

# Town of Petawawa

## Final Draft Community Improvement Plan

September 2021



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## Final Draft Community Improvement Plan

September 2021

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Town of Petawawa

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## 1 Introduction

### 1.1 Overview

The Town of Petawawa Community Improvement Plan (“CIP” or the “Plan”) is intended to facilitate and encourage economic development and urban improvement throughout the Town. This CIP establishes a suite of incentive programs that can be used to directly stimulate private sector investment that meets the Vision and Goals of the Plan.

In addition, the CIP sets out municipal leadership strategies that may be undertaken by the Town to further augment and support private-sector investment and urban revitalization.

### 1.2 What is a Community Improvement Plan?

A CIP is a planning and economic development tool for municipalities to promote community development and often serves as a catalyst for achieving economic, community planning and urban development goals. CIPs are enabled through the Ontario Planning Act and the Municipal Act.

This CIP for the Town has been prepared to serve as a long-term strategy to promote commercial and retail development in the community, improve the quality of life of the community’s residents, better utilize under-developed properties and promote private investment in land and buildings.

### 1.3 Purpose of the CIP

The purpose of this Plan is to establish a Community Improvement Plan framework, set

out a vision and goals, and provide a suite of financial incentive programs to achieve those goals and the Plan’s vision. The Plan also sets out an implementation strategy that includes administration and marketing of the CIP, and monitoring of results.

The intent of the CIP is to provide the Town with a strategy to encourage and facilitate the ongoing development of the Town. Some programs established by this Plan specifically focus on areas within Petawawa’s commercial core around Petawawa Boulevard (County Road 51) from Mohns Avenue to the Garrison Bridge. Other financial incentive programs apply more broadly to Petawawa’s areas, including industrial areas, recreational uses and commercial areas further south along Petawawa Boulevard towards the McGregor’s Hill Entrance.

### 1.4 Community Improvement Project Area (CIPA)

The Community Improvement Project Area (“CIPA”), is the entire area within the municipal boundary as illustrated in **Figure 1-1**.

The programs under this Plan can only be applied within the designated CIPA. The CIPA is established via a by-law of Council in accordance with Section 28 of the Planning Act. Council may choose to modify the Community Improvement Project Area By-law by amending it or passing another by-law to replace it.



Figure 1-1 Community Improvement Project Area



### 1.5 Jurisdiction of Plan

The Town of Petawawa is a lower-tier municipality that is located within the County of Renfrew, which is the upper-tier municipality. As such, it is acknowledged that the Plan only applies to the Town of Petawawa, and the Plan's financial incentive programs do not apply to any taxes or fees administered by the County of Renfrew.

### 1.6 Overview of This Plan

This Plan is comprised of eight parts. All parts of this Plan are operative, except for Part 1. The parts are described below:

- **Part 2: Basis of the Plan** outlines the legislative authority, regulatory and policy framework and the community engagement that was undertaken in the preparation of the CIP;

- **Part 3: CIP Vision and Goals** presents the vision for the Town's CIP and its goals, developed based on the results of the community tour and Community and Business Surveys conducted at the outset of the project;
- **Part 4: Financial Incentive Programs** sets out financial incentive programs for private property owners and developers to achieve the CIP's goals;
- **Part 5: Municipal Leadership Strategy** describes municipal initiatives that are recommended to complement and support the Plan;
- **Part 6: General Eligibility Criteria** sets out the general criteria that CIP applicants and eligible projects are required to meet in order to be considered under this Plan;
- **Part 7: Administration and Monitoring** provides details on the implementation of the CIP, including administration, eligibility and application requirements, a municipal marketing strategy, and monitoring / evaluation program, as well as the processes required for any amendments to the CIP;
- **Part 8: Marketing Strategy** provides details on how the programs available through the CIP can be marketed to property and business owners, including the creation of a brochure explaining the available programs and application process.





### 1.7 Eligible Applicants

The financial incentive programs established by this Plan are open and extended to a range of eligible applicants, including landowners and tenants (with the owner's consent).

The Town understands this CIP to be an important opportunity to further facilitate and encourage continued investment in community development from a broad range of potential participants. All applicants are encouraged to apply and make use of the programs established by this Plan, understanding that the eligibility requirements must be satisfied, and that program availability is subject to funding, under the discretion of Council.

### 1.8 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.

Geographically, the Town occupies a total land area of 166.69 km<sup>2</sup> (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.

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.

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 of residents in Petawawa. Key industries in Petawawa include the following categories: services; defence; architectural, engineering, scientific; building and dwellings; business support; elementary and secondary schools, restaurants, hospitals, grocery stores, nursing and residential care (Town of Petawawa Economic Profile, 2018).

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.

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## 2 Basis of the Plan

A Community Improvement Plan is a tool established under Section 28 of the Planning Act. The Plan is required to consider and conform to other policy plans and studies and it must be prepared in accordance with the Planning Act. This section briefly discusses the basis for preparing a CIP for the Town of Petawawa. A more detailed discussion of the basis for the CIP is included in the Community Improvement Plan Background Report (May 2021).

### 2.1 Legislative Authority

The CIP was prepared in accordance with the Planning Act, which provides legislative authority to the Town to prepare a CIP.

Section 28 of the Planning Act provides the Town Council with the ability to designate a Community Improvement Project Area (“CIPA”) by by-law and prepare a Community Improvement Plan for that area. The Plan must be prepared in accordance with the community improvement policies of the Town’s Official Plan and the specific powers granted under the Planning Act. Under Section 28(7) of the Planning Act, an incentive program cannot provide grants that exceed eligible costs.

In accordance with subsections 106(1), (2) and (3) of the Municipal Act, the Town may not provide financial assistance or bonusing to a commercial or other industrial enterprise, unless the assistance is provided through a CIP prepared in accordance with the Planning Act.

### 2.1.1 Planning Act

#### 2.1.1.1 Community Improvement

Section 28 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.”

#### 2.1.1.2 Community Improvement Plan

A community improvement plan is defined in the Planning Act as:

“a plan for the community improvement of a community improvement project area.”

#### 2.1.1.3 Tools and Activities Under the Planning Act

Under the Planning Act the Town is able to undertake certain initiatives through a Community Improvement Plan and within a designated Community Improvement Project Area. This includes, but is not limited to:

- Under Section 28(3), Council may acquire, hold or clear land;
- Under Section 28(6), Council may construct, repair, rehabilitate or improve buildings on land acquired or held by the Municipality, or it may sell





or dispose of land in conformity with the community improvement plan; and

- Under Section 28(7), the Town may make grants or loans to registered owners or tenants of land in the community improvement project area to pay for eligible costs associated with community improvement. In accordance with Section 28(8), eligible costs include costs related to an 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.

### 2.2 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, including the following:

- Policy 1.1.3 promotes the regeneration of settlement areas and opportunities for intensification and redevelopment, including brownfield redevelopment; and
- Policy 1.7 promotes long-term economic prosperity.

The PPS emphasizes and encourages efficient and effective land use planning. The PPS provides direction for how plans and policies are to be developed at the municipal level, in a

manner that is consistent with provincial interests.

CIPs are planning tools with the ability to proactively implement the Provincial Policy Statement, including its policies for redevelopment, intensification, remediation of brownfields, urban renewal, sustainability and long-term economic prosperity.

### 2.3 Town of Petawawa Official Plan Policies (2013)

In accordance with the Planning Act, in order to prepare a CIP, the Town of Petawawa's Official Plan must contain policies that enable and guide the development of a CIP.

Section 20.16 Community Improvement of the Town's Official Plan identifies the entire Town of Petawawa as a Community Improvement Project Area and 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."

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.

### 2.4 Community Consultation

At the time that community consultation was undertaken, public health measures to protect against COVID-19 were in place, restricting in-person engagement activities. As such virtual methods of engagement have been undertaken at the onset of the CIP project through various communication methods.

The Town connected 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. To engage Petawawa’s business community, the Town worked with Petawawa Business Advisory Network (PBAN) to encourage business owners to participate in the Business Survey.

The community was engaged through two online surveys that were made available via the Town’s website between April 22, 2021 and May 7, 2021:

1. **Community Survey** directed at the general public that sought comments regarding Petawawa’s current assets and opportunities, a vision for the Town’s future, potential ways that the CIP could be used to benefit the community and the identification of specific locations where improvements are desired.
2. **Business Survey** that sought comments from Petawawa’s business

owners on why they choose to locate their business in Petawawa, what challenges they face, and what opportunities exist that could positively impact their businesses.

The findings of the surveys have been used to inform the vision and goals of the Plan, the CIP programs, and the recommended municipal leadership initiatives.

#### 2.4.1 Municipal Workshop Sessions

On August 31, 2021, two virtual Municipal Workshop Sessions were held. Members of Council, the business community and the public had the opportunity to attend one of the two sessions where they could provide feedback on the Draft Town of Petawawa Community Improvement Plan (July 2021).

Attendees of the workshop provided feedback on the following:

- Draft CIP Vision and Goals;
- Proposed Financial Incentive Programs; and
- Draft Municipal Leadership Strategy.

To assist attendees with communicating their ideas, the digital public engagement tool Mural was used. Through Mural, attendees could share their ideas on a virtual whiteboard in real time as the discussion occurred.

The main themes discussed at the workshops included the CIP Vision and Goals, what Town assets should be the focus of the CIP and how the County of Renfrew should be engaged to support the goals of the CIP.



The findings of the Municipal Workshop have been used to form the development of the Final Draft Community Improvement Plan.

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### 2.5 Background Report

In June 2021, the “Town of Petawawa Community Improvement Plan Background Report” was prepared to provide a basis for this CIP.

The Background Report included a detailed analysis of relevant legislation; policies and by-laws; and a needs and opportunities analysis of the Town of Petawawa. The Background Report included an analysis of the results of the community consultation and virtual engagement best practices. Based on those findings, potential community improvement programs were identified as well as municipal leadership initiatives that could address the Town’s needs.

The Background Report does not form part of this Plan, however, the Report may be a useful supplementary resource. In some cases, this Plan refers to the Background Report for informational purposes.





### 3 CIP Vision and Goals

This Plan is guided by a vision and goals established through engagement with community members and the business community. The vision and goals form the basis of the Plan's financial incentive programs and municipal leadership strategies.

The "vision" for this Plan establishes what the community wants its Town to be, how it wants it to look, feel and function. Developing such a vision includes defining a number of different elements, including the types and nature of land uses; the features and amenities desired within an area; the character of an area; and the overall identity.

The establishment of a vision is a critical component of this Plan because it provides the high-level, long-term foundation that directs how this Plan will be implemented, administered and monitored.

#### 3.1 Vision Statement

A vision statement has been created to guide this Plan's financial incentive programs to achieve desirable and meaningful community improvement:

**"Petawawa will be a dynamic business community that offers a diverse range of goods and services for residents and tourists in the Ottawa Valley."**

This vision statement has been developed with an understanding that the Town has ample natural, human and cultural assets that provide its residents with a high quality of life. This vision statement is intended support the

establishment of a CIP that capitalizes on these resources to encourage opportunities for local economic development.

#### 3.2 Goals

In order to implement the Vision Statement, a series of goals have been created:

1. Promote business development in Petawawa's commercial core anchored by Petawawa Boulevard (County Road 51).
2. Encourage development which contributes to defining a commercial core that is accessible, vibrant, and attractive.
3. Position Petawawa as the regional hub of the Ottawa Valley given its geographic location, workforce and abundance of nature.
4. Encourage development of vacant and/or underutilized land.
5. Support the revitalization and beautification of the community, existing businesses and future development.
6. Create a business climate that welcomes new entrepreneurs, companies, and social enterprises to locate in the Town.

These goals serve as a road map for the Plan and its financial incentive programs. The programs within the CIP have been developed with these goals in mind and will inform the implementation of the Plan.



## 4 Financial Incentive Programs

### 4.1 Introduction

The financial incentive programs contained in this CIP represent a comprehensive tool kit of programs specifically designed to advance the Town's community improvement and revitalization needs and opportunities. These financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and broader community improvement works throughout the Town.

### 4.2 General Program Applicability

This CIP is intended to promote broad community revitalization and development across the Town. The specific CIPA is designated separately by a by-law of Council.

### 4.3 Summary of Incentive Programs

The following summary provides an overview of the eleven (11) incentive programs available through the Plan. The full details of each program are available in **Sections 4.4 to 4.14**.

- 1. COVID-19 Relief Grant Program:** This program is intended to provide financial assistance for business owners to undertake improvements related to COVID-19 health and safety requirements, enabling them to reopen or increase business operations.
- 2. Building Façade Improvement Grant Program:** This program is intended to promote rehabilitation, restoration and improvements to building façade elements that promote high-quality design.
- 3. Parking Area and Landscaping Improvement Grant Program:** This program is intended to assist with optimizing the quality of off-street parking and promote a greener and more aesthetically pleasing streetscape by providing for landscaping and parking area improvements.
- 4. Signage Improvement Grant Program:** This program is intended to encourage and facilitate the improvement of signage in the Town, including the installation of permanent signs.
- 5. Accessibility Improvements Grant Program:** This program is intended to assist businesses with improving the accessibility of their buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.
- 6. Commercial and Retail Market Study Grant Program:** This program is intended to provide financial assistance to property owners to undertake market studies to support and inform retail and commercial business opportunities.
- 7. Planning, Building Permit and Demolition Fee Grant Program:** This program is intended to offset the cost of Town planning application, building permit and demolition permit fees that are incurred through the development application and approval process. Only Town fees are eligible for this program.
- 8. Temporary Mobile Public Market Grant Program:** This program is intended to support new and existing business owners to establish temporary entertainment, retail and gathering spaces in Town.



9. **Brownfield Redevelopment Grant Program:** This program is intended to encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the Town.
  
10. **Tax Increment Grant Program:** This program is intended 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.
  
11. **Green Initiatives Grant Program:** This program is intended to assist businesses with undertaking green initiatives that improve energy savings, water efficiency, CO<sub>2</sub> emissions reduction, indoor environmental quality and stewardship of resources.

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### 4.4 COVID-19 Relief Grant Program



Image Source: BK Signs

#### 4.4.1 Purpose

The COVID-19 Relief Grant Program is intended to provide financial assistance for business owners to undertake physical modifications to meet COVID-19 health and safety requirements and enable them to reopen or increase business operations.

#### 4.4.2 Eligible Businesses

Proposed or existing commercial or industrial businesses shall be eligible for this program.

#### 4.4.3 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible costs associated with improvements/renovations to existing buildings:

1. Building Materials;
2. Installation of plexiglass, glass or other dividers at work stations in entry locations or public service areas;

3. Implementation of proper permanent sanitization stations for employees and/or customers;
4. Implement and erect proper shields and barriers for customer interaction;
5. Installation of new signage or improvements to existing signage including floor markers and directional flow, curbside pickup/delivery;
6. Any other renovations or construction required to meet public health and safety requirements / recommendations of the Province, the Renfrew County and District Health Unit, insurance, or other regulatory body;
7. Any other work as approved by the Town; and
8. Any combination of the above.

#### 4.4.4 Retroactive Eligibility

Applicants may apply for financial assistance under the COVID-19 Relief Grant retroactively. Works that were completed, or costs incurred, on or after March 17, 2020 shall be eligible costs. Proof of payment, including invoices, cancelled cheques or proof of deposit or such other documentation satisfactory to the Town will be required, along with any quotations for works.

#### 4.4.5 Grant Value

1. The value of this grant is 50% of eligible costs, up to a maximum of \$2,500, with a maximum of one grant application per business.
2. The grant may be combined with other grant programs. This grant shall not be



combined with the Tax Increment Equivalent Grant, which exists a stand-alone incentive program.

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#### 4.4.6 Payment

The grant shall be paid as a single payment upon completion of the improvement or renovation, to the satisfaction Town.

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#### 4.4.7 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.

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### 4.5 Building Façade Improvement Grant Program



#### 4.5.1 Purpose

The Building Façade Improvement Grant Program is intended to promote rehabilitation, restoration and improvements to façade elements of existing buildings that promote high quality design that are consistent with the existing character of the Town.

#### 4.5.2 Eligible Businesses

Proposed or existing commercial businesses shall be eligible for this program.

#### 4.5.3 Eligible Facades

Eligible facades shall only include front, side or rear facades that are visible from the public street. The Town shall have discretion regarding which facades are eligible based on funding availability, visibility and other considerations.

#### 4.5.4 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

1. Repair or replacement of storefront doors and windows;
2. Repair or repointing of facade masonry and brickwork;
3. Repair or replacement of cornices, parapets, eaves and other architectural details;
4. Repair or replacement of awnings or canopies;
5. Painting, cleaning or other similar treatments to improve façades or enhance their durability over the long term, provided that these activities are part of a larger improvement project (i.e., associated with other eligible costs listed in this program);
6. Addition of new lighting/upgrading of existing fixtures on the exterior facade and in entrance and storefront display areas;
7. Architectural/design fees required for eligible works;
8. Other similar repairs/improvements as may be approved;



9. Items listed above as they apply to side facades and rear facades that are deemed by Council to be highly visible or located in a prominent location; and
10. Any combination of the above.

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#### 4.5.5 Grant Value

1. The value of this grant is 50% of eligible costs, up to a maximum of \$5,000.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists as a stand-alone incentive program.

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#### 4.5.6 Payment

The grant shall be paid upon completion of the works to the satisfaction of the Town.

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#### 4.5.7 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. All grant applications related to new or updated facades shall be in compliance with the Town’s Property Standards By-law.





**4.6 Parking Area and Landscaping Improvement Grant Program**



Windsor, ON

Image Source: Windsorite.ca

**4.6.1 Purpose**

The Parking Area and Landscaping Improvement Grant Program is intended to assist with optimizing the quality of off-street parking and promote a greener and more aesthetically pleasing streetscape by providing for landscaping and parking area improvements.

**4.6.2 Eligible Businesses, Parking and Landscaped Areas**

Proposed or existing commercial businesses shall be eligible for this program.

**4.6.3 Eligible Parking and Landscaped Areas**

Eligible parking and landscaped areas shall only include front, side or rear parking or landscaped areas that are visible from the public street. The Town shall have discretion regarding which parking or landscaped areas are eligible based on funding availability, visibility and other considerations.

**4.6.4 Eligible Costs**

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

1. Repair, replacement, or improvement of front, rear, or side yard driveways and parking areas, provided that an improvement is made over the existing condition;
2. Improvements to signage and markings to clearly designate reserved parking for clients or employees, as well as accessible barrier-free parking spaces;
3. Installation or improvement of decorative retaining walls or fences;
4. Installation or improvement of pedestrian walkways;
5. Installation of stormwater management systems;
6. Installation of active transportation infrastructure, such as bicycle parking or electric vehicle charging stations, which are publicly accessible;
7. Installation of street furniture, such as benches or permanent planters; and
8. Any combination of the above.

**4.6.5 Grant Value**

1. The value of this grant is 50% of eligible costs, up to a maximum of \$5,000.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists a stand-alone incentive program.



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### 4.6.6 Payment

The grant shall be paid upon completion of the works to the satisfaction of the Town.

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### 4.6.7 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. All grant applications related to parking and landscaping area improvements shall be in compliance with the Town’s Property Standards By-law.

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### 4.7 Signage Improvement Grant Program



Oshawa, ON  
Image Source:  
Speedpro  
Signs

#### 4.7.1 Purpose

The purpose of the Signage Improvement Grant Program is to encourage and facilitate the improvement of signage in the Town, including the installation of permanent signs that replace existing temporary signage structures.

The program is intended to promote new, attractive signage that contributes to the visual identity and character of the Town.

#### 4.7.2 Eligible Businesses

Proposed or existing commercial businesses shall be eligible for this program.

#### 4.7.3 Eligible Signage

Eligible signage shall only include front or side permanent signage that is visible from the public street. Costs associated with the construction of temporary signage are not eligible for this program.

The Town shall have discretion regarding which signs are eligible based on funding availability, visibility and other considerations.

#### 4.7.4 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

1. Replacement, repair, improvement or installation of signage on building façades, including signage lighting;
2. Stand-alone permanent signs located in front or side yards;
3. The removal of temporary sign units utilized as permanent signage solutions;
4. Any other signage-related work approved by the Town; and
5. Any combination of the above.

#### 4.7.5 Grant Value

1. The maximum value of this grant is 50% of eligible costs, up to a maximum of \$5,000.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists as a stand-alone incentive program.

#### 4.7.6 Payment

The grant shall be paid upon completion of the works to the satisfaction of the Town.

#### 4.7.7 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.



2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. All grant applications related to new or updated signage shall be in compliance with the Town’s Sign By-law.

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### 4.8 Accessibility Improvements Grant Program

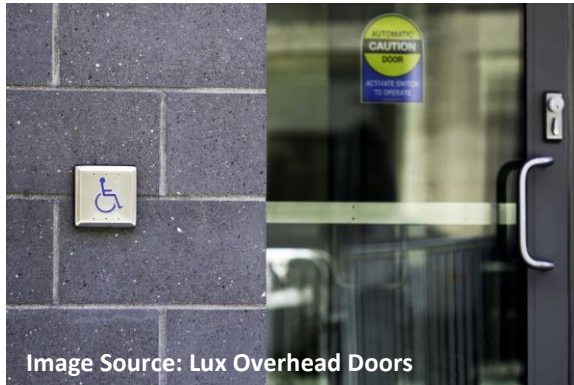


Image Source: Lux Overhead Doors

#### 4.8.1 Purpose

The Accessibility Improvements Program is intended to assist businesses with improving the accessibility of their buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005. This may include improvements such as, but not limited to the installation of automatic door openers, widening public entryways or installing wheelchair ramps. Eligible costs under this program may be incurred pre-development, or where redevelopment or improvement to an existing building or property is proposed. The program will be administered as a grant.

#### 4.8.2 Eligible Businesses

Proposed or existing commercial businesses shall be eligible for this program.

#### 4.8.3 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

1. Installation of new automatic doors and door openers;
2. Widening of public entryways;

3. Leveling or repairs to pathways/accesses and stairs; and
4. Any combination of the above improvements.

#### 4.8.4 Grant Value

1. The value of this grant is 50% of eligible costs, up to maximum of \$5,000.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists a stand-alone incentive program.

#### 4.8.5 Payment

The grant shall be paid as a single payment upon completion of the improvement or renovation, to the satisfaction Town.

#### 4.8.6 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. Only commercial and mixed-use properties are eligible for this grant. For clarity, single detached dwellings and other residences are not eligible for this grant.



### 4.9 Commercial and Retail Market Study Grant Program



#### 4.9.1 Purpose

The Commercial and Retail Market Study Grant program is intended to provide financial assistance to property owners to undertake market studies to support and inform permanent commercial or retail business opportunities. This grant is not intended to support temporary retail or commercial business opportunities, including temporary mobile market structures.

#### 4.9.2 Eligible Businesses

Proposals for proposed commercial businesses shall be eligible for this program.

#### 4.9.3 Eligible Costs

Market studies that analyze the feasibility of a proposed commercial business.

#### 4.9.4 Grant Value

1. The value of this grant is 50% of eligible costs, up to a maximum of \$5,000, with a maximum of one study per property.
2. The grant may be combined with other grant programs. This grant shall not be

combined with the Tax Increment Equivalent Grant.

#### 4.9.5 Payment

The grant shall be paid upon completion of the study to the satisfaction of the Town.

#### 4.9.6 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.



### 4.10 Planning, Building Permit and Demolition Fee Grant Program



#### 4.10.1 Purpose

The Planning, Building and Demolition Fee Grant Program is intended to offset the cost of Town planning application fees, building permit fees and demolition permit fees incurred through the development application and approval process. This program will reimburse a portion of eligible costs including applicable planning application, building permit and demolition permit fees.

Only Town fees, with the exception of development charges, are eligible for this program. This program will be administered as a grant.

#### 4.10.2 Eligible Businesses

Proposed or existing commercial businesses shall be eligible for this program.

#### 4.10.3 Eligible Development Projects

The potential grant value used to offset the costs of planning application fees, building permit fees and demolition fees shall be calculated on the basis of applications related to the following:

1. Development of a vacant property for mixed-use or commercial uses containing at least four dwelling units.
2. Redevelopment of a vacant property for mixed-use or commercial uses containing at least four dwelling units.
3. Major additions to a commercial or mixed-use property, involving an increase of at least 25% of the existing gross floor area of the building;
4. Infrastructure work including the improvement or reconstruction of existing on-site public or private infrastructure to support building expansions or the establishment of new mixed-use or commercial uses;
5. Major improvements to parking areas, such as reconfiguration of parking areas;
6. Costs related to environmental site assessments and required environmental remediation; and
7. Any combination of the above.

#### 4.10.4 Grant Value

1. **Planning Fee Grant:** The maximum value of a planning fee grant is \$2,500. The grant may equal 100% of the Town planning permit fees, provided it does not exceed \$2,500.
2. **Building Permit Fee Grant:** The maximum value of a building permit fee rebate is \$2,500. The grant may equal 100% of the Town building permit fees, provided it does not exceed \$2,500.
3. **Demolition Permit Fee Grant:** The maximum value a demolition permit fee grant is \$500. The grant may equal 100%



of the Town demolition permit fees, provided it does not exceed \$500.

The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists as a stand-alone incentive program.

#### 4.10.5 Payment

1. The grant shall only be issued upon completion of eligible works to the satisfaction of the Town.
2. An eligible applicant shall be required to initially pay any applicable planning application, building permit, and demolition permit fees as an upfront cost. Subsequent payment of a financial incentive(s) for eligible costs under this program that involve an application made under the Planning Act shall only be issued by the Town where said application is approved. For greater clarity, a decision by the Town to issue payment of a grant or loan under this program shall be conditional on the Planning Act application being approved.
3. A decision by the Town to approve an eligible application for incentives associated with an application made under the Planning Act shall not be interpreted as representing a position or opinion on the Planning Act application itself.
4. This program is not intended to imply that the Town fees are cancelled or that an eligible applicant is otherwise exempt. Rather, an eligible applicant is required to pay the municipal fees as an upfront cost and the grant will be issued at a later date and in accordance with this Plan. For clarity, CIP Applications will only receive payment after approval of the associated Planning Act applications.

#### 4.10.6 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.36 – Application Process and Payment shall apply to this program.
3. The total value of a grant shall be equal to municipal fees established by a by-law of the Town as it relates to applicable planning application fees and building permit fees, including:
  - Official Plan Amendment;
  - Zoning by-law amendment;
  - Site plan approval;
  - Draft plan of subdivision;
  - Draft plan of condominium;
  - Minor variance;
  - Consent to sever;
  - Sign permit fees;
  - Building permit fees; and
  - Demolition permit fees.
4. For clarity, Development Charges are not considered eligible costs under this grant program.





### 4.11 Temporary Mobile Market Grant Program



Petawawa Container Market Concept  
Image Source: Jim Bell Architectural Design Inc.

#### 4.11.1 Purpose

The Temporary Mobile Market Grant program is intended to support the establishment of temporary entertainment, retail and gathering spaces in Town. The program will provide financial support for businesses to use underutilized commercial properties, such as parking lots, or public park spaces. Sites within public park spaces shall be required to follow Town development processes and obtain Council approval under separate authority.

The market spaces are intended to be temporary building units which can be relocated and do not required municipal services (e.g water and sewage).

#### 4.11.2 Eligible Businesses

Proposals for commercial mobile market businesses shall be eligible for this program.

#### 4.11.3 Eligible Costs

The Temporary Mobile Market Grant program may be used to pay for costs associated with establishing temporary market stalls. The potential grant value shall be calculated based

on the estimated value of the following eligible costs or studies:

1. Market feasibility studies;
2. Temporary building units, including shipping containers;
3. Container modifications related to the conversion of containers into entertainment, retail or gathering spaces, including insulation, door and window openings, electrical distribution and heating, cooling and ventilation upgrades;
4. Installation of street furniture, such as benches or temporary planters, associated with a Temporary Market;
5. Installation of a seasonal outdoor café or patio, provided that it is accessory to a temporary building unit offering the sale of food or beverages;
6. Installation of site lighting, building unit lighting or atmospheric lighting associated with a Temporary Market;
7. Installation of temporary flooring or pavement required to serve as base for the temporary building units;
8. Other eligible costs defined at the discretion of the Town; and
9. Any combination of the above.

#### 4.11.4 Grant Value

1. The value of this grant is 50% of eligible costs, up to a maximum of \$7,500.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists a stand-alone incentive program.



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### 4.11.5 Payment

The grant shall be paid upon completion of the works to the satisfaction of the Town and upon occupancy of the temporary building unit.

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### 4.11.6 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. A business plan must be submitted to the Town as part of the application;
4. A concept plan is required to be submitted to show the proposed location of the temporary building unit(s) and any proposed parking or patios;
5. Eligible proposals are required to adhere to the Town of Petawawa Pilot Container Market Development Guidelines; and
6. Eligible proposals must not require connections to municipal services (e.g water and sewer).



### 4.12 Brownfield Redevelopment Grant Program



Image Source: Vertex Environmental

#### 4.12.1 Purpose

The Brownfield Redevelopment Grant program is intended to encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the Town. The program will provide grants to help pay for additional rehabilitation costs normally associated with brownfield sites, including required environmental studies to understand potential contamination of the site.

#### 4.12.2 Eligible Properties

Brownfield sites are defined as vacant or underutilized properties where past industrial or commercial activities may have left contamination behind, including factories, gas stations and dry cleaners.

Properties proposed for commercial, mixed-use, residential or institutional uses shall be eligible for this program.

#### 4.12.3 Eligible Costs

The potential grant value shall be calculated based on the estimated value of eligible costs related to the reduction of the concentration of contaminants on, in or under the site to

permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act.

Eligible costs consist of the following:

1. Phase I and II Environmental Site Assessments (ESAs) and Risk Assessment Plans;
2. Environmental remediation costs, including any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act;
3. Costs related to complying with any certificate of property use issued under Section 168.6 of the Environmental Protection Act;
4. The costs associated with preparing a Record of Site Condition;
5. The costs associated with preparing other studies required to identify the potential contamination of the site such as Designated Substances and Hazardous Materials Surveys and Remediation Plans;
6. Placing clean fill and related grading;
7. Installing environmental and/or engineering controls or works, as specified in the Phase III ESA and/or Risk Assessment Plan;
8. Monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Phase I or II ESA and/or Risk Assessment Plan;



9. Environmental insurance premiums;  
and
10. Any combination of the above.

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#### 4.12.4 Grant Value

1. The value of this grant is 50% of eligible costs, up to a maximum of \$5,000.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists a stand-alone incentive program.

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#### 4.12.5 Payment

The grant shall be paid as a single payment upon completion of the improvement or renovation, to the satisfaction Town.

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#### 4.12.6 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. All environmental studies must be completed by a “Qualified Person” as defined by under the Environmental Protection Act and associated regulations.





### 4.13 Tax Increment Equivalent Grant Program



Image Source: Nezzar Group

#### 4.13.1 Purpose

The Tax Increment Equivalent Grant Program is intended to encourage and facilitate significant rehabilitation and redevelopment of existing properties and buildings and the development vacant lands. This program provides a grant equal to a portion of the Town taxes attributed to the increased assessment over a 5-year period. The difference in municipal tax assessment pre-development and post-development is known as the “increased assessment value” (or “tax increment”) and shall be the portion eligible for a grant under this program. The program does not apply to County or Provincial property taxes.

The program will be administered as a grant. The grant will be issued upon completion of the eligible works on an annual basis for a period of 5 years on a depreciating basis.

#### 4.13.2 Eligible Uses and Properties

Properties with proposed or existing commercial businesses shall be eligible for this program.

#### 4.13.3 Eligible Costs

The potential grant value shall be initially calculated based on the value of the increase in the assessed value and taxes on the property associated with the development, redevelopment or rehabilitation of commercial, office or mixed-use buildings.

For clarity, increased assessment (taxes) are not “eligible costs” but represent a basis for calculating the grant.

The following shall be deemed to be eligible costs for the purpose of this program:

1. The development or redevelopment of a commercial, office or mixed-use building where the development, redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property;
2. Adaptive reuse of a property to suit a new commercial, office or mixed-use building;
3. Major additions to a commercial, residential or mixed-use building involving an increase of at least 25% of the existing gross floor area;
4. Infrastructure work including the improvement or reconstruction of existing on-site public or private infrastructure to support building expansions or the establishment of new uses;
5. Professional services by an engineer, architect, or professional planner;



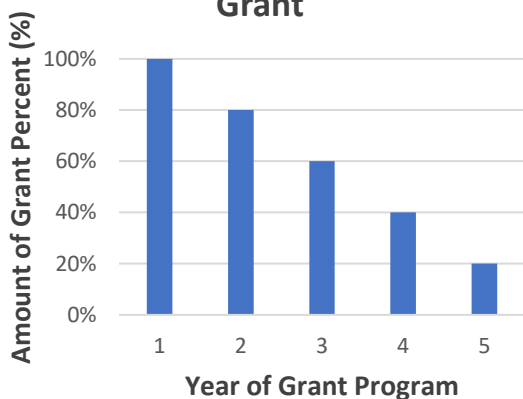
6. Costs related to environmental site assessments and required environmental remediation;
7. Energy efficiency improvements; or
8. Any combination of the above.

**4.13.4 Grant Value**

For a single grant application, the following grant will apply:

<b>Year 1</b>	<b>100%</b> of the assessed property tax increase.
<b>Year 2</b>	<b>80%</b> of the assessed property tax increase.
<b>Year 3</b>	<b>60%</b> of the assessed property tax increase.
<b>Year 4</b>	<b>40%</b> of the assessed property tax increase.
<b>Year 5</b>	<b>20%</b> of the assessed property tax increase.

**Tax Increment Equivalent Grant**



**4.13.5 Payment**

1. The Tax Increment Equivalent Grant may be issued upon completion of the eligible works on an annual basis for a period of 5 years on a depreciating basis, and in accordance with the requirements of this Plan.
2. The program does not apply to County or Provincial property taxes
3. The amount of the grant in the first year cannot be calculated until the incremental assessment has been determined by the Municipal Property Assessment Corporation (MPAC) and provided to the municipality, which may take up to two years.
4. Grants for subsequent years will be paid annually to property owners within 3 months of payment of the full property tax.
5. The Tax Increment Equivalent grant will not be paid and will not accumulate for any year when taxes remain unpaid by the due date. Any failure to pay taxes in two consecutive years shall disqualify the owner for further grant payments.

**4.13.6 Eligibility Requirements**

1. Section 5.0 – General Eligibility Criteria shall apply to this program.
2. The Tax Increment Equivalent Grant Program shall not be combined with any other financial incentive program of this Plan.
3. The Tax Increment Equivalent Program is offered to eligible applicants only where it can be demonstrated that a



substantial increase in Town property taxes will occur due to development or redevelopment. A substantial property tax increase is considered as annual increase of at least \$1,000.

4. A grant administered under the Tax Increment Equivalent Program shall represent a percentage of increased taxes payable resulting from the improvements. Owing to this, the total value of the work completed and the amount of the municipal portion of the taxes paid prior to, and after renovation would have to be known.
5. An eligible applicant shall ensure that a post-improvement assessment of the property is undertaken. Using the post-improvement assessment, Town staff shall determine the difference between the amount of municipal taxes prior to the development or redevelopment and the amount of Town property taxes to be paid after completion of the associated works. Subsequent increases in assessed value or increases to the tax rate are not eligible to be used to determine the grant value.
6. A grant may be issued on an annual basis over a maximum period of up to 5 years. The percentage of property tax increment issued as a grant in any one year is at the sole discretion of the Town, but ultimately the amount will be reduced until it reaches 0%. For clarity, in year one, the amount of a grant may equal up to 100% of the tax increment. In subsequent years, the

amount shall decrease 20% per year until it reaches 0%.

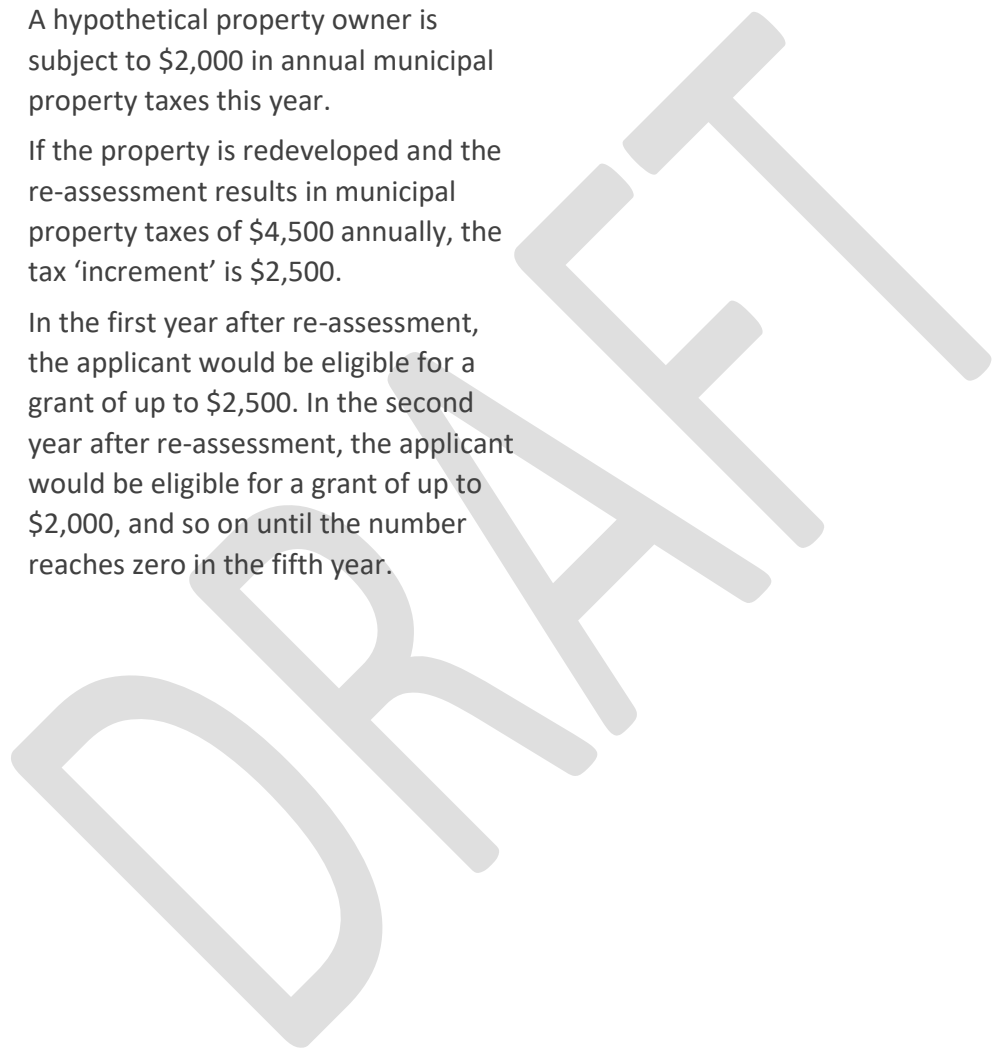
7. An annual grant shall not be issued until all property taxes owing for each year are fully paid. If a property tax installment is missed or payment is late, the Town reserves the right, without notice and at its own discretion, to terminate all future grant payments.
8. An annual grant shall not be based upon occupancy or changes in occupancy.
9. An annual grant shall not be recalculated based on tax increases resulting from general re-assessments, changes in tax legislation or increases in the tax rate.
10. If the property is sold, in whole or in part, before the grant period lapses, the subsequent owner is not entitled to future grant payments, however exceptions may be made at the Town's discretion subject to the agreement.
11. The Town shall not pay an annual grant which exceeds the municipal portion of the property tax collected in any year on the increased assessed value.
12. The amount of the grant over the life of the program shall not exceed the value of the work completed as indicated on the building permit application.
13. Town staff will record the current assessment of the property at time of approval and determine the amount of the municipal taxes payable.



### 4.13.7 Example Scenario

An example scenario has been provided to show how the Tax Increment Equivalent Grant would be assessed and then paid out over 5 years. This example assumes that all eligibility criteria are met:

- A hypothetical property owner is subject to \$2,000 in annual municipal property taxes this year.
- If the property is redeveloped and the re-assessment results in municipal property taxes of \$4,500 annually, the tax 'increment' is \$2,500.
- In the first year after re-assessment, the applicant would be eligible for a grant of up to \$2,500. In the second year after re-assessment, the applicant would be eligible for a grant of up to \$2,000, and so on until the number reaches zero in the fifth year.







**4.14 Green Initiatives Grant Program**



Image Source: CBC News

**4.14.1 Purpose**

The Green Initiatives Grant Program is intended to assist businesses with undertaking green initiatives that improve energy savings, water efficiency, CO<sub>2</sub> emissions reduction, indoor environmental quality and stewardship of resources.

This program is intended to encourage and promote green buildings and environmentally friendly interior and exterior design within the Town.

**4.14.2 Eligible Businesses**

Proposed or existing commercial businesses shall be eligible for this program.

**4.14.3 Eligible Costs**

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

1. Active or sustainable transportation infrastructure, such as bicycle parking or electrical vehicle charging stations, which are publicly accessible;
2. LED lighting fixtures;

3. Water-efficient ground cover using native plant species or tree planning
4. Repair, replacement or improvement of driveways and parking areas with a more low impact surface (e.g lightly coloured pavers rather than black asphalt, or a permeable paving surface)
5. Stormwater management systems that are considered to be, in the opinion of the Town, innovative and beyond the minimum requirements for stormwater management. Such systems may include bioswales, rainwater harvesting and reuse systems, rain gardens, etc.;
6. Green energy infrastructure, such as solar panels and geothermal heating systems;
7. Water reuse systems, including greywater reuse systems;
8. Improvements or upgrades to doors and windows to increase energy efficiency; and
9. Any combination of the above improvements; and
10. Any other green initiatives approved by the Town.

**4.14.4 Grant Value**

1. The value of this grant is 50% of eligible costs, up to a maximum of \$5,000.
2. The grant may be combined with other grant programs. This grant shall not be combined with the Tax Increment Equivalent Grant, which exists a stand-alone incentive program.



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### 4.14.5 Payment

The grant shall be paid as a single payment upon completion of the improvement or renovation, to the satisfaction Town.

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### 4.14.6 Eligibility Requirements

1. Section 6.0 – General Eligibility Criteria shall apply to this program.
2. Section 7.3.6 – Application Process and Payment shall apply to this program.
3. Only commercial and mixed-use properties are eligible for this grant.

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## 5 Municipal Leadership Strategy

### 5.1 Purpose

The Municipal Leadership Strategy has been created in recognition of the leadership role that the Town of Petawawa plays in promoting the success of the CIP through complementary improvements to public policies, signage / wayfinding, lands and infrastructure.

This section identifies recommended Town-initiated initiatives that would help the goals of this Plan. Given the limited nature of municipal resources, it is recognized that these initiatives are subject to resource availability. Therefore initiatives exist as recommendations that the Town may consider implementing and are not binding.

### 5.2 Initiatives

#### 5.2.1 Review and Update Municipal Planning Documents

Ensure municipal planning documents that set out the Town's vision for Petawawa are reviewed regularly and updated to align with Petawawa's development vision.

At the time of this Plan's writing, the Town is undertaking an update to its 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. Up-to-date documents ensure that a complete vision for community improvement is reflected in the Town's policies and regulations. Municipal planning documents are also important because they provide clear communication to

current and future private developers who want to invest in Petawawa.

#### 5.2.2 Promotion of the Development of Vacant Lands

The development of vacant lands in Petawawa represents an opportunity to add commercial retail amenities and housing stock within the Town. Municipal leadership can play a role in promoting the redevelopment of these vacant lands to increase the supply of available commercial space.

It is recognized that vacant lands in Petawawa are typically privately owned (not Town property) and as such, the Town cannot require redevelopment. However, the Town can continue encouraging private landowners to advance redevelopment plans.

#### 5.2.3 Gateway Signage Enhancements

It is recognized that the Town has also undertaken recent enhancements to its gateway features, including the installation of flags at Petawawa Boulevard (County Road 51) and Golf Course Road; and an entranceway feature ("node") at the intersection of Murphy Road and Petawawa Boulevard (County Road 51), as shown in **Figure 5-1**.

The Town can continue to improve these gateway features and nodes to contribute to a positive 'first impression', identify future opportunities to maintain existing features and add additional nodes as appropriate.



Figure 5-1 Gateway feature at Petawawa Boulevard and Golf Course Road)



Image Source:  
Pembroke Today

### 5.2.4 Improved Signage / Wayfinding / Branding

It is recognized that the Town has recently made investments to support the goals of this Plan, including the development of the Petawawa Wayfinding Strategy, which will prioritize active transportation, promote active mode use and local destinations, help visitors and residents navigate the Town, direct people to amenity and recreational areas, and to develop a family of signs that would complement existing signage and brand the community as a whole.

Following the creation of the Wayfinding Strategy, the Town should implement the recommendations of the Strategy 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. In particular, the Town should promote the implementation of wayfinding 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.

### 5.2.5 Waterfront Area Enhancements

The promotion of improvements to and the redevelopment of Petawawa's waterfront areas is important to capitalizing on the economic development potential of local destinations such as the Petawawa Point Boat Launch, as shown in Figure 5-2.

Figure 5-2 Petawawa Point Boat Launch



Image Source: Town of Petawawa

It is recognized that the ability to promote development in waterfront areas may be restricted by the water and sewage infrastructure constraints that exist, as many waterfront properties rely on private well and septic systems. Even with these infrastructure constraints, the Town may consider maintaining / enhancing public waterfront access and public boat launches to provide sufficient areas to meet the recreation and leisure needs of the community and visitors.

### 5.2.6 Traffic Improvements

The Town can assist with the easing of road congestion and improvement to safety





through traffic and road improvements along commercial arteries. 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.

### 5.2.7 Streetscaping of Petawawa Boulevard (County Road 51)

Targeted streetscaping and vehicle access improvements along Petawawa Boulevard (County Road 51) can be pursued by the Town to enhance the public realm along the road. Improvements such as lighting fixtures, street furniture, street tree plantings, enhanced landscape treatments (e.g. seasonal planting displays) and sidewalk enhancements could be added to improve the street. Improvements to enhance the usability of Petawawa Boulevard for pedestrians (e.g. curb cuts) can be considered at the same time.

It is noted that any significant streetscaping improvements along Petawawa Boulevard would need to be coordinated with other road works. However, it is recognized that any such works would be subject to coordination and approval by the County, which has jurisdiction over Petawawa Boulevard, as noted previously.

### 5.2.8 Promotion of Public Art

The installation of public art can be promoted by the Town to showcase Petawawa's unique culture. Supporting the establishment of public art throughout Petawawa in public spaces is one method of doing this. The Town

can support investment in public art built on Petawawa's cultural identity. The Town has already made investments in public art, as shown in **Figure 5-3**.

Figure 5-3 Public art near Murphy Road and Petawawa Boulevard.



Additionally, the Town can continue work to add unique design features to complement existing recreational and natural assets.

### 5.2.9 Support CIP Program Applicants

Municipal leadership can continue to the successful implementation of the Plan by supporting CIP program Applicants on applications. This includes educating Applicants on the CIP opportunities and encouraging property owners and business owners to apply.

### 5.2.10 Maintain Dialogue between the Town and the County

An ongoing dialogue should be maintained between the Town of Petawawa and the County of Renfrew on common infrastructure. This includes continuing conversations about opportunities to fund infrastructure improvements where the Town and the County have a shared interest, for example Petawawa Boulevard.



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## **6 General Eligibility Criteria**

The following general eligibility requirements are applicable to all incentive programs and must be met in order for an applicant to be considered eligible. These eligibility requirements must be read by the applicant in association with program specific eligibility requirements and program details.

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### **6.1 Eligible Applicants**

Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application. Should ownership change hands prior to the approval of an application or while works are being undertaken, the tenant shall advise the Town and obtain the new owner’s authorization.

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### **6.2 Eligible Works Contributing to this Plan**

All community improvement works shall contribute to achieving one or more community improvement goals as indicated in this Plan.

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### **6.3 Combination & Value of Incentives**

1. The incentive programs made available under this Plan may be used individually or may be combined, subject to the exceptions outlined within the specific program details and eligibility criteria in this Plan.
2. The value of an incentive shall be calculated on actual costs to complete improvement works that are eligible under this Plan. Where applicable, the payment of an incentive will be calculated based on

the lesser of the cost estimate provided, and the actual cost of the completion of eligible works.

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### **6.4 Maximum Grant Value**

The total of grants made under this Plan in respect to eligible community improvement works shall not exceed the total of the eligible costs of this Plan. Further, in no case shall the total amounts of all grants be greater than 50% of the calculated eligible costs of the project(s).

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### **6.5 Minimum Grant Value**

For this Plan, the minimum value of a single grant issued under any program shall be \$500 and the maximum value of a single grant made shall be \$7,500.

Applicants may apply for multiple grant programs, except for the Tax Increment Equivalent Grant, which exists as a stand-alone incentive program.

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### **6.6 Maximum Number of Qualifying Applications**

If the number of qualifying applications exceeds the available funding to undertake an eligible study in any given year/intake, the Town may provide a lesser incentive value over all applications; may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the applicant.

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### **6.7 Timing of Community Improvement Works**

In order to be eligible for any incentive program contained with this Plan, a financial incentive program application form must be



submitted to the Town prior to commencing any community improvement works. Further, complete applications must be submitted and approved prior to commencing eligible community improvement works and shall only be undertaken pursuant to receiving approval of an application made under the Planning Act and/or building permit, and any additional required permits, as may be applicable.

If all eligibility criteria and conditions are met and funds are available, the Town may approve the application. Once an application is approved, the applicant shall have a maximum timeframe to both commence construction and complete the approved community improvement works. The precise timeframes may vary depend on the scope of the approved works and therefore the specific details will be confirmed on a case-by-case basis through the agreement process. The Town may grant discretionary extensions when justified, however, undue delay beyond an agreed timeframe may result in the grant allocation being revoked.

### **6.8 No Outstanding Tax Arrears**

The property owner must not have outstanding tax property arrears and must be in good standing regarding taxation at the time of application and through the duration of the incentive benefit period, as identified within this Plan. Further, an eligible applicant must have no outstanding building permit, property standards orders, or any other outstanding Town accounts receivable on the subject property at the time of application.

### **6.9 Number of Applications Per Property**

There are no specific restrictions on the number of applications that may be submitted by a property owner or tenant in relation to a specific property. The intent of providing this flexibility is to allow applicants to phase in components of their projects over time, should it be necessary. However, the Town may reject an application where it is of the opinion that the proposed works have already been undertaken as part of a previously approved application.

### **6.10 Damage Due to Fire or Natural Disaster**

Applicants are eligible for CIP funding for property(s) where a portion or the entirety of a building has been damaged by fire or natural disaster.

However, if the Applicant has already received or expects to receive insurance compensation for the part(s) of the building impacted by fire or natural disaster, then the project will be ineligible to receive CIP funding. Applicants whose properties were not insured against fire or natural disaster prior to the damage will be eligible to receive CIP funding.

### **6.11 Complete Financial Incentive Application & Supporting Material**

In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates or contracts, applicable reports, and any additional information as required by the Town.



**6.12 Projects in Accordance with Municipal By-laws, etc.**

Community improvement works associated with an incentive program application must be in accordance with all Town by-laws policies procedures, standards, and guidelines in order to be approved.

**6.13 Conformity with Provincial Plans, Official Plan & Zoning By-law**

Applications shall conform to any other applicable Provincial land use planning legislation and plans, such as the policies of the Provincial Policy Statement, for example.

Existing and proposed land uses must be in conformity with the policies and standards provided by the Town’s Official Plan, and in accordance with applicable regulations, such as the Zoning By-law, and all other planning documents. For clarity, this policy shall not apply where an amendment to the Town’s Official Plan or zoning by-law is identified as an eligible cost under the programs of this Plan.

**6.14 Project in Accordance with Planning Approvals & Building Permits**

Community improvement works associated with an incentive program application shall only be undertaken pursuant to receiving approval of an application made under the Planning Act and/or building permit, and any additional required permits, and in accordance with the Ontario Building Code and all applicable planning policies and standards.

**6.15 Conformity with Design Criteria**

All community improvement works completed under this Plan shall be consistent with the

Town’s desired goals for appearance or character of the Town any future design guidelines that may be developed by the Town in the future. An application must also be consistent with any other design guidelines or architectural control guidelines or standards adopted by the Town in the future.

**6.16 Complete Works to be Consistent with Approved Application**

Community improvement works undertaken and completed that are associated with this Plan must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the works not be consistent with the original project description, in the opinion of the Town, the Town may delay, reduce or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Town.

**6.17 Eligible Studies and Requirements**

The following requirements apply to incentive programs where studies or reports are listed as eligible costs:

1. An eligible study or report that has been funded in whole or in part through the financial incentive programs of this Plan shall be prepared by a qualified professional person of an accredited body, where applicable. The Town shall have the authority to determine whether an eligible study or report has been prepared by a qualified professional.





2. The applicant shall be required to submit an application form to the Town for approval prior to commencing eligible studies. The application must include a detailed study work plan, outlining anticipated timing/delivery; a quotation of a qualified person to carry out the works; and, for environmental studies, a copy of the Phase 1 Environmental Site Assessment. The applicant should also detail any known plans for redevelopment, noting and planning applications that have been submitted or approved for redevelopment of the land.
3. Approval to undertake an eligible study may be granted by Town staff or Council. Where approval by Council is required, a recommendation to Council as to how much of the proposed work, if any, is eligible for funding will be made by Town staff.
4. At the Town's discretion, further cost estimates or other information may be requested from an applicant.
5. All eligible studies or reports prepared under this Plan may become property of the Town at their discretion.
6. Prior to issuing payment for undertaking an eligible study, the Town, at its sole discretion, may request a copy of the original invoice, indicating that the study consultants have been paid in full.

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### 6.18 Heritage Properties and Buildings

Applicants for community improvement works to a property or building designated under the

Ontario Heritage Act or listed by the Town as being of historical interest may be required to submit additional documentation on the subject property in support of the application. Where feasible, the municipality may be able to supplement this information based on its own information and records.

It is recognized that there are no existing properties or buildings in the Town of Petawawa designated under Part IV of the Ontario Heritage Act.

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### 6.19 Not Maintenance or Life Cycle Replacements

Eligible projects are generally only considered to include improvements over existing features. The incentive programs are not intended to cover life cycle replacements or maintenance activities. Exceptions may be considered for original features of designated historic/heritage buildings.

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### 6.20 Full Disclosure of Funding

Applicants shall disclose all other funding and incentives being received for the project as part of the application for financial incentives in this Plan. This includes funding that may have been granted through a different CIP, commercial loans, seed funding, or other financial assistance. At the discretion of the Town, other grants or incentives may be deducted from the eligible grant value.

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### 6.21 Change in Ownership

An agreement between the Town and an eligible applicant shall indicate applicable terms related to the sale or transfer of ownership of any property that has been subject to the programs established by this Plan.



### 6.22 Description of Eligible Works or Submission of Quotations

At the Town's discretion, the applicant will include a description of the proposed works and an estimate of costs. The estimation of costs must be from a qualified licensed contractor and shall be consistent with the cost estimate indicated on the accompanying building permit application, where applicable.

### 6.23 Inspection Prior to Approval

Prior to approving an eligible application, Town staff reserve the right to inspect the building or property to review its condition and the proposed improvements. Similarly, the Town reserves the right to inspect completed works prior to issuing a grant, where applicable.

### 6.24 Provision of Grants

1. Following the inspection of the work and final building inspection by the local municipality, a grant may be provided for approved projects.
2. Where a grant is being issued for an eligible study, the Town, at its sole discretion, may request a copy of the original invoice, indicating that the study consultants have been paid in full. The grant payment will be calculated based on the lesser of the cost estimate provided, and the actual cost of the completion of the study.
3. The Town reserves the right to withhold payment of a grant to work/projects that are substandard or completed poorly; inconsistent with the approved application, or which require a building

permit and inspections have not been completed.

### 6.25 Additional Decision Considerations

Prior to issuing a decision, Town staff may request further drawings, cost estimates or other information. If the number of qualifying applications exceeds the available grant funding in any given year or intake window, the Town may provide a lesser grant over all applications, may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the affected applicant(s).

### 6.26 Decision of Council

A recommendation to Council as to how much of the proposed work, if any, is eligible for funding under this Town may be made by the Town. Prior to issuing a recommendation, the Town may request further cost estimates or other information.



## 7 Administration and Monitoring

### 7.1 Administration of this Plan

1. Upon adoption of this Plan, Council will designate a member of Town staff to be the Plan Administrator. An alternate Plan Administrator should also be designated in the event that the primary Plan Administrator becomes unavailable.
2. By default, Council will be the approval authority, making decisions on financial applications. Council may choose to delegate this authority to a committee of its choosing by resolution in consideration of a recommendation by staff. The Plan Administrator may be included as a member of this committee or function as a coordinator for the committee.
3. The financial incentive programs outlined in this document will be administered primarily by the Plan Administrator, and decisions about whether to approve financial incentive applications will be made by Council or its designated approval authority.
4. Applications for financial incentive programs will be submitted and processed in accordance with the steps outlined in this document. The Plan Administrator will be responsible for ensuring that this process is carried out in a timely manner.
5. Should an application be refused all applicants will be given an opportunity to request that Council reconsider its decision, as applicable. Where Council

has designated approval authority to a committee, an applicant will be given an opportunity to appeal a refusal for Council consideration.

### 7.2 Financial Incentive Program Budget

1. Council will establish an annual overall budget for financial incentive programs and may allocate all or a portion of the funds to individual programs based on the monitoring process outlined in this document and based on annual priorities.
2. In accordance with the monitoring process outlined in this document, Council will determine changes in the funding and incentive levels are necessary or warranted to ensure that the CIP functions properly considering the Town's financial circumstances. Any change to the funding for the financial incentive programs of this CIP will require an amendment to this Plan.
3. The Town shall identify, explore and pursue external funding sources where possible to support the incentive programs, including Provincial funding sources as may be made available from time to time, and Provincial or County participation in the financial incentives, where possible.

### 7.3 Application Process and Payment

#### 7.3.1 General

To guide the application process, the following general provisions shall apply:

1. The Town will implement an "intake window" process. Under an intake



window application process, the Town will establish a set timeframe in which it will accept all applications for the financial incentive programs of this Plan. All applications will be reviewed and decided upon at a meeting of Council or the delegated approval authority.

2. During this process, funding may become exhausted. Accordingly, there may be a need to prioritize which approved applications will receive funding. Council will have the sole discretion to determine how the applications may be prioritized for funding. Should there be more approved applications than there is funding available, the prioritization will be at the sole discretion of the Town in consideration of the following guidelines, implemented at the Town's sole discretion:
3. Applications are located in areas of the Town with full municipal servicing.
4. Consultation with the applicants to determine if any applicants are accepting of application deferral until funding becomes available.
5. Other criteria may be determined by Council.
6. Council may direct changes to the application process without amending this Plan. Changes should be considered as part of the annual monitoring and evaluation of the Plan and in consideration of recommendations by Town staff.

### 7.3.2 Pre-Application and Consultation Submission

The pre-application and consultation requirements for CIP applications are as follows:

1. Applicants are required to arrange and participate in a pre-application consultation meeting with the Plan Administrator, in order to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.
2. The applicant will be required to submit a completed application, which will include all the required application forms, in addition to any supporting documentation, as required by the Plan Administrator or by Council or its designated approval authority. Supporting documentation may include, but is not limited to, the following materials:
  3. Photographs of the existing building condition or property;
  4. Historical photographs and/or drawings;
  5. A site plan and/or professional design study/architectural drawings;
  6. Specification of the proposed works, including a work plan for the improvements and construction drawings; and/or
  7. At least two cost estimates for eligible work provided by licensed contractors or consultants, as appropriate in the





context of the financial incentive program.

8. Once all the required forms and supporting materials are received, the Plan Administrator will undertake a preliminary screening of the proposal and application.
9. Based on the application and proposal, the results of the preliminary screening, the Plan Administrator may perform an initial site visit and inspection of the building/property, as necessary. The Plan Administrator will inform the applicant of the approximate time for the site visit and inspection. The applicant will accompany the inspector during the inspection, if possible, and will inform the inspector of any potential safety hazards on the site.
10. If the application does not meet the program requirements, the application will not be accepted.
11. If the application meets the program requirements, the application will be accepted. By accepting an application for any of the financial incentive programs, the Plan Administrator does not guarantee program approval.

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### **7.3.3 Application Review & Evaluation**

Once a CIP program application has been submitted, the Town undertakes the review and evaluation of the application as follows:

1. Once an application has been accepted by the Plan Administrator, information related to the applicant, application, and proposal information will be entered into the Town’s database in

order to track the application details, progress and results in accordance with the monitoring and evaluation policies of this Plan. This will be an ongoing task throughout the remainder of the application process as this information will need to be updated as the application is processed.

2. Applications and supporting documentation will be considered by the Plan Administrator against the incentive program eligibility requirements (including both general and specific requirements). Based on the proposal, application, and fulfillment of eligibility requirements, the Plan Administrator will determine if the proposal and application will be considered eligible. Based on eligibility, a recommendation report will be prepared by the Plan Administrator. The report may recommend approval of the application, application, deferral of the application, or refusal of the application.
3. Should the Plan Administrator recommend approval of the application, a financial incentive program agreement will be prepared by the Plan Administrator. If applicable, the financial incentive program agreement will be forwarded to the applicant to be dated and signed.
4. Once the financial incentive program agreement has been reviewed by all parties and returned to the Town, the application, recommendation report,



and agreement will be forwarded to Council or its designated approval authority to initiate the approval process. Should the application be approved, the Plan Administrator will ensure that all parties sign the agreement prior to the commencement of any approved works.

### 7.3.4 Application Approval

After the Town has completed its review of the application, the application is subject to refusal or approval, in accordance with the following:

1. If the Plan Administrator has recommended that the application be refused, the Recommendation Report will be provided to Council or its designated approval authority for a decision. Where a designated approval authority has refused the application, the applicant may re-submit the application for reconsideration by Council, provided the applicant has made consideration of the designated approval authority's reasons for refusal. If Council or its designated approval authority determines that the application should be approved, the process continues with the steps below.
2. Alternatively, if the Plan Administrator has recommended that the application be approved, the Recommendation Report and signed agreement will be forwarded to Council or the designated approval authority for consideration. If the application is

approved, the process continues with the next step. If the application is refused, the applicant may re-submit the application for reconsideration by Council provided the applicant has made consideration of Council's reasons for refusal.

3. If Council or its designated approval authority approves the application and Financial Incentive Program Agreement, the Agreement will be executed by the signing and dating of the agreements by Town officials. A copy of the signed and dated Financial Incentive Program Agreement will be provided to the applicant.

### 7.3.5 Timeline for Application Review and Decision

The following timelines apply to an application's review and the notice of a decision:

1. This Plan recognizes that the success and uptake of the financial incentive programs will depend in part on the expedience of the application and review process. As a guide, and subject to the availability of staff resources, the Plan Administrator will accept and review applications for funding in consideration of the following policies.
2. The Plan Administrator should be available to meet with a potential applicant for a pre-consultation meeting within then (10) business days of being requested to meet by a potential applicant, or as soon as is reasonably possible.



3. The Plan Administrator should review an application for financial incentives and notify the applicant of its completeness within ten (10) business days of receiving the application, or sooner, if possible.
4. Upon receipt of the application, the Plan Administrator should prepare a recommendation report to Council or its designated approval authority and, if applicable based on the recommendations contained within the recommendation report, prepare a Financial Incentive Program Agreement and forward it to the applicant within twenty-five (25) business days of receiving the application.
5. The application for funding should be considered for approval at the next meeting of Council if Council is the approval authority or the next planned meeting of the designated approval authority.
6. The total time between receipt of a complete application for funding and the meeting to consider the application should not exceed thirty-five (35) business days.
7. The execution of the Financial Incentive Program Agreement should occur within ten (10) business days of the application approval.
8. A Financial Incentive Program Agreement related to a grant may or may not be registered on title. A Financial Incentive Program Agreement in the form of the Tax

Increment Equivalent Program shall always be registered on title.

9. The timelines identified above are for guideline purposes only and are not intended to be construed as deadlines. Timelines will vary depending on the availability of staff, Town resources, Council meeting timelines and/or the nature of the application received.

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### 7.3.6 Completion of Works and Payment

After an application has been approved, the works will be completed and payment will be issued in accordance with the following:

1. Once an application has been approved by Council, the agreements signed and dated, and once all the required approvals and permits for the work are secured, the applicant may commence community improvement works.
2. Payment of a grant, in accordance with the Financial Incentive Program Agreement, will be issued upon successful completion of the approved works.
3. Prior to issuing a grant, the applicant may be required to provide the Plan Administrator with final supporting documentation, which may include but is not limited to:
  4. Photographic evidence of the completed works satisfactory to the Town;
  5. Other documentation proving completion of the project;



6. Invoices for all eligible work done, indicating the total amount paid for eligible works;
7. Proof of payment to contractors, in full; and
  - a. If required, the Plan Administrator may perform a final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
8. Prior to the issuance of a grant, the Plan Administrator will ensure that all program requirements and details of the Financial Incentive Program Agreement have been met.
9. The Plan Administrator will take appropriate remedies as specified in the agreement if the applicant defaults on the Financial Incentive Program Agreement in any way.
10. If all the program requirements and Financial Incentive Program Agreement requirements have been met to the Plan Administrator's satisfaction in accordance with the decision of Council or its designated approval authority, the Plan Administrator will issue payment of the approved grant in accordance with the general and specific program eligibility requirement, and the Financial Incentive Program Agreement.

### 7.4 Monitoring and Evaluation

This Plan is primarily intended to be a flexible revitalization tool. As circumstances evolve, and as market forces, economic conditions, and financial resources change, the CIP will also need to evolve. Council or its designated approval authority will have the discretion to determine funding for the financial incentive programs. However, to inform decision making about the implementation budget, and to ensure that the programs are working as they are intended, the Plan should be monitored, evaluated and, if necessary, revised, on a regular basis.

#### 7.4.1 Process for Monitoring and Evaluation

Immediately following adoption of the CIP, the Plan Administrator will begin to undertake the activities outlined in the following actions:

1. The Plan Administrator should initially develop a database upon which to monitor the number, types and success of financial incentive applications. As applications for financial incentives are received, they should be recorded in the database. Additionally, the Administrator should record all pre-application consultations related to potential application submissions, even if the consultations do not result in an application being submitted.
2. Specific performance indicators will need to be identified and monitored. The selection of indicators will provide guidance about the success of the Plan and its individual programs. At this





time, it is suggested that the Plan Administrator gather the following information from applicants (which should be incorporated into the application form for financial incentives):

3. The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);
4. The effect of the incentives, such as the number of new residential units created and/or rehabilitated, the number and type of retail or businesses created, the number of trees being planted, etc.;
5. The projected and actual increase in property assessments and property taxes, as may be applicable; and
6. Indirect indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the Town, and which may or may not be directly attributed to the influence and success of the CIP.
7. Other indicators should be identified and monitored periodically, such as:
8. Utilization of the total financial incentives program budget;
9. Utilization of the various incentive programs;
10. Total dollars spent on other specific variables which indicate advancement of the program (e.g., number of trees planted, number of metres of sidewalks improved, etc.);

11. Other indirect indicators, such as economic indicators as may be identified (e.g., number of overnight stays, number of new businesses established in the Town, etc.).
12. For the various indicators identified above, the Plan Administrator should identify baseline conditions at the outset of the Plan implementation, so that variables may be compared from year-to-year, beginning with implementation of this Plan.
13. Over a one-year review period, the Plan Administrator should enter information from applications and pre-application consultation meetings into the database on an on-going basis.
14. Based on the information obtained, the Plan Administrator may prepare an annual report to Council or its designated approval authority to evaluate the CIP and its individual programs, based on the changes to the baseline conditions established above, and based generally on the uptake of the programs and any new challenges that have emerged. The report will recommend adjustments to the CIP, including its terms, financial incentive programs and eligibility criteria, to improve the programs offered through the Plan. The report will provide recommendations based on the results of monitoring. Recommendations may include:
15. Budget adjustments or funding strategies;
16. Potential revisions to the CIP area;



17. Adjustments to the financial incentive programs including the addition or discontinuation of programs, where necessary; and
18. Any necessary changes to plan administration or processes.
19. The report should be made available on the Town's website each year for public review. The reporting of financial incentive program success should be accompanied by before and after photos of the projects completed to communicate the successes of the Plan.
20. Additionally, the annual report should include a review, summary and analysis of potential funding opportunities from the Province, County or other sources as may become available.

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### 7.4.2 Program & Plan Adjustment

Based on the annual review and report to Council, adjustments to this Plan may be required, including:

1. **Adjustments to the Plan:** Based on the monitoring and evaluation process, changes to the terms of this Plan, the eligibility requirements, or the financial incentive programs may be required. Council or its designated approval authority may also choose to discontinue funding for one or more of the financial incentive programs and may do so without amending this Plan. However, the permanent change or removal of a financial incentive program or the addition of eligibility criteria or eligible costs will require an

amendment to this Plan in accordance with Section 28 of the Planning Act.

2. **Adjustments to Program Funding:** It is recognized that Council or its designated authority may choose to cease, reduce or increase funding to one or more of the financial incentive programs, based on an evaluation of this Plan. Any review or adjustment to the program funding or value of the financial incentive programs will be done in consultation with the community or stakeholders, at the discretion of Council and Town staff. Adjustments to specific program funding or the amount of the annual budget to fund this CIP will not require an amendment to this Plan. The activities above are intended to be repeated on an annual basis throughout the life of this Plan.

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### 7.4.3 Implementation

The Plan Administrator will oversee the implementation of this Plan, including the day-to-day tasks associated with implementation.



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## **8 Marketing Strategy**

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### **8.1 Key Objectives and Messaging**

Communication and marketing of this Plan are critical to its success and uptake over its intended horizon. In this regard, a leadership role being taken by the Town through implementation of the public realm improvements and other initiatives should be effectively communicated to property owners, business owners, developers, potential end users, and residents within the Community Improvement Project Area. The purpose of this Marketing Strategy is to proactively and regularly advertise and market the Town’s incentive programs, the eligible community improvement works and actions being taken by the Town to actively support revitalization within the Community Improvement Project Area.

It is recommended that the Town budget for and implement a Marketing Strategy to:

1. Provide direction on how to obtain information on available incentive programs, including program guides and application forms, as well as assistance and advice from Town staff on making application for the incentive programs;
2. Inform property and business owners and developers with regard to actions planned by the Town to improve the investment environment within the community improvement project areas; and
3. Highlight recent development and business activity and success stories

within the Community Improvement Project Area that have directly benefited from community improvement works undertaken through this Plan.

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### **8.2 Marketing Tools**

The marketing of the CIP programs and municipal leadership activities should be a comprehensive campaign containing information, education and advertising components. The following key tools are recommended to implement the Marketing Strategy:

1. A formal publication or dedicated webpage containing a description of the financial incentive programs available from the Town, including general program requirements and how to apply, highlights of planned public realm improvements and updates on public realm improvements that are under construction, and profiles of projects and new/ expanded businesses that take advantage of the CIP incentive programs;
2. Profiling of the incentive programs and downtown revitalization success stories in planning and economic development publications, newsletters and other publications published by the Town;
3. Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories within the Community Improvement Project Area.



4. Periodic presentations to the target audience on the CIP, available incentives programs, Town activities/ public realm improvements, business and redevelopment success stories in the community improvement project areas; and
5. Media Releases and profiles of successful projects and initiatives should be sent to local and outside media.

DRAFT



# Town of Petawawa

## Final Draft Community Improvement Plan

September 2021

