

City of Pembroke

FINAL DRAFT Community Improvement Plan

November 2025

Pembroke
the heart of the ottawa valley

wsp

City of Pembroke

FINAL DRAFT Community Improvement Plan

November 2025

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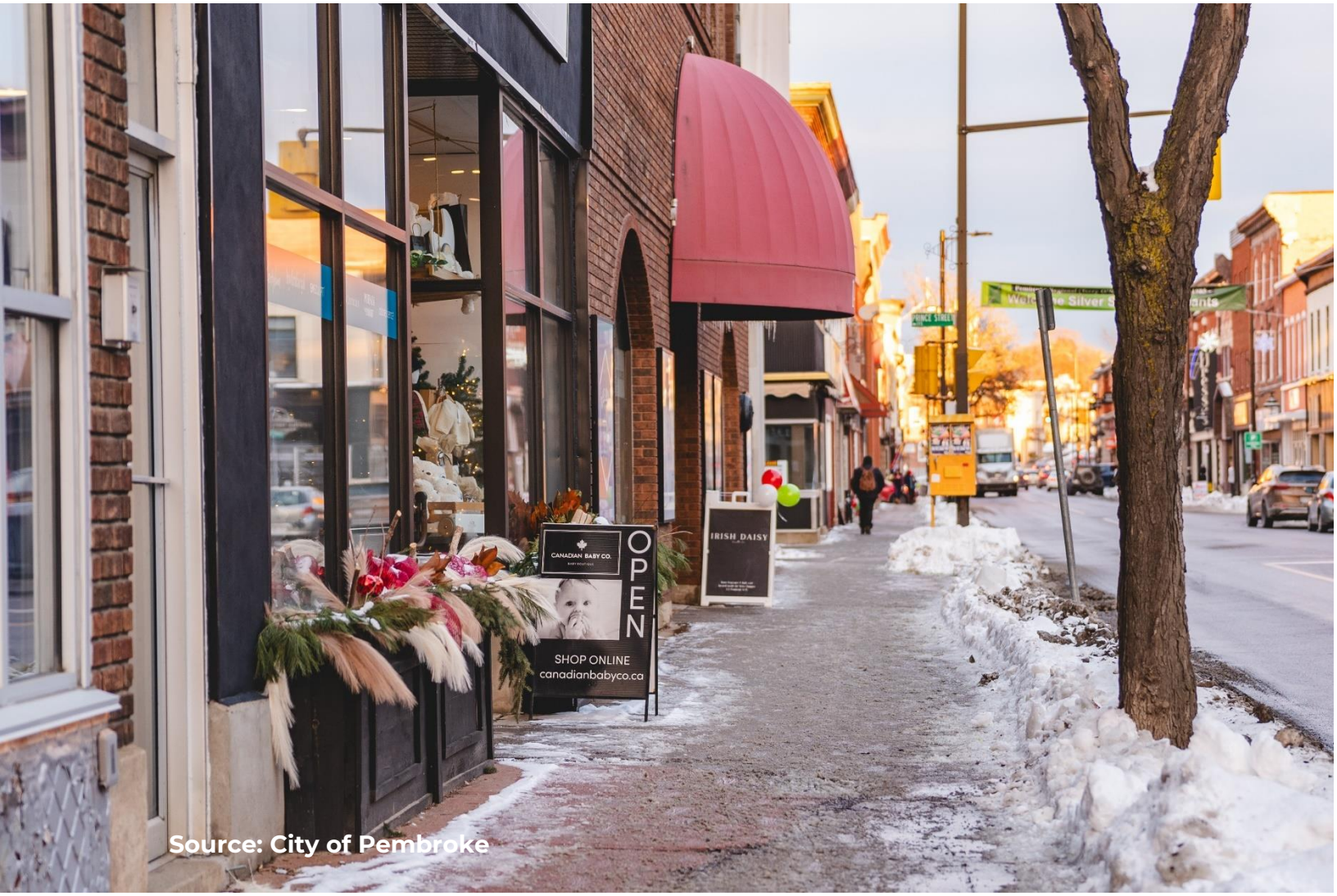
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Land Acknowledgment

We respectfully acknowledge that the City of Pembroke resides on the unceded traditional territory of the Algonquin people. We thank the generations of people who have taken care of this land for thousands of years. It is with this statement that we honour and respect the Algonquins on whose land we reside.

CIP Acknowledgements

The City of Pembroke CIP was updated in 2025 with direction provided by City Council, and supported by City Staff, the CIP Panel, the Planning and Development Committee, and the Pembroke Economic Development Advisory Committee. These participants expressed a keen interest, passion, excitement, and graciously volunteered their time to develop this Plan for their community – a Plan that provides opportunities for revitalization, beautification, and economic prosperity for all residents now and in the future.



Source: City of Pembroke

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1 Introduction

This updated Community Improvement Plan (CIP) builds on the City's ongoing success, and represents its continued commitment to promote economic development, and community revitalization. With an added focus on enhancing support for housing development and affordable housing, the City is committed to meet Pembroke' needs and priorities. This CIP establishes a vision and goals, and contains a series of Financial Incentive Programs available for private property owners throughout the Community Improvement Project Area, which encompasses the entire municipality. The Plan also sets out an implementation strategy which includes administration of the CIP and monitoring its results.

This CIP is organized as follows:

- **Section 1** introduces the CIP and its purpose, identifies the Community Improvement Project Area, and provides a community profile of Pembroke;
- **Section 2** presents the Vision and Goals of the CIP, which have been refined as part of the 2025 CIP Update process;
- **Section 3** describes municipal initiatives that are recommended to complement and support the Plan;
- **Section 4** sets out the available Financial Incentive Programs for private property and business owners and developed to achieve CIP goals;
- **Section 5** includes a series of Design Guidelines intended to be used by applicants and the City in assessing CIP applications, to advance the goals of the CIP and realize the desired outcomes for the design of buildings, streets, parks, and open spaces;
- **Section 6** provides details on the implementation of the CIP, including administration, eligibility and application requirements, and the monitoring / evaluation program, as well as processes required for any amendments to the CIP; and
- **Section 7** concludes the CIP.

A CIP Background Report was prepared in October 2025, and is available under separate cover. It examined the 2016 CIP and opportunities for modifications to existing Financial Incentive Programs and the addition of new programs to reflect the City's current community improvement needs and priorities, as well as CIP best practices derived from a scan of other Ontario CIPs. The CIP Background Report contains a series of recommendations that have been carried through to this CIP.

1.1 What is a Community Improvement Plan?

A CIP is a planning and economic tool legislated under Section 28 of the Ontario Planning Act and under Section 365.1 of the Municipal Act. CIPs set out a framework to assist municipalities in promoting community revitalization and often serve as a catalyst for achieving economic, community planning, and urban development goals. Municipalities use CIPs to enable a wide range of policies and Financial Incentive Programs that encourage private investment, and to support strategic municipal initiatives, aimed at the revitalization of targeted areas. A CIP identifies the local needs, priorities, and circumstances for designated Community Improvement Project Areas (from large areas to specific streets and properties), which are usually in transition and in need of maintenance, rehabilitation, development, and/or redevelopment.

CIPs can provide several community benefits, such as:

- Stimulating private sector investment in targeted areas through grants and loans provided by a municipality;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of “brownfield sites”, which are former industrial or commercial properties that are typically vacant or underutilized, and have some form of environmental contamination that must be remediated prior to redevelopment taking place;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility;
- Improving energy efficiency; and
- Encouraging the effective use of community infrastructure.

Generally, CIPs are not used to support “greenfield” development in previously undeveloped areas, but rather to improve conditions in existing urban areas.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting industrial or commercial enterprises. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Section 28 of the Planning Act enables municipalities to:

- Designate properties, areas, or the entire municipality as a CIP area by by-law;
- Acquire, hold, clear, grade, and prepare land for community improvements;
- Construct, repair, rehabilitate, or improve structures on municipal land;
- Sell, lease, or dispose of municipal land,
- Provide property tax assistance to subsidize environmental rehabilitation; and

- Issue grants or loans to property owners, tenants, or assignees within a CIP area to assist with identified eligible costs.



A municipality's Official Plan must contain policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a Community Improvement Project Area.

Once an area has been designated as a Community Improvement Project Area, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the costs of improvements to eligible properties. The most common use of a CIP is to enable grants to assist property owners in improving their properties, including improvements to façade, signage, landscaping and to assist in the costs of improving historic properties. CIPs may also be used to promote the remediation and redevelopment of brownfield sites, as well as the revitalization of commercial, industrial, institutional and even rural areas. Under a CIP, a municipality may issue grants and loans to assist with redevelopment and infill development projects, by incentivizing taxation increases (tax increment equivalent grants), providing rebates for planning and building permit application fees, or providing direct grants or loans to help finance redevelopment and intensification projects.

A key component of a CIP is the eligibility criteria that stipulate the conditions by which an application for a Financial Incentive Program will be evaluated. For example, to be eligible for a façade improvement grant, a CIP may require consistency with urban design guidelines or criteria. By applying these eligibility criteria, the CIP can advance a wide range of planning, urban design and economic development objectives.

Municipalities may also incorporate "municipal leadership initiatives" into a CIP to identify relevant capital projects, programs, or investment opportunities which could assist in revitalizing the Community Improvement Project Area. These initiatives could include regulatory changes, streetscape and public realm improvements, or the implementation of other projects related to community revitalization.

The success of a CIP requires a strong marketing strategy, a monitoring program, and periodic reviews of the Financial Incentive Programs to determine the relevancy and any required adjustments to better meet current and anticipated economic conditions and trends, and community improvement needs and priorities.

1.2 CIP Successes

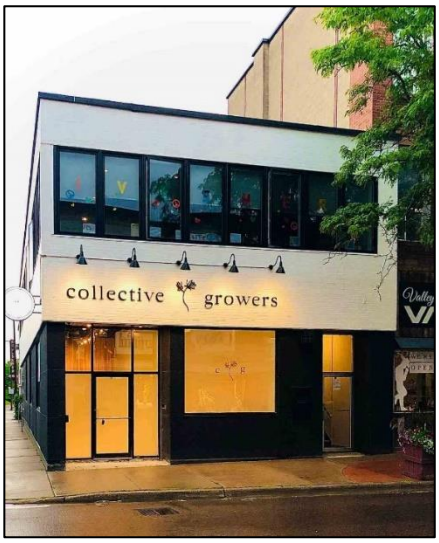
Since the CIP's implementation in 2016 through September 2025, the City of Pembroke has awarded over $365,000 in grants to over 50 property and business owners. These grants directed supported projects with over $1.5M in construction value. **Figure 1-1** showcases select eligible properties that benefitted from grants awarded under the CIP, and which resulted in significant economic development impacts for the broader community.

Figure 1-1: Completed Community Improvement Projects

Before



After



79 Pembroke Street West – Recipient of former Downtown Heritage Façade Improvement Grant





145 Pembroke Street West – Recipient of former Downtown Heritage Façade Improvement Grant and Planning and Building Permit Fee Grant

1.3 Community Improvement Project Area

Section 7.2 Community Improvement of the City's current Official Plan (approved by the Ministry of Municipal Affairs and Housing on May 18, 2016), in effect at the time of writing this CIP, contains community improvement objectives and policies. The Official Plan designates the entire municipal boundary as the Community Improvement Policy Area for which a CIP can be prepared. All lands within the municipal boundary shall be designated by by-law as the Community Improvement Project Area, illustrated in **Figure 1-2**.

Figure 1-2: Proposed Community Improvement Project Area



1.4 Community Profile

The City of Pembroke, a single-tier municipality, is the largest full-service centre between the City of Ottawa and the City of North Bay. Its strategic location along Ontario Highway 17 (part of the TransCanada Highway system) and the Ottawa River in the County of Renfrew, in close proximity to the Province of Quebec, provides unique opportunities for economic growth and prosperity. The City is also connected to Provincial Highway 41, which connects south to Highway 401, one of the busiest roadways in North America. The City is also serviced by and is part-owner of the Pembroke and Area Airport, located approximately 13 km west of Downtown, outside the municipal boundary.

The 2021 Census reported Pembroke's population at 14,364 persons, representing a 3.5% increase since 2016. Like many communities across Eastern Ontario, the City of Pembroke is experiencing population growth which will continue to spur opportunities for economic development and business growth.

As illustrated in **Figure 1-3,** major institutional uses include the Algonquin College – Pembroke Campus and the Pembroke Regional Hospital, which services nearly 55,000 residents in the city and surrounding region.

Existing residential development in Pembroke is primarily low-rise and compact. The City is mostly built out within its boundary. The City's continued growth represents an opportunity to encourage development through infill and intensification, including a greater variety of housing options, such as additional residential units, and focus on affordable housing.

The major employment sectors in Pembroke include: healthcare and social assistance; retail trade; public administration; professional, scientific, and technical services; construction; and educational services.

The City's commercial focus is primarily located Downtown in the northern part of the City along Pembroke Street West and East, from Christie Street to Mackay Street. Larger-scale commercial uses are located further along Pembroke Street West and East, including the Pembroke Mall. The City's industrial area is focused in the southeast, in the TransCan Corporate Park and the McCool Business Park, which offer over 28 ha (70 ac) of industrial lands available for purchase and development. In addition, the City has eight (8) properties available to be declared surplus and sold for development.

Key local industries include biofuel and wood by-products, and indoor crop / food and beverage processing. Pembroke is also the main gateway to regional economic drivers including the 4th Canadian Division Support Base (Garrison) Petawawa, and the Canadian Nuclear Laboratories in Chalk River, which is undergoing a multi-billion dollar campus modernization project.

Figure 1-3: Major Land Uses in the City of Pembroke (Source: Google Earth)



2 Vision & Goals of the CIP

2.1 Vision Statement

A Vision Statement is a formal, aspirational statement that expresses what is important to a community, now and in the future. It provides a foundation for establishing the specific goals of the Pembroke CIP. The ideas and priorities shared by City Council, Staff, and through community engagement activities are reflected in the following Vision Statement for the CIP:

The City of Pembroke is a strategically located regional service and cultural centre, with a proud and prosperous business community, a vibrant and attractive waterfront community with a beautiful downtown, a destination for tourists, and a place to call home.

2.2 Goals

In order to implement the Vision Statement, the following goals represent the actions and outcomes the City aims to achieve through implementation of the CIP. All proposed projects and applications for the Financial Incentive Programs must demonstrate how they directly contribute to realizing the CIP Vision and goals.

1. Improve infrastructure through municipal leadership initiatives to enable existing businesses to grow and thrive, and assist with attracting new investment and economic development opportunities.
2. Strengthen Pembroke's waterfront through attractive and economically viable redevelopment that effectively serves both residents and visitors.
3. Encourage the development and revitalization of a thriving and active downtown.
4. Enhance the visual appearance and aesthetics of priority streets.
5. Support the development of new affordable housing units and a diversity of housing options in appropriate locations.
6. Promote the cleanup and redevelopment of brownfields.
7. Prioritize investments that enhance accessibility and community safety for residents and visitors through thoughtful development and design.

3 Municipal Leadership Initiatives

The City of Pembroke has a leadership role in promoting the CIP, its Vision, and goals through improvements to public lands, infrastructure, policies and regulations, to inspire and complement private investment by property owners who undertake improvement projects supported by the CIP Financial Incentive Programs.

3.1 Public Lands, Buildings, and Partnerships

The City has a beautiful waterfront area with major landmarks and public amenities for all to enjoy. Any new development should consider maintaining public access to the waterfront, and ensure that sufficient areas are provided for recreation and leisure needs of the community.

Public-private partnership projects to assist with redevelopment should be considered for City-owned sites that are situated at strategic locations with high visibility and good transportation access. In addition, the City could be a leader in fostering collaboration with private landowners to assist with the provision of affordable housing, energy-retrofit buildings, etc., as a means to foster collaboration and partnerships aimed at improving and further beautifying Pembroke.

The City can also demonstrate municipal leadership by improving and maintaining existing municipally-owned buildings. To facilitate redevelopment of lands, the City may consider surplus land disposition to interested developers, non-profit organizations, and housing providers, and could pre-zone City-owned land for residential or other types of desirable development prior to disposition. In addition, the City could acquire land at strategic locations to enable development by the City or through public-private partnerships.

The City may also explore partnerships with other public agencies to pursue joint projects, such as the Renfrew Area Administrators' Group (RAAG), which includes representatives from the City of Pembroke, County of Renfrew, Family and Children's Services of Renfrew County, Pembroke Regional Hospital, Renfrew County and District Health Unit, Renfrew County Catholic District School Board, Renfrew County District School Board, and Algonquin College – Waterfront Campus. The RAAG is a collaborative group working together on shared goals, priorities, and initiatives, such as joint purchasing and financial matters.

3.2 Infrastructure

Based on the results of the community engagement events to date, several streets were identified as potential candidates for streetscaping improvements. The suggested streets included Nelson Street for streetscaping, and repaving on Lake Street and Angus Campbell Drive. When these streets are being considered for road work construction, the City should consider implementing streetscape improvements in conjunction with the construction, such as planting street trees and installation of street furniture and banners.

3.3 Gateway Signage

The City may explore opportunities to increase and implement Tourist-Oriented Directional Signage (TODS) along Highway 17 with the Ministry of Tourism, Culture and Gaming and Canadian TODS Limited, a private third-party company that operates, manages, maintains and finances this program on behalf of the Ministry. Signage along Highway 17 would be intended to provide wayfinding for visitors and to encourage through traffic to stop in Pembroke. Additional signage to the City's downtown and waterfront areas could be considered.



Figure 3-1: Tourism-Oriented Directional Signing designed through the Province's TODS program (Source: www.hamilton.ca)

3.4 Downtown Pembroke

The City may explore ways to encourage expanded business hours for businesses in Downtown Pembroke, particularly on Sundays during periods of high tourism activity. For example, the City may consider partnering with the Pembroke Business Improvement Area (PBIA) and member businesses to expand business hours during peak tourism periods as a pilot program, including summer and in December leading up to the holidays.

Further, the City may also consider participating in the "Win This Space" program, which is a business recruitment initiative that assists local entrepreneurs by awarding successful applicants a rent-free storefront location for one year, along with additional business services. Administration of this program would be separate, but complementary, to the CIP.

3.5 Waterfront Improvement Program

Pembroke's waterfront is an extremely important community asset. As the City's best public access to the water, there is an opportunity to enhance the waterfront as a City destination, and to promote the location as a tourist attraction. The existing potential for recreational boating is a significant asset that can help draw tourists to Pembroke as a vibrant, historic waterfront community.

The City may undertake the following improvements to its waterfront areas, including the:

1. Operation of waterfront user facilities, including change rooms, rest rooms, and other facilities for use by visitors and boaters;
2. Marina, to better support visitors and a recreational boating industry; and
3. Pedestrian realm and automobile connections to the waterfront area, to support daily use of the waterfront area by residents and general walkability improvements.

3.6 Walkability, Trails, and Pathways

The City benefits from its connection to the expansive Ottawa Valley Recreational Trail, which is a 296 km year-round, multi-use corridor stretching from near Smiths Falls to outside of Mattawa, and passing through Lanark County, Renfrew County (where it is known as the Algonquin Trail) and Papineau-Cameron Township. The trail traverses east-west through Pembroke from the east end at Rankin Street to the west end at Forced Road along the former CP Rail line. Kiwanis Way is a non-motorized trail along the City's waterfront, connecting Waterfront Park and Riverside Park. The City should explore opportunities to establish north-south multi-use recreational trail connections and active transportation facilities, and to generally improve walkability throughout the City.



Source: City of Pembroke

4 Financial Incentive Programs

A comprehensive set of Financial Incentive Programs have been established to achieve the Vision and goals of this CIP, in response to local needs and opportunities. The programs listed in this section were developed based on discussions with City Council, the Planning and Development Committee, the Pembroke Economic Development Advisory Committee, City staff, and community members. They are also informed by a review of programs that have been successful in other municipalities.

The purpose, description, and eligibility requirements for each Financial Incentive Program are outlined in this section. Eligible projects may also be augmented with other federal and provincial funding programs. Unless otherwise stipulated under the individual programs and the General Eligibility Requirements detailed in **Section 4.1**:

- Applicants may apply for individual Financial Incentive Programs, or combine multiple complementary programs for a single site, development, or project; and
- There is no limited on how many times a single property may be considered eligible to apply for the Financial Incentive Programs, provided that:
  - Any Financial Incentive Programs awarded in any given round of funding are not used to pay for the same eligible costs;
  - There has been a change of property ownership and/or use of the property; and/or
  - The previously completed improvements funded through a prior Financial Incentive Program have reached the end of their lifecycle and require rehabilitation.

All Financial Incentive Programs contained within the CIP are subject to approval and municipal budget allocations by City Council on an annual basis. There are no guarantees of any Financial Incentive Program being implemented in any given year / round of funding, and selection is at the sole discretion of Council.

Further details on implementation and administration of the CIP, including how to make an application, are included in **Section 6**.

4.1 General Eligibility Requirements

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

1. The subject property must be located in the Community Improvement Project Area as designated by municipal by-law at the time of application (see **Figure 1-2**);
2. All proposed projects must, in the opinion of City Council and the City's CIP Review Committee, generally contribute to achieving, and not conflict with, the vision and goals of the Plan as set out in **Section 2**;
3. Any application for a Financial Incentive Program must be submitted to the City prior to the commencement of any works as specified in the Program details, and prior to an application for a building permit. Proposed projects must represent a permanent improvement to the property or building, and not a lifecycle replacement of existing materials or structures. Seasonal improvements (e.g., outdoor patios) are only considered eligible if specified under the individual Financial Incentive Programs. For clarity, and without limiting the generality of the foregoing, trailers, sheds, and similar non-permanent elements shall not be considered eligible, unless otherwise specified under the individual Financial Incentive Programs. Proposed projects shall be in accordance with, or exceed, the requirements of the Ontario Building Code, Fire Code, Accessibility for Ontarians with Disabilities Act, and Property Standards By-law, as applicable to the property;
4. Where a proposed project is for affordable housing, the definition of "affordable" shall be consistent with the following definition provided in the Provincial Planning Statement, 2024 (PPS 2024), as may be amended by the Province from time to time, and which is based on the definition established by the CMHC:
    a. In the case of ownership housing, the least expensive of:
        i. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
        ii. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the municipality;
    b. In the case of rental housing, the least expensive of:
        i. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
        ii. a unit for which the rent is at or below the average market rent of a unit in the municipality.

    The Ministry of Municipal Affairs and Housing regularly publishes the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin", which provides data on market-based (i.e., average purchase prices and market rents)

and income-based thresholds for each municipality in Ontario which can be used to determine what constitutes affordable housing in Pembroke.

The definition of “affordable” may change as required to comply with Federal and/or Provincial initiatives and amendments. Further, at the sole discretion of Council, an alternative definition of “affordable” may be applied to an eligible application that meets the eligibility criteria of this CIP. Eligible affordable housing projects may comprise a mix of affordable and market rent units;

5. Due to administrative costs, applications for grants less than $500 shall not be considered;
6. If the applicant is not the property owner (e.g., tenant), the applicant must provide written consent from property owner to make the application;
7. Property owners and tenants may submit an application for improvements to the same property, provided that the applications do not seek financial incentives for the same project costs.
8. An application for any Financial Incentive Program contained in this CIP must include plans, estimates, contracts, reports and other details, as required by the City, to satisfy the City with respect to project costs and conformity to this CIP, as well as all municipal by-laws, policies, procedures, standards and guidelines, including Official Plan, Zoning By-law, and Site Plan requirements and approvals;
9. As a condition of application approval, the applicant may be required to enter into an Agreement with the City. The Agreement will specify the terms, duration, and default provisions of the incentive to be provided;
10. Where other sources of government and/or non-profit organization funding (Federal, Provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
11. The City reserves the right to audit the cost of any and all works that have been approved under any of the Financial Incentive Programs, at the expense of the applicant;
12. The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including and without limitation, costs incurred in anticipation of a tax assistance and/or grant payment;
13. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce, or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;

14 The City may discontinue any of the programs contained in this CIP at any time, but applicants with approved tax assistance and/or grant payments will still receive said payment, subject to meeting the general and program specific requirements;

15 City staff, officials, and/or agents of the City may inspect any property that is the subject of an application for any of the Financial Incentive Programs offered by the City;

16 Eligible applicants can apply for one (1) or more of the Financial Incentive Programs contained in this CIP, with the exception of the Tax Increment Equivalent Grant which cannot be combined with any other grant in this Plan. No two (2) programs may be used to pay for the same eligible cost. In addition, the total of all tax assistance and grants provided in respect of the subject property shall not exceed the eligible cost of the improvements to that property;

17 There are no specific restrictions on the number of applications that may be submitted by a property owner or tenant in relation to a specific property. The intent of providing this flexibility is to allow applicants to phase in components of their projects over time, should it be necessary. However, the City may reject an application where it is of the opinion that the proposed works have already been undertaken as part of a previously approved application, except as specified under the individual Financial Incentive Programs where there has been a change of property ownership, or the previously completed improvements have reached the end of their lifecycle and require rehabilitation;

18 The subject property shall not be in arrears of any municipal taxes, area rates or other charges at the time of application and award of any incentive;

19 All expenses that are eligible for the Financial Incentive Programs contained herein must be paid in fullm and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the City;

20 All properties must have a fire inspection completed within the last 12 months prior to grant approval, and any outstanding work orders from the City's Fire Department resulting from the inspection must be completed within 30 days of grant approval, or grant payment shall be withheld;

21 Outstanding work orders from the City's Planning, Building and By-law Department must be addressed prior to grant approval;

22 Improvements shall generally be in accordance with the Design Guidelines in **Section 5**; and

23 Applications for Financial Incentive Programs shall be in accordance with the eligibility criteria indicated for each individual Financial Incentive Program (Sections 4.3 to 4.18),

as well as the general policies and requirements for submitting applications as outlined in **Section 6.3** of this Plan.

4.2 Summary of CIP Financial Incentive Programs

An overview of the available Financial Incentive Programs is provided in **Table 4-1**. Programs introduced through the CIP Update in 2025 are highlighted in grey.

Table 4-1: Overview of Pembroke CIP Financial Incentive Programs

Theme	Financial Incentive Program	Program Highlights	Full Program Details
Municipal	**Municipal Surplus Land Disposition Program (New)**	To permit the sale and disposition of surplus lands owned by the City of Pembroke below market value to promote the development of new residential, commercial, mixed use, or industrial development.	Section 4.3
	Planning and Building Permit Fee Grant	A grant to a maximum of $2,500 of the municipal fees, which may equal up to 100% of the City's fees, to assist with the cost of various application and permit fees.	Section 4.4
	Tax Increment Equivalent Grant	A percentage rebate on the annual municipal property taxes (municipal portion only) resulting from the increased assessment value generated by property development / redevelopment, which offsets the increase in municipal property tax resulting from property improvements.	Section 4.5
Housing	**Additional Residential Units Grant (New)**	A grant of up to 50% of eligible costs, up to a maximum of $10,000 per additional residential unit.	Section 4.6
	Affordable Housing Grant (New)	A grant of up to 50% of eligible project costs, to a maximum of $15,000 per affordable residential unit (rental or ownership) created.	Section 4.7
	Downtown Housing Grant	A grant of up to 50% of construction costs of new upper storey or rear residential units in a mixed use building, to a maximum of $10,000 per unit and a maximum of two (2) units per eligible address.	Section 4.8

Housing	**Multi-Unit Housing Grant (New)**	A grant for the creation of new multi-unit residential development for up to 100% of eligible costs up to a maximum of $5,000 per dwelling unit, and a total maximum per property as determined at the discretion of Council.	Section 4.9
Building and Property Improvements	**Accessibility Grant**	A grant of up to 50% of eligible costs, up to a maximum of $5,000, to improve accessibility to existing commercial and mixed use properties and buildings.	Section 4.10
	Brownfield Property Tax Assistance Program	To encourage the remediation and rehabilitation of brownfield sites by providing a cancellation of part or all of the municipal property tax increase on a property that is undergoing or has undergone remediation and development to assist with payment of the cost of environmental remediation.	Section 4.11
	Commercial / Industrial Property Improvement Grant (New)	A grant of up to 50% of eligible costs, up to a maximum of $20,000, for interior and/or exterior improvements to commercial and industrial buildings and properties, including interior retrofits, landscaping, paving, or streetscape improvements.	Section 4.12
	Crime Prevention Through Environmental Design (CPTED) Grant (New)	A grant of up to 75% of eligible CPTED costs, up to a maximum of $10,000, to support site security improvements.	Section 4.13
	Energy Efficiency and Emergency Management Grant (New)	A grant for up to 50% of eligible costs, to a maximum of $15,000, to assist with the purchase and installation of energy efficiency improvements and backup generators.	Section 4.14
	Environmental Site Assessment (ESA) Grant	A grant for up to 50% of the cost of completing a Phase II ESA, to better understand the type of contamination of potential remediation costs for brownfield sites.	Section 4.15
	Façade Improvement Grant	A grant of up to 50% of the construction costs, to a maximum of $20,000, to assist with improvements to commercial building facades that front onto a public street.	Section 4.16
	Sidewalk Patio and Pop-ups Grant (New)	A grant of up to 100% of eligible costs, up to a maximum of $3,000, to support professional fees and/or construction costs associated with the design and installation of sidewalk patios and pop-up retail spaces.	Section 4.17
	Signage Improvement Grant (New)	A grant of up to 50% of the construction costs, to a maximum of $5,000, to assist with the installation of new business signage.	Section 4.18

4.3 Municipal Surplus Land Disposition Program (New)

Purpose

To permit the sale and disposition of surplus lands owned by the City of Pembroke below market value to promote new residential, commercial, mixed use, or industrial development.

Eligible Costs

1. Council will determine the percentage below market value which is to be applied to the property based on the proposed development's community benefits, and consistency with the vision and goals of this CIP.

Program Details

1. Council will initiate the sale and disposition of certain municipal lands through Request for Proposal (RFP) processes, on a case-by-case basis.
2. Council will consider the sale and disposition of municipal lands below market value, at a cost to be determined by Council.
3. Market value will either be deemed to be the Municipal Property Assessment Corporation (MPAC) assessment value, or value determined by an independent appraiser retained and paid for by the City, as deemed appropriate by Council.
4. At its sole discretion, the City may require the applicant to submit a development schedule or phasing plan, prepared to the satisfaction of the City, in relation to an application for the Municipal Surplus Land Disposition Program.
5. The purchaser will be required to enter into a development agreement with the City acknowledging that they understand and abide by the terms of this program. The agreement will be registered against the lands to which it applies and the City will enforce the provisions of the agreement against any party to the agreement and, subject to the provisions of the Registry Act and the Land Titles Act, against any and all subsequent owners of the land.
6. If the purchaser fails to adhere to any requirements of the development agreement, the City will have the option of re-purchasing the property for the full price paid by the applicant, less any applicable legal costs.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 6.3**.
3. Eligible properties must:
    a. Be owned by the City of Pembroke;

b. Conform to the City's Official Plan and be zoned in the City's Zoning By-law for residential, commercial, mixed use, or industrial uses, as applicable; and

c. Be declared surplus by the City of Pembroke.

4 Applicants must present Council with sufficient information about the proposed development (e.g., renderings or concept plans) to demonstrate the project's desirability and feasibility.

4.4 Planning and Building Permit Fee Grant

Purpose

To encourage development and redevelopment by offsetting the costs of required applications and permits.

Eligible Costs

1 Development of a vacant property or redevelopment of a property for commercial, office, industrial, residential (within a minimum of 4 dwelling units), or mixed uses;

2 Major additions to a commercial, office, industrial, residential (within a minimum of 4 dwellings units) or mixed use property, involving an increase of at least 25% of the existing gross floor area;

3 Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers);

4 Conversion of upper-storey space in a mixed-use or commercial building to residential units;

5 Professional services by an engineer, architect, or professional planner; and

6 Any combination of the above.

Program Details

1 A grant to a maximum of $2,500 of the municipal fees, which may equal up to 100% of the City's fees, to assist with the cost of any of the following fees:

a. Planning Act Applications, including:

i. Official Plan Amendments;

ii. Zoning By-law Amendments;

iii. Draft Plan of Subdivision / Condominium;

iv. Consent;

v. Minor Variances;

vi. Site Plan Control;

b. Demolition Permits;

c. Building Permits;

d. Encroachment Permits; and

e. Sign Permits.

2 In general, any projects which are eligible for other programs outlined in this Plan will also be eligible for the Planning and Building Fee Grant if the applicant is required to obtain planning approvals and/or a building, demolition, encroachment, or sign permit.

Eligibility Criteria

1 All General Eligibility Requirements outlined in **Section 4.1** shall apply.

2 Applications shall be in accordance with the application submission requirements under **Section 6.3**.

3 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.5 Tax Increment Equivalent Grant

Note: The inclusion of the Tax Increment Equivalent Grant in the CIP, and the potential to limit its application to certain project types (e.g., brownfields, affordable housing) is still under review.

Purpose

A percentage rebate on the annual municipal property taxes (municipal portion only) resulting from the increases assessment value generated by property development / redevelopment, which offsets the increase in municipal property tax resulting from property improvements. The Grant is intended to encourage desirable and attractive infill development and redevelopment in the City, and is not intended for greenfield development.

Eligible Costs

1 Development, redevelopment, or adaptive reuse of a property or building for commercial, office, industrial, residential (with a minimum of 4 new dwelling units created), or mixed uses;

2 Major additions, renovations, or improvements to a existing commercial, office, industrial, residential, or mixed use property or building, involving an increase of at least 25% of the existing gross floor area or a minimum of 4 new dwelling units created;

3. Conversion of upper-storey space in a mixed use or commercial building to a minimum of two (2) new residential units, or major renovations or improvements to upper storey residential space;
4. Streetscaping or landscaping improvements, in combination with any of the above;
5. Professional services by an engineer, architect, or professional planner; or
6. Any combination of the above.

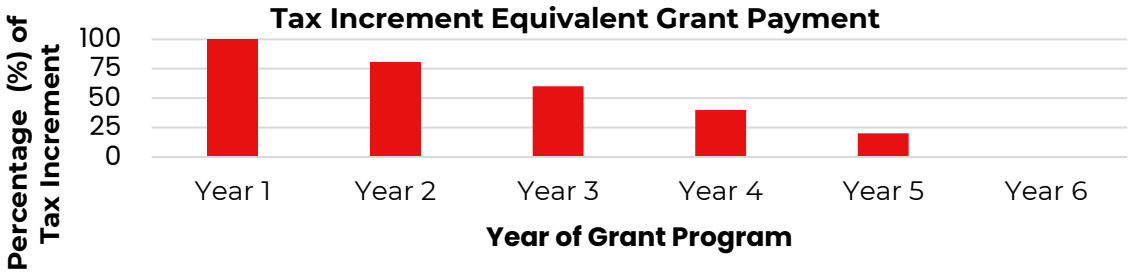
Program Details

1. The Tax Increment Equivalent Grant is offered to eligible property owners only where the property assessment increases as a result of development, redevelopment, or major improvements, and there is a subsequent increase in municipal property taxes. For the purpose of calculating this grant, municipal property taxes include the municipal portion of the taxes only, and do not include education or any other special charges.
2. Large scale or major projects are defined as those community improvement projects which involve improvement of at least 25% of the existing gross floor area, or are considered to be a new development. Projects which result in an increase in the assessed value of the property by at least 10% will also be considered eligible.
3. Grants will be equal to 100% to 20% of the increase in annual municipal property taxes resulting from property improvements, paid to the owner each year for a maximum of five (5) years (declining by 20% each year), or as otherwise determined at the discretion of Council and outlined in the Agreement. The total amount of all grant payments over the duration of the Tax Increment Equivalent Grant shall not exceed 50% of the total eligible costs of the improvements.
4. The eligible development / property improvement works must be completed within three (3) years of application approval, or as stipulated in the Agreement with the City.
5. Grants shall be provided upon successful completion of the work, as approved by Council, and payment in full of the property taxes including the taxes for the incremental assessment increase. The amount of the grant in the first year cannot be calculated until the incremental assessment has been determined by the Municipal Property Assessment Corporation (MPAC) and provided to the Municipality, which may take up to two (2) years. Grants for subsequent years shall be paid annually to property owners within three (3) months of payment of the full property tax.
6. The Tax Increment Equivalent Grant will not be paid and will not accumulate for any year when taxes remain unpaid by the due date. Any failure to pay taxes in any year shall disqualify the owner for further grant payments.

Example Scenario

A hypothetical property pays $10,000 in annual municipal property taxes this year. If the property is redeveloped and a reassessment results in municipal property taxes of $15,000 annually, the tax 'increment' is $5,000 (i.e., $10,000 + $5,000 = $15,000).

Council has approved a Tax Increment Equivalent Grant for the property, with a duration of 5 years. In the first year after re-assessment, the applicant would be eligible for a grant of $5,000, representing 100% of the tax increment. In the second year after re-assessment, the applicant would be eligible for a grant of $4,000, representing a decrease of 20% from the previous year. The grant amount would continue to decrease by 20% each year in years 3, 4, and 5. The grant expires after five (5) years, based on the grant duration determined by Council. This example assumes that all eligibility criteria are met.



Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
3. The Tax Increment Equivalent Grant cannot be combined with any other Financial Incentive Program under this CIP.
4. To be eligible for the Tax Increment Equivalent Grant, the property improvements undertaken must result in an increase in the assessed value of the property by at least 10%, or the improvement must result in an increase of at least 25% of the existing gross floor area or a minimum of 4 new dwelling units created, or are considered to be a new development.
5. In order to determine the suitability of the Tax Increment Equivalent Grant, prior to submitting an application for the program, eligible applicants may be required to estimate the total potential value of the tax increment and the anticipated post-project property value assessment from MPAC, based on current assessment values and anticipated investment.

6 If the total value of the Tax Increment Equivalent Grant is significantly less than the applicant's estimated value, at the sole discretion of the City, the applicant may be given the opportunity to withdraw their application for the Tax Increment Equivalent Grant program, and submit an application for one or more of the other Financial Incentive Programs in this Plan as may be applicable to the project.

7 Should an eligible applicant be approved for the Tax Increment Equivalent Grant, and if the subject property is sold, in whole or in part, before the original grant period lapses, the original owner may not be entitled to receive the remaining grant payments, in accordance with the terms of the program agreement. The payments are also non-transferrable to the new owner, unless specifically stipulated as part of the Agreement executed between the owner and the City.

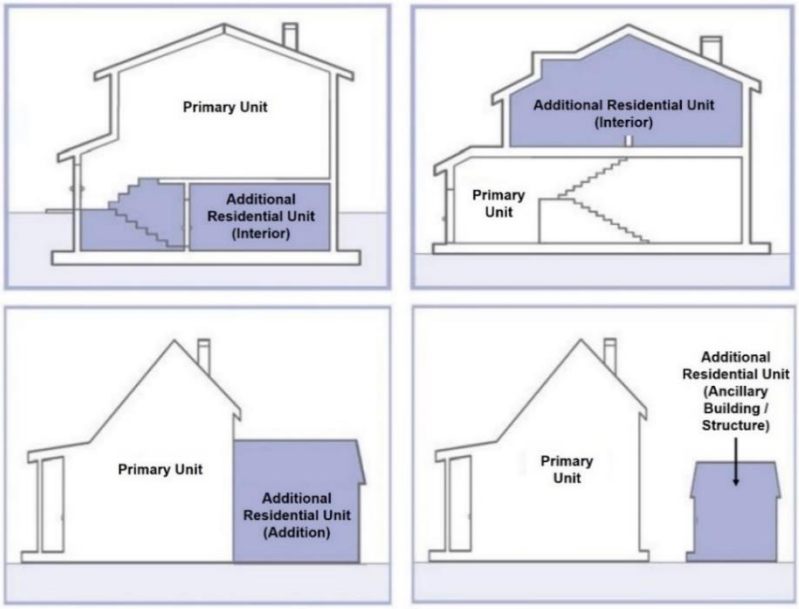
8 The property owner is responsible for the entire cost of the development or redevelopment project.

4.6 Additional Residential Units Grant (New)

Purpose

To support the development of additional residential units on the same property as a single detached, semi-detached, or townhouse dwelling, in accordance with the policies in the City of Pembroke Official Plan and the provisions in the City of Pembroke Zoning By-law.

Figure 4-1: Examples of additional residential unit locations (Adapted from Ministry of Municipal Affairs and Housing, 2019)



Eligible Costs

1. Plans, designs, and study costs, including:
    a. Site Plans;
    b. Structural Plans;
    c. Architectural Plans;
    d. Engineering Plans; and
    e. Other site-specific plans or studies as required by the City at the time of pre-consultation or under the Planning Act.
2. Works related to compliance with the Ontario Building Code or Fire Code, including:
    a. Safe egress;
    b. Accessibility improvements;
    c. Structural improvements;
    d. Electrical improvements;
    e. Ventilation improvements;
    f. Fire protection, including associated insultation; and
    g. Other similar improvements.
3. Materials costs, including:
    a. Construction materials; and
    b. Finishing materials.
4. Construction and labour costs, associated with the above eligible costs.

Program Details

1. A grant of up to 50% of eligible costs, up to a maximum of $10,000 per additional residential unit, or as determined at the discretion of Council.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
1. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
2. Only additional residential units located within a single detached, semi-detached, or townhouse dwelling, or within a detached structure on the same lot as and ancillary to a single detached, semi-detached, or townhouse dwelling are eligible for this grant.

3. A self-contained additional residential unit with a private kitchen, bathroom, and sleeping area must be created.
4. The additional dwelling unit being created must conform to any applicable requirements of the Ontario Building Code, Fire Code, Official Plan, Zoning By-law, and Site Plan Control By-law.
5. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.7 Affordable Housing Grant (New)

Purpose

To encourage the development of new affordable residential units (rental or ownership).

Eligible Costs

1. The development or redevelopment of properties and buildings to support the creation of one (1) or more affordable residential units on the upper storey(s) of existing commercial buildings, or the creation of a minimum of four (4) affordable residential units in a standalone residential building.
2. Plans, designs, and study costs, including:
    a. Site Plans;
    b. Structural Plans;
    c. Architectural Plans;
    d. Engineering Plans; and
    e. Other site-specific plans and studies as required by the City at the time of pre-consultation or under the Planning Act.
3. Works related to compliance with the Ontario Building Code or Fire Code, including:
    a. Safe egress;
    b. Structural improvements;
    c. Electrical improvements;
    d. Ventilation improvements;
    e. Fire protection, including associated insulation; and
    f. Other similar improvements.

4. Exterior property improvements, including:
    a. Sidewalk upgrades;
    b. Lighting; and
    c. Landscaping.
5. Accessibility improvements, including:
    a. Ramps;
    b. Elevators;
    c. Automatic doors; and
    d. Alternative means of access and egress.
6. Utilities infrastructure upgrades, including:
    a. Sewer;
    b. Water; and
    c. Stormwater management.
7. Materials costs, including:
    a. Construction materials; and
    b. Finishing materials.
8. Construction and labour costs, associated with the above eligible costs.

Program Details

1. A grant of up to 50% of eligible project costs, to a maximum of $10,000 per affordable residential unit.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
3. Eligible affordable residential units must meet the definition of “affordable” as provided in **Section 4.1**.
4. The eligible affordable residential units must comprise a minimum of 20% of dwelling units within the overall residential development, and the grant shall only apply to the eligible units.

5 In the case of eligible affordable rental housing projects, the rental housing units must be maintained as affordable, in accordance with the definition of affordable as defined by CMHC and outlined in the Eligibility Criteria under this grant, for a minimum duration of 10 years. The housing provider must provide an annual statement to the City of Pembroke Planning and Building Department confirming that each unit subject to the Agreement with the City remains affordable, accompanied by unequivocal proof for each rental housing unit in the form of a signed lease agreement(s) showing the name(s) of the lessee and the affordable rental rate, along with copies of cleared cheques from the lessee(s) providing that the rent paid matches the affordable rental rate on the lease(s).

6 For proposed development on the upper storeys of an existing commercial building, the applicant must be either a registered property owner, assessed property owner, or a tenant of a property to whom the owner has assigned consent to receive assistance under the CIP.

7 Non-profit organizations are considered to be an eligible applicant for this grant.

8 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.8 Downtown Housing Grant

Purpose

To encourage the creation of new residential units and to improve the condition of existing upper-storey or rear residential units within mixed-use buildings in Downtown Pembroke.

Eligible Costs

1 Creation of new residential units in the upper storey(s) of a mixed-use building in the Pembroke Business Improvement Area (PBIA); and/or

2 Rehabilitation and significant improvement in the quality of one (1) or more existing residential units in the PBIA which improve the quality of life for the occupants, increase the value of the unit(s), or make the unit(s) habitable where the unit(s) are currently considered to be inhabitable, or make the unit attractive to a wider range of income groups. Eligible projects may include improvements related to the health and safety of the residential unit, and required to bring the building or unit into compliance with the current Ontario Building Code or Fire Code, including but not limited to, improvements to electrical systems and wiring, structural improvements, etc.

Program Details

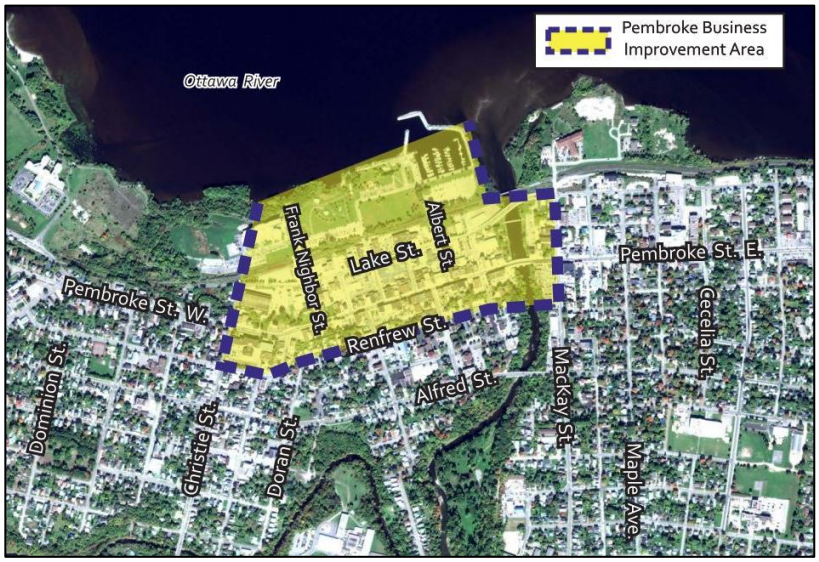
1 Grants for the rehabilitation of residential space or the conversion of non-residential space to residential space will be available to eligible applicants in order to provide

improvements to existing residential units. Grants will be equal to 50% of the construction costs of each unit to a maximum of $10,000 per unit, to a maximum of two (2) units per eligible address. In no case will the total grant exceed 50% of the total construction costs.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
3. This Grant will apply only to properties within the Pembroke Business Improvement Area (PBIA) boundary (see **Figure 4-2**).

Figure 4-2: Pembroke Business Improvement Area (PBIA)



4. Existing or proposed ground floor/at grade residential space within the designated Community Improvement Project Area will not be eligible for the grants through this program. For clarity, upper storey and rear residential units in mixed-use buildings are eligible for this program.
5. At the discretion of Council in consultation with the City's Review Committee, priority may be given to the conversion of upper storey space to new residential unit(s) and for the rehabilitation of affordable housing and rental units over other projects for improvements to existing residential units.
6. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.9 Multi-Unit Housing Grant (New)

Purpose

To support multi-unit residential development consisting of the creation of a minimum of five (5) or more new dwelling units (rental or ownership).

Eligible Costs

1. Plans, designs, and study costs, including:
    a. Site Plans;
    b. Structural Plans;
    c. Architectural Plans;
    d. Engineering Plans;
    e. Traffic or Parking Studies;
    f. Environmental Plans;
    g. Interior Design Plans;
    h. Market Analysis or Feasibility Studies; and
    i. Other plans and studies as required by the City at the time of pre-consultation or under the Planning Act.
2. Works related to compliance with the Ontario Building Code or Fire Code, including:
    a. Safe egress;
    b. Structural improvements;
    c. Electrical improvements;
    d. Ventilation improvements;
    e. Fire protection, including associated insulation; and
    f. Other similar improvements.
3. Exterior property improvements, including:
    a. Sidewalk upgrades;
    b. Lighting; and
    c. Landscaping.
4. Accessibility improvements, including:
    a. Ramps;

b. Elevators;
c. Automatic doors; and
d. Alternative means of access and egress.

5 Utilities infrastructure upgrades, including:
a. Sewer;
b. Water; and
c. Stormwater management.

6 Materials costs, including:
a. Construction materials; and
b. Finishing materials.

7 Construction and labour costs, associated with the above eligible costs.

Program Details

1 A grant of up to 100% of eligible costs up to a maximum of $5,000 per dwelling unit, and a total maximum per property as determined at the discretion of Council.

Eligibility Criteria

1 All General Eligibility Requirements outlined in **Section 4.1** shall apply.

2 Applications shall be in accordance with the application submission requirements under **Section 6.3**.

3 Eligible residential developments must result in the creation of a minimum of five (5) or more new dwelling units (rental or ownership).

4 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.10 Accessibility Grant

Purpose

To improve accessibility to existing commercial and mixed use properties and buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005, as amended.

Eligible Costs

1 Installation of new automatic doors;

2. Installation of new elevators or lifts;
3. Installation of new wheelchair access ramps;
4. Widening of public entryways;
5. Leveling or repairs to pathways/accesses and stairs;
6. Any combination of the above improvements;
7. Any other improvements designed to improve accessibility, subject to approval by the City's Review Committee; and
8. Professional fees, material costs, and construction and labour costs, associated with the above improvements.

Figure 4-3: Portable ramp installation (Source: stopgap.ca)



Program Details

1. A grant of up to 50% of the construction costs, to a maximum of $5,000.
2. The grant will be payable upon completion of the works.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
3. Only the commercial area of a property shall be eligible for this grant.
4. Accessibility improvements shall be in accordance with, or exceed, the requirements of the Ontario Building Code, as applicable to the property.
5. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.11 Brownfield Property Tax Assistance Program

Purpose

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

Eligible Costs

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

Program Details

1. Municipal Tax Assistance:
    a. The City may pass bylaws to provide a deferral or cancellation of all or a part of the municipal taxes on a brownfield site during the assistance period, as defined in Section 365.1(1) of the Municipal Act.
    b. The total value of the tax assistance will not exceed the total eligible costs, which are defined in the eligibility requirements above. The level and duration of the tax assistance will be considered on a case-by-case basis.
    c. Prior to passing the by-law approving the tax assistance, the City will be required to notify the Ministry of Finance. Within 30 days of passing the by-law, the City will also be required to notify the Minister of Municipal Affairs and Housing and the Minister of Finance.
2. Provincial Tax Assistance:
    a. The City may apply for the Provincial Brownfields Financial Tax Incentive Program, on behalf of the owner, to cancel or freeze all or a portion of the education component of property taxes.
    b. The application will need to be approved by the Minister of Finance, and may be subject to a different timeline than the approved Municipal Tax Assistance Program.
    c. The City must be offering municipal tax assistance in order for the owner to be eligible for Provincial tax assistance.

Payment Details

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.

3 The Brownfield Property Tax Assistance Program may not be combined with the Tax Increment Equivalent Grant.

4 Successful applicants may also be eligible for other Financial Incentive Programs, provided that the total value of incentives does not exceed the total eligible cost of rehabilitating the land and buildings.

5 The City may require preparation of a business plan or feasibility study as a condition of approving tax assistance.

6 Application for Provincial tax assistance shall be at the sole discretion of the City. Initially, the City may wish to seek Provincial tax assistance on behalf of the owner on a pilot project basis only, and discontinue such applications in the future. Should the City choose not to apply for Provincial tax assistance, such a decision shall not require an amendment to this Plan.

7 The applicant must demonstrate that the subject property is a brownfield site, which is determined through an Environmental Site Assessment (ESA). The City has the discretion to determine whether the subject property would be considered as a brownfield site.

4.12 Commercial / Industrial Property Improvement Grant (New)

Purpose

To assist with interior and/or exterior improvements to commercial, mixed use (with ground floor commercial), and industrial buildings and properties, including interior retrofits, landscaping, paving, or streetscape improvements.

Eligible Costs

1 Plans, designs, and study costs, including:

   a. Site Plans;

   b. Structural Plans;

   c. Architectural Plans;

   d. Engineering Plans;

   e. Interior Design Plans; and

   f. Other site-specific plans and studies as required by the City at the time of pre-consultation or under the Planning Act.

2 Works related to compliance with the Ontario Building Code or Fire Code, including:

a. Safe egress;
b. Structural improvements;
c. Electrical improvements;
d. Ventilation improvements;
e. Fire protection, including associated insulation; and
f. Other similar improvements.

3. Exterior property improvements, including:
   a. Sidewalk and pedestrian walkway upgrades;
   b. Installation of active transportation infrastructure, such as bicycle parking (e.g., racks);
   c. Paving of site accesses / egresses and parking areas;
   d. Street furniture, such as benches or permanent planters;
   e. Lighting; and
   f. Landscaping.
4. Accessibility improvements, including:
   a. Ramps;
   b. Elevators;
   c. Automatic doors; and
   d. Alternative means of access and egress.
5. Utilities infrastructure upgrades, including:
   a. Sewer;
   b. Water; and
   c. Stormwater management, including but not limited to, green infrastructure installations such as bioswales, rainwater harvesting and reuse systems, rain gardens, etc.;
6. Professional fees, materials costs, and construction and labour costs, associated with the above eligible costs.

Program Details

1. A grant of up to 50% of eligible costs, up to a maximum of $20,000.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
3. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.13 Crime Prevention Through Environmental Design (CPTED) Grant (New)

Purpose

To facilitate the installation of site security improvements associated with commercial, mixed use (with ground floor commercial), and industrial buildings and properties.

Eligible Costs

1. Installation of security cameras and associated hardware;
2. Installation of exterior lighting;
3. Installation of retractable security gates at building entrances (e.g., in recessed doorways);
4. Installation of fences;
5. Installation of bollards or other parking lot security improvements;
6. Installation of mirrors;
7. Installation of shatter-resistant glass windows;
8. Creation of mural art on exterior walls as a graffiti-deterrent, in compliance with regulations for murals in the City's Sign By-law;
9. Installation of other recommended CPTED and improvements, subject to approval by the City; and
10. Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

1. A grant of up to 75% of CPTED costs, up to a maximum of $10,000.

Eligibility Criteria

2. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
3. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
4. An application for this program must be submitted to the City prior to the commencement of any site works, installation, and/or issuance of a building permit, as applicable.
5. All applicants with approved projects that involve the installation of security cameras will be required to register (at no cost) for the CAMSafe program, administered by the City of Pembroke Police Services, which maintains a database of camera locations and points of contact if an incident occurs to request camera footage.

4.14 Energy Efficiency and Emergency Management Grant (New)

Purpose

To encourage property owners to improve energy efficiency of existing commercial and industrial buildings, and to facilitate the installation of small-sale renewable energy systems and backup energy production during emergencies.

Eligible Costs

1. Renovations to result in enhanced energy efficiency;
2. Purchase and installation of small-scale renewable energy systems (e.g. solar or wind);
3. Purchase and installation of energy-efficient lighting and lighting controls (e.g. timers or sensors);
4. Purchase and installation of energy-efficient heating/cooling/ventilation products (e.g., central air conditioners, heat pumps, furnaces/boilers, windows and doors with the EnergySTAR certification); and
5. Purchase and installation of backup generators for emergency purposes.

Program Details

1. A grant for up to 50% of eligible costs, to a maximum of $15,000.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.

3. An application for this program must be submitted to the City prior to the commencement of any site works, installation, and/or issuance of a building permit, as applicable.

4.15 Environmental Site Assessment (ESA) Grant

Purpose

To promote the completion of environmental studies to better understand the type of contamination of potential remediation costs for brownfield sites.

Eligible Costs

1. Confirming and describing contamination at the site (partial or complete Phase II ESA);
2. Surveying designated substances and hazardous materials at the site (Designated Substance and Hazardous Materials Survey); and,
3. Developing a plan to remove, treat or otherwise manage contamination found on the site (Remedial Work Plan / Risk Assessment).

Program Details

1. A grant equivalent to a maximum of 50% the cost of undertaking an eligible study to a maximum of:
    a. $3,000 per study;
    b. Two studies per property / project; and
    c. A total of $6,000 per property / project.
2. The grant will be payable upon completion of the study. If the grant is being provided for two studies, it will be payable after both studies are complete.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application submission requirements under **Section 6.3**.
3. Phase I ESAs are not eligible studies under this grant. Applicants must complete and submit, for the City's review, a Phase I ESA that demonstrates that site contamination is likely.
4. Applications will include a:
    a. Detailed study work plan;
    b. Cost estimate for the study; and

c. Description of the planned redevelopment, including any planning applications that have been submitted / approved, if applicable.

5 All environmental studies should be completed by a "qualified person" as defined by Ontario Regulation 153/04: Records of Site Condition, as amended.

6 An application for this program must be submitted to the City prior to the commencement of any studies and associated site activities.

4.16 Façade Improvement Grant

Purpose

To encourage aesthetic improvements to buildings and properties, and to support continued maintenance and upkeep of the building stock in Pembroke.

Eligible Costs

1 Improvements to the front, rear, or exterior building façades that front onto a public street of a commercial or mixed use (with ground floor commercial) building / property, including:

a. Façade restoration of brickwork, wood, masonry, and metal cladding;
b. Replacement or repair of entablature, eaves, parapets, and other architectural details;
c. Replacement or repair of windows and doors, as a component of a broader façade project;
d. Replacement, repair, or addition of exterior lighting;
e. Replacement, repair, or addition of awnings, marquees, and canopies;
f. Replacement of façade elements originally in place during initial construction of the building;
g. Redesigned shop fronts; and
h. Similar other improvements / repairs, as may be considered and approved by Council in consultation with the City's Review Committee.

2 Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

1 A grant of up to 50% of the construction costs, to a maximum of $20,000.

2 The grant will be payable upon completion of the works.

Eligibility Criteria

1 All General Eligibility Requirements outlined in **Section 4.1** shall apply.

2 Applications shall be in accordance with the application submission requirements under **Section 6.3**.

3 Only commercial and mixed use (with ground floor commercial) buildings / properties are eligible for this grant.

4 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

5 Subsequent applications for the Façade Improvement Grant for the same property are permitted where there has been a change of property ownership, or the previously completed façade improvements funded through a prior Façade Improvement Grant have reached the end of their lifecycle and require rehabilitation.

4.17 Sidewalk Patio and Pop-ups Grant (New)

Purpose

To provide businesses in Pembroke with the opportunity to utilize publicly owned sidewalks and on-street parking spaces to permit sidewalk patios and pop-up retail spaces.

Eligible Costs

1 Professional fees associated with the design of a sidewalk patio or pop-up retail space;

2 Construction and materials costs associated with the installation of a sidewalk patio or pop-up retail space;

3 Installation or improvement of a seasonal outdoor sidewalk café or patio or pop-up retail space, provided that it is located adjacent to the sidewalk; and

4 Temporary patio elements to be located in a public right-of-way or parking area, including structural elements, decorative fencing and barriers, and outdoor heaters are also eligible.



Figure 4-4: Sidewalk patio, FN Good Food, 53 Pembroke Street West (Source: Google Streetview, May 2025)

Program Details

1. A grant of up to 100% of eligible costs, up to a maximum of $3,000, to support professional fees and/or construction costs associated with the design and installation of the sidewalk patio and/or pop-up retail space.

Eligibility Criteria

1. All General Eligibility Requirements outlined in **Section 4.1** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 6.3**.
3. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a License of Occupation, as applicable.
4. Applicants shall be required to enter into an Encroachment Agreement with the City of Pembroke, at which time the applicant will be required to provide a Certificate of Insurance for public liability (personal injury and property damage insurance) naming the Corporation of the City of Pembroke as an additional insured.
5. Subsequent applications for the Sidewalk Patio and Pop-ups Grant for the same property are permitted where there has been a change of property ownership, or the previously completed improvements funded through a prior Sidewalk Patio and Pop-ups Grant have reached the end of their lifecycle and require rehabilitation.

4.18 Signage Improvement Grant (New)

Purpose

To promote new signage to contribute to attractive streetscapes throughout Pembroke.

Eligible Costs

1. Replacement, repair, improvement, or installation of signage and associated lighting on building façades of commercial, industrial, or mixed use properties, as well as signage associated with home-based businesses.
2. Eligible signs include:
    a. Primary signs attached to buildings, particularly those that form part of a building façade's sign board area, or that are located above a building entrance or porch;
    b. Hanging signs, which may be used either as primary signs or as secondary signs, to complement the main building signage;
    c. Stand-alone signs, associated with landscaping, located in front yards and standalone signs in rear yards;

d. Installation and replacement of awnings that contain the name of the business or otherwise form part of the business signage;

e. Decorative window decals; and

f. Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

1 A grant of up to 50% of the construction costs, to a maximum of $5,000.

Eligibility Criteria

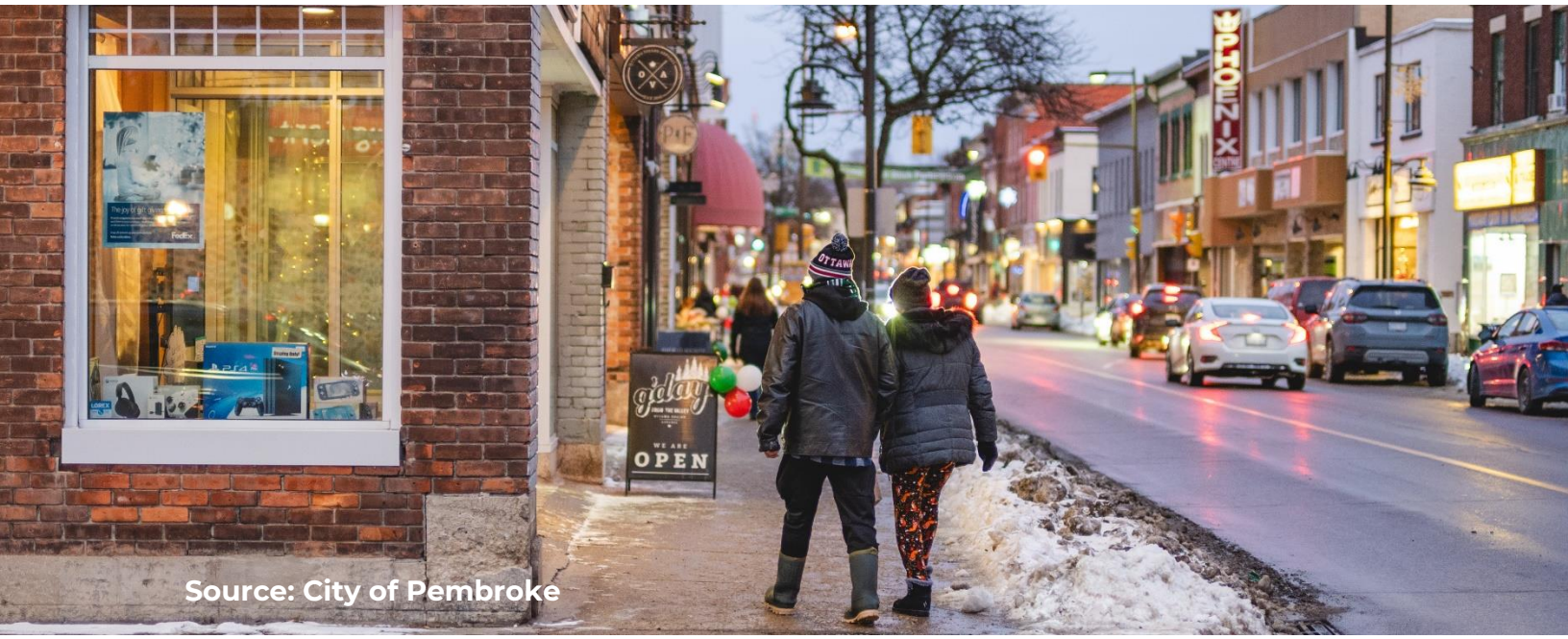
1 All General Eligibility Requirements outlined in **Section 4.1** shall apply.

2 Applications shall be in accordance with the application process set out in **Section 6.3**.

3 Improvements shall comply with the City's Sign By-law, and the Ontario Building Code and Regulations.

4 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

5 Subsequent applications for the Signage Improvement Grant for the same property are permitted where there has been a change of property ownership and/or business, or the previously completed signage improvements funded through a prior Signage Improvement Grant have reached the end of their lifecycle and require rehabilitation.



Source: City of Pembroke

5 Design Guidelines

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

These guidelines apply to the entire Community Improvement Project Area, except where stated otherwise.

5.1 Streetscape Guidelines

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

1. Sidewalks, crossings, and ground floor building entries should be universally accessible (barrier-free).
2. Hanging baskets and seasonal planters are encouraged.
3. Public and wayfinding signage should be complementary to the overall theme of the streetscape and architectural character.
4. Streetscape elements, such as street furniture, litter containers, and newspaper boxes, should be clustered.
5. Existing street trees should be retained where possible.
6. Design all sidewalks to a minimum width of 1.8 metres or 2.0 metres, where feasible.



Figure 5-1: Street trees and street furniture.[1]



Figure 5-2: Tiled pavers and hanging baskets for commercial streets.[2]

[1] http://www.shieldsgardens.com/Blogs/Garden/Carmel_Main_Street_0027_m.jpg

[2] http://www.sehinc.com/sites/default/files/styles/900x500-crop-center/public/portfolios/slider/188a.jpg?itok=ozX_13i1

7 Differentiate paving materials and textures throughout main streets and popular commercial settings (i.e., pavers, coloured asphalt).

8 Install decorative lighting and upgrade existing light fixtures to improve experience at night.

9 Feature permanent or temporary public art installations.

5.2 Built Form Guidelines

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

1 Building heights should be compatible with surrounding buildings and provide appropriate transitions.

2 Primary entryways should face onto public streets.

3 In Downtown Pembroke, building façades should be continuous and uninterrupted.



Figure 5-2: Uninterrupted building façades.[3]



Figure 5-3: Uninterrupted building façades.[4]

5.3 Façade Improvement Guidelines

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

1 Repair and revitalize existing façades. Preserve original masonry where possible.

2 Storefront signage should be in proportion to the building.

[3] http://downtowngh.com/wp-content/uploads/2011/09/Downtown_Streetscape_Photos_0011.jpg

[4] http://3.bp.blogspot.com/-enZukH5Uwlc/TvjU_kM6DyI/AAAAAAAABL0/XbfOFIdT60I/s1600/DSC01545.JPG

3 Hanging signage is encouraged in Downtown Pembroke.

4 Back-lit signs are discouraged in Downtown Pembroke. Lettering on signs should be embossed and painted with lighting pointed towards the signs.

5 Incorporate and balance natural shading (trees) with artificial shading (awnings).

5.4 Parking and Driveways Guidelines

Objective: retain the functionality of parking areas and driveways while reducing their visual impact.

1 New front yard parking is not permitted within Downtown Pembroke.

2 Rear yard parking is preferred.

3 Side yard parking is discouraged but may be considered where there are significant site development constraints. When side yard parking is necessary, there should be landscaping between the parking and the sidewalk to reduce the visual impact of the parking area on the streetscape.

4 The width of driveways to parking areas should be minimized.



Figure 5-4: Planting strip between a parking lot and the sidewalk. [5]

5.5 Directional Signage

Objective: improve accessibility and wayfinding for both residents and visitors to Downtown.

1 Ensure that sign colour, size, and font are legible, and designed in accordance with the City's Sign By-law.

2 Sign design should consider and mitigate the effects of snow and nearby vegetation on sign legibility.

3 Signs should be clear and visible, with a high degree of visual interest.

4 Sign design should reflect their surrounding community character.



Figure 5-5: Directional Signage[6]

[5] http://www.osoyoostimes.com/wp-content/uploads/2014/09/Sept.-17-Parking-Lot.jpg

[6] http://unbounce.wpengine.netdna-cdn.com/photos/wayfinding-post.jpg

6 Implementation

The successful implementation of the City of Pembroke CIP requires municipal leadership and a clear and comprehensive framework to guide the administration of the Plan. The City will ensure that the Financial Incentive Programs achieve the intended vision and goals of this Plan.

This section sets out the interpretation, general administration structure, application process, and other considerations related to the management of the CIP and its implementation. It also includes a recommended monitoring and evaluation program.

6.1 Interpretation

This CIP must be read and interpreted in its entirety, and in conjunction with the Planning Act, Municipal Act, and all applicable municipal planning documents, standards, policies, and by-laws for the City of Pembroke. The CIP shall be interpreted at the sole discretion of the City of Pembroke Council or Council's designate, in consultation with, or based on, advice from City staff.

6.2 Administration

This Plan will be administered by the City of Pembroke, as part of the implementation of the Community Improvement policies in the Official Plan.

The Community Improvement Project Area to which this Plan applies shall be designated through a by-law adopted by Council.

This Plan is intended to remain in effect until such time as determined appropriate by Council. Council may review the Plan after 10 years to assess the degree of uptake and the overall success of the programs. Amendments or adjustments to this CIP may be made as described in **Section 6.6** of this document.

Financial Incentive Program applications shall be processed, subject to the availability of funding and CIP priorities, as approved by Council. Council may determine that the objectives of a particular Financial Incentive Program have been met, and decide to terminate or temporarily suspend funding, without the need for an amendment to the CIP.

Once Council is satisfied that this Plan has been carried out, it may enact a by-law dissolving the Community Improvement Project Area(s) and rendering the Plan inoperative.

6.2.1 Designation of Administrator

Upon approval of this CIP, Council shall appoint a member of City Staff as the CIP Administrator, to manage day-to-day implementation and approval of applications. The

responsibilities of the CIP Administrator would generally include meeting with potential applicants for Financial Incentives Programs; coordinating applications; undertaking marketing activities; and monitoring and evaluation of the CIP's performance.

6.2.2 Application Intake and Approval Authority

It is recommended that the City maintain its existing application intake practices of receiving applications on an ongoing basis, rather than in a designated application intake period, as this have proven successful in the implementation of the CIP to date.

The CIP Administrator and/or an appointed CIP Review Committee will review applications and supporting materials for CIP programs. Applications will be evaluated against general and program-specific eligibility requirements, and a recommendation will be made to City Council or Council's designate. The application is subject to approval by City Council or Council's designate.

6.2.3 Financial Incentive Program Budget

At its sole discretion, Council may establish a budget for Financial Incentive Programs as part of its annual budget process. This budget may be subject to the availability of funding and other budget priorities, and is therefore not specified in this CIP. Any unused portion of the Financial Incentive Programs budget may be carried over to the following year, or put into a Reserve.

Further, at its sole discretion and considering any recommendations made by the CIP Administrator through the annual Monitoring and Evaluation Program, in any given year Council may choose to allocate portions of the Financial Incentive Program budget to specific programs, or choose not to allocate funding to certain programs. Council may also prioritize the consideration of applications for specific Financial Incentive Programs, depending on the City of Pembroke and CIP implementation priorities in any given year.

The City may discontinue funding for any of the Financial Incentive Programs recommended in this CIP at any time, without amending this Plan. However, applicants with approved tax assistance and/or grant payments shall still receive said payment, provided that they continue to meet the general and program-specific requirements and the terms of any executed Financial Incentive Program Agreement entered into with the City.

6.3 Application Process

The recommended process for submitting a Financial Incentive Program application and the City's process for accepting and evaluating applications is described below and illustrated in **Figure 6-1**.

Step 1: Pre-application Consultation, Application Submission and Acceptance

1. Prior to submitting an application for one or more of the Financial Incentive Programs in this CIP, applicants are required to have a pre-application consultation meeting with the CIP Administrator to discuss their proposed community improvement project, and to confirm application and eligibility requirements. Other members of the City's Review Committee may participate in the meeting.
2. Applicants shall submit a completed application form and all supporting materials as confirmed at the pre-application consultation meeting. The supporting materials are encouraged to include, but shall not be limited to:
    a. Photographs of the existing building or property condition;
    b. Historical photographs or documentation;
    c. Specifications of the proposed works, including a work plan for the improvements and a timeline for completion;
    d. Professional or conceptual drawings and/or plans, including drawings or plans prepared by a professional architect, planner, engineer or landscape architect licensed in the Province of Ontario, such as a site plan, landscape plan, etc.;
    e. Two (2) different cost estimates from non-associated contractors / companies for eligible work and/or materials, where possible. One (1) cost estimate may be acceptable at the discretion of the CIP Administrator, the City's Review Committee, and/or Council; and/or
    f. Any other materials as may be required for specific programs, as indicated in **Section 4**.
3. Upon receipt of the application and supporting materials, the Administrator and/or City's Review Committee shall complete a preliminary screening of the application to determine whether the application is complete. The application will be rejected if the application is not considered complete, or if the application clearly does not comply with the eligibility criteria.
4. The Administrator and/or members of the City's Review Committee may visit the subject property.
5. The City will communicate their decision to accept or reject the application to the applicant.
6. The Administrator will enter the accepted application into the City's inventory.

Step 2: Review and Evaluation of an Accepted Application

1. The application will be evaluated against the CIP Vision and goals, and the general and program-specific eligibility requirements by the Administrator and/or City's Review Committee.
2. The Administrator and/or City's Review Committee will prepare and submit a recommendation for approval or rejection to the Approval Authority (i.e., Council or Council's designate), which will also be forwarded to the City Treasurer.

Step 3: Application Approval and Execution of a Financial Incentive Program Agreement

1. If the Approval Authority recommends approval, the Treasurer will provide approval to the application and will execute the Financial Incentive Program Agreement in consultation with other City staff.

   The Agreement will outline the nature of the works to be completed, the details of the applicable Financial Incentive Program(s), and a timeframe for project completion and grant payment(s). Both the City and the applicant will be required to sign and date the agreement. A copy of the Agreement will be provided to the applicant.
2. If the Approval Authority does not approve the application, the applicant will be provided with an opportunity to revise their application to address the reason for refusal, in consultation with the CIP Administrator and/or the City's Review Committee. If the applicant agrees, the application process recommences and a report to the Approval Authority will be prepared to reconsider the application.

Step 4: Completion of Community Improvement Works and Incentive Payment(s)

1. Upon approval of the incentive and execution of the Financial Incentive Program Agreement, the applicant may begin the community improvement works.
2. Payment of the incentive, in accordance with the Financial Incentive Program Agreement, will be provided upon successful completion of the approved works, to the satisfaction of the City.
3. Prior to issuance of the incentive payment, the applicant may be required to provide the Administrator and/or City's Review Committee with final supporting documentation, which may include but is not limited to:
   a. photographic evidence of the completed works satisfactory to the City;
   b. other documentation proving successful completion of the project according to program specific eligibility criteria;

c. original invoices for all eligible work done, indicating the total amount paid for eligible works; and

d. proof of payment to contractors in full.

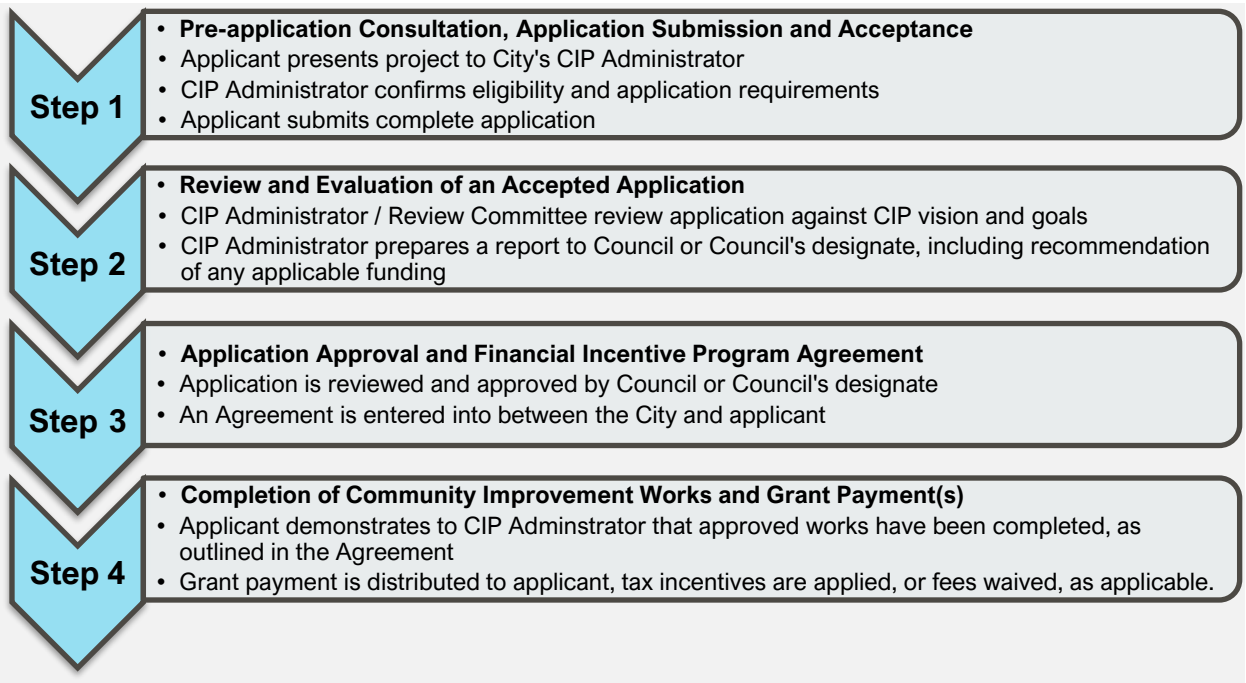
4 The Administrator and/or City's Review Committee may complete a final site visit and inspection of the building / property, as necessary, to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.

5 Prior to issuance of the financial incentive payment, the Administrator and/or City's Review Committee will ensure that all general and program-specific requirements and details of the Agreement have been met.

6 The Administrator and/or City's Review Committee will take appropriate remedies as specified in the Agreement if the applicant defaults on the Agreement.

7 If all general, program-specific, and Financial Incentive Program Agreement requirements have been met to the satisfaction of the Administrator and/or City's Review Committee, payment of the approved financial incentive will be issued in accordance with the general and specific program eligibility requirements, and the Agreement.

Figure 6-1: CIP Financial Incentive Program Application Process Summary



6.4 Marketing Strategy

The successful implementation of this CIP relies on an effective Marketing Strategy that is targeted to investors and property / business owners, both locally and further afield. The Marketing Strategy is recommended to be prepared and launched by the City immediately following Council adoption of this CIP. This section provides suggestions that the City may wish to consider in the development and implementation of the CIP Marketing Strategy.

City's Website and Social Media

The City should continue to maintain a dedicated CIP webpage on its website, which may include an overview of the benefits of a CIP, the CIP document, a summary of available Financial Incentive Programs, the CIP application form, and with City staff contact information.

The preparation of a short video, maximum 2 minutes in length, could be considered to highlight the key features of the City, such as its strategic location, key services, etc., followed by an explanation of the CIP, the vision, and the Financial Incentive Programs that are available for private sector investment. This video can be linked to other partner websites, such as the Chamber of Commerce, and through social media feeds such as Facebook and YouTube.

Printed Material

Brochures that provide an overview of this CIP and the Financial Incentive Programs that are available may be developed by the City and circulated to relevant property / business owners and tenants within the Community Improvement Project Area. Brochures may also be displayed and provided by the City at its municipal office, on the City's website, Chamber of Commerce, and at any other locations as deemed appropriate by City staff.

Annual Reporting

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

Launch Party

The City could consider hosting a physical or virtual launch party leading up to the launch of available funding through the CIP, which could also include a social media presence and available City staff and elected officials to promote the CIP and answer related questions.

Prospective Applicant Meetings and Information Package

The City staff and elected officials may wish to offer targeted meetings and presentations to prospective applicants on the available programs through the CIP. A targeted CIP Information

Package could be developed to be shared with prospective applicants, area developers, and realtors.

The City may also identify target properties where improvements would be most desirable, and arrange meetings with property owners to ensure awareness of the CIP and encourage applications.

Celebrate Success

Successful projects are recommended to be recognized, celebrated, and used in promotional material, which may include a "CIP Successes" section on the City's CIP webpage showcasing past CIP applicants and their completed projects. The City could also consider installing signs on the properties of CIP recipients, with their permission, and coordinating photo opportunities with City Council. In addition, interviews with CIP participants could be conducted and recorded for use on the City's website and social media, along with a timelapse of before / after photos, and professional photography.

6.5 Monitoring and Evaluation Program

This CIP has been developed and designed to be flexible as a planning and economic development tool for the City of Pembroke to provide incentives for private sector investment, as well as for municipal initiatives, to redevelop and beautify properties and spaces across Pembroke.

This CIP will remain in effect for ten (10) years, but it may be reviewed by City Council after five (5) years from Council's adoption, to review the degree of uptake and the overall success of the programs. Amendments or adjustments to this CIP can be made as described in **Section 6.6**.

To ensure that this Plan achieves the desired results and remains current with respect to local and global market conditions, and to inform decision-making regarding the City's implementation budget, the uptake and success of the Financial Incentive Programs should be monitored, evaluated and, if necessary, revised on a regular basis.

The recommended monitoring and evaluation program for this CIP includes the following three main steps:

Step 1: Establish Baseline Conditions Inventory

Immediately following Council adoption of the CIP, the Plan's Administrator should continue to gather baseline conditions for the Community Improvement Project Area, where the information is available. The Plan Administrator should develop an inventory of baseline conditions upon which to monitor the number, types, and success of the Financial Incentive applications and municipal leadership initiatives. The information in the inventory should include:

- Number, size, and location of vacant lands and vacant buildings by land use category (e.g. residential, commercial, industrial). A map and photos illustrating the vacant lands and buildings are recommended for internal use, and potential external use for the marketing of available municipally owned surplus lands;
- Vacancy rate of residential, commercial, and industrial uses;
- Number of streetscaping elements (e.g., light posts, trees, benches, bicycle racks etc.);
- Length of active transportation facilities (e.g., trails, bicycle paths) and number of trail / pathway connections to sidewalks and roads;
- Number of bicycle, commercial, and municipal parking spaces (on-street and off-street); and
- Statistics related to number of visitors, employees, etc., where it is possible to obtain the data.

Step 2: Application Data Collection

The Administrator should maintain a record all pre-application consultations related to potential application submissions, even if the consultations do not result in a submitted CIP application. In doing so, the Administrator shall have consideration for the confidentiality of any inquiries.

As applications are received, they should be listed by the Financial Incentive Program type in the inventory. In addition, municipal leadership initiatives that are related to the CIP should be recorded as a separate category.

Performance indicators will need to be identified and monitored. The selection of indicators will provide guidance as to the success of the CIP and its individual programs. For each received Financial Incentive Application, the City should record and monitor on an on-going basis the:

- Date of the pre-application consultation meeting;
- Subject property's tax assessment prior to the project's approval;
- Total construction value of the project;
- Requested financial incentive value, by program and in total;
- Details and purpose of the project, including the: number of new residential units being created; number of new jobs being created; square footage of residential, commercial, or industrial space affected or being created; length of façade improved; number of trees to be planted; etc., as may be appropriate;
- Appearance of the property prior to project initiation ("before" photos); and
- Proposed concept plans for the property and/or streetscape.

In addition, it is important to record and monitor sites where more than one (1) applications have been submitted according to the Financial Incentive Programs (e.g., where an applicant applies for a Planning and Building Permit Fee Grant and a Downtown Housing Grant).

For unsuccessful applications, the City should monitor on an on-going basis the:

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

For each approved application, the City should monitor on an on-going basis the:

- Approved value of financial incentives, in total and by program;
- Amount of private investment leveraged by the financial incentives (i.e., construction value);
- New housing units created as a result of the project;
- New direct and indirect jobs created as a result of the project;
- Timing of completion of the project and payment of the financial incentives;
- Property tax assessment after the completion of the project, if relevant; and
- Appearance of the completed project ("after" photos).

As an outcome of a decision on a Financial Incentive Program application, the City may survey the applicant to obtain feedback on the CIP process. Regarding each municipal leadership initiative, the City will monitor the progress of each project on an annual basis. This may require annual communication with each department or individual responsible for advancing the initiative.

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

Step 3: Prepare Annual Monitoring and Evaluation Report

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

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

- Funding of the Financial Incentive Programs for Council's consideration in budget deliberations or the funding or timing of any City-Initiated projects described herein or others that are recommended or developed after the adoption of this CIP;
- Potential for revisions to the Community Improvement Project Area, which may be passed by by-law;
- Consideration of amendments or adjustments to the CIP, as described in **Section 6.6** of this CIP; and
- Administration of the CIP.

Furthermore, the annual Report should include a review, summary and analysis of potential funding opportunities from the Federal and Provincial governments or other sources. The Monitoring and Evaluation Report should be made available on the City's website for public review.

6.6 Amendments / Adjustments to the CIP

As redevelopment and revitalization is achieved in the City of Pembroke over time and specific CIP goals may evolve, the City may deem it necessary to amend or adjust this CIP. Revisions may also be necessary to address issues with specific Financial Incentive Programs, which may become evident as the programs are implemented. For example, grant values, as set out in the CIP, may need to be increased at the discretion of Council, to correspond to changing costs of community improvement projects over time.

Necessary amendments or adjustments to this Plan will generally be identified through the recommendations from the annual Monitoring and Evaluation Report. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP in accordance with Section 28(5) of the Planning Act. Requirements under the Planning Act and its Regulations must also be met, such as the need for Statutory Public Meeting and related notice.

6.6.1 CIP Amendments

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

- Change to the Community Improvement Project Area (as illustrated in **Figure 1-2**), requiring a by-law passed by Council;
- Extension of the Plan beyond the intended 10-year planning horizon;
- Changes to the CIP Vision and/or goals;
- Addition of a new Financial Incentive Program or complete removal of a Financial Incentive Program;
- Changes to the types of eligible projects / costs or addition of a new eligible project / costs;
- Changes to eligibility criteria; and
- Changes to value or calculation of financial incentives.

6.6.2 CIP Adjustments

Minor administrative changes to the CIP may be permitted without an amendment. The following adjustments do not require an amendment under Section 28(5) of the Planning Act:

- Dissolution of the Community Improvement Project Area (i.e., Plan becomes inoperative), requiring a by-law passed by Council, once Council is satisfied this Plan has been carried out;

- Changes to the amount of annual funding provided for Financial Incentive Programs (total or program specific);
- Changes to the funding or prioritization of the municipal leadership initiatives;
- Discontinuation of funding for one or more Financial Incentive Programs; and,
- Delegation of administration / approval of the Financial Incentive Program applications to a committee or an individual, or a return of the responsibilities to Council, which generally requires a by-law, subject to Section 23.1 of the Municipal Act.


Source: City of Pembroke

7 Conclusion

The City of Pembroke Community Improvement Plan (CIP) is a strategic planning and economic development tool that will be implemented to achieve the Plan's Vision and associated goals to foster revitalization and economic prosperity. The development of the CIP was a collaborative effort between City of Pembroke Council and Staff, a dedicated Working Group, and broad input from the business community and residents.

The Financial Incentive Programs established in this CIP seek to position the City as a continued leader in community development and revitalization in Eastern Ontario, supporting vital existing businesses while helping to attract new business, investment, and housing growth in Pembroke.

The ultimate success of this CIP will require the continued dedication and effort of City Council and Staff to implement a strategic Marketing Strategy, annual monitoring and reporting on the uptake, review of progress results, identifying lessons learned, and adapting to changing priorities and market and economic conditions that may fluctuate year to year.

The CIP represents the City's continued commitment to its business community, residents, and prospective developers to support private investment opportunities and municipal investment in public improvements. The implementation of this Plan will reflect Pembroke's position as the largest full-service centre between Ottawa and North Bay, and a vibrant place to live, visit, and grow your business.

Glossary of Terms

Administrator means the City's Manager – Planning and Building Departments, and/or the City's Economic Development and Communications Officer, and/or a Council designate.

Additional residential unit means a self-contained dwelling unit with kitchen and bathroom facilities that are intended for the exclusive use of the unit only, which is secondary to a principal dwelling unit, and which is contained within a permitted single detached dwelling, semi-detached dwelling, or townhouse dwelling, or which is contained in a building or structure that is ancillary to a permitted single detached dwelling, semi-detached dwelling, or townhouse dwelling on the same lot, and which is accessed through a private entrance outside the principal dwelling unit or through a common hallway or stairway within the principal dwelling unit.

Affordable housing means:

a) in the case of ownership housing, the least expensive of:
    1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
    2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the municipality;
b) in the case of rental housing, the least expensive of:
    1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
    2. a unit for which the rent is at or below the average market rent of a unit in the municipality.

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

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

City means the Corporation of the City of Pembroke.

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

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

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

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

Council means the Council of the City of Pembroke.

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

Eligible Project means a property and/or building improvement project that is eligible for one or more Financial Incentive Programs, as specified under the individual programs in this CIP.

Greenfield means a large area of vacant land that has not been previously developed, cannot be serviced by existing municipal services, and/or does not represent an extension of the built-up area.

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

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

Plan or **this Plan** means the City of Pembroke Community Improvement Plan, unless otherwise specified.

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

Review Committee means the people designated to administer and monitor the Community Improvement Plan and its Financial Incentive Programs. The Review Committee consists of several staff members of the Corporation of the City of Pembroke. Council may choose to delegate the authority to approve Financial Incentive Program applications to the Review Committee.

