

This meeting can be viewed by live-stream on the [City's Youtube Channel](#) or on YourTV Community Channel 12.



Agenda

Public Meeting of Council

Chair: Mayor Gervais

Tuesday, December 2, 2025

Council Chambers

6:00 p.m.

1. **Land Acknowledgement**
2. **Call to Order**
3. **Disclosure of Pecuniary Interest & General Nature Thereof**
4. **Approval/Amendment of Agenda**
5. **New Business**
 - a. Community Improvement Plan Update
6. **Adjournment**



City of Pembroke

Community Improvement Plan Update

**Final Draft CIP
Statutory Public Meeting Presentation**

December 2, 2025, 6:00 pm

Presented by:

Anita Sott, MCIP, RPP – WSP Deputy Project Manager / Senior Planner

Images Source: City of Pembroke.

Presentation Overview

1. Purpose of the Statutory Public Meeting
2. Purpose of CIP Update
3. Work Plan / Community Engagement Program
4. Final Draft CIP Vision & Goals
5. Public Open House & Councillor Interviews
6. Final Draft CIP Financial Incentive Programs
7. CIP Implementation and Monitoring
8. Next Steps

Purpose of the Statutory Public Meeting

- Statutory Public Meeting under Section 28 of the Planning Act, which was advertised in accordance with the regulations on November 12, 2025
- Present the Final Draft City of Pembroke Community Improvement Plan (CIP) (November 2025)
- Highlight key changes to the Final Draft CIP resulting from community engagement undertaken through the Public Open House (November 3, 2025) and interviews with members of Council

Community Improvement Plan Update

Purpose of CIP Update

- Build on the success of Pembroke's 2016 CIP
- Review the Community Improvement Project Area where the updated CIP will apply
- Review the available Financial Incentive Programs



Community Improvement Plan Update

Work Plan / Community Engagement Program

**Stage
1**

**Background Review and
Consultation**
Fall 2025

**Stage
2**

**Draft Community
Improvement Plan**
Fall 2025

**Stage
3**

**Final Community
Improvement Plan**
Winter 2025 / 2026

Project Deliverables

- Draft Background Report
- Final Background Report

-
- Draft CIP

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- Final Draft CIP
 - Final CIP

Engagement Milestone

- Project Initiation Correspondence with MMAH
- Initial Outreach to Indigenous Communities
- Virtual Council Presentation

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- In-person Public Open House – Present Draft CIP (November 3, 2025)
 - Council Interviews

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- ★ Statutory Public Meeting – Present Final Draft CIP (December 2, 2025)
 - Council Adoption Meeting – Present Final CIP

Final Draft CIP Vision & Goals

Vision

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

Goals (abbreviated)

1. Improve infrastructure
2. Strengthen Pembroke’s waterfront
3. Encourage downtown revitalization
4. Enhance streetscapes
5. Support affordable housing development
6. Promote brownfield redevelopment
7. Prioritize investments that enhance accessibility and community safety

Public Open House to Present the Draft CIP – Nov. 3, 2025

- 6 community members attended, including business and property owners, the Executive Director of the PBIA, and a representative from the Pembroke Active Living Centre

Revisions to Final Draft CIP completed based on comments received:

- **Section 2.2 Goals** – Infrastructure goal revised to refer to municipal leadership initiatives, which include specific streetscaping improvements
- **Section 4 Financial Incentive Programs** – Added reference to the Stop Gap ramp program under the Accessibility Grant, and included bicycle racks as eligible project costs under the Commercial / Industrial Property Improvement Grant

Councillor Interviews – Nov. 3 and Nov. 5, 2025

- Interviews held with Deputy Mayor Abdallah and Councillor Lafreniere

Revisions to Final Draft CIP completed based on comments received:

- **Section 3 Municipal Leadership Initiatives** – New section on Downtown Pembroke, including recommendations for a potential pilot program to expand business hours seasonally, and continuation of the “Win This Space” program as potential municipal actions
- **Section 6.5 Monitoring and Evaluation Program** – Added performance indicators to be monitored, including number of housing units and number of direct / indirect jobs created as a result of community improvement projects

Final Draft CIP Financial Incentive Programs



Overview of Changes

- **16 total proposed Financial Incentive Programs:**
 - Two (2) programs removed due to lack of uptake **✗**
 - Six (6) programs maintained **✓**; two (2) programs combined into a single program **↔**
 - Nine (9) new programs added to address community needs and maintain Pembroke's competitive advantage **+**

Final Draft CIP Financial Incentive Programs



Overview of Changes

- Each program provides a maximum amount of financial assistance to successful applicants for eligible project costs, and subject to eligibility criteria
- Applicants may apply for multiple programs, most of which can be stacked
- There is no limit on the number of times a single property may be eligible to apply for the Financial Incentive Programs, provided that:
 - There has been a change in property ownership and/or use of the property;
 - The previously completed improvements funded through a prior CIP program have reached the end of their lifecycle and require rehabilitation
- Annual funding of programs and award of incentives is at the sole discretion of Council

Final Draft CIP Financial Incentive Programs



Municipal

Program	Purpose	Program Value
Municipal Surplus Land Disposition Program (NEW)	To permit the sale / disposition of surplus lands owned by the City below market value	Sale of surplus lands at below market value
Planning and Building Permit Fee Grant	To assist with the cost of various application and permit fees	Up to \$2,500, which may equal 100% of City fees
Tax Increment Equivalent Grant	To encourage desirable and attractive infill development and redevelopment in the City by offsetting the increase in municipal property tax resulting from property improvements	100% of the amount of increase in annual municipal property taxes, declining by 20% annually over five (5) years

Final Draft CIP Financial Incentive Programs



Housing

Program	Purpose	Program Value
Additional Residential Units (ARU) Grant (NEW)	To support the development of additional residential units on the same property as a single detached, semi-detached, or townhouse dwelling	Up to 50% of eligible costs, up to a maximum of \$10,000 per additional residential unit.
Affordable Housing Grant (NEW)	To encourage the development of new affordable residential units (rental or ownership)	Up to 50% of eligible project costs, to a maximum of \$10,000 per affordable residential unit.
Downtown Housing Grant	To encourage the creation of new residential units and to improve the condition of existing upper-storey or rear residential units within mixed-use buildings in Downtown Pembroke	50% of the construction costs of each unit to a maximum of \$10,000 per unit, to a maximum of two (2) units per eligible address. Total grant will not exceed 50% of total construction costs.
Multi-Unit Housing Grant (NEW)	To support multi-unit residential development consisting of the creation of a minimum of five (5) or more new dwelling units (rental or ownership)	Up to 100% of eligible costs up to a maximum of \$5,000 per dwelling unit, to a maximum determined by Council.

Final Draft CIP Financial Incentive Programs



Definition of “Affordable Housing” for Affordable Housing Grant

- Consistent with the definition of “affordable” in the Provincial Planning Statement, 2024, and based on the Canada Mortgage and Housing Corporation definition (CIP Section 4.1)
- **Ownership housing** – Least expensive of: annual costs less than 30% of the gross annual household income for low and moderate income households; or housing with a purchase price at least 10% below the average resale purchase price in the municipality
- **Rental housing** – Least expensive of: annual rent less than 30% of the gross annual household income for low and moderate income households; or rent at or below the average market rent in the municipality
- Market-based and income-based average purchase prices and market rents are published by the Province in the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin” (last updated October 1, 2025)

Final Draft CIP Financial Incentive Programs

Building and Property Improvements

Program	Purpose	Program Value
Accessibility Grant	To improve accessibility to existing commercial and mixed use properties and buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005, as amended.	Up to 50% of the construction costs, to a maximum of \$5,000.
Brownfield Property Tax Assistance Program	To encourage the remediation and rehabilitation of brownfield sites by assisting with payment to the cost of environmental remediation.	A cancellation of part or all of the property tax increase on eligible properties.
Commercial / Industrial Property Improvement Grant (NEW)	To assist with interior and/or exterior improvements to commercial, mixed use (with ground floor commercial), and industrial buildings and properties.	Up to 50% of eligible costs, up to a maximum of \$20,000.
Crime Prevention Through Environmental Design (CPTED) Grant (NEW)	To facilitate the installation of site security improvements associated with commercial, mixed use (with ground floor commercial), and industrial buildings and properties.	Up to 75% of CPTED costs, up to a maximum of \$10,000.



Final Draft CIP Financial Incentive Programs

Building and Property Improvements

Program	Purpose	Program Value
Energy Efficiency and Emergency Management Grant (NEW)	To encourage property owners to improve energy efficiency of existing commercial and industrial buildings, and to facilitate the installation of small-scale renewable energy systems and backup energy production during emergencies.	Up to 50% of eligible costs, to a maximum of \$15,000.
Environmental Site Assessment (ESA) Grant	To promote the completion of environmental studies to better understand the type of contamination of potential remediation costs for brownfield sites.	Up to 50% of the cost of undertaking an eligible study, to a maximum of: a) \$3,000 / study; b) Two studies per property / project; and c) Total of \$6,000 per property / project.

Final Draft CIP Financial Incentive Programs

Building and Property Improvements



Program	Purpose	Program Value
Façade Improvement Grant	To encourage aesthetic improvements to buildings and properties, and to support continued maintenance and upkeep of the building stock in Pembroke.	Up to 50% of the construction costs, to a maximum of \$20,000.
Sidewalk Patio and Pop-ups Grant (NEW)	To provide businesses in Pembroke with the opportunity to utilize publicly owned sidewalks and on-street parking spaces to permit sidewalk patios and pop-up retail spaces.	Up to 100% of eligible costs, up to a maximum of \$3,000, to support professional fees and/or construction costs associated with the design and installation of the sidewalk patio and/or pop-up retail space.
Signage Improvement Grant (NEW)	To promote new signage to contribute to attractive streetscapes throughout Pembroke.	Up to 50% of the construction costs, to a maximum of \$5,000.

CIP Implementation



- The City's CIP Administrator and CIP Review Committee would continue to receive and review applications
- Application intake is recommended to continue on a rolling basis, without designated intake periods
- Council would establish an annual budget to fund the Financial Incentive Programs through its annual budget process, which may include some or all of the Programs based on annual priorities
- The City's Application Form will be updated to reflect changes to the CIP
- The City would market the CIP through a variety of means

CIP Monitoring

- The CIP is recommended to be in effect for 10 years
- To monitor the success of the CIP, it is recommended the City keep track of:
 - Approved value of financial incentives, in total and by program;
 - Construction value of completed projects;
 - New housing units created as a result of projects;
 - New direct and indirect jobs created as a result of projects;
 - Property tax assessments of subject properties, if relevant; and
 - “Before” and “After” photos.
- An annual Monitoring and Evaluation Report is recommended to be prepared and presented to Council.

Next Steps

December 2025

- Final CIP
- Application Form updates

January 2026

- Council Adoption of Final CIP

Community Improvement Plan Update

Thank you!

For more information and to review the Final Draft CIP and supporting Final Background Report, visit the project webpage at:

engagepembroke.ca/CIPupdate

Please provide comments on the Final Draft CIP to the City Staff Contact below:

City Contact:

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