is recommended that new communication protocols utilizing social media such as Facebook and blogs be considered. Facebook encourages ongoing participation by all members of the community and those from outside. A blog could allow the CDC to maintain an ongoing presence with real time updates and information.

In addition, the ICSP could be a regular part of the municipal newsletter. The CDC could produce its own newsletter, for circulation to all residents to advise them of the status of the Plan, the current priority actions, and the record of success on meeting the goals and strategic directions of the Plan. Local media should be tapped as an important resource.

If resources allow, an annual meeting could be held to review progress, seek advice from the public on their perception of the Plan and changes or new priorities they would like to see. This broad community dialogue will help to keep the Plan current and vital. The CDC should endeavour to make regular reports to Council, and should also seek to present similar update information to the community through presentations to service clubs, displays at community events, and ongoing activities in the schools.

An important way of keeping the ICSP alive and vital in the community would be to have a signature ongoing project that everybody could participate in and report on. There is a variety of such programs in place, but one stands out as an easy, fun and meaningful way to engage the public, this is Alberta's One Simple Act program.¹⁵ This program is based on the "one simple act of kindness" idea. In Alberta it is a part of the province's conservation program. It gives citizens, who might not otherwise know what they can do, a venue to pledge, report and find a list of simple things they can do to be part of the sustainability solution.

There are other similar programs, most notably the Simple Acts of Care and Kindness Foundation of California¹⁶ which has developed a school based program that extends to all kindly and neighbourly acts. A similar web based idea is found at One Simple Thing which similarly looks to encouraging people to do one simple thing a day for themselves, a friend, neighbour or their community. Others include the 'Random Acts of Kindness Foundation' (<http://www.actsofkindness.org/>) and the CBC's recent 'One Million Acts of Green' (<http://green.cbc.ca/>).

¹⁵ Government of Alberta 2008 *Alberta's One Simple Act*. Available at <http://www.onesimpleact.alberta.ca/>.

¹⁶ S.A.C.K. Foundation 2009. *One Simple Acts of Care and Kindness* Available at: <http://www.simpleacts.org/index.phpSimple%20Acts.org>

A simple program could be developed for Tweed and operated through the web site and other publications and events that are part of the ICSP and its implementation. This program could be called “Simple Sustainability” or ‘Simply Sustainable Tweed’ or some similar name, and could model the Alberta or other programs in its elements and outreach. By means of a simple mechanism like this, the reach of the program could be magnified, and the participation by the public amplified and maintained.

A program like ‘Simply Sustainable Tweed’ could serve to unite the community behind the goals of this Plan, and keep up the impetus for sustainability by providing opportunities and challenges for all ages and areas in the community to participate, compete and complete this Plan and achieve the goal of a truly sustainable community.

**“We don’t inherit the world from our ancestors,
we borrow it from our children.”**

Aboriginal Proverb

11. Conclusion

Creating an Integrated Community Sustainability Plan is a major undertaking for any community, but more so for a relatively small and widely distributed community like the Municipality of Tweed. As outlined in the **Background Report**, Tweed is broad in all its dimensions. It has unusual breadth and depth to its natural environment, vibrant variety in its business and economic life, many social flavours and accents, and deep cultural history and roots in the landscape.

This project has been successful in creating an innovative and adaptive Plan for moving towards a sustainable community. The success of the project has been in the depth of commitment and care for their community by its citizens. If there is any gauge of the potential success of a plan like this one, a long-term endeavour that aims to make some basic changes and deliberately create a new future, then it is surely the interest and enthusiasm of the current residents of the Municipality of Tweed.

The people of Tweed were asked to “dare to dream” and to start a journey into the future of Tweed. The wealth of feedback and ideas is a testament to the faith of the people of this community. The strength of their interest and love for their home place ensures a good start on the road to a sustainable future, knowing it will in large part be sustained by their own high regard and hopes for the place they call home.



“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.”

- Margaret Mead

Appendix 1: Prioritization of Actions by Citizens During February 2010 Community Consultations

Participants were provided with the following set of criteria in order to help them determine their priorities.

What is Important to You?

A number of factors or criteria can be used in identifying priorities, including:

1. Organizational mandate
2. Legal requirement or obligation
3. Relative cost of the action? ('bang for buck')
4. Degree of impact/effect on the community
5. Timeframe to complete the action - relatively quickly
6. Community residents/organizations indicated priority
7. Supports the objectives of more than one pillar?
8. Need to complete this action before other elements of the Plan achieved
9. Will completing this action be a big step in moving the pillar forward?
10. Are other actions in this pillar more important?
11. Ongoing, in the planning stage, or a new concept
12. Is action easily done / more manageable via a partnership approach?
13. Does action have a window of opportunity that may close (if one currently exists – for example a funding program)?
14. Are there external funding opportunities available?
15. Is action lined up with priorities of other initiatives?

The following tables list all the actions by pillar along with the number of times that action was identified as a priority by participating Municipality of Tweed citizens – at the three community meetings and at the stakeholder workshop. These priorities were tabulated in March, 2010. During implementation, the comments provided by participants on their priority actions, in comment sheets, and in correspondence should be reviewed in terms of the specific details.

Note: Actions that are recently completed, already underway or planned (by the Municipality of Tweed, or others) are shown with bold italicized text.

<i>Proposed Actions – Cultural Pillar</i>								
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)							
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total	
The Municipality of Tweed has a vibrant and growing cultural scene, involving the arts, heritage, sports and recreation. The contribution of culture to the quality of life in the Municipality cannot be underestimated. Sustaining and enhancing our cultural resources is an ongoing challenge in a small, rural municipality.								
6.1 Cultural – General								
6.1.1 <i>Provide opportunities for local service organizations/clubs to get together to learn what each other are doing/have planned, and identify opportunities for partnerships and mutual support.</i>	4	2	1	4				11
6.1.2 <i>Recognize the work of the many volunteers – individuals of all ages and organizations - that contribute in so many ways to the quality of life in the Municipality:</i> <i>f) Formally, e.g., at a 'wine and cheese' or other event</i> <i>g) At a Community Development Committee event (e.g., tie into a stakeholder workshop early 2010)</i> <i>h) Tie into the annual New Year's levees hosted by the local Member of the Provincial Parliament, and the Legion</i> <i>i) Look at what other municipalities do, e.g., Stirling</i> <i>j) More comprehensive notes of acknowledgement (e.g., to businesses or clubs donating services, funds, prizes, or organizing events etc.)</i> <i>(Note that this action applies to all four pillars)</i>	3	2		7			12	
6.1.3 <i>Develop a directory and calendar of arts/cultural events, and local amenities such as restaurants (e.g. the Municipal website).</i>	7					1		8

Proposed Actions – Cultural Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
6.2 Arts							
6.2.1 Continue to encourage Tweed and Area Arts Council (TAAC) in their efforts to complete the Marble Church Arts Centre, and support their development of local programming and events.	3		1				4
<i>6.2.2 Support events and venues that develop awareness of local artists, such as the fall Tweed and Area Studio Tour, the art exhibitions at the Heritage Centre, 'Art in the Park' etc.</i>	4	2	1	2		1	10
<i>6.2.3 Consider the development of a program of outdoor movies oriented towards families, e.g., at the fairgrounds or at the Tweed Park. The library might host similar events in other seasons.</i>	2						2
6.3 Heritage							
6.3.1 Build upon the extensive infrastructure, resources and expertise at the Tweed and Area Heritage Centre / Heritage Society, e.g.: <ul style="list-style-type: none"> d) Consider the development of small travelling exhibitions for the hamlets from the Heritage Centre. e) Get schools more involved in attending/touring the Heritage Centre. f) Fully support and promote annual 'Heritage Days'. 	5			2		1	8

Proposed Actions – Cultural Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
6.3.2 Preserve written and audio/ video stories of our local histories (e.g., 'Them Were the Days' (Cockburn/Vance), 'Henigan Rush' (Vance)).	2		1				3
<i>6.3.3 Develop and advertise historical walking tours of the village of Tweed and other parts of the Municipality; link these to other local areas/existing tours.</i>							
6.3.4 Install plaques/heritage markers for locations not yet recognized (e.g., historic residences or business locations).		2	1				3
6.3.5 Consider a display/contest involving old photos of building facades from the downtown area.	1						1
6.3.6 Facilitate the preservation and/or use of existing facilities currently underutilized.	2			1			3
<i>6.3.7 Embrace and preserve the heritage of the hamlets and rural areas of the Municipality, in addition to the village of Tweed.</i>	1		1	1			3
6.4 Sports and Recreation							
6.4.1 Investigate the use of existing municipal (e.g., arena) and other buildings (e.g., local schools) for use in off-hours/off-seasons for activities such as roller-blading, ball hockey, adult/seniors skating, or indoor soccer. This could be done in partnership with the school boards, the Gateway Community Health Centre, service clubs or private sector sponsors.	5	8	2	15			30
6.4.2 Look at the development of alternative programs at existing facilities, e.g., senior or adult skating.	1			2			3

Proposed Actions – Cultural Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
<i>6.4.3 Complete construction of the pool in Tweed, and implement programming targeting a range of user groups – youth, seniors, etc.</i>	2		1				3
<i>6.4.4 Establish an outdoor rink for public use on Stoco Lake at the Park.</i>							
6.4.5 Continue the support and expansion of services offered by the Eastern Ontario Trails Alliance in the Municipality. d) The trails could be expanded to tie into Tweed amenities/services e) Better signage along trail to Tweed amenities/services f) Encourage etiquette amongst ATV users along village streets and Municipal roads	2			3			5
6.4.6 Improve the availability of recreation facilities at the site of the existing soccer field/new pool – build into a multi-use site that can be used by various age groups for a variety of purposes (e.g., basketball, horseshoes, horse shows, volleyball, a place to have short-term parking of RVs for family reunions/horse shows and other community events).	3		2	2			7
6.4.7 Clarify legal right, if any, for public access to Dry Lake (Marlbank).		1					1
<i>6.4.8 Clarify access to baseball park in Marlbank – is it available for casual public use if it is not being used for organized activities?</i>		1					1
6.4.9 Consider the development of a dedicated Municipal staff person resource as a sports and recreation coordinator (this concept is also captured under a number of other pillars, e.g., Social action 9.1.2).	3	1					4

Proposed Actions – Cultural Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queensborough	Stake-holders	Student	General Public	Total
6.5 Youth							
6.5.1 The Municipality needs additional ‘non-organized’ opportunities for youth, e.g., the pool (to be operational summer 2010), volleyball / basketball at the fairgrounds or at local schools (four seasons).	4		2	3			9
6.5.2 The Tweed and Area Arts Council and other organizations (e.g., the summer youth theatre program) should be encouraged to continue offering programming and events aimed at local youth.	1		1	3			5
6.5.3 <i>The Municipality should investigate improvements to municipal facilities in the hamlets, e.g., strategies for preventing vandalism at the site in Marlbank; alternatives to use of the former Queensborough ball diamond (located on private land).</i>		1		1			2
6.6 Culture – Other							
6.6.1 <i>Build the new Tweed Library, and fully program it (meeting rooms, computers, long distance education, Wii, social / outreach programs, movies, etc.)</i>	3			2			5
6.6.2 Acknowledge the important social, cultural and spiritual contributions of the many churches in the villages, hamlets and rural areas, and their value in attracting people to the Municipality.		5		1			6

Proposed Actions – Cultural Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
6.6.3 Create more community events such as dances, concerts, festivals etc. aimed at different audiences, e.g.: f) Youth, Seniors g) Link to a 'signature' event, perhaps quarterly h) e.g., scarecrow contest, Festival of Trees, Canada Day, dinners/BBQs sponsored by service clubs, Lions concerts in park, farmers market, Trudeau's Park events i) Utilize the Pavilion in the village and other venues in the hamlets j) Utilize existing images/icons, e.g., the painted fire hydrants, revive 'Elvis Lives in Tweed'	14	2	2	4			22
6.6.4 Develop opportunities for the skills and experience of elders to be brought to youth and others, e.g., knitting, folk dancing, 4-H/agricultural activities (such as Tweed Fair, plowing match, Heritage Days), old-fashioned Christmas decorations, carolling contests.	1		1	3			5
6.6.5 Improve municipal signage generally, e.g., directional signs from Victoria St. to municipal building, library, and on the buildings themselves.	2		1				3
6.6.6 Consider the use of Facebook and other technological tools to communicate/inform about local cultural activities.							

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
<p>The Municipality of Tweed's economy is reliant on the availability of reliable and state-of-the art communications infrastructure, commerce/retail, agriculture, tourism/recreation, light industrial and resource-based activities. Residents want to see the Municipality's economy diversified and strengthened to provide services and jobs to those who live here, and to attract others to live, work and play in the Municipality. Existing sectors of our economy need to be supported and strengthened. There are strong cross-linkages between our local economy and the environment. Furthermore, economic development in the Municipality is a shared responsibility, and will require coordination of activities by the Municipality in partnership with organizations (e.g., Chamber of Commerce; Hastings County; Comfort Country; the Land O' Lakes Tourist Association; the Ontario Ministry of Agriculture, Food and Rural Affairs; Tweed and Area Arts Council; Tweed and Area Heritage Society) and individual businesses.</p>							
7.1 Economic – General							
7.1.1 <i>The availability of broad-band infrastructure /high-speed Internet across the Municipality is of fundamental importance to the local economy (and for other purposes as well, such as education). The Municipality should continue to work with the County to ensure that high-speed Internet is accessible to most or all Municipal residents in 2010, utilizing the recent provincial funding provided to the County for that purpose.</i>	11	5	2	8			26
<i>a) In the interim, the Municipality should maintain a simple inventory of high-speed Internet providers that are currently offering services in pockets of the Municipality.</i>							
7.1.2 <i>Similarly, improved cell-phone coverage throughout the Municipality should be encouraged. This may be linked in many ways to the availability of Internet service.</i>	3	2		1			6

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
7.1.3 Prepare an inventory of properties available for economic development (retail, light industrial, tourism, other) that can be provided to interested parties or made available on the Municipal website.	4					1	5
7.1.4 Continue to seek advice and funding to assist with economic development, e.g.:	2	1		4			7
a) <i>Regular communications with organizations such as the Hastings County Economic Development Department (Andrew Redden), Community Futures Development Corporation, ComfortCountry, Ontario Ministry of Agriculture and Rural Affairs</i>							
b) <i>Learn from the success of communities such as Warkworth or Bloomfield.</i>							
7.1.5 Fully embrace ComfortCountry as a unified marketing opportunity, to share ideas, experiences, and build our collective strength.		1		2			3
7.1.6 Enforce Municipal by-laws related to property standards, operation of ATVs on roadways etc. – activities that affect our economic viability.	2		4				6
7.1.7 Jobs for teens/youth in the Municipality need to be encouraged/developed.	5	2	3	2			12
7.1.8 Continue to utilize the Community Development Coordinator position as an important asset for the Municipality and its residents in terms of sustainable economic development.	1	1					2
7.1.9 Redesign the Municipal web site to serve as a state-of-the art information tool that serves the community and visitors well.	1						1

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queensborough	Stake-holders	Student	General Public	Total
7.2 Commerce/Retail							
7.2.1 <i>Develop a directory of local businesses/ services:</i> d) <i>On-line via Municipal website</i> e) <i>Hardcopy for distribution as flyer to local businesses</i> f) <i>Develop a laminated map of Tweed with various services shown for posting in parks and other locations</i>	3		3	1		1	8
7.2.2 Actively encourage retailers and service providers to fill local gaps.							
7.2.3 <i>Continue efforts to improve the streetscapes in the Village of Tweed and in the hamlets, e.g.:</i> e) <i>Implement and advertise the ‘Community Improvement Plan’ that provides funding for façade improvements for local businesses/ storefronts</i> f) <i>Develop elements of a ‘unifying look’ across the Municipality, e.g., similar hanging baskets (the signage recently installed in the Village and hamlets is an example of this)</i> g) <i>Identify and suggest possible improvements for specific elements of the streetscape with individual owners / operators (e.g., permanent yard sales). Seek alternatives that result in minimum cost or disruption for owners and or operators.</i> h) <i>Continue to promote the Village of Tweed’s painted fire hydrants and utilize them in marketing activities (e.g., t-shirts, post cards, hats).</i>	7			3		10	
7.2.4 Develop and implement a ‘buy local’ campaign. There are existing elements such as ‘Harvest Hastings’ and the Farmers Market that can be incorporated.		1	2	1			4

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
7.2.5 <i>Maintain and improve the parks in the Village of Tweed and the hamlets; these provide attractive stop-over spots that encourage transient visitors to utilize services.</i>	3	1					4
7.2.6 Continue efforts to have coordinated hours for businesses and services in the Village of Tweed.		1		2			3
7.2.7 Consider ‘outside the box’ options such as a ‘rotating employee’ who could fill in at small businesses to allow days off.							
7.3 Tourism							
7.3.1 Build a four-season local tourism strategy in consultation with the Village, hamlets and rural areas:	6		2	2		1	11
a) Focus on the recreation (e.g., Eastern Ontario Trails Alliance), heritage (e.g., Tweed Heritage Centre) and arts (e.g., Tweed and Area Arts Council) activities and organizations in the Municipality (direct link with ‘Cultural’ pillar)				2			2
b) Improve awareness of community events such as church dinners/suppers, Kiwanis barbecue		1		3			4
c) Focus on environmental features – e.g., Stoco Fen, Mount Moriah, Lingham Lake, Vanderwater Park, TransCanada Trail, lakes and rivers (e.g., kayaking, cycling, ATViring, hiking, geocaching, fishing derbies etc.) - (direct link with ‘Environment’ pillar)							
d) Continue to work with ‘ComfortCountry’ on marketing tourism in the Municipality.		2		1			3

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queensborough	Stake-holders	Student	General Public	Total
e) Develop a strong, customized tourism marketing message building on our unique strengths ('Take a Break in Tweed' [1/2 way between Toronto/Ottawa]; quality of life; small-town friendliness; affordability; accessibility; beautiful environmental features; recreational opportunities; Heritage Centre; Tweed and Area Arts Council; local events etc.)	8	2		6			16
f) Identify niche markets or opportunities we may wish to exploit, e.g., Trenton airbase expansion; visitors to Moira Place; Sportsmen / garden shows	2						2
g) Consider the development of a local signature event (such as 'Rhubarbfest', 'Cheesefest', 'Cornfest') that could serve as a coordinated 'umbrella' for other existing events – e.g., MACKfest ¹⁷	3		1				4
h) Develop maps, brochures to be used for local tourism activities							
i) Ensure that there is a Tourist Information Bureau open seven days a week (at least in summer).		1					1
7.3.2 Encourage accommodation options (including Bed and Breakfast operations) for families, friends and businesses that will be in the local community (e.g., visiting Moira Place, attending reunions etc.).	4	1	1	1			7
7.3.3 Provide some basic infrastructure to promote tourism in the hamlets (e.g., porta-potties in Queensborough during kayaking season).	1						1

¹⁷ Marmora and Area Canoe and Kayak Festival

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
7.3.4 <i>Stoco Lake should be enhanced as a draw for tourists as well as local residents (see also 'Environment' pillar).</i>	2						2
7.3.5 <i>Provide improved signage for events such as the Tweed Fair, local horse shows.</i>	4			4			8
7.4 Agriculture							
7.4.1 The Municipality should encourage policies and plans that maintain and enhance the local agricultural economy and the agricultural community. These could include:	1			2			3
a) <i>Support for/awareness of local agricultural initiatives such as 'Harvest Hastings', the annual fair, plowing matches</i>	1	2		3			6
b) <i>Encourage use of the Farmers Market and farmgate/roadside stands</i>	2						2
c) 'Community Supported Agriculture (CSA) is an option that links local residents and agricultural suppliers	1						1
7.4.2 <i>The establishment of community gardens has a number of environmental, social and economic advantages. A Gateway Community Health Centre pilot project was initiated in conjunction with the Food Bank in 2009.</i>				3			3
7.4.3 The Municipality should consider allowing small-scale 'urban agricultural' activities (e.g. chickens for non-commercial egg production).							

Proposed Actions – Economic Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
7.5 Resource-Based/Light Industry							
7.5.1 Programs that encourage mentorship/apprenticeship of local youth should be encouraged (these may be via secondary /post-secondary schools, employers, or training programs).		1		1			2
7.5.2 The Municipality should focus on attracting light industry to the area, in particular ‘green’ or sustainable industries with minimal environmental footprint and that are compatible with community values.	8	4					12
7.5.3 Sustainable forestry activities should be encouraged in the Municipality.		1		1			2

<i>Proposed Actions - Environment Pillar</i>							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
8.1 Environment – General	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
8.1.1 Develop partnerships and generate awareness amongst residents, the Municipality and other organizations to strengthen environmental stewardship in the Municipality. These may relate to any of the specific environmental components described below or to the establishment /improvement of conservation areas or other protected areas.	1			2		1	4
8.1.2 <i>Develop strategies to minimize litter (roadside, shorelines, public spaces) and enforce property standard by-laws to address unsightly properties in the Municipality.</i> <ul style="list-style-type: none"> a) <i>Annual Kiwanis Trash Bash (April), Great Canadian Shoreline Cleanup (September), Adopt-a-Highway (get youth involved)</i> b) <i>More trash cans, signage, better awareness</i> 	3	1	1				5
8.1.3 Develop database of environmental features, services, programs, activities, events in the Municipality							

Proposed Actions - Environment Pillar								
Proposed Actions		Community Feedback on Priority (Top 3 for Each Pillar)						
		Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
8.1.4	<i>Monitor opportunities for funding/partnerships for environmental stewardship initiatives that could be utilized by the Municipality or other organizations/ partners.</i>	3			2			5
8.2 Water								
8.2.1	<i>Establish partnerships to deal with improvement of water quality in Stoco Lake and other surface waterbodies in the Municipality</i>	5						5
a)	<i>Develop a lake stewardship plan for Stoco Lake – clarify roles and responsibilities, strengthen understanding of the many factors affecting the lake environment, and identify the actions that can be taken to improve swimming, fishing, boating and aquatic ecosystems in the Lake.</i>	3	5	1	1			10
b)	<i>Improve stormwater management in rural and urban areas of the Municipality, minimizing run-off into surface water (e.g., consider removing storm drain from Park's beach area; Yellowfish Road program)</i>			3	2			5
c)	<i>Improve swimming at the Tweed Park Beach – identify options and implement (e.g., aeration, weed harvesting, stormwater management, bird control through falconry)</i>	9	2	1	1			13
8.2.2	Implement measures to protect the Municipality's groundwater resources:				1			1

Proposed Actions - Environment Pillar								
Proposed Actions		Community Feedback on Priority (Top 3 for Each Pillar)						
		Tweed	Marlbank	Queens borough	Stake- holders	Student	General Public	Total
e)	<i>Continue Municipal involvement in the regional Source Water Protection Program and implement measures to protect Municipal water sources (e.g., encourage the use of rain barrels).</i>		1	1				2
f)	<i>Encourage septic system inspections and monitor the Province's intentions re: future standards, and support voluntary actions amongst residents (e.g., in partnership with Friends of Stoco Lake)</i>	2	2					4
g)	Encourage awareness of well water quality – best practices for rural residents of the Municipality		1					1
h)	Use xeriscaping principles in planting municipal parks, plantings in order to reduce water consumption	1						1
8.3 Land/Ecosystems								
8.3.1	Build a four-season eco-tourism and recreation strategy that focuses on our environmental features – e.g., Stoco Fen, Mount Moriah, Lingham Lake, Vanderwater Park, lakes and rivers (e.g., kayaking, cycling, ATVing, hiking, geocaching, fishing derbies etc.). This would benefit local residents, businesses and visitors.	8	2	1	8		1	20
8.3.2	<i>Maintain and improve access to trails, Crown land, parks / protected areas and water resources in the Municipality (while maintaining their environmental integrity).</i>	1		1	3			5
8.3.3	Improve awareness and enforcement of safe and environmentally sound operation of hunting / use of ATVs on local roads and trails.		1					1

Proposed Actions - Environment Pillar								
Proposed Actions		Community Feedback on Priority (Top 3 for Each Pillar)						
		Tweed	Marlbank	Queens borough	Stake- holders	Student	General Public	Total
8.3.4	<i>Review Municipal practices such as road salting, brush cutting, dust treatment to reduce environmental degradation.</i>	1		1			1	3
8.3.5	Implement programs and policies that protect <i>and renew community trees</i> (villages and hamlets, encouraging use of native species), protect /sustain forests, woodlots and plant cover in the Municipality, e.g., a) Hastings Stewardship Council's annual tree give-away and other sustainable forestry programs	6	1		2			9
8.3.6	Identify areas of environmental significance or sensitivity in the Municipality, and work with property owners and government to ensure that they are protected.	2					1	3
8.3.7	<i>Encourage and support work of Tweed Horticultural Society in planting gardens.</i>	3			3			6
8.3.8	Consider development of a sustainable forestry by-law to regulate harvests.							
8.3.9	Improve control over soil and gravel removal.							
8.3.10	Improve awareness of best practices for protecting wildlife, birds, and plants.							
8.4 Air								
8.4.1	<i>Control open-air burning, particularly in residential areas.</i>							
8.4.2	Consider development of an anti-idling by-law or advisory in the Municipality.	1	1	2			1	5
8.4.3	<i>Minimize road and construction site dust.</i>			1				1

Proposed Actions - Environment Pillar								
Proposed Actions		Community Feedback on Priority (Top 3 for Each Pillar)						
8.5 Energy		Tweed	Marlbank	Queensborough	Stake-holders	Student	General Public	Total
<i>8.5.1 Support energy conservation initiatives at the Municipal level, and encourage residents to adopt energy-efficient practices.</i>		1					1	2
g) Conduct energy audits of Municipal facilities and equipment/vehicle fleet and prepare a Municipal energy management plan		2			1			3
h) Consider renewable energy sources and energy-efficient design and features (lighting, heating, cooling, LEED – Leadership in Energy and Environmental Design) in new/retrofitted municipal facilities (buildings, street lighting, etc.)		2			7			9
i) Monitor the new provincial Green Energy Act and its implications, e.g., requirement for municipal energy plan, available funding for energy efficiency initiatives and opportunities for renewable energy		1						1
j) Investigate the development of run-of-river hydroelectric on Moira River at Tweed and elsewhere, other possible renewable energy sources		1		2	2			5
k) Reduce light pollution in village, hamlets and rural areas								
l) Establish biking lanes and install bike racks in village / hamlets		1			1			2

Proposed Actions - Environment Pillar								
Proposed Actions		Community Feedback on Priority (Top 3 for Each Pillar)						
8.6 Solid Waste /Wastewater Management		Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
8.6.1 Continue to improve success with solid waste management and the '3 Rs' – reduce, reuse, and recycle – implementing new and innovative programs in partnership with Quinte Waste Solutions, e.g.:		6	2	3	3			14
h) 'Free dump day' i) Increase composting/organic materials j) Curbside Giveaway - Road-side scavenge day k) Electronic and hazardous waste at landfill year-round l) Chip brush and tree waste and provide as free mulch m) Salvage site at the landfill n) Use of clear garbage bags								
8.6.2 Develop a solid waste management plan/integrated waste management plan		6		1				7
d) Extend hours of waste disposal site e) Improved rural waste /recycling pickup f) Continue to monitor Municipal landfill sites, and investigate alternatives for waste disposal.								
8.6.3 Continue efforts to improve the effectiveness and capacity of the Village of Tweed's wastewater collection and treatment system (there are a number of ongoing initiatives, e.g., diverting sump pump discharge; lining /sealing sewers; dredging/maintaining the sewage lagoon cells etc.).		3		1				4
8.6.4 Consider implementation of municipal programs to encourage use of water-efficient toilets, faucets, showerheads.		1						1

Proposed Actions - Environment Pillar								
Proposed Actions		Community Feedback on Priority (Top 3 for Each Pillar)						
		Tweed	Marl-bank	Queens borough	Stake-holders	Student	General Public	Total
8.6.5	Work with the agricultural community to encourage sustainable farming practices, such as management of manure and other biosolids for beneficial use on farms in an environmentally sound manner (e.g., protecting wells and water sources; renewable energy sources).	2	9		11			22

<i>Proposed Actions –Social Pillar</i>							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
9.1 Social – General	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
9.1.1 Develop awareness of community events, organizations, and local amenities (such as restaurants) through development of: e) a directory/database to foster awareness amongst the groups and amongst the residents of Tweed with respect to how to get involved, or possible coordination of activities, and potential partnerships f) a calendar of social/ arts/cultural events g) opportunities for local service organizations/clubs to get together to learn what each other are doing/have planned, and identify opportunities for partnerships and mutual support h) This information should be provided both on-line (e.g., via the Municipal website) and in print media, and widely available to everyone. Potential opportunities include ComfortCountry, or a monthly listing in local print media (Note – this action is relevant to all four pillars – social, cultural, environment and economy).	8	5	1	11		1	26

Proposed Actions –Social Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
9.1.2 Consider the development of a dedicated Municipal staff person resource as a social coordinator (see Cultural pillar Action 6.4.9 as well)	1	1					2
9.2 Education							
9.2.1 Linkages with existing facilities and institutions must be nurtured, e.g., Loyalist College for long-distance education and for satellite 'interest' courses.	6	3				1	10
9.2.2 <i>The new partnership between Loyalist College and the Tweed Library must continue (see Cultural action 6.6.1 as well). Loyalist is assisting the Library Board with the development of a teaching lab at the new facility.</i>		4	2				6
9.2.3 Review the experience of other local small municipalities with linkages to universities for distance education.	1	1					2
9.2.4 Ensure that the three elementary schools in Tweed, and the high schools that service our communities, remain vibrant, active, and visible within the community.	2	3	1				6
9.2.5 Nursery schools and before/after school programs at local schools should be supported							
9.2.6 Educational resources outside the formal education system (e.g., from the public sector [e.g., school boards, Loyalist College] or from private services such as 'Tutor Ontario') should be investigated and the community made aware of their availability.				1			1
9.2.7 Build on local school and student green initiatives by referring to these students as "Green Ambassadors" and look at partnering opportunities/relationships with local businesses.	2						2

Proposed Actions –Social Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
9.3 Municipal Council							
9.3.1 <i>Have Council meetings in each hamlet once a year.</i>	2	1	1	2			6
9.3.2 <i>Consider reinstating public ‘question and answer’ sessions at Council meetings to allow for more effective and productive participation by citizens.</i>	1		1	1			3
9.3.3 <i>The Municipality is in the process of developing a Strategic Plan that could implement the elements of the ICSP that they are responsible for, and to address matters that are not included in the ICSP.</i>	2						2
9.3.4 Sustainability criteria should continue to be considered, along with other factors (e.g., Municipal mandate, financial implications, availability of external funding/partnerships, competing priorities), in all Municipal decision-making processes. For example, the Municipality should consider the incorporation of sustainable design or features in all of its activities (e.g., construction, design, operation and maintenance of facilities and equipment/vehicles; activities such as waste and wastewater management, infrastructure design, operation and maintenance).				1			1
9.4 Policing and Security							
9.4.1 <i>Municipal by-laws must be enforced in order to be effective (e.g., community standards, in-town/on-road ATV use, building code etc.).</i>	4	1	2				7
9.4.2 <i>Improve the safety of crosswalks in the Village of Tweed (e.g., location of buttons).</i>							

Proposed Actions –Social Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
9.4.3 Residents are concerned about the low level of police presence in the Municipality and the implications it may have in terms of prevention or timely response to accidents, vandalism, crime or other types of complaint. The police service in the Municipality should be regularly reviewed with respect to effectiveness and cost.		2		1			3
9.4.4 Alternate security measures such as video surveillance at specific locations should be considered.	1						1
9.5 Community Facilities and Services							
9.5.1 Improve the use of technology (e.g., high-speed Internet, use of the municipal website, Facebook etc.) to improve communications across the municipality (see actions from other pillars as well).	2	1	2	2			7

Proposed Actions –Social Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake- holders	Student	General Public	Total
9.5.2 <i>Improve and enhance the use of existing community facilities across the Municipality, e.g.:</i> <i>h) Kiwanis Pavilion</i> <i>i) The Marble Church Arts Centre</i> <i>j) The area around the new pool/soccer field adjacent to the fair ground. This could be a ‘sports and recreation destination’, a multi-use site that can be used by various age groups for a variety of purposes (e.g., basketball, horseshoes, horse shows, volleyball, a place to have short-term parking for RVs for family reunions/horse shows and other community events) (see also Cultural).</i> <i>k) Schools</i> <i>l) Arenas, sports fields</i> <i>m) Improved accessibility</i> <i>n) Clean public washrooms</i>	3		2	12			17
9.5.3 Consider the addition of new community facilities (or the use of an existing facility) for a community center that could service youth, seniors, and others.							
9.5.4 <i>Continue to improve the waste management system across the municipality (including recycling, waste pickup and waste disposal) (see also Environment).</i>	1		1				2

<i>Proposed Actions –Social Pillar</i>							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queensborough	Stake-holders	Student	General Public	Total
9.5.5 <i>Explore the expansion of recycling/waste pickup</i> to the hamlets/rural areas of the Municipality. At a minimum, it should be clearly communicated to all residents that the waste pickup in the Village of Tweed is a cost paid by village residents and not subsidized by the residents elsewhere in the municipality. (see also Environment).	3	1	1				5
9.5.6 <i>Approach the Province of Ontario about reinstating the Tweed licence bureau</i> , and getting an additional day each week for the Service Ontario kiosk (currently one day a week at the Municipal office).	4	1					5
9.5.7 <i>Review the success of Centre Hastings Transit's/ Central Hastings Support Network's recently implemented transit service between Madoc, Tweed and Belleville.</i>	2						2
9.5.8 Approach Greyhound Canada Transportation Corporation about reinstating a bus stop in Tweed (now only available in Actinolite).	3						3
9.5.9 <i>Review plowing / grading of roads in rural areas, and plowing of sidewalks in the village of Tweed.</i>	1						1
9.5.10 Consider the establishment of fire depots in the hamlets.			1				1

<i>Proposed Actions –Social Pillar</i>							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
9.6 Youth							
9.6.1 Youth must have an enhanced voice, ownership and role in the community.	1			2			3
9.6.2 Encourage linkages/mentoring between youth and elders in the community (see ‘Cultural’ pillar). This could involve skills (e.g., gardening, preserving foods, music, arts and crafts, school programs such as ‘grandpals’). Linkages to Moira Place could be sought.	1	1	2	4			8
9.6.3 Active and organized programs for youth are needed – these may be social (e.g., teen dances), sports/recreation, arts, nature-oriented.	1	1		1			3
9.6.4 Liaise with local schools on initiatives of mutual benefit so that the municipality can capitalize on fresh and creative ideas.	1						1
9.7 Social Activities							
9.7.1 Continue organized events such as cards, dancing, community dinners – which are often offered by local service organizations on a regular basis. However, new opportunities aimed at a variety of audiences should be encouraged.	1			4			5

Proposed Actions –Social Pillar							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queensborough	Stake-holders	Student	General Public	Total
9.7.2 <i>The contribution of the agricultural community to the social vitality of the Municipality of Tweed should be supported, e.g., through the Tweed Fair, the plowing match, Harvest Hastings, youth dances sponsored by the Tweed-Hungerford Agricultural Society, the Farmers Market, and ‘farm-gate’ product sales throughout the municipality.</i>	6		3				9
9.8 Housing							
9.8.1 Ensure that an adequate supply and range of housing opportunities are available to meet the needs of existing and future residents.	2			1		1	4
9.9 Health and Wellness Services							
9.9.1 <i>Continue to support and utilize the opportunities provided by the organizations offering services in the Municipality, e.g.:</i> <i>a) the Gateway Community Health Centre</i> <i>b) other service providers (e.g., Moira Place, meals on wheels, food bank, Community Care for Centre Hastings, Hastings and Prince Edward Counties Public Health Unit, ambulance, Community Care Access Centre, Victorian Order of Nurses and other home care providers)</i>	7			8			15

<i>Proposed Actions –Social Pillar</i>							
Proposed Actions	Community Feedback on Priority (Top 3 for Each Pillar)						
	Tweed	Marlbank	Queens borough	Stake-holders	Student	General Public	Total
9.9.2 Investigate/encourage the establishment of eye care services in the Municipality (e.g., optometrist).			2				2
9.9.3 Support the Gateway Community Health Centre's 'Community Garden' initiative (started in 2009).	2			1			3
9.9.4 Install defibrillators at all municipal facilities (<i>Note – this action has been completed for most</i>).							
9.9.5 Investigate expansion of ambulance service to 24-hour basis.	3						3
9.9.6 Arrange to have babysitting and CPR courses in the hamlets.		1		1			2

Appendix 2: ICSP Action Template

Pillar:			
General Recommendation			
Specific Action			
Linkages to Other Pillars	Cultural	Economic	Social
Need/Rationale			
Specific Deliverable/Outcome			
Proposed Lead Organization(s)			
Other Participants			
Timeline			
Current Status/Progress to Date			
Other Comments			

Draft Table – ICSP Actions – Example for Illustrative Purposes Only

Pillar: Environment			
General Recommendation	8.2.1 Establish partnerships to deal with improvement of water quality in Stoco Lake and other surface waterbodies in the Municipality		
Specific Action	<p><i>a) Develop a lake stewardship plan for Stoco Lake</i></p> <p>(8.2.1 b) Continued municipal involvement in the development of the Source Water Protection initiative, etc. etc.)</p>		
Linkages to Other Pillars	Cultural ✓	Economic ✓	Social ✓
Need/Rationale	Local residents as well as visitors / tourists appreciate Stoco Lake and its potential as an aquatic habitat, tourism and recreation amenity in our community. There are a number of factors influencing water quality/quantity, aquatic habitat, and fishing/swimming in the Lake. Many different organizations as well as individuals have a role to play in understanding the complex lake environment and contributing to its ongoing improvement.		
Specific Deliverable/ Outcome	A plan outlining the various factors affecting Stoco Lake, roles and responsibilities of various partners, and specific actions for addressing those factors within our control.		
Proposed Lead Organization(s)	Friends of Stoco Lake		
Other Participants	Municipality of Tweed, Quinte Conservation, Hastings Stewardship Council, Ministry of the Environment and others		
Timeline	2009 - 2011		
Current Status/Progress to Date	<p>FOSL and the Municipality have been working together since 2007 to better understand the lake and its environment and build awareness around water quality issues (e.g., discussions on improvements to municipal wastewater management, development of information brochures, and participation in the Yellowfish Road program).</p> <p>FOSL has been investigating approaches to lake stewardship planning, and potential funding sources/partnerships.</p>		
Other Comments	FOSL web site www.friendsofstocolake.ca		

Appendix 3: National and Other Sustainability Performance Indicators

In 2004 the Government of Canada committed to establishing national indicators of freshwater quality, air quality and greenhouse gas emissions. The goal of these new indicators is to provide Canadians with more regular and reliable information on the state of their environment and how it is linked with human activities. Statistics Canada has taken these measures and developed a system of Canadian Environmental Sustainability Indicators that it measures and reports on in its regular publication Envirostats (Statistics Canada, 2007).¹⁸ However, the indicators used in this system would be costly to apply to Tweed and can provide only general indicators.

The Pembina Institute (a non-profit specializing in sustainable energy solutions) authored a major study "Ontario Community Sustainability Report - 2007".¹⁹ This study employs 33 indicators in three broad categories (smart growth, liveability and economic vitality) to develop an overall community sustainability index for 27 Ontario municipalities. The community closest to Tweed is Belleville, but none of the municipalities featured compare directly to Tweed, most being larger urban centres or more highly populated rural municipalities such as Durham. Nevertheless some of the 33 indicators are useful in deriving a set of useful tools for Tweed.

The Federation of Canadian Municipalities commissioned a report on the "Ecological Footprint of Canadian Municipalities and Regions" in 2005.²⁰ The ecological footprint model is based on a matrix of ten categories with up to ten measures covering the following types of indicators: household personal consumption expenditures, income per capita, average household size, population and population density, energy consumption, and commuting distances. All of these are contributory to measuring sustainability, but most of them are not useable by Tweed due to the difficulties of gathering data specific to the community.

Upon review of the above and other systems of evaluation, it becomes apparent that the simplest and most effective system would lie in monitoring and reporting on the actions that the citizens of Tweed themselves deemed important augmented by the "universal" measures outlined above. It makes more sense to emphasize the actions that the community wants to see done, along with relevant universal measures, than to gather statistics at some expense and use measures that are not within the grasp of the average person or community.

¹⁸ Statistics Canada 2009 *Environment and Sustainable Development Indicators*. Available at: <http://www.statcan.gc.ca/pub/16-002-x/2008002/5212682-eng.htm> pg34.

¹⁹ Winfield, Mark, and Randee Holmes (ed.) 2007 "The Ontario Urban Sustainability Report 2007" The Pembina Institute, Drayton Valley AB

²⁰ Wilson, Jeffrey and Mark Anielski 2004 "Ecological Footprints of Canadian Municipalities and Regions" The Federation of Canadian Municipalities