



Agenda

Planning and Development Committee

Chair: Councillor Jacyno
Tuesday, November 4, 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. Planning and Development Committee – October 7, 2025
5. **Business Arising from Minutes**
6. **Presentation and Delegations**
 - a. Mayor's Award
 - *Mayor Ron Gervais presents the Mayor's Award*
7. **New Business**
 - a. Bicentennial Celebration Planning – Tourist and Digital Media Officer Elijah McKeown
 - b. Pre-Approval of New Official Plan – Director Sauriol
8. **Adjournment**

Draft Planning & Development Committee Meeting

Council Chambers
Pembroke, Ontario
October 7, 2025
6:00 p.m.

1. Land Acknowledgement

2. Call to Order

Present:

Councillor Jacyno, Chair
Mayor Gervais
Deputy Mayor Abdallah
Councillor Kuehl
Councillor Lafreniere
Councillor Plummer
Councillor Purcell

Regrets:

Also, Present:

David Unrau, Chief Administrative Officer
Heather Sutherland, Economic Development and Communications Officer
Michaela Kuno, Building, Planning and By-law Enforcement Officer
Paul McLean, Chief Building Official
Colleen Sauriol, Director of Planning, Building and By-law Enforcement
Nancy Rapin, Recording Secretary

Mayor Gervais announced with deep regret the passing of Marian Patterson-Combes former City of Pembroke Councillor from 1991-2003. She contributed greatly to our community. The Mayor called for a moment of silence in respect.

Councillor Jacyno called the meeting to order at 6:02 p.m.

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures of pecuniary interests declared.

4. Approval/Amendment of Meeting Agenda

Resolution: PD25-10-01

Moved by Deputy Mayor Abdallah
Seconded by Councillor Plummer

That the agenda of the Planning & Development Committee meeting of October 7, 2025, be adopted as circulated.

Carried

5. Approval of Minutes

a. Planning and Development Committee – September 2, 2025

Resolution: PD25-10-02

Moved by Deputy Mayor Abdallah

Seconded by Councillor Lafreniere

That the minutes of the September 2, 2025, meeting of the Planning and Development Committee be approved as circulated.

Carried

6. Business Arising from Minutes

There was no business arising from the minutes.

7. Presentation and Delegations

- Community Improvement Plan Update

Nadia De Santi, WSP Project Manager and Anita Sott, WSP Deputy Project Manager were in attendance virtually to provide Committee with a Community Improvement Plan update.

The following points were raised:

- Many were glad to see that affordable housing incentives and crime prevention features such as security cameras were proposed
- Would heritage criteria for downtown remain with the combining the Downtown Heritage Grant and the Façade Improvement?
 - Staff recommendation is to eliminate the heritage component, dependant on Council's direction
- Who determines what is "affordable"? How would we enforce this?
 - Definition of affordability would be in the next steps in conversations with staff and Council to determine what should be used
 - CMHC's definition is a maximum of 30% of household pre-tax income
 - Grants would be accompanied with a legal agreement to allow enforcement
- Grants have to be attractive
- Happy to see the update, CIP has to be properly funded at budget time
- Pleased that the Accessibility Grant remains
- Need to continue to ensure the correct incentive programs are in place
- Retaining heritage is very important

8. New Business

a. CIP Request for 270 Lake Street

Economic Development and Communications Officer Sutherland presented the report.

Resolution PD25-10-03

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the Planning and Development Committee grant \$7,850 to Tony Donnelly and Lisa Edmonds, owners of 270 Lake Street for the Community Improvement Plan Downtown Heritage Façade Improvement, Accessibility, and Planning and Building Permit Fee grants, as presented.

Carried

b. Parking Meter Upgrades – Ad-Hoc Committee Recommendation

Municipal Planning and Enforcement Officer Kuno presented the report. A discussion was held and the following points were raised:

- Is remote monitoring a function of meter or does staff have to attend the scene
 - Functions both ways, by-law would have to attend location to ticket
- Meters are outdated and parking prices should be increased to \$1 per hour, \$0.25 per quarter hour
- Pembroke has some of the lowest parking costs

Resolution PD25-10-04

Moved by Councillor Lafreniere

Seconded by Councillor Kuehl

That the Planning and Development Committee approve the following recommendations of the Parking Ad-Hoc Committee, as presented:

- Replace existing parking meters in high-revenue areas with upgraded technology;
- Remove parking meters from identified low-revenue areas;
- Authorize staff to proceed with the purchase and installation of new parking meter technology at an estimated cost of \$78,121 before taxes, to be funded through the parking reserve.

Carried

Direction:

Planning and Development Committee directed the Ad-hoc Committee to meet again and this time review parking meter rates.

c. Building Permit Fee Review Report

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

- Department was thanked for completing this extensive report
- Housing is a very important issue
- Concerns were raised over a fee of \$200 for additional residential units

Resolution PD25-10-05

Moved by Councillor Kuehl

Seconded by Councillor Lafreniere

That the Planning and Development Committee endorse and recommend to Council the following:

- The recommended building permit fees be approved as presented in Table 7;
- Building Reserve Fund fee be applied on every building permit – an additional 5% of the proposed building permit fee would be added to the City's Building Department Reserve Fund to relieve budgetary pressures in lean construction years;
- The building permit fees be increased annually by 1.5 times the Consumer Price Index starting January 1, 2027.

Carried

Resolution PD25-10-06

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the Planning and Development Committee endorse and recommend to Council the following:

- A permit would now be required for solar panels – proposed fee \$320;

Carried

Resolution PD25-10-07

Moved by Councillor Kuehl

Seconded by Deputy Mayor Abdallah

That the Planning and Development Committee endorse and recommend to Council the following:

- Refundable Building Deposit Fee – proposed fee \$150 would be refunded prior to the expiration of the building permit

Carried

Resolution PD25-10-08

Moved by Councillor Plummer

Seconded by

That the Planning and Development Committee endorse and recommend to Council the following:

- A permit would now be required for the creation of Additional Residential Units (ARUs) – proposed fee \$200/unit;

Defeated

d. Animal Control By-law

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

1) Current Issue: Feral Cats

Proposed Amendment: Animal Control Officers will not pick up feral cats as OSPCA will not impound feral cats.

Committee accepted staff recommendation.

2) Current Issue – No maximum dogs or cats in by-law

Proposed Amendment – A 2024 report by Heidi Martin indicated that other municipalities are starting to limit the number of cats and dogs per household. In order to determine an appropriate number, 22 municipal bylaws were reviewed of comparable sized municipalities. Of the bylaws reviewed, 5 did not place any limits on the number of cats or dogs per dwelling unit. Of the municipal bylaws reviewed that have placed limits on cats, the average was 3-4 cats per dwelling, and those that have limits on dogs, the average was 2-3 dogs per dwelling unit. There were also 6 municipalities who listed limits of cats and dogs based on a combination of animals. Those municipalities averaged a limit of 5 animals, with a maximum of 3 dogs per dwelling. One municipality provided no limits if the animals were spayed or neutered. Two municipalities allowed 3 dogs in a single detached dwelling but only 2 dogs per dwelling unit with 2 or more dwelling units. Does Committee wish to limit the number of cats and/or dogs in a dwelling unit?

Committee directed that no amendment be issued.

3) Current Issue – Pit bull dogs

Proposed Amendment – This section dealing with grandfathered pit bull dogs can be removed since the dogs would now be all deceased and there should be no further pit bulls in the City. However, if it is discovered there is a pit bull in the City, they are dealt with under the Dog Owner's Liability Act.

Committee accepted staff recommendation.

4) Current Issue – Pound and pound keeper requires a definition in by-law

Proposed Amendment – Currently the existing by-law does not have a definition of pound and pound keeper. The proposed definitions are proposed as follows:

Pound – shall mean such premises and facilities designated by the Corporation of the City of Pembroke which is used for the temporary housing and care of dogs and cats that have been impounded pursuant to this by-law;

Pound Keeper – shall mean a person, persons, association or society appointed by the Corporation of the City of Pembroke to maintain and administer the pound.

Committee accepted staff recommendation.

5) Current Issue – Protective Custody requires a definition and provisions in by-law

Proposed Amendment – Animals could be seized and impounded at the pound for a maximum of 5 days if the animal is found pursuant to an animal owner's eviction, incarceration or as a result of fire or medical emergency. This was not included in the existing by-law.

The proposed definition of protective care would be as follows:

"Protective Custody" means the temporary, time-limited keeping of a dog(s) and/or cat(s) by the pound keeper as a result of an eviction, incarceration or fire or medical emergency or any other situation that the Chief Administrative Officer deems appropriate.

- Definitions should be broadened, current wording is too specific

Committee accepted staff recommendation.

6) Current Issue – Service Animal requires a revised definition

Proposed Amendment – the revised definition of a service animal was provided by OSPCA and should be as follows: "Service Animal" means an animal that is trained by a recognized school for service as a guide dog for the blind or visually-impaired, a guide dog for the deaf or hearing-impaired, or special skills dog for other disabled persons and includes an animal used in therapy, registered with a recognized organization for that purpose.

- No organization recognizes service animals
- Staff to verify recognized organizations exist

Committee accepted staff recommendation.

- 7) Current Issue – Fees for licensing and replacement of lost tags. According to the OSPCA, our fees are low compared to other municipalities in Ontario. They stated \$30 for sterilized pets and \$50 for unsterilized pets is the average fee. Also according to OSPCA, \$15.00 is the average cost for replace a lost tag. Presently the City's by-law is charging \$2.00 to replace a lost tag.

Proposed Amendment – Currently the City of Pembroke charges \$20 for sterilized pets and \$30 for unsterilized pets Fine \$100 . Staff suggest that costs be increased by \$5.00, \$25 for sterilized pets and \$35 for unsterilized pets and \$15 replacement lost tag fee.

- Animal Control does visit door-to-door to check for unlicensed pets
- Revenue in 2024 was approximately \$17,500 from licenses, fines and fees and current contract with the SPCA is \$65,000 plus vet bills which came to \$1,100 in 2024
- Animal Control is very important to any municipality

Resolution PD25-10-09

Moved by Councillor Lafreniere

Seconded by Councillor Purcell

That Committee accept staff recommendation.

Carried

- 8) Current Issue – The by-law does not identify the City's Dog Park as being an area where dogs can be off leash.

Proposed Amendment – Adding that dogs may be off leash in the City's Dog Park. This is currently not stipulated in the by-law. Present fee is \$10 per year. Petawawa \$20 per year. This fee could be increased to \$20 per year.

- Staff could designate other areas as an off-leash dog park

Resolution PD25-10-10

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That Committee accept staff recommendation.

Carried

- 9) Current Issue – Inspections and Orders had to be rewritten to deal with inspections and orders to meet concerns of OSPCA regarding right of entry and seizure of an animal.

Proposed Amendment – this section will now state that Animal Control Officers may at all reasonable times enter upon and inspect any land to determine whether or not this by-law is being completed with or that an order made under the by-law is being followed. This section will also allow Animal Control Officer to require owners to provide inspection of documents related to the animal ie. licensing, immunizations, etc.

Committee accepted staff recommendation.

- 10) Current Issue - Dangerous or Vicious Animal Restrictions and Provisions – to provide conditions when encountering a dangerous or vicious animal.

Proposed Amendment – More wording is required for this section such as:

If a dog has been deemed as dangerous by virtue of biting, menacing behaviour that endangers the safety and well-being of persons and animals, then the owner will require a special dog tag at a cost of \$150, must be muzzled, not permitted in lease-free City dog park, a warning sign is posted on the dog owner's property, information on the dog and that the dangerous dog receives training within 90 days of the order being issued.

- Can a clause be added to renew the 90-day order?

Resolution PD25-10-11

Moved by Councillor Purcell

Seconded by Deputy Mayor Abdallah

That Committee direct staff to add the dangerous or vicious animal restrictions clause.

Carried

11) Redemption of Impounded Animals – Attempt to contact owner/caregiver

Proposed Amendment - OSPCA would like to add a clause that a minimum of three attempts by OSPCA to contact the owner/caregiver during the hold period is provided. If after three documented attempts, no response is received from the owner or caregiver, the cat or dog shall be deemed forfeited to the OSPCA once the by-law mandated holding period has expired. This will allow the OSPCA to proceed with adoption, transfer or other placement of the cat or dog.

This clause provides legal clarity on when a cat or dog may be deemed forfeited, ensuring that the OSPCA has the authority to rehome the cat or dog without risk of challenge.

- What is the time frame of the three attempts to contact the pet owner?
 - Within the 5 days
- Can it be specified that the three attempts to contact the pet owner be spread out to possibly day 1, 3 and 5?
- Do we have authority to transfer ownership?
 - SPCA indicates that they do have authority to transfer as long as by-laws are explicit

Resolution PD25-10-12

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That Committee accepts staff recommendation with the inclusion of specific language on attempting to contact pet owner on day 1, 3 and 5.

Carried

12) Restraint – excessive barking and howling

Proposed Amendment – The City's Animal Control contractor has advised that establishing a clear time frame for what constitutes excessive barking and howling would strengthen enforcement efforts. A defined standard would make it easier to issue fines in a consistent manner and would also provide stronger grounds should the matter proceed to court. This clarification would ensure fairness for pet owners while supporting effective resolution of noise-related complaints. The Animal Control Contractor is suggesting 15 minutes of continuous barking and/or howling within a one-hour period would be considered excessive. Other municipalities such as Ajax have this provision in their by-law.

- 30 minutes of continuous barking is more reasonable than 15 minutes
- Amount of barking depends on breed

Committee felt a time limit was not necessary and provided direction to leave the existing wording in the new by-law.

13) Offence – Introduction of increased fines where a person contravenes same provision of by-law twice or more within one 12-month period.

Proposed Amendment – Where an owner contravenes the same provision within the Animal Control By-law twice or more within one 12-month period, the fine in respect to the second or more contravention is double the amount specified in respect of that provision. This increase in fine may hopefully deter owners from contravening the same section of the by-law multiple times.

- 12-month period refers to a rotating window

Committee accepted staff recommendation.

- Staff and Animal Control contractor are recommending some fines be increased by \$50 to \$75. The City of Pembroke's fines are low compared to other municipalities.

Committee accepted staff recommendation.

9. Adjournment

Resolution PD25-10-13

Moved by Deputy Mayor Abdallah

Seconded by Councillor Kuehl

That the Planning & Development Committee meeting of October 7, 2025, adjourn at 7:53 p.m.

Carried



Committee Report

To: Councillor Ed Jacyno
Planning and Development Committee

From: Elijah McKeown
Tourism & Digital Media Officer

Date: 2025-11-04

Subject : **Bicentennial Celebration Planning**

Recommendation:

That the Planning and Development Committee endorse the draft outline of the 200th Anniversary Celebration as presented, to allow staff to proceed with initial planning tasks and coordination of the 200th Anniversary Advisory Committee and its subcommittees/working groups.

CAO Review:

I have reviewed this report and support the recommendation. Leadership and coordination of the bicentennial celebration at the staff level has been designated to Elijah McKeown

David Unrau, P.Eng., PMP

Financial Comment:

The proposed Bicentennial Celebration budget outlines a total project cost of approximately \$781,900, funded through a combination of City contributions, Municipal Accommodation Tax (MAT) revenues, sponsorships, merchandise sales, and grants.

City funding is projected at \$225,000 total across three years (2026–2028), with an additional \$225,000 total allocated from MAT funds. The balance of projected revenues is anticipated to come through community sponsorships, donations, and earned revenue streams, with the expectation that successful grant funding could reduce the City's direct contribution and allow reallocation to reserves.

Angela Lochtie
Treasurer/Deputy Clerk



Background:

Following the community's significant celebrations for Pembroke's 100th anniversary in 1928 and 150th anniversary in 1978, Council has voiced support for marking the 200th anniversary in 2028 with a citywide celebration. A 200th Anniversary Advisory Committee has been established, supported by subcommittees representing community, cultural, and economic partners. Membership includes residents and key stakeholders representing business, community, and tourism sectors.

Discussion:

The proposed Pembroke Bicentennial Celebration represents a once-in-a-generation opportunity to celebrate Pembroke's history, community, and future. The attached draft plan outlines a comprehensive proposed framework of projects and programming to commemorate the 200th anniversary in 2028, coordinated through six subcommittees:

1. Heritage and History: Souvenir book, plaques, video storytelling, heritage partnerships, and a potential Stone Fence Theatre production celebrating local history.
2. Legacy Projects and Beautification: Revitalization of Coronation Park, new murals or public art, horticultural enhancements, and other beautification projects.
3. Events and Festivals: Homecoming Week (June 24–July 2, 2028) featuring marquee concerts, a comedy night, parade, and enhanced Canada Day celebration; plus tie-ins with existing events throughout the year.
4. Community Engagement and Education: Youth and school involvement, contests, microgrants, and community-led projects.
5. Branding and Promotion: Development of a commemorative logo and citywide branding campaign, promotional merchandise, and a dedicated communications strategy.
6. Funding and Sponsorship: Pursuit of grant funding, sponsorships, and partnerships to support major projects and programming.

The revitalization of Coronation Park will serve as a major legacy component of the bicentennial, supporting long-term use as a community space. Staff are in active discussions with program advisors on potential funding programs to support this project.

Staff are seeking Committee direction on whether City staff (with regular reporting to the Planning and Development Committee) should lead the overall planning process, or if the 200th Anniversary Advisory Committee should take a primary role in shaping programming, with staff providing administrative and logistical support.



If sufficient external funding is achieved through grants, sponsorships, and donations, staff anticipate that City funds allocated to the bicentennial could be redirected to municipal reserves.

Over the coming months, staff and the advisory committee will:

- Develop project branding.
- Begin or continue outreach to grant program advisors and potential major sponsors.
- Confirm Coronation Park design and funding options with Operations and Parks and Recreation departments.
- Establish project subcommittee chairs and working groups.
- Develop project communications plan.
- Develop the framework for microgrants and community-led programming.
- Begin research and compilation of information for souvenir book and other heritage projects.
- Research and develop promotional merchandise.
- Begin or continue discussions with talent agencies regarding potential availabilities for 2028.

Alternatives Considered:

Council could choose to scale down or forgo major celebrations. This could involve limiting programming to smaller community events or removing larger capital projects such as Coronation Park revitalization. However, this approach would likely reduce the celebration's cultural, economic, and tourism impact, make it less competitive for grants and sponsorships, and limit its long-term legacy.

Alternatively, while some members of the advisory committee have proposed ambitious large-scale projects such as the construction of a cultural centre, staff do not believe this is feasible or aligned with the scope and resources of the current project.

Strategic Plan Impact:

This project directly supports several priorities outlined in the City of Pembroke's Strategic Plan 2023–2027, including:

- Development of Outdoor Spaces: through the revitalization of Coronation Park and Pembroke Horticultural Society's beautification projects;



- Economic Development and Growth: by leveraging the bicentennial to attract tourism, stimulate local spending, and strengthen business partnerships;
- Staff Engagement and Community Partnerships: through the collaborative work of City staff, community volunteers, local businesses, clubs, and organizations, and regional partners;
- Long-Term Financial Planning: by strategically combining City funds with MAT revenues, grants, and sponsorships to minimize financial burden on taxpayers.

Attachments:

1. Appendix A – Detailed Project Framework and Plan Outline
2. Appendix B - Bicentennial Project Budget Overview
3. Appendix C - Bicentennial Preliminary Event Calendar

Respectfully submitted,

Elijah McKeown
Tourism & Digital Media Officer

Appendix A – Detailed Project Framework and Plan Outline

City of Pembroke 200th Anniversary Celebration

November 4, 2025

1.0 Introduction and Context

This appendix provides a comprehensive framework outlining the proposed initiatives, timelines, and key focus areas for the City of Pembroke's 200th Anniversary (Bicentennial) Celebration, planned for 2028.

All project elements and associated costs are projected and pending Council approval. Estimates have been developed to guide planning, budgeting, and potential funding applications. Should sufficient grant, sponsorship, or donation funding be achieved, the City's financial contribution may be reduced or reallocated to municipal reserves.

This framework builds upon the community's successful centennial (1928) and sesquicentennial (1978) celebrations, proposing a balanced approach that honours Pembroke's history, engages the community, and creates a lasting legacy.

2.0 Heritage and Storytelling

Objective: Celebrate and preserve Pembroke's rich heritage through documentation, storytelling, and partnerships that engage residents and visitors alike.

Key Initiatives:

- Historical souvenir book (mirroring centennial and sesquicentennial editions).
- Installation of heritage plaques and interpretive signage across the City.
- "Then and Now" digital and photographic campaign.
- Short video storytelling series capturing local voices.
- Collaboration with YourTV/Cogeco to access and present archival footage.
- Regular features in local media.
- Partnerships with the Upper Ottawa Valley Heritage Centre and Ottawa Valley Historical Society.
- Exploration of a potential Stone Fence Theatre production highlighting Pembroke's history (grant-dependent).
- Documentary Short Contest and screening event at Festival Hall.

Timeline Highlights

- 2025–2026: Research, writing, archival collection, partnership development.
- 2027: Finalize content and production for heritage book, plaques, and video materials.
- 2028: Launch souvenir book, unveil plaques, and host documentary screening.

Subcommittee: Heritage and History Subcommittee (supported by Economic Development, Culture and Tourism, and Operations).

3.0 Major Projects and Infrastructure

Objective: Deliver lasting community assets that enhance public spaces and reflect Pembroke's cultural identity.

Key Initiatives:

- Revitalization of Coronation Park including accessibility upgrades, pathways, seating, lighting, and public art.
- Development of a Pembroke wordmark sign and interpretive art elements.
- Exploration of new public art and murals tied to the Downtown Art Walk and Bicentennial themes.
 - *Sensitivity: Proceeding with a new mural should consider the Indigenous mural previously approved by Council. If both cannot proceed concurrently, the Bicentennial mural may be deferred.*
- Horticultural Society projects: enhancements at the Paul Martin Drive entrance and city gateways.
- Commemorative private tree or floral initiative (e.g., 200 trees or 200 floral planters).
- Beautification and floral installations citywide to align with celebration branding.

Timeline Highlights

- 2025: Concept design and stakeholder engagement.
- 2026–2027: Design finalization and construction phases for Coronation Park and beautification projects.
- 2028: Official park opening during Homecoming Week; dedication of public art and horticultural enhancements.

Subcommittee: Legacy Projects and Beautification Subcommittee (supported by Operations, Parks and Recreation, and Economic Development, Culture and Tourism).

4.0 Events and Celebrations

Objective: Create inclusive, high-impact events throughout 2028, anchored by Homecoming Week (June 24 – July 2) to attract visitors, celebrate community pride, and showcase Pembroke's heritage and talent.

Key Initiatives:

- Homecoming Week (June 24–July 2, 2028):
 - Kickoff Downtown Party and Coronation Park Family Event celebrating park revitalization.
 - St. Jean Baptiste Day Celebration in partnership with Le Centre culturel francophone de Pembroke and local French school boards.
 - Marquee Concert Nights (June 30 and July 1) at Waterfront Park featuring nationally recognized artists, dignitary addresses, and heritage displays.
 - Canada Day expansion including enhanced programming and activities.
 - Homecoming Comedy Night at Festival Hall @ L'Équinoxe featuring Canadian headliners.

- Documentary Short Contest and screening at Festival Hall @ L'Équinoxe.
- Waterfront Live series featuring larger touring acts throughout the week.
- Movie Night in the Park and Yoga in the Park at the Riverwalk Amphitheatre.
- Homecoming Parade and Picnic in the Park as closing celebration (July 2).
- Integration of local existing events such as the Jason Blaine Charity Golf Tournament and UOVHC Strawberry Social.
- Year-long tie-ins with established community events.
- Legacy events and programming hosted in Coronation Park post-revitalization.
- Invitations to dignitaries and additional community programming.

Timeline Highlights

- 2025–2026: Early event mapping and partner engagement.
- 2027: Confirm headliners, finalize festival calendar.
- 2028: Deliver Homecoming Week and enhanced programming.

Subcommittee: Events and Festivals Subcommittee (supported by Parks and Recreation and Economic Development, Culture and Tourism).

5.0 Community Engagement and Youth

Objective: Foster participation, pride, and ownership among residents, students, and community organizations.

Key Initiatives

- Community microgrant program supporting grassroots bicentennial events.
- Student art, writing, and poetry contests (“What Pembroke Means to Me”).
- School-led exhibits, projects, and a community time capsule.
- School Reunion Support Fund and School Tournament Support Fund.
- Partnerships with local schools and school boards to encourage involvement.
- Civic and Youth Awards integration in 2028.
- Collaboration with the 50+ Active Living Centre and other community groups.
- Exploration of a potential scholarship fund linked to the bicentennial.

Timeline Highlights

- 2025–2026: Program design and outreach to schools and community organizations.
- 2027: Launch microgrants, student contests, and planning for time capsule project.
- 2028: Delivery of youth showcase and community-led bicentennial programming.

Subcommittee: Community Engagement and Education Subcommittee (supported by Parks and Recreation and Economic Development, Culture and Tourism)..

6.0 Branding and Promotion

Objective: Create a cohesive, recognizable visual identity and marketing campaign that promotes Pembroke’s 200th anniversary and tourism appeal.

Key Initiatives

- Commemorative logo and branding for all anniversary materials.
- Promotional merchandise (coins, pins, shirts, postcards, mugs, etc.).
- Branded tents, banners, signage, and volunteer/staff apparel.
- Historical and decorative pole banners and wraps.
- City flag design competition and installation of new flags.
- Comprehensive communications strategy including social media, website, and media relations.

Timeline Highlights

- 2025: Develop logo and communications strategy.
- 2026: Merchandise prototypes and décor design.
- 2027–2028: Brand rollout, flag contest, merchandise sales, and promotional campaign.

Subcommittee: Branding and Promotion Subcommittee (supported by Parks and Recreation and Economic Development, Culture and Tourism)..

7.0 Funding and Partnerships

Objective: Secure sustainable funding through a combination of City investment, grants, sponsorships, and donations.

Key Initiatives

- Multi-year funding model developed through the City's annual budget process.
 - Gradual contributions from the Municipal Accommodation Tax (MAT) reserve.
 - Investments from Economic Development, Culture and Tourism budget (as well as existing/planned costs to be incurred by Operations and Parks and Recreation).
- Pursue federal, provincial, and private funding opportunities.
- Corporate and local sponsorship program development.
- Partnerships with cultural groups, media, and community organizations.

Subcommittee: Funding and Sponsorship Subcommittee (supported by Parks and Recreation and Economic Development, Culture and Tourism)..

8.0 Subcommittee Overview

The 200th Anniversary Advisory Committee is supported by six subcommittees aligned with the primary focus areas above. These groups include members of the public, community partners, and City staff. Staff will continue to coordinate and provide administrative support while seeking direction from Council on whether overall project planning should remain staff-led or be transitioned to advisory committee leadership.

9.0 Summary and Next Steps

This framework serves as a foundation for continued development of Pembroke's 200th Anniversary Celebration. Over the next several months, staff will:

- Finalize project planning within each subcommittee.

- Launch public engagement initiatives to gather input from community.
- Develop branding for celebration.
- Continue pursuing partnerships and sponsorships.
- Refine projected budgets and timelines.
- Prepare grant applications for 2026–2027 submission cycles.

Detailed project budgets, revenue breakdowns, and the 2028 celebration calendar are attached as separate addenda to this report.

Bicentennial Celebration Project Budget	Total	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenses	\$ 781,900.00	\$ -	\$ 13,200.00	\$ 125,700.00	\$ 642,500.00
Heritage and History	\$ 25,000.00	\$ -	\$ -	\$ 15,000.00	\$ 10,000.00
Historical Souvenir Book (1000 copies)	\$ 7,500.00	\$ -	\$ -	\$ 7,500.00	\$ -
Historical and Then and Now Plaques	\$ 5,000.00	\$ -	\$ -	\$ 5,000.00	\$ -
Historical Video Series	\$ 2,500.00	\$ -	\$ -	\$ 2,500.00	\$ -
Stone Fence Theatre Sponsorship <i>(dependent on grants)</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Documentary Short Contest Prizing	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00
Legacy Projects and Beautification	\$ 65,000.00	\$ -	\$ -	\$ 50,000.00	\$ 15,000.00
Revitalization of Coronation Park	\$ -	\$ -	\$ -	\$ -	\$ -
Statues and Monuments	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00	\$ -
200 trees/200 planters <i>(dependent on grants or donors?)</i>	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00
Floral enhancements	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,000.00
New mural <i>(dependent on grants?)</i>	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00	\$ -
Paul Martin Drive enhancements <i>(to be covered by Pembroke Horticultural Society)</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Events and Festivals	\$ 437,500.00	\$ -	\$ -	\$ -	\$ 437,500.00
Canada Day Additions	\$ 100,000.00	\$ -	\$ -	\$ -	\$ 100,000.00
Downtown Street Party	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00
Homecoming Marquee Event and Concert	\$ 200,000.00	\$ -	\$ -	\$ -	\$ 200,000.00
Homecoming Comedy Show at Festival Hall	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00
Picnic in the Park	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,000.00
Programming at Coronation Park	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,000.00
First Responders and Military Recognition	\$ 2,500.00	\$ -	\$ -	\$ -	\$ 2,500.00
Hockey Town Canada Hockey Tournament <i>(revenues offset)</i>	\$ 2,500.00	\$ -	\$ -	\$ -	\$ 2,500.00
Canoe Race	\$ 2,500.00	\$ -	\$ -	\$ -	\$ 2,500.00
Waterfront Live Homecoming Week	\$ 30,000.00	\$ -	\$ -	\$ -	\$ 30,000.00
Homecoming Parade	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00
Bicentennial Awards Gala <i>(revenues offset)</i>	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00
Dignitary Welcome Contingency	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,000.00
Community Engagement and Education	\$ 122,500.00	\$ -	\$ -	\$ 10,000.00	\$ 112,500.00
Enhancements and Tie-Ins to Existing Events	\$ 100,000.00	\$ -	\$ -	\$ -	\$ 100,000.00
Student Contests	\$ 2,500.00	\$ -	\$ -	\$ -	\$ 2,500.00
School Reunion Support Fund	\$ 10,000.00	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00
School Tournament Support Fund	\$ 10,000.00	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00
Legacy Scholarship Fund <i>(TBD)</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Branding and Promotion <i>(can be scaled up as necessary throughout year)</i>	\$ 129,400.00	\$ -	\$ 13,200.00	\$ 50,700.00	\$ 65,000.00
Marketing Campaigns	\$ 65,000.00	\$ -	\$ 2,000.00	\$ 8,000.00	\$ 55,000.00
Commemorative Logo and Brand Design	\$ 1,500.00	\$ -	\$ 1,000.00	\$ -	\$ -
2000 Souvenir Coins	\$ 11,000.00	\$ -	\$ -	\$ 11,000.00	\$ -
2000 Souvenir Pins	\$ 2,000.00	\$ -	\$ -	\$ 2,000.00	\$ -
500 Souvenir Shirts	\$ 9,000.00	\$ -	\$ -	\$ 9,000.00	\$ -
500 Souvenir Sweatshirts	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00	\$ -
2000 Souvenir Postcards	\$ 400.00	\$ -	\$ -	\$ 400.00	\$ -
500 Custom Hockey Pucks	\$ 1,500.00	\$ -	\$ -	\$ 1,500.00	\$ -
2000 Souvenir Stickers	\$ 750.00	\$ -	\$ -	\$ 750.00	\$ -
1000 Souvenir Wooden Coasters	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00	\$ -
500 Souvenir Mugs	\$ 5,650.00	\$ -	\$ -	\$ 5,650.00	\$ -
Staff and Volunteer Clothing	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -	\$ -
Two 10' x 8' Backdrops	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -
Two 2.5' x 12' Vinyl Banners	\$ 775.00	\$ -	\$ 775.00	\$ -	\$ -
Two 47" x 81" Pop-Up Banners	\$ 500.00	\$ -	\$ 500.00	\$ -	\$ -
Two 33" x 81" Pop-Up Banners	\$ 400.00	\$ -	\$ 400.00	\$ -	\$ -
Two 48" x 96" Lawn Signs	\$ 625.00	\$ -	\$ 625.00	\$ -	\$ -
100 18" x 24" Lawn Signs	\$ 1,150.00	\$ -	\$ 1,150.00	\$ -	\$ -
Signage for Marquee Event Contingency	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00
10' x 10' Branded Tent with Backdrop	\$ 1,500.00	\$ -	\$ 1,500.00	\$ -	\$ -
10' x 20' Branded Tent with Backdrop	\$ 2,250.00	\$ -	\$ 2,250.00	\$ -	\$ -
20 New City Flags Plus Contest Incentive	\$ 2,600.00	\$ -	\$ -	\$ 2,600.00	\$ -
Funding and Sponsorships	\$ 2,500.00	\$ -	\$ -	\$ -	\$ 2,500.00
Sponsor Appreciation	\$ 2,500.00	\$ -	\$ -	\$ -	\$ 2,500.00

Bicentennial Celebration Project Budget	Total	2025	2026	2027	2028
Revenues	\$ (784,150.00)	\$ -	\$ (175,000.00)	\$ (300,000.00)	\$ (303,650.00)
Merchandise and Souvenirs (can be scaled up as needed throughout year)	\$ (96,150.00)	\$ -	\$ -	\$ -	\$ (96,150.00)
Book Sales at \$20 each (900 to be sold, 100 giveaway)	\$ (18,000.00)	\$ -	\$ -	\$ -	\$ (18,000.00)
Coin Sales at \$10 each (1900 to be sold, 100 giveaway)	\$ (19,000.00)	\$ -	\$ -	\$ -	\$ (19,000.00)
Pin Sales at \$5 each (1900 to be sold, 100 giveaway)	\$ (9,500.00)	\$ -	\$ -	\$ -	\$ (9,500.00)
Shirt Sales at \$20 each (450 to be sold, 50 giveaway)	\$ (9,000.00)	\$ -	\$ -	\$ -	\$ (9,000.00)
Sweater Sales at \$30 each (450 to be sold, 50 giveaway)	\$ (13,500.00)	\$ -	\$ -	\$ -	\$ (13,500.00)
Postcard Sales at \$3 each (1900 to be sold, 100 giveaway)	\$ (5,700.00)	\$ -	\$ -	\$ -	\$ (5,700.00)
Hockey Puck Sales at \$10 each (450 to be sold, 50 giveaway)	\$ (4,500.00)	\$ -	\$ -	\$ -	\$ (4,500.00)
Sticker Sales at \$3 each (1900 to be sold, 100 giveaway)	\$ (5,700.00)	\$ -	\$ -	\$ -	\$ (5,700.00)
Coaster Sales at \$5 each (900 to be sold, 100 giveaway)	\$ (4,500.00)	\$ -	\$ -	\$ -	\$ (4,500.00)
Mug Sales at \$15 each (450 to be sold, 50 giveaway)	\$ (6,750.00)	\$ -	\$ -	\$ -	\$ (6,750.00)
City Budget	\$ (225,000.00)	\$ -	\$ (75,000.00)	\$ (75,000.00)	\$ (75,000.00)
Transfer from City Tourism Budget (to be reimbursed or reallocated if grant applications successful)	\$ (225,000.00)	\$ -	\$ (75,000.00)	\$ (75,000.00)	\$ (75,000.00)
Municipal Accommodation Tax	\$ (225,000.00)	\$ -	\$ (75,000.00)	\$ (75,000.00)	\$ (75,000.00)
Transfer from Tourism, City Portion of MAT	\$ (225,000.00)	\$ -	\$ (75,000.00)	\$ (75,000.00)	\$ (75,000.00)
Event Revenues	\$ (38,000.00)	\$ -	\$ -	\$ -	\$ (32,500.00)
Film Festival Tickets at \$10 each	\$ (5,000.00)	\$ -	\$ -	\$ -	\$ (5,000.00)
Homecoming Comedy Show Tickets at \$30 each	\$ (15,000.00)	\$ -	\$ -	\$ -	\$ (15,000.00)
Bicentennial Awards Gala Tickets at \$100 each	\$ (15,000.00)	\$ -	\$ -	\$ -	\$ (15,000.00)
Hockey Town Canada Hockey Tournament Team Revenues	\$ (3,000.00)	\$ -	\$ -	\$ -	\$ (3,000.00)
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Building Canada through Arts and Heritage (celebrating major anniversaries, up to 200k)	\$ -	\$ -	\$ -	\$ -	\$ -
Ontario Trillium Foundation - Capital Grant (between 10k and 200k)	\$ -	\$ -	\$ -	\$ -	\$ -
Experience Ontario (needs to be an event that's been held before: expand Canada Day?) (up to 125k)	\$ -	\$ -	\$ -	\$ -	\$ -
Ontario Arts Council (funding for theatre, documentary contest, murals, public art, statues)	\$ -	\$ -	\$ -	\$ -	\$ -
Celebrate Canada (talk to Parks and Recreation about leveraging for Canada Day)	\$ -	\$ -	\$ -	\$ -	\$ -
Ontario Cultural Attractions Fund (note, we repay 30% of investment)	\$ -	\$ -	\$ -	\$ -	\$ -
OCAF: (up to 66% of project costs are eligible, BUT earned revenue + private sector must equal 50% of revenues)	\$ -	\$ -	\$ -	\$ -	\$ -
TD Grants (can't be more than 20% of total project budget, doesn't appear to be a limit)	\$ -	\$ -	\$ -	\$ -	\$ -
Hydro One Energizing Life Community Fund (to enable caring connections and build strong communities) (25k)	\$ -	\$ -	\$ -	\$ -	\$ -
Canada Post Community Foundation (25k, needs to be a charity, NPO, or amateur athletic association applying)	\$ -	\$ -	\$ -	\$ -	\$ -
Veterans Affairs Commemorative Partnership Program (5k for anything military-related)	\$ -	\$ -	\$ -	\$ -	\$ -
Scotts Canada Gro for Good (2.5k for gardening)	\$ -	\$ -	\$ -	\$ -	\$ -
Enabling Accessibility Fund (up to 200k for small projects, Coronation Park?)					
Sponsorships and Donations	\$ (200,000.00)	\$ -	\$ (25,000.00)	\$ (150,000.00)	\$ (25,000.00)
Local Sponsors and Community Organization Donations	\$ (200,000.00)	\$ -	\$ (25,000.00)	\$ (150,000.00)	\$ (25,000.00)

Appendix C – Preliminary Event Calendar

City of Pembroke – November 2025

The following represents a preliminary overview of planned and potential events for the City of Pembroke's 200th Anniversary Bicentennial Celebration in 2028. This schedule is subject to refinement as planning progresses, sponsorships and partnerships are confirmed, and community tie-ins continue to expand. It is intended as a working framework to guide promotional and logistical planning efforts.

Citywide 2028 Events

Event	Date
Official Flag Unfurling	January 1, 2028
First Council Meeting	January 4, 2028
Snospre	February 2028
Bicentennial Hockey Tournament	February 2028
Options	May 2028
First Responders Day	May 1, 2028
Pembroke Community Expo	May 12, 2028
Jim Sloan Memorial Ball Hockey Tournament	May 27, 2028
Algonquin College Convocation	June 2028
Civic and Youth Awards	June 2028
National Indigenous Peoples Day	June 21, 2028
Pembroke Multicultural Festival	July 2028
Ottawa Valley Buskerfest	August 2028
Pembroke Lumber Kings Season Opener	September 2028
Old Time Fiddle and Step Dancing Contest	September 1-2, 2028
Bicentennial Awards Gala	Fall 2028
Silver Stick	November-December 2028
Freedom of the City Ceremony	November 11, 2028
Santa Claus Parade	November 25, 2028
Last Council Meeting	December 2028

Homecoming Week (June 24 – July 2, 2028)

Event	Date
Homecoming Week	June 24, 2028
UOVHC Strawberry Social	June 2028
Waterfront Live	June 24, 25, 26, 28, 29, 2028
St. Jean Baptiste Day Celebration	June 24, 2028

Homecoming Week Kickoff Street Party	June 25, 2028
Short Doc Contest	June 26, 2028
Movie Night in the Park	June 27, 2028
Yoga in the Park	June 28, 2028
Jason Blaine Charity Golf Tournament and Concert	June 28, 2028
Homecoming Comedy Night	June 29, 2028
Marquee Bicentennial Event and Concert	June 30, 2028
Canada Day	July 1, 2028
Parade and Picnic in the Park	July 2, 2028



Committee Report

To: Councillor Ed Jacyno
Planning and Development Committee

From: Colleen Sauriol, Director
Planning, Building & By-law Enforcement Department

Date: 2025-11-04

Subject : **Pre-Approval for New Official Plan**

Recommendation:

That the Planning and Development Committee of Council endorse and recommend pre-approval of J.L. Richards and Associates Ltd for the preparation of a new Official Plan at a cost of \$67,470.40 plus HST, noting that this expenditure is a budgeted item in the 2026 budget.

CAO Review :

I concur with the recommendation.

David Unrau, P.Eng., PMP

Financial Comment:

The recommended proposal was received from JL Richards. They provided two costs – one for \$65,338.43 plus HST for a 5-year review and a second cost of \$67,470.40 plus HST for a new Official Plan that would be in effect for 10 years. Staff is recommending that a new Official Plan be completed. \$67,470.40 plus HST has been added to the 2026 budget and staff is seeking approval to begin the process prior to the approval of the budget. The new Official Plan is a longer option as it requires Ministry of Municipal Affairs and Housing approval but will provide direction for a 10-year period.

Angela Lochtie
Treasurer/Deputy Clerk

Background:

Under the Ontario Planning Act, municipalities are required to regularly review their Official Plan to ensure it remains current with provincial policies, local needs and growth trends.



A five-year Official Plan review is an update or refinement of the City's existing Official Plan. It involves reviewing current policies, land use designation and mapping to ensure consistency with the Provincial Planning Statement and the Planning Act. The review may result in amendments to the existing plan but generally maintains its overall structure and framework.

A new Official Plan, on the other hand, is a comprehensive, full-scale replacement of the City's existing plan. It involves a complete re-evaluation of land use policies, growth management strategies and community objectives. Once adopted and approved, a new Official Plan establishes a new planning framework intended to guide development and land use decisions for the next 10 years. The new Official Plan requires a longer timeline to complete as the Ministry of Municipal Affairs and Housing must approve any new Official Plans thus the request to start this proposal prior to the 2026 budget approval.

The Planning Act states that when a new Official Plan is approved, Council shall revise the plan no less frequently than 10 years after it comes into effect as a new Official Plan. Presently the City's Official Plan came into effect as a new Official Plan in 2016. Therefore, the Planning Act requires, that the Official Plan must be updated in 2026.

Discussion:

The Official Plan update must ensure the plan conforms with the Provincial Planning Statement 2024 and the Planning Act. Since the City's approval in 2016 of the Official Plan, there have been numerous changes to the Planning Act and the Provincial Planning Statement was updated in 2020 and again in 2024.

The key purposes of the official plan update includes:

- i) Guiding Development: provide a framework for how land should be used, where new developments can occur and how existing areas should be maintained or revitalized.
- ii) Long-term Planning: look ahead to the future needs of the community, helping to ensure that development is sustainable, well-planned and meets the needs of residents and businesses over time.
- iii) Promoting Consistency: ensure that decisions related to land use, zoning and development are made consistently and align with the community's long-term goals, providing predictability for developers, residents and other stakeholders.
- iv) Environmental Protection: include policies for managing natural resources and protecting the environment, such as planning for climate resilience.
- v) Economic Development: outline strategies for economic growth, including areas for commercial, industrial and residential development to support a vibrant local economy.



In the City's Request for Proposal, staff wanted to ensure topics like climate change, economy, natural environment, transportation, health and well-being, land use, natural hazards, housing, heritage and recreation are to be covered in the new Official Plan.

In the Request for Proposal, staff asked for two prices. The first price for a new Official Plan, that when approved would be good for 10 years and the second price was for a review of the Official Plan and when approved would be good for 5 years.

The Request for Proposal was publicly advertised and tendered and six (6) proposals were received. The packages were opened publicly on October 21, 2025 by the Operations Manager and the City Planner.

Alternatives Considered:

Six proposals were received and evaluated by the Director of Planning, Building and By-law and the City Planner in the presence of the Purchasing Manager/Deputy Treasurer on October 29, 2025. The recommended proposal by JL Richards was chosen for the following reasons:

- i) Their qualifications and experience with new Official Plans were exceptional.
- ii) Their past projects, which included Official Plans for Georgian Bluffs, Mississippi Mill and Grand Valley were very similar to the City's requirements.
- iii) They are a reputable firm founded in 1955
- iv) The methodology/proposed approach is in line with the requirements of the City
- v) The price for the 5-year review as well as the new Official Plan update were the lowest of all the proposals received.

Staff would recommend the new Official Plan approach as the 10-year review requirement ensures that the City's Official Plan remains a relevant and responsive document aligned with both provincial objections and local needs.

Strategic Plan Impact:

The City's Strategic Plan's mission statement is to support a welcoming, vibrant community which offers services and amenities that enhance sustainable and healthy lifestyles. The Official Plan serves as the City's long-term land use and growth management framework, guiding how the community will evolve over the next 20 years. By establishing policies that promote sustainable development, efficient land use and environmental stewardship, the new Official Plan provides the planning foundation to realize the Strategic Plan's mission.

Attachments:

N/A

Respectfully submitted,



Colleen Sauriol, Director
Planning, Building & By-law Enforcement Department