



Agenda

Planning and Development Committee

Chair: Councillor Jacyno
Tuesday, September 2, 2025
Council Chambers
Following Public Meeting

(This meeting is live streamed on the [City's YouTube page](#) or it can be viewed on YourTV Community Channel 12)

1. **Call to Order**
2. **Disclosure of Pecuniary Interest & General Nature Thereof**
3. **Approval/Amendment of Meeting Agenda**
4. **Approval of Minutes**
 - a. Combined Committee – August 12, 2025
5. **Business Arising from Minutes**
6. **Presentation and Delegations**
 - a. Integrity Commissioner Report
 - *Mary Ellen Bench, City of Pembroke Integrity Commissioner*
7. **New Business**
 - a. Parking Services Revenues, Expenses and Technology Review – Municipal Planning & Enforcement Officer Kuno
 - b. Rural Ontario Development Program - Investment Attraction Strategy – Investment Attraction Officer Barr
8. **Adjournment**

Draft Combined Committee Meeting

Council Chambers
Pembroke, Ontario
August 12, 2025
6:00 p.m.

Deputy Mayor Abdallah indicated that a motion to appoint a Chair for the Combined Committee is required.

Resolution C 2025-08-01

Moved by Deputy Mayor Abdallah

Seconded by Councillor Purcell

That Councillor Jacyno be appointed as the Chair for the City of Pembroke Combined Committee dated August 12, 2025.

Carried.

1. Land Acknowledgement

2. Call to Order

Councillor Jacyno called the meeting to order at 6:01 p.m.

Present:

Deputy Mayor Abdallah (virtual)

Councillor Jacyno

Councillor Kuehl

Councillor Lafreniere

Councillor Purcell

Regrets:

Mayor Gervais

Councillor Plummer

Also, Present:

Dave Unrau, Chief Administrative Officer

Victoria Charbonneau, Municipal Clerk

Heather Sutherland, Economic Development and Communications Officer

Angela Lochtie, Treasurer/Deputy Clerk

Jennifer Belaire, Financial Planning Analyst

Jordan Durocher, Director of Parks and Recreation

Brian Lewis, Director of Operations

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures of pecuniary interests declared.

4. Approval/Amendment of Meeting Agenda

Resolution C2025-08-02

Moved by Councillor Lafreniere

Seconded by Councillor Purcell

That the agenda of the Combined Committee meeting of August 12, 2025, be approved as circulated.

Carried

5. Approval of Minutes

- a. Combined Committee Meeting – July 15, 2025

Resolution C2025-08-03

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the minutes of the July 15, 2025, Combined Committee meeting be approved as circulated.

Carried

6. Business Arising from Minutes

There was no business arising from the minutes.

7. Presentations and Delegations

- a. Re-Nature Foundation and FCM

Kristen Niemi, Director of Education of the Renfrew County District School Board and Jamie Thompson, Project Lead with Re-Nature were in attendance virtually along with Scott Nichol, Superintendent of Education and Bill Murray, Manager of Facilities in person to present to Committee. A discussion was held, and the following points were raised:

- Importance and value of outdoor learning spaces and the forward-thinking manner of this project for Pembroke and Renfrew County

- b. 2026 Water Financial Plan Presentation

Nancy Neale was in attendance to present to Committee.

8. New Business

- a. 2026 Water System Financial Plan

Director Lewis presented the report.

Resolution C2025-08-04

Moved by Councillor Lafreniere

Seconded Councillor Purcell

That the Combined Committee endorse and recommend approval of Council to endorse the Water System Financial Plan; and

And Be It Further Resolved That, a copy of this resolution be sent to the Ministry of Municipal Affairs and Housing (O. Reg. 453/07, Section 3 (1) 6) and the Ministry of the Environment, Conservation, and Parks (S.D.A., Section 32 (5) 2ii)

Carried

- b. Pembroke Lumber Kings Agreement 2025-2027

Director Durocher presented the report. A discussion was held and the following points were raised:

- It was communicated that the agreement put together in the first year was put together well and a thank you was extended to Director Durocher and the Pembroke Lumber Kings for working together to bring the agreement to Committee.

Resolution C2025-08-05

Moved by Councillor Purcell

Seconded Councillor Lafreniere

That the City of Pembroke Combined Committee endorse and recommend to Council approval of a by-law to authorize the execution of a two-year rental agreement with the Pembroke Lumber Kings Junior A team (P.L.K.).

Carried

c. Business Retention and Expansion Project Final Report

Economic Development and Communications Officer Sutherland presented the report. A discussion was held and the following points were raised:

- Questions about what would be done with the feedback. Response included that the feedback would be incorporated into the Action Plan and a comprehensive strategy on how to promote businesses with using meaningful and measurable data.
- Question about when a business closes if there is a city exit interview process. Response included that this can sometimes be challenging depending on the reason for closure, however there is potential to work in a collaborative manner with the Pembroke Business Investment Area (PBIA) to explore opportunities to have exit interview surveys or discussions.

Resolution C 2025-08-06

Moved by Councillor Lafreniere

Seconded Councillor Purcell

That the City of Pembroke Combined Committee accept the Business Retention and Expansion Project Final Report as a working document for the Economic Development, Culture and Tourism Department for the next two to three years; and

Furthermore, that items described in the Business Retention and Expansion Action Plan be funded via the economic development budget through the regular budget process

Carried

Councillor Kuehl left the meeting room (6:59 p.m.)

d. CIP Request for 20 Pembroke Street West

Economic Development and Communications Officer Sutherland presented the report.

Resolution C 2025-08-07

Moved by Councillor Purcell

Seconded Deputy Mayor Abdallah

That the City of Pembroke Combined Committee endorse and recommend to Council approval of a grant of \$574.16 to Luiana Mendes, tenant of 20 Pembroke St. W., for the Community Improvement Plan Downtown Heritage Façade Improvement Grant; and

Furthermore, that the Combined Committee endorse and recommend to Council approval of delegated authority to the Chief Administrative Officer (CAO) to review and make decisions on Community Improvement Plan (CIP) applications received during the summer and Christmas periods when Council is not in regular session.

Carried

- e. CIP Request for 143 Pembroke Street West, 188 Prince Street and 1044 Pembroke Street East

Economic Development and Communications Officer Sutherland presented the report.

Resolution C 2025-08-08

Moved by Deputy Mayor Abdallah

Seconded Councillor Lafreniere

That the City of Pembroke Combined Committee endorse and recommend Council approval of the following:

1. \$694.20 is granted to Portia Strang, tenant of 143 Pembroke St. W., for the Community Improvement Plan Downtown Heritage Façade Improvement Grant.
2. \$10,000 is granted to Sleepwell Property Management, owner of 188 Prince St., for the Community Improvement Plan Downtown Housing Grant
3. \$5,000 is granted to Falguni Patel, owner of 1044 Pembroke St. E., for the Community Improvement Plan Façade Improvement Grant

Carried

- f. CIP Request for 25-27 Pembroke Street West

Economic Development and Communications Officer Sutherland presented the report.

Resolution C2025-08-09

Moved by Councillor Purcell

Seconded Councillor Lafreniere

That the City of Pembroke Combined Committee endorse and recommend Council approval of a grant of \$5,000 to Andrew and Callee Kuiack, owners of 25-27 Pembroke St. W., for the Community Improvement Plan Downtown Heritage Façade Improvement Grant.

Carried

Councillor Kuehl re-entered the meeting room (7:05 p.m.)

- g. Levels of Service – Engagement Survey

Treasurer/Deputy Clerk Lochtie and Financial Planning Analyst Belaire presented the report.

A discussion was held and the following points were raised:

- Questions on strategies to increase engagement how to target a younger cross section of Pembroke residents to receive feedback from this demographic
- Committee would appreciate being able to separate what concerns are connected to what age groups

DIRECTION:

- for questions on future budget and asset management - further engagement in a younger cross section of the population by attendance at community events/hubs where younger demographics are likely to frequent to receive feedback
- engage in providing further education materials on actual city costs for projects and questions on pre-budget polling to residents
- assessing what user fee increases in recreation would look like while still maintaining equitable public access to programs

- h. Transit Update

Treasurer/Deputy Clerk Lochtie presented the report. A discussion was held and the following points were raised:

- A full viewing of the report and discussion can be viewed on the City's YouTube meeting stream at a time stamp of approximately 7:44 p.m.
- Treasurer Lochtie presented Mayor's comments on the matter in his absence
- It was stated that the Mayor is correct the proposed project surplus (identified as a potential option to fund the budget overage) can be used on other projects
- It was noted that the electric chargers are needed to proceed with electrifying vehicles in second year of the transit pilot project
- Comments were made about looking at the Fire Hall site as a potential second option for placement the chargers. Response included that there needs to be availability of a public washroom for the drivers to utilize. There are challenges on weekends as the building does not have public access and the office is not staffed.
- It was asked if there opportunity to stay with diesel vehicles for the course of the pilot project and then explore electric vehicles based on the success of the pilot program
- It was stated that through the grant program a significant portion of the funding has been offered to help offset the costs of moving toward electrification of city fleet. The project will provide an electric vehicle charging station that other departments can use, and the transit program will double as a pilot for city owned electric vehicles providing valuable feedback to other city departments about electric vehicle capacity.
- The overflow parking is being chosen as the pole with capacity to power the charger is conveniently located in the most efficient and economic space for the project.
- Would moving the charging station locations lower site work etc. Response included that JP2G would need to be engaged again and work with OPRC and ORES to determine that costs for an alternative charging station site.

Resolution C25-08 –10

Moved by Councillor Kuehl

Seconded Councillor Purcell

That the Combined Committee recommends Council *not proceed* with by-law 2025-64, being a By-law to authorize the entering into a Green Municipal Fund (GMF) Grant Agreement between the Federation of Canadian Municipalities (FCM) and the Corporation of the City of Pembroke.

CARRIED

Direction: staff to inquire if moving the charging station to the fire hall site is feasible and more cost effective than the proposed overflow parking site.

i. Retaining Wall Repair – War Memorial Park

Director Lewis presented the report. A discussion was held and the following points were raised:

- This project has been discussed with the Legion and anticipated substantial completion of the wall repair is planned to be done prior to Remembrance Day events

Resolution C25-08-11

Moved by Councillor Lafreniere

Seconded Councillor Purcell

That the City of Pembroke Combined Committee approves the following:

1. Re-allocation of \$10,000 Capital Budget from the Highway 148 Sidewalk install to the War Memorial Park retaining wall repair; and
2. Allocation of approximately \$12,500 from the Memorial Park Wall project surplus to the War Memorial Park retaining wall repair.

Carried

- j. Isabella Catchment Area #2 – Moffat Street – Renfrew Street to Mary Street – Tender Award Contract No. 2365-1

Director Lewis presented the report. A discussion was held and the following points were raised:

- Staff can go to the engineers to increase project scope and bring back findings in an information report/memo to council on what is discussed as feasible.

Resolution C25-08-12

Moved by Councillor Kuehl

Seconded Councillor Lafreniere

That the Combined Committee endorse and recommend to Council approval of the following:

- Isabella Catchment Area #2 – Moffat Street – Renfrew Street to Mary Street -Tender Contract No. 2365-1 be awarded to Bonnechere Excavating Inc, in the amount of \$2,140,869.56 plus HST; being the lowest responsive and responsible bidder; and
- Approval of additional expenditures in the amount of \$300,000.00 for a contingency allowance; and
- The total value of the recommendations equal \$2,440,869.56 plus applicable HST.

Carried

Direction: That staff be directed to work with engineers to increase project scope using the submitted unit rates, should that be practical within the established design for future phases of the project.

- k. Paul Martin Drive/River Road Resurfacing – Phase 1 (City Limits to Townline Road) – Tender Award Contract No. 26-0697-01

Director Lewis presented the report. A discussion was held and the following points were raised:

- Questions on if the road was recently done. Response included that the road was done approximately 12 years ago and had substantial truck traffic on it that is causing deterioration
- Grant is 90% funded, and municipality has to pay 10% there are specific requirements per the province via the connecting links program for roads that are eligible for work that fall within the in the scope of the grant

Resolution C25-08-13

Moved by Councillor Kuehl

Seconded Councillor Purcell

That the Combined Committee approve That the Combined Committee endorse and recommend to Council approval of the following:

1. Paul Martin Drive/ River Road Resurfacing – Phase 1 (City Limits to Town Line Road) tender Contract No. 26-0697-01 be awarded to Bonnechere Excavating Inc., in the amount of \$1,091,905.08 plus HST; being the lowest responsive and responsible bidder; and
2. Approval of additional expenditures in the amount of \$50,000.00 for a contingency allowance.

The total value of the recommendations equal \$1,141,905.08 plus applicable HST.

Carried

I. Amendment to 50+ Senior Active Living Center
Chief Administrative Officer Unrau presented the report.

Resolution C 2025-08-14

Moved by Councillor Lafreniere

Seconded Councillor Kuehl

That the Combined Committee endorse and recommend to Council approval of the following:

1. Approval of the proposed amendments to the agreement with the 50+ Senior Active Living Center; and
2. Direct staff to conduct a review of the agreement between the City of Pembroke and the 50+ Senior Active Living Center.

Carried

9. Adjournment

Resolution C 2025-08-15

Moved by Councillor Lafreniere

Seconded by Councillor Purcell

That the Combined Committee meeting of August 12, 2025, adjourn at 8:34 p.m.

Carried



Committee Report

To: Councillor Ed Jacyno
Planning and Development Committee

From: Michaela Kuno
Planning, Building & By-law Enforcement Department

Date: 2025-09-02

Subject: **Parking Services Revenues, Expenses and Technology Review**

Recommendation:

This is an information item as a follow up to the committee's request for more information on parking services expenses and revenues.

CAO Review :

Reviewed and approved. As noted by the treasurer, committee feedback will be incorporated into Budget 2026.

David Unrau, P.Eng., PMP

Financial Comment:

After accounting for all revenues and expenses, City of Pembroke parking services generated a net revenue of approximately \$54,384 not including officer wages. Committee feedback will be incorporated into Budget 2026.

Angela Lochtie, CPA, PFA

Background:

This report was prepared in response to a previous report presented to the committee on May 6, 2025, regarding the proposal for a PBIA pilot program to manage downtown parking meters. At that time, the committee requested a more detailed audit of Parking Services, specifically including:

1. Remaining parking services, revenues, and expenses.



2. A review of fees collected from meters, leases, permits, revenue agreements, and other respective fees; and
3. A review of current and emerging technologies to identify efficiencies in the collection of parking fees.

Discussion:

In 2024, parking services generated revenues from multiple sources, including coin collection at parking meters (\$32,214.25), parking ticket deposits (\$35,600), and plate denial payments (\$16,778). Plate denial payments are collected when parking tickets go unpaid for an extended period and are then paid upon vehicle licence plate registration renewal.

In addition to these revenues, parking services also incurred expenses to support day-to-day functions. Provisions of goods expenses totaled \$15,280.50, a figure that was calculated by reviewing costs from the 2024 budget that pertained to parking and allocating 50% of those costs to parking services, as the remaining 50% relates to broader Bylaw Services. These expenses include general purchases, office supplies, postage, property rental and others alike. Administrative costs of parking services totaled \$12,846.88 and was calculated based on a weighted average of officer and student wages across duties associated with parking, including mailing notices, managing inquiries and complaints, preparing court documents and coin collection from meters.

A review of parking lot revenues and associated expenses for 2024 shows that lots operate at a deficit to the City. For example, Market Square Lot generated \$1,700 in ticket revenue against costs of \$11,606, while Alexander Lot generated \$2,335 in ticket revenue against associated costs of \$25,119. However, the City also received \$22,712 through Giant Tiger lease recovery for the Alexander Lot, which helped to offset the operating deficit. The total net cost across all lots in 2024 was approximately -\$58,552.

When broader revenues and expenses associated with Parking Services are considered, an overall net positive result is achieved. The City collected \$17,937 from parking permits, \$21,000 from the PBIA agreement, \$32,214.25 in coin collection, \$31,335 in parking ticket deposits, and \$16,778 in plate denial payments. Expenses included in the calculation include provision of goods costs, administrative costs and remote meter maintenance for the pay & display at the courthouse lot (\$745.80). After accounting for these amounts, parking services generated a net positive revenue of approximately \$54,384 for the year, not including officer wages. The total cost of wages for parking services for one year was calculated at approximately \$82,004. This brings the net costs of parking services to -\$27,620.

In comparing year to year revenues, parking ticket deposits totaled \$18,008 as of July 31, 2024. By comparison, with the increase to parking ticket fine amounts and the support of an intern student who began full-time in January (rather than the typical summer start in May), deposits as of July 31, 2025 reached \$34,366. Both the increased fine



amounts and the extended staffing support have contributed to the higher revenue collected so far this year.

Technology Review:

Many of the City's parking meters are aging and frequently malfunction, with some no longer serviceable or repairable. In the last couple of months our department has noted a significant decline in their performance. The cost of replacing each meter is \$498 + HST, and there are currently 193 meters in total. Staff have identified several options to improve efficiency of parking meters.

One option is a full replacement of existing meters, at an estimated total cost of \$96,500 plus HST and installation fees. A second option is to install pay-and-display machines in the downtown core, with each machine costing \$9,379 plus additional expenses for foundations, supplying electricity, and protective shelters. It is estimated that a minimum of five units would be required, bringing the total cost to approximately \$125,000. A third approach is to remove all on-street meters entirely and enforce these areas with two-hour maximum parking signage. A fourth option is to replace the existing meters with new solar-powered meters that accept coins, debit, and credit, at a cost of approximately \$1,700 per meter or approximately \$163,200 to replace all existing meters. This option could be done as a "rollout", where some new solar-powered meters are installed, some older meters are retained and in lower-demand areas meters would be removed and retained in inventory, with two-hour parking signage implemented in those areas. A fifth option is to install a new small-scale pay-and-display technology, priced between \$3,300 and \$4,200 per unit. This system is solar powered, does not require foundations or electrical connections, and allows users to enter their plate information at the device.

Parking services currently has a reserve fund of \$79,487, which could be used to support improvements to our current technologies.

Alternatives Considered:

- Maintain current system with existing meters and inventory.
- Implement full replacement of meters.
- Transition to pay-and-display technologies downtown.
- Remove all meters and implement timed on-street parking.
- Implement hybrid approach with solar-powered meters and selective meter removal.

Strategic Plan Impact:

The Strategic Plan promotes partnerships with other organizations.



Attachments:

Respectfully submitted
Michaela Kuno
Planning, Building and By-law Department



Committee Report

To: Councillor Ed Jacyno, Chair
Planning and Development Committee

From: Kathleen Barr
Investment Attraction Officer

Date: 2025-08-26

Re: Rural Ontario Development Program – Investment Attraction Strategy

Recommendation:

That the Finance and Administration Committee endorse the City of Pembroke's investment attraction strategy as a working document, and priority initiative for the Economic Development, Culture and Tourism Department.

Furthermore, that staff are authorized to apply to the Rural Ontario Development Program (ROD) for the City of Pembroke Investment Attraction Strategy project under Stream 1: Economic diversification, competitiveness and capacity building and the sub-stream: Strategies and Plans.

CAO Review:

The report has been reviewed, and I concur with the information and recommendation.

Financial Comment:

The proposed implementation of the investment attraction strategy is eligible under the ROD program for up to 50% provincial cost share, to a maximum of \$50,000. Should the grant application be successful, the City's contribution would be included in the Economic Development budget through the regular budget process.

The total project cost to implement the investment attraction strategy is approximately \$58 060. The municipality's share would be \$29,029, representing 50% of the overall cost. This amount can be incorporated into the Economic Development budget and considered during the 2026 budget deliberations. If the City is successful in the application, an agreement will be brought forward to Council for approval.



Background:

The City has recently created the position of Investment Attraction Officer to shift from a reactive to a proactive approach in bringing new business to Pembroke. The implementation of the investment attraction strategy will provide the roadmap needed to guide this work.

The Rural Ontario Development Program (ROD) supports strategies that build competitiveness and economic capacity, offering up to 50% funding to a maximum of \$50,000. Applying to ROD will reduce costs to the City while enabling the implementation of a comprehensive strategy to attract investment and diversify the local economy.

Discussion:

The Rural Ontario Development Program (ROD) is a competitive provincial funding stream that supports initiatives to diversify local economies and build long-term capacity. The City's proposed Investment Attraction Strategy is directly eligible under Stream 1: Economic diversification, competitiveness and capacity building – Sub-stream: Strategies and plans.

Through this program, the City can receive up to 50% of eligible costs, to a maximum of \$50,000, which would significantly reduce the local financial commitment required to complete the strategy. Once applied, the City will hear back from ROD within 3 months of the intake deadline. Applying for this funding now ensures Pembroke can leverage provincial dollars to implement a proactive plan for attracting new investment, rather than relying solely on the municipal budget.

The strategy presents our plan for 2026, with figures that can be adjusted if the grant is not awarded. Should the grant be approved, the proposal will be brought back to council for final approval. Additionally, this strategy has been sent to PEDAC for review.

By implementing this strategy and purchasing tools and equipment such as a professional camera and proper video gear, we will be able to complete more work in-house rather than relying on external contractors.

Council endorsement of this application will strengthen the City's submission and demonstrate clear municipal support for advancing this strategic priority.

Strategic Plan Impact:

This initiative aligns with the Economic Development and Growth priority in the City's Strategic Plan by advancing strategies that enhance competitiveness, diversify the local economy, and support sustainable growth. Leveraging the Rural Ontario Development Program (ROD) further supports this priority by maximizing external funding opportunities and ensuring municipal resources are used effectively.



Attachments:

1. Investment Attraction Strategy
2. ROD Information

Respectfully submitted,

Kathleen Barr
Investment Attraction Officer

Dave Unrau
Chief Administrative Officer/Clerk



The City of Pembroke:

Investment Attraction Strategy

August 22nd, 2025

City of Pembroke: Investment Attraction Strategy

Introduction

Investment attraction is the proactive effort to bring new businesses, entrepreneurs, professionals, and creative industries into the community. For the City of Pembroke, this means positioning ourselves as the place where opportunity meets quality of life, where investors see not only strong business potential but also a welcoming, vibrant community to live, work, and grow. Investment attraction is more than marketing available land or promoting low costs. It is about:

- Showcasing Pembroke's strengths
 - Affordability, strategic location, skilled workforce, and development opportunities.
- Building relationships
 - Directly engaging with businesses, investors, and professionals through outreach, networking, and site visits.
- Creating a compelling lifestyle pitch
 - Emphasizing why families, entrepreneurs, professionals and students, choose Pembroke as their home.
- Supporting long-term growth
 - This means not only attracting new businesses, but also helping them succeed by supporting their retention, expansion, and integration into the local economy.

This work is closely tied to the Choose Pembroke initiative, which highlights the community's unique lifestyle, affordability, and natural assets. Where *Choose Pembroke* promotes the city as a destination to live and work, the investment attraction strategy builds on that foundation by targeting businesses and industries that align with our economic strengths. Together, they create a unified approach:

- Choose Pembroke inspires people and families to call Pembroke home.
- Investment attraction gives them businesses, services, and opportunities that make staying here possible.

By aligning these efforts, Pembroke will strengthen its identity as a community of choice, both for those looking to live here and those looking to invest here. This is an evolving document that can be adjusted as required.

1. Identify the Competitive Advantage

Pembroke offers a strategic location in Eastern Ontario, nestled along the Ottawa River and easily accessible via Highway 17. It combines the charm and livability of a small town with key infrastructure and business-friendly services. Competitive advantages include:

- Proximity to Ottawa (1.5 hours) and Toronto (4 hours)
 - Easy access to Highway 17 and Highway 41
 - Affordable real estate and cost of living
 - Skilled local and regional workforce
 - Access to natural beauty (Ottawa River, Algonquin Park) and year-round outdoor tourism
 - A historic downtown with architectural charm
 - Strong support from local government and business networks
 - Significant development potential
 - Commitment to diversity, inclusion, and welcoming newcomers to the community
 - Strategic talent attraction initiatives
 - The City of Pembroke is actively working with the Pembroke Regional Hospital to attract and retain doctors through community tours, lifestyle-based marketing materials, and support from local partners.
 - A growing partnership with local post-secondary institutions includes future planning to recruit professors and students to Pembroke, helping to build a vibrant academic community and workforce pipeline.
 - Algonquin College provides strategic training programs that equip graduates with skills directly matched to local industry needs
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2. Define Target Sectors

Target sectors have been identified based on existing community strengths, workforce capacity, and market trends:

- Advanced Manufacturing, and Custom Workshops
 - Agriculture, Agri-food, and Forestry
 - Film, TV, and Creative Media
 - Healthcare, and Personal Services
 - Tourism, Hospitality, and Recreation
 - Transportation, Warehousing, and Logistics
 - Retail, and Service-Based Businesses
 - Technology, and Remote Work Infrastructure
-

3. Develop a Value Proposition

Pembroke provides a unique value proposition for investors and entrepreneurs:

- Affordable, development-ready land and commercial space
 - Supportive municipal policies and fast-track permitting
 - Incentives and access to regional grants/funding
 - Business retention and expansion (BR+E) support
 - A collaborative local business ecosystem
 - Strategic development zones ready for private investment
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4. Conduct Market Research

- Do a retail sector gap analysis
 - Update the competitive advantages study
 - Map out regional and provincial economic trends
 - Identify businesses ready to expand
 - Monitor demand in each sector (e.g., personal services, pet care, warehousing)
 - Assess infrastructure needs and workforce gaps
 - Evaluate successful waterfront developments in similar communities for inspiration and best practices
 - Gather feedback from doctors and students on lifestyle preferences to better tailor community amenities and services
 - Engage consulting and branding professionals for specialized analysis and creative guidance
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5. Build a Clear Brand Message

Develop a unified investment attraction brand across all marketing platforms:

- The Investment Attraction Strategy is designed to work hand-in-hand with Pembroke's Communications Plan and Business Retention & Expansion (BR+E) Action Plan.
- Develop and establish an investment attraction slogan
- Emphasize affordability, accessibility, quality of life, and natural beauty
- Align with Renfrew County, surrounding municipalities, and Eastern Ontario regional branding efforts
- Feature TransCan Park, Waterfront and City Surplus Land development as a central visual and thematic element
- Commission professional graphic design to ensure all materials meet industry standards

6. Develop Marketing & Outreach Campaigns

- Launch digital marketing campaigns targeting Ottawa Valley and Eastern Ontario, including paid ads on social media, LinkedIn, and Google
 - Invest in professional photography and videography equipment (camera, tripod, SD cards, and accessories) as well as a drone to capture high-quality aerial and on-the-ground footage of available properties, the waterfront, and lifestyle amenities.
 - Develop virtual property tours and 3D mapping for remote investors
 - Use social media to spotlight local business success stories and community lifestyle.
 - Produce a series of short videos featuring local business owners sharing why they chose to invest in Pembroke and how the community has supported their growth.
 - Conduct interviews with residents, students, and professionals about why they chose Pembroke to live, work, or do business. These testimonials will provide authentic, relatable marketing content.
 - Attend and host regional investment forums, trade shows and conferences
 - Create trade show displays, banners, and promotional merchandise to strengthen Pembroke's presence at conferences
 - Reach out directly to business types outlined in municipal zoning (e.g., craft breweries, catering services, animal hospitals, etc.) and pitch potential investment in Pembroke
 - Initiate a direct outreach initiative: actively headhunt and contact businesses in Ottawa, the Ottawa Valley, and beyond that align with Pembroke's target sectors.
 - Present them with the city's investment profile and invite them to experience Pembroke through a hosted visit and city tour designed to showcase potential properties, infrastructure, and the community's welcoming spirit.
 - Develop targeted campaigns for waterfront investment opportunities in hospitality, retail, and mixed-use developments
 - Create tailored marketing packages for physicians, professors and other professionals highlighting lifestyle, local amenities, real estate, and family-friendly benefits
 - Prepare investor welcome packages and hospitality kits featuring local artisan products (coffee, maple syrup, craft beer, etc.) to create a memorable experience for site visitors
 - Partner with local influencers and content creators to produce authentic, user-generated content that highlights the perks of living, working, and investing in Pembroke. This storytelling will amplify reach on social media and connect with younger demographics.
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7. Film & Creative Industry Attraction

- Promote the City as a versatile and scenic filming location for movies, tv shows, music videos and other productions
 - Highlight Pembroke's role in Hallmark's *"Pride, Prejudice and Mistletoe"*
 - Promote film-friendly permitting, diverse locations, and affordability
 - List Pembroke and local businesses on the Ontario Film Commission's location registry
 - Offer location tours and production support guides
 - Develop **promotional videos and photography packages** for film scouts
 - Develop a film-friendly package for potential film crews to find all resources they need in one convenient package.
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8. Implement, Monitor, Evaluate, Adjust

- Set KPIs (e.g., # of new businesses, jobs created, film shoots, inquiries)
 - Establish quarterly reviews to track campaign performance
 - Adjust outreach based on sector responsiveness and feedback
 - Continue business retention strategies to support long-term growth
 - Track interest and development progress
 - Monitor recruitment success and retention rates for healthcare professionals and academic staff, adjusting marketing and community support accordingly
 - Use a CRM system to track investor leads and outreach effectiveness
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9. Alignment with Communications and BR+E Plans

The Investment Attraction Strategy works hand-in-hand with Pembroke's **Communications Plan** and **Business Retention & Expansion (BR+E) Plan**.

- **Communications Plan:** ensures consistent branding, clear messaging, and professional marketing across all platforms to amplify campaigns.
- **BR+E Plan:** identifies local business needs such as marketing, storytelling, and support. The strategy responds by promoting success stories, filling gaps, and creating opportunities that strengthen existing businesses.
- **Together:** Communications builds the message, BR+E supports existing businesses, and Investment Attraction brings in new opportunities, all driving sustainable growth for Pembroke.

10. 2026 Budget & Expenditures

Category	Planned Expenditures	Examples/Details	Estimated Cost
Marketing & Branding	Website upgrades, professional video/photo, digital advertising, graphic design	Graphic design, professional photography, 3D property tour, LinkedIn/Google Ads, sector one-pagers, brochures	\$7 250
Print & Promotional Materials	Branded print and physical collateral	Investment attraction brochures, trade show displays, signage, promotional merchandise (tote bags, mugs, pens), welcome packages	\$5 308
Events & Outreach	Hosting and attending business-focused events	Investment forums, waterfront site tours (transportation & hospitality), trade show registration & travel, networking receptions in Ottawa/Toronto	\$15 000
Technology & Tools	Photo and video equipment, digital platforms and research subscriptions	Virtual tours/3D mapping, purchase of professional photography/videography equipment (camera, tripod, SD cards) and drone for aerial footage of properties and community assets	\$8000
Professional Services	External expertise and consulting	Market research studies, sector analysis	\$20 000
Community & Investor Experience	Enhancing site visits and relocation experience	Customized investor itineraries, hospitality kits with local products, lifestyle/relocation packages for doctors and professors	\$2500
			Approximate Total: \$58 060

Conclusion

Pembroke is ready to grow strategically by attracting new businesses, investments, and creative industries. With its welcoming community, scenic setting, and pro-business environment, Pembroke offers a compelling destination for those looking to build something meaningful outside the hustle of the big city.

This strategy will work in close alignment with the City's Communications Plan and Business Retention & Expansion (BR+E) Plan, ensuring consistent messaging, stronger storytelling, and a coordinated approach that supports both new investment and existing businesses. With prime development lands ready for revitalization, Pembroke is positioned to create a future that seamlessly blends nature, commerce, and community. Through strategic marketing, targeted outreach, and thoughtful investor experiences, Pembroke is prepared to put resources into action and deliver measurable results.

Next (<https://www.ontario.ca/document/rural-ontario-development-program-rod-guidelines-community-development/eligibility-and-program-overview>)

Rural Ontario Development Program (ROD) Guidelines - Community Development

Learn how to get funding for projects that improve rural community economies.

Overview

The Rural Ontario Development (ROD) Program provides Cost-Share funding to support activities that create strong rural communities in Ontario and opens doors to rural Economic Development, by funding Projects that:

- address barriers to Economic Development
- increase capacity and effectiveness for Economic Development
- build rural community capacity to attract, retain and expand businesses
- better position rural communities to attract or retain investment
- support jobs to be attracted and retained in rural communities
- support economic growth and resiliency through regional partnerships
- address Workforce development challenges
- transform community assets to drive Economic Development

The ROD Program is application-based and Projects are selected using a competitive process. All applications are assessed based on the guidelines. Please review these guidelines before completing your application form.

These guidelines and related application forms are subject to change without notice.

Please refer to the glossary section (<https://www.ontario.ca/document/rural-ontario-development-program-rod-guidelines-community-development/glossary-and-legal>) for any capitalized terms. These terms are defined in detail to ensure clarity and consistency throughout our materials.

Next (<https://www.ontario.ca/document/rural-ontario-development-program-rod-guidelines-community-development/eligibility-and-program-overview>)

Previous (<https://www.ontario.ca/document/rural-ontario-development-program-rod-guidelines-community-development>)

Next (<https://www.ontario.ca/document/rural-ontario-development-program-rod-guidelines-community-development/program-streams-and-project-types>)

Eligibility and program overview

Who is eligible

To be eligible to apply to the Rural Ontario Development Program – Community Development, an Applicant must be:

- a Municipality
- a Not-For-Profit organization
- an Ontario Indigenous community or Indigenous Not-For-Profit organization
- a Local Services Board

The Province is committed to supporting the success of Indigenous communities and Indigenous non-profit organizations in Rural Ontario. Indigenous Applicants are encouraged to contact program staff for assistance at: RODprogram@ontario.ca (<mailto:RODprogram@ontario.ca>) or 1-877-424-1300.

Role of Applicant

Multiple applications from the same Applicant within the same intake are allowed but are discouraged.

An Applicant may not combine or stack funding from multiple Ontario government departments or programs for the same Project. Applications for ROD Program Community Development streams must be for Projects that are not concurrently supported by other Ontario government sources.

The Applicant will submit the application and, if successful, sign the Contribution Agreement with the Province of Ontario.

When working with a Partner, the Applicant is the contact for the Project and assumes full responsibility for the Project, including legal liability, receiving payments and submitting invoices.

Successful Applicants must comply with the Contribution Agreement and all other Requirements of Law.

Role of Partner

Applicants may choose to work with Partners on the Project.

Partners are organizations or community groups that contribute financial or In-kind resources to the Project.

To be considered a Partner, organizations or community groups **must** have a role in the Project and provide either financial or In-kind support to the Project.

In-kind support could include a commitment of resources such as staff time, expertise, equipment, or other non-monetary support.

Who is not eligible

The following are not eligible to apply to ROD Program – Community Development:

- an individual
 - a business
 - a research institution or organization whose core business or primary activity is research and development (for example, universities, colleges)
 - a not-for-profit organization that is not incorporated or a registered charity
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Definition of Rural Ontario

Projects must take place in and benefit Rural Ontario.

Rural Ontario for the purposes of the ROD Program is defined as:

- all Statistics Canada census subdivisions (including lower-tier and single-tier Municipalities) that either have a population of less than 100,000 people in the most recent Statistics Canada Census of Canadian Population, or;
- have a population density of 100 people per square kilometre or less, as identified in the most recent Statistics Canada Census of Canadian Population or;
- a rural postal code within areas considered urban. “0” as the second character of a postal code identifies a rural postal code.

Refer to the ROD Program “Rural and Urban Areas” map

(<https://experience.arcgis.com/experience/efec072314ae451ca6fb59c356d02882>) .

Community Development streams overview

This is an overview of the funding streams and sub-streams available for:

- Municipalities
- Not-For-Profits
- Indigenous communities and Indigenous non-profit organizations
- Local Services Boards

Stream 1: Economic diversification, competitiveness and capacity building

Sub-stream	Maximum provincial Cost Share	Maximum provincial funding
Strategies and plans	50%	Up to \$50,000
Economic diversification and competitiveness	50%	Up to \$150,000
Capacity building events	35%	Up to \$10,000

Stream 2: Workforce development, attraction and retention

Sub-stream	Maximum provincial Cost Share	Maximum provincial funding
Workforce development, attraction and retention	50%	Up to \$150,000

Stream 3: Community infrastructure enhancements

Sub-stream	Maximum provincial Cost Share	Maximum provincial funding
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Sub-stream	Maximum provincial Cost Share	Maximum provincial funding
Small Projects	35%	Up to \$25,000
Large Projects	35%	Up to \$250,000

Previous (<https://www.ontario.ca/document/rural-ontario-development-program-rod-guidelines-community-development>)

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