

The Corporation of the Town of Petawawa

Community Improvement Plan Draft Background Report

May 2021





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Town of Petawawa

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1 Introduction

1.1 What is a Community Improvement Plan?

The Town of Petawawa has begun the process of developing a Community Improvement Plan (CIP). A CIP is a planning and economic development tool for municipalities to promote community revitalization and often serves as a catalyst for achieving economic, community planning and urban development goals. Municipalities use CIPs to enable a wide range of policies and financial incentive programs that encourage private investment, and to support strategic municipal initiatives. A CIP typically responds to local needs, priorities, and circumstances for designated CIP project areas (which could include the entire Town or more specific areas). They can provide a range of benefits for a community, including:

- Stimulating private sector investment in targeted areas through grants and loans provided by the Town;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of brownfield sites;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility; and
- Improving energy efficiency.

In general, CIPs are not intended to support greenfield development, but rather to improve conditions in existing urban areas.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting industrial or commercial enterprises. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Municipalities can promote initiatives such as providing grants or loans to owners to pay for eligible costs, and property tax assistance for environmental remediation purposes.

A municipality's Official Plan must contain policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a CIP project area. Under Section 28 of the Planning Act, once an area has been designated a community improvement area, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the costs of improvements to eligible properties.

A key component of a CIP is the eligibility criteria that are tailored to the municipality and establish the conditions by which an application for a financial incentive will be evaluated. By applying these eligibility criteria to applications for financial incentive programs, the CIP can advance a wide range of planning, urban design, and economic development objectives.

Municipalities may also incorporate a “municipal leadership strategy” into a CIP to identify other actions, programs, capital projects, and policies that may assist in revitalizing target areas. A municipal leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g. changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

The success of a CIP will require a strong marketing strategy, a monitoring program, and periodic reviews of the financial incentive programs to determine their continued relevancy and any required adjustments to better meet current and anticipated economic conditions and trends.



Image Source: MDB Insight

1.2 Purpose of this Report

The purpose of this Background Report is to outline a framework on which to develop the Town of Petawawa’s CIP. This report is intended to facilitate discussion and to assist the business community and residents in providing feedback to inform the details of the CIP. The CIP will include input and recommendations received from Council, the public, the Petawawa Business Advisory Network (PBAN) and other interested parties received through written comments and engagement events. The preparation of the CIP will be based on the information contained herein, although the CIP may be refined beyond the preliminary recommendations identified in this report.

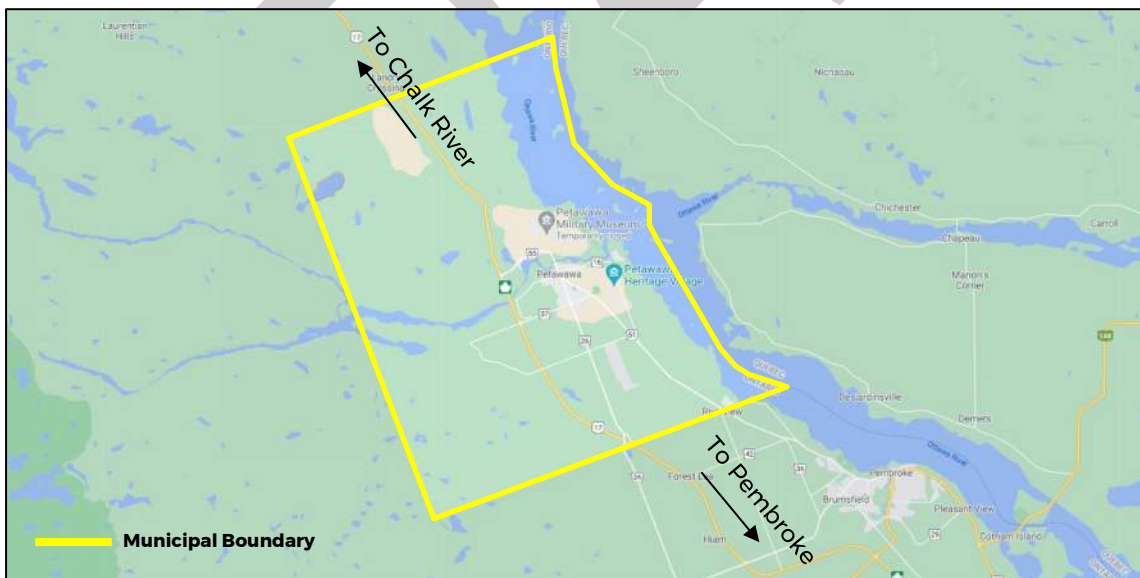
This Background Report is organized as follows:

- **Section 1** outlines the legislative, policy, and regulatory framework for the preparation of the CIP;
- **Section 2** presents a summary of the community engagement completed to date and recommendations for online engagement activities;
- **Section 3** presents a needs assessment it relates to the improvement, redevelopment and revitalization of the Town;
- **Section 4** presents a preliminary vision for the Town’s CIP and its goals;
- **Section 5** presents the potential CIP focus and Project Area;
- **Section 6** summarizes potential strategy and program options, including opportunities for municipal leadership;
- **Appendix A** includes a summary of the Community Survey results.
- **Appendix B** includes a summary of the Business Survey results.

1.3 Community Profile

The Town of Petawawa is located along the Trans-Canada Highway (Highway 17) at the confluence of the Ottawa and Petawawa Rivers. It is east of Algonquin Park and is approximately 160 km northwest of Ottawa, Ontario, as illustrated in **Figure 1-1**. Petawawa offers a wealth of parks, trails and lakes within its limits, including Centennial Park, Petawawa Terrace and the Algonquin Trail. Due to the presence of Garrison Petawawa and a range of natural attractions, the Town has become a year-round recreational hub for outdoor activities and known for its natural landscape.

Figure 1-1 Town of Petawawa Location Map (Google, 2021)



Geographically, the Town occupies a total land area of 166.69 km² (Statistics Canada, 2016), and is comprised of the former Village of Petawawa, the former Township of Petawawa, and Garrison Petawawa, a federal military base operated by the Department of National Defense (DND). The former Township of Petawawa is characterized by commercial and industrial development along the Petawawa Boulevard (County Road 51), and resource-based activities.

The former Village of Petawawa is characterized by urban residential, commercial, and industrial land uses.

According to the 2016 Census (Statistics Canada), the population of the Town of Petawawa was 17,187, which represents an increase of 7.5% from the 2011 Census. The County Official Plan anticipates growth by the 2036 planning horizon year to a population of 19,512 (County of Renfrew Official Plan, 2020).

A number of industries have guided growth in the Town over time. Garrison Petawawa, along with Canadian Nuclear Laboratories Chalk River (CNL), are the largest employers in Petawawa. Key industries in Petawawa include the following categories: services; defence; architectural, engineering, scientific; building and dwellings; business support; other; elementary and secondary schools, restaurants, hospitals, grocery stores, nursing and residential care (Town of Petawawa Economic Profile, 2018).

The Department of National Defence's (DND) Garrison Petawawa military base has been in Petawawa since 1905 and is the largest employer of the Town's residents (Town of Petawawa Official Plan, 2013). Garrison Petawawa includes two residential communities known as the North and South Townsites. While Garrison Petawawa and the Townsites are on federal lands, they are within Petawawa's municipal boundaries and the Town provides important commercial and recreational services to military personnel and civilians.

Petawawa Boulevard (County Road 51) is an arterial road within the Town that hosts a variety of retail, commercial and industrial uses. This thoroughfare has a long history of serving as the Town's main corridor, having formerly been part of the Trans Canada Highway (Highway 17). Petawawa Boulevard connects Petawawa to the City of Pembroke and the Trans Canada Highway via Black Bay Road, Doran Road, Murphy Road and Paquette Road.

The Town is renowned for its abundance of outdoor activities which significantly contribute to tourism in the area, including fishing, boating, paddling, hunting, white water rafting, snowmobiling, ATVing, mountain biking, and hiking. The Town of Petawawa also has some signature events like the Hell or High Water Paddle Festival, Upper Ottawa River Race and Paddle Festival, and the Pumpkin Ramble featuring Pumpkin Folks Festival. Recreational facilities include the Petawawa Civic Centre, which includes an arena, an accessible water park, library, a BMX park, two soccer fields, two multi-purpose fields, three baseball diamonds and main recreation office (Town of Petawawa Official Plan, 2013). As a hub for recreational activities, Petawawa is well-positioned to support a broadened offering of economic development opportunities.



Image Source: WSP

1.4 Planning Act

The Planning Act outlines the tools, methods and processes that municipalities can use to plan for and regulate the use of land and buildings in Ontario. The Act also outlines the powers that municipalities can exercise through a Community Improvement Plan.

Section 28 (1) of the Planning Act defines community improvement as:

“...the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

Section 28 of the Planning Act allows municipalities whose Official Plans contain provisions regarding community improvement to prepare and adopt Community Improvement Plans for designated Community Improvement Project Areas (Section 28 (2)).

A Community Improvement Project Area is the area to which the Community Improvement Plan applies, and is passed as a by-law of Council (Section 28 (3)). The area can be designated based on criteria, including:

“...age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons.”
(Section 28 (1))

The broad nature of the definition provides municipalities with the flexibility to address specific local community improvement issues, such as downtown or main street revitalization, as well as issues that are more generally present in a municipality at large, such as the presence of brownfield sites.

Where a by-law designating a community improvement project area has been passed, Council may adopt a plan in accordance with certain subsections of Section 17 of the Planning Act. Section 17 outlines the statutory process for adopting the document, including the provision of at least one public meeting, which must be held no earlier than 20 days after publishing the notice of the public meeting and making the Community Improvement Plan publicly available for review. Under Section 17(15) of the Planning Act, the Ministry of Municipal Affairs and the upper-tier municipality, if applicable, must be consulted during the preparation of a Community Improvement Plan.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to help pay for eligible costs. “Eligible costs” is broadly defined to include:

“costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities” (Section 28(7.1)).

Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)). The Planning Act also contains provisions that allow the municipality to enter into agreements concerning any grants or loans it may issue, and permit the municipality to register the agreement against the title of the land (Section 28(11)).

Once Council is satisfied that a Community Improvement Plan has been carried out, Council may pass a by-law to dissolve the Community Improvement Project Area. Following the dissolution of the project area, any previously effected Community Improvement Plans are rendered non-applicable (Section 28(13)).

1.5 Municipal Act

The Municipal Act prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (Section 106(1)). Prohibited actions include:

- a) giving or lending any property of the municipality, including money;
- b) guaranteeing borrowing;
- c) leasing or selling any property of the municipality at below fair market value; or
- d) giving a total or partial exemption from any levy, charge or fee. (Section 106(2))

Section 106(3) of the Municipal Act provides an exception to the above, indicating that a municipality may exercise powers under Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act.

By providing an exception to Section 106(1), the Municipal Act grants a municipality powers and tools for community improvement. These include tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (e.g. a former gas station). Section 365.1 of the Municipal Act enables municipalities to provide property tax assistance to eligible properties to offset all or part of the remediation costs. The Municipal Act also grants municipalities the authority to cancel or defer the municipal portion of property taxes on eligible properties.

It is noted that this section of the Municipal Act does not specifically address the provision of financial assistance to residential properties. Typically, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for particular types of residential properties (e.g. to help maintain historic residential properties or create new residential units).

Municipalities may also apply to the province to match the municipal tax rebate with the education portion of the property tax through its Brownfields Financial Tax Incentive Program (BFTIP). The program allows the province to cancel all or part of the education property taxes of a property for up to three years. However, program applicants must obtain approval from the Minister of Finance, and there must be a Community Improvement Plan in place for the property before they may apply. Municipalities interested in the BFTIP program should be aware that the application process can be complex and the turnaround time for a decision from the province can be considerable. However, the program should be considered for inclusion in the Community Improvement Plan. To understand if a BFTIP is functional for the Town, a BFTIP could be pursued by the Town on behalf of a landowner in a “trial run” and, if the process is too onerous, cease to use the program.

Section 107 of the Municipal Act outlines a municipality's powers to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in Section 106. Additional powers include:

- Selling or leasing land for nominal consideration, or granting land;
- Providing land owned and occupied by the municipality for use by anyone, upon terms established by council; and
- Selling, leasing, or disposing of any municipal property at a nominal price, or by way of a grant, to provide for the use of the property on terms established by council.

Additionally, the Municipal Act permits municipalities to provide tax relief to owners of eligible heritage properties (Section 365.2). Municipalities may pass a by-law to establish a local program that provides tax reductions or refunds to owners of eligible heritage properties. To be eligible, properties must be designated under Part IV of the Ontario Heritage Act, or part of a Heritage Conservation District designated under Part V of the Ontario Heritage Act, or subject to a separate heritage conservation agreement between the owner and the municipality.

1.6 Ontario Heritage Act

The Ontario Heritage Act is relevant to the preparation of a CIP, as it may support heritage conservation through financial incentives or municipal leadership programs. Under Section 39(1) of the Ontario Heritage Act, municipalities may pass by-laws to implement separate grant or loan programs to help owners of heritage properties designated under Part IV of the Act to pay for alterations to the property, in accordance with the terms established by the by-laws.

There are no existing properties in the Town of Petawawa designated under Part IV of the Ontario Heritage Act.

1.7 Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act (AODA) establishes the framework for the development of province-wide, mandatory accessibility standards in all areas of daily life. It guides building design through amendments to the Ontario Building Code, and also guides the design of public spaces that are considered to be “new construction” or are undergoing major changes to existing features. Revitalization and redevelopment efforts supported by the CIP will need to consider AODA standards.

1.8 Provincial Policy Statement (2020)

The 2020 Provincial Policy Statement (PPS) outlines the province's policies regarding community planning in Ontario. Though the PPS does not explicitly reference Community Improvement Plans, it supports the revitalization of Ontario's urban areas through specific policies.

Policy 1.1.3 promotes the regeneration of settlement areas. Policy 1.1.3 states that planning authorities are to identify locations and promote opportunities for intensification and redevelopment, including brownfield redevelopment. The PPS defines brownfield sites as:

“Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.”

Healthy, livable and safe communities should be promoted through various means including the improvement of accessibility for persons with disabilities and older persons, by identifying, preventing, and removing land use barriers which restrict their full participation (Policy 1.1.1(f)).

Policy 1.7 promotes long-term economic prosperity, which is to be supported by the revitalization of downtowns and main streets (Policy 1.7.1(d)), and the promotion of brownfield site redevelopment (Policy 1.7.1 (f)), among other means.

The PPS also promotes the provision of affordable housing. Policy 1.4.3 requires that planning authorities provide an appropriate range and mix of housing types and densities to meet current and future demand by “establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households.”

Policy 2.6 of the PPS requires the conservation of cultural heritage resources. Specifically, Policy 2.6.1 states that “Significant built heritage resources and significant cultural heritage landscapes shall be conserved.” Additionally, proponents of development and site alteration on lands adjacent to protected heritage resources must demonstrate that the heritage attributes of the protected property will be conserved (Policy 2.6.3).

In summary, the PPS supports the maintenance and revitalization of the Town of Petawawa through measures that could include the use of a Community Improvement Plan to:

- Promote the economic viability of the commercial core and other potential project areas;
- Improve the availability of affordable housing;
- Promote opportunities for intensification and redevelopment, including brownfield sites, where they exist; and
- Help conserve and improve cultural heritage resources.

1.9 County of Renfrew Official Plan (2020)

The Official Plan for the County of Renfrew (OP) was initially adopted by Council on March 27, 2002 and most recently underwent a 5-year review which received approval from the Ministry of Municipal Affairs and Housing in March 2020. The OP provides a policy framework for growth and development in the County to guide future development to the year 2038 and helps to coordinate planning objectives amongst the twelve Townships and five Towns located in the County, including the Town of Petawawa.

The OP sets out a series of objectives, including to “maintain and enhance the quality of the natural, built, and human environments in the county”, “strengthen and diversity the County’s economic base within municipal servicing limitations”, and “to direct the majority of projected



residential growth to Urban and Village and Community areas” within the lower-tier municipalities. The OP also recognizes that additional policies, in the form of Official Plans, may be prepared for local municipalities such as the Town of Petawawa. As the Town has its own detailed Official Plan, the policies specific to Urban Communities and Local Plans are those which are most relevant to Petawawa and the development of the CIP.

The OP recognizes that the Town of Petawawa, along with the other four Towns in the County, represent important service centres for residents both in the Town and in the surrounding rural areas. The following objectives and policies under Sections 2.2, 3.2 and 3.3 of the OP are particularly relevant to the CIP:

- General Development Policy (1)(c): “Encouraging housing forms and densities designed to be affordable to moderate and lower income households.”
- General Development Policy (4)(n): “The design of new and re-developed buildings shall meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).”
- Urban Community Objective (2): “to provide opportunities for an adequate supply and diversity of housing to satisfy the varied needs of a growing community.”
- Urban Community Objective (3): “to provide the opportunity for an adequate supply and diversity of commerce and industry to serve the needs of a growing community.”
- Urban Community Objective (5): “to encourage steady, economic growth in a carefully controlled manner to provide employment.”
- Urban Community Objective (6): “to encourage economically viable and physically attractive central business districts.”
- Urban Community Policy (3): “The local Official Plans for Urban Communities should contain, at a minimum, general development and land use policies dealing with the following issues:
 - [...]
 - Community Improvement;
 - Economic Development;
 - Growth management, including policies that focus growth to settlement areas;
 - [...].”

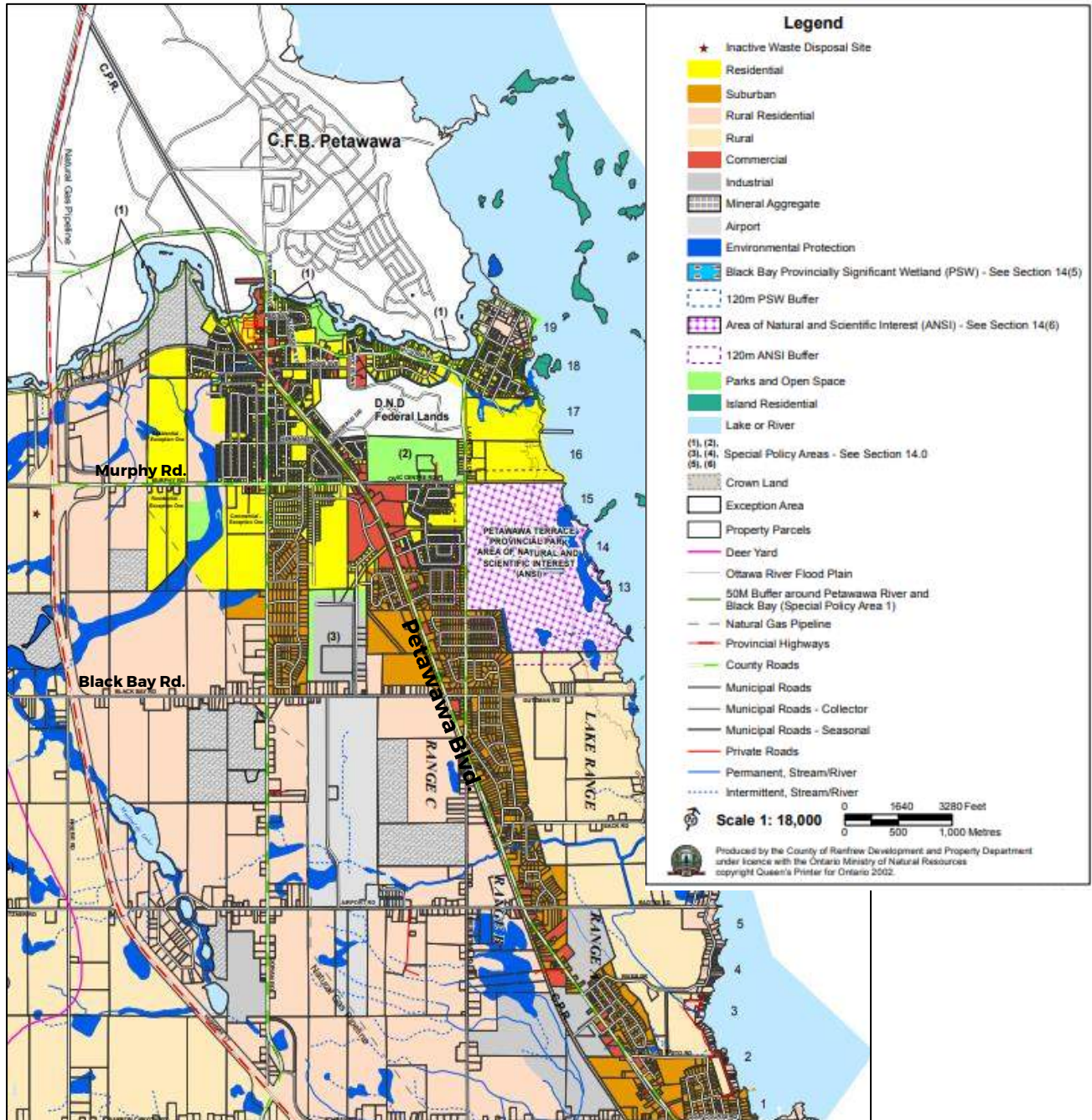
A number of these general development policies and community objectives directly support the development of a CIP.

1.10 Town of Petawawa Official Plan (2013)

The Official Plan for the Town of Petawawa (OP) was adopted on January 21, 2002. A 5-year review was completed in 2013 via Official Plan Amendment 14 (OPA 14). OPA 14 was adopted by Town Council on December 2, 2013 and subsequently approved by the Ministry of Municipal Affairs and Housing. The OP sets out a policy framework to guide the Town’s development.

It describes land use policies to ensure that future planning and development meets the needs of the Town of Petawawa while protecting natural spaces. The Plan identifies a series of objectives and provides direction regarding growth and development in the Town, including land use policies for the following land use designations: Residential; Commercial; Suburban; Rural; Rural Residential; Industrial; Airport; Environmental Protection; Ottawa River Flood Plain; Parks and Open Space; Island Residential and Mineral Aggregate. Major land use designations within the Town of Petawawa are illustrated in **Figure 1-2**. The OP also contains policies for related planning considerations including: general policies; municipal services; transportation; and implementation.

Figure 1-2 Town of Petawawa Official Plan Schedule A (2013)



The Official Plan includes large stretches of lands with the Commercial land use designation along Petawawa Boulevard (County Road 51) and has the greatest concentration of commercial and industrial uses in the Town. This area includes large format retail uses, small- and mid-sized industrial uses, and commercial uses of varying size. The Pembroke and Area Airport, which operates recreation and charter flights for organizations such as Garrison Petawawa and the Ministry of Natural Resources and Forestry, also represents significant economic opportunities.

The following OP Objectives (Section 1.2) are particularly relevant to the CIP:

- Objective One (1) seeks to “strengthen and diversify the Municipality’s economic base within the Municipality’s servicing limitations.”
- Objective Two (2) seeks to “maintain and enhance the quality of the natural, built and human environments in the Municipality.”
- Objective Three (3) seeks to “facilitate compatibility between land uses and to provide policies to guide the establishment of uses in an integrated manner.”

Section 2.0 of the OP sets out policies for Residential areas. Section 2.2, Objective (3) seeks to “provide opportunities for redevelopment, intensification and revitalization in areas that have sufficient existing or planned infrastructure.”

Section 3.0 of the OP sets out policies for Commercial areas. Section 2.3, (2) seeks to “enhance the visual attractiveness of new development and redevelopment of land in the designation through site plan control, landscaping and the adoption of design guidelines.” Section 3.3 (4) states that “Council encourages private property owners to adopt high design standards for the development and redevelopment of commercial properties.” Section 2.2 (4) seeks to “provide opportunities for redevelopment, intensification and revitalization.” Section 2.2 (5) seeks to “maintain and revitalize mainstreets.”

1.10.1 Community Improvement Project Area

Section 20.16 Community Improvement of the Town’s Official Plan (2013) identifies the entire Town of Petawawa as a Community Improvement Project Area as shown in **Figure 1-1**.

Section 20.16 Community Improvement Plans states that:

“Pursuant to the provisions of Section 28 of the Planning Act and the relevant sections of the Municipal Act, the Town may prepare or require the preparation of a Community Improvement Plan and designate a portion of the Town as a Community Improvement Project Area by by-law. Among other things, the Town, subject to the approval of the Minister of Finance, may cancel taxes, reduce taxes, and provide assistance to rehabilitate “brownfield” sites.”

By identifying the whole Town as a CIP Project area, but also stating that a “portion” of the Town may be designated as a CIP Project area, the Official Plan provides flexibility in terms of the CIP’s geographic scope. The Official Plan specifically notes tax cancellation, reduction, and brownfield rehabilitation as examples of program types. However, by stating “among other things”, the policies are not prescriptive, or limiting, in terms of the types of programs that the

Town may offer. As such, the policies of the Official Plan permit either a town-wide or area-specific CIP and allow for a full range of potential CIP programs to be developed.

1.11 Town of Petawawa Zoning By-law (Consolidation, September 4, 2019)

The Town of Petawawa Zoning By-law (October 15, 2007, Consolidation: September 4, 2019) identifies permitted land uses and sets out requirements concerning lot sizes and dimensions, building heights and locations, and parking, among other provisions to guide development within the Town. It contains a set of general provisions that apply to all lands within the Town, as well as specific provisions that apply to individual zones. The Zoning By-law establishes the following zones:

- Residential One (R1);
- Residential Two (R2);
- Residential Three (R3);
- Limited Service Residential (LSR);
- Island Residential (IR);
- Mobile Home Park (MHP);
- Commercial (C);
- Tourism Commercial (TC);
- General Industrial (GM);
- Extractive Industrial (EM);
- Extractive Industrial Reserve (EMR);
- Airport (AIR);
- Rural (RU);
- Community Facility (CF);
- Environmental Protection (EP);
- Open Space (OS);
- Provincially Significant Wetland (PSW); and
- Development (D).

The Zoning By-law sets out a full range of zone categories, including two commercial zones. The zone categories, as established by the Zoning By-law, could be used in developing eligibility criteria for the CIP programs. For example, properties may be required to be zoned as “Commercial (C)” in order to be eligible for a building façade improvement grant.

1.12 Other Local Planning Considerations

1.12.1 Town of Petawawa Sign By-law (Consolidation, August 2012)

The Town of Petawawa Sign By-law (2012) regulates the type, placement and scale of signs within various land use zones, as established in the Town’s Zoning By-law. The Sign By-law is intended to encourage signs which are compatible with the zones in which they are located and regulates size, shape, display, erection, use and maintenance of signs. The development of any CIP programs related to signage will need to have careful consideration for the Sign By-law.

1.12.2 Town of Petawawa Property Standards By-law (2000)

The Town of Petawawa Property Standards By-law (2000) prescribes the standards for maintenance and occupancy of properties. All properties in Petawawa are required to be maintained in accordance with the By-law. Specifically, the By-law includes provisions addressing such matters as lawn and yard maintenance, sewage and drainage, parking areas and loading areas, accessory buildings and structures, garbage disposal, and building condition.

1.12.3 Town of Petawawa Retail Gap Analysis (2018)

A Retail Gap Analysis was completed for the Town of Petawawa in 2018 as part of the Town's Economic Action Strategy. Given the applicability of this Analysis to the development of the CIP, it has been extracted from the Economic Action Strategy and reviewed. The Retail Gap Analysis examined the Town and other area comparator communities to assess whether retail sectors, such as retail, personal services, and food services were either under- or over-supplied in Petawawa. The Analysis considered that individuals are often willing to travel to other communities for certain retail needs, and as a result also examined opportunities in the City of Pembroke, Town of Arnprior, Town of Renfrew, and Township of Laurentian Valley.

In this analysis, a "gap" is defined as "a specific industry sub-sector that does not have enough of a particular business type to meet local demand". The analysis further established whether a gap is local, or one exhibited across multiple communities, which can represent an opportunity to draw from a broader customer base.

The conclusions of the Retail Gap Analysis included the following:

- **The largest gap for Petawawa is in the food service and restaurant retail sector.**
 - The Town has seen some improvement in this sector since 2014 but still has a gap for both full-service restaurants and fast-food eating places.
 - A restaurant gap also exists in surrounding communities, which presents Petawawa an opportunity to capture the local and surrounding area market in this sector.
 - A focus on full-service restaurants is the preference due to the correlation with tourism expansion and increased vibrancy of the community.
- **Another gap for Petawawa lies in the clothing and accessories retail sector.**
 - Specifically, the Town is under capacity for women's clothing stores, family clothing stores, shoe stores, and jewelry stores.
 - It is important to note that comparator communities, especially Pembroke and Renfrew, are over capacity in these retail sectors.
 - Opportunities for Petawawa in this sector include creating more of a downtown core feel with retail stores, stores that specialize in unique items and can draw from surrounding communities, and key brand name stores with good online purchase exchange policies or those directed specifically towards teens and young adults.
 - Challenges with this sector include the increase in online shopping.

1.12.4 Town of Petawawa Strategic Plan (2011)

The Town of Petawawa most recently completed a Strategic Plan for the years 2011-2015. The vision in this document is that **"Petawawa is known as the community of choice in Renfrew County and is recognized for its safe, vibrant, and comfortable lifestyle."**

The Strategic Plan addresses all aspects of governance, including resource and financial sustainability, planning for growth and development, the recreation, culture, and tourism sector, and economic development. In this Strategy, the Strategic Objective which most closely relates

to the CIP is the fifth: “to encourage economic development and promote an attractive and welcoming community”. Applicable goals under this Strategic Objective include the following:

- Goal 5.2: Support the development of a recognizable commercial shopping core
 - One store (>35,000 square feet)
 - One big box shopping park
- Goal 5.3: Create a business environment conducive to small and medium enterprises
- Goal 5.4: Create a long-term beautification plan with committed funding from the Town
 - Create a “Town Improvement Committee” to make recommendations to Council for improving the Town’s attractiveness

1.12.5 Petawawa Tourism Strategy (2012)

Petawawa’s Tourism Strategy was identified as an important initiative in the 2011 Strategic Planning Document for the Town. The Tourism Strategy responds to the stated Strategic Goal to “become a centre for excellence in recreation, culture, and tourism”.

The purpose of the Tourism Strategy was to provide the framework for tourism marketing, promotion, and development in the Town of Petawawa from 2012-2017. The Tourism Strategy considered a number of emerging conditions and trends in the Province of Ontario, including the creation of 13 Ontario travel regions (RTOs) by the Ministry of Tourism, Culture and Sport, and the importance of the Ontario Highlands Tourism Organization (OHTO) and the Ottawa Valley Tourist Association (OVTA).

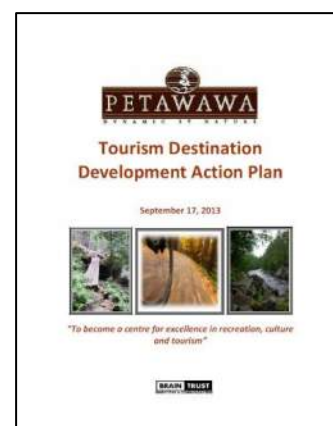
The Directional Tourism Strategies within the Tourism Strategy that are specifically relevant to the development of the CIP include:

- Focus on undertaking a formal tourism destination development process, including a tourism asset assessment in collaboration with the local tourism industry and OHTO and OVTA.
- Following the completion of a tourism asset assessment, work with the Tourism Destination Development Committee (created as one of the goals of the Strategy), to prioritize and implement the action items, focusing first on “quick wins”.
- Develop a Visitor Information Centre, with opportunity to develop this at the library in the Civic Centre or at the airport.
- Further develop the CFB Petawawa museums and memorials as tourism assets.

1.12.6 Town of Petawawa Tourism Destination Development Action Plan (2013)

The Town of Petawawa Tourism Destination Development Action Plan (TDDAP) was created to build on the objectives of the Town of Petawawa Tourism Strategy (2012), leverage the existing activities underway within the Town and identify immediate and longer-term tourism development initiatives.

Through the TDDAP, a comprehensive tourism asset inventory was completed to identify current assets and identify opportunities. The asset inventory findings which are most relevant to the CIP are:



- Gaps in tourism services and infrastructure exist within Petawawa, specifically with regards to the amount of roofed accommodation; and
- There are limited tourist centric retail experiences; shops that offer interesting items such as locally produced or sourced arts and crafts, souvenirs, clothing and such and that have name recognition beyond the local region. There are additional retail options available within 21 – 50 kms of the town centre but these offer similar appeal to the retail found in Petawawa.

By evaluating the actions taken since the launch of the Tourism Strategy in 2012, the following are the recommendations were made in the TDDAP:

1. Petawawa's future tourism destination development take into account the underdeveloped and underperforming tourism assets that exist in the Greater Petawawa Area or the GPA, in addition to those found within the Town of Petawawa [...]
2. The Town of Petawawa in partnership with the Tourism Destination Development Committee (TDCC) establish and formalize a GPA Mountain Bike Tourism Working Group to proactively explore the opportunities and challenges associated with on-going mountain bike trail development within the GPA.
3. Town staff and the TDCC revise its understanding of tactics associated with the development and implementation of a sports tourism strategy as identified in the 2012 Tourism Strategy. [...]
4. In partnership with local host committees proactively pursue attracting trail and flat water based competitions and events designed to first; position the GPA as an ideal location for year-round outdoor recreation activity, and second; to attract participants and spectators from outside the region that positively impact tourism visitation and revenues.
5. TDCC in partnership with Garrison Petawawa and Town staff continues to pursue the development of a series year-round tourism related activities at Garrison Petawawa.
6. It is recommended that the Town of Petawawa continue the operation of the Petawawa Civic Centre Visitor Information Centre (VIC) in 2014.

The TDDAP sets out an implementation plan for capitalizing on existing tourism assets to further establish Petawawa as a recreation and leisure destination within the Ottawa Valley. The recommendations should be considered in developing CIP programs that encourage “shops that offer interesting items such as locally produced or sourced arts and crafts, souvenirs, clothing and such” (boutique retail) and other commercial operations that attract visitors. An example of this is a market feasibility study grant, which could allow private investors to assess the viability of a new business in the Town.

1.12.7 Town of Petawawa Economic Action Strategy (2018)

The Town of Petawawa developed the Economic Action Strategy in 2018 to address the growing population identified in the Town and the lack of proportionate growth in retail, restaurants, and personal services. The purpose of the Strategy is to “chart a course for developing the local economy in a way that is both intentional and flexible.”

The Strategy's Vision statement for economic development is **“to create an environment that welcomes new growth and investment, supports entrepreneurship and local businesses, encourages and facilitates communications and relationship building, and attracts visitors in search of memorable experiences, escape, and entertainment.”**

The Strategy identifies four economic drivers for Petawawa and provides value propositions for each sector. These are summarized below:

Defence – Petawawa hosts Canada's largest active military Garrison, and is a Town that is competitively priced, connected, and is a supportive location for defence-related entrepreneurs, contractors, and suppliers.

Aerospace – Petawawa offers affordable and available industrial land at low tax rates and access to a 5,000' runway.

Tourism & Trails – Petawawa offers outdoor adventure and learning experiences whilst also offering affordable commercial properties, competitive taxes, easy highway access and great development potential.

Retail, Personal & Food Services – Petawawa has a growing population with a high median household income and a young population who are eager for a town with commercial growth of amenities.

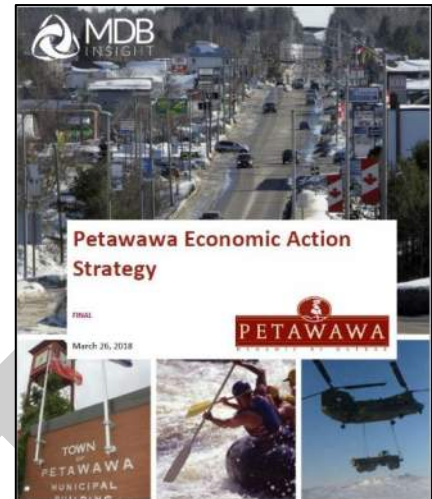
The Strategy has four stated Strategic Objectives, with each having actions for implementation. These Strategic Objectives are listed below, along with actions that are most relevant to the development of the CIP.

1. Enhancing the community and its profile as a place where businesses, residents, and visitors are excited to be.

- Apply an experiential tourism framework to asset coordination and marketing to maximize tourism experiences for visitors based on cultural, recreational, and educational tourism components.
- Support enhancing the connectivity of the Petawawa Trails System to Algonquin Trail.
- Support the development of a concept for a town centre plaza.
- Support the long-term development of a concept for redevelopment of Petawawa Boulevard and the Petawawa Bridge.

2. Elevating investment attraction to a targeted and intentional process that produces results that are consistent with the desires and vision of the community.

- Create a series of redevelopment scenario prospectuses for local under-developed properties and encourage redevelopment.
- Initiate an Investment Attraction Concierge Service to facilitate lead handling, permit requirements, applications, and procedural reviews.
- Attract large commercial (retail/service/entertainment) investment to Petawawa.
- Target “boutique” style retail and restaurants for smaller-scale investment attraction.



3. Building an entrepreneurial system that nurtures growth, facilitates knowledge-sharing, and builds a strong and more diversified private-sector economy.

- Initiate a series of post-retirement military entrepreneur support programs including defence-related entrepreneur start-ups, non-defence related entrepreneur start-ups, and succession transition support.
- Identify and promote the creation of a co-location space for local entrepreneurs to serve as a stepping stone for growing home businesses into larger operations.

4. Creating a municipal environment that builds and maintains relationships and improves communications between the Town and the Community.

- Explore the use of software to maximize the customer relationship management process: develop, monitor, and maintain relationships with existing businesses and prospective investors.

1.12.8 Business Health and Wellness Checks (2020-2021)

Between November 2020 and April 2021, members of the Petawawa Business Advisory Network (PBAN) reached out to “check-in” with small, medium, and large businesses in the Town of Petawawa. Through this outreach, the PBAN intended to gain a better understanding of the health of businesses, whether they had felt impacts from the COVID-19 pandemic, and whether they had accessed any funding resources available to help businesses during the pandemic.

Overall, the majority of businesses in Petawawa classified themselves as “doing well”, with slightly fewer businesses indicating that they were “doing okay”. Some businesses indicated that, despite the pandemic, they had experienced business as usual and were, in some cases, busier than prior to the pandemic. A few businesses indicated that they were struggling significantly, either the business itself or the personal stress for the owners.

Most businesses have been required to adapt during 2020-2021, including by leveraging online shopping more than before, closing for short periods of time, and/or reducing staffing levels. One of the primary challenges experienced by businesses during the previous year has been acquiring and retaining stock. Some indicated that there were not any significant challenges during the pandemic. Approximately half of the businesses interviewed had accessed funding available through Federal or Provincial programs available to businesses during the COVID-19 pandemic.

1.13 Review of CIPs in the Ottawa Valley

A review of other CIPs from municipalities in Ottawa Valley was conducted to help inform the selection and development of financial incentive programs as part of the Town of Petawawa CIP, specifically:

- Township of Laurentian Valley CIP (July 2020);
- City of Pembroke CIP (August 2020);
- Town of Renfrew CIP (December 2015); and
- Town of Arnprior CIP (June 2011).

The objectives, program specifics, and eligible costs of each financial incentive program included in the above CIPs are summarized in **Table 1-1**.

Table 1-1 Grant Programs in Other Ottawa Valley Municipalities

Grant Program	Township of Laurentian Valley CIP (July 2020)	City of Pembroke CIP (July 2020)	Town of Renfrew CIP (December 2015)	Town of Arnprior CIP (June 2011)
Accessibility Improvements	<p>Accessibility Improvement Grant</p> <p>Purpose: To promote the undertaking of building accessibility improvements in the Community Improvement Project Area.</p> <p>Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$7,000.</p>	<p>Accessibility Grant</p> <p>Purpose: To assist businesses in improving the accessibility of their buildings in accordance with the <u>Accessibility for Ontarians with Disabilities Act, 2005</u>.</p> <p>Amount: Up to 50% to a maximum of \$2,500.</p>	<p>Accessibility Improvement Grant</p> <p>Purpose:</p> <p>Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$3,500.</p>	<p>Separate from the CIP, the Town of Arnprior has the Business Accessibility Incentive Grant Program to assist businesses with making accessibility improvements.</p>
Brownfield Improvements	<p>Brownfield Rehabilitation Grant Program</p> <p>Purpose: To encourage the remediation, rehabilitation and adaptive re-use of brownfield sites by providing grants to help pay for additional rehabilitation costs normally associated with brownfield sites.</p> <p>Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$10,000.</p>	<p>Brownfield Property Tax Assistance Program</p> <p>Purpose: To encourage the mediation and rehabilitation of brownfield sites by providing a cancellation of part or all of the property tax increases on a property that is undergoing remediation.</p> <p>Amount: N/A</p> <p>The City may pass by-laws to provide a deferral or cancellation of all or a part of the municipal taxes on a brownfield site during the rehabilitation and development period. The City may also apply for provincial funding on behalf of the owner to cancel or freeze the education component of property taxes.</p>	<p>Brownfield Property Tax Assistance Program</p> <p>Purpose: To encourage the cleanup and redevelopment of brownfield properties.</p> <p>Amount: N/A</p> <p>The Town may pass bylaws to provide a deferral or cancellation of all or a part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period.</p>	<p>Brownfield Financial Tax Incentive Program</p> <p>Purpose: To improve the aesthetics of main gateway routes and the downtown. To provide opportunities for intensification and offers environmental benefits.</p> <p>Amount: Awarded on case-by-case basis.</p>
		<p>Environmental Site Assessment (ESA) Grant</p> <p>Purpose: To promote the undertaking of environmental studies to better understand the type of contamination of potential remediation costs for brownfield sites.</p> <p>Amount: Up to a maximum of 50% of the cost to a maximum of \$3,000 per study; 2 studies per property/project; and \$6,000 per property/project.</p>	<p>Environmental Study Grant Program</p> <p>Purpose:</p> <p>Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$5,000.</p>	
Building Façade Improvements	<p>Façade Improvement Grant</p> <p>Purpose: To stimulate private investment in the existing commercial areas of the Community Improvement Project Area and to promote the undertaking of building façade improvements.</p>	<p>Façade Improvement Grant</p> <p>Purpose: To encourage aesthetic improvements to buildings and properties. This grant is for properties that are not located within the Pembroke BIA. Those within the Pembroke BIA can apply to the Downtown Heritage Façade Improvement Grant.</p>	<p>Façade, Building and Signage Improvement Grant</p> <p>Purpose: To encourage the rehabilitation, repair and/or improvement of buildings and façades along with the improvement of</p>	<p>Façade and Property Improvement Program</p> <p>Purpose: To encourage aesthetic improvements to buildings and properties, and support continued maintenance and upkeep of the building stock.</p>

Grant Program	Township of Laurentian Valley CIP (July 2020)	City of Pembroke CIP (July 2020)	Town of Renfrew CIP (December 2015)	Town of Arnprior CIP (June 2011)
	Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$7,000.	Amount: Up to 50% of the construction costs to a maximum of \$5,000.	signage, and the installation of pedestrian-scaled, attractive signage. Amount: <ul style="list-style-type: none"> • Façade/building Improvements: Up to 50% of the eligible costs to a maximum of \$5,000. • Signage Improvements: Up to 50% of the eligible costs to a maximum of \$2,500. 	Amount: Up to 50% of the cost to a maximum of \$5000.
COVID-19 Related Improvements	Improvements to Meet COVID-19 Public Health & Safety Requirements Grant Purpose: To allow businesses to undertake improvements to meet COVID-19 health & safety recommendations and enable them to reopen or increase business operations. Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$5,000.	COVID-19 Business Support Grant Purpose: To provide financial assistance to aide businesses in adapting to the COVID-19 environment and adherence to public health and safety requirements. Amount: Up to 50% to a maximum of \$2,500.	N/A	N/A
Funding for Required Plans or Studies	N/A	Project Feasibility Study Rebate Purpose: To encourage potential business owners to explore the feasibility of building reuse, rehabilitation, or development/redevelopment of land. Amount: A rebate equivalent to 50% of the cost of undertaking an eligibility study to a maximum of \$5,000. Rebates will be awarded once lease is signed or upon issuance of a building permit.	An Environmental Study Grant is available. Funding for other required plans and studies is discussed in the CIP.	N/A
Improved Signage for Private Properties	Signage Improvement Grant Purpose: To promote the undertaking of signage improvements. Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$4,000.	Signage improvements are included under the Façade Improvement Grant.	Signage improvements are included under the "Façade, Building and Signage Improvement Grant."	N/A
Parking Area Improvement	Landscaping and Parking Area Improvement Grant Purpose: To promote a greener and more aesthetically pleasing streetscape by providing for landscaping and parking area improvements.	N/A	Property, Landscaping and Parking Area Improvement Grant Purpose: to encourage property owners and tenants to improve their property, including landscaping, parking areas, pedestrian	N/A

Grant Program	Township of Laurentian Valley CIP (July 2020)	City of Pembroke CIP (July 2020)	Town of Renfrew CIP (December 2015)	Town of Arnprior CIP (June 2011)
	Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$5,000.		connections, sidewalk cafés/patios and other improvements Amount: Up to a maximum of 50% of eligible costs up to a maximum grant of \$3,500.	
Planning and Building Permit Rebates	Municipal Application/Permit Fees Rebate Purpose: To stimulate private investment in properties in the Community Improvement Project Area by reducing applicable municipal fees related to a CIP improvement project which improves the façade, signage, accessibility, parking areas, or landscaping, or provides residential units. Amount: <ul style="list-style-type: none"> • Building Permit Fees: Up to 50% reduction in building permit fees; up to a maximum of \$2,500. • Signage Permit Fees, Demolition Permit Fees: up to 100% reduction in permit fees; up to a maximum of \$500 for each type of permit. 	Planning and Building Permit Fee Grant Purpose: To encourage sensitive, attractive and desirable infill development and redevelopment by reducing the costs involved with making improvements to private property. Amount: Grants can cover the cost of City fees up to 100%. <ul style="list-style-type: none"> • Planning Fee: A grant to a maximum of \$2,500. • Building Permit Fee: A grant to a maximum of \$2,500. 	Planning and Building Permit Fees Rebate Program Purpose: To encourage sensitive, attractive and desirable infill development and redevelopment by reducing the costs involved with making improvements to private property. Amount: <ul style="list-style-type: none"> • Planning Fee: A grant to a maximum of \$2,500 or 50% of eligible costs. • Building Permit Fee: A grant to a maximum of \$2,500 or 50% of eligible costs. 	Application and Permit Fees Rebate Program Purpose: To reduce or eliminate these barriers to private investment posed by planning fees. Amount: The lesser of 50% of application fees or \$5000.
Property Tax Increment	Tax Increment Grant Purpose: To stimulate private investment in the CIP Project Area and to promote the undertaking of building improvements and development on vacant land. Amount: For a single grant applicant the following rebates will apply: <ul style="list-style-type: none"> • 100% rebate in year 1 • 80% rebate in year 2 • 60% rebate in year 3 • 40% rebate in year 2 • 20% rebate in year 5 	Tax Increment Equivalent Grant Purpose: To encourage desirable and attractive infill development and redevelopment in the City. This grant can not be combined with any other grant in this plan. Amount: Grants will be equal to a percentage of the municipal tax increase resulting from the improvements and will be paid to the owner each year for a maximum of 10 years at the sole discretion of the City.	Tax Increment Equivalent Program Purpose: To encourage desirable and attractive infill development and redevelopment in the Town Amount: Equal to a percentage of the municipal tax increase resulting from the improvements, and will be paid to the owner each year for a maximum of 10 years at the sole discretion of the Town. In year one, the amount of the grant may equal up to 90% of the tax increment. In subsequent years, the amount shall decrease until it reaches 0%. Generally, the amount of the grant will increase between 10% and 20% per year.	Tax Increment Equivalent Grant Program Purpose: To encourage property improvements. Amount: 100% of the municipal tax increase is rebated in the first year then the rebate decreases by 10% of total tax increment cumulatively for the next 9 years.

COVID-19 Financial Assistance

To aid businesses in adapting to the business challenges of the COVID-19 pandemic, two of the municipalities reviewed have amended their CIPs to add special COVID-19 relief grants. These grant programs provide funding for building improvements to meet COVID-19 public health and safety requirements in the Community Improvement Project Area. Specifically:

- The Township of Laurentian Valley amended their CIP in July 2020 to add the “Improvements to Meet COVID-19 Public Health & Safety Requirements Grant” which can fund up to a maximum of 50% of eligible costs up to a maximum grant of \$5,000.
- The City of Pembroke amended their CIP in August 2020 to add the “COVID-19 Business Assistance Grant” which can fund up to 50% to a maximum of \$2,500.

Further details of these programs are provided in **Table 1-1**.

Recent CIP Results and Financial Statistics

Through direct outreach to three of the municipalities examined in this section – the Township of Laurentian Valley, City of Pembroke and Town of Renfrew - additional details related to grants awarded and recent CIP financial statistics have been summarized below:

- **Township of Laurentian Valley CIP (as of May 2021):**
 - In 2019, with the help of funding provided by the Ontario Mainstreet Revitalization Initiative, the Township awarded approximately \$47,000 across seven (7) CIP grants. The construction value of the grants was approximately \$167,000.
 - In 2020, approximately \$25,000 was awarded across five (5) grants. The construction value of the grants was approximately \$50,000.
 - The Township budgets \$50,000 every year for CIP grants. Any unused budget at the end of the year is moved into a CIP reserve fund, for use in the next fiscal year.
- **City of Pembroke CIP (as of March 2021):**
 - Regular CIP (not including COVID-19 Business Grant introduced in August 2020):
 - 32 grants have been awarded with a total grant value of \$221,477 and a construction value of \$990,529.
 - The COVID-19 CIP Business Grant:
 - 31 grants have been awarded with a total grant value of \$37,475 and a construction value of \$95,657.
- **Town of Renfrew CIP (as of May 2021):**
 - Since the CIP was adopted in 2015, the municipality has awarded CIP grants for an average of 3-4 projects per year;
 - The most popular grants have been:
 - Accessibility Improvement Grant;
 - Façade, Building and Signage Improvement Grant;
 - Planning and Building Permit Fee Grant; and
 - Property, Landscaping and Parking Area Improvement Grant.
 - Council budgets an average of \$20,000 per year for CIP grants. If this amount is not fully used, the amount carries over into a reserve.

- Generally speaking, construction value is approximately double the grant value (most grants provide up to 50% of eligible costs). As such, construction value can be estimated at approximately \$40,000 per year.

DRAFT

2 Community and Business Engagement

This section summarizes the CIP’s community engagement approach, the findings of the community and business surveys, and analyzes best practices for virtual engagement. The feedback received provides insight on the community’s vision for Petawawa. This section further seeks to distill these desires into actionable direction that will inform the creation and implementation of the CIP.

2.1 Engagement Overview

The CIP’s engagement approach focuses on connecting with residents, visitors and business owners to identify the most important local issues and assets. Comments from the community will inform the creation of CIP so that it reflects the vision, values and goals for Petawawa’s future development.

At the time of this Report, public health measures to protect against COVID-19 restrict in-person engagement activities. As such virtual methods of engagement have been undertaken. With the support of interest groups like the Petawawa Business Advisory Network (PBAN), the Town has been able to connect with members of the public through social media, the Town website, and local news outlets to encourage participation in the discussion about the CIP project.



2.2 Community Survey

An online Community Survey was made available via the Town’s website between April 22, 2021 and May 7, 2021. A total of **187 responses** to the online Community Survey were received. A detailed summary of the results of the Community Survey is included in **Appendix A**.

The Community Survey sought public comments regarding Petawawa today, a vision for the Town’s future, how the CIP could be used to benefit the community, and identification of specific locations where improvements are desired.

2.2.1 Petawawa Today

Question

Respondents were asked to “describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town – good or bad).”

What We Heard

Respondents felt that Petawawa is defined by access to nature, trails, parks and outdoor spaces. CIP Programs should complement, and if possible, build upon Petawawa's natural and open space assets.

Verbatim Quotes:

- "Petawawa is on nature's doorstep."
- "The Beaches are incredible, including the parks near the water. The walking/cycling pathways are also a great asset to the outdoor experience."
- "Great city for outdoor activities. Summer has tons of places to enjoy a walk. Beach, camping nearby. Winter has some activities as well."
- "Petawawa is an outdoor enthusiastic dream town. It offers many recreational opportunities with the charm of a small town."
- "Amazing outdoor recreation, including white water kayaking the Petawawa River and mountain biking at nearby Forest Lea."

Respondents expressed that Town is a safe, clean community that is an ideal location to raise a family. CIP Programs should support services that maintain its family-friendly environment.

Verbatim Quotes:

- "Petawawa is a fantastic place to raise a family."
- "It's a beautiful family friendly town close knit with the military community. There's plenty of access to trails, parks, community centres, and amenities."
- "Petawawa is great if you have kids. It has awesome amenities and lots of outdoor places to enjoy."
- "Petawawa is a tight knit community of both long term and short-term residents. It is a great place to enjoy the outdoors and raise a family in a stable community."
- "Petawawa is an excellent place to raise a family, wonderful outdoor activities available without expenditure, schools, churches within radius of homes."

Respondents indicated a desire for an increased variety of retail, entertainment and restaurant options. CIP Programs should encourage opportunities to provide a greater mix of retail, entertainment and dining options.

Verbatim Quotes:

- "Petawawa is an attractive town that promotes outdoor activities, nature and community. Petawawa lacks retail shopping, family restaurants (especially breakfast) and has a lacklustre centre of town."
- "Options of anything are minimal. Little choice of restaurants, one grocery store with high prices, no clothing or shoe store, nowhere to shop period. There is no downtown."
- "Petawawa is a fantastic place to raise a family. Unfortunately, it offers little to no shopping experiences and there is literally NO food variety here."

- “Lots of outdoor activities and events, but seriously lacking in retail stores and amenities. Plenty of fast food but needs more full-service restaurants.”

2.2.2 Petawawa Tomorrow

Question

Respondents were asked to “describe, in 1 or 2 sentences, what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).”

What We Heard

Respondents’ answers have been summarized using a word cloud, as shown in **Figure 2-1**. The word cloud represents the most repeated words and phrases used by respondents. The more frequently a word or phrase was used, the more prominently it appears in the word cloud.

Figure 2-1 What you would like Petawawa to be in the future?



The most reoccurring words were “shopping”, “family-friendly”, and “amenities”.

Respondents envision Petawawa as a featured destination complete with natural, commercial and community amenities. CIP Programs should support Petawawa in becoming a destination within the Ottawa Valley.

Verbatim Quotes:

- “Leverage the Algonquin trail and other assets as THE place to visit in RC. Develop a mix of retail/business offerings, offer/develop seasonal business capacity that enhances our unique and natural attractions.”
- “We could be a destination for Ottawans for something such as culture, recreation etc. Like, Stratford North!”
- “The future Petawawa will be dynamic, with size appropriate physical infrastructure, expanded leisure opportunities and enhanced retail and service offerings.”
- “I would like it to be the hub of the Ottawa Valley. Be vibrant with local small business, keep big box out.”
- “Vibrant diverse community - a cultural hub for the valley.”

Respondents expressed a desire for a community hub to be created with a pedestrian-friendly environment that reflects the Town’s cultural assets. CIP Programs should support the creation of a vibrant, walkable community hub that promotes Petawawa’s unique cultural identity.

Verbatim Quotes:

- “Vibrant walkable downtown. Better mobility to go on base. Diversity in zoning, mixed used, increasing in housing density. Fun safe street to walk.”
- “A walkable central shopping district with some nice cafés, restaurants, pubs with some live music, pleasant aesthetics, on top of the great outdoors already offered.”
- “A community hub with town events and local eateries and businesses. Petawawa will offer the charms of a small town community with hints of variety like a small city.”
- “A town square or a downtown area where families can stroll, shop and gather. It needs a "core" something to bring everyone together. Would love to see the waterfront utilized more. Seasonal stalls or food trucks. A place for boaters to stop by like in Fort William. Live music or theater nights.”
- “Vibrant, walkable downtown area focused on outdoor living. A better downtown would raise quality of life for locals and soldiers.”

2.2.3 Importance of CIP Benefits

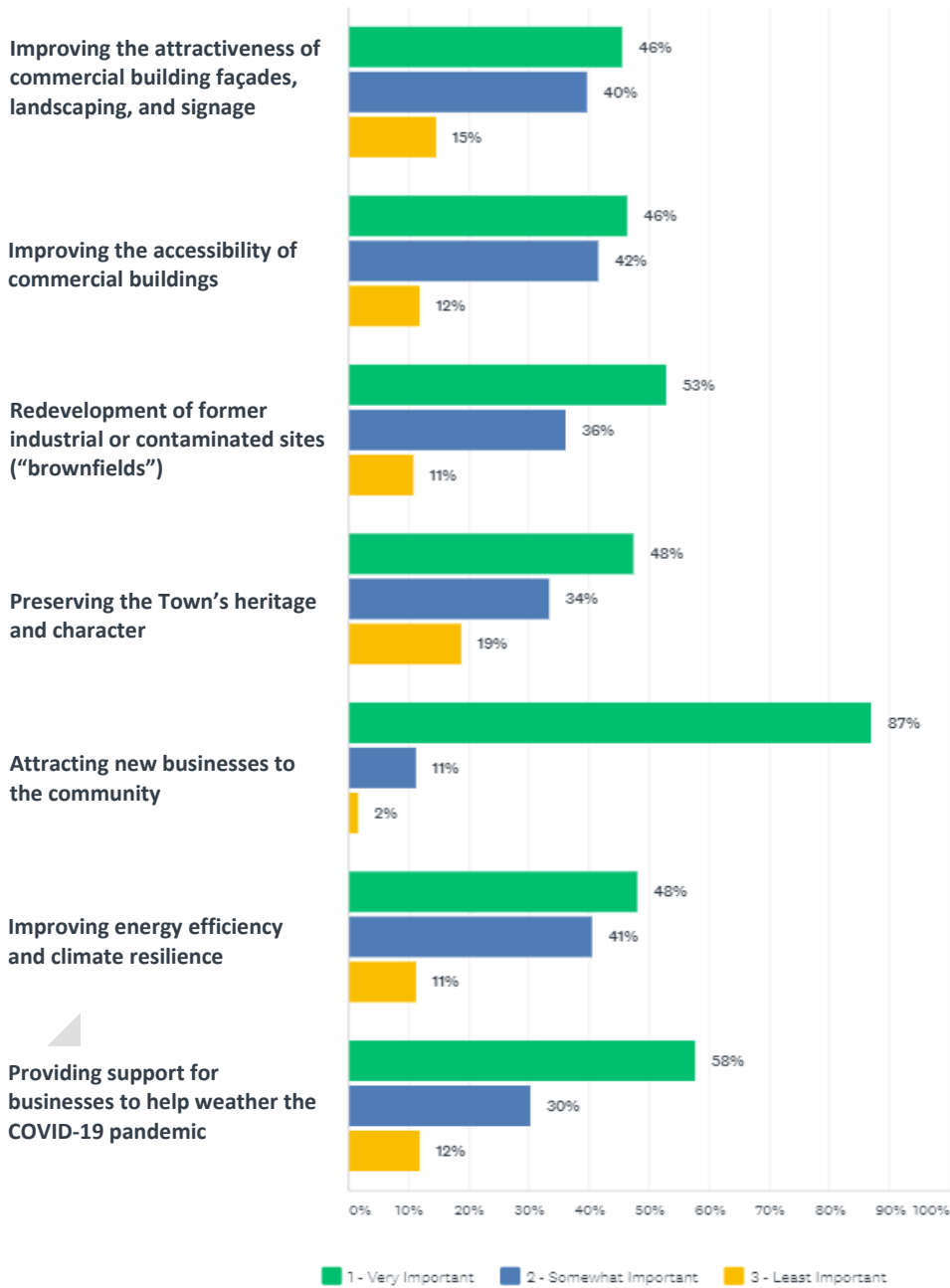
Question

The survey asked respondents to rank the importance of the following topics being achieved in through the CIP:

- Improving the attractiveness of commercial building façades, landscaping, and signage;
- Improving the accessibility of commercial buildings;
- Redevelopment of former industrial or contaminated sites (“brownfields”);
- Preserving the Town’s heritage and character;
- Attracting new businesses to the community;
- Improving energy efficiency and climate resilience; and
- Providing support for businesses to help weather the COVID-19 pandemic.

Respondents ranked each topics on a scale from 1 to 3 (1 being very important; 2 being somewhat important and 3 as least important).The results are displayed in **Figure 2-2**.

Figure 2-2 How would you rank the importance of these topics?



What We Heard

The attraction of new businesses to the community was identified as being the “most important” by 87% of respondents; just 2% ranked new business attraction as being least important. In comparison, 19% of respondents identified the preservation of the Town’s heritage and character as the “least important”, more than any other topic. The remaining topics, including improving the attractiveness of commercial building façades and providing COVID-19 support,

were also ranked as being important with between 47% and 58% of respondents ranking them as “most important”.

The ranking of these topics is reflective the overall sentiment communicated by respondents that the CIP should focus on stimulating opportunities for new commercial development, while enhancing existing built assets.

2.2.4 Potential Locations for Improvement, Redevelopment and Revitalization

Question

Respondents were asked to identify “which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization”. **Figure 2-3** shows a word cloud with the most commonly identified locations.

Figure 2-3 Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?



What We Heard

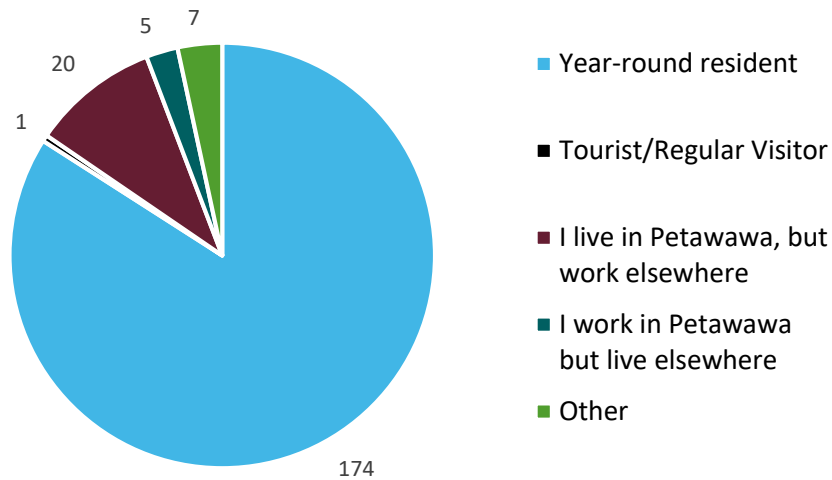
The most common locations identified as needing improvement included Petawawa Boulevard (County Road 51), Petawawa Plaza, the Petawawa Town Centre Subdivision (referred to by some respondents as the “sand pit”) and Victoria Plaza.

2.2.5 Other Incentive Programs

Question

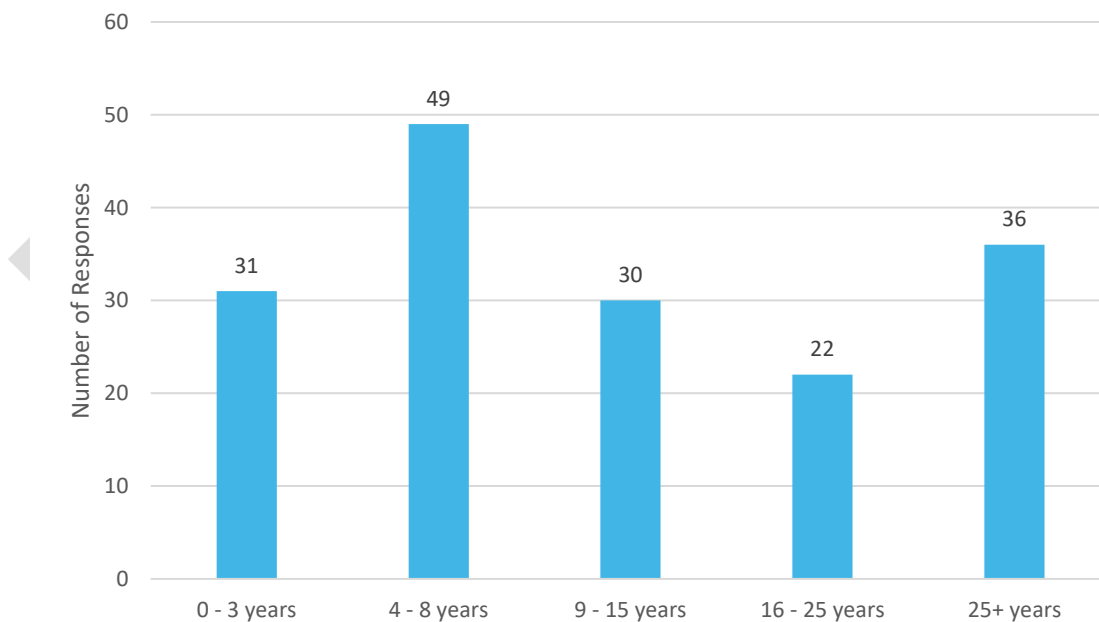
Respondents were asked “beyond financial incentives, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization?”

Figure 2-5 Which best describes you?



In addition to describing their connection to Petawawa, respondents who live in the Town were asked how many years they have been a resident. The results are shown in **Figure 2-6**.

Figure 2-6 If you live in Petawawa, for how many years?



The majority of respondents have lived in the Town for between 4 and 8 years (49 people) and the fewest respondents have lived in Petawawa for between 16 and 25 years (22 people). The average respondent has lived in Petawawa for 14 years.

2.3 Business Survey

An online Business Survey was made available via the Town’s website between April 22, 2021 and May 7, 2021. A total of **31 responses** to the online Business Survey were received. A detailed summary of the results of the Business Survey is included in **Appendix B**.

The Business Survey was aimed specifically at local business owners, and sought input on why business owners choose to locate their business in Petawawa, what challenges they face, and what opportunities exist that could positively impact their businesses.

2.3.1 Benefits to Running Business in Petawawa

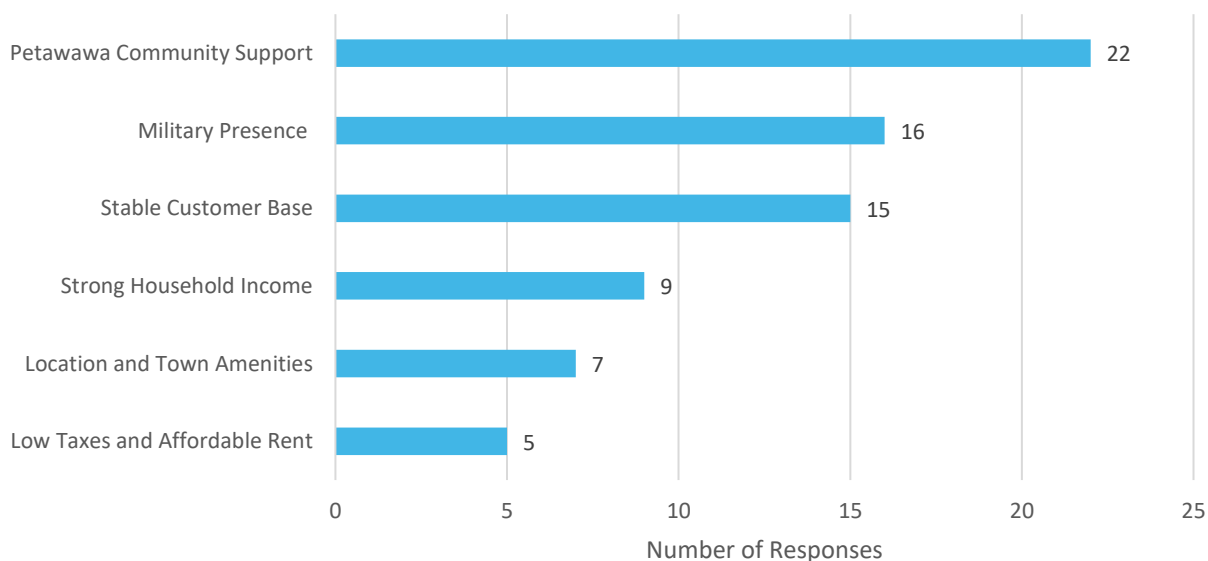
Question

Respondents were asked to name “the top 3 benefits, or strengths, of Petawawa as a place to run your business?” Based on the responses, 6 common themes were identified.

- Petawawa Community Support;
- Military Presence;
- Stable Customer Base;
- Strong Household Income;
- Location and Town Amenities; and
- Low Taxes and Affordable Rent.

What We Heard

Figure 2-7 What are the top 3 benefits of Petawawa as a place to run your business?



Respondents’ answers have been summarized using a bar chart, as shown in **Figure 2-7**. Petawawa’s strong community support was identified by the most respondents as a benefit to

running a business in the Town. Business owners appreciate the community-oriented nature of the Town and as one respondent answered, “the perspective of people to shop local”. The presence of the military, as well as strong customer base were also cited as benefit to Petawawa’s businesses.

There were a number of benefits that did not fall into any one category and were classified as “Other”. These included the Town’s low crime rate, quality employees and the supply of available property.

2.3.2 Challenges to Operating a Business in Petawawa

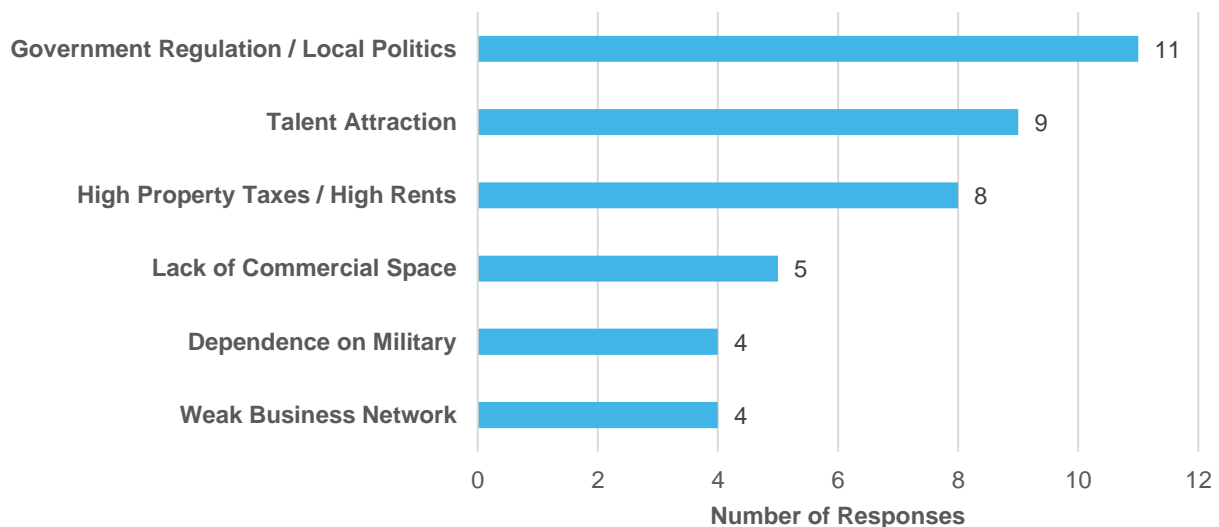
Question

Respondents were asked to name “the top 3 challenges for you as business owner/operator in Petawawa?” Based on the responses, 6 common themes emerged:

- Government Regulation / Local Politics;
- Talent Attraction;
- High Property Taxes / High Rents;
- Lack of Commercial Space;
- Weak Business Network; and
- Dependence on Military.

What We Heard

Figure 2-8 What are the top 3 challenges for you as a business owner in Petawawa?



Respondents’ answers have been summarized using a bar chart, as shown in **Figure 2-8**. Government regulation and local politics were identified as the biggest challenge for operating a business in Petawawa. Other common challenges cited were talent attraction, high property taxes and high rents.

Respondents described a variety of other challenges, including the lack of financial incentives, such as grants, available from the Town or County, limited foot traffic and trouble attracting customers from out of town.

2.3.3 Opportunities to Encourage Local Economic Development

Question

Respondents were asked to describe in 1 or 2 sentences “what opportunities do you see in Petawawa, that could encourage local economic development and growth?”

What We Heard

Respondents expressed interest in more funding opportunities being available and for more information resources to be provided to existing and potential businesses. CIP Programs should provide for financial incentives, such as grants, and business improvement resources.

Verbatim Quotes:

- “Opportunity for growth if the Town and County want to capture new businesses with incentive packages.”
- “Affordable taxes, incentives or grants, rewards for businesses to start up expand an existing business.”

Respondents felt that Petawawa could benefit from a more cohesive and beautified business core with a ‘downtown’ feel. The co-location of businesses could draw more customers and result in greater foot traffic for businesses. CIP Programs should promote the development of an improved and more unified business district to enable business growth.

Verbatim Quotes:

- “Creating more of a downtown vibe or having marketplaces for local businesses.”
- “Petawawa lacks a cohesive business core. We are challenged for viable options for new brick and mortar business growth”
- “Create a pedestrianised centre, coffee shops, local breweries, art places, variety of independent foods/restaurants/bars.”

Respondents discussed the need for a larger mix and variety of businesses to be represented in Petawawa as a means to attract and retain customers. CIP Programs should act on Petawawa’s potential by encouraging a mix of businesses to locate in the Town.

Verbatim Quotes:

- “We need several businesses in Petawawa to attract people from other communities to shop/seek services here. Unique restaurants, new grocery store, big box.”
- “If new small businesses are opened people are shopping local then from the financial perspective money will stay local and we will grow more eventually.”
- “The area is beautiful and full of potential, of people would have an open mind and actually give newer businesses a try. A pub or sports bar, pita places, healthier food options.”

2.3.4 Potential Incentive Programs

Question

The survey asked respondents about their interest in applying for the following incentive programs. These incentive programs could come in the form of grants and be offered to businesses to achieve the CIP's objectives:

- Accessibility improvements such as ramps, automatic door openers, etc.;
- Brownfield (contaminated or potentially contaminated lands) clean-up and redevelopment;
- Building façade improvement;
- Signage improvement;
- Landscaping and parking area improvement;
- Planning and building permit application fee rebates;
- Tax increment equivalent;
- Energy efficiency;
- Temporary COVID-19 relief; and
- Funding for plans or studies required to support investment and redevelopment.

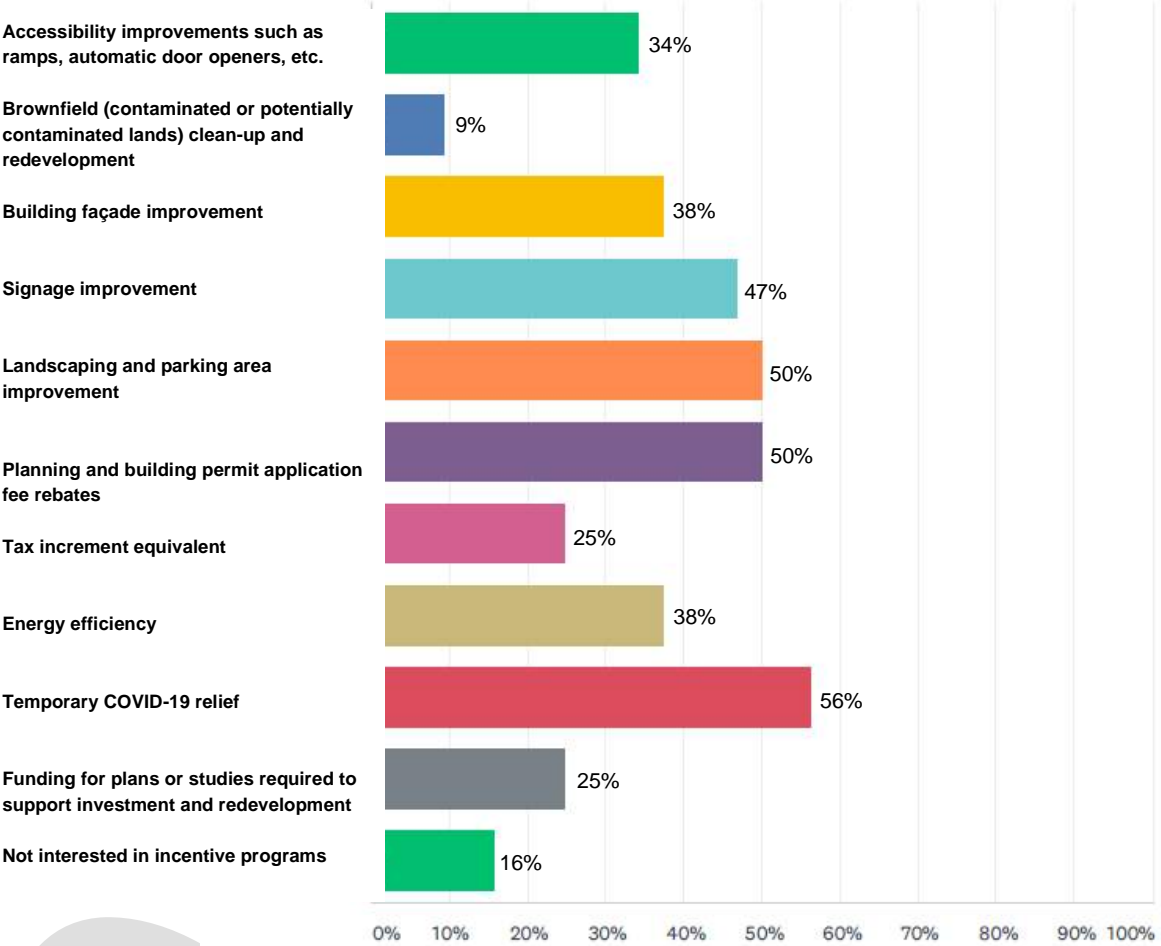
The survey also provided respondents the option of “not interested in incentive programs.” The results are displayed in **Figure 2-9**.

What We Heard

Out of the potential programs, temporary COVID-19 relief received the greatest amount of interest with a total of 56% of respondents selecting it. COVID-19 relief was followed by 50% of respondents being interested in both landscaping and parking area improvements and planning and building permit application fee rebates. Brownfield clean-up and redevelopment received the least interest, with only 9% of respondents choosing it. The remaining programs, including signage improvement, tax increment equivalents and building façade improvements received interest that ranged between 25% and 47%.

Based on respondents' answers, the CIP should include programs to address the financial impact of COVID-19 and physical upgrades and improvements to the exterior of businesses.

Figure 2-9 As a business owner, which of the following potential incentive program type would you be interested in applying for?



2.3.5 Challenges Associated with COVID-19

Question

Respondents were asked “from a business perspective, what is the greatest challenge that you face as a result of the COVID-19 pandemic and associated public health measures?” The results are shown in **Figure 2-10**.

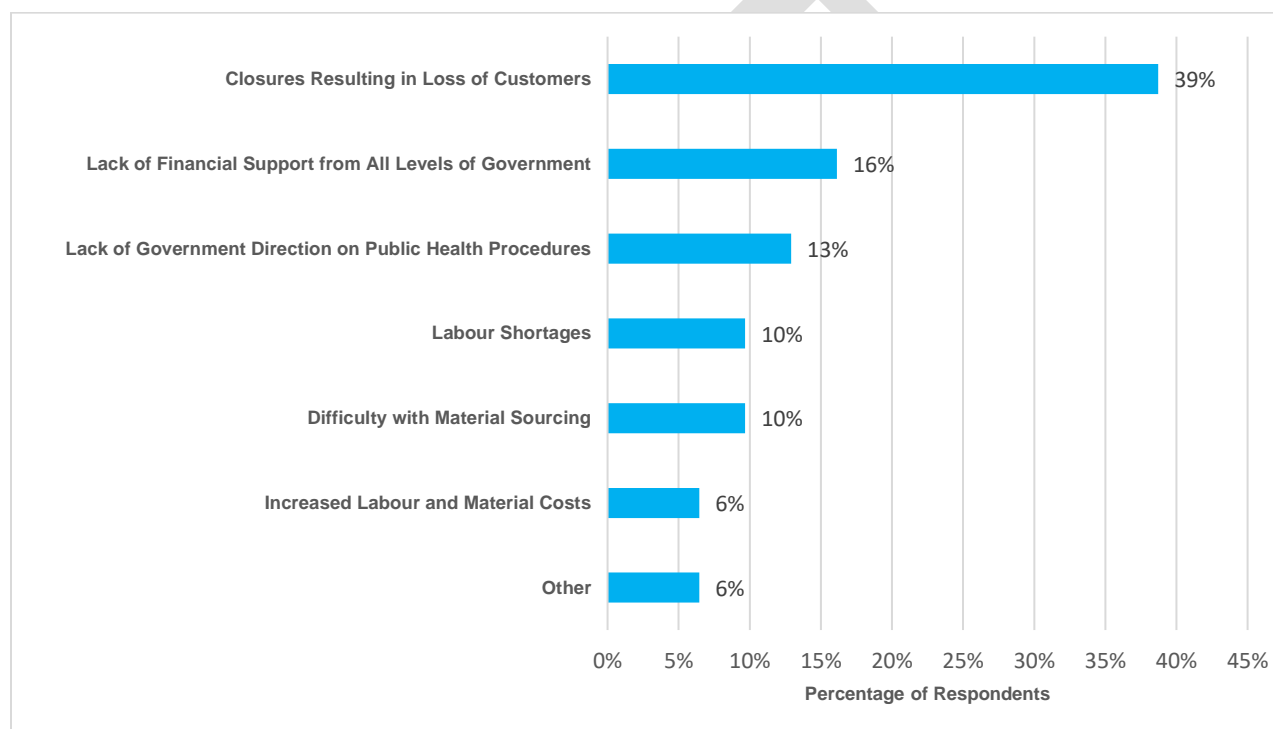
What We Heard

Based on the answers received, 6 main themes were identified:

- Closures Resulting in Loss of Customers;
- Lack of Financial Support from all levels of government;
- Lack of Government Direction;
- Labour Shortages;
- Difficulty with Material Sourcing; and
- Increased Labour and Material Costs.

The highest proportion of respondents, 39%, expressed that the hardest challenge has been the repeated forced closures, particularly of non-essential business that have resulted in a loss of customers and thus, revenues. The second most common challenge raised by 16% of respondents was the inadequate amount financial support they feel has been provided by all levels of government. The challenge raised by the fewest amount of respondents was increased labour and material costs, which only 6% indicated was an issue. Challenges in the “other” category included adapting to curbside pick up and the limited number of building permits being issued during lockdowns.

Figure 2-10 From a business perspective, what is the greatest challenge that you face as a result of the COVID-19 pandemic and associated public health measures?



2.3.6 Financial Incentives to Support Businesses During COVID-19

Question

Respondents were asked “what types of temporary financial incentive programs could help support your business in the context of the COVID-19 pandemic?” Respondents were asked to choose from the following options:

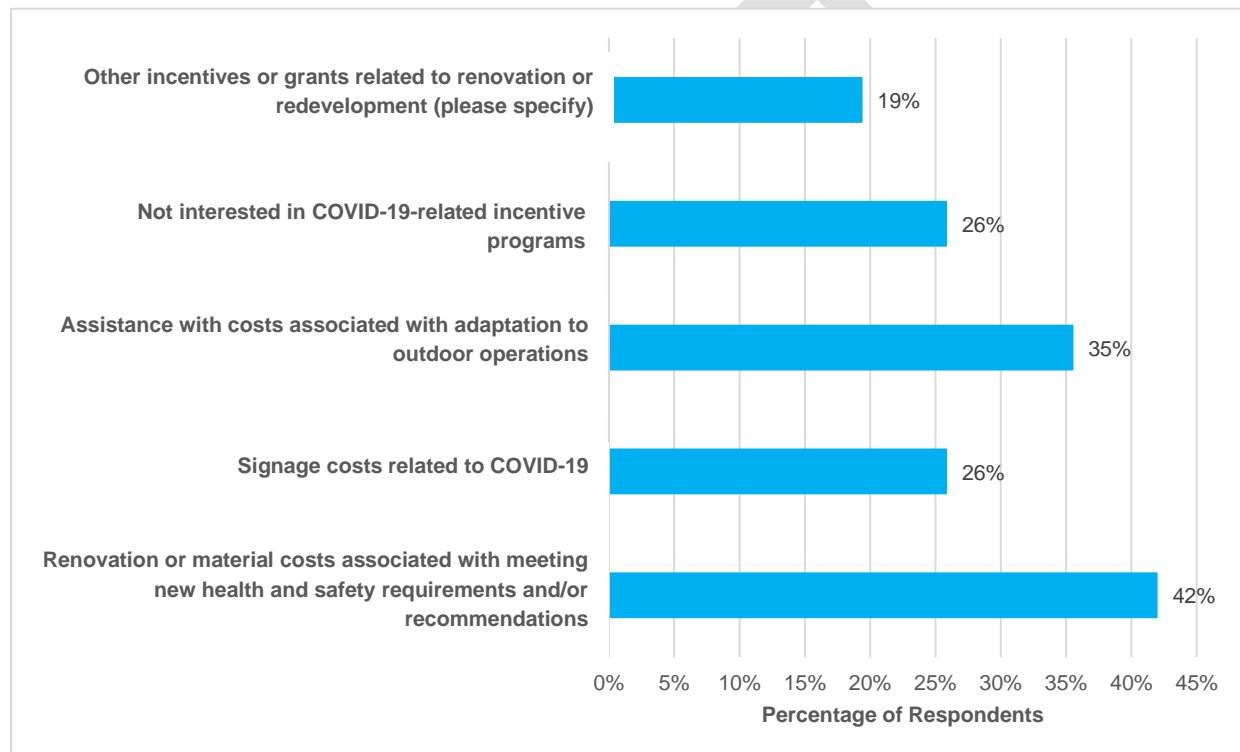
- Renovation or material costs associated with meeting new health and safety requirements and/or recommendations;
- Signage costs related to COVID-19;
- Assistance with costs associated with adaptation to outdoor operations;
- Not interested in COVID-19-related incentive programs; and
- Other incentives or grants related to renovation or redevelopment (please specify).

The results are shown in **Figure 2-11**.

What We Heard

Respondents answers show that the greatest proportion (42%) believe that financial incentive programs that address renovation or material costs associated with meeting health and safety requirements would have a positive impact. The second most selected incentive type was assistance with costs related to outdoor operations (35%). The least selected incentive program was help with costs related to COVID-19 signage, which only 26% of respondents indicated would be of help.

Figure 2-11 What types of temporary financial incentive programs could help support your business in the context of the COVID-19 pandemic?



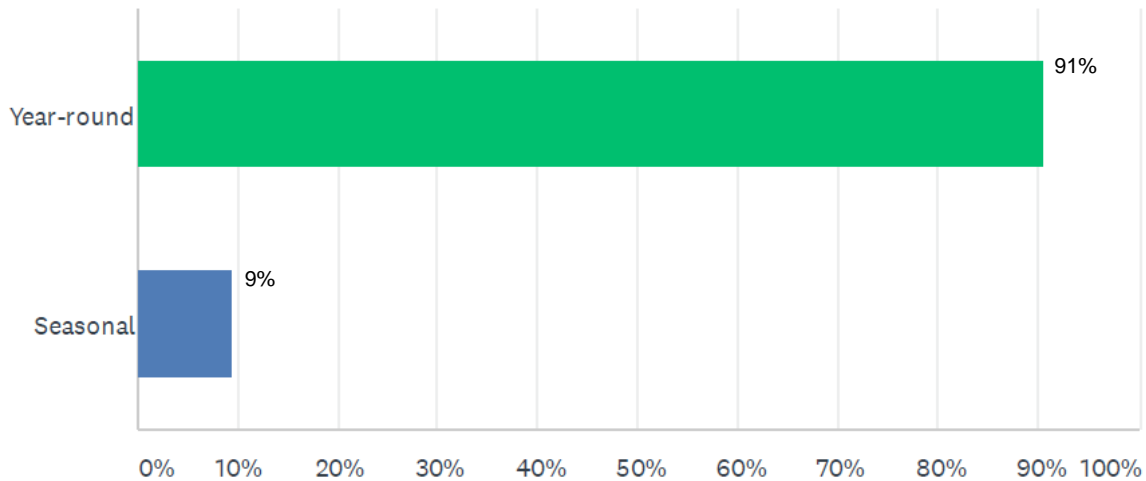
This input will influence the creation of programs in the CIP. While it is acknowledged that many of the challenges identified cannot be addressed by the Town (e.g., provincially mandated closures), CIP programs can provide financial relief as businesses recover from the economic impact of COVID-19.

2.3.7 Business Survey Participant Summary

Business survey participants were asked how many years they have had their business in Petawawa. Out of 31 responses, the average business is **15 years** in business.

The survey asked participants whether their business was year-round or seasonal in nature. As shown in **Figure 2-12**, 91% of respondents own year-round businesses and 9% own seasonal businesses.

Figure 2-12 What type of business do you operate?



The survey asked respondents to describe the kind of business that they operate. The highest proportion of respondents operate businesses in the retail/commercial sector (34%), followed by food and beverage (13%), manufacturing (3%) and technology (3%). The remaining 47% of respondents operate businesses in other fields such as construction, beauty, medical, tax preparation and real estate.



2.4 Best Practices for Virtual Engagement

Meaningful public engagement aims to inform sound decision-making that incorporates the interests and feedback of stakeholders and the public. In the context of the COVID-19 pandemic, in-person engagement is not an option and it may take some time before the public will be permitted, or comfortable, to attend in-person events.

Online public engagement tools provide opportunities for individuals to participate in public decision-making without face-to-face



interactions. Online public engagement is commonly used in conjunction with in-person events, to support, enhance, or extend the public engagement processes, but rarely as a standalone form of engagement. With the new reality of physical and social distancing, it is necessary to shift the public engagement paradigm and look to online tools as a solution for continuing to advance projects such as the CIP.

This section of the Background Report examines a variety of engagement activities and approaches that could be used during the development of the CIP.

2.4.1 Online Engagement Toolbox

There are many public engagement platforms to choose from. Essentially, the tools or platforms available can be broken down into the following categories:



Online live meeting/video-conference/webinar (audio and video multi-way communication) – used to host live meetings online, including audio and video, to engage with a group of people in real-time. This type of platform could be used to replace a scheduled public meeting or present the findings of a project to stakeholders and the public.



Telephone town hall/teleconference (audio multi-way communication) – used to host live meetings via telephone to engage with a group of people in real-time. Like the online live meeting or video, this type of platform could be used to replace a scheduled public meeting. In fact, this tool may be preferable in communities where internet access is variable or inadequate.



Pre-recorded presentation (audio and video 1-way communication) – used to present information to a group of people, with no opportunity for feedback in real-time. The advantage of this tool is timing – stakeholders and the public could view the presentation at their leisure, rather than trying to attend a pre-scheduled meeting. This tool could be coupled with a survey, poll, or discussion forum to collect feedback.



Surveys – used when responses are required to a series of questions. Surveys can be used as a follow-up to an online meeting, video conference, or to receive comments on a website posting. The advantage of a survey is that it allows for the collection of feedback over time and could be completed by a participant at their leisure. A survey can be hosted online, or hardcopy surveys could be mailed out.

Online Community and Business surveys have already been used as part of the project to-date. Surveys were created using SurveyMonkey were made available online from April 22, 2021 to May 7, 2021.



Discussion forum/message board – used to hold conversations in the form of posted messages, providing an opportunity for participants to share their comments in an open forum. This tool allows for the sharing of stories and brainstorming of ideas.



Place-based commenting – used to collect comments about a specific place or community using a mapping tool. Many of the place-based commenting tools are interactive and engaging, allowing participants to see and comment on one another's opinions.



Social media – for the most part, social media involves one-way communication, which is good for information sharing. There are also some platforms that offer tools for sharing project information and engaging with participants during live discussions. Social media is a great way to inform the public of an initiative but is usually limited in the volume of data that can be shared.

Social media has already been used as part of the Project to-date to raise awareness about the Project in the community and promote that CIP surveys discussed in **Section 2**.

2.4.2 Online Engagement Recommendations

This section presents recommendations for how online engagement can be carried out during the development of the CIP moving forward.

Effective online engagement starts with selecting the right communication tools. As evidenced by the high participation in the community and business surveys, the Petawawa community has a strong interest in shaping the CIP and having their voices heard.

Municipal Workshop

A virtual municipal workshop is scheduled to take place in early August 2021 following the release of the Draft CIP. The workshop is intended to be held with Town Council, staff, and the public to present and obtain feedback on the Draft CIP.

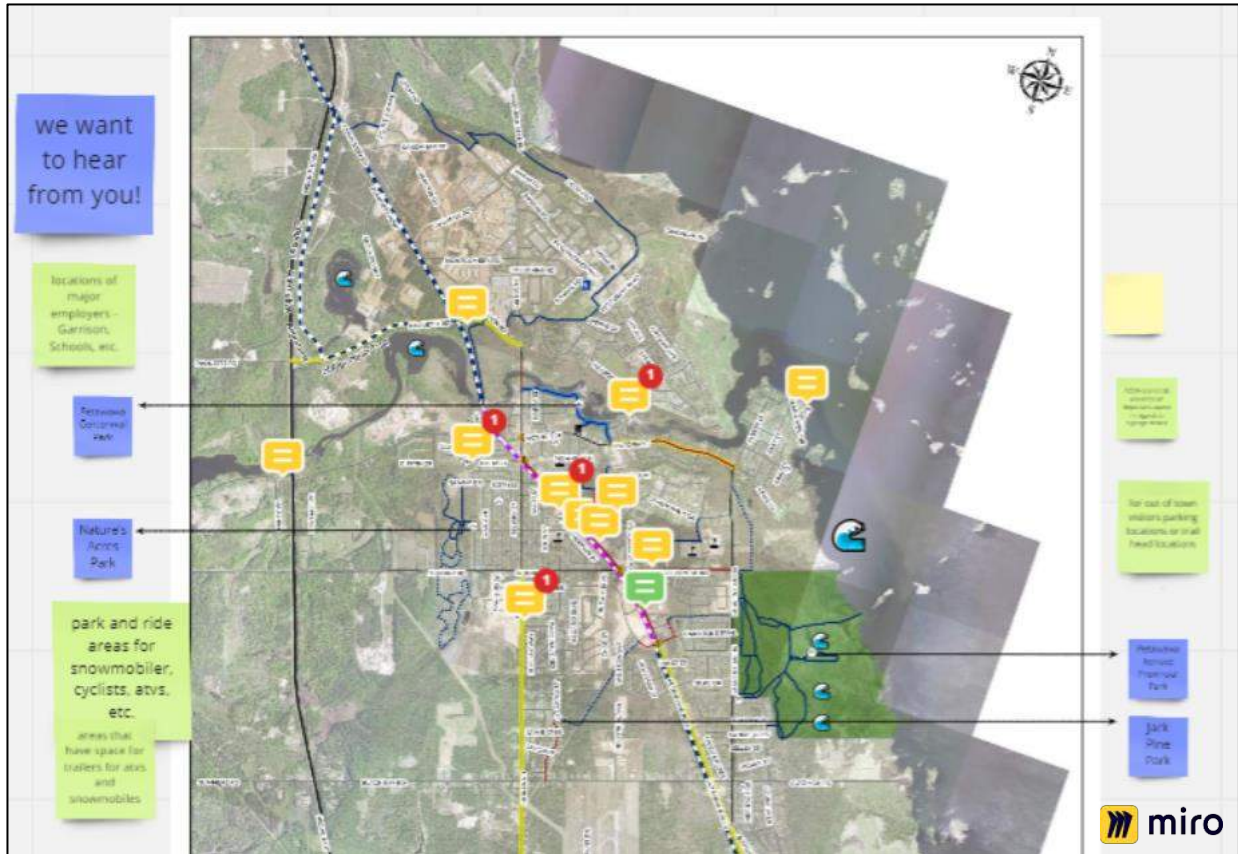
Recommendations:

- 1) Facilitate the Workshop Using an Online Engagement Platform:** WSP has corporate subscriptions to several engagement platforms and tools, such as Miro, which we have successfully used it to conduct meaningful online engagement.

Miro was successfully used by WSP at the Petawawa Wayfinding Strategy, Stakeholder workshop, on May 13, 2021. With Miro, participants can use virtual post-it notes to brainstorm in real time and can markup plans based on their individual inputs, as shown in **Figure 2-13**. The software also provides the option for breakout rooms, where small groups of participants can discuss specific topics. In the case of the CIP, topics may

include methods of attracting new businesses or specific locations where improvements are needed. Miro is a user-friendly program that can be adapted to the needs of the workshop.

Figure 2-13 Miro example from the Petawawa Wayfinding Strategy session on May 13, 2021.



- 2) Post Video Presentation on the Town's Website:** In conjunction with the Workshop, a pre-recorded presentation should be posted to the CIP project page to allow the public to learn about progress to-date, the CIP process going forward, and opportunities to submit comments. The posting of the presentation can be advertised on social media.

Statutory Public Meeting

A Statutory Public Meeting of Council will be held to present the Final Draft CIP in early October 2021. This meeting will be an opportunity for the public to provide their comments on the Final Draft CIP before Council votes on whether to approve it.

Recommendations:

- 1) Post Video Presentation on the Town's Website:** Following the public meeting, a pre-recorded version of the presentation should be posted to the Town's website to allow the public to view the material and submit comments. The posting of the presentation can be advertised on social media to increase visibility

3 Needs and Opportunities Analysis

This section presents a summary of opportunities to be addressed in the CIP, based on discussions with Town staff, and the results of the community and business surveys. The Needs and Opportunities Analysis has also been informed by a virtual site tour undertaken by WSP and Town staff on April 21, 2021, as well as an in-person site visit conducted by WSP on May 6, 2021.

Attraction of New Businesses

There are a number of vacant or underutilized lots within Petawawa with the potential to accommodate new commercial businesses such as but not limited to restaurants, retail and entertainment. Examples of these lots are shown in **Figure 3-1** to **Figure 3-3**.



Figure 3-1 (Source - WSP)



Figure 3-2 (Source - Google)



Figure 3-3 (Source - Google)

The need to attract new businesses is consistent with the Town of Petawawa Strategic Plan (2011) and the Retail Gap Analysis (2018). The Strategic Plan identifies the need to create a business environment that supports the development of a “recognizable commercial shopping core” (Goal 5.2) and “is conducive to small and medium enterprises” (Goal 5.3). The Retail Gap Analysis concluded that the largest gaps existed in the food service and restaurant retail sector. The Tourism Destination Development Action Plan identified the need to increase retail options in order to appeal to visitors from outside of Petawawa.

Figure 3-4 shows an example of one of Petawawa’s commercial plazas with a mix of businesses.

The CIP could be used to encourage redevelopment of these sites by providing funding for contaminated land remediation (where applicable), planning and building and fee rebates and a tax increment equivalent program. The CIP can be used as tool to encourage existing and future landowners to invest in the improvement and redevelopment of these properties.



Figure 3-4 Commercial development at Petawawa Boulevard (County Road 51) and Canadian Forces Drive (Source - WSP).

Parking Area and Landscaping Improvements

There are parking areas located throughout the Town's main commercial corridors that could benefit from improvements to the conditions of the pavement and the integration of beautification elements such as landscaping (see **Figure 3-5** to **Figure 3-7**). The long-term beautification of the Town is identified in the Town's Strategic Plan (2011) and was noted as desirable by many respondents of the Community Survey.



Figure 3-5 (Source - WSP)



Figure 3-6 (Source - WSP)



Figure 3-7 (Source - Google)

The CIP could create opportunities to improve parking areas by encouraging paving, repaving, lighting improvements, or relocation (for example, to rear of the property). CIP programs can also provide business owners with financial incentive to add landscaping such as trees, shrubs, landscape strips and landscaped parking "islands". **Figure 3-8** and **Figure 3-9** show examples of parking area upgrades that incorporate landscape elements.



Figure 3-8 Tillsonburg, Ontario (Source - Courtland Landscape and Grounds)



Figure 3-9 Windsor, Ontario (Source - Google)

Commercial Building Façade Upgrades

Petawawa currently has a mix of older and newer commercial building façades (such as the newer façades shown in **Figure 3-10** and **Figure 3-11**). Updated building façade elements (e.g. new doors, windows, surface material, and paint) contribute to the positive appearance of a street and surrounding neighbourhood. The Town has a range of older buildings that would benefit from building façade improvement grants provided through the CIP.



Figure 3-10 Example of building façade on a new building (Source - WSP)



Figure 3-11 Example of building façade on new construction (Source - WSP)

Commercial Building Accessibility Improvements

Since the construction of many of Petawawa's commercial buildings predate Provincial accessibility requirements, there is an opportunity to retrofit buildings to bring them up to the standards of the Accessibility for Ontarians with Disabilities Act (AODA). AODA seeks to make Ontario more accessible and inclusive by 2025. While many commercial retail locations in Petawawa have been updated for accessibility, further improvements, such as ramps, tactile warning indicators and automatic door openers, would enable more businesses to meet the AODA standards. The CIP could include funding for these upgrades. Examples of existing buildings with and without accessibility features are shown in **Figure 3-12** and **Figure 3-13**.



Figure 3-12 (Source - Google)



Figure 3-13 (Source - Google)

Signage Upgrades

Temporary signs, such as those shown in **Figure 3-14** and **Figure 3-15**, are permitted in the Town of Petawawa for a defined period of time through the Town's Sign By-law. These signs are easily modifiable and mobile nature but are not intended to be permanent solutions.



Figure 3-14 (Source - WSP)



Figure 3-15 (Source - WSP)

The presence of many temporary signs in the Town, particularly along Petawawa Boulevard (County Road 51), presents an opportunity for signage upgrades. Temporary signs could be replaced with permanent signage that displays static information, as shown in **Figure 3-16**, or allows for message board-type changeable text, as shown in **Figure 3-17**. Replacing temporary signs with aesthetically-pleasing permanent signage would help support a more defined character along Petawawa’s commercial corridors. Through the CIP, the Town can create financial incentive programs to assist business owners in establishing permanent signage that contributes to an enhanced public realm.



Figure 3-16 Pembroke, ON (Source - Speedpro Signs)



Figure 3-17 Oshawa, ON (Source - Speedpro Signs.)

A key component of the CIP will be the eligibility criteria that set out the conditions and goals by which an application for a financial incentive will be evaluated. For example, to be eligible for a grant that encourages the establishment of new business, the CIP may specify the type of businesses that are eligible. Classification of business types could be as set out in the Town’s Zoning By-law. Through the thoughtful identification of eligibility criteria for financial incentive programs, the CIP can help address the needs identified in this Background Report.

4 CIP Vision and Goals

4.1 CIP Vision Statement

A Vision Statement is a formal, aspirational statement that identifies what is important to a community, now and in the future. It provides a foundation for establishing the specific goals of the CIP.

In the CIP Community and Business Surveys, respondents identified key ideas for Petawawa's future and opportunities to encourage local economic development. These components were combined into a proposed Vision Statement for the community. The final Vision Statement for the CIP will be subject to consultation with Town Council, staff, PBAN and the public.

Petawawa will be a vibrant community and destination in the Ottawa Valley that offers residents and visitors a full range of amenities, boutique shopping and dining opportunities at nature's doorstep.

4.2 Goals

In order to implement the Vision Statement, a series of goals are identified below based on key inputs received through the Community and Business Survey responses.

- 1 Promote the development of new and expanded businesses in Petawawa's commercial core anchored by Petawawa Boulevard (County Road 51).
- 2 Encourage development which contributes to a walkable, vibrant, and attractive commercial core.
- 3 Leverage Petawawa's proximity to stunning nature and geographic location as a regional hub of the Ottawa Valley.
- 4 Encourage development of vacant and/or underutilized land.
- 5 Support the revitalization and beautification of the community, including existing development and businesses.
- 6 Recognize opportunities and work proactively with applicants, and provide assistance to applicants through the building and development process.

5 Potential CIP Focus and Project Area

As discussed in **Section 1.10**, the Town is required to establish a CIP Project Area By-law, which can include the entire municipality, or a more targeted area.

Based on discussions with Town staff, and the results of the Business and Community survey, it is recommended that the CIP focus on the properties along Petawawa Boulevard (County Road 51) and within Petawawa's "commercial core." The commercial core can generally be described as the area around Petawawa Boulevard from Mohns Avenue to the Garrison Bridge, including the commercial properties along Victoria Street and Wolfe Avenue (an example is pictured in **Figure 5-1**). Focusing on the commercial core will enable the CIP to create special programs and incentives that cater to current and future commercial business owners.

By concentrating on commercial and mixed-use development, the CIP's primary focus can be achieving broadened and enhanced retail, dining and entertainment amenities, as identified by the community survey respondents in **Section 2.2**. To encourage commercial and mixed-use development and redevelopment, the CIP should be flexible in terms of the CIP funding process and type of proposals eligible under its incentive programs.

While it is proposed that the CIP focus on commercial and mixed-use development, it is recommended that the CIP Project Area, designated by By-law include the entire Town of Petawawa, as permitted under the Planning Act and the Official Plan. A property's eligibility would be determined through the CIP's eligibility criteria. The CIP's eligibility criteria will be developed using the land use designations established in the Town's Official Plan or zones established in the Zoning By-law. For example, in order to be eligible for a signage improvement grant, a property may be required to be located within a commercial zone.



Figure 5-1 Petawawa Boulevard facing south towards Portage Road (Source - WSP)

6 Potential CIP Programs

This section summarizes potential financial incentive program options and opportunities for municipal leadership. The summary is intended to describe a list of potential programs that could be incorporated into the CIP based on the Needs and Opportunities analysis, the CIP surveys, and the proposed Vision and Goals. These programs and strategies are not intended to be a definitive list and will be further discussed and refined through additional public engagement.

6.1 Financial Incentive Programs

6.1.1 Incentive types - Grants and Loans

As discussed in **Section 1.4** of this Report, Section 28 of the Planning Act sets out two basic types of financial incentives that can be provided to owners or tenants within a CIP Project Area - grants and loans. The difference between grants and loans is as follows:

Grants are a financial award that is provided by the municipality to an individual, business or institution for the singular purpose of furthering the execution of a project that will be beneficial to the improvement of the community. Funding received through grants does not have to be repaid to the municipality. Funding for grants typically comes from an allocated budget set aside by the municipality. Grants are relatively easy for municipalities to administer because they provide applicants with a single injection of funding that does not need to be repaid.

Loans are money that is borrowed from the municipality and is required to be paid back after a set period of time. In addition to repayment for the base amount, loans can accrue interest over time. The benefit of loans is that because the municipality gets paid back, loans can be provided for higher amounts sums of money while not significantly impacting the municipality's financial position. Loans issued under a CIP are typically set at a favourable (low) or zero percent interest rates. Since loans need to be paid back over time, they are considered more complicated from a municipal administration perspective.

Loans can be attractive to applicants as they can provide initial capital funding which the applicant might not already have. By contrast, grants typically work best when the applicant has amassed a certain amount of the resources/funding for their project (since grants rarely cover full eligible costs).

6.1.2 Potential Incentive Programs

Based on the responses to the business survey discussed in **Section 2.3** and the needs analysis completed in **Section 3.0**, a list of potential incentive programs is provided below. It is important to note that this list of programs is not definitive, but a series of recommended programs for the purposes of discussion and additional public input. In the context of finite resources, it will be important for the CIP to prioritize programs which are most likely to result in a positive economic impact for the Town, have the highest uptake among applicants, and achieve the CIP's Vision.

- **Accessibility Grant** - to assist businesses in improving the accessibility of their buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005. Improvements could include ramps, automatic door openers, etc. Accessibility improvements to commercial buildings in particular are valued, as shown in the Community Survey feedback where 46% of responses ranked them as “very important.”
- **Affordable Housing Grant** – to support the development of affordable rental and/or ownership housing. The need for more affordable housing was identified by Community Survey respondents as part of their vision for the future and is featured in the resulting word cloud.
- **COVID-19 Relief Grant** – to allow businesses to undertake improvements to meet COVID-19 health & safety recommendations and enable them to reopen or increase business operations. Petawawa’s business community is interested in a potential COVID-19 relief grant. In the Business Survey, COVID-19 relief received the most interest with 56% of responses selecting it as a financial incentive program they would consider applying to.
- **Brownfields Redevelopment Grant** – to encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the Town. This grant temporarily eliminates part or all of the municipal and/or school portions of property tax on eligible properties to assist with eligible costs of environmental remediation and rehabilitation. Tax assistance would be offered during the rehabilitation and development phases of a brownfield project. This grant includes specific eligible costs, one of which is the costs of waste transfer to landfill and tipping fees for contaminated soils.

Brownfield redevelopment could result in the creation of more commercial space with lower rents, which were both expressed as top challenges for Business Survey respondents. An example of brownfield redevelopment is shown in **Figure 6-1**.



Figure 6-1 Brownfield redevelopment before and after in Toronto’s Distillery District (Source – Nuvo Magazine)

- **Building Façade Improvement Grant** - to stimulate private investment in the existing commercial areas of the Town and to promote a more attractive commercial streetscape. Examples include undertaking the replacement of deteriorating siding or window replacement. **Figure 6-2** features an example from the City of Pembroke illustrating a building before and after a façade improvement grant. Business Survey respondents expressed interest in financial incentives for building façade upgrades (38% of responses). This type of grant can also help meet the intent of the Town’s Property Standards By-law by encouraging business owners to improve the conditions of their buildings.



Figure 6-2 Example of before (left) and after (right) a façade improvement grant, Hearst, ON (Source - Google)

- **Environmental Site Assessment (ESA) Grant** – to help offset the cost for property owners to complete environmental studies to inform the type of contamination present on a site and potential remediation costs for brownfield sites. Eligible studies could include Phase I and Phase II ESAs, Designated Substances and Hazardous Materials Surveys, and Remediation Plans. Grants to fund ESAs could result creation of more commercial space. The lack of commercial space was identified as a top challenges for Business Survey respondents.
- **Planning, Building and Demolition Fee Rebate** – Business survey respondents identified an interest in reducing planning, building and demolition fees (of interest to 50% of respondents). Such a grant could be used to encourage property owners to undertake demolition and redevelopment projects on sites with derelict buildings. A grant could be developed to assist property owners with the cost of site preparation, with the grant amount representing a percentage or full reduction in the demolition permit fees paid to the Town.
- **Temporary Mobile Public Market Grant** – to support the establishment of temporary mobile entertainment, retail, and gathering spaces in the Town. Mobile public markets could be created using shipping containers, food trucks, or other mobile retail stalls that could be temporarily located in various locations around the town to create a “temporary mobile public market”. This grant would support the “container market” pilot project that the Town of Petawawa initiated in 2019, as shown in **Figure 6-3**.



Figure 6-3 Conceptual rendering of Petawawa Container Market (Source - Jim Bell Architectural Design Inc.)

A Temporary Mobile Public Market Grant has the potential to aid in both using underutilized commercial properties (e.g. parking lots) and increasing the supply of retail, dining, and amenity options in Petawawa. The grant could provide funding to help businesses cover costs associated with conducting market feasibility studies or municipal fees (e.g building permit fees). Increasing the Town's supply of commercial space and expanding retail/dining options were identified as needs by respondents to the Business Survey and the Community Survey, respectively. Potential locations for the temporary mobile public market include Norman Behnke Hall or other commercial properties in Town, as established in consultation with local landowners.

- **Retail / Commercial / Industrial Market Study Grant** – to provide financial assistance to property owners for projects that involve business planning and undertaking market studies to support and inform retail / commercial / industrial opportunities, through the expansion of existing businesses or the establishment of new businesses. Attracting a mix of new businesses was identified by Community and Business respondents as an outcome that would benefit Petawawa's residents and business community.
- **Signage Improvement Grant** – to allow businesses to undertake improvements related to signage, including the installation of permanent signs. Signage improvements were discussed in the Needs and Opportunities Analysis (**Section 3**) which identified the opportunity to replace existing, temporary signs with new, permanent signage that positively contributes to the appearance of the surrounding area. A signage improvement grant would

also contribute to achieving the intent of the Town's Sign By-law by encouraging signs that meet the By-law's requirements for size, display, maintenance, etc.

- **Tax Increment Equivalent Grant** – to help offset the costs for property owners undertaking redevelopment where the property assessment increases as a result of development, redevelopment, or major improvement, and there is a subsequent increase in municipal property taxes. Survey results among business owners identified that municipal taxes are one of the biggest challenges facing businesses.

Feedback from the Municipal Visioning Workshop scheduled for July 2021 will be used to further identify the and refine the financial incentive programs which should be included in the CIP.

6.1.3 Program Administration and Implementation

Once the CIP programs have been selected, the details of the programs' administration will be established to ensure smooth implementation. This includes determining eligibility criteria for the financial incentive programs and developing a monitoring and evaluation program.

Financial Incentive Program Eligibility Criteria

The CIP will need to include criteria to assess applications for the financial incentive programs. In addition to existing Town policies and by-laws such as the Town of Petawawa Official Plan, Zoning By-law, Sign By-law and Property Standards By-law, the following eligibility criteria should also be considered:

- Is the property located within the proposed "commercial core"?
- Does the proposal support new or existing commercial or mixed-use development?
- Is the land currently vacant or underutilized?
- Does the proposal contribute to the goals of the CIP?

Marketing Strategy

The successful implementation of the CIP will require effective communication of the initiatives and available financial incentive opportunities to property and business owners, developers, business operators, and the broader community. A Marketing Strategy which targets potential applicants, both local and outside the Town, should be prepared and launched immediately following Council adoption of the CIP.

Marketing tools which may be considered could include:

- A dedicated CIP webpage on the Town websites providing a summary of available financial incentive programs, application forms, and Town staff contact information;
- Regular social media posts which promote the CIP programs and profile projects that have successfully applied for CIP funding;
- Printed or digital materials (e.g. newsletters, brochures) which provide an overview of the CIP and all available financial incentive programs; and
- Targeted meetings with potential participants and presentations on the financial incentive programs available through the CIP.

Monitoring

An effective Monitoring Program will be a critical component of the CIP. By collecting information and evaluating the success of financial incentive programs and municipal leadership activities, the Town will be able to identify any required adjustments or required amendments to the CIP.

The CIP will include a recommended monitoring and evaluation program and may include tracking of the following information:

- Number of applications received and approved;
- Total value of grants awarded;
- Total construction value of projects;
- Existing property tax assessment of a participating property prior to a project's approval;
- Increase in assessment value of a participating property after project completion; and
- Number of permanent jobs created or retained by the project;

In addition, it may be valuable to monitor feedback from applicants regarding the financial incentive program application process, as well as the incentive programs themselves, to inform any future adjustments or amendments to the CIP.

6.2 Municipal Leadership Opportunities

Discussions with Town staff and the community and business surveys have helped to inform a series of potential municipal leadership opportunities. These public improvements would complement private investment of property owners in order to help achieve the Vision and Goals of the CIP. The following opportunities for municipal leadership programs have been identified and may be included as recommendations for future initiatives to be undertaken by the Town as part of the CIP:

- **Continued Updates to Municipal Planning Documents** – Municipal planning documents set the Town's vision for development in Petawawa, including economic development policies. The Town of Petawawa is currently undertaking an update to the Town's Zoning By-law which is expected to be complete by the end of 2021. An Official Plan Update will follow and is scheduled to begin in 2022. These updates will allow for a complete vision for community improvement reflected in the Town's policies and regulations. Guidance related to these municipal planning documents will also provide clear communication to current and future private developers who want to invest in Petawawa.
- **Continuing to Promote the Development of Vacant Lands** – The development of vacant lands in Petawawa represent an opportunity to add commercial retail amenities and housing stock within the Town. Examples of vacant lands include the Petawawa Town Centre Subdivision, a portion of which is under contract with food retailer Metro Inc. The redevelopment of these lands would increase the supply of available commercial space. It is acknowledged that vacant lands in Petawawa are typically privately owned (not Town property) and as such, the Town cannot require redevelopment. However, the Town intends to continue encouraging private landowners to advance redevelopment plans.

- Continuing to Enhance Gateway Signage** – It is recognized that the Town of Petawawa has made considerable investments in gateway features and signage at key entrances to the community. This includes a gateway feature marking entry into the Town at the corner of Petawawa Boulevard (County Road 51) and Golf Course Road and the installation of flags at this gateway location, as illustrated in **Figure 6-4**. The Town has also built an entranceway feature (“node”) at the intersection of Murphy Road and Petawawa Boulevard, as shown in **Figure 6-5**. These gateway features and nodes contribute to a positive ‘first impression’ and identity for the Town and should continue to be maintained and enhanced as appropriate.



Figure 6-4 Petawawa sign feature (Source - WSP)



Figure 6-5 Gateway feature at Petawawa Boulevard and Golf Course Road (Source - WSP)

- Improving Signage / Wayfinding / Branding** – There is a need to implement better signage and wayfinding to increase awareness of key recreational assets in the Town, such as Petawawa Point, Centennial Park, Petawawa Terrace, Woodland Trails and other waterfront/local destinations that represent significant tourism potential. Strategic placement of wayfinding will also help promote active recreation and tie into all of the existing and proposed active transportation routes throughout the community.

The Town of Petawawa is currently working with WSP on the Petawawa Wayfinding Strategy. The Strategy is intended to prioritize active transportation, promote active mode use and local destinations, help visitors and residents navigate the Town, direct people to areas of amenities and to develop a family of signs that would compliment existing signage and brand the community as a whole. Wayfinding could be implemented at key west / south entry points into the Town, including business and recreational area listings, with directional signage. The development of signage and wayfinding should be coordinated with the Town’s Branding Strategy.

- Enhancing the Waterfront Area –** Improvements and redevelopment of the waterfront areas in the Town, specifically the Petawawa Point Boat Launch (see **Figure 6-6**), were a focus of survey respondents. Any new development in this area should include considerations for maintaining / enhancing public waterfront access and public boat launches, and ensure that sufficient areas are provided for the recreation and leisure needs of the community and visitors. Improvements to wayfinding and signage can also help raise awareness of the many existing waterfront amenities and spaces in Petawawa.



Figure 6-6 Petawawa Point Boat Launch
(Source: Petawawa.ca)

It is recognized, however, that new development in this area is limited by water and sewage infrastructure constraints and many sites rely on private well and septic systems. As such, considerable locally-funded infrastructure upgrades would be required in advance of any significant redevelopment.

- Traffic Improvements –** To help ease road congestion and improve safety in the Town, continued traffic and road improvements are required along major commercial arteries such as Petawawa Boulevard (County Road 51). Pavement improvements and curb reconfigurations along Petawawa Boulevard (County Road 51) are currently underway. While the Town has authority over local roads and associated improvements within Petawawa, it should be recognized that any projects involving County infrastructure (including Petawawa Boulevard / County Road 51) are subject to authorization, funding and coordination by the County.

- Streetscaping of Petawawa Boulevard (County Road 51) –** Town staff and survey respondents discussed opportunities for streetscaping improvements along Petawawa Boulevard (County Road 51), as well as improvements to access. The Town could consider targeted streetscaping improvements along Petawawa Boulevard such as lighting fixtures, street furniture, street tree plantings, enhanced landscape treatments (e.g. seasonal planting displays) and sidewalk enhancements. It is noted that any significant streetscaping improvements along Petawawa Boulevard would need to be coordinated with the proposed road widening. However, it is recognized that any such widening would be subject to coordination and approval by the County.



Figure 6-7 Public art near Murphy Road and Petawawa Boulevard
(Source - WSP)

- Promoting the Installation of Public Art –** Survey respondents indicated a need to showcase and promote Petawawa’s unique culture. Supporting the establishment of public art throughout Petawawa, such as sculptures (as

shown in **Figure 6-7**) in public spaces is one method of doing this. Public art could be installed at the recently added Town nodes already discussed or other locations such as Petawawa Point. Investment in public art would contribute to Petawawa's cultural identity and add unique design features to complement existing recreational and natural assets.

- **Working with CIP Applicants** – As part of the CIP's implementation, it will be important for Town staff to actively facilitate the CIP application and development approvals processes. This will include assisting applicants to understand the CIP programs and application process, and encouraging property owners and business owners to apply.

DRAFT

7 Conclusion and Next Steps

This Background Report is intended to set out the baseline information upon which to inform discussion and guide development of the Town's Community Improvement Plan. The options provided for potential incentive programs and municipal leadership strategies will be the focus of additional public engagement that will shape the Draft and Final CIP documents.

Next Steps

The next steps for the development of the Community Improvement Plan are as follows:

- Present the Draft Background Report to Council, Staff and the Public: Mid-June 2021
- Review and Finalize Background Report: Late June 2021
- Prepare Draft Community Improvement Plan and Circulate to Council, Staff and Public: Mid-July 2021
- Municipal Workshop – Early August 2021

The Final Community Improvement Plan is anticipated to be adopted by mid-October 2021.

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APPENDIX



A

COMMUNITY SURVEY RESULTS

DRAFT

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)). Answered: 178

Nice town to live in

Skipped: 19

It's a hidden gem that is prime for growth.

A town that is close to big city, but is small town. Old infrastructure with little planning for the new. People come to accept what it is, rather than working for change for growth and improvements.

Nature at your doorstep

Town with too many parks and parkets. Needs services like transit and shopping.

Small town feel, outdoor amenities, very little character, no "downtown" area, slow to develop/attract new businesses

Known to be friendly and clean. There is very little shopping in Petawawa

Our town is very good and need more development and make easy process (not too much complicated approvals)

Good : Safe and family oriented neighbourhoods. Lots of parks and trails Less: variety of shopping groceries; own rec and fitness centre (not dependant on dunDonald hall)

Clearcut sand residential lots. Parks galore.

The Beaches are incredible, including the parks near the water. The walking/cycling pathways are also a great asset to the outdoor experience.

Amazing view of the river and nature that is not exploited. Ex no restaurant with nice patio. Full of families, but lacking of services for them.

Petawawa is a few neighbourhoods tied together by a boulevard of fast food restaurants.

There have been some improved walking trails including recently announced sidewalk upgrades . I would have liked to have seen some recreational sports run at schools for all ages. I would have signed up for some volleyball, while continuing to play hockey on base if volleyball had been available.

beautiful beaches & walking/bike trails - Far too many fast food restaurants

Pizzawawa, if you love pizza you are set! Nice town with with lots of required amenities, close living for base personnel with the schooling facilities to support families.

A very community/family driven town. Needs some beautifying along the main Blvd (Doran - Base) though.

This is a great little tight-knit community with beautiful scenery and great roads. The town and the garrison work well together.

This is a very nice kid-friendly community, very safe, but lacks a hospital, a good grocery store and shopping mall

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

Petawawa lacks a downtown area/core shopping area. Petawawa is small-town friendly and generally there is buying power that can/should support our business community

Petawawa is a hollow town. While it has a large number of military personnel, there are no proper stores, restaurants, or businesses. The area is beautiful, but the town is undeveloped.

I believe the Town is a center piece of the Count. We are the Eastern gateway to the largest Provincial Park in Ontario and a celebration of the Ottawa River. We should be dynamic by Nature!

Small town where vehicle is required for almost anything. Lots of natural beauty.

We love the outdoor recreation emphasis, especially biking/ walking trails available and hope to see the continued development of these assets. We appreciate the commitment input requested by council.

Our family loves how to walk has lots of parks for elementary aged kids. We would like to see more activities for preteens and teens similar to the skate park available within walking distance

Petawawa: No real pedestrian shopping, and mainly chain stores. But, so much beauty and outdoor fun!

We do not have enough local business and we need a beautification plan.

It is a quiet family oriented town but lacks a proper downtown core.

its natural amenities are key to who it is, military history is important

Small town with horrible roads

Overrun by franchises with no downtown center for local entertainment or businesses. Clear cut areas have exposed sand which erodes easily and blows into homes; cannot hang laundry outside due to blowing sand. Has one nicely maintained trail.

Scenic River community. Visually pleasing.

Great walking trails, great neighborhoods, somewhat decent snow removal, some residents still do not have access to high speed internet

The trees were an attraction for my wife and I when we moved here in 1989. Sadly, developers are clearing forest it seems indiscriminately.

Small safe town, outdoors close and accessible

Beautiful natural surroundings, Interesting tie to CFB Petawawa ...ie historical and military emphasis. We are moving in July to Petawawa and on our drive through previously, we noted that the downtown area, especially closer to the river is more unattractive than the area closer to the Civic Centre etcera.

Petawawa has the potential to be a great town to raise a family in but it is missing the necessary amenities to want to stay any length of time.

Petawawa is a primarily military town. It's great for raising a family but it lacks a lot of the amenities one would expect from a similarly sized town.

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

Petawawa is an attractive town that promotes outdoor activities, nature and community. Petawawa lacks retail shopping, family restaurants (especially breakfast) and has a lacklustre centre of town.

A friendly military community. Some infrastructure is tired and the town sprawls and has no real centre, but it's a wonderful place to live.

A variety of activities and customer service available by the Library and Civic Centre is outstanding. The landscaping has seen positive significant changes. Need different events for the town or alternative every second year. The community pamphlet list from Civic Centre is great.

Mainly military, offers groceries and small selection of other shops. Great, well-maintained outdoor spaces (playgrounds, beaches, etc).

Amazing outdoor recreation, including whitewater kayaking the Petawawa River and mountain biking at nearby Forest Lea.

Small town community with a small town feel. Lacking in high tech services like fiber optic Internet service in all areas (like at Petawawa Point) and reliable cellphone service.

I love the trails, parks and outdoor spaces. The community events are always well done.

Growing

Not very much. It doesn't have much variety to offer.

Outdated and underdeveloped. Petawawa has potential but it has not kept up with the times. The marketing & events hosted by the town and local businesses (some of which have no presence whatsoever) are not capturing the younger (20-30 yr old) population. There is an obvious divide between the "local" community - town residents or military veteran families that have lived here for decades - and the younger, bustling newcomers.

Safe, family friendly community, clean and beautiful but with no jobs for spouses or people who don't work at CNL/Military, town is lacking basic shopping needs.

A growing community featuring excellent public infrastructure, recreational amenities and reasonable taxes.

Beautiful area but very industrial feeling. Businesses here or there. No cohesive feeling. Waterfront is underutilized. Love the trail system now that the train is gone and the sports complex/ library area is fabulous.

Petawawa is a great place to live. I was terrified to come here but the last 17 yrs have been great.

Small community known to be connected to Garrison Petawawa . Natural beauty and lovely amenities

The water & surrounding islands offer scenic views. Great golf courses. Safe walking trails. Need nice family restaurant not fast food.

Petawawa is a quiet town with lots of outdoor activities. Great place to raise a family.

Lots of wonderful parks and beaches. Some great bike lanes- could benefit from more. Well maintained sidewalks and roads. Military and family friendly.

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

Petawawa is a fantastic place to raise a family. Unfortunately it offers little to no shopping experiences and there is literally NO food variety here.

The waterways and trails, our natural beauty in the area. A bad thing is our history of old homes/buildings have been demolished!

Petawawa is a great town with terrible roads that never get fixed, only patched

Two rivers, trails, hockey, heritage, military/civilian partnership, community strength

Too many pizza restaurants and not enough fine dining

It offers families sports and has a great Seniors club. Could use Senior housing. Public works not good at repairing damage done to lawns because of careless snow removal re snowplow. Terrible sidewalk ploughing in winter could walk there had to use road.

Petawawa is a great family community to live in. Although, when suggesting improvements within communities a little more understanding would be appreciated.

Small town feel with some amenities. Too many pizza places, not enough variety for food choices

It only has sports we need other activities.

Old ideas that need new life. Corrupt town council that only allows certain local family "dynasties" to develop businesses. Ridiculously priced housing market based solely on the military community the biggest revenue stream for the town.

Hills of uncovered sand saturate the air and jets in town. A great swimming hole left to geese and neglect, roads given the bare minimum of care, no good restaurants, or amenities and housing prices skyrocketing. If the base was not here or the 8 pizza places there would be no work.

There are a lot of great outdoor parks and trails in Petawawa, but they are often littered with garbage and dog feces. There are very few places to get essentials like food and clothing, as well as toys; and considering how many families live in this area, there should be more available.

Not a lot, I go to pembroke for almost everything I need

The scenery and the space

Lots of outdoor activities and events, but seriously lacking in retail stores and amenities. Plenty of fast food, but needs more full service restaurants.

It's a beautiful family friendly town close knit with the military community. There's plenty of access to trails, parks, community centres, and amenities.

Very small, all stores are over priced thanks to military base.

A great place for families, for nature lovers... but not much more.

Petawawa is great if you have kids. It has awesome amenities and lots of outdoor places to enjoy.

A clean and safe community to live in.

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

The people are wonderful and for how rural it is I would consider it very diverse and inclusive. The bad - it seems priority for recreational activities must include a combustion engine. Why so much space for snowmobiles and ATVs and illegal dirt bikes and so little regard for cyclists and pedestrians?

Beautiful scenery Lots of vacation amenities close to home.

Petawawa is a outdoors community. It offers lots of walking trails, fishing. It has lots of restaurants, only one grocery store

Great hiking, not many shopping or variety in food options.

Awesome river and forests - ugly new subdivisions

Petawawa today is a thriving growing community, but feel there is no specific character, it is a beautiful area and it should have a more definitive character.

To many pizza places and fast food options. Need more variety. Pubs stores.

Great community with lots of support

A good environment to raise a family

Petawawa base housing south leaves garbage on the ground and some homes as well leaving neighborhoods looking like trash

I love that Petawawa has so many places to experience nature. I dislike the amount of pizza restaurants, I believe there should be more options than just pizza.

Love the bark park

Petawawa is an outdoor enthusiastic dream town. It offers many recreational opportunities with the charm of a small town.

Petawawa has more pizza shops than 1 small town needs. The beach and walking, bike trails are great.

Safe town but nothing to do here unless it s outdoors

Beautiful area but the town has no facilities, restaurants, shops or anything to do other than outdoor stuff.

There is nothing here. Just homes and pizza's joints

Beautiful landscape and river. Very poor town planning to take advantage of the River location.

Petawawa is a community that contains a military base. The base is a tremendous economic driver for the town. The town is geographically large, with a small urban area and a large rural area. The town is affluent. The town is new, in that it has no downtown core such as you'd find in older lumber era towns. The town has many recreational opportunities for residents (water, trails, forest). The town has limited retail, but that's becoming less and less important to people as time goes by. Amazon is now the norm, and delivery trucks are pervasive. The retail that people really need is here (could use another grocery store to offer some competition). The town contains a large sandy area in its core. This is a

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

development that never got developed. It makes the center of the town look terrible. Visitors to the town ask about it. Residents complain about it (sand storms in the summer).

It offers fast food and no essential needs - children's/ women's and men's apparel.... Bad! We also need to get a new bowling alley. Family fun, teams, and people with developmental and intellectual disabilities miss their friends!

Offers great people, outdoor experiences. Does not offer non automobile living, indoor places for socializing and meeting.

Pizza places and car dealerships

Petawawa today has expanded on a good level. We have a fair amount of shops and amenities in the area but I feel we are lacking. Options are limited.

Dull military town

Both growing and concerning. We have a great population and decent businesses in the area, but a lot of it seems to be corporate moving in (in recent years we have added: Harvey's/Swiss Chalet, Boston's Pizza, Starbucks, Dollarama, etc). We have very few local or home-grown shops and the ones we do have are stuck with our older infrastructure (the abandoned victoria st mall, or scooping up one of very few remaining open locations when someone else goes under).

Too much pizza, poor residential development plans that are hostile to pedestrians, not enough park/playground infrastructure.

Quiet, small town with not much to do especially for adults and couples without kids. It is still a great place to live for people who don't like city and crowds.

Beautiful parks. Terrible choices for shopping

The town is great for lovers of the outdoors. Shopping is almost non existent and we have too many pizza places.

So much potential, no identity. Just strip mall after strip mall. Embrace outdoor culture, think Muskoka.

Great outdoors area. Is decades behind in shopping and entertainment

Small town with gorgeous places to explore in your backyard. With way too many pizza places

A town with nothing but fast food joints and no shopping!

Beautiful outdoor scenery. Walking paths and trails eith benches along the way. Not a lot besides pizza, Chinese and burgers to eat.

Great for young families-pleasant neighbourhoods, activities, small beaches, playgrounds, Petawawa Terrace/Centennial/Point, see improvements every year, very nice off of the main drag. Main drag looks, shopping, adult activities, town CHARM, leave much to be desired.

Options of anything are minimal. Little choice of restaurants, one grocery store with high prices, no clothing or shoe store, nowhere to shop period. There is no downtown.

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

A military community with lots of outdoor activities and activities for kids. Options are limited for shopping, but lots of fast food.

Seems to have a low crime rate. Many trails and outdoor activities and family oriented. Bad for base traffic, definitely need to at least open up another entry point for those coming from Hwy 17 west of base.

Not enough drink spots for a few beer, like a sportsbar or a nice gastro pub. Nice area, but lacking in diversity and options for food...too many pizza places

There isn't much to do, regardless of Covid. The food selection is disappointing, why is there five pizza restaurants within a 5km radius?

It offers beautiful sunsets, beaches, outdoor spaces but its all about the military and the old people

Military, families, traditional

All the shopping and restaurants are in Pembroke, all the shoppers and diners are in Petawawa. Can't even get kids clothes here

There are plenty of restaurants, but very little for people to do other than outdoor activities. It's very limiting in the winter

Petawawa is a beautiful little town with lots of beaches and nature.

Three families own the town and seem intent on preventing a flourishing economy. There is no reason why a mall should be crumbling and leaking when the entire town is filled with bored army families looking to spend money.

Petawawa is a small community with a lot of outdoor options for families to enjoy. It's a great place for outdoor enthusiasts.

Petawawa is a military town but yet it does not meet the needs of the families forced to move here. Restaurants are basic (PIZZA) shopping is pathetic and it could use some more lively outdoor spaces. This community is filled with CNL staff and CAF families that would rather not travel 2 hrs for selection and have their community support their families needs. I think its the least we can do for our CAF members after all they sacrifice. Not to mention kick this old country bumpkins to the curb and make Petawawa a hipster, modernized and desired place to live rather than being known as the "asshole of Ontario".

A nice place to live with too many pizza places and very little amenities when it comes to shopping for things like clothing or household products

Small town with lots of places to go walking both road and trail - infrastructure is not great for children who need to walk/bike to schools.

Pizza pizza pizza..... No clothing shops Not enough arenas to support the local hockey/figure skating etc of the growing community Great water and beach areas Friendly community

So many houses crammed together and not much shopping, grocery or restaurant choices. Needs more walking trails running parallel to each other as well.

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

Lots of outdoor activities, extremely safe community.

Amazing outdoor life, terrible downtown core.

It's a small family friendly military town with many recreational activities.

Beautiful Outdoor space.

Need to rely less on military infrastructure and realize there is enough potential for more in the town. a lot of people are driving to Pembroke/Renfrew/Ottawa to use their infrastructures. Need a better vision to have military personnel coming from all over the country to feel like home and want to stay in Petawawa.

Minimal/dated amenities, lots of outdoor spaces

Small, limited and lacking variety . A very scenic community. Needs an update.

One high priced grocery store and too much fast food.

Would like to see it cleaner and have more small town charm.

Small town vibe with modern conveniences.

Military town filled with good Valley people :)

Great city for outdoor activities. Summer has tons of places to enjoy a walk. Beach, camping nearby. Winter has some activities as well.

Well to start it needs no more pizza joints. Needs more selection then just pizza.

Petawawa is on nature's doorstep. However it does need some TLC to show all it has to offer.

good - nature and outdoor amenities, and active transportation bad- no downtown feel, lack of pubs, lack of shops, no visual appeal along pet. boulevard

Community support, outdoor activities, beaches, lots of pizza restaurants.

Offers green spaces, accessible for pets and families (beaches, trails, bike lanes). Has garbage bins throughout town, but no recycling or composting options.

Bedroom community for the military. Generally safe, and decent outdoor space. Lacking some amenities (shops)

Petawawa is a generous, caring community. We have many outdoor recreational areas at our doorstep.

Petawawa is still a beautiful town with things for everyone to enjoy. Some parts look run down or deserted all together unfortunately.

Overall under-serviced town that is located in a beautiful location.

Small town with just enough amenities. Surrounded by beautiful scenery.

Petawawa is a tight knit community of both long term and short term residents. It is a great place to enjoy the outdoors and raise a family in a stable community.

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

Traffic - as always, very unfortunate and very harmful environmentally. Residential sprawl, also not environmentally proactive.

A great place to live, but with very few amenities due to high costs imposed by a couple of greedy land barons supported by a lazy mayor and town councillors with conflicts of interest.

It's a small town with an emphasis on outdoor activities.

Green spaces, trails, water assets, great entrepreneurs. Lack of built commercial retail space, lack a true downtown, lack a cohesive connection as Town commercial is predominately stretched over former Hwy 17 access.

Petawawa can be summed up by its lack of retail. If you want pizza or gas, Petawawa has the market cornered. Anything else you'll have to take a drive to one of the smaller communities near by, Pembroke, Laurentian Valley

It is a rustic town with a fairly tight knit community base. It tends to be a bit wealthier than it's neighbors since most of the residents work at CNL or are military. Because of this very few resources are available to families who fall outside these two categories. The lack of a public transportation system for one is a prime example of this. Where even in a family if 2 persons you must have the use of 2 vehicles in order to hold down separate full time jobs.

Great natural amenities. But terrible traffic on main roads, and cars everywhere parked on narrow residential side roads.

Beautiful outdoor scenery. Business core is a disarray and spread out too much. Do something with the sand pit and the run down mall on Victoria St

Great for outdoors, but the town itself is ugly.

Petawawa is a safe, forward thinking community with excellent facilities and huge potential for future growth.

Lots of outdoor activities and fast food restaurants.

It's very Basic and nothing special. It has the some of the main needs but lacking in anything fun, and retail options are very lacking. There is even very little for good restaurants in the area.

A military town that doesn't have much to offer besides pizza, fast food and chain restaurants. Very little shopping opportunities. Terrible roads.

Small Town that provides great outdoor adventure for all ages Small town that is growing fast that is no longer quiet and has increased traffic noise everywhere.

Petawawa has become a very busy large town with little amenities for people. There is hardly any commercial businesses for people to buy tools or groceries, and council does not seem to be welcoming to anyone who wants to see more business come to the area. It is also very much against motorized sports (ATV and snowmobile), something other small towns have been thriving on.

Petawawa is located in a beautiful spot surrounded by green, trees, rivers, with lots of amenities catering to the military community. With that said, there is lacking a central "main area", as the main

Q1: Describe, in 1 or 2 sentences, Petawawa as you know it today (what it offers and what characterizes the Town (good or bad)).

road has only chain restaurants and it is difficult to congregate or walk around. There are so many chain restaurants on the main area, with the beautiful aspects off to the side or ignored (like trails, river, etc.). With a growing population of people who live in the town due to the military as well as other large employers, it seems that the town is lacking a cohesive look and feel - developers just build houses with no attention to landscaping, trees, or investments in community spaces (like parks or walkways).

Petawawa has a great beach and nice people.

Petawawa is an excellent place to raise a family, wonderful outdoor activities available without expenditure, schools, churches within radius of homes.

Petawawa is bland with a lack of independent business (franchise overload) and little to no town planning so even the independent businesses that there are cannot enable community to build.

Full of litter. Not enough bike lanes.

It's a sprawling town with no real centre that is difficult to navigate on foot that offers some, but not great, shopping options.

Great parks/trails, needs a pub that is not a family restaurant

Petawawa. High taxes, nothing to show for it.

Petawawa is a town that looks like it was developed because it HAD to be. The military influence had requirements, and chains are here to fulfill it. In comparison to neighbouring towns that were built and sculpted by culture, Petawawa lacks that history in terms of architecture and visual interest. The main drag looks tired, a weird array of new builds and old buildings. Residential and commercial. Unlike the other towns there is no downtown, no town centre.

Petawawa is a vibrant community with a young demographic, relatively modern, well-kept infrastructure and housing developments and a wide variety of services. Petawawa is surrounded by nature, parks, rivers, trails and forests which combine to make the community very active.

The local area offers very nice scenery and waterways. Top notch boating.

Growing, extremely safe, young, dynamic community

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

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Add the main line of natural gas on Laurentian dr from Silkie to Limestone. Rise the side walk on Laurentian dr cause when the snow melts we don't have acces to side walk and it's the same thing after a rain fall no acces to side walk.

Upward development and improved travel infrastructure.

I'd love to see an additional grocery store and a plaza that is walkable with local restaurants and stores. Making it more like tourist place to keep people home in the valley instead of heading to Ottawa.

Another grocery store is badly needed and some clothing store for kids and teenagers

A town that caters to it's elderly who built the town. Provide a suitable waterfront usage area including dining, parking and a usable boat ramp not like the poor excuse we have right now.

Small town with lots of outdoor amenities for everyone to enjoy, charming downtown/business area

A Town that remains friendly diverse a place to live and a place to visit with decent shopping

Need some more developed retail small scale space and affordable rental housing units for future demands requirements

Add more grocery shops and business areas. Build muncipl sewage to all on blvd.build its own rec and fitness centre

Residential properties with mature trees. Grocery stores with competitive prices. Stores with clothing options (for children in particular, but also all ages). Cut throughs between properties to allow for (and encourage) more walking.

I would love for Petawawa to continue with the outdoor/family and friendly life. Cleaning the roads earlier in the year would help get more bikes on the roads earlier in spring. I would also love to see more community stuff in winter. Maybe a skating trail that is lite up like over in Alice.

Vibrant walkable downtown, Better mobility to go on base. Diversity in zoning,mixed used, increasing in housing density. Fun safe street to walk

Petawawa desparately needs to develop its own services. As a civilian family, we are either shut out or at least disadvantaged when the town relies on the military for services (like daycares) and the pool. If the town wants to attract and retain newcomers outside of members of the forces, it must begin to fund and offer these services on its own.

I will be leaving the area. Hope comments during the past municipal speeches concerning engaging the youth in the area will keep the crime down. Not all kids can make school teams but if recreational sports are available recreational leagues for all ages can be developed.

environmentally friendly with lots of green spaces & green energy (no dams on the river!) - affordable housing for seniors - a proper pub/restaurant (no big chains)

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

With around the same population as our neighboring town Pembroke, Petawawa could benefit to having more in-town access to more variety of stores and businesses.

Continuous improvement in family friendly venues / activities (indoors and outdoors)

It would be great to have some better shopping and dining options without travelling. More options for recreation would also draw people in.

I would like it to be a town that has everything needed and we could avoid unnecessary trips to Ottawa to find things that are not available in town

leverage the Algonquin trail and other assets to THE place to visit in RC. Develop a mix of retail/business offerings, offer/develop seasonal business capacity that enhances our unique and natural attractions

Petawawa needs some actual restaurants/cafes/delis, and perhaps a pub. As well, some for of shopping could be developed. There is no option but for people to drive to Pembroke for any type of clothing here.

We need to repair many of the things swept under the carpet years ago to move forward. Once that's completed, our future is bright! Our only advantage at the moment to build on is to market a safe, quiet, great place to raise your children approach, meaning good schools, good trail networks to provide healthy citizens, both mentally and physically.

Revitalized main shopping area and some form of community transportation. Actual maternity services and sufficient doctors. A place where women can thrive, not be punished for having children.

I think the town could start more organisational clubs save running clubs for both beginners and advanced runners or other sports or yoga clubs or think that could be done in the park

We could be a destination for Ottawans for something such as culture, recreation etc. Like, Stratford North!

In the future we need to show that we are a forward, thinking community with a vision that is realistic to achieve. We need more culture. Something that will draw investors and business. If you have that you will draw new residents.

Community parks and recreation facilities. Needs a pub type or sports bar. No more pizza or fast food places.

Small town with good roads

Stop over reliance on franchises and invest in local and independent businesses; allow breweries to establish (stop restricting ppl to spend money only in the franchises). Build up park areas without huge swaths of mowed lawns; develop a goose management plan. Turn the clearcut area on Pet Blvd into a walkable downtown center with cafes, bars, breweries, parkettes, and local businesses.

Modern, scenic river community. Boat launches, raft launches, water side picnic & community patios.

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

Still a small tight knit town - but offering some items that the cities have. It would be nice to have some sort of retail shopping, to avoid driving into Pembroke

I think an easy attraction in Petawawa would be a food truck court. Incorporating several trucks in one location

Better shopping in town. A pub would be awesome. Continue to maintain and provide outdoor recreation activities.

I think there should be a design revamp of the Boulevard downtown, close to the Petawawa River , perhaps more flowers, banners, small trees planted? Perhaps a central theme for the town?

The biggest thing this town needs is more big businesses or just businesses in general. The sand pit in the middle of town has been empty for ever and there are so many opportunities being wasted.

Petawawa should be able to offer all of the amenities that people currently travel to Pembroke and Deep River for.

I would love to see Petawawa provide more healthcare, more retail shopping (we need a department store) and more housing options for older adults. I feel we rely on Pembroke too much even though we are the largest town in Renfrew county.

More intentional use of abandoned buildings and vacant lots for the sake of the community. More small businesses. More parks and playgrounds.

Would like to see more options for entertainment (movie theatre, bowling, etc). Also more options for shopping, such as clothing store.

A walkable central shopping district with some nice cafÃ©s, restaurants, pubs with some live music, pleasant aesthetics, on top of the great outdoors already offered.

I would like to see people have access to high speed internet, television and reliable cellphone service at a reasonable price. People should be able to escape the big city with having to sacrifice basic services that cost too much.

Continue to keep the out door spaces a priority. More shopping opportunities. The cell and internet infrastructure really needs improving

Winners, homesense, farm boy would be nice.

More vibrant business, development on the main Street. Farmer market, antique markets. Something to draw people in and keep them coming back. A more open an inclusive communitie.

A community hub with town events and local eateries and businesses. Petawawa will offer the charms of a small town community with hints of variety like a small city. Less pizza joints, no more vape stores, and exciting new small, local businesses. Apartments for young residents & more single family homes for young couples. New residents will see the growth - not only in their own lives, but their lives living IN Petawawa. Petawawa won't just be a temporary living situation; it will be a potential town to retire in.

A nice downtown core (Independent/big dirt pile) with nice local shops/resturants, parks etc that would create more jobs and shopping such as shoes, bras, children clothing, adult clothing etc.

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

The future Petawawa will be dynamic, with size appropriate physical infrastructure, expanded leisure opportunities and enhanced retail and service offerings.

A town square or a downtown area where families can stroll, shop and gather. It needs a "core" something to bring everyone together. Would love to see the waterfront utilized more. Seasonal stalls or food trucks. A place for boaters to stop by like in Fort William. Live music or theater nights.

More affordable housing. Stop the realtors from driving the market up. Senior complexes.... people spend their whole career here... then stay because their child find careers here. More shopping... get another big chain grocery store. Walmart is too far for people who don't drive. Get a transit system in place if shopping is not going to be made available. Build the kids a skate park... the bike park is so popular. The skate park in Pembroke is always busy.

Vibrant diverse community - a cultural hub for the valley

Petawawa already has a lot to offer young families. More older people are moving here for the quiet life. Need affordable senior living housing.

More shopping opportunities.

Outdoors, physical activity and family focused. More sidewalks (Ex by Kramer Park -gutzman and heritage) offering safe places to walk and play, continued access to beautiful beaches.

There should be retail space built busy the town to allow small businesses to open and operate here versus running to Pembroke. There absolutely needs to be a push for food variety as there are people relocated here from across the country. Being from large cities where there are tons of choices in ethnic foods, to come here where there is primarily pizza is horrible.

More variety in stores, Keeping the infrastructure in good shape; public transportation, affordable housing, bringing in Dr's that are going to stay. Improve the main road is a must

More sidewalks and trails. More parks and greenspace and cleaning up areas such as storm water management areas like on Limestone.

Clean, conscientious, safe and caring community.

More shopping stores / small walmart/giant tiger/ canadian superstore

Senior living complex

The community of Petawawa is a very enriched area for families. Road safety, although needs to be improved.

Would like it to be a nice and safe community to live and retire in

We need to provide music theater arts it will provide alternatives to outdoor adventure and sports.

More variety of business/restaurants/pubs to allow people to reinvest in their community. Better management of its natural beauty, opening of more outdoor spaces ie trails, parks, camp sites.

Seed the hills that had all the trees cut down nearly 10 years ago or develop it. Fix the main road, maybe even expand the bridge that has had plans done up for almost 20 years, get some decent housing, no

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

more row housing, and actually fix and get centennial park usable again and chase off the geese. While at it maybe invest in speed/red light cameras to kill down folks running reds and driving like morons.

More clean up initiatives, more shopping options, more food & grocery options.

More options for children's clothes, a couple of nice pubs and non-chain restaurants.

More stores and a bus service it is difficult for seniors. Affordable seniors apts

I'd like Petawawa to offer more retail/shopping opportunities. We need electronics and clothing/footwear stores DESPERATELY. Everyone sees Petawawa as only having pizza restaurants, which isn't entirely inaccurate at this point.

I hope it maintains its planning around walkability, parks and trails to maintain its beauty. I notice the newer builds have less access to parks and less personality than the older builds. I think Petawawa should keep walkability and park access close in all areas.

A bowling alley, an indoor jungle gym, lazer tag, arcade games... More indoor and outdoor activities for families.

A town that embraces all demographics with contemporary attractions and infrastructure to support a healthy lifestyle from youth to seniors.

I believe that better side walks in town and long pathways would make this place even better. I also believe it is lacking childcare.

Better internet and phone services - more cultural events at the civic centre or community parks, need outdoor events with local entertainers, free in the park yoga or exercise classes - an outdoor skating rink in the large vacant area at the civic centre that over looks the back 40. Perfect spot for children leaving valour and st francis - lots of parking, and the equipment would be housed already in the civic centre arena. Would like to see another large food retailer in the area, hyska is very expensive. Also, a restaurant with a pub would be great for adults.....that is not a family chain business like kelseys or BPs.... with the majority of the population being middle aged (25-45) these people want some where to go for dinner and entertainment with the possibility of no minors - a sports pub to watch games - the warehouse is not ideal

The majority of the residents here are military (or former) - most are relatively young, healthy and fit. Develop active transport networks and infrastructure. It improves the health of communities- not just those who use it.

Affordable housing. More local activities/businesses

I would like Petawawa to have more local businesses. I think if we offer more variety of businesses it would make Petawawa more exciting to visit

I'd like to see Petawawa continue to have many nature spots, but more variety in shopping/activities.

Spread out those homes - keep the forests, promote the waterfront

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

Would love to see a main boulevard feel to all the businesses , to draw more businesses , think with a definite plan of action and businesses knowing the direction the town requires, with more support, more businesses will grow.

See above. Growth in businesses needs to no longer be stifled but encouraged.

It would be great to see Petawawa take more green initiatives such as community activities around being more green. It would be great to have a "zero waste" store where we could buy more local products and bulk items and knowing the store works to reduce their waste in every way.

A good place to buy a home for a young, just starting out family.

I like to see flowers -more shops not takeout food-better roads and signs and more neighborhood pride

I think if better shopping came into the area, like clothing stores, and also a variety of ethnic food restaurants. A lot of people in the area that I know love trying new foods.

A better mall or maybe a Walmart in petawawa

Petawawa is an innovative thinking town that offers opportunities for growth. It is a great place to live with plenty of outdoor experience to explore and a welcoming community.

It would be amazing to see more locally owned shops and restaurants instead of chains. Pembroke downtown has all the amenities that Petawawa should have to keep shopping and dining local and attract visitors.

More stores for clothing and food. This one grocery store town is unacceptable

Develop the waterfront. Actually put in a pedestrian area with access to shops, pubs, coffee shops and restaurants that aren't pizza places.

Unless the town allows/brings more businesses in, Petawawa will never change. Just homes and pizza stores

I would like it to be the hub of the Ottawa Valley. Be vibrant with local small business, keep big box out.

More good family restaurants, less fast food places.

Petawawa should be a well run corporation. It should continue to leverage what the base has to offer. It should look to partner with neighboring communities to create joint projects such as recreational complexes.

A one stop shop town - family Apparel stores (clothing,shoes), less fast food - less Pizza places!!! More gyms, yoga,

We need an indoor place to meet, socialize and exercise. The town has spread out so much that unless you have a car it is difficult to get around. There is no "downtown" core.

Maybe a pub, another grocery store that is less expensive, more community events

Come future it would be an improvement to see another grocery store for competitiveness, and department stores for shopping. So many people are still always traveling to pembroke to shop. More sit

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

down restaurant would be nice also since the tragic end of Danny's. BP is a great addition but now again we have only the 2 options for the entire town for a sit down restaurant. Entertainment and leisure could be expanded as well. Its sad to see a bowling alley sitting empty. No one in the area within 45 mins has a bowling alley!

Better traffic flow

I would hope that Petawawa would provide more space for new buildings outside of the land that corporate moves in to buy. I don't like having to go to Pembroke when I need something simply because more of the businesses reside there, and it's concerning to hear people move from Pet to Pem with their businesses because of having better opportunities for space. This removes precious economy from our town that we could otherwise keep and reinvest into ourselves. I would hope one day we could stand on even footing with our wonderful neighbors in terms of local opportunities, groups, and shops. So much of my own work and personal affairs are dealt with outside of town and I don't like it. I want to support Petawawa.

More of a participatory community with family-focused events and opportunities

I would love to see more stores and, so people wouldn't have to drive to Ottawa, or even Pembroke, to buy most of the things (other than grocery). I would love to see some restaurants and a pub, something different than another pizza place and Tim Hortons or Fast Food.

Better selection of groceries or retail other than vehicles and pizza. Town would excel with extended use of the Civic Center or a second municipal ice pad. (Dart is never available to the public and very undependable. Renfrew has got it right, their youth will excel!

I would love to see clothing stores and affordable housing.

Improve the look of businesses, bring it completion, local business support, modern thinking, new younger people to bring ideas to tailor to younger population. Improve infrastructure

A place that can capitalize on its natural surrounding beauty. There is no reason this place can not be the Muskoka to Ottawa. Have sustainable economic growth through shopping and entertainment both on the waterfront and along the Blvd.

A shopping place would be a nice option (for example old navy, options for everyone plus baby section).

I would like some nice restaurants, some decent shopping! Hate always going to pembroke for the smallest things!

More food options. More outdoor experiences.

Really like what Pembroke has been doing with their waterfront (pre-COVID) with live music, outdoor movies, etc-would love to see the point/centennial parks more utilized-and their downtown with great local shops/restaurants. I'd like to be able to take my extended family down the street for all of that when they visit instead of going to show them what Pembroke has to offer, or having to always drive to Pembroke for date night.

Clothing store. Shoe store. Children's clothing store. Restaurants. Cafe style coffee shop. Health food store. Pretty much every type of store is needed. Very little shopping opportunities.

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

A small town with big city amenities. Great place to raise a family. Enjoy both indoor and outdoor entertainment. Shopping -kids clothes, more grocery store options, adult clothing, shoe stores, hardware stores, home decor stores Entertainment- theatre, chapters , sit down pub/restaurants, mini putt, bowling alley, batting cages

Would like to see at least one nice clothing store or at best a nice Tanger Outlet type mall. Attract more businesses like what is in the Laurentian Valley East of Pembroke. Main street needs a revamp.

More diversity training and sensitivity to the entire community. Include new families coming in and out, public bbq's at parks and subdivisions/parking lots of community centers. More chances for new business to start up, less resistance from the town council for new ideas.

Better parks, like an arboretum would be very cool or a large garden that the community could grow. It would be good to get the youth involved.

Needs places where students can go to grab a coffee/drinks and do their homework. Needs some activities/places for people in their 20-30s with no kids.

Modern, trendy

Such good people here from all over, just starving for some culture. But downtown is still a sandpit. The outdoors aspect is great but it's time for the more urban areas to get a revamp

Further development near the new ReMax building, such as childcare and indoor cafe and play structures for children

I would love to see Petawawa have a few more shops while keeping its beaches and forests.

Two words PUBLIC TRANSIT. there should be at least one bus for the area. Enough people here do not drive and the only cab "company" is an angry dude with a van and a cell phone that rarely answers the phone. Also for the love of all that is holy please bring us some doctors. I would like to see this town bring in shops that we have use for. Old navy, Victoria secret, people's jewelers.. Anything commonly found in a larger city's mall. Also restaurants with more variety. We. Have. Enough. Pizza.

Petawawa would thrive off having a children's clothing store, there is nothing but Walmart around and I feel this would provide not only job opportunities, but a chance for the community to expand.

-family clothing stores old navy, h&m etc -trendy hipster dinning experience so sick of pizza and crappy cusine why not something that creates a total dinning experience. -more family activities bowling, drive in, ice cream shop, go karts, whatever. CAF members travel 75% of their year it would be nice to be able to stay local.

Costco, kids clothing stores, adult clothing stores. Anything, this area has nothing to offer in that department

I would love for the continued growth of walking/bicycle access in the town - especially in areas where children are required to walk/bike to schools. Increased amount of parks closer to the newer subdivisions.

We need more shops that are not food or dollar store related. There are zero places to buy kids clothes and the canex for adults is too expensive. We need something like a bowling alley, arcade kind of place

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

for the kids/teens. The money used to update a fairly new arena should have been put into a second pad its insanelly needed.

5 lane petawawa blvd, 2 lanes both directions and center turning lane so people can pass cars driving 60km in the 80 km zones. No more pizza restaurants.

Create an affordable commercial real estate space to support small business ventures for military families, veterans etc. Maximize commercial real estate tenancy that reflects affordability to attract new businesses.

Vibrant, walkable downtown area, focused on outdoor living. A better downtown would raise quality of life for locals and soldiers (which would help army retention, if you need to pressure the base for any of it). Lots of soldiers don't re-sign contracts because living in Pet as a single person isn't great.

I would like to see a multi generational town that includes the military...need a Costco to meet the needs of the copious amounts of residents who must travel 2 hrs to Ottawa for decent shopping.

Well lit, walking and biking trails. More parks or water parks in the new subdivision. Walking paths through subdivision. Lunch canteen at the beach. Better hours for equipment rental. Better maintenance of main roads into town ; too much litter. Not enough garbages. Starbucks!

Post covid world...people will want more activities and social interaction. Also during winter it would be nice to have entertainment businesses opening like virtual golf activities. People want to have indoor/outdoor activities but Petawawa lacks some vibe and people are just spending their money elsewhere like Ottawa. A lot of missed opportunities here to keep money earned in town to be spent in town.

More amenities and developments more housing,

More shopping opportunities for everything such as clothes, groceries etc. More sit down , intimate restaurants or pubs.

More options of sit down restaurants/patios. Costco!!!!

More retail/ grocery shopping that you don't have to drive into pembroke for.

Small town vibe with local and national shopping opportunities

Would love to see the area across from the Starbucks fully developed.

The tow has a lot of potential to use the outdoor places and add facilities such as dining near them. Challenging to bring everything every time you go out. It would be nice for example to have a restaurant or a food truck near the beach with outdoor sitting. Evening and day. For shopping we have nothing but Walmart . The area with Remax could use a facelift as well with a green area. A bike path connecting the laurentian dr and current Algonquin path would be incredible! The only problem with the Algonquin trail is the fact that it is used by skidoo's in the winter so we cannot have a good use for anything else but walks.

We need a princess auto wing joint more big store selection and fix the roads

More community events and a cleaner image with more unique businesses.

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

a place where people can shop and eat instead of going out of town for a lot of amenities

Movie theatre, bowling alley, pubs, retail shopping.

Increased community events (similar to that of the beach event at the point) and an environmentally aware community setting example to surrounding towns.

Could further improve on outdoor space. Maybe a decent general store (i.e. Walmart or Canadian Tire)

I would like to see Petawawa have a greater number of retail shops for children and adults. Having more activities for teens to be active and engaged.

I would like Petawawa to get rid of the monopoly families that take up the area and bring in a few chain restaurants like Buffalo wild wing, or a sports bar. It would bring in more revenue and would make for a popular spot for everyone

Fully modernize and provide appropriate services for the citizens.

Continue to develop outdoor infrastructure.

In the future it would be great to see Petawawa continue to grow and develop with more business and services. Petawawa should continue to focus on home grown opportunities for tourism activities and events for residents and tourists to enjoy. Continued development of our outdoor assets as well.

Electric bus transportation to and from the base - there are spaces to car park and catch a bus.

Apartment complexes - built up not out, in an affordable manner.

Attract some business that isn't a car dealership or a pizza place and make the owners of the sand pit in the center of town develop it or turn it into a park.

I would like it to be a little bit more urban. We have lots of food options but hardly any clothing options. This is just one example

Petawawa will be vibrant, innovate and growing business community with strong mixed use enterprises. Trail networks will be enhanced and vibrant encouraging more active transportation and human powered use. Additional innovative tourism products using the natural landscapes, incorporating small boutique retail and events will be realized.

The future should include advancement in community assistant, more healthcare facilities, sustainable employment other than the base. Find companies that offer wages other than minimum wage. Many families come here and need to incomes to survive.

Public transportation system especially for the cold winter months. More emphasis on providing education to families to grow their own food and raise a controlled number of chickens to promote green and sustainable living. More community hubs for camping and outdoor equipment rentals (canoes, kayaks etc) There are beautiful areas around but if you don't personally own equipment you're impeded from experiencing them. Consider a town run boat ferry that can act as a tourist attraction taking people out for a tour around the islands at the point. Can potentially earn a fair amount of revenue especially if activities or drop sites are planned along the tour. Offer more rental activities at the point such as paddle boats. Have a bike rental system as they do in montreal where you pay to

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rent one at a location (civic centre or town hall for example) using your credit card and it bills you until returned to the depot.

More recreation and sports for kids.

Interesting boutique stores, things to do inside. More community events

Having business who care about what they look, inside and out (like Urban Lounge did). Having activities/businesses available for young adult without kids.

I would like to see Petawawa with more choice in terms of retail businesses so I can shop at home. I like the back to nature and outdoor opportunities the Town has and would like more focus on creating community gathering areas.

Perhaps some more child related indoor activities, family gym centers with childcare. Child care centers in general, as there's a 4 year waitlist at most child care facilities locally.

More retail. Nice Places were ppl can buy clothes, places were we can take the kids to play indoors during the winter months and good restaurant options. More bigger box stores would Be great. And another grocery store is very much needed.

The town has done a great job creating outdoor areas such as the Petawawa Terrace, Emerald Necklace, Civic Centre Park area, Petawawa Point and the walking trail through town. Consider expanding the trail system so that it connects all these areas into one large greenspace. The development of a shopping/dining district would be of great benefit, preferably with independent shops and restaurants, not big box or chain stores and restaurants.

Competition for grocery shopping and a large department store to permit residents access to shopping needs without driving a half hour.

I'd like to see petawawa offer the same amenities as Renfrew, Pembroke, Deep River, etc. - tool/hardware stores and grocery options. More options for recreation would be nice as well, and not such a focus on cycling but all forms, motorized and non motorized.

There is an amazing intersection of a variety of young, old, military, non military, CNL, entrepreneurs, and a growing interest of people wanting to be close to nature, wildlife, and the river. As such, it would be amazing to continue to create spaces that allow community to flourish, and make the town feel more cohesive. It would be nice to invest in a more community environment, with local businesses, park areas with benches for community events, or other initiatives to continue to make the area feel more cohesive outside of the base. More signage to key spots of the town would be helpful, with tasteful advertisements, and more pedestrian friendly.

More stores, more activities for families and couples.

Future plans should include bus service, either in the Town or for extended travel to Pembroke for appointments, larger centres of shopping

More independent bars and restaurants to create hub of interesting options. Local breweries, with nice outdoor seating, take advantage of the beautiful waterfront and surroundings.

Q2: Describe in 1 or 2 sentences what you would like Petawawa to be in the future (what it will offer; what will excite people; what will be new; and what will shape the municipality).

Turning the sand pit across from the independent into a community park would look much nicer. Also could have food truck or summer businesses there. It's on the active fitness trail which makes it a convenient multi use space. Make this community more walking/biking friendly.

I would love to be able to do basic shopping beyond groceries, have useable sidewalks, and have pedestrian safety crossings at key places in order to safely access the wonderful trail system here.

Re-pave the roads and build a pub

More shopping opportunities, more of a prominent downtown "core", lower taxes for the townspeople.

We have a large number of young people demographically in this town, and young people want to get out and do/see things. I would LOVE for Petawawa to have an event centre where there are shows, a pub, a community centre for arts...something purely for social and culture to enrich the town. (And no, not the civic centre, something visually appealing, think distillery district toronto)

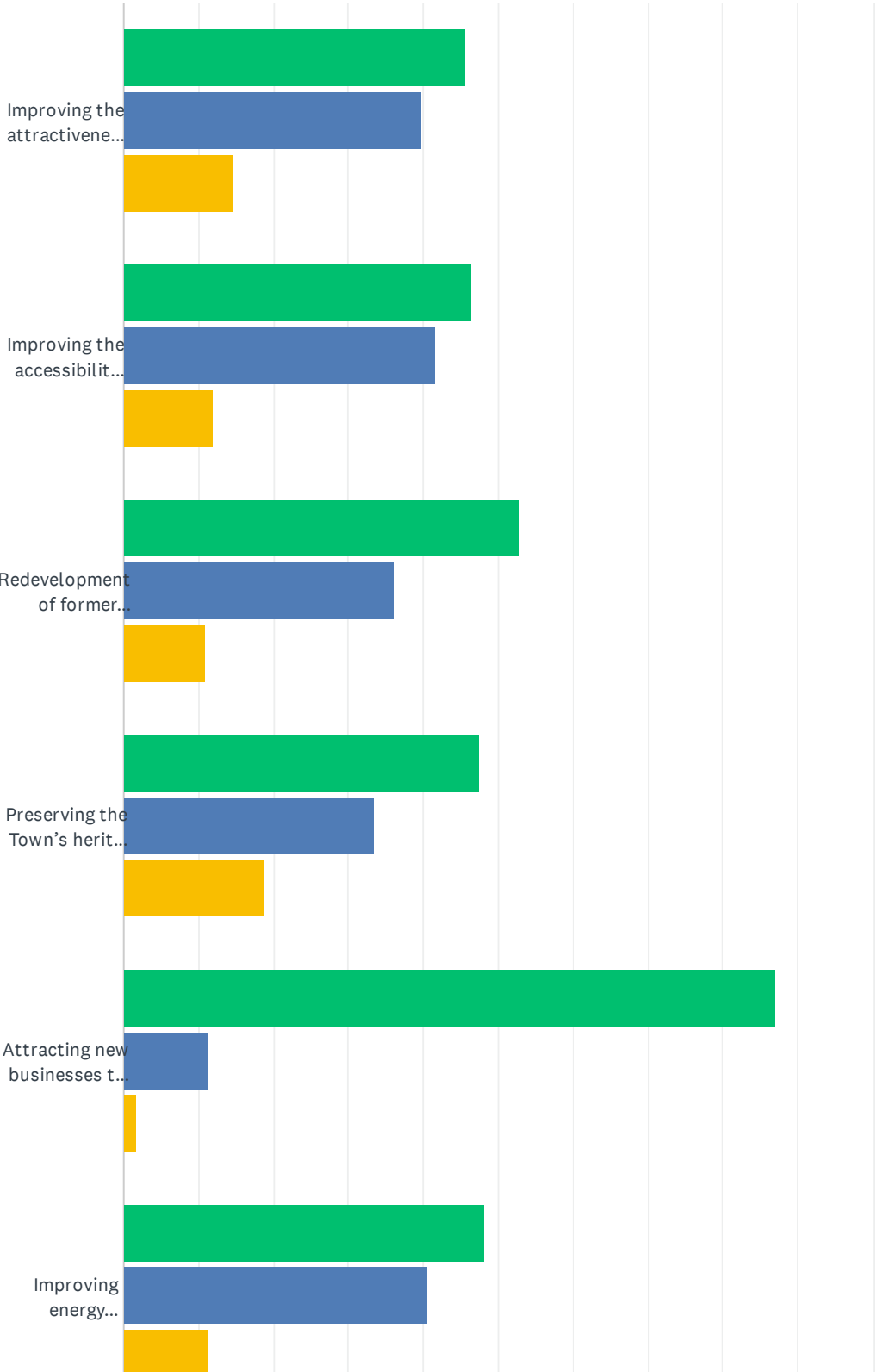
Petawawa needs to continue to attract more retail development and housing development that suits a variety of needs (apartments, single dwellings, senior housing and low-income housing). Despite increasing urbanization we still need to focus on maintaining our network of trails, parks and recreational amenities.

More venues at that show our beaches and waterway. Develop the point area even more. And find space for an outdoor amphitheater that can be used to more potential. The catwalk location possibly also.

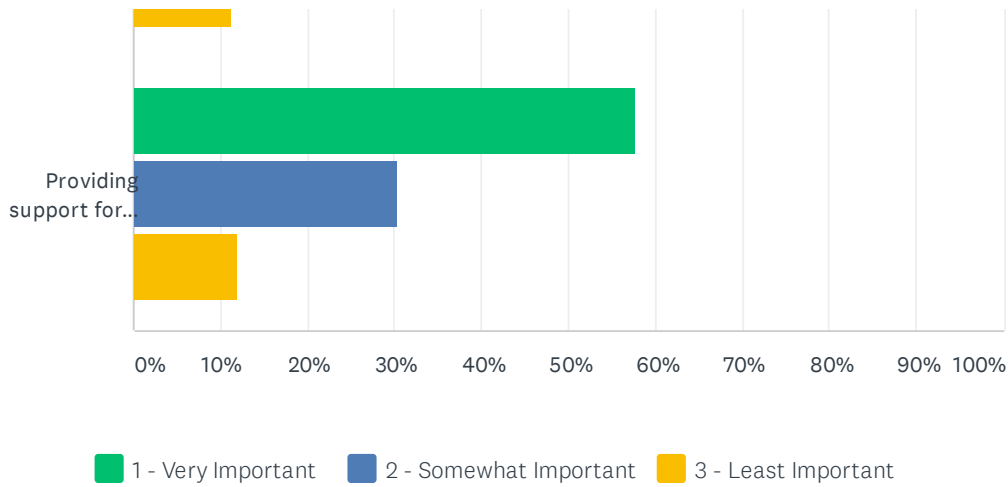
Continued growth in all facets of our community, recreation, commercial, debt free. A community that residents are proud to call home based on the facilities and structures in place.

Q3 CIPs can be used to help achieve many community benefits. How would you rank the importance of these topics? (1 - very important, 2 - somewhat important, 3 - least important)

Answered: 185 Skipped: 2



Community Survey - Town of Petawawa Community Improvement Plan



	1 - VERY IMPORTANT	2 - SOMEWHAT IMPORTANT	3 - LEAST IMPORTANT	TOTAL
Improving the attractiveness of commercial building façades, landscaping, and signage	45.65% 84	39.67% 73	14.67% 27	184
Improving the accessibility of commercial buildings	46.49% 86	41.62% 77	11.89% 22	185
Redevelopment of former industrial or contaminated sites ("brownfields")	52.97% 98	36.22% 67	10.81% 20	185
Preserving the Town's heritage and character	47.57% 88	33.51% 62	18.92% 35	185
Attracting new businesses to the community	87.03% 161	11.35% 21	1.62% 3	185
Improving energy efficiency and climate resilience	48.11% 89	40.54% 75	11.35% 21	185
Providing support for businesses to help weather the COVID-19 pandemic	57.84% 107	30.27% 56	11.89% 22	185

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization? Answered: 173 Skipped: 14

Laurentian Dr

Petawawa point parking lot and boat launch could use some work.

The plaza off Victoria. The sand pit, and the empty lots along the Blvd need to be developed. Older commercial areas need to be revitalized, in many cases badly. In general the older communities in Petawawa require infrastructure improvements for water, sewer, internet, electrical and gas lines. Plus roads need repaving in those areas.

The old plaza needs to be revamped and modernized

The marina. Needs a bigger, proper boat launch and parking.

The sandpit across from independent.

Petawawa Plaza Roads pot holes Sandpit across from Independent Plaza Shrubbery at Doran/Hilda has grown to high for safe driving

Victoria mall area

Petawawa Blvd. Particularly where Danny's was, but also places where there are delapidated buildings. At the end of Mohn's. That strip mall needs a serious refurbishment or to be completely ripped down.

That plaza area going down Victoria where Ricks Pet store is.

Brownfield located near downtown. Old Danny's and field behind independent

The former bowling alley area is a bit shambolic. But the bigger problem is that the town has no centre or heart at all.

Drainage around sidewalks would benefit all pedestrians. Ie the improvements along Laurentian Drive.

the strip on Petawawa Blvd from Victoria St to the bridge

Petawawa Blvd is in dire need of revitalization. Lots of old, not well maintained stores that are an eye sore.

The Blvd (Doran - Base Garrison) and also the old blowing alley mini mall (eye sore)

Along the section of Petawawa BLVD between Civic Centre road and Paquette Rd.

Victoria street, Petawawa Boulevard close to Rexall

Former shopping mall at Victoria/Wolfe Petawawa Blvd corridor between Garrison/Mohns Avenue Develop property across from Moncion Market Mall (the sand dune)

Everywhere.

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Petawawa Point, Black Bay boat launch and the Hwy. 17 corridor passing by Petawawa

Medical care. It's appalling. Get proper doctors and pediatricians out here. It really seems like you hate military spouses when we put a lot back into the community financially. It doesn't matter where you out it, make it accessible.

I think the sand pits beside the new Tim hortons needs to be refurbished if anything else it could be turned into a snow tubing hill for the kids with a lyft or something to do with the sand and bikes in the summer if it's not going to be developed I think is a good place to have a park for in the Winter and Snow Hill with a lyft in the Winter

That strip mall off Wolfe Ave! And, make a pedestrian friendly area. Also, could we do like Ottawa and have Sunday Bike Days and close off a road/laneway that would promote active living and stopping for a snack at a local business!?

The Point. Landscaping and new roads. New parking lot. New washrooms and change rooms. Extend the area to the left of the launch. Decide the parking beach and boating. Boater take up all parking. Clean up beach in front of stone wall so it can be used by beach goers. Right now it looks like hell. The historical square should be developed as a memorial to settlers.

Downtown core. Petawawa Blvd

sand pits need development, strip mall on Victoria.

The roads at the point are horrible, visitors and people that have just moved here visit the point, the first thing they will notice is how bad the roads are down at the point, they are horrible

The clear cut sand dunes across from the Independent; do not add more franchises - this is the perfect area for a walkable and attractive downtown center. The old strip mall off Victoria St has a lot of potential and land area for development. Focus on these areas before cutting any more forests.

The main road to Petawawa Point beach. Albert st. This has to be the 2nd busiest road in the town, and should be a top priority. It needs to be freshly paved and painted.

The base and the trailer home residential area are not the most attractive area of Petawawa.

Since clearing out the ditch that crosses Florence street it looks horrible. The sand pit in front of Hyskas looks horrible. No traffic circles. Especially at doran, hilda, mohns and petawawa Blvd. Pave portage rd up to Florence.

Petawawa Blvd

As I mentioned, the Boulevard closer to the base....I'm sorry I can't remember all the streets. And Centennial Park looks beautiful but it seemed kinda tucked away there and not very visible...not sure about signage to it? Also, other trails, the Ski Hill etc. need more signage?

Any and all commercial spaces. The sand pit and the Wolfe street mall have so much potential but are being wasted away due to what I assume are strict commercial rules and mafia style legislation. Give us more grocery stores, give us more places for activities, etc.

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Sandpit at center of town. Wolf Street Mall.

Centre town and the plaza.

The former grocery store at the Victoria Mall is a real mess. We live next door and wish it could be repurposed. The vacant lot (old gas station) across from the Victoria Mall also could be much better used as a parking lot for the Centennial Trail and/or a park for families. A crosswalk across Victoria Street from the mall to the Centennial trail head is also desperately needed for safety.

The town has shown significant changes with redevelopment. All positive.

The "plaza" at Victoria St that is nearly empty (Former Red Apple), as well as an overall facelift of Petawawa Blvd from the bridge to Mulvahill Drug Mart, and Mohns Ave.

Somewhere near the point for a central square, or somewhere not being used. The undeveloped area near Harvey's for years has been horrible, how come every single tree was removed? Trees accent neighborhoods.

Street condition on Petawawa Blvd and all streets around the point (Albert St and all streets extending from it to the beach) are atrocious as are the sidewalks.

Boy Scouts Park of planted trees..not looked after..used by many..sidewalks, lights, garbage & recycle bins..doggie bags..etc..Beautiful area needsto be revamped for times..thank you 50 year resident!

The Town Centre commercial area. Terrible looking and sad it is underutilized

Stop the erosion along Petawawa River. This erosion is changing the flow of the Ottawa River and the beach front. The beach is a main attraction, as we are an outdoor community.

The old liquidation world site should be redone and have businesses in there. McKay's hot tub place needs to clean up their garbage. Their business looks like a dump.

Across from Independent grocery store. That side is a major eye sore. The owners should be held accountable for the development and the beautification until that is accomplished. Further the stretch of Boulevard that goes from the Base to the intersection of shopper's on the side where the houses are should be more cleaned up. What I mean is the array of hydro polls and cable. It would look much more pleasing if that where underground and nice lampposts installed.

The area just off base before McDonalds - there's a lovely trail but you wouldn't know by the depleted buildings and roads surrounding it. Then there's a "break" in infrastructure until the Petawawa Market Mall - which is fine but could be improved upon. The area across from the Market Mall has great potential but it's only sand and a ReMax building and should be developed. The plaza with Burnt Bridge Meats & Rick's Pet Store looks uninviting, to say the least.

SAND PIT.

Petawawa Blvd corridor from Civic Centre/Murphy to the Petawawa River.

There is no downtown. The area between McDonalds and the bridge is a hodge podge of businesses. The sand pit across from independent is an eye sore when there's no snow on it and blows sand and debris everywhere.

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

The sand Pit.... blows into my house everyday. Make them develop it, or put grass in... something to stop that sand from blowing everywhere. It's a huge eyesore right in the centre of town! They planted trees.... and then let them die. Definitely a transit system for students and seniors.

The old mall on Victoria st- it is falling apart, also the field across the street from it. As well, some of the older streets in town need paving improvements

Petawawa Plaza.it's an eye soar. Owners should revitalize.

Old Petawawa plaza

The entire sand pit area and the old mall where the bowling alley used to be. It either needs to be forced to be repaired and revitalized for people to use or it needs to be tore down. It is a really awful eyesore and there is so much more potential for that space.

The roads

The "sandbox" where Remax is located. Was destroyed for what and is an eyesore.The roads and sidewalks in certain areas and Centennial Park. Geese droppings everywhere and the water is polluted by them.

The building where burnt bridge is located

Point Plaza area, Industrial Avenue

Across independent

Redevelop

Limestone Trail Subdivision

Victoria Street Mall

Bldv. Make it look like a main street. Some trees benches, stone work, heritage lighting. From bridge to Mohns.

Wolf Avenue Business area. Petawawa road surfaces complete

The old mall. Tear it down and put in affordable rent apartments, then tear down the point CRT apts and rebuild them. Kick out welfare/subsidized renters so they actually are somewhat decent options for folks to rent without drug havens and non stop cop visits. Rent at 1400/month in this town is insane it has to stop.

The Wolfe Ave mall, the sand pit across from the Independent, the strip leading up to base

The turn between McDonald's and Pharmas plus that island is not needed there

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

The strip mall by Victoria/Mohns is an absolute eyesore and nearly empty. It needs to be demolished and allow the space to be reused for new buildings.

The old empty plaza beside south PMQs.

The bridge and the main stretch coming onto base. It needs to be wider to allow more traffic through with less congestion.

The area of Wolfe and Victoria. That old mall and the plot of land across from it need a lot of love.

I believe Parks should be fenced in.

our parks and areas are in good condition, however the huge dirt mass of vacant land across from the independent is an eyesore! Would like to see the base take more responsibility of their properties, the tenants leave out garbage, large items and the overall maintenance of their properties brings down the look of our town. They need to be more strict with their property standards. The trees planted along the Algonquin trail on Pet boulevard look beautiful, would like to see that carried out throughout the boulevard - lights on them for the holidays would be lovely!

Those massive sand pits between Canadian Forces Drive and Petawawa Blvd have sat empty for a decade. They contribute to air pollution (particulate matter) and attract illegal and dangerous activity (late night dirt bikes and ATVs) Whoever owns them needs to either replant them, turn them into park space or put buildings on them.

Petawawa plaza

I think the old mall on Wolfe Street needs to be torn down and built up for local businesses. There is a grocery store in that mall that could be utilized back into a grocery store. There could be clothing stores in there also. It had a bowling alley also, it could be brought back and have some fun family nights

All of the burned down businesses.

The new subdivisions look terrible

The space between the two main business areas, the lower boulevard and up by the new development zone.

All of pet Blvd.

Petawawa Blvd near base

base housing south side & main street

I think the area around the ball diamond and the bike park could use a revamp. Maybe an outdoor pool for the community?

Shopping area not much in petawawa

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

The old mall needs to be torn down and redeveloped. The "down town core" from Petawawa Blv. from Victoria Street to the bridge needs a face lift. I wonder if something could be done about all the hydro wires. The road and side walks need work. Some business store fronts need a face lift.

The Victoria st mall needs to be completely renovated to allow new businesses to start up.

The sand pit, Victoria street mall.

The town center. It's an eye sore. Dug up open land in the heart of the town. BUILD. Let industry and retail in the town. Give people a reason to want to stay

Victoria Mall, cat walk

Traffic infrastructure. In non-pandemic times, there is a tremendous volume of traffic moving onto and off of the base, daily. We need to address that, both motorized and non-motorized.

The old mall!!! Knock it down! Build new apartment buildings there!!

Waterfront

Old shopping centre, the sand pit opposite rona, the main street going into the base

The plaza with Giant Mart on Wolfe Ave

Many! A lot of lost opportunity at the Wolfe ave petawawa plaza. Everything seemed to be there at one point.. grocery pharmacy department store. Even the bowling alley which is a shame its not open. A lot of open space on the blvd. New remax building and tims and Harvey's but a huge section of undeveloped area remains. It would be nice to see it used in a way that supports the town.

Petawawa blvd

The prior-mentioned abandoned Victoria St mall would be a great start (though I do not know if this is privately owned or not). If not here then development of all the spare land across from Independent, could you imagine having another mini-mall here that are perhaps half-sized from the ones across the street and having our own slice of a downtown atmosphere?

Petawawa point, the mall on Victoria St, and the main Street bear Doran/Petawawa Blvd

Old plaza on Wolfe avenue and the empty field across from Independent on Petawawa Blvd

Civic Center. Need another ice pad, the Dart is basically unavailable. With the new cooling system and boards hopefully it can be at least opened before September, Arnprior is open all summer!!

The old mall on Wolfe and Victoria. Would love to see the bowling alley open again, more indoor options for children/ teens.

Essentially abandoned mall on Victoria Street. Main buildings on Boulevard "downtown Petawawa" should have life, pub scene, local business. Draw people to the scenic River RIGHT THERE!!

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Sand pit along Blvd, waterfront at the point needs a proper beach restaurant where friends and family can have fun while enjoying the scenery.

Roads- pot holes Off leash dog trails (potentially fenced)

The sandpit!! Either build there or turn it into a park or something! Total eyesore!

Bridge from town to base, as well as many other roads need work done. More options in regards to food.

- Petawawa Boulevard lacks any appeal-all of it, not just the sand pit. - Victoria Mall on Wolfe Ave!

The old plaza with the bowling alley. Many of the businesses could use face lifts and more modernized.

What used to be liquidation world. Old building over by town hall=wasted opportunity. Empty sandpit across from independent.

The sand pit the town clear cut years ago and left to just blow sands in our faces. Also the main strip needs an overhaul. Better flow for base traffic. In case of an emergency evacuation from base, it would be total chaos. Glad I work out of town now for that very reason.

From the base to the BP on the boulevard

I feel like the roads need to be redone. They are absolutely horrible, with large pot holes and they are extremely uneven. Also, that old plaza mall by the fire station should be renovated and used. Have a climbing gym inside!

The main road where there is the McDonalds, the Subway, Fijisan Sushi etc.

Mall at Victoria/Wolfe

The sandpit

The old mall at the corner of Wolfe and Victoria. The large empty space across from Starbucks (where relax was recently built).

The strip with the giant mart, theres so much space and potential

The giant sand pit could use a shopping center, Walmart, Home Depot, Canadian Tire or Walmart.

The "malls" in the area are in shambles. The one with the little movie theatre logically should be filled with people (post/pre covid).. We need shops that people actually want to spend their money at. We need batting cage's and bowling alleys.

The roads, the side walks, the curbs and the sand pit across from Starbucks.

The plaza by mohns avenue what a disgrace to drive past abd the 3 stores are trash The main blvd, dannys, the area by the new hotel. Just bring in some culture to this old timing town we arent pembroke we have people who from all over the country here majority of them dressing with style abd flair unlike neighbouring towns so why keep painting over the old junk and not invest in this town. That warehouse by the base so many ideas for that.

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Portage road needs a sidewalk. 3 different bus stops that kids are waiting on the road in the morning, lots of kids and adults walk up and down that road. The road needs to be paved and a side walk needs to go in for safety reason. The subdivision off of portage is just getting bigger so more people will be driving the road and walking it.

A park in the Bedard, Gardner, Liam street neighborhood. Improvement of walk ways on Murphy road.

The giant mart "mall" The sand pit! Roads

Old liquidation world and the bowling alley

The giant sand dune across from Independent would be a start. Strip mall where Giant Mart a second. Corner vacant lot on Doran/Petawawa Blvd Baseball Diamond on Victoria

The road right by the bridge and the buildings near it. That area could be developed into mixed commercial residential (3-4 stories), with condos overlooking the river (both sides). Take better advantage of that area. Think downtown Huntsville. There are close to 1000 soldiers with lots of disposable income living in shacks within walking distance of those future businesses. Think coffee shop, ice cream parlour, brew pub etc. Condos/nice apartments would change that. There aren't enough higher-end rental units in town. Lots of officers are looking to rent versus buy, and CNL routinely but up executives and other highly payed employees in rentals.

The Petawawa point area...need better sidewalks, expand the parks, offer more free water sports but especially get better cell service down by the point.

Petawawa point parking lot needs to be bigger and add bicycle parking to lock which would promote bike usage. Petawawa Boulevard needs 4 lanes from shell to Boston pizza to help surge in traffic...add pedestrian crossing lights for residents that want to cross at Petawawa Blvd near kinder connection as I have witness kids trying to cross and is very dangerous.

Roads, large undeveloped lot on petawawa blvd

The bridge on the blvd.

The old strip mall that's sitting empty. It's a large space that so much could be done with!

The area around the mcdonalds and rexall. The roads are rough and the area looks unkept.

bike path laurentian dr to point beach

The sand pits along the blvd

All along Petawawa blvd. Especially at Murphy Rd and Petawawa need businesses to move in industrial area.

sand pit and the abandoned mall off of victoria, there is lots of opportunity for commercial space

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

The walking paths needs recycling and composting options in addition to the garbage bins.

"downtown" Blvd closer to base looks "shabby"

The Plaza

The almost abandoned strip mall on Wolfe Ave, the park by the cat walk.

Shopping Plaza. Create a high street/downtown.

Main Boulevard

Civic Centre parking Lot area- Back 40 Norm Benke Hall site Petawawa BLVD property across from Moncion Market Mall (sandpit) Wolfe Plaza

Industrial Rd (Ave) such space for a park and ride - one space to have electric bus service to the base. There must be an area on Hwy 17 in the direction of Chalk River that could accommodate a park and ride site or one be developed.

I'd say "downtown", but we don't have one and rely on Pembroke to do the heavy lifting.

Old plaza where Bargain shop used to be. Practically middle of the town, yet looks pretty derelict.

Entrances into the Town. The Town Centre Development area, The Wolfe Plaza area, enhancements to Kin Hut, Civic Centre, Norman Street properties as well as Petawawa Point and Centennial Park.

The entire plaza off Victoria street with the giant mart and a couple other small stores is an eye sore and the town should impose penalties on the owner to renovate the entire dilapidated structure or purchase it from them.

The big sandpit across from the Independent; Petawawa blvd as you get close to base.

A walking bridge across the Petawawa near the point.

The disgusting mall on Victoria St. Tear it down and redevelop into housing. The site across from independent grocery store.

Petawawa Blvd. The new business area where Independent is located is starting to look really good. Anything past Doran needs revitalization. It's what visitor's from base sees, it could be a really charming place to go walk around but all the businesses looks dingy.

The old mall and the stretch of Petawawa Boulevard from Victoria to the Garrison.

There is a small mall on Wolfe Ave. Prime location, but much wasted space.

Most of the businesses on the blvd. All the old buildings that are not being up kept. The sand banks across from the independent should have new development for retail in there. Curb appeal is important and I think more businesses that are lacking in that would benefit with an update. The new remax building is a perfect example of a great looking building and an aesthetic that would work great for the town

Q4: Which sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Further development of the space along Town Centre Boulevard. Create this space as a true "town centre" with a variety of business opportunities. The common complaint I hear from present or potential business owners is there is no affordable or useable rental space in town.

Petawawa Blvd to the base, not a fan of roundabouts. 3 lanes with a light system would utilize the space available. Bike and walking lane to the base is also in need

The old strip mall on Wolfe Avenue is in desperate need of redevelopment. A helping hand from the town towards the new Town Centre Development, rather than criticism of it would be nice to see as well.

The massive sand pit outside of the grocery store is an eye sore, and I hope that area is developed thoughtfully, with a community space and greenery in mind, with interest to local entrepreneurs or business owners for restaurants, cafes, and other initiatives to bring people together. In housing developments and new builds, developers should be conscious of the nature they remove and put back (they look so barren) to align with the beauty of the surrounding areas. The point and lovers rapids are beautiful areas that are a great example of how to support the beauty of Petawawa, but it is not easy to find them. More signage would be great to point to these key areas of the town.

Empty plaza off mohns

The Town central core, long standing plaza sites.

There is no centre. Create one. So there is a nice place to wander around.

The empty sand lot on Petawawa Blvd. It doesn't give a good first impression. Seeing all the people who used it in the winter as a sledding hill made me think it would be better utilized as a community park. With an option to have temporary businesses like food trucks.

The old Victoria mall and empty property across the street.

The main Boulevard from McDonald's up to the base

The eyesore sand lot. It screams, "hey, this town is empty. Just like our hopes and dreams."

Victoria Mall needs to be torn down, the site across from the independent needs development. A central shopping area would be nice, to park and be able to walk along different shops. Benches and playgrounds for kids. More spots for arts and sculpture to be displayed as well. The point- a restaurant!

The old Petawawa Plaza

Emailed trail, Petawawa point and the civic center grounds.

vacant properties adjacent from major commercial development, commonly referred to as the sand pit, Revitalizing one of the Town's natural features, Petawawa Point and Centennial Park. Wolfe Plaza need significant revitalization. Continued efforts on enhancing all trail networks in the municipality (both water and land trails)

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

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Answered: 149 Skipped: 38

Adding a side walk on the other side on Laurentian dr so you don't have people and young kids on the road. Making the parking lot at the fish Hatchery bigger so people don't have to park on both side of Laurentian dr, which may cause an accident

Public transportation

Tree planting even on private property. Updating residential infrastructure of streets (pipes, underground wiring etc) Having landlord's improve business buildings.

Provide significant tax savings to attract business. Improve the boat launch and beach areas.

Contests for ideas from the Community Business incentives to improve their area. Wifi in the Civic Centre Arena Area Cleaning in the stands at the Civic Centre Swimming pool at the Civic Centre Complex

Work with small business to allow home based business. World is going virtual and home based work and businesses are way forward

Maybe create some standards so that buildings are left to look horrible and crumble.

Facility improvements should be a large part of the community improvement. Also, the Town of Petawawa sign (off the highway) should be more pronounced. It should stand out more, maybe add plants and/or solar lighting for emphasis. Showing our town pride and great development.

Park facility improvement and maintenance. Example, playground beside Petawawa Terrace park, only half of the fence got change for a better looking one black metal. Result is 2 different looking fence is weird, finish the project or don't do it. Maintenance would be please plow the new asphalt path (from sunset cres to the park). Please consider a real walking path from limestone area to independent parking lot. You can clearly see that people are willing to walk in wild grass to get somewhere

Branding and signs are surface concerns - if this is the level of depth of improvement being considered and suggested, then there is a serious problem. The town needs adequate affordable housing, more sustained efforts to attract employers beyond the Garrison, daycares run by the town in addition to the ones run by the PMFRC, a sustained attempt to develop a real centre, improvements to its low-ranked schools, and improved road conditions. These are all examples of meaningful changes that need to occur to improve the quality of life for residents and attract newcomers. Paying a consulting firm to rebrand the Town will not fix these underlying issues.

Increasing safe bicycle routes whether by adding an asphalt shoulder on roads that are almost rural such as Doran road that many drivers use and locals walk their dogs and cyclists use for the safety of all. If

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

businesses contribute to improvements, give them some free advertising on the route as having been a sponsor.

No more fast food/pizza places! - More green spaces

Asking for community involvement

Bring in restaurants or shopping opportunities, keep up the good work with maintenance of parks and roads.

wayfinding, branding, outdoor cafes - places for people to gather to enjoy socialization

Petawawa could add to the bicycle network throughout the town, to allow more people to commute to work through cycling.

Clean up the bylaws, administration backlog and create an environment that is progressive. Other municipalities in the County are turning around faster! Word of mouth is killing us

High income individuals can be attracted if you have adequate medical resources and good RELIABLE HIGH SPEED internet. Get these in place, market it, then let the money help diversify the businesses through demand. No high income spouses want to come here right now. Think about that.

Street scraping to continue to try to make the commercial areas look like a cohesive area rather than separate strip malls

Branding. I think we need tourism from Ottawa. People in the GTA are happy to drive an hour and a half for opportunities to 'get away from it all' and we could target wider than our our county. We need more indoor activities for families too. Once we can congregate indoors, we need things to keep kids busy on a rainy day or winter, like a museum, indoor playgrounds etc.

Contests to businesses to fix up front of business. Make it something worthwhile to win. Some advertising or tax reduction. Some nice lights on the bridge and flower boxes. New street lights from bridge to Civic center Rd. Nice lighting not normal municipal lights. Plants Some trees like other communities have. Lilac or flowering crab trees. Set a standard for sinage at all business locations. Offer incentives to fix up fronts of existing businesses.

Town cleanup and rebranding of downtown buildings

new ideas, new business, change is good

Modernize the Town website. Streetscaping is a must. Petawawa is perfect to embrace the Dutch 'woonerf' concept like Banff for several streets.

Albert st. Streetscaping, signage, paving & painting on the approach to Petawawa point beach. This is a highly popular and trafficked area. Revitalizing this road would be the best bang for your buck. As many people from the surrounding area view it.

All of the examples.

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Large box store such as Costco would attract many people from a large radius. Continued extension of bike paths.

Better means to attract tourists, signage is old and out dated

Yes.

More. Businesses. Sidewalks on rural streets. We pay Petawawa taxes but have no sidewalks in front of our house. It's dangerous to go for a walk.

Remove barriers to business placement (i.e. zoning) Sidewalks

Grants for not-for-profits to improve their signage and improve facilities would be great. Some of our churches and community halls are well used, others not so much. Let's find way to help our community groups AND help small independent businesses too so we can all thrive together.

facility, signage

Improve general appearance of the town with beautification, improve main roads with new pavement.

A walkable, central cultural and avant-garde area.

Promote local businesses and actively use local businesses. Priority should be given to local services and products over "lowest bidder". I'm not suggesting local businesses should be able to charge whatever they want but price should not be a primary decision when the town is looking to source products and services.

Evergreen Stage used more often when it's allowed..not used enough..local musicians & crafts & arts etc..

Reconstruction of the catwalk and centennial park beach

Continue making this a family friendly and green space community. Bylaws to stop junk piles visible from the street.

All of the it.

Hire a marketing/advertising/branding firm to assist local businesses. A good portion of the local population is young (and sometimes temporary), and they will not go out of their way to support local (sad, but true). Although it is important to maintain Petawawa heritage and history, no one cares if a sense of community isn't there. Invite variety and diversity!

Physical improvements to municipal infrastructure, beautification, active transportation and associated facility enhancements, destination marketing and continued business promotion and collaboration.

All of the above. There is no "identity" for Petawawa. It needs cohesiveness which could be built using those mentioned above. Give people, even from surrounding areas, a reason to come here. A dedicated year round market space would be great. Or stalls located on the new trail system showcasing local artisans. Improving waterfront too.

Update the population sign coming into Petawawa.

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Clear signage showing accessible paths

More advertising to highlight Petawawa & all it has to offer. One good fallout from COVID city folks are looking for a place like this area for a simpler life.

More side walks around parks for safer access - petawawa terrace and Kramer park (gutzman and heritage)

Simply build more strip mall type locations in the town.

Great reviews for the dog park. Need water in the warm months!

The blvd is very dirty looking and I know many people who talk about how terrible the town looks driving through the main area. Roads and sidewalk conditions are terrible.

Plant flowers or a small garden at the corner of Doran and Hilda. The shrubs there obstruct vision when crossing Petawawa Blvd and looking left towards traffic potentially turning onto Hilda after driving NW up Doran toward the Garrison.

Facilities improvement.

Increased stop signs in residential areas. More road safety protocols (ie. speed bumps, crosswalks etc.)

Adding more exercise paths away from busy intersections, streetscaping

Get people in town involved. For a beautification committee give them a budget. Don't micromanage them. Just have plans pre-approved. Then let them do it. Give business perks to fix up their business.

Actually having something people would want to travel to see or do, surprisingly 8 pizza restaurants, 7 of which are chains aren't particularly novel.

Force development zones to clean the areas, cover sand pits etc and stop zoning for row housing. The only perk of this area was yards and lots. Now that is gone and everything is looking like PMQs.

N/A Financial incentives for new businesses are the most important.

Upkeep the point, emerald necklace trail and it's amenities. Support library and Civic centre upkeep. Don't forget the great things we have.

Facilities improvements!

Maybe some sprucing up on the north end of Laurentian... but beyond that not much I can think of.

An extra bridge to go onto base to reduce the traffic.

would like to see a more up-to-date wayfinding in the community, signage is very dated and vague.

Street scalping and better signage/safety at pedestrian crossings.

Volunteer fundraising?

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Making the streets a little more presentable

I think Petawawa should try and attract new businesses here.

The point could use a facelift and please remove the rocks - terrible idea and also bad for wild animals such as turtles and beavers (yes they are there)

Branding, signage and way finding, business forum for communication and idea sharing

Having more eco conscious initiatives whether its in activities, bins, programs, etc.

Pothole fixed and street repair

landscaping,

I think there needs to be more signage for the businesses in the strip mall with Giant Mart, the meat shop and the pet store. Those are small businesses that are forgotten about because of their location.

Better signage for trails beach etc

As mentioned above a make over for the "downtown core". More trail development that connects all in town trails.

We need more commercial properties that are affordable for new businesses.

Allow a pub to open, please!

Make the process more transparent and easy. Reduce fees on useless permits.

The town should provide an environment in which business can thrive. We provide an industrial park, which is intended to do just that. Grants are a poor use of property tax dollars. Property tax should be used (primarily) to improve the value of peoples property by servicing it. Grants are like rolling the dice with public money. Both the provincial and federal governments are addicted to doing that, and I'd hate to see municipal governments doing it. Let private money do the speculating.

Facility improvement and road access

Signage on highway to municipal offices, civic centre, library, boat ramp etc. Then complete signage to actual facility. Revise building codes for combined housing/business combinations. Stricter control on the deforestation of our community. Less huge housing developments with no links except by car to places. Perhaps all new developments must put a system of multiuse paths that are separate from the road system in their plans. A good example of this is the paseo system in California.

The town should allow more businesses to open and compete with what is already there

Signage streetscaping are all nice yes. Making everything look good. But besides just giving the business that come around a chance. Throwing out money to suitors to help them get started doesnt sustain a business if people don't support them once they're open.

Streetscaping petawawa blvd

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

As I noted, anything that could help us stand on our own from Pembroke. I would love to see things like our own location for a farmer's market (we have many community gardening plots/gardeners but nowhere to sell them except our own porches or in Pembroke?), and as mentioned more rentable/leasable space for local businesses. I don't feel like we have near as much of an issue with signage, streetscaping, or the like as we do actually keeping our own economy in our own area. I am active in a handful of local online groups and I feel like Covid has truly bolstered people's ambition to be more local with their spending.

Improve residential development plans to include pedestrian & cycling paths (more than just sidewalks), more playgrounds and parks. Mandate that developers cease the 'scorched earth' development ethos and leave some old growth vegetation intact.

Federal funding like Renfrew did for Mateway recently. Without business education I would suggest some sort of mass tax break for new retail businesses. Why would Costco refuse to come here? We are 20000 people but have to drive through 100 red lights and trash to get to any store in Pembroke ie Walmart. Why not Petawawa?

For the last two years, the town has not swept the streets or sidewalks on the south side base. During the winter they have somewhat cleared the sidewalks. And I would love for the plonked in town to not make giant piles at the end of driveways

Widen the boulevard now. Stop sitting on what Renfrew county should help with. Bike accessibility everywhere, bone lanes to and from every major road and location especially the base. Find Petawawa style, think Huntsville, Bracebridge and improve the overall look of everything

Unknown.

Make the town beautiful

Streetscaping

Modernize things. It's outdated. The old deer logo is outdated. It is a younger population but the vibe is for older people. Fake deer statues. Old signage. Nothing modernized. No downtown core.

Better flow for base traffic. An emergency access route using range roads past base in case there is a hwy shut down due to an emergency. It is unacceptable to have to close the hwy without a detour route and the roads are already there. Many emergency workers need to get through to Chalk or Deep River for such emergencies and it's a shame the base doesn't work with the municipality more to allow an emergency detour. (You can be sure they would take from us if needed!)

Get kids to volunteer/get incentives for them to do it.... small boursaries (100-200\$) upon graduation etc. Get them involved

Branding

The new paved trail through the downtown is a great start but the sandpit really needs to be addressed as it has so much potential yet is the biggest hiccup in what the town seems to be trying to become

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Community pool. Pave the road to and parking lot of the dog park. Better advertise the provincial park on Laurentian drive. More service at the point such as food trucks, rentals, etc.

Refurbishing unused spaces

I would love to see more basketball courts around Petawawa and the frog pond in Limestone subdivision redesigned with natural play equipment. I would also love to see a seasonal restaurant put down at Petawawa Point for boaters in the summer and skidoers in the winter.

The town is loaded with people who can't find work. Bring us a doctor's office and bring in retail work.

You guys really need to actually fix the roads. Not full the same spots that keep getting bigger every winter.

Branding for sure, signage and facility improvements. These useless dollar stores and giant mart junk is pathetic. Bring in a Costco, a farmboy, some pho restaurant Mandarin. Create jobs and opportunities and experience then maybe 95% of soldiers and their families wouldn't give this town such a bad rap. Shut the god dam gates to base housing so only members who live can enter like the US locals non military and the pembroke trash should not be allowed on base to our families military events when that is something we pay a percentage to off our salaries. Daycare and school fix it more licensed establishments like little troopers just because we live in the middle of no where doesn't mean we have to get the old. Lady on our street to babysit we need more options instead of long waitlists. Brownies, girl guides, Beavers! Scouts where are they? And why aren't they like they used to be regulated and ran by men and women we hope to become, teaching us kindness, morals and detection, community involvement and discipline. The next generation needs a heck of a lot more of that respect.

A walking light on civic centre road and Volunteer Way. Also, the Petawawa Blvd and civic centre/Murphy intersection is incredibly dangerous for pedestrians!

A second ice pad as mentioned Fix the eye sores in town (mall and sand pit) Bring in something for people to do in town when it's not summer. Skyzone was great for younger kids but the building was crap and had zero support from the town, huge loss Create a council to create town events...lighting a lights at Christmas, fall festival, the carnival that comes is sad, movie nights in the park....etc

Way finding?

Allowances for snowmobiles and ATVs to access the recreational trail system and promote regional tourism year round.

Brand it as a year round outdoor playground. We've got beaches, boating, fishing, sledding, camping, white water. It could be the Muskoka of Ottawa.

Not sure what Costco needs to come to Petawawa area but whatever that is...do it.

Widen main roads to be safer for bicycles traffic and promote commuting to work by bike. Build a cantilever bridge extension attached to main bridge structure dedicated to pedestrians and bikes. Winter usage of sidewalks is almost impossible and dangerous, need better equipment or training for personnel as they leave too much snow and near sides and become ice and melts.

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Petawawa point boat launch, ottawa river hazardous area signage, traffic congestion on petawawa Blvd leaving the base

Fundraising

Growing up our town planted flowers along the main streets in the summer via volunteers. Someone had passed away leaving behind funds for that project though.

Facelift of Petawawa boulevard. Many old ugly buildings. Tons of Automechanics with junk in the front of building

Road signs need to be larger due to the either being blocked by bushes or trees. And plow drivers need to stop destroying peoples lawns

Streetscape, local artists doing murals, more garbage cans so less litter. Community clean up day.

streetscaping

Advocating eco-friendly options, including promoting green spaces and taking care of those green spaces.

Planters with flowers could brighten up main Street. Signage for trail networks

Signage Branding

Streetscaping, facilities improvements

Encourage and foster new Businesses and services.

Facility improvements, more indoor recreation for winter

Continue to create areas safe to walk/Bike etc. More paths and trails.

There could be many areas planted for pollinators along the new 4 season trail.

Stop the dusting out of the boulevard by ATVs or enforce the speed limit.

Roads, bike trails, sidewalks. Would like to have Christmas market across from Shell gas station

Streetscaping, wayfinding, branding and improved facilities and creating nodes of interest and public spaces for animation are all necessary improvements that will make the Town really dynamic.

Stop relying on the base for recreational facilities and build your own. The civic center need expansion to include other indoor spots other than the ice surface.

Encouraging activities such as geocaching may encourage people to explore the town. Especially if special tokens or QR codes that can be photographed are hidden in specific caches for various days (Easter, st Patrick's day, canada day etc). For the qr codes these can then be uploaded to a website to achieve a printable "Adventurer certificate" or a prize. The pumpkin people with the petawawa Ramble was a huge success with very strong community involvement. It goes to show that with the right approach this community will rally behind any great ideas.

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Streetscaping and accessibility. The sidewalk by the drive entry to the new Remax building is not accessible for example - there is no cut curb. This is a new building! Petawawa is supposed to be family friendly and yet strollers cannot use the NEW sidewalk - accessibility benefits everyone.

Food and snacks at the Point Beach Park. Dedicated bike paths and walking paths including no parking signage when attached to the road (like on Albert and East where sidewalk always blocked by cars in summer).

Better signage to encourage tourists to come in from Algonquin and Hwy 17

I have been here for more than 5 years and a lot has improved. I think finding a way to bring younger people to stay here during the weekend - and spend money locally - could be a huge increased in money that would stay in town!

A focus on creating gathering spaces for people to enjoy events. The little parkettes where the deer are - street art is great to create interest. Improving the streetscape along the boulevard is needed, along the old stretch near the Garrison.

Promote a walkable shopping dining district. Create an atmosphere that encourages people to spend a summer day walking or riding the trails. Link the greenspace/parks and shopping areas with one large trail system. Promote business by providing rental space that is not astronomical in price, as it is now.

Make it easier for businesses and people to invest and build new attractions - commercial and residential. Practicality over green spaces would be a major improvement - for example, grass medians and boulevards look nice but are a waste of time and resources, pave them to allow for extra parking and snow storage.

Streetscaping, signage, investments in green spaces and community centers, more local restaurants/cafes and storefronts. Attention given to a "center" to create a cohesive feel.

More playgrounds. Improved playgrounds

The Town should make sure all greenspaces are upkept, trees where they have been taken out, dock area of the Point Beach. Proper sidewalks throughout the Town, perhaps parking areas instead of street parking.

Make it easier for independent businesses to set up in pet. Create a centre.

Garbage cans and litter clean up. While walking town centre Blvd yesterday I saw a variety of litter from fast food restaurants, pet waste bags and cigarette containers, etc.

Improved access for pedestrians and cyclists: useable sidewalks and bicycle lanes, pedestrian crossings to improve access from parking to the trail system, especially where people have to cross busy roads like Victoria St to get from parking (in the old mall) to the trails.

Maybe a younger more "dynamic by nature" council?

Signage and wayfinding as well as providing retail developments like container markets.

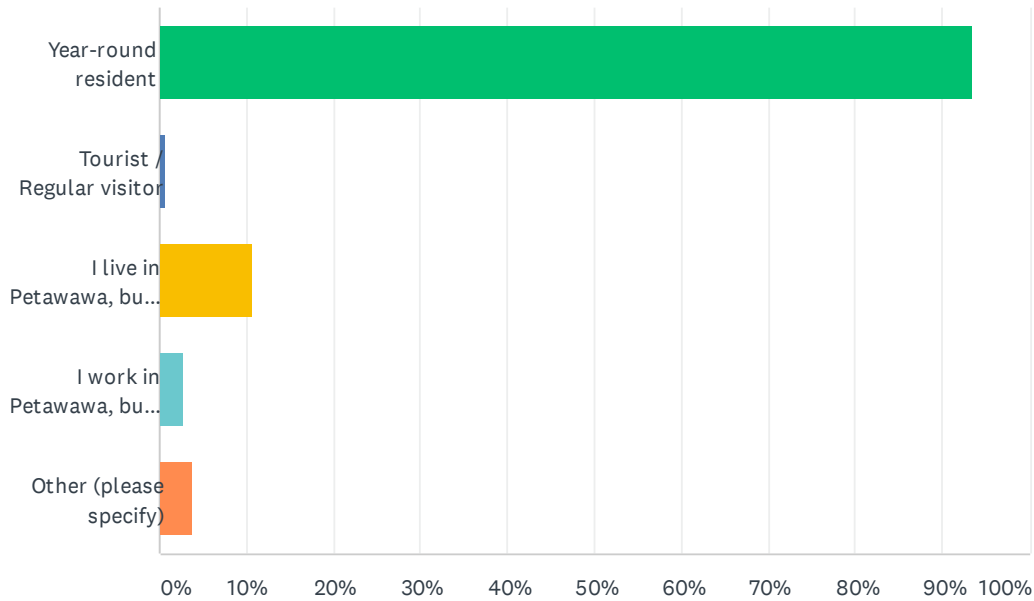
Signage and way finding

Q5: Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Enhancing appearance of commercial properties along the commercial corridor. Upgrading four (4) laning Petawawa Blvd. to the Garrison including all lighting and amenities needed to support this. In general enhancements to replace tired amenities and features.

Q6 Which best describes you? Select all that apply.

Answered: 186 Skipped: 1



ANSWER CHOICES	RESPONSES	
Year-round resident	93.55%	174
Tourist / Regular visitor	0.54%	1
I live in Petawawa, but work elsewhere	10.75%	20
I work in Petawawa, but live elsewhere	2.69%	5
Other (please specify)	3.76%	7
Total Respondents: 186		

Q9: If you have lived in Petawawa, for how many years?

Q9: If you have lived in Petawawa, for how many years? Answered: 178
0.5 Skipped: 9

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Q9: If you have lived in Petawawa, for how many years?

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Q9: If you have lived in Petawawa, for how many years?

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Q9: If you have lived in Petawawa, for how many years?

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Q9: If you have lived in Petawawa, for how many years?

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Q9: If you have lived in Petawawa, for how many years?

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Q9: If you have lived in Petawawa, for how many years?

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Q8: Do you have any other comments about the CIP or the process?

Answered: 104 Skipped: 83

Q8: Do you have any other comments about the CIP or the process?

the town should communicate with the residents on Laurentian Dr for our input of what we would need to make Laurentian Dr a safer place to walk , bicycle and add a side walk where the light post are located, cause right now the side walk is on one side and the light post are accross the road.

More options for residents to provide input in large decisions would be great- example the roundabout report for the blvd/doran/Hilda wasn't shared until a decision was made. An easily accessible listing of planned projects by the city and details. Ex portage/Scott/Hilda upgrades has been years in the making but getting details has been impossible. Next, having the bylaw officer actually cruze around looking for infractions instead of waiting for complaints would be nice. It would increase individuals to follow the bylaws .

More cycling paths that interconnect all around the town and base

Keep the charm of Petawawa

Please, please find a way that I don't need to go to or to the other side to get what I need and can afford.

This is a great process.

How much money is toward CIP? Who has the decision on what improvement will be adopted. What is timeline?

I hope that the CIP will develop online focus groups and other, deeper attempts to engage with the community beyond this survey.

Has there ever been a "Welcome Committee" been considered for Petawawa?

Looking forward to the outcome for our businesses and our community! thank-you!

Thank you for finally moving to improve this town. I love petawawa and this area, but it could be much further improved.

I look forward to a manageable, functional approach. Start somewhere .

Your website is very poorly structured and hard to navigate with scans of pdfs (so they are not accessible). Please update it.

Petawawa has so much to offer, but it is so ugly architecturally. I would love to help if there is a need for volunteer hours for any project, especially as it relates to accessibility.

I would like to know the results of surveys. Community committee should be setup of volunteers. Because we live here we should have input.

Do not bring in more franchises - we actively avoid spending time and money in Petawawa because it is not visually attractive or well laid out, and only has franchises to eat and drink at. Focus on community-centered designs (hire recognized design consultants) for developing our brownfield areas.

Q8: Do you have any other comments about the CIP or the process?

I really appreciate the efforts petawawa has gone to to improve the look of the town such as the new bike/walking path, the deer statues and pergola at murphy rd and the voyageur statue at laurentian drive.

Sounds like a great idea and I look forward to seeing the fruit of your labours!

Keeping green space in the community is important. There are a lot if subdivisions being built, forests cut down but no green space being added back. Very sad.

Thanks for consulting the community! I'm one of the clergy at All Saints Anglican Church and our church community stands ready to assist the town as this plan for the future comes together. Blessings and best wishes!

Great initiative.

Great idea!

Our Town & it's offerings need to be showcased..Streets & woods paths need to be cleaned of trash & receptacles put out..

Thank you for this initiative.

Finish already started projects.

Yes! Please get some businesses flowing into petawawa in the rundown areas like the liquidation world/ bowling alley. Also the big spot across from independent.

I have only lived in Petawawa for a short amount of time - but I see myself here for the foreseeable future. I see the potential and I want the town to grow! No one enjoys driving all the way to Pembroke or Ottawa for errands anyway... I want Petawawa to be THE place to live, grow and support - and not only because it's the closest area to base.

Bring in more businesses and expand Petawawa..

An appropriate input supporting the evolution of the community.

I'm glad you are asking for community input. I love Petawawa but often travel elsewhere to shop or spend the day.

Please bring better shopping to the area.

Have already make great progress with many improvements. Thank you for all hard work.

Going to be difficult to do this in these economic times. Keep the population informed. Good luck with this endeavour

They need to look at roads where speeding is excessive and put in stop signs. le limestone trail

A good start!

I just think the snowplough drivers are too careless and the town doesn't care . They say they'll come and fix lawns but you call and call and they never show up. You pay taxes for them to wreck your

Q8: Do you have any other comments about the CIP or the process?

property. Just paid \$400.00 to take what the plough dropped off. Grass needs to be redone. Tired of doing that every year. Maybe I should submit the bill to public works.

I have brought attention to the town the issue of road safety in my subdivision multiple times. My concerns continue to be put off in very disappointing ways including: - Apparently presenting hypothetical situations regarding road safety around situations. Not wanting to make improvements if no issues arise. For example: worrying about vehicles driving too fast on roads and not being able to stop if a child runs into the road. I was told this is a hypothetical situation and then was spoken to very rudely regarding the whole situation. - Not wanting to do improvements in one area as issues in other areas would need to be focused on as well. This is an ongoing situation that myself and many other residents would like to see improvements on especially down Boulder Creek Trail and Limestone Trail.

Our community needs to improve or it will be left behind. Renfrew did an amazing job so did Arnprior. Even Eganville looks better than Petawawa.

I would like to see an actual council that listens to its citizens. The military community is what has kept this town alive and has been treated like their opinions don't matter as they are forced to be here. It's time the town realized that the only reason they are here is because of the military. Most families come from areas with far more amenities, and it's time the town allowed development to happen and not just for their friends and family.

The population of the town increases every year. Amenities need to increase as well in order to keep up and provide vital services to residents.

I think it's important to keep our unique town identity and prevent becoming like every other town with same name box stores. The unique small businesses add the personality that we have as a community.

I believe that the needs and wishes of the residents aren't listened to.

Consult with public health about Built Environments and its impact on community health and wellness.

I would just like to see more garbage cans around community trails. Many people have dogs and it's just a lot easier to throw that out when there is one nearby. They should also have a traffic light installed where Murphy Rd crosses Hwy 17

Would like to see a Taco Bell in Petawawa.

Think this is fantastic way forward for Petawawa and it's business community

The water pipes freeze regularly and this should be fixed.

petawawa is a good place but we can make it great

Nope

GREAT WORK! I am excited to see what great improvements the Town will make.

The town has been held back. There is so much potential and people want to stay here and not have to go to Ottawa for a night out or shopping etc. Having a nice restaurant and pub (like the whitewater brewery in Cobden) would be a small but massive improvement. More things like that will keep people in pet.

Q8: Do you have any other comments about the CIP or the process?

The Town needs to modernize and adapt. New and refreshing faces are required in council and the offices. The Planning department needs education on the actual codes and not their "interpretation".

I think it's valuable to have a guiding document. One of the best ways we can improve our community is to beautify it. Spend public money on things the private sector cannot provide for profit (can't charge to look at a deer statue). Recreation is huge. Provide lots of fun. Our big business will always be base, CNL, schools and hospitals, as far as the high paying jobs that contribute to our median income being so high. Retail and service sector jobs are low paying and always will be, relative to skilled labour.

I have heard that it is very difficult for business owners to open up in Petawawa due to a family monopoly. We need more variety as residents there to save the drive to Pembroke for something as simple as groceries.

Best of luck.

Build a second bridge, reduce traffic.

I do hope those involved consider looking not just into curb appeal and ecological revitalization, but some of these economical ones as well. Unrelated note but still worth mentioning; please do not consider any more pizza joints, coffee shops, or pharmacies, we have plenty of them. What about our own jeweler? Or clothing boutique/shops? Children's stores? Our own branches of at-home care? A movie theater? Can we work on bringing in these types of businesses? Not only would it broaden our ability to cover these types of purchases in our own area, but it could bring those valuable job opportunities/experiences to our area as well.

The town has a reputation for having too many pizza joints, and low business diversity in general. There is a relatively wealthy population that is craving community focused opportunities like a real pub (not another chain restaurant) and a connection to nature - a place that takes advantage of the water or mountainous views we have. The Town's reputation is that of a nepotistic fiefdom, many anecdotes are regularly shared that speak of the difficulty in setting up new businesses or obtaining employment due to concerns expressed by incumbent businesses. Except for pizza shops, gas stations, or Tim Hortons franchises, apparently. Regardless of whether it's true or not, this is the current perception.

Hospital or second ice pad for 3300 dollars tax on an average bungalow!!

I hope that the CIP will include members who are not part of the mafia/moncion group who control the town. They do not cater to anyone but themselves.

This needs to happen now. I don't care that the town is debt free anymore, we need a surge of funds to revitalize and make Petawawa a place people want to stay and enjoy without wanting to go to Kanata/Ottawa. New ideas need to be heard, bring a night life to the area, and stop thinking it'll ruin it. Those are old thoughts from a generation that needs to adapt now. Stop appeasing the richest families and listen to your largest demographic, the military families/single men and women.

Recruit more nurse practitioners and or doctors.

Less pizza places, more date like places.

Modernize modernize modernize

Q8: Do you have any other comments about the CIP or the process?

Attract more businesses. Develop empty space. Make petawawa a place people can shop instead of going to the big city.

This town needs to update it's comities members from what I've heard and seen from town meetings. Way too Old School and not forward thinking.

We need a crossing guard or a light before the valour school loop and paramedic building, I've witnessed several near accidents

No one has a magic wand that will resolve all of this but hopefully these surveys help an ounce. Stuff a Starbucks, old navy, winners, and a Laura Secord in both malls and the karens will come.

You should have food delivery to Chalk River

Please stop allowing so many pizza places to open. We have enough. Letâ€™s expand

I think the town has done a really great job with creating and enhancing walkways in the town - and I hope that they are able to continue these improvements

Do your job

A dining experience geared towards adult clientele. An adult respite from family style restaurants..... even a proper pub.... something without having to go to Pembroke.

The town has made some great improvements in the last few years. Keep it up. I really think the next step is that main road from the base to the McDonalds. I'm at jankool37@gmail.com if you want more feedback.

Not at this time

A town with los of potential.

All efforts must go to environmental, climate crisis reducing projects. This is the time.

Doesn't really matter because I'm sure the mafia has already decided what's best for me.

This is such an important tool to help shape the growth and direction of the Town. We need to continue to push innovation and think about new and different ways we can increase our economic viability and create that quality of place so people will want to stay and to visit here.

I believe this is a great initiative and I can't wait to see some great ideas come to fruition for this wonderful community

Once done, a public report with all suggestions included I given by more than 2 people.

Thank you for all the work you do.

This will help grow the business community even closer together and hopefully they will realize how they can really shape what our Town looks like.

The town has been doing a fabulous job with community events such a Civic Centre days, Pints and Gourds and other such events. This should be maintained and expanded on.

Q8: Do you have any other comments about the CIP or the process?

This is a great initiative. Continue to engage the community in this way! Thank you.

Excellent start to initiating improvement, change, updating throughout the Town of Petawawa - as long as this CIP is used to the good.

Fabulous idea, hope it has a positive effect on Petawawa.

Not at this time. I trust it's money well invested for a better future of Petawawa.

Important to continue to develop and work in partnership with commercial businesses to enhance and support existing and new business to our community.

APPENDIX



B

BUSINESS SURVEY RESULTS

DRAFT

Q1 What are the top 3 benefits, or strengths, of Petawawa as a place to run your business?

Answered: 33 Skipped: 0

ANSWER CHOICES	RESPONSES	
a)	100.00%	33
b)	100.00%	33
c)	81.82%	27

#	A)	DATE
1	Garrison Petawawa	5/7/2021 11:37 AM
2	Customer service	5/7/2021 10:39 AM
3	Personal relationships small town	5/6/2021 8:19 PM
4	Military base	5/6/2021 4:19 PM
5	Close to military base and CNL	5/6/2021 9:56 AM
6	Diverse demographic	5/5/2021 7:34 PM
7	Community support	5/5/2021 3:50 PM
8	Stable market	5/5/2021 8:14 AM
9	Constant turnover of new customers	5/4/2021 1:58 PM
10	Supportive community	5/4/2021 12:48 PM
11	The existance of the Military community	5/4/2021 12:45 PM
12	Military community	5/4/2021 12:15 PM
13	New home developments are growing	5/4/2021 12:05 PM
14	CFB PETAWAWA	5/4/2021 11:55 AM
15	perspective of people to shop local	5/4/2021 10:25 AM
16	common demographics	5/4/2021 9:48 AM
17	location	5/4/2021 9:31 AM
18	People like to retire in Petawawa	5/4/2021 9:06 AM
19	Largest military base in the country with families from across Canada	4/24/2021 4:11 AM
20	Relatively cheap rents	4/23/2021 1:06 PM
21	Growth	4/23/2021 10:00 AM
22	Area with great employment percentage	4/23/2021 9:12 AM
23	Land value	4/23/2021 4:32 AM
24	Military	4/22/2021 10:39 PM
25	Solid military clientele	4/22/2021 10:07 PM
26	Good word of mouth	4/22/2021 10:05 PM
27	CNL/CFB Petawawa population requiring services.	4/22/2021 9:52 PM

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28	Stable Workforce with good income	4/22/2021 5:16 PM
29	Community Events - Community Rec does an awesome job	4/22/2021 3:24 PM
30	High house hold income of residents	4/22/2021 3:09 PM
31	Lots of young people with relatively high income wanting to spend money	4/22/2021 2:47 PM
32	Grn Petawawa employees	4/22/2021 2:28 PM
33	Great support from the community. Specifically the military.	4/22/2021 1:40 PM
#	B)	DATE
1	CNL	5/7/2021 11:37 AM
2	Expert knowledge and service	5/7/2021 10:39 AM
3	General honesty of people	5/6/2021 8:19 PM
4	Clean community	5/6/2021 4:19 PM
5	personal safety	5/6/2021 9:56 AM
6	Strong community spirit	5/5/2021 7:34 PM
7	Partnership opportunities	5/5/2021 3:50 PM
8	Shortage of my product in the market	5/5/2021 8:14 AM
9	Community based support	5/4/2021 1:58 PM
10	Great business resources	5/4/2021 12:48 PM
11	Strong / stable employers	5/4/2021 12:45 PM
12	2nd highest income earning town	5/4/2021 12:15 PM
13	New businesses opening in the area	5/4/2021 12:05 PM
14	CLOSE TO HIGHWAY 17	5/4/2021 11:55 AM
15	room for growth	5/4/2021 10:25 AM
16	stable incomes	5/4/2021 9:48 AM
17	income	5/4/2021 9:31 AM
18	Senior's need a place to have fun	5/4/2021 9:06 AM
19	Lots of tourism capabilities which would be even more attractive with business to shop at	4/24/2021 4:11 AM
20	Available commercial property	4/23/2021 1:06 PM
21	High salaries of residents	4/23/2021 10:00 AM
22	Locals very supportive	4/23/2021 9:12 AM
23	Taxes	4/23/2021 4:32 AM
24	Small town	4/22/2021 10:39 PM
25	Safe area	4/22/2021 10:07 PM
26	Community oriented	4/22/2021 10:05 PM
27	Supportive business community promoting each other.	4/22/2021 9:52 PM
28	reasonable taxes	4/22/2021 5:16 PM
29	Steady employment from base and CNL	4/22/2021 3:24 PM
30	Health consciousness of residents	4/22/2021 3:09 PM
31	Active and health conscious population	4/22/2021 2:47 PM

Business Survey - Town of Petawawa Community Improvement Plan

32	CNL employees	4/22/2021 2:28 PM
33	The climate allows for a great seasonal opportunity in both winter and summer	4/22/2021 1:40 PM
#	C)	DATE
1	Honesty	5/7/2021 10:39 AM
2	Animal advocates	5/6/2021 4:19 PM
3	Disposable income	5/5/2021 7:34 PM
4	Ease of access to businesses in town	5/5/2021 3:50 PM
5	Great place to live	5/5/2021 8:14 AM
6	Everything is within walking distance	5/4/2021 1:58 PM
7	Welcoming environment	5/4/2021 12:48 PM
8	relatively low tax base	5/4/2021 12:45 PM
9	Family focused	5/4/2021 12:15 PM
10	CLOSE proximity to garrison for members to meet	5/4/2021 12:05 PM
11	GOOD COMMUNITY	5/4/2021 11:55 AM
12	space available for renting or buying	5/4/2021 10:25 AM
13	free WIFI for senior's at this club.	5/4/2021 9:06 AM
14	A pro shop local attitude	4/24/2021 4:11 AM
15	Lots of unfilled areas of demand	4/23/2021 1:06 PM
16	Low street people/crime	4/23/2021 10:00 AM
17	Growing economic community	4/23/2021 9:12 AM
18	Federal Government spending	4/23/2021 4:32 AM
19	Family oriented	4/22/2021 10:39 PM
20	Family oriented	4/22/2021 10:07 PM
21	Support local events	4/22/2021 10:05 PM
22	great community atmosphere- great tourism potential	4/22/2021 5:16 PM
23	Local parks and amenities	4/22/2021 3:24 PM
24	Population size	4/22/2021 3:09 PM
25	There are barely any independent businesses so low competition	4/22/2021 2:47 PM
26	Open market	4/22/2021 2:28 PM
27	Accessibility from highway 17	4/22/2021 1:40 PM

Q2 What are the top 3 challenges for you as a business owner/operator in Petawawa?

Answered: 33 Skipped: 0

ANSWER CHOICES	RESPONSES	
a)	100.00%	33
b)	84.85%	28
c)	78.79%	26

#	A)	DATE
1	Employees	5/7/2021 11:37 AM
2	Employees	5/7/2021 10:39 AM
3	Finding enough buisness	5/6/2021 8:19 PM
4	Military personnel moving away	5/6/2021 4:19 PM
5	Getting local and military to support and buy in my store	5/6/2021 9:56 AM
6	Affordable rental locations	5/5/2021 7:34 PM
7	Small population in town means people are travelling great distances to shop with us. Would love to encourage people to e explore other businesses in town before they leave and have other businesses do the same for us.	5/5/2021 3:50 PM
8	Policy... It now takes about 10 years to bring a plan of subdivision to life.	5/5/2021 8:14 AM
9	Cost of rent	5/4/2021 1:58 PM
10	Covid lockdown	5/4/2021 12:48 PM
11	internet sales/ big box competition	5/4/2021 12:45 PM
12	Lack of financial support from county	5/4/2021 12:15 PM
13	Traffic issues during starting and quitting time	5/4/2021 12:05 PM
14	NO COMERCIAL	5/4/2021 11:55 AM
15	no public transport	5/4/2021 10:25 AM
16	high level of military dependency	5/4/2021 9:48 AM
17	lack of business community	5/4/2021 9:31 AM
18	stairs, we have a lift, but could use a real elevator	5/4/2021 9:06 AM
19	There is no retail space. I am in a space that looks like a house and isn't what I envisioned for my business.	4/24/2021 4:11 AM
20	over-regulation of development	4/23/2021 1:06 PM
21	All military and families expect discounts	4/23/2021 10:00 AM
22	Feel a bit isolated from other businesses(communication)	4/23/2021 9:12 AM
23	Reliable High speed internet	4/23/2021 4:32 AM
24	Being new to the area	4/22/2021 10:39 PM
25	Not very diverse	4/22/2021 10:07 PM

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26	Lack of affordable space	4/22/2021 10:05 PM
27	Limited number of consistent family doctor for patients.	4/22/2021 9:52 PM
28	Small employment pool- not easy to hire	4/22/2021 5:16 PM
29	HIGH property tax on commercial units discourages new business and existing business growth	4/22/2021 3:24 PM
30	No Main Street down town feel	4/22/2021 3:09 PM
31	Planning permission	4/22/2021 2:47 PM
32	Lack of town planning in the past has greatly hindered the beauty and development of the commercial footprint	4/22/2021 2:28 PM
33	Traffic issues with lack of lights for stop and go	4/22/2021 1:40 PM
#	B)	DATE
1	Regulations	5/7/2021 10:39 AM
2	Covid	5/6/2021 4:19 PM
3	Military moves	5/6/2021 9:56 AM
4	Finding staff qualified to work in our shop	5/5/2021 3:50 PM
5	Local politics... We have people making decisions on certain issues that have repercussions and likely unintended outcomes on builders and developers. These decisions will ultimately mean that certain buildings will no longer get built. It will also mean that certain lands will no longer move forward to development. This will cause some serious issues in terms of meeting the future housing and accommodation requirements of the Town	5/5/2021 8:14 AM
6	Availability of decent places to rent	5/4/2021 1:58 PM
7	High rent/ lease	5/4/2021 12:48 PM
8	finding qualified work force	5/4/2021 12:45 PM
9	Large turn over in residents making client base harder to last	5/4/2021 12:15 PM
10	TRAFFIC ON THE BOULEVARD	5/4/2021 11:55 AM
11	not much options to shop around for essentials	5/4/2021 10:25 AM
12	high taxes	5/4/2021 9:31 AM
13	N/A	5/4/2021 9:06 AM
14	The cost of renting current space	4/24/2021 4:11 AM
15	parking space to serve older properties	4/23/2021 1:06 PM
16	High rent	4/23/2021 10:00 AM
17	Lack of incentive for drawing shoppers from out of town	4/23/2021 9:12 AM
18	Finding talented workers	4/23/2021 4:32 AM
19	Advertising isn't the best	4/22/2021 10:39 PM
20	Too old school council	4/22/2021 10:07 PM
21	Lack of trained personnel	4/22/2021 10:05 PM
22	Patients need to use PRH ER for family medicine.	4/22/2021 9:52 PM
23	Access to goods and services- expertise/services/products to come from bigger city centers	4/22/2021 5:16 PM
24	Getting tourists from Algonquin park. They always seem to go to Pembroke even though it is farther away.	4/22/2021 3:24 PM
25	No opportunity for window shopping/pop ins	4/22/2021 3:09 PM

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26	Over reliance on franchises	4/22/2021 2:47 PM
27	Lack of commercial space	4/22/2021 2:28 PM
28	More signage of local businesses on highway 17	4/22/2021 1:40 PM
#	C)	DATE
1	Planning/Scheduling	5/7/2021 10:39 AM
2	Dense traffic on main road	5/6/2021 4:19 PM
3	Business network is weak	5/6/2021 9:56 AM
4	Skilled trades	5/5/2021 8:14 AM
5	Availability of Government Grants available to exiting small business.	5/4/2021 1:58 PM
6	Competition	5/4/2021 12:48 PM
7	presently - supply chain issues	5/4/2021 12:45 PM
8	More festivities	5/4/2021 12:15 PM
9	RED TAPE	5/4/2021 11:55 AM
10	property taxes	5/4/2021 10:25 AM
11	N/A	5/4/2021 9:06 AM
12	Pembroke has "everything" so many would rather just drive there for a "one stop shopping day" than to go all over Petawawa for the few stores we have	4/24/2021 4:11 AM
13	non-loyal, mobile customer base	4/23/2021 1:06 PM
14	No foot traffic	4/23/2021 10:00 AM
15	No continuity of business as a whole, all seem disconnected	4/23/2021 9:12 AM
16	Remoteness	4/23/2021 4:32 AM
17	People don't seem to make reviews	4/22/2021 10:39 PM
18	Not open to new things	4/22/2021 10:07 PM
19	Lack of incentives grants	4/22/2021 10:05 PM
20	Difficult to attract professionals to the area.	4/22/2021 9:52 PM
21	Customers migrating to Ottawa	4/22/2021 5:16 PM
22	Lack of proper commercial units for rent at reasonable rates	4/22/2021 3:24 PM
23	Rent is extremely high in most units	4/22/2021 3:09 PM
24	Reluctance from the town to accept new and exciting independent businesses	4/22/2021 2:47 PM
25	Out of date zoning bylaws, and	4/22/2021 2:28 PM
26	Timelines of certain bylaws and from concept to implementation	4/22/2021 1:40 PM

Q3 What opportunities do you see in Petawawa, that could encourage local economic development and growth? Please describe in 1 or 2 sentences.

Answered: 26 Skipped: 7

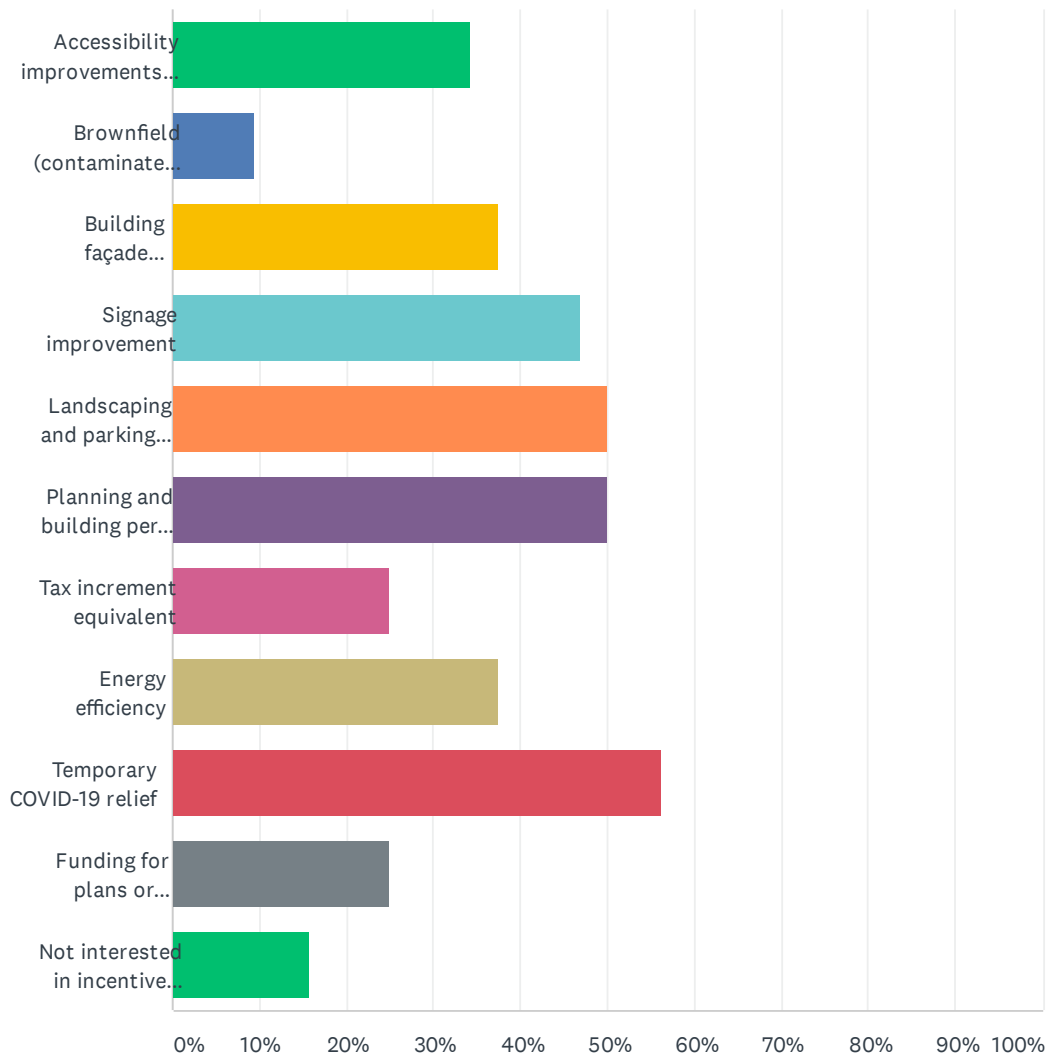
#	RESPONSES	DATE
1	One stop battery and solar store.	5/7/2021 10:39 AM
2	Its all about the military	5/6/2021 8:19 PM
3	More people choose to spend their money in their community rather than big box stores and more family/pet friendly places in Petawawa to get involved in for something to do.	5/6/2021 4:19 PM
4	Increase in community partnerships with base and CNL to support local.	5/6/2021 9:56 AM
5	The amazing sports and recreation infrastructure offer a myriad of opportunities for economic development.	5/5/2021 3:50 PM
6	We need to see the Town and its staff be more proactive with its builders and developers. We need to do this in a way that finds solutions, not in a way, that creates extreme costs to projects (unnecessary studies etc.)	5/5/2021 8:14 AM
7	perhaps more cross promotions for shop locally opportunities and increased festivals to promote tourism	5/4/2021 12:45 PM
8	Opportunity for growth if the the town and county want to capture new businesses with incentive packages etc	5/4/2021 12:15 PM
9	OPENING BOULEVARD AND SPEEDING UP BURATIC PROCESSES	5/4/2021 11:55 AM
10	There is a lot of potential for new businesses in petawawa. As the population is growing , more people are looking for jobs so there should be new business openings as well that could cater the needs of everyone. If new small businesses are opened people are shopping local then from the financial perspective money will stay local and we will grow more eventually.	5/4/2021 10:25 AM
11	development of waterfront potential. Marina with restaurant and farmers market etc. Retail shopping plaza needed	5/4/2021 9:48 AM
12	for businesses to come together collaborate and communicate.	5/4/2021 9:31 AM
13	The "sand dune" area has HUGE potential for the township to build retail space for use of local business owners.	4/24/2021 4:11 AM
14	Some planning and encouragement for development towards meeting the plan. Could include a land/property bank for specified purposes.	4/23/2021 1:06 PM
15	I think the natural aspects of the area are overlooked and being ruined by cookie cutter subdivisions - look at the river, forests - try going to any other area and getting what we have for free! And do NOT start charging please!	4/23/2021 10:00 AM
16	Petawawa is a growing community and it is booming now, think it needs a definitive character vibe, Petawawa needs to decide who we are as a whole in business, a continuity of theme. Businesses should know before opening ,and existing ones as well, what is available through the town ,resources, and what this direction of business feel is, for tourism (curb appeal signage, store front etc)	4/23/2021 9:12 AM
17	Develop a town center. Invest in beautifying the town.	4/23/2021 4:32 AM
18	The area is beautiful and full of potential, of people would have an open mind and actually give newer businesses a try. A pub or sports bar, pita places, healthier food options... council is very stuck in their old ways and the meetings are lacking openness	4/22/2021 10:07 PM
19	Affordable taxes, incentives or grants, rewards for businesses to start up expand an existing	4/22/2021 10:05 PM

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	business. Pembroke ran a contest for 6 month free rent and grants for improvements.	
20	We need several businesses in Petawawa to attract people from other communities to shop/seek services here. Unique restaurants, new grocery store, big box.	4/22/2021 9:52 PM
21	Petawawa lacks a cohesive business core. We are challenged for viable options for new brick and mortar business growth	4/22/2021 5:16 PM
22	More community events to showcase the town to out of town people. Let employers know of the under employed skilled military spouses.	4/22/2021 3:24 PM
23	Creating more of a downtown vibe or having market places for local businesses. Accessibility costs also made it hard to do fits ups - we spent over \$20,000 more from pocket to have accessibility.	4/22/2021 3:09 PM
24	Create a pedestrianised centre, coffee shops, local breweries, art places, variety of independent foods/restaurants/bars.	4/22/2021 2:47 PM
25	Open market, beautiful area	4/22/2021 2:28 PM
26	An information center would be an added bonus. It can be manned seasonally but should be a rest stop on highway 17. A place to picnic, restrooms and I formation. Similar to the US rest stops.	4/22/2021 1:40 PM

Q4 As part of the Community Improvement Plan process, the Town will be exploring potential incentive programs, such as grants, that can be offered to businesses to achieve the CIP's objectives. As a business owner, which of the following potential incentive program types would you be interested in applying for? Please select all that apply.

Answered: 32 Skipped: 1



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ANSWER CHOICES	RESPONSES	
Accessibility improvements such as ramps, automatic door openers, etc. (in some cases such improvements may be required in accordance with the Accessibility for Ontarians with Disabilities Act, which seeks to make Ontario more accessible and inclusive by 2025)	34.38%	11
Brownfield (contaminated or potentially contaminated lands) clean-up and redevelopment	9.38%	3
Building façade improvement	37.50%	12
Signage improvement	46.88%	15
Landscaping and parking area improvement	50.00%	16
Planning and building permit application fee rebates	50.00%	16
Tax increment equivalent	25.00%	8
Energy efficiency	37.50%	12
Temporary COVID-19 relief	56.25%	18
Funding for plans or studies required to support investment and redevelopment	25.00%	8
Not interested in incentive programs	15.63%	5
Total Respondents: 32		

Q5 From a business perspective, what is the greatest challenge that you face as a result of the COVID-19 pandemic and associated public health measures? Please provide a brief summary.

Answered: 31 Skipped: 2

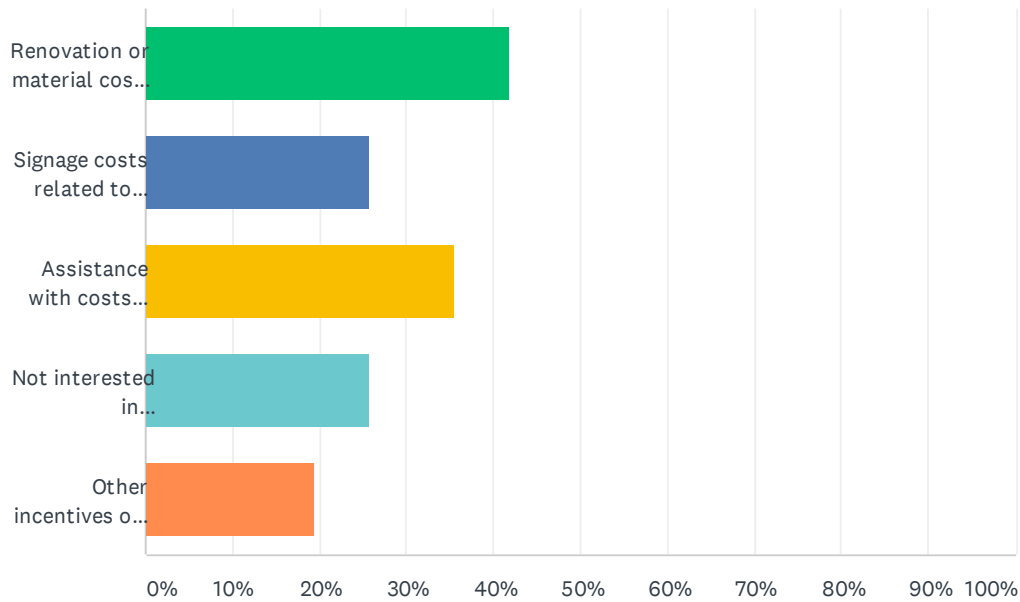
#	RESPONSES	DATE
1	Getting people to come back to work.	5/7/2021 11:37 AM
2	Understanding the rules which are different from place to place. Having comfortable PPE	5/7/2021 10:39 AM
3	Buying materials in person	5/6/2021 8:19 PM
4	No one is able to travel for periods of time. People can't find entertainment for the day, military personnel are not travelling as much so difficult to provide care when no movement	5/6/2021 4:19 PM
5	Three closures in a year. Considered non essential so business has had to close. Therefore lack of steady income from walk in customers.	5/6/2021 9:56 AM
6	We have been so lucky to have been able to remain open for service through the entire pandemic.	5/5/2021 3:50 PM
7	It has completely disrupted our supply chain. This has caused very long delays in product, and has forced incredibly high prices on items we require everyday. This has resulted in very high costs to our clients.	5/5/2021 8:14 AM
8	Although it is necessary to have non-essential shut downs, trying to keep the business afloat is difficult without enough financial support.	5/4/2021 1:58 PM
9	Being in the group of business that's was forced to be closed for a long term and reopened with a minimum capacity that less than ideal to cover overhead costs, all while following cleaning and sanitizing.	5/4/2021 12:48 PM
10	The lack of regionalization -- constant change in regard to closing / operating store front	5/4/2021 12:45 PM
11	Being locked down re opened shut down how the definition of essential makes no sense, patios gold course camping should all be allowed	5/4/2021 12:15 PM
12	Lack of building permits to be able to be issued during lockdowns	5/4/2021 12:05 PM
13	OBTAINING STAFF	5/4/2021 11:55 AM
14	The curbside pick up is a great challenge.	5/4/2021 10:25 AM
15	all of the closures and lack of funds and grants.	5/4/2021 9:31 AM
16	Being closed, no fund-raising, no activity's, no income from said, activity's, no senior's socializing.	5/4/2021 9:06 AM
17	The constant closures	4/24/2021 4:11 AM
18	Forced closures affect both business tenants and landlords with landlords required to help Federal rent relief programs but not getting property tax assistance to do so.	4/23/2021 1:06 PM
19	Being deemed essential but not having clients because they are listening to the stay at home orders	4/23/2021 10:00 AM
20	With the COVID -19 closures and re-openings, as a hairstyling salon, lack of income foremost and also with re-openings , lower traffic in salon, product sales for retail is down.	4/23/2021 9:12 AM
21	Encouraging customers to follow health measures.	4/23/2021 4:32 AM
22	I'm a birth & postpartum doula. COVID-19 has made it exceptionally hard to have clients as most of my work is done in person.	4/22/2021 10:39 PM

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23	Losing \$ due to inventory not being used on time, clients not being able to come in makes people less likely to support businesses, relief is a joke.	4/22/2021 10:07 PM
24	Loss is staff, wages due to several isolation bouts, forces to close and unable to generate income remotely due to the hand on nature of our business.	4/22/2021 10:05 PM
25	The cost of PPE, sanitization, time to prepare and implement COVID 19 policies and procedures, training staff.	4/22/2021 9:52 PM
26	The greatest challenge is increased labour costs to meet COVID protocols. The cost of PPE/cleaners have also been a factor. The inability to hire to keep pace with ncreased demands has also been a challenge	4/22/2021 5:16 PM
27	Being closed for most of the year. Terrible support from the government of Ontario. Ever changing and confusing rules.	4/22/2021 3:24 PM
28	We are not able to operate in person. Our investment was in a quality physical space and those facilities cannot be used.	4/22/2021 3:09 PM
29	Lockdowns	4/22/2021 2:47 PM
30	Lack of consistency	4/22/2021 2:28 PM
31	Lack of solid direction from the health unit. Since Covid the direction has been very grey at best. It's better lately but has left for misinterpretation.	4/22/2021 1:40 PM

Q6 What types of temporary financial incentive programs could help support your business in the context of the COVID-19 pandemic?

Answered: 31 Skipped: 2



ANSWER CHOICES	RESPONSES
Renovation or material costs associated with meeting new health and safety requirements and/or recommendations	41.94% 13
Signage costs related to COVID-19	25.81% 8
Assistance with costs associated with adaptation to outdoor operations	35.48% 11
Not interested in COVID-19-related incentive programs	25.81% 8
Other incentives or grants related to renovation or redevelopment (please specify)	19.35% 6
Total Respondents: 31	

#	OTHER INCENTIVES OR GRANTS RELATED TO RENOVATION OR REDEVELOPMENT (PLEASE SPECIFY)	DATE
1	Property repairs	5/6/2021 4:19 PM
2	In our industry, grants that could help offset the costs of commodities would be beneficial	5/5/2021 8:14 AM
3	PPE cost coverage by the provincial government	5/4/2021 10:25 AM
4	Looking to add on to existing space for retail area to be sperate from salon so some walk through traffic , for retail sales can continue.	4/23/2021 9:12 AM
5	Leave this to the province and federal government	4/23/2021 4:32 AM
6	North Cumberland	4/22/2021 10:05 PM

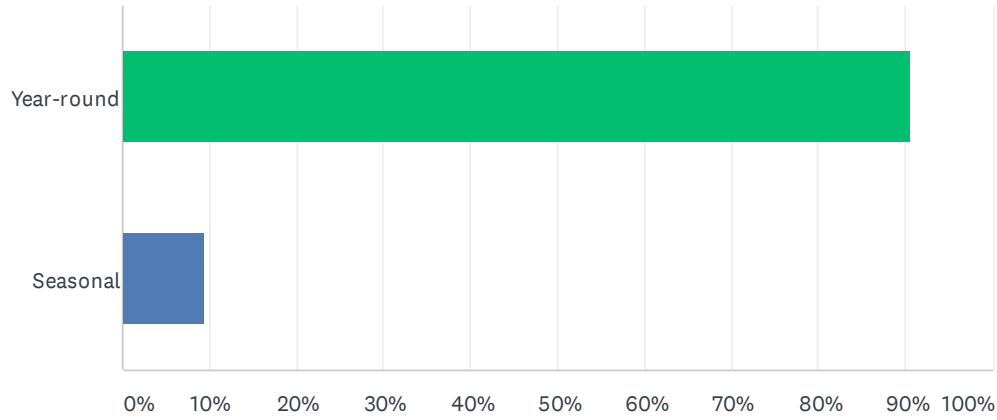
Q7 How many years have you had your business in Petawawa?

Answered: 32 Skipped: 1

#	RESPONSES	DATE
1	75 years	5/7/2021 11:37 AM
2	5	5/7/2021 10:39 AM
3	40 years	5/6/2021 8:19 PM
4	3 years	5/6/2021 4:19 PM
5	25	5/6/2021 9:56 AM
6	3	5/5/2021 7:34 PM
7	We have owned the Business for 5 years. The business has been in town for 12 years under this name	5/5/2021 3:50 PM
8	33	5/5/2021 8:14 AM
9	15 years	5/4/2021 1:58 PM
10	1.5	5/4/2021 12:48 PM
11	15 years	5/4/2021 12:45 PM
12	Over year	5/4/2021 12:15 PM
13	21	5/4/2021 12:05 PM
14	73	5/4/2021 11:55 AM
15	16	5/4/2021 10:25 AM
16	This is my 3rd year	5/4/2021 9:48 AM
17	5	5/4/2021 9:31 AM
18	January 1978	5/4/2021 9:06 AM
19	Opening June 2021	4/24/2021 4:11 AM
20	between 1973 and 2005	4/23/2021 1:06 PM
21	3	4/23/2021 10:00 AM
22	16 years	4/23/2021 9:12 AM
23	3	4/23/2021 4:32 AM
24	0 years 6 months	4/22/2021 10:39 PM
25	None yet	4/22/2021 10:07 PM
26	11 year's	4/22/2021 10:05 PM
27	Since 2011 -10 years	4/22/2021 9:52 PM
28	5 years	4/22/2021 5:16 PM
29	4	4/22/2021 3:24 PM
30	<1	4/22/2021 3:09 PM
31	2	4/22/2021 2:28 PM
32	5	4/22/2021 1:40 PM

Q8 Do you operate a year-round or seasonal business?

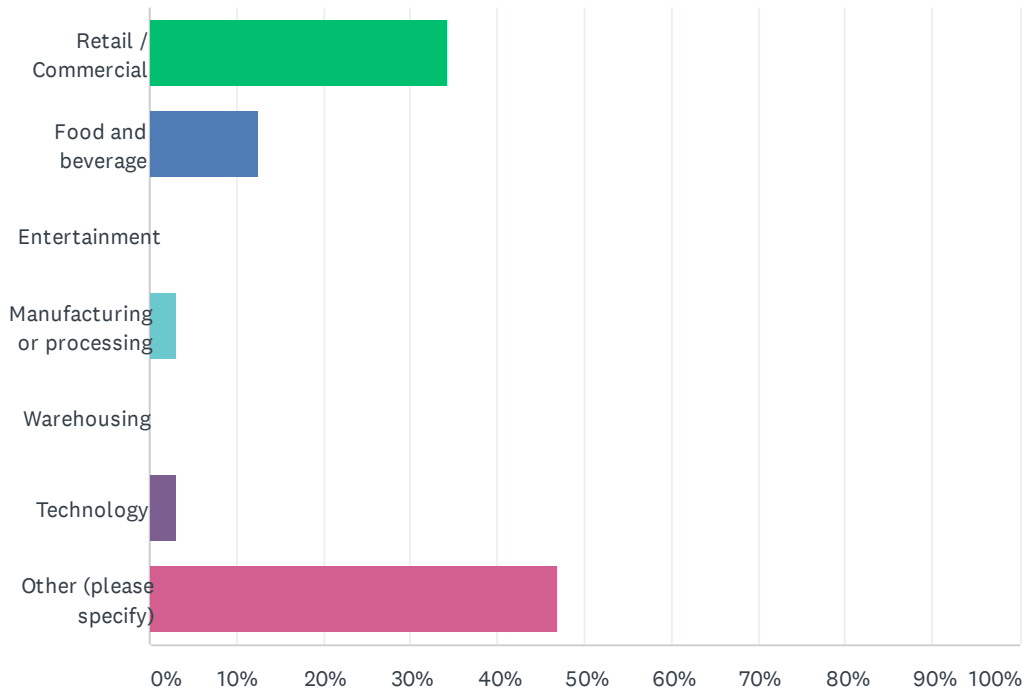
Answered: 32 Skipped: 1



ANSWER CHOICES	RESPONSES	
Year-round	90.63%	29
Seasonal	9.38%	3
TOTAL		32

Q9 What type of business do you operate?

Answered: 32 Skipped: 1



ANSWER CHOICES	RESPONSES	
Retail / Commercial	34.38%	11
Food and beverage	12.50%	4
Entertainment	0.00%	0
Manufacturing or processing	3.13%	1
Warehousing	0.00%	0
Technology	3.13%	1
Other (please specify)	46.88%	15
TOTAL		32

#	OTHER (PLEASE SPECIFY)	DATE
1	Construction	5/6/2021 8:19 PM
2	Pet sitting business	5/6/2021 4:19 PM
3	New home and Land development. Commercial rental space. Residential rental space.	5/5/2021 8:14 AM
4	Fitness & health	5/4/2021 12:48 PM
5	Real Estate sales	5/4/2021 12:05 PM
6	CONSTRUCTION - HEAVY CIVIL	5/4/2021 11:55 AM
7	Real Estate	5/4/2021 9:48 AM
8	Senior's Club	5/4/2021 9:06 AM

Business Survey - Town of Petawawa Community Improvement Plan

9	Tax preparation	4/23/2021 10:00 AM
10	Hairstyling Salon	4/23/2021 9:12 AM
11	Maternal services	4/22/2021 10:39 PM
12	Health and Medical	4/22/2021 10:05 PM
13	Physiotherapy, Massage Therapy	4/22/2021 9:52 PM
14	Health and wellness	4/22/2021 3:09 PM
15	Brewery	4/22/2021 2:28 PM

Q10 Do you have any other comments about the CIP or the process?

Answered: 12 Skipped: 21

#	RESPONSES	DATE
1	Not at this time.	5/6/2021 9:56 AM
2	Not at this time.	5/5/2021 3:50 PM
3	no	5/4/2021 10:25 AM
4	Not at this time. Thank you	5/4/2021 9:06 AM
5	There is so much potential in Petawawa for small business... and nowhere to open them. There is a huge sand dune area in the centre of town that has the opportunity for the town to take initiative and build strip mall centre's all throughout it working with the land owners ...	4/24/2021 4:11 AM
6	Focus should be on planning for "hubs" and encourage development of, or into these hubs, which would be clusters of similar interest. Such as a med/dental hub,. sports and recreation hub, retail apparel hub, food /restaurant hub, etc. This is long term planning.	4/23/2021 1:06 PM
7	Think this is a great for the future of existing business and growth for the future of Petawawa.	4/23/2021 9:12 AM
8	No	4/23/2021 4:32 AM
9	Let's move forward with developing the location across from the Petawawa Market Mall.	4/22/2021 9:52 PM
10	Excited to have the opportunity to participate and look forward to seeing the change a Plan like this can bring to our community	4/22/2021 5:16 PM
11	We need investments to build new commercial and light industrial opportunities. The sand pit across from independent must be dealt with.	4/22/2021 3:24 PM
12	Petawawa has evolved greatly in the last 10 years. However there is still room for more advancements. Focus on passer by traffic needs to be explored. Highway 17 has very large numbers of traffic. We need to bring them in the 3km drive to the core.	4/22/2021 1:40 PM




PETAWAWA
DYNAMIC BY NATURE

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