



Town of Arnprior
Regular Meeting of Council Agenda
Date: Monday, November 22, 2021
Time: 6:30 p.m.
Location: Via Electronic Participation

1. **Call to Order**
2. **Roll Call**
3. **Land Acknowledgement Statement**
4. **Adoption of Agenda (Additions/ Deletions)**
5. **Disclosures of Pecuniary Interest**
6. **Question Period**
7. **Adoption of Minutes of Previous Meeting(s) (Except Minutes of Closed Session)**
 - a) **Regular Meeting of Council – November 8, 2021** (Page 1-10)
8. **Awards/ Delegations/ Presentations**
9. **Public Meetings**
10. **Matters Tabled/ Deferred/ Unfinished Business**
11. **Staff Reports**
 - a) **Waterfront Master Plan**, Robin Paquette, CAO and Graeme Ivory, Director of Recreation (Page 11-264)

- b) **Off leash Dog Park**, Jennifer Morawiec, GMCS/Treasurer and Graeme Ivory, Director of Recreation (Page 265-270)
- c) **2022 Calendar of Meetings**, Kaila Zamojski, Deputy Clerk (Page 271-277)

12. Committee Reports and Minutes

- a) Bi-annual Client Services Advisory Committee Report, Chair Strike
- b) Bi-annual Community Development Advisory Committee Report, Chair Grinstead
- c) Bi-annual Operations Advisory Committee Report, Chair Lynch
- d) **Municipal Recreation Committee**, Mayor Stack (Page 278-280)
- e) **Operation Advisory Committee Minutes – September 20, 2021** (Page 281- 284)
- f) **Inclusivity and Diversity Committee Minutes – October 4, 2021, 2021** (285-287)

13. Notice of Motion(s)

14. County Councillor's Report from County Council

15. Correspondence & Petitions

a) Correspondence

- i. Correspondence Package I-21-Nov-20
- ii. Correspondence Package A-21-Nov-12

16. By-laws & Resolutions

a) By-laws

- i. **By-law Number 7231-21** – Amend Joint Use Recreation Agreement (Page 288-289)

b) Resolutions

i. Emergency Management Program

Whereas Ontario Regulation 380/04 establishes the minimum standards for emergency management programs required by municipalities and provincial ministries and supports the requirement in the Act for mandatory emergency management programs; and

Whereas O. Reg 380/04 provides that the emergency management program co-ordinator shall coordinate the development and implementation of the municipality's emergency management program; and

Whereas the emergency management program coordinator shall report to the Emergency Management Program Committee on the development and implementation of the municipality's management program, conduct an annual review of the program and make recommendations to council if necessary; and

Whereas the Operations Advisory Committee at their meeting held on November 15, 2021, acting in the capacity of the Town's Emergency Management Program Committee has reviewed the Emergency Management Program for the Town of Arnprior, and has verified compliance with the Emergency Management and Civil Protection Act and O.Reg 380/04.

Therefore be it resolved that the Emergency Management Program Committee recommends to Council support of the Town of Arnprior's emergency management program.

17. Announcements

18. Media Questions

19. Closed Session

20. Confirmatory By-law

By-law No. 7232-21 to confirm the proceedings of Council

21. Adjournment

Please note: Town Hall is following social distancing protocols that have been recommended by the federal and provincial governments to help protect the health and well-being of our community. Please see the Town's [Website](#) to view the live stream. The meeting will be uploaded to YouTube for future viewing.

The agenda is made available in the Clerk's Office at the Town Hall, 105 Elgin Street West, Arnprior and on the Town's [Website](#). Persons wishing to receive a print item on the agenda by email, fax, or picked up by hand may request a copy by contacting the Clerk's Office at 613-623-4231 ext. 1818. The Agenda and Agenda items will be prepared in an accessible format upon request.

Full Distribution: Council, C.A.O., Managers and Town Administrative Staff

E-mail to: Metroland Media; Oldies 107.7/My Broadcasting Corporation; Valley Heritage Radio; Ottawa Valley Business



**Minutes of Council Meeting
November 8, 2021
6:30 PM
Electronic Participation – Via Zoom**

Council and Staff Attendance

Council Members Present:

Mayor Walter Stack
County Councillor Dan Lynch
Councillor Ted Strike
Councillor Lynn Grinstead
Councillor Chris Toner
Councillor Lisa McGee

Council Members Absent:

Councillor Tom Burnette

Town Staff Present:

Robin Paquette, CAO
Maureen Spratt, Town Clerk
Jennifer Morawiec, General Manager,
Client Services/ Treasurer
Graeme Ivory, Director of Recreation
John Steckly, GM, Operations
Patrick Foley, Engineering Officer

1. Call to Order

Mayor Walter Stack called the Regular Council Meeting to order at 6:30 PM and welcomed those present.

2. Roll Call

The roll was called, with all Members of Council being present except Councillor Tom Burnette.

3. Land Acknowledgement Statement

Mayor Walter Stack asked everyone to take a moment to acknowledge and show respect for the Indigenous Peoples as traditional stewards of the land we operate on, by stating:

I would like to begin by acknowledging that the land on which we work and gather is the traditional unceded territory of the Anishinaabe People. This Algonquin Nation have lived on this land for thousands of years, long before the arrival of the European settlers, and we are grateful to have the opportunity to be present in this territory.

4. Adoption of Agenda

Resolution Number 388-21

Moved by Lynn Grinstead

Seconded by Lisa McGee

Be It Resolved That the agenda, for the Regular Meeting of Council dated Monday, October 25, 2021 be adopted.

Resolution Carried

5. Disclosures of Pecuniary Interest

None

6. Question Period

None

Minutes of Council Meeting

7. Adoption of Minutes of Previous Meeting(s)

Resolution Number 389-21

Moved by Chris Toner

Seconded by Dan Lynch

That the minutes of the Regular Meeting of Council listed under item number 7 (a) on the Agenda be adopted (Regular Meeting of Council –October 25, 2021).

Resolution Carried

8. Awards/Delegations/Presentations

None

9. Public Meetings

a) Zoning By-law Amendment 5/21 Phases 3 and 4, Marshall's Bay Meadows Subdivision

Resolution Number 390-21 (6:33 pm)

Moved by Ted Strike

Seconded by Lynn Grinstead

That Council move into a public meetings regarding a proposed Zoning By-law Amendment 5/21 for phases 3 and 4 of the Marshall's Bay Meadows Subdivision.

Resolution Carried

Mayor Stack called the meeting to order at 6:33 pm, welcomed those present and the CAO noted requirements for oral or written submissions prior to adoption of the amendments and the draft plan of subdivision for the purposes of the Ontario Land Tribunal requirements.

Staff advised that no written comments were received prior to the meeting.

The purpose of the proposed amendment is to amend the zone designations to permit the land uses associated with Phases 3 and 4 of the Draft Plan of Subdivision (47-T-14002). The requested zoning include:

- Residential Three (R3) to allow for single detached dwellings;
- Residential Three – Exception X (R3*X) zoning to allow for semi-detached residential uses with an exception to the requirement of Section 6.4.3g) of the By-law which requires that individual driveways accessing the two semi-detached dwellings be paired;
- Residential Four – Exception 28 (R4*28) zoning to allow for townhouse dwellings with a minimum interior side yard of 1.2m;
- Residential Four – Exception (R4*29) zoning to allow for back-to-back street-town homes or apartment dwellings with a maximum building height of 15.5m; and
- Open Space (OS) zoning to allow for the location of a stormwater management plan.

The floor was opened to the public for comments. No public spoke to the application.

The Applicant, Adam Thompson provided clarification on the unpaired driveways, noting this has been requested to assist with better grading of the properties, as there is a steeper grade overall to the properties in question.

The public meeting was declared closed at 6:41 p.m.

Resolution Number 391-21(6:41 pm)

Moved by Dan Lynch

Seconded by Lynn Grinstead

That Council resume to the Regular Meeting of Council.

Resolution Carried

Minutes of Council Meeting

10. Matter Tabled/ Deferred/ Unfinished Business

None

11. Staff Reports

a) Private Road Official Plan Policy - CAO

Resolution Number 392-21

Moved by Chris Toner

Seconded by Lynn Grinstead

That Council initiate a town-wide Official Plan Amendment, being OPA#4, and implementing Zoning By-law Amendment to establish Common Element Condominium Private Road policies and provisions.

And Further That pursuant to Sections 17(15) and 34(12) of the Planning Act Council hold a public meeting on Monday, December 13, 2021, regarding the proposed amendments, to allow for public review and comment.

Resolution Carried

Forbes Symon of JP2G Consultants provided an overview of the report and responded to questions.

b) Municipal Marina Operations Analysis, Director of Recreation

Resolution Number 393-21

Moved by Lynn Grinstead

Seconded by Chris Toner

That Council direct staff to bring forward an amendment to the Recreation Facility Use Policy to implement a 60% resident use of marina slips; and

That during the 2022 budget process, that the annual update to the User Fees and Charges By-Law include an increase in the marina rental rates for non-residents by 40%.

Resolution Amended

Resolution Number 394-21

Moved by Lynn Grinstead

Seconded by Chris Toner

That Council amend Resolution Number 393-21 to add a paragraph three (3) and four (4):

That McNab/Braeside marina slip renters from a previous year, will be given opportunity to renew their slips within the seasonal renewal period and be charged the non-resident rate; and

That pier 6 will remain as a transient slip for visitors.

At the request of County Councillor Lynch a recorded vote was taken:

Councillor Lisa McGee	Yes
Councillor Chris Toner	Yes
Councillor Lynn Grinstead	Yes
Councillor Ted Strike	Yes
County Councillor Dan Lynch	No
Mayor Walter Stack	Yes

Resolution Carried

Minutes of Council Meeting

Resolution Number 395-21

Moved by Lynn Grinstead

Seconded by Chris Toner

That Council direct staff to bring forward an amendment to the Recreation Facility Use Policy to implement a 60% resident use of marina slips; and

That during the 2022 budget process, that the annual update to the User Fees and Charges By-Law include an increase in the marina rental rates for non-residents by 40%; and

That McNab/Braeside marina slip renters from a previous year, will be given opportunity to renew their slips within the seasonal renewal period and be charged the non-resident rate; and

That pier 6 will remain as a transient slip for visitors.

Resolution Carried as Amended.

c) National Earthquake Early Warning System – Engineering Officer

Resolution Number 396-21

Moved by Lynn Grinstead

Seconded by Dan Lynch

That Council receive staff report Number 21-11-08-03 outlining the proposed lease of space in the Stanley Tourangeau Fire Hall for National Earthquake Early Warning System equipment; and

That Council adopt a bylaw authorizing the Mayor and Clerk to enter into a lease agreement with Natural Resources Canada.

Resolution Carried

d) Debt Management Policy – GMCS, Treasurer

Resolution Number 397-21

Moved by Lisa McGee

Seconded by Lynn Grinstead

That Council authorize a By-law adopting a Debt Management Policy.

Resolution Carried

12. Committee Reports and Minutes

Resolution Number 398-21

Moved by Lisa McGee

Seconded by Lynn Grinstead

That Council receive the following Committee Minutes as information:

- Corporate Services Advisory Committee Minutes – September 7, 2021

Resolution Carried

Councillor Lynn Grinstead noted that the Inclusivity & Diversity Advisory Committee (IDAC) discussed raising flags to reflect and memorialize the veterans on Remembrance Day. The IDAC was in favour of raising the flags this week and lowering them on Thursday, November 11, 2021 and then keeping the flags lowered until consultation with the Algonquin's of Pikwakanagan First Nation takes place.

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Discussion ensued among Members of Council with Mayor Stack asking for consensus that Council approve raising the Town flags on Tuesday, November 9, 2021 and lowering the flags again on Remembrance Day. Council further agreed by consensus that the flags would be kept lowered until the Mayor had consulted with Chief Jocko.

13. Notice of Motions

None

14. County Councillor's Report from County Council

County Councillor Lynch noted the following information from the County of Renfrew:

- Delegation – Long Term Development at Deep River and District Hospital, Ms. Janna Hotson, President and CEO and David Cox, Chair of the Long Term Committee, attended the County Council meeting to advise Council of the progress they have made in creating a new Long Term Care Facility that will house 96 beds (modelled after the Grove). It's a \$28 million project that is hoped to be completed in 2-3 years.
- Delegation – Ms. Lacey Rose, our County Forester, reported on the health of the County trees which is rated as fair. The Gypsy Moth has infested 13,000 hectares in the County and 146,000 in the Province. Lacey has recommended to the province that the Black Ash not be put on the endangered species. The most underrated infestation is the Beech Bark which is brought into the forestry by the general public when they visit (hikers).
- The County has contracted The Perry Group Consulting Ltd. to complete an Information Technology Digital Strategy for the County and will be meeting with Municipal Elected Officials for their input.
- The County has passed a Vaccination Policy similar to that of the Town of Arnprior. There will be an amendment that deals with the penalty if a County Councillor does not meet the requirements set out in the policy.
- The Ontario Winter Games is being hosted by the County and is going to take place.
- The United Way bestowed its top honour, the Community Builder of the Year Award to the region's Medical Officers of Health and their respective health care practices during COVID-19 – Dr. Robert Cushman, and Renfrew County and District Health Unit, Dr. Vera Etches, and Ottawa Public Health Dr. Paul Roumeliotis and the Eastern Ontario Health Unit, and Dr. Paula Stewart and the Leeds, Grenville, and Lanark District Health Unit.
- The EORN (Eastern Ontario Regional Network) is having some setbacks, as a new Director is to be elected and the current CAO has resigned. As well, there is a new Federal Minister of Rural Economic Development; the Honourable Gudie Hutchings.
- The ROMA 2022: "Rural Opportunities" conference will run from Sunday, January 23rd to Tuesday, January 25th. The main conference will be on the Monday and Tuesday, but there could be zone meetings and other activities on the Sunday. Early registration fee before 01 Nov is \$400.00 and \$450.00 after. Of note is that Eli El-Chantiry is now the First Vice Chair, Zone 8 and Councillor City of Ottawa
- The ROMA sponsored Teeny Tiny Summits are back with three dates and compelling topics. Join these free virtual events December 1, 2021 and on March 22, 2022. Presenters include Tareq Hadhad, Peace by Chocolate; the resurgence of teeny, tiny communities with Peter Kenyon, Bank of Ideas; and ROMA Chair, Robin Jones, who will discuss the key elements and recommendations out of the ROMA paper: "Opportunities for Rural Ontario in a Post-Covid World".

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- Of note “The Investing in Canada Infrastructure Program” (ICIP) comes with a clause that Indigenous Groups must be consulted. In the case of the Algonquin Trail ICIP Grant the cost of consultation with the Pikwakanagan of Golden Lake is \$19,624.63. Roughly 20% of the Grant.
- Great news for Algonquin Trail Users, on October 19th the City of Pembroke approved motorized usage on the Algonquin Trail within the City’s jurisdiction.
- Housing Market Stats 2020 were presented noting that housing value continues to climb with the average price for a home being \$404,638 2021 - \$526,963. Of note to date the County has 719 building permits compared to 391 in 2020.
- CNL is having an Virtual Open House from November 15 – 30, 2021 on a Small Modular Reactor made by Global First Power. There is a Town Hall meeting at 7:00 p.m. on Tuesday, November 16, 2021. You can participate by calling 1-877-229-8493, Code 120533. I’ve sent the invitation to staff to put on our web page.
- Today was the last day for the Operations and Development Property Committee meetings for this year with new committee’s being formed at the County Council meeting in December.

15. Correspondence & Petitions

a) Correspondence Package – I-21-NOV-19

Resolution Number 399-21

Moved by Dan Lynch

Seconded by Chris Toner

That the Correspondence Package Number I-21-NOV-19 be received as information and filed accordingly.

Resolution Carried

Councillor Lynn Grinstead noted item number 10(a) and requested that the Festival of Trees request from CPAN for 2021 be brought out of the information package for consideration of Council. Councillor Grinstead noted she felt the Town should contribute \$3,000 to support this organization and initiative. Councillor Grinstead further requested Council consider supporting this initiative annually.

Discussion ensued among Members of Council, with Mayor Stack asking for Council consensus that staff send the CPAN Representative a Municipal Grant Application Form, and bring back a report at a future meeting, once the application was received.

County Councillor Dan Lynch noted the following items:

- Page 5 – Ontario Government will introduce legislation that if passed would raise the minimum wage to \$15.00 effective January 1, 2022. Of note, if you don’t have a job you might think of becoming a Hunting or Fishing Guide. The rate of pay for these trades are \$75.00 for under 5 consecutive hours and \$150.05 an hour for working 5 or more hours during a day.
- Page 7 – Effective November 1, 2021, the Ontario Government has mandated that all regulated Ontario electricity and natural gas utilities to provide “Green Button” to the customers within 24 months. The “Green Button” will permit users to better manage their utilities.
- Page 14 – Good news for Apple product users, you can now choose to add the official Province COVID-19 Vaccination QR Code to your Apple Wallet.

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- Page 26 – As a Veteran, I commend the Ontario Government for introducing legislation that would amend the Remembrance Day Week Act to permit workers the right to wear poppies at their workplace.
- Page 30 – Ontario is extending the temporary wage enhancement with an additional \$373 million for Personal Health Care Workers until March 31, 2022.
- Page 40 – Beginning November 5, 2021 persons 70 and over can register to get a COVID-19 vaccine booster.
- Page 67 – AMO has released 5 fact sheets to help municipalities navigate the new Conservation Authorities Act. In response to County Councillor Dan Lynch the CAO noted that staff have reviewed the fact sheets on the Conservation Authorities Act and the simple answer is there will be no impact to Arnprior as we are not within the jurisdiction of any Conservation Authority.
- Page 72 – As previously reported the 2022 Ontario Municipal Partnership Fund for Arnprior is \$1,588,800 which equates to \$369 per household.
- Page 76 – If your natural gas provider is Enbridge, be advised, April 1, 2022, that they have applied to increase their rates to recover cost associated with Greenhouse Gas Pollution.

Councillor Chris Toner noted the following items:

- Item Number 1(e) – Ontario is helping more people with Developmental Disabilities access housing as well as helping their families and caregivers navigate housing initiatives in communities across the province. The province is making a \$13 million dollar investment into this important initiative.
- Item Number 1 (d) – Ontario is supporting Indigenous focused Mental Health and Addictions supports, for Indigenous Communities. Funding includes urgent trauma supports for Indigenous residential school survivors. The province has noted they will be investing more than \$36 million in community lead mental health and addiction supports.

b) Correspondence Package – A-21-NOV-11

Resolution Number 400-21

Moved by Dan Lynch

Seconded by Lynn Grinstead

That the Correspondence Package Number A-21-NOV-11 be received and that the recommendations outlined be brought forward for Council's consideration.

Resolution Carried

Resolution Number 401-21

Moved by Dan Lynch

Seconded by Lynn Grinstead

That Council of the Corporation of the Town of Arnprior receive the Municipal Grant Policy Application from the Arnprior Optimistic Women's Club; and

Whereas the Arnprior Optimistic Women's Club is an eligible community organization under the Municipal Grants Policy.

Therefore Be It Resolved That Council supports the Arnprior Women's Club, by providing in-kind support of waiving the fees for 2- hours of Nick Smith Centre Arena Ice Rental (value of approximately \$260.00), for the date of Sunday, December 12, 2021 from 2:00-2:45 pm and 3:00-3:45 pm, for a Free Skate for Families, with on ice entertainment, free gifts for each child, and a licenced raffle for parents; and

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Further That the Arnprior Optimistic Women's Club be advised that it is mandatory to carry sufficient liability insurance and have the Town of Arnprior added as an additional insured for the event; and

Further That the Arnprior Optimistic Women's Club be advised that the Nick Smith Centre will determine event capacity based on the public health regulations at the time; and

Further That it is mandatory to follow all COVID-19 public health guidelines, including but not limited to proof of vaccination being required for all participants 12 years of age and older, social distancing, and masking where distancing is not possible.

Resolution Carried

Resolution Number 402-21

Moved by Dan Lynch

Seconded by Lynn Grinstead

That Council of the Corporation of the Town of Arnprior receive the correspondence from CUPE; and

Therefore Be It Resolved That Council of the Town of Arnprior is calling for an immediate, comprehensive and independent third-party expert review of OMERS' investment performance and practices over the past ten years, conducted by the OMERS Pension Plan's sponsors and stakeholders; and

Further That such a review would, at minimum:

- a. Compare OMERS plan-level, and asset class-level performance to other comparable defined benefit pension plans and funds, OMERS internal benchmarks, and market-based benchmarks.
- b. Examine OMERS decision-making processes around the timing of various investment decisions.
- c. Assess the risk management policies and protocols that were in place and determine if they were followed and/or if they were sufficient to protect the plan from undue risk.
- d. Assess whether the disclosures provided to the OMERS Administrative and Sponsorship Boards were sufficient evidence to allow the Boards to respond appropriately and in a timely manner.
- e. Examine executive compensation, investment fees and investment costs at OMERS in comparison to other major defined benefit pension plans and funds.
- f. Examine other relevant issues identified by the third-party expert review.
- g. Make recommendations for changes at OMERS to ensure stronger returns moving forward.
- h. Issue their final report and recommendations in a timely manner.
- i. Publicly release its full report and recommendations to ensure that it is available to OMERS sponsors, stakeholders, and plan members.

And Further That the Council of the Town of Arnprior calls on the OMERS Administrative Corporation to:

- a. Provide all requested data, documentation and information required of the review panel to fulfill its mandate.

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- b. Establish a step-by-step plan, with OMERS sponsors and stakeholders, to implement any recommendations set out in the review report.

And Further That this resolution be forwarded to CUPE and OMERS.

Resolution Carried

16. By-laws

Resolution Number 403-21

Moved by Lynn Grinstead

Seconded by Lisa McGee

That the following by-laws be and are hereby enacted and passed:

- i. By-law Number 7226-21 – Part Lot Control Marshall's Bay Meadows
- ii. By-law Number 7227-21 – Appoint a Deputy Fire Chief
- iii. By-law Number 7228-21 – Lease Agreement with Natural Resources Canada – Seismic Detection Equipment
- iv. By-law Number 7229-21 – Adopt Debt Management Policy

Resolution Carried

17. Announcements

Mayor Walter Stack made the following announcements:

- Congratulations to Cory Nicholas in accepting the role of Deputy Fire Chief, for the Town of Arnprior.
- Condolences to Henry Aumont's family. Mr. Aumont, the Founder of A&O Autoparts passed away this week.
- The Arnprior Skateboard Club had a fundraising event at the Rink of Dreams on Halloween, which was a success. I would like to thank them for their continued effort to raise funds for their organization.
- Congratulations to Bill Griese who retired from coaching the Arnprior Packers after 25 years.

County Councillor Lynch made the following announcements:

- Remembrance Day is Thursday, November 11. The wreath will be in place at the Cenotaph for the Remembrance Day Ceremony. Also, 45 Squadron will be doing a fly over Arnprior at 11:11 am.

18. Media Questions

None

19. Closed Session

None

20. Confirmatory By-Law

Resolution Number 404-21

Moved by Lynn Grinstead

Seconded by Ted Strike

That By-law No. 7230-21 being a By-law to confirm the proceedings of the Regular Meeting of Council held on November 8, 2021 be and it is hereby enacted and passed.

Resolution Carried

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21. Adjournment

Resolution Number 405-21

Moved by Lisa McGee

Seconded by Lynn Grinstead

That this meeting of Council be adjourned at 8:19 p.m.

Resolution Carried

Signatures

Walter Stack, Mayor

Maureen Spratt, Town Clerk



Town of Arnprior Staff Report

Subject: Waterfront Master Plan

Report Number: 21-11-22-01

Author and Position Title: Robin Paquette, CAO, and Graeme Ivory, Director of Recreation

Department: Recreation

Meeting Date: November 22, 2021

Recommendations:

That Council receive the Draft Waterfront Master Plan for information; and

Further that Council adopt a By-law to approve the Waterfront Master Plan, prepared by Thinc Design, for use as a long-range planning tool to guide and inform future decisions with respect to the Town's waterfront.

Background:

Since 2015, the Town's Waterfront has been highlighted as a Key Priority in the Strategic Plans. As a first step in moving forward with improvements, in September 2016, the Town of Arnprior retained the services of a consulting team led by Momentum Planning to carry out an analysis of the waterfront area. The purpose of this assignment was to identify the issues and feasibility of enhancing and supplementing the current facilities along the waterfront with the goal of improving linkages to the downtown and tapping into the economic and social potential of this unique resource. The Issues and Options Analysis was undertaken to gauge the level of support and to set the stage for carrying out a comprehensive plan of action for the renewal of the waterfront area.

Following the Analysis, the next step was identified as a Waterfront Master Plan to provide a more detailed assessment of the various projects identified to properly cost and prioritize them for implementation. This implementation plan requires coordination with the Town's annual budget and long-term financial plan to ensure that it is adequately funded as it moves forward.

Arnprior's Waterfront is seen as the Town's greatest asset as its ideal location provides for large open spaces allowing for residents and visitors alike, to come together for recreational activities in the Spring, Summer and Fall. The public input received during the Arnprior Waterfront Feasibility Issues and Options Analysis clearly demonstrated overwhelming support for improvements within the defined study area. Residents were in favour of Town Council providing the funding on a yearly basis to achieve these improvements, which would over the years redevelop the area to make it a more desirable resident and visitor destination.

Discussion:

In 2019, the Town retained Thinc Design to undertake the Waterfront Master Plan, with a goal to complete the Plan in 2020, per the 2020-2023 Strategic Plan goals. With the impacts of COVID-19, the final product was delayed, however, staff are pleased to recommend the Waterfront Master Plan at this time.

It is important to keep in mind the seven key directions, determined as part of the Issues and Options Analysis, which have been used to help guide the direction of the Waterfront Master Plan, being:

- 1) Improve access/increase connectivity
- 2) Enhance the visitor experience
- 3) Provide spaces to celebrate and enjoy
- 4) Support arts, culture and heritage
- 5) Improve the aesthetic of the waterfront
- 6) Provide multi-season benefit
- 7) Be ecologically driven

The proposed Plan offers a total of 65 recommendations to allow the Town to realize a Waterfront design which achieves these directions and recognizes the asset the Town has in its waterfront, while addressing the appropriate timing and expenditures required to provide the enhancements to meet the vision proposed. The completion of the Plan sets the stage for improvements to be made in an orderly manner, setting out a plan to realize the improvements with the opportunity to look at funding opportunities, take advantage of grants and partnerships as they arise, and include projects within the Long-Range Capital Forecast.

At a total cost of approximately \$8.5 million, planned out over a 20-year horizon, the Plan allows for improvements to all major waterfront areas, along with achieving cohesive connectivity between them. Furthermore, the Plan recognizes the value of the Marina as a separate but important asset to the Waterfront and outlines studies that would be required to determine its potential for further development.

Options:

Council could choose to not accept the Waterfront Master Plan as presented however the Master Plan presents a cohesive plan for the Town's waterfront development based on input from residents, Council and staff. The Waterfront Master Plan is a planning document to help guide the improvements to the waterfront and individual projects will be brought to Council during the annual budget process for consideration.

Policy Considerations:

This report supports the Town of Arnprior Strategic Plan visions for both a vibrant healthy economy with robust sustainable growth and good jobs and opportunities in all sectors; along with residents having access to services and supports that promote well-being, health and safety and providing a superior quality of life through recreation and cultural amenities.

The Strategic Plan key priority of Community Well-Being - Recreation and Leisure activities, includes completion of the Waterfront Master Plan as a key action plan item for 2020-2021.

Financial Considerations:

Implementing the Town's Waterfront Redevelopment, a key strategic initiative for the Town, will be the largest investment to Town infrastructure since the Downtown Revitalization. This investment however is spread over a twenty year timeframe to address both logistics and affordability.

The Waterfront Master Plan includes Class C costs estimates for each recommendation to approximate the value of the work proposed. More detailed design and planning will be required for most individual projects which will establish a more accurate construction budget at that time.

The financing strategy included in the Waterfront Master Plan outlined a number of potential funding sources including but not limited to: capital funds (reserve / reserve funds), development charges, government grants, public private partnerships, private enterprise / lease, donors and some project will be completed in-house by staff. For planning and future budgeting purposes, next steps will include:

- (a) Incorporation into the 20-Year Long Range Capital Forecast: Projects requiring capital funds will be reviewed against other competing priorities and incorporated into the 20 Year Long Range Capital Forecast (LRCF) that is included annually during the budget presentations. Some design projects for Waterfront-wide initiatives will be included in the 2022 Capital budget to create some shovel-ready projects.
- (b) Development Charges Update: Projects that include a growth component will be included as capital projects in the development charges update which will be completed in 2022.
- (c) Grant Funding: A number of this Plan's recommendations may qualify for Provincial or municipal Infrastructure grants related to, but not limited to community building, climate change, shoreline/waterfront resiliency and healthy communities.

Staff will look for grant opportunities to finance specific projects. Having a master plan approved by Council will help projects qualify and be successful on grant applications.

Any public private partnerships, private enterprise/lease and donors will be considered separately for the individual projects that would lend themselves to these funding arrangements at that time.

Meeting Dates:

Starting Meeting – December 3, 2019

Public Open House – March 5, 2020

Meeting with Council, Staff, Stakeholders – March 3-6, 2020

Council Meeting – March 8, 2021

Virtual Public Open House – March 8, 2021 – April 6, 2021

Consultation:

Public Survey

Public Open House (x2)

Stakeholders

Municipal Marina Users

Senior Management Team

Documents:

Town of Arnprior: Waterfront Master Plan – November 2021

Town of Arnprior: Waterfront Master Plan Implementation Strategy

Signatures

Reviewed by Department Head:

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt



TOWN OF ARNPRIOR

WATERFRONT MASTER PLAN

November 2021



ARNPRIOR



Prepared for the Town of Arnprior, November 2021.

 **thinc design**
Liberty Market Building
171 East Liberty Street, Unit 266
Toronto, ON M6K 3P6

 studio@thincdesign.ca

 thincdesign.ca

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Executive Summary

Arnprior's waterfront area is considered one of the Town's greatest assets. It is a place where residents and visitors gather throughout the year to enjoy the array of recreation and cultural activities that Arnprior has to offer. Through the implementation of a waterfront master plan, the Town can better harness the potential of this asset and create a more desirable waterfront destination for the community.

Focus Areas

The planning of Arnprior's Waterfront is organized into eight focus areas. Seven of these areas are consistent with the 2017 feasibility study with McLean Ave Beach being added as the 8th focus area. The Bell Park focus area was also expanded to include the lands leased by the Chats Lake Community Boat Club.

For each focus area the design team gathered data, assessed conditions, and proposed waterfront improvements. Community feedback was organized around each of the following areas.

1. Waterfront Wide
2. Robert Simpson Park
3. Marina
4. Treatment Plant, Fishing Dock and Lookout
5. West Side Gateway and Lookout
6. Hydro Park
7. Bell Park
8. McLean Avenue Beach

Section 2.0 of this plan provides a more detailed description of the Focus Areas.

Marina Assessment

To understand the financial viability and full potential of the municipal marina, a detailed assessment of the marina, including a review of the regional boating market was undertaken. The results of this assessment and its recommendations are provided as a complete report in Appendix B, with key findings and recommendations incorporated throughout the main body of this plan.

The results of this assessment confirms there is a market in Arnprior for an enhanced marina operation. However, considerable investment is required to maximize the full potential of the marina and make the marina a financially viable operation. This includes replacing aging infrastructure, upgrading facilities, and providing additional amenities including a Harbour Master Buildings, power and water at slips, and additional slips.

Community Engagement

An extensive review and community engagement process was undertaken for this project. This included:

- a public open house attended by approximately 40 individuals with 20 written comments received on the options presented
- over 20 stakeholder interviews
- feedback online using Engagement HQ Bang the Table using the website www.arnpriorwaterfront.ca which led to 109 completed surveys and almost 1500 contributions to the discussion forum

Key Directions

Based on the feedback received through the community engagement process seven key directions for waterfront improvements were identified:

- improve access/increase connectivity
- enhance the visitor experience
- provide spaces to celebrate and enjoy
- support arts, culture and heritage
- improve aesthetics of the waterfront
- provide multi-season benefit
- be ecologically driven

Recommendations

Through the background review, community engagement, key directions, and design process, sixty-five (65) recommendations have been identified through the master planning process. These initiatives comprise both physical/infrastructure projects as well as planning strategies to provide the framework necessary to realize the community's vision for the waterfront. These recommendations are based on the outcomes of the community engagement process, site review, and the team's previous experience in waterfront planning and design. The initiatives are organized into the plan's eight waterfront locations/topic areas. These are listed below with the number of recommendations in parenthesis:

1. Waterfront Wide (7)
2. Robert Simpson Park (13)
3. Municipal Marina (13)
4. Treatment Plant and Fishing Dock (3)
5. Gateway Plaza and West Lookout Plaza (3)
6. Hydro Park (3)
7. Bell Park (11)
8. McLean Avenue Beach (12)

Each recommendation is described in Section 4.0 with plans and sections used for illustrative purposes.

Implementation

A key component of any master plan is the identification of the steps required to realize the vision. The 65 recommendations are to be implemented over a 20 year period to provide the community with a road map to creating a safe, vibrant and sustainable waterfront. However, with each of the recommendations a separate process needs to be initiated to work out the finer details of the planning, design, and implementation. While this plan provides the road map for implementation highlighting key elements, future Town Councils, in consultation with Town staff, will determine if, how and when these projects are implemented.

A Class C cost estimate was then developed for each recommendation to understand the approximate value of the work proposed. However, more detailed design and planning would be required prior to establishing a more accurate construction budget.

The proposed implementation sequence for the 65 recommendations, is based on the following factors:

- i. Priority Matrix Results
- ii. Project Dependencies
- iii. Project Efficiencies
- iv. Advancement of Projects
- v. Delay of Projects
- vi. Budget Considerations

The matrix was used as a qualitative tool to help sort the recommendations based on a series of weighted criteria inspired by the Key Directions and online survey results on project priorities (Appendix A). The prior matrix and the scoring is provided in Appendix C. The list

of recommendations was then further reviewed refined based on other considerations such as project dependencies, efficiencies, required advancement or delays and budget considerations.

The result is a 20 year implementation timeline which looks at community preferences/ priorities, community need, efficiencies and balances spending. The total cost of this plan is approximately 12.6 million which averages to approximately \$630,000 per year.

Introduction

1.0



1.0 Introduction

Situated along the shores of the Madawaska River and Ottawa River, Arnprior's waterfront offers natural beauty, historic intrigue and memorable vistas. Arnprior's waterfront area is considered one of the Town's greatest assets. It is a place where residents and visitors gather throughout the year to enjoy the array of recreation and cultural activities that Arnprior has to offer. Through the implementation of a waterfront master plan, the Town can better harness the potential of this asset and create a more desirable waterfront destination for the community.

There is a clear interest within Arnprior to improve connectivity and accessibility to the waterfront and to explore various facility enhancements. A plan is needed to guide decisions on waterfront improvements and provide a long-term vision.

In the Fall of 2019, the Town of Arnprior retained the services of a consulting team of thinc design, TOURISTICS, and McIntosh Perry to advance the 2017 Waterfront Feasibility Study to facilitate the creation of a detailed and comprehensive waterfront plan. The study area lies north of the Madawaska

Street Bridge and includes both shores of the Madawaska River, Robert Simpson Park, Bell Park lands, Hydro Park and McLean Ave Park.

Through an extensive review and community engagement process this master plan considers and prioritizes:

- the interests and needs of various user groups and stakeholders
- site services, circulation, accessibility, wayfinding
- natural processes and features
- path-network connectivity and vistas,
- linkages to key destinations including the downtown and Robert Simpson Park.

In order to inform economic feasibility this master plan identifies:

- infrastructure requirements, timing and capital cost estimates;
- revenue generating ventures;
- cost benefit analysis and funding scenarios/opportunities;

Where applicable, this master plan recommends landscape and urban design features with:

- four season interest
- quality materials that complement the heritage of the community
- minimal maintenance requirements

This master plan can be used for future development of:

- budgets for future capital improvements
- request for proposals for detailed design and contract documents for the various projects, including tender preparation and/or contract administration
- grant applications for funding purposes

This plan serves as a blueprint for waterfront planning across Arnprior's central waterfront area. It identifies specific waterfront improvement projects, sets priorities, and identifies budgets for the next 20 years. As part of the planning process, a marina market analysis was undertaken by Touis**TICS** to understand the regional boating context to

help inform the upgrades needed to make the Arnprior Municipal Marina a financially viable enterprise.

With public support and the Town's long-term commitment to implementation, this plan will create a unique waterfront experience that showcases the natural beauty and cultural heritage of Arnprior.



Background 2.0



2.0 Background

Previous Studies

The following studies and documents were reviewed as a first step in the development of this plan. These documents were reviewed and information relating to waterfront planning noted and summarized.

- Master Water & Sewer Plan
- Storm Water Study
- Harbour Development Study (1987)
- Waterfront Feasibility Study (2002)
- Fisheries & Oceans Agreement (Marina) (2012)
- Development Charge Background Study (2013)
- Town of Arnprior Strategic Plan 2013-2019 (adopted 2013 – Revised 2015)
- Multi-Year Municipal Accessibility Plan (2014)
- Bell Park Covenants Official Plan (2017)
- Recreation Master Plan (2017)
- Arnprior Waterfront Feasibility Issues and Option Analysis (2017)
- Long Range Capital Forecast (2018)

The 2017 study, “Arnprior Waterfront Feasibility Issues and Option Analysis” formed the foundation for this Master Plan. This Master Plan builds on the findings of that study. The findings of the 2017 study are summarized below.

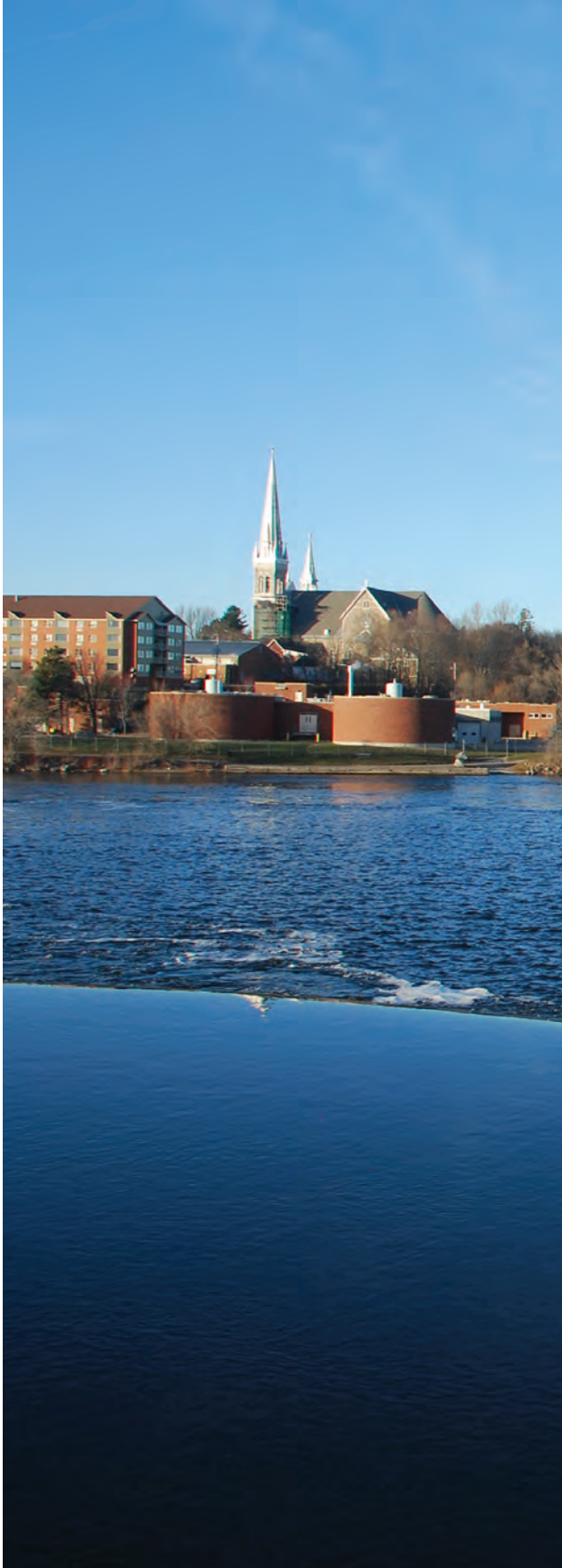
Arnprior Waterfront Feasibility Issues and Option Analysis (2017)

In 2017 Arnprior Waterfront Feasibility Issues and Option Analysis was carried out by Momentum Planning and Communication with support from Dillon Consulting and McSweeney and Associates. The study area covered both shores of the Madawaska River from the Madawaska Boulevard Bridge to the Ottawa river. Within the study area, the analysis focused on Robert Simpson Park, the Marina, Hydro Park, Bell Park and the waterfront pathway network. The resulting report, “Arnprior Waterfront Feasibility Issues and Option Analysis” reflects the public’s vision for the redevelopment of the study area. With the goal of better utilizing the economic and social potential of Arnprior’s waterfront, the report identifies key waterfront improvement measures. The public consultation process was successful in producing interest and support for improvements within the study area, hence justifying further investigation and conception of this master plan.

The analysis was driven by public and stakeholder consultation. The consultation process consisted of the following:

- phone calls made to community associations and boaters who hold contracts with the Town.
- an initial public open house with 25 participants providing 80 comments
- an initial 15 question online questionnaire with 175 respondents
- a follow-up public open house with 32 participants
- a follow-up online survey with 110 respondents This public feedback guided the design of a concept plan which was reviewed by Members of Council and by the Community Development Advisory Committee. Both groups were generally supportive of the proposed concept plan with the Community Development Advisory Committee providing some preferences which have been explored in this master plan.

Along with a well-received concept plan, the main outcome of the study was the prioritization of potential waterfront improvement actions. The public rated pathway network enhancement with improved connection to the downtown as the top priority improvement action. Improvements to Bell Park, the Marina and Robert Simpson Park were rated as high priority.



Focus Areas

The planning of Arnprior's Waterfront has been organized into eight Focus Areas. Seven of these areas are consistent with the 2017 feasibility study as discussed above. McLean Avenue Beach has been added as a focus area and the Bell Park focus area was expanded to include the land leased by Chats Lake Community Boat Club. It should be noted that Focus Area #1, Waterfront Wide refers to the set of improvements to be applied throughout the waterfront, rather than referring to a specific area.

As a planning tool, the use of Focus Areas allows concentration on one section of Arnprior's waterfront at a time. For each Focus Area the design team gathered data, assessed conditions, and proposed waterfront improvements. Community feedback was organized around each Focus Area allowing those interested in a particular area of the waterfront to review recommendations associated with a specific Focus Area and direct their input accordingly.

The eight waterfront Focus Areas:

1. Waterfront Wide
2. Robert Simpson Park
3. Marina
4. Treatment Plant, Fishing Dock and Lookout
5. West Side Gateway and Lookout
6. Hydro Park
7. Bell Park
8. McLean Avenue Beach



Figure 2-1: Focus Areas Context Map

Community Engagement

The public consultation process for the waterfront master plan launched in early March 2020 with interviews with members of Council and a public open house. However, within a week of this kick-off event the factors surrounding COVID-19 required the remainder of the project to switch to online due to social distancing requirements and “stay-at-home orders”. As a result the web based community engagement platform Engagement HQ Bang the Table was launched in early 2021 to help replicate the traditional open house format. This allowed the community to be engaged remotely, to view and comment on waterfront concepts, and engage with fellow citizens on the merits of the recommendations.

The slightly modified engagement strategy comprised of the following activities:

- public open house on waterfront concepts and options, March 2020
- stakeholder interviews with members of Council, Town staff and stakeholders, March 2020 and Fall/Winter 2020/2021
- feedback through Arnpriorwaterfront.ca on refined concepts – Winter 2021



It is important to note that many people chose to submit comments and suggestions directly to the Town and consulting team via emails, phone calls, etc., throughout the process. Town staff and the consultants also encouraged additional communication outside of these formal activities and, if requested to do so, provided supplemental information.

The feedback received through these engagement touch points and other submissions was instrumental in the formation of the Master Plan. It is also important to note that with many of the projects and initiatives recommended in this Plan, future community and stakeholder engagement is required as each project is implemented. Therefore, this Plan is only the latest step in working with the community to realize the community’s vision for the waterfront.



Figure 2-1: March 2020 Public Open House

Open House

On Thursday March 5th, 2020 from 6:30 to 9 PM a public open house was held at the Fire Hall. This was to be the first of two public sessions to present ideas and receive feedback on design concepts. However, due to the COVID-19 pandemic, a second in person open house was not possible. At this Open House design options were posted for viewing and comment sheets were provided. Members of the design team along with Town staff were also present to discuss the concepts and the project in general.

The comment sheets provided asked the following questions:

1. Which of the three options presented for Robert Simpson Park do you prefer? Why?
2. Which of the options presented for the Marina do you prefer? Why?
3. Which of the options presented for the Treatment Plant/Dock layout do you prefer? Why?
4. Which of the options presented for Hydro Park do you prefer? Why?
5. Which of the options presented for McLean Avenue Park do you prefer? Why?
6. Please include any additional comments on the back of this sheet.

Following the meeting the concepts were posted online and comments sheets were made available for submitting feedback. In total twenty comment forms were returned, along with some supplementary information for the design team's consideration.

The feedback provided was reviewed and assessed to help direct the refinement of the concept plans. While there were some clear preferences regarding the options, the feedback on some of the elements proposed was a key consideration in refining the options for the second round of community engagement. In some cases this involved merging different aspects of the concept to

prepare a refined concept to address some of the recommendations provided by the public.

Some of the more frequent comments provided during this session included but not limited to:

- support for a breakwater and accessible pier at Robert Simpson Park
- differing views on how best to address parking at Robert Simpson Park
- operational considerations at the Marina and more amenities
- provide seating and shade across the waterfront
- support for providing additional locations to fish
- differing views on the level of investment necessary along the waterfront

Stakeholder Interviews

Interviews with Council, Town staff and other individuals were conducted at different points during the process to help gather insight on key opportunities and challenges of the waterfront, as well as feedback on the draft concepts. In total over 20 interviews were undertaken during the project.

Online Community Engagement

The following summarizes the feedback received on the Engagement HQ Bang the Table platform (Arnpriorwaterfront.ca) from March 8th to April 5th, 2021 on the focus area concepts. Additional information is provided in Appendix A). The following provides a summary of the number of contributors and contributions received:

Engagement Tool Type	Title/Prompt	Number of Contributors	Number of Contributions
Survey	Arnprior Waterfront Master Plan Design Concept Survey	109*	109*
Discussion Forum	Concepts	119	1490
Question and Answer	Have any questions about the Arnprior Waterfront Master Plan Design Concepts?	5	5
Documents	Arnprior Waterfront Master Plan Design Concepts	NA	472 downloads

* 7 surveys were filled out on paper and submitted by email

Table 2-1: Online Community Engagement Summary

Public Comment Summary

Comments recieved through the online discussion forum as well the “Arnprior Waterfront Master Plan Design Concept Survey” cover a wide variety of opinions, concerns, comments, and proposals speaking directly to the wants and needs of the community.

Please see Appendix A for a summary of the feedback received. These comments should be reviewed during the detailed design phase of each project.

Key Directions

Based on previous studies, background review and stakeholder interviews, and community input received through in person and online engagement activities, the following seven key directions have been established for Arnprior's waterfront. These form the foundation for the recommendations presented in section 4 of this Plan

1. Improve access/increase connectivity

- enhance visual and physical connections
- improve boater access
- improve connectivity from the waterfront to the downtown
- address accessibility in regards to surfacing, time of day (lighting) and all-season enjoyment



2. Enhance the visitor experience

- plan the waterfront with visitor use and enjoyment in mind
- provide users with experiences unique to Arnprior
- provide signage and wayfinding elements
- create destinations along the waterfront



3. Provide spaces to celebrate and enjoy

- build upon existing park and pathway investment
- provide spaces and infrastructure for viewing the water, gatherings and special events
- create spaces to promote use and enjoyment of waterfront
- promote multi-generational enjoyment



4. Supports arts, culture and heritage

- work with Anishinabek Nation and the Algonquins of Pikwakanagan First Nation to recognize First Nations history and culture across the waterfront
- weave the industrial past into the fabric of the waterfront
- incorporate existing cultural and heritage elements into the waterfront



5. Improve aesthetic of the waterfront

- build upon existing park and trail investment and enhancements
- create a unifying theme along the waterfront through the use of colour, materials and design details
- focus on design excellence



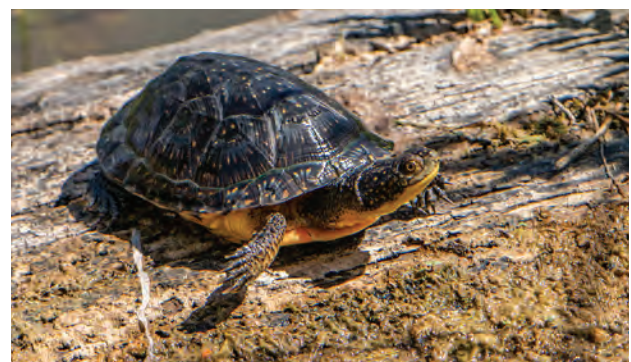
6. Provide multi-season benefit

- provide infrastructure which supports year-round activities
- design to encourage year round programming and events
- expand outdoor recreation opportunities
- healthy active living



7. Be ecologically driven

- design to improve wildlife habitat and biodiversity
- use design techniques
- follow best practices for environmental design and sustainable development



Recommendations

3.0



3.0 Recommendations

Sixty-five (65) recommendations have been identified through the master planning process. These initiatives comprise both physical/infrastructure projects as well as planning strategies to provide the framework necessary to realize the community's vision for the waterfront. These recommendations are based on the outcomes of the community engagement process, site review, and the team's previous experience in waterfront planning and design. The initiatives are organized into the plan's eight waterfront locations/topic areas:

1. Waterfront Wide (7)
2. Robert Simpson Park (13)
3. Municipal Marina (13)
4. Treatment Plant and Fishing Dock (3)
5. Gateway Plaza and West Lookout Plaza (3)
6. Hydro Park (3)
7. Bell Park (11)
8. McLean Avenue Beach (12)

The following section outlines the proposed recommendations for each of the eight locations. A general description of the design framework is provided, followed by a discussion of recommended initiatives. For details on implementing each of the recommendations, please refer to the implementation section of this plan.



Figure 3-1: Focus Area Key Map

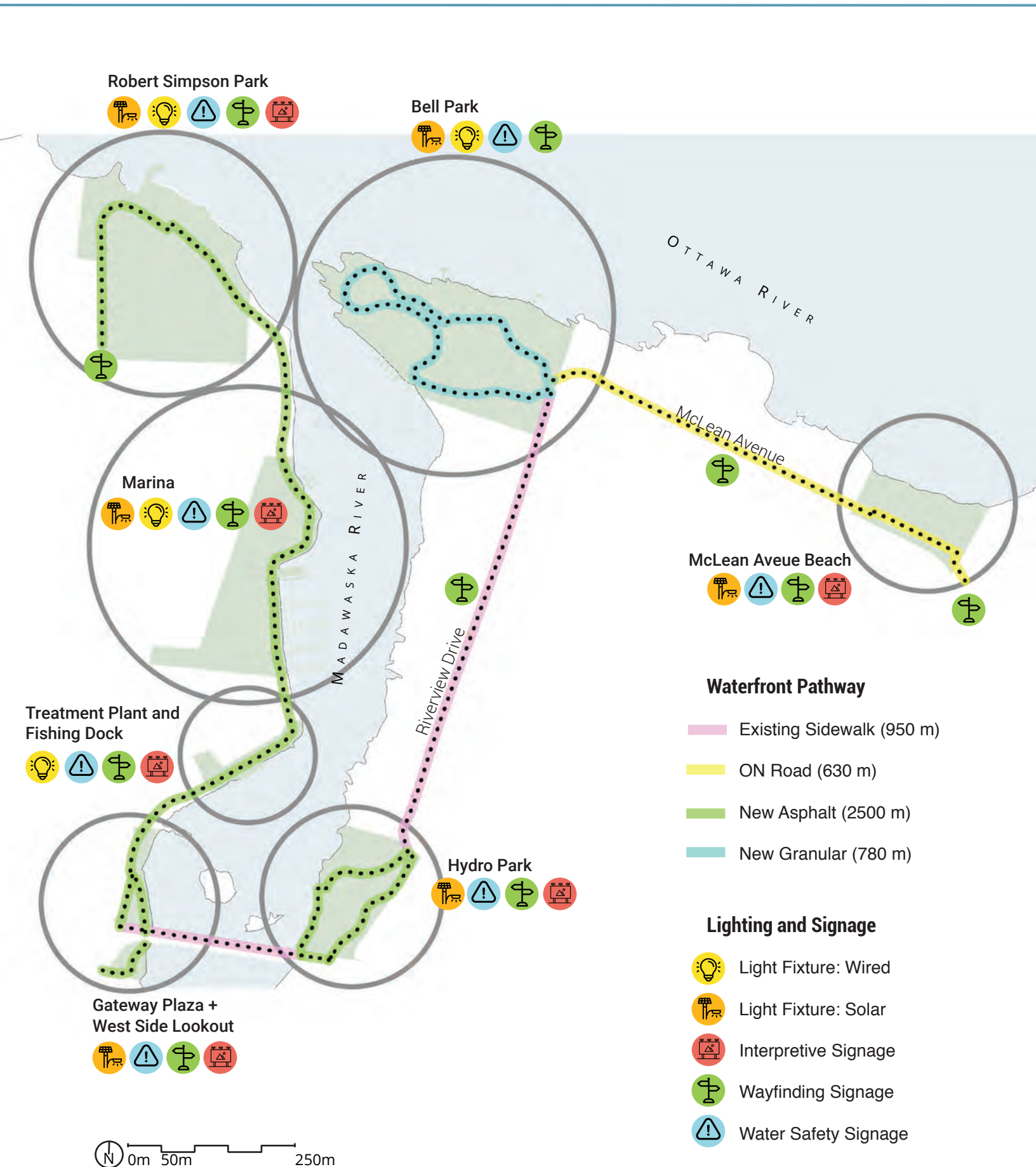


Figure 3-2: Pathway Surfacing Improvements and Pathway Lighting



Figure 3-3: View of Pedestrian Ramp Access to Robert Simpson Park (R.4)

1. Waterfront Wide Recommendations (WW)

Arnprior's waterfront area provides parkland along approximately 3 kilometers of publicly accessible shoreline from the Robert Simpson Park in the West to McLean Avenue Park in the East. About 70% of the shoreline in this area is privately owned with the majority of private ownership being residential properties along the east side. The Gillies Trail connects the west side of the waterfront from Daniel McLachlin Park to Robert Simpson Parks and then connects to Gillies Grove Nature Reserve. The east side of the waterfront is connected by the McLachlin Trail which starts in Hydro Park and ends at the entrance to Macnamara Nature Trail just west of McLean Avenue Park.

The following seven recommendations should be implemented across the entire waterfront. Many of these can be addressed as stand-alone projects or incorporated into parts of other projects.

- WW-1: First Nations Consultations and Acknowledgment
- WW-2: Pathway surfacing improvements
- WW-3: Pathway Lighting
- WW-4: Signage, Wayfinding and Interpretation Strategy
- WW-5: River Rescue Stations and Location Identifiers
- WW-6: Public Art Strategy
- WW-7: Seating Strategy

WW.1 First Nations Consultations and Acknowledgment

It is recommended that as part of the implementation of each of the plan's recommendations, that further consultation be conducted with local community, including the indigenous community. This includes reaching out to the Anishinabek Nation and the Algonquins of Pikwakanagan First Nation to discuss any project recommendation early in the process to address and specific aspects of the project, or to receive new insights on the project's planning, design and execution.

It would also be beneficial to collaborate with the First Nations Community, including the Anishinabek Nation and the Algonquins of Pikwakanagan First Nation on specific recommendations, such as signage and wayfinding (WW.4), interpretive signage (WW.6) and public art opportunities across the waterfront (WW.7). It is important to incorporate design elements that honour or acknowledge the unceded Algonquin Anishinabek territory in which Arnprior is located.

WW.2 Pathway Surfacing Improvements

For improved accessibility, maintenance and emergency access, it is recommended that the waterfront pathway from Robert Simpson Park to Madawaska Boulevard be asphalt. Key considerations include:

- perform a detailed trail audit with Town staff (maintenance and fire/first responders) to ensure sufficient access along the waterfront
- widen sections of pathway to provide unobstructed maintenance vehicle access where needed to perform routine maintenance (e.g. litter receptacle access)
- provide locking gates to prevent unauthorized vehicular access
- construct to a standard that can support the weight of vehicles that will regularly access the pathway
- where access is restricted due to ownership or other challenges, a secondary access route should be identified to allow access as close as possible to the restricted location
- improve grading and drainage in areas that are known to experience flooding
- where feasible, the waterfront pathway should be widened to 3 meters, and to allow active transportation (walking, biking, wheelchairs etc.) in both directions on the path
- A painted line could be considered down the centre in some sections (i.e. blind corners) to delineate two lanes.

Refer to Figure 3-2 for Additional Information.

WW.3 Pathway Lighting

There is community interest in having pathway lighting provided along the entire length of the main waterfront pathway. A phased approach to providing lighting should be considered.

Key considerations included:

- providing or upgrading lighting in association with specific waterfront improvement projects as they are budgeted, designed and implemented. This could include lighting at Robert Simpson Park and Beach, the Marina, West Gateway, Hydro Park, Bell Park and McLean Avenue Beach
- provide pathway lighting between key waterfront destination as part of pathway paving upgrades as part of a paving contract or other improvements
- where there is access to power, wired pathway lighting is the most cost effective solution over the short to medium term
- consider solar lighting in locations where hydro is not available and there is open access to the sky. Current solar lighting technology with energy saving features (i.e. timers and adjustable solar panels) will help extend the utility of solar lighting
- solar lights should only be used where there is no requirement or expectation of uniform light levels all night – especially during extended periods of less daylight and solar exposure during the winter months

Refer to Figure 3-2 for Additional Information.

WW.4 Signage, Wayfinding and Interpretation Strategy

Develop a signage, wayfinding and interpretation strategy for the waterfront that also identifies connections between Downtown and the Waterfront. Improved signage and mapping will help both local residents and visitors navigate the waterfront and explore the waterfront's key destinations and special features. Key consideration include:

- prepare a strategy to direct location, hierarchy and graphic design for signage to be applied throughout the waterfront
- strategy should include fabrication specifications and installation details that can be adopted by future projects
- coordinate strategy with WW.1 First Nations Consultation and Acknowledgment to develop interpretive information that shares the history of the Algonquin Anishinabek territory including recognition of place names, first nations art, and its peoples
- coordinate strategy with WW.6 Public Art
- implement signs over time in conjunction with waterfront projects and as new opportunities emerge
- Provide signage for the various walking routes that connect to the waterfront including the Gilles Trail, Heritage Trail, and McLachlin Trail

Refer to Figure 3-2 for Additional Information.

WW.5 River Rescue Stations and Location Identifiers

The placement of water rescue stations along the waterfront is recommended to improve waterfront safety. Each station would include a life preserver ring on a rope and would give a bystanders the ability to assist in the rescue of someone who may be in the water and in distress. Each location would have a location identifier number so that when someone calls 911 that can give their location to the operator. These stations would be located at key locations along the Madawaska River pathway, at Robert Simpson Park Beach, Hydro Park, Bell Park and McLean Avenue Beach.

Refer to Figure 3-2 for Additional Information.

WW.6 Public Art Strategy

Public art can animate parks and open spaces by creating points of interest, celebrating community, enhancing infrastructure, and encourage tourism. A strategy should be prepared that outlines an approach to incorporating art throughout Arnprior's waterfront. Opportunities for stand alone pieces and artistic elements integrated into infrastructure should be included in the strategy. This includes but is not limited to:

- sculptures
- murals
- temporary installations
- community art projects
- monuments
- street furniture
- artistic features incorporated into engineering or architectural features

The strategy should inform the process for procuring public art, placement, budget and

implementation strategy. The execution of the art should be done in conjunction with the specific project. A percentage of the overall project budget may be considered to help determine the amount to allocate to public art.

While almost any project has the potential to incorporate art, projects/locations that would be an excellent opportunity for the inclusion of public art may include but not limited to:

- signage, wayfinding and interpretation
- pier (RS.2)
- playground and splashpad (RS.8)
- Central Harbour Master Building (M.2)
- Treatment Plan Decorative Screens (T.2)
- Madawaska Gateway Plaza (GW.2)
- Madawaska Bridge Lighting (GW.3)
- Hydro Park Performance Platform (HP.2)
- Bell Park (BP)
- McLean Avenue Beach (MB)
- Seating Strategy (WW.7)

WW.7 Seating Strategy

A standardized approach to seating should be developed for the waterfront. Ideally this would be for some type of iconic chair design (e.g. colourful Muskoka Chairs) that could be used throughout the waterfront and help tie together the waterfront's public spaces as well as address the need for more seating opportunities across the waterfront. The strategy should consider:

- options for different types of seating (benches, loungers, and chairs)
- accessibility
- materials and colours
- vandalism, anchoring and repairs
- locations
- number and placement/configuration
- coordination with other site furniture (i.e. trash receptacles and lighting)



Figure 3-4: Hydro Park Photographed by: thinc design

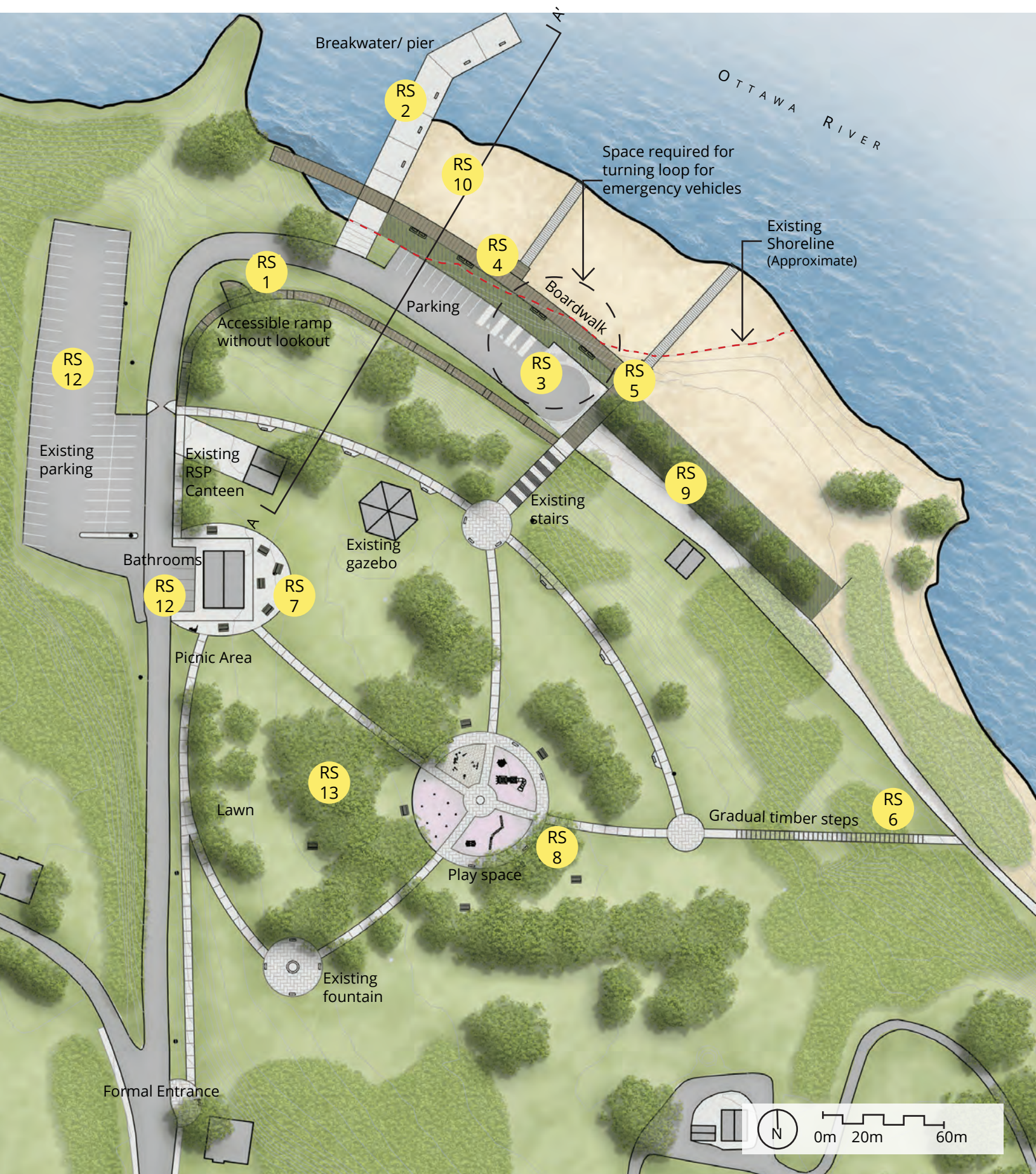


Figure 3-5: Robert Simpson Park Recommendations Plan



Figure 3-6: Robert Simpson Park Expanded Beach

2. Robert Simpson Park (RS)

Robert Simpson Park is located at 400 John Street. It is bound by the Ottawa River to the north, Albert Street Cemetery to the South and John Street and the Galilee Centre and forest to the west. The park is approximately 4 hectares in area with 460 meters of shoreline.

The amenities and facilities provided at the park include:

- play equipment
- splash pad
- fountain
- guarded beach
- snack bar
- gazebo (used as a bandstand)
- 2 x 200 amp power supplies
- small gardens
- large open play area
- picnic tables
- asphalt waterfront trail (the Gillies Trail)
- large upper-level parking lot and small beach-level parking lot

A pier was previously located at the north west corner of the park.

Existing natural features of the park include:

- mature trees
- sandy beach
- steep slope which divides the park into upper and lower area
- great views

The park is used for several community events in the summer including Priorpalooza (music festival), dragon boat festival, and concerts in the park (live performances every Sunday June-August). The park can also be used for private events such as weddings and large family gatherings.

Eleven improvements are recommended for Robert Simpson Park:

RS-1: Park-wide Accessibility Improvements

RS-2: Beach Expansion and Pier

RS-3: Beach Level Vehicle Access and Parking

RS-4: Pedestrian Ramp to Beach

RS-5: Boardwalk and Landscaping

- RS-6: Gradual Timber Steps
- RS-7: Additional Seating and Picnic Opportunities
- RS-8: Playground and Splashpad Enhancements
- RS-9: Change Facility
- RS-10: Small Craft Rental
- RS-11: Increase Parking Capacity
- RS-12: Accessible Washrooms
- RS-13: Urban Canopy Renewal

RS.1 Park-wide Accessibility Improvements

Improving pedestrian accessibility throughout the park, is needed to ensure park users can easily and safely access existing and proposed amenities. Currently many park amenities are not connecting by the park's pathway network, and access to the beach is restricting to a steep staircase. Some key considerations include:

- provide additional hard surfaced pathways throughout the park connecting key park features such as the playground, splashpad, seating areas and beach
- provide some accessible picnic tables with a direct connection to the pathway network
- upgrade existing pathways to improve accessibility
- install accessible beach mats seasonally to improve beach access

RS.2 Beach Expansion and Pier

The beach is a popular waterfront destination. However, the size and configuration of the sand area is dynamic due to wave action which creates a maintenance challenge for the Town as well as minimize the area available for user enjoyment. Historically, a pier existed which helps protect the beach area. However, since its removal, the impact on the beach has been significant. Therefore, the feasibility of expanding the existing beach and installing a breakwater that serves as a pedestrian pier with seating, lighting, and boat access should be investigated. This includes:

- investigating the feasibility of re-instituting a breakwater west of the beach (in its historical location) to help protect beach area from longshore drift
- consider the size of new beach area required to accommodate a turning loop for emergency vehicles as part of recommendation RS.3
- establish the optimal location, size, shape and configuration to maximize cost/benefit to protect from longshore drift
- consideration of breakwater's impact on swimming at the beach
- feasibility of providing pedestrian access as a lookout, docking and swimming platform
- cost/benefit analysis (cost to replace sand seasonally)
- if pedestrian access is feasible, pier should be accessible and include safety measures (for example railings, toe rails, lighting and signage)
- address as required the Municipal Class Environmental Assessment process and other required regulatory approvals (Department of Fisheries and Oceans) as part of the design and community engagement process
- providing an additional lifeguard chair for new beach area created
- delineating swimming area with ropes and buoys
- consider adding additional beach volleyball courts (coordinate with MB-5)

RS.3 Beach Level Vehicle Access and Parking

Maintaining vehicular access at beach level for emergency access and maintenance vehicles is required. Public parking, especially for those with mobility challenges, during the shoulder seasons is still feasible and should be permitted. However, during peak visitor periods such as summers and long weekends, vehicular access to the beach parking lot is not feasible due to limited space for shared use (pedestrians and vehicles) and demand for parking well exceeds capacity. Therefore, special consideration needs to be made regarding traffic control and design of the beach lot.

- providing signage and a gate at top of hill to facilitate seasonal access control
- providing traffic control measure on the access road (signs and speed bumps)
- reconfiguring the lower parking area to facilitate easy drop off/pickup
- providing a vehicle turn around at the bottom of the hill to accommodate emergency vehicle access
- providing parking for the off-season with a large number of accessible parking stalls
- providing a vehicle control gate at beach level to allow access for maintenance and emergency vehicles
- incorporating a planting buffer between the parking lot and proposed board walk (RS.5) to help minimize the potential for conflicts between beach goers and vehicles

To accommodate a vehicular turn around at beach level, the beach will need to be expanded either as part of recommendation RS.2 Beach Expansion and Pier, or by cutting into the slope. It has been suggested that this slope might consist of Arnprior Marble. While the geotechnical make-up of this slope and the feasibility of mining the marble to help expand the space for access and parking and pay for improvements is beyond the scope of this master plan, it could be considered

as an option for further investigation in the future. Further investigation could determine that parking at the beach level is not feasible.

RS.4 Pedestrian Ramp to Beach

Currently beach access from the park is limited to the set of existing stairs east of the Gazebo and the access road to the parking lot. A safe, accessible pedestrian route is needed. The design of this pedestrian ramp should consider:

- maximum slope of 6.25%
- be a minimum of 3 metres wide to facilitate two way travel and anticipated pedestrian volume
- provide 3mx 3m landings every 9 metres
- provide a lookout approximately 6 metres x 6 metres at the top third of the ramp structure
- handrails on both sides for accessibility
- guardrails designed to Ontario Code Standards to prevent climbing
- be constructed of steel with wood decking
- design detailing to be coordinated with beach boardwalk (RS.5)

Should any mining of the slope for Marble be undertaken, the pedestrian ramp's design should be coordinated with this work. Alternative accessible ramp design options could include a switchback running adjacent to the stairs.

RS.5 Boardwalk and Landscaping

To help improve accessibility and separation of pedestrians from the parking lot/vehicular traffic, a boardwalk is proposed. This should include landscaping, including a sod strip with tree planting (per existing) to provide shade at the beach. Key considerations include:

- raised boardwalk extending across the entire beach east to west to provide access and a buffer between the parking lot and main pathway and beach area
- tree planting to provide shade
- sod areas for sitting
- benches to provide accessible seating opportunities
- approximately 6 metres wide and 300 mm above beach elevation
- accessible access points to the beach connected to mobility mats connecting to the water
- material selection and detailing to be determined through detailed design process to consider construction budget, life cycle costs, maintenance and desired aesthetic
- design detailing/aesthetic to be coordinated with pedestrian ramp to beach (RS.4)

- planting buffer between the beach and parking lot to help minimize potential for conflicts between beach users and vehicles

RS.6 Gradual Timber Steps

There is currently an informal connection from Robert Simpson Park to the waterfront. This link should be enhanced and formalized to improve safety through the inclusion of a set of stairs set into the slope. Key consideration should include:

- gradual steps set into slope
- handrail
- use of natural materials as much as possible to integrate the feature into the landscape

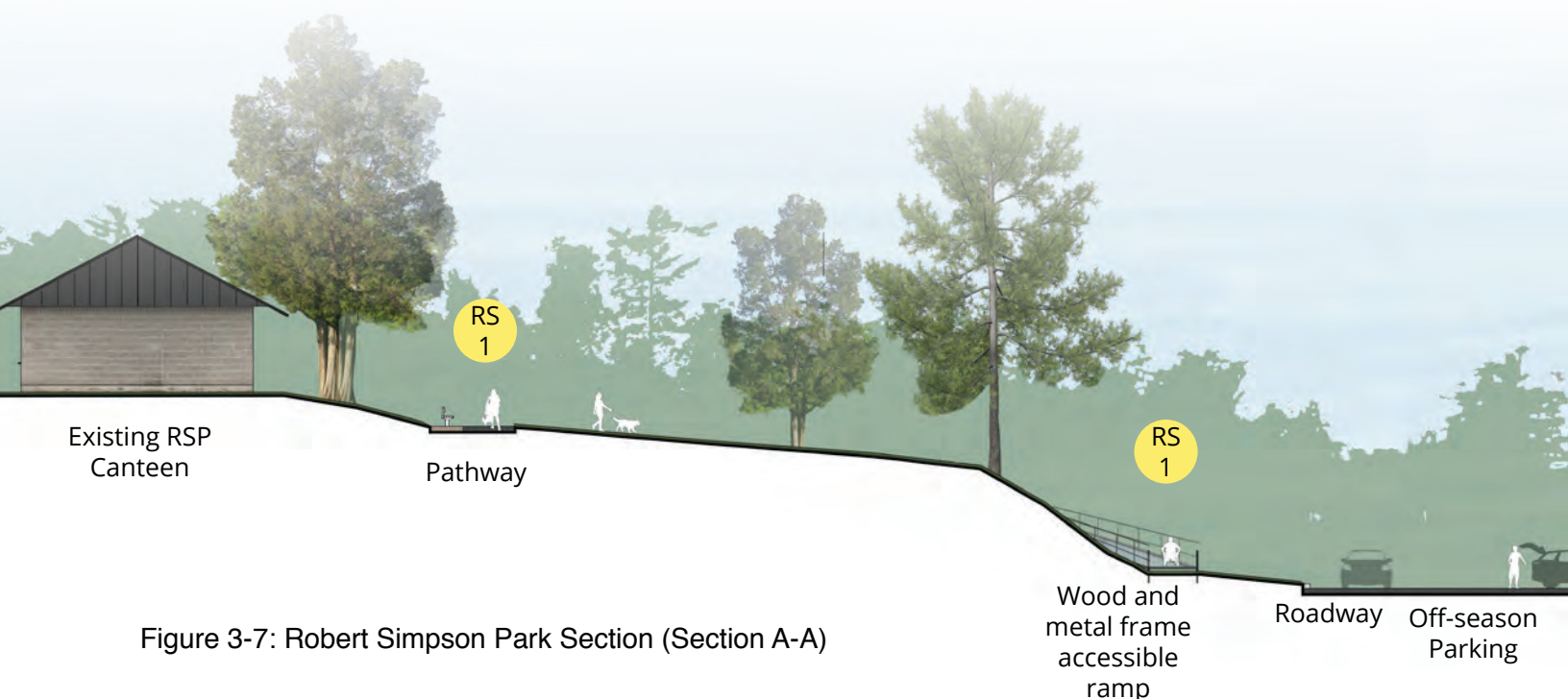


Figure 3-7: Robert Simpson Park Section (Section A-A)

RS.7 Additional Seating and Picnic Opportunities

Additional seating and picnicking opportunities will help to enhance the public's use and enjoyment of the park. Key considerations should include:

- provide seating along pathways throughout the park
- provide seating at key locations overlooking the river
- provide picnic tables throughout the park including tables on concrete pads (see RS.1)
- creation of a picnic area in close proximity to the washroom building and RSP Canteen
- placement to consider shade and to not interfere with spaces for gathering or informal play
- provide additional trees throughout the park to provide more shade opportunities such as near the bandstand to provide shade to audience members during performances
- install drinking fountains, litter and recycling receptacles near to picnic areas

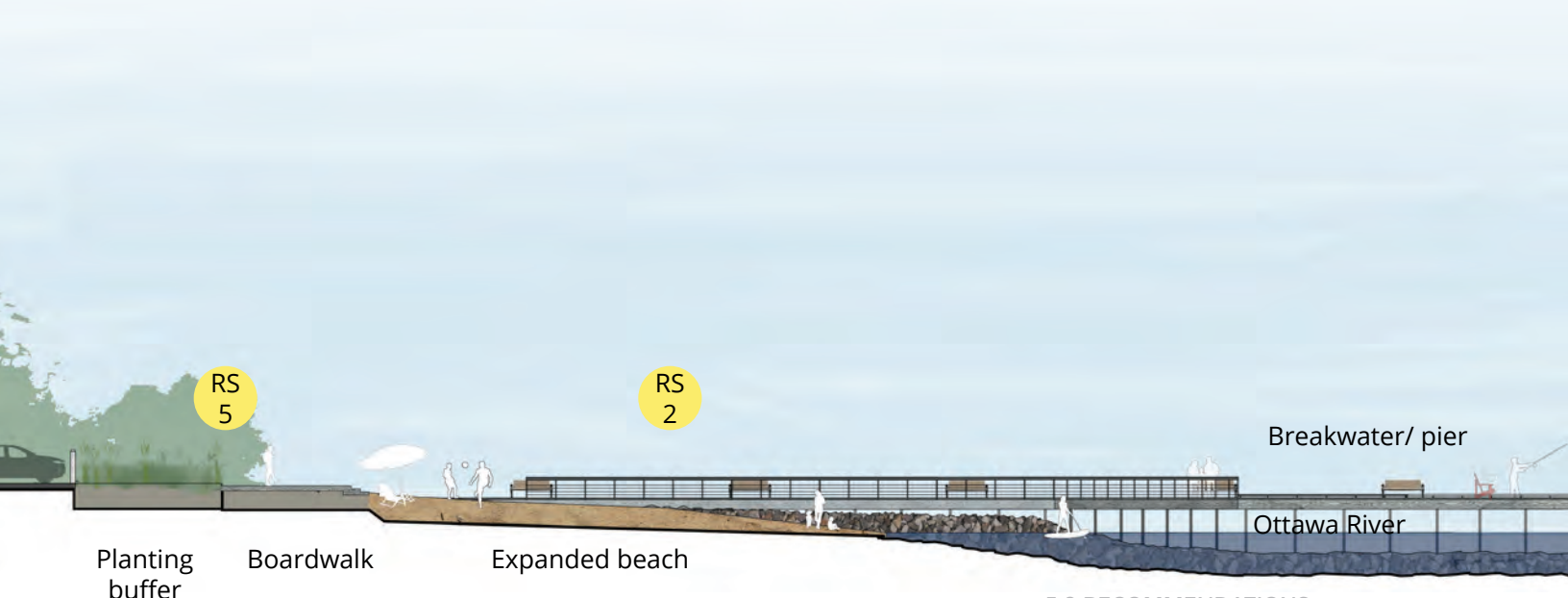
RS.8 Playground and Splash Pad Enhancements

The existing playground and splash pad are reaching the end of their life cycle. As part of a community design process focused on re-imagining the park's play spaces, the playground and splash pad should be designed together into one central play space that is:

- well connected through a series of park pathways
- has shade and seating opportunities
- accommodates a range of ages and abilities
- considers 4 season play opportunities

Key considerations include:

- provision of bicycle parking
- providing infrastructure for a shade sail to be erected seasonally until trees can provide sufficient shade
- designing the splash pad so it can be used as an ice skating surface in the winter
- consider incorporating adult fitness stations
- thoughtfully consolidate facilities when possible in order to leave open lawn space for informal games



RS.9 Beach Level Change Huts

Provide seasonal change rooms at beach level to provide a safe and accessible location for changing. Facility should include an outdoor foot shower for sand removal.

RS.10 Small Craft Rental

With the introduction of a new breakwater/pier and expanded beach (RS.2), there is the potential for a small craft rental kiosk to support the rental of canoes, kayaks and stand up paddle boards. While the proposed Marina rental kiosk is proposed as a primary rental location, having a second location at the beach would help to expand the operation, enhance visibility to tourists, and provide a secondary pick-up and drop off location, which might be beneficial for when the Ontario Power Generation weir is flowing which may prevent some paddlers from returning boats to the Marina location. Key consideration include:

- small seasonal building to provide a weather protected space for staff (sales desk)
- space to store rental accessories (paddles, life jackets and bailing equipment)
- potential to expand rentals to include beach amenities such as sun umbrellas
- hydro/electrical service for cashless payment
- racks for storing canoes and kayaks
- space along water's edge designated for launching and returning boats

RS.11 Increase Parking Capacity

The need for more parking during the summer, especially during special events, was a common concern given the current situation has some parking illegally at the cemetery. To help manage visitor parking the following multi-faceted approach should be considered:

- introduce pay parking during high use periods (summer weekends) to help pay for park improvements, maintenance and enforcement
- investigate potential to purchase land from Galilee centre to allow expansion of parking
- establish an agreement with the Hospital to continue to use their parking lot on weekends in the summer
- introduce more bike parking at designated, weather protected locations in the park and at beach level to allow those who have the option to more easily take their park

RS.12 Accessible Washrooms

Upgrade washrooms to meet current accessibility guidelines. Consider renovating washrooms into multiple individual family style/gender neutral stalls rather than gender specific washrooms.

RS.13 Urban Canopy Renewal

A healthy, diverse, and resilient urban forest is a significant public asset that should be prioritized throughout Arnprior's Waterfront. Robert Simpson Park borders the Gilles Grove old growth forest and is home to many mature park trees including maple, willow, cedar, spruce, and pine trees that provide ecosystem services, and contribute to the picturesque quality of the park. As the trees in Robert Simpson park continue to age, some may begin to decline and/or become prone to failure. Preserving the park's healthy and structurally sound existing trees and protecting and maintaining newly planted trees as they establish will help to safeguard the park's canopy cover for future generations.

A plan to rejuvenate the park's urban forestry canopy should:

- identify existing trees that will be removed or are declining in the next 5 to 10 years
- identify any trees that are at high risk of failure and present a hazard
- develop a replacement strategy to ensure a healthy and diverse tree canopy remains in the park over the longterm
- identify/select native tree species appropriate for planting in the park; the species composition of the Gilles Grove forest can be use as reference
- select locations for tree planting that will provide shade but will not interfere with sightlines or informal play
- identify potential threats to park trees such as lawn trimmer damage, gypsy moth defoliation or construction damage and plan mitigation tactics

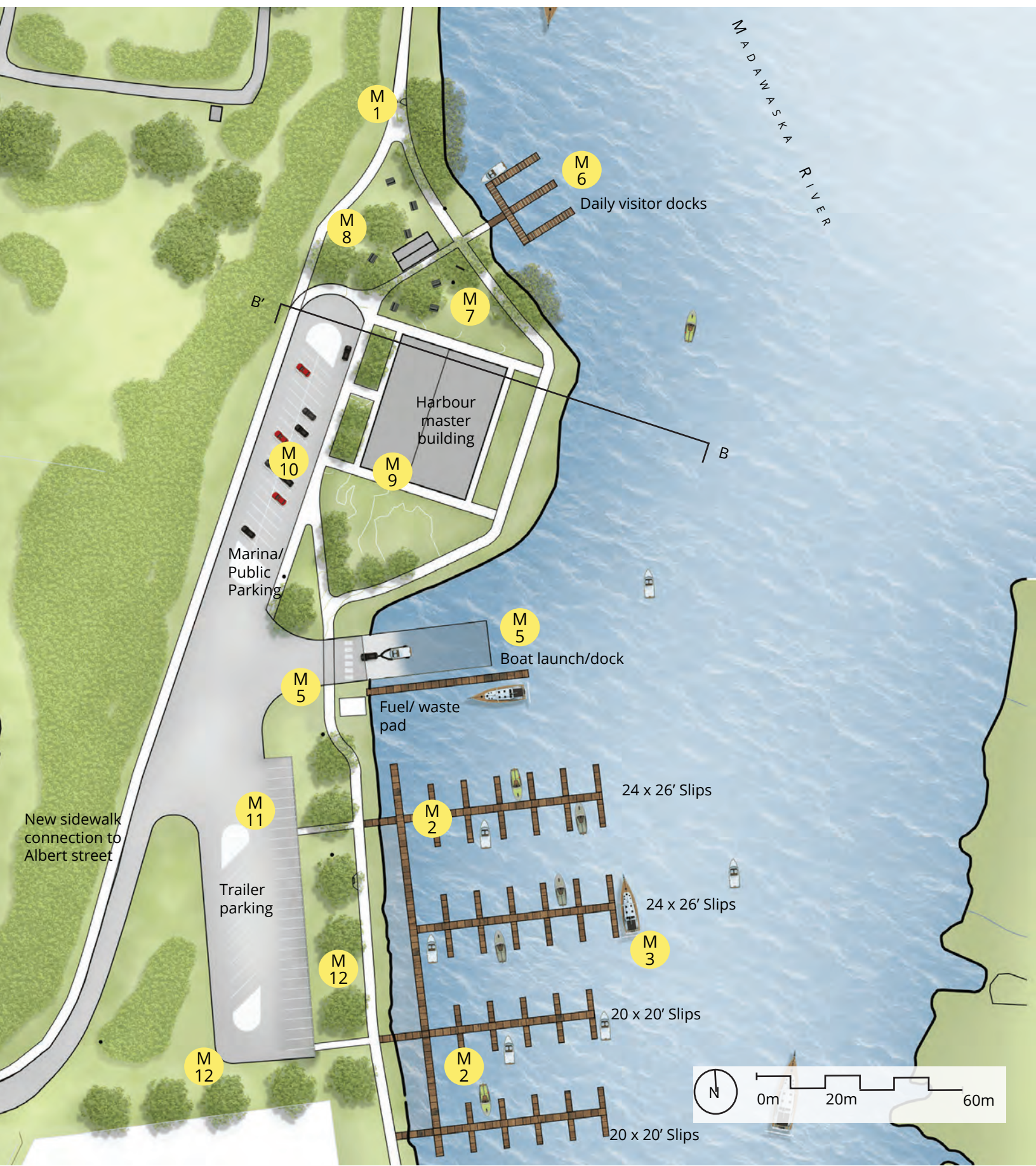


Figure 3-8: Municipal Marina Plan



Figure 3-9: Marina Harbour Master Building Concept

3. Municipal Marina (M)

The Marina, located at the end of Ottawa Street is owned and operated by the Town of Arnprior. The Marina is bound by the Madawaska River to the East, the water treatment plant to the South and St. John Chrysostom Church and the Albert Street Cemetery to the west. The Marina (including the land for the waterfront trail north to Robert Simpson Park) is approximately 3.6 hectares in land area with 580 meters of shoreline.

The amenities and facilities provided here include:

- boat slip rental (96 slips)
- gasoline and pump out
- public boat launch
- lighting (street light and flood lighting on top of hydro poles)
- large gravel parking lot (edge loosely defined by concrete planters and boulders)
- small marina attendant building
- small storage building
- six (6) colourful dock access shacks
- a couple benches and picnic table
- open lawn area
- asphalt waterfront trail (the Gillies Trail)

Existing natural features of the park include:

- a small cattail marsh
- wooded point of land
- mature trees
- wooded area along western slope
- wooded area at entrance buffering water treatment plant

Arnprior's municipal marina is a cherished aspect of the Town's waterfront. It creates a point of interest on the waterfront, supports boaters from both Arnprior and the region, is the home of the local dragon boat community, and is a destination for boaters on the Ottawa River. It is also well situated within walking distance to the downtown which makes it an important gateway for tourism.

Part of this plan's terms of reference was to review the financial viability of the marina to accommodate current and future demand for services, the feasibility of expanding marina services and facilities to meet demand, and to recommend the most desirable operational model for the Marina. For **TOURISTICS'** detailed assessment of the Arnprior marina market, and the financial viability of various development options, please refer to Appendix B.

Based on the marina market for this section of the Ottawa River, community feedback and consultations with Town Staff, and detailed site review, this plan recommends at a minimum upgrading the marina to increase the marina's aging infrastructure including but not limited to the replacements of slips to ensure the level of service currently provided is maintained. While this approach will minimize the potential for revenue over the long term, it will continue to allow the marina to operate as a gateway to the community and tourism draw that will be an important waterfront asset for the community.

While feedback during the engagement process has suggested minimal interest in the Town expanding the marina's offerings in regards to the number of slips, a harbour master building, restaurant, and other services typically associated with larger marina operations (such as winter storage), expanding the marina operation does hold potential to increase revenue long term. Especially if any marina expansion was undertaken as part of a public private partnership to help off-set the capital costs.

These include both basic improvements to address aging infrastructure and well as longer term enhancements that will require significant investment from the Town and/or partisanships with private industry. For more details on the implementation strategy for the marina please refer to section 4.0.

The thirteen (13) marina recommendations include:

- M.1: Marina Path Improvements
- M.2: Dock Configuration Improvements
- M.3: Boat Slip Improvements
- M.4: Boat Launch Relocation
- M.5: Fuel and Waste Pad Relocation
- M.6: Boardwalk and Daily Visitor Docks
- M.7: Marina Picnic Area
- M.8: Food Truck Service Location
- M.9: Harbour Master Building
- M.10: Harbour Master Building Parking Lot
- M.11: Marina Parking Lot
- M.12: Buffer Planting
- M.13: Private Development Opportunity

M.1 Marina Pathway Improvements

Pathway improvements are required at the north end of the Marina on the pathway towards Robert Simpson Park, as well as to provide access to the Marina from Albert Street. This work is to be undertaken in coordination with WW.1. Key considerations include:

- regrading to address drainage issues with water traveling down the slope creating ice and slipping hazards on the pathway north of the Marina
- pathway realignment or culverts may be required to address icy/wet sections
- installation of a gate for maintenance/emergency vehicle access
- providing a new sidewalk connection from Albert Street to the Marina that offers a pedestrian route down the hill and past the parking lot

M.2 Dock Configuration Improvements

The chain link fence along the shoreline adjacent to the boat slips was removed in the Spring of 2021 as it was unsightly and had minimal effectiveness as a security measure to prevent unauthorized access to the docks. The guard shack was also removed as they were no longer serviceable. Instead, each dock now has individual security gates to provide controlled access without the need for a long section of chain link fencing along the water.

In conjunction with the replacement of slips in the future (M.3) this configuration may be further refined to provide only two points of contact with the shore while continuing to provide uncontrolled access to daily visitor docks.

M.3 Boat Slip Improvements

The number and variety of boat slip lengths and types should be increased to help increase revenue and address demand of the local marina market. This may include increasing the number of slips from the current 96 to as many as 125 and providing larger sized slips to accommodate larger boats. For more information of the local marina market and recommended marina enhancements, please refer to the report prepared by **TOURISTICS** in Appendix B.

Key considerations include:

- undertake/update the 2017 Asset Management Plan condition assessment of the existing dock system to confirm dock replacement
- replace existing 96 slips as per the breakdown in Appendix B:
 - 40 slips 20 feet to < 26 feet
 - 30 slips 26 feet to < 30 feet
 - 18 slips 30 feet to < 36 feet
 - 8 slips 36 feet to < 46 feet
- provide dockside power (30 amp and 50 amp) in conjunction with dock replacements
- dockside freshwater supply
- align any increase in the number of boat slips with available parking (M.8 and M.9)
- Consider adding slips north of the current marina to help increase revenue and minimizing financial loss associated with owning and operating the Marina

M.4 Boat Launch Relocation

Relocating the boat launch closer to the slips is proposed to help consolidate marina amenities (slips, launch and fuel) into one location and improve its function. Key considerations:

- further investigation is required to confirm whether moving the boat launch to a less sheltered section of the river is feasible given the controlled flow created by OPG operations
- slope of launch should be minimized. Current launch is quite steep which makes it difficult for many boaters to launch and retrieve their boats
- dredging of a channel to/from launch may be required to achieve appropriate depth
- providing p-gates and signage where the waterfront pathway crosses the boat launch to caution pedestrians of potential vehicles backing
- separate refueling area from launch
- if relocation is not feasible, reconstruct launch in existing location with improved design and configuration
- investigative work may be combined with pier investigative work (Recommendation RS.2)

M.5 Fuel and Waste Pad Relocation

Relocating the fuel/waste pad closer to the slips to help consolidate marina amenities (slips, launch and fuel) into one location. Key considerations:

- relocation dependent on whether launch is relocated
- if launch is not relocated, consider improving configuration to improve operations
- separate fuel and waste dock from boat launch operations to improve efficiency of boat launch/avoid conflicts between launch operations and refueling



Figure 3-10: Marina Harbour Master Building (Section B-B)

M.6 Boardwalk and Daily Visitor Docks

A boardwalk with daily visitor docks is proposed in the location of the current boat launch. This will provide the opportunity for visitors to arrive in Arnprior by boat and access the picnic area (M.7), Harbour Master Building (M.9) and walk downtown. Key considerations include:

- providing space for four boats with space for future expansion if desired
- positioned to minimize impact of current from OPG weir
- close proximity to picnic area (M.7)
- visitor information signage/kiosk (map and information)
- shoreline habitat protection and enhancement measures as part of any shoreline alterations/modifications
- continue to offer transient slips for overnight visitors

M.7 Marina Picnic Area

In association with the Boardwalk and Daily Visitor Docks (M.6) a designated picnic area is proposed to provide a waterfront space for outdoor gatherings for families and small groups. Key considerations include:

- lawn and treed area for picnicking
- trees for shade with open lawn area at centre
- shade structure (approximately 6m x 12m)
- picnic tables on concrete pads (for accessibility)
- recycling and litter receptacles
- design to be coordinate with confirmed location of boat launch (M.4) and day use visitor dock area (M.6)

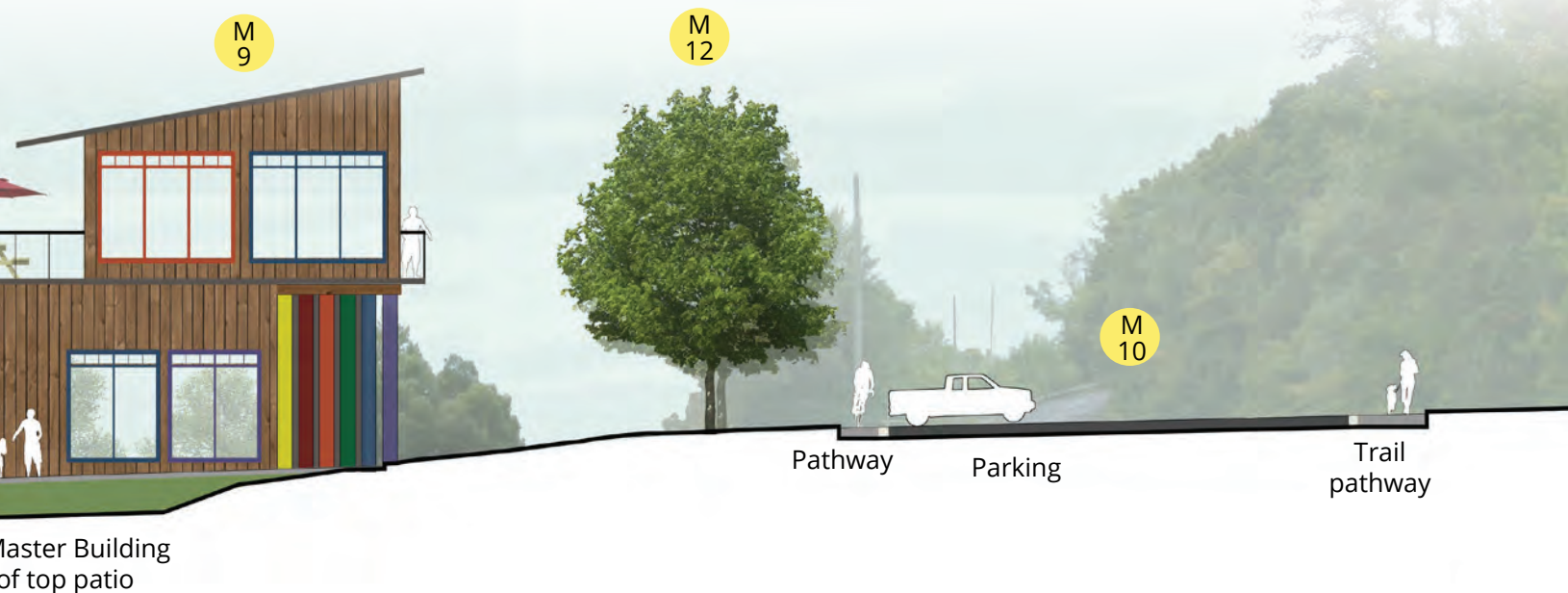




Figure 3-11: Food Truck

M.8 Food Truck Service Location

Until such time that a restaurant might be possible as part of the Harbour Master Building (M.9) or a mixed use development (M.3) a food truck should be considered to help fulfill the community's interest in having opportunities to purchase food along the waterfront. One possible location is at the north end of the proposed parking lot which would service the Daily Visitor Docks (M.6), Picnic area (M.7) and Harbour Master Building (M.9). Key considerations include:

- parking lot design to allow for sufficient space for vehicles to turn around when food truck is operating (M.10)
- possibility to provide a power pedestal for food truck operation to help avoid the need to use a loud generator while in operation
- hose bib in vicinity to help with cleanup/keep area clean
- proximity/location of recycling and litter receptacles

M.9 Harbour Master Building

A Harbour Master Building is proposed north of the existing slips and south of the existing boat launch. This parcel is elevated in relation to its surroundings to reduce the impact of seasonal flooding and is located to provide excellent visibility to/from the river, the boat launch, seasonal slips and daily visitor docks (M.6). Key considerations include:

- opportunity to create an iconic building on the waterfront
- building should provide 180 degree view of water to allow for easy viewing of the boat launch, slips and visitor docks
- space for both members and the public including a rental venue with catering kitchen facility or public restaurant
- Rooftop patio and viewing area for restaurant/outdoor dining and special events
- potential to integrate retail space for gift shop, convenience store, bait, and canoe and kayak rentals
- public washroom facilities with exterior access (to avoid access to main building) with separate members washrooms/showers inside building
- challenges associated with servicing need to be carefully considered (water, hydro and sanitary) and how this impacts the level of marina services that can be offered to members and the public
- proximity of the floodplain and ability to obtain approval from regulatory authorities
- potential requirement for an environmental assessment
- cost for servicing the building (hydro, water, sanitary)
- costs associated with constructing immediately adjacent to the water's edge (dewatering, footings and foundations)
- seasonal access to marina may limit all-year utility
- limited space for seasonal parking which may restrict feasibility of marina expansion (more slips)

- opportunity for a public/private partnership to help address development and operational costs associated with the building and commercial enterprise including restaurant and/or marina operation
- potential to combine Harbour Master Building with a larger multi-use development (see M.13)

M.10 Harbour Master Building Parking Lot

To support the proposed Harbour Master Building (M.9) an enhanced parking lot is proposed with space for approximately 42 parking stalls. Key consideration include:

- parking for both visitors and members
- materials and construction detailing to withstand periodic flooding
- traffic circulation to facilitate easy access and pedestrian safety with perimeter drive aisle and angled parking in centre for easy vehicle with trailer parking
- more formalized entrance way to Robert Simpson Park and "Additional parking for Robert Simpson Park"
- larger boat and daily trailer parking to be accommodated in a separate lot (M.11)



Figure 3-12: Marina Development Concept Plan

M.11 Marina Parking Lot

A new parking lot is proposed west of the slips. This lot is proposed for marina users and large boat/trailer parking associated with the boat launch. If desired, this parking lot could also be used for off-season boat storage. However, based on survey responses and comments, the community is generally not in favour of boat storage despite the fact it is a potential source of revenue. Therefore, off-season winter boat storage is not part of this Master Plan's recommendations.

Key considerations include:

- parking for marina members and boat launch users
- materials and construction detailing to withstand periodic flooding
- traffic circulation to facilitate easy access and pedestrian safety with perimeter drive aisle and angled parking in centre for easy vehicle with trailer parking
- visitor parking to be accommodated at the Harbour Master Building Parking Lot (M.10)
- consider some short duration parking along east end to allow for loading and unloading of vehicles close to slips
- dryland summer storage area (secured area of approximately 10 x 20 metres)
- add a boat wash facility and signage to address invasive species management

M.12 Buffer Planting

In association with the proposed Marina Parking Lot (M.11) the landscape zone between the waterfront pathway/boat slips and proposed parking lot should act as a buffer. Key consideration include:

- grades to accommodate transition between pathway and parking may require retaining walls to retain slope
- if off-season boat storage is being considered, keep planting low to accommodate crane movements between slips and parking lot
- provide pedestrian connections at two locations to provide direct access to the docks from the parking lot

M.13 Private Development Opportunity

Through the consultation process, interest in developing a portion of the waterfront to help pay for other improvements was noted. One suggested location was at the marina which could include a mid rise mixed use building with both the harbour master building and a restaurant on the ground floor and possibly the second storey with residential units on the upper floors. The concept for this plan is illustrated in Figure 3-12. For further discussion regarding the challenges of this development please refer to the implementation section of this plan.

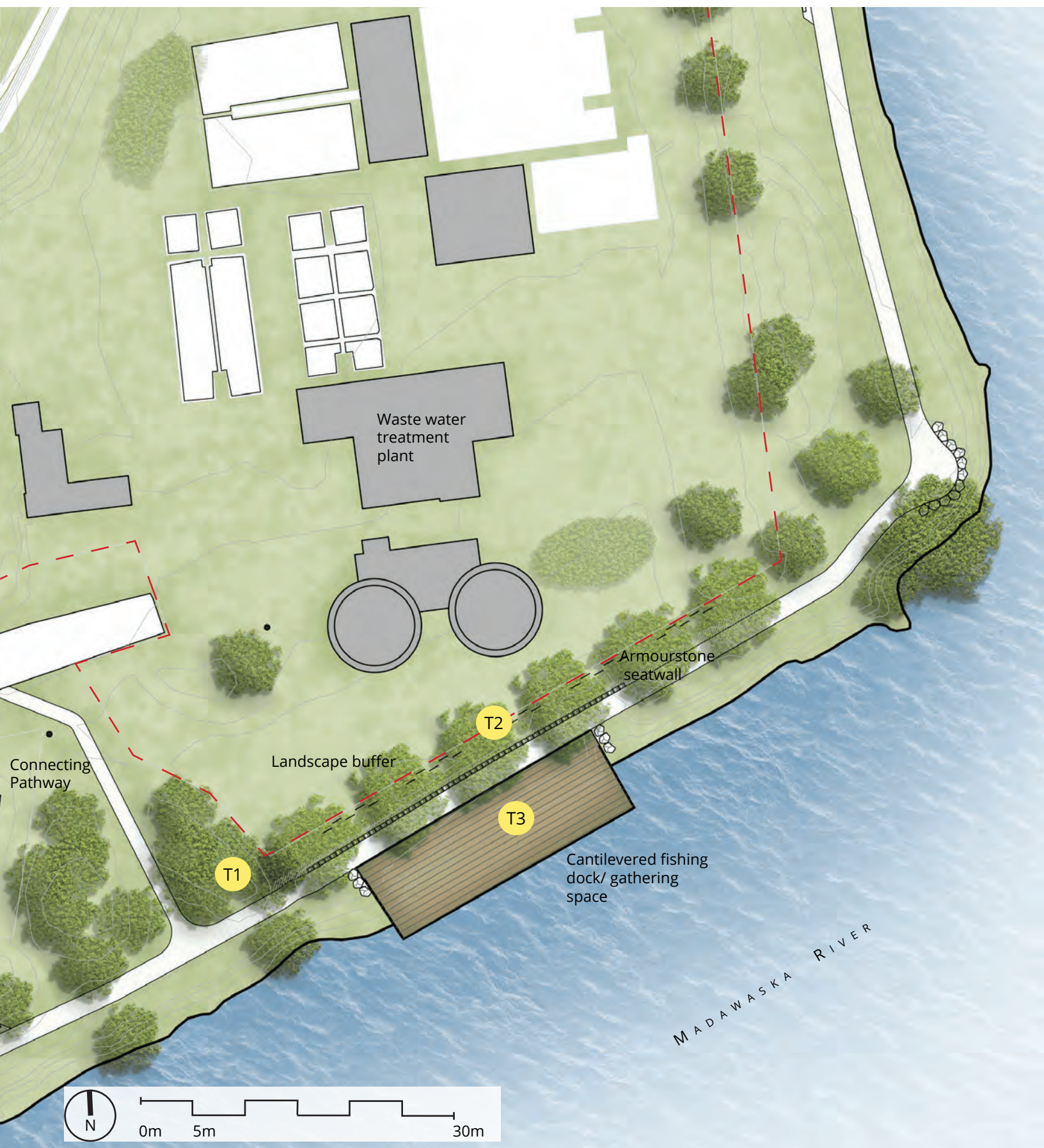


Figure 3-13: Treatment Plant and Fishing Dock Plan



Figure 3-14: View of Cantilevered Fishing Dock

4. Treatment Plant and Fishing Dock (T)

This focus area is located along the riverside edge of the water treatment plant, South of the Marina not far downstream of the weir. From the southern extent of the treatment plant to the Marina this focus area has approximately 190 meters of shoreline.

The amenities and facilities provided in this area include:

- asphalt waterfront path (the Gillies Trail)
- fishing dock/area
- a few benches
- lawn area along chain link fence of treatment plant
- narrow asphalt connecting to Albert Street

Existing natural features include:

- vegetated shoreline
- mature trees
- views of the Arnprior weir

To improve the waterfront experience between Madawaska Boulevard and the Marina, a number of improvements are proposed. Also refer to the Waterfront Wide Recommendations regarding pathway improvements (WW.1 to WW.5). Recommendations include:

T-1: Treatment Plant Buffer Planting

T-2: Treatment Plant Decorative Screens

T-3: Cantilevered Fishing Dock & Seating

T.1 Treatment Plant Buffer Planting

A planting buffer is needed between the waterfront path and treatment plant to help screen views of the plant from the pathway as well as from across the river. Key considerations include:

- taller trees to screen the treatment plant from across the river
- tall shrubs to screen view of treatment plant at eye level
- provide lower grasses and ground covers closest to the pathway
- consider principles of Crime Prevention Through Environmental Design (CPTED) in selection and placement of vegetation
- select lower maintenance native species that can tolerate some seasonal flooding

T.2 Treatment Plant Decorative Screens

To help enhance (or replace) the existing chain link fence that separates the treatment plant from the water, artistic metal screens or panels are proposed. This is an excellent opportunity to introduce public art along the waterfront (see WW.6).

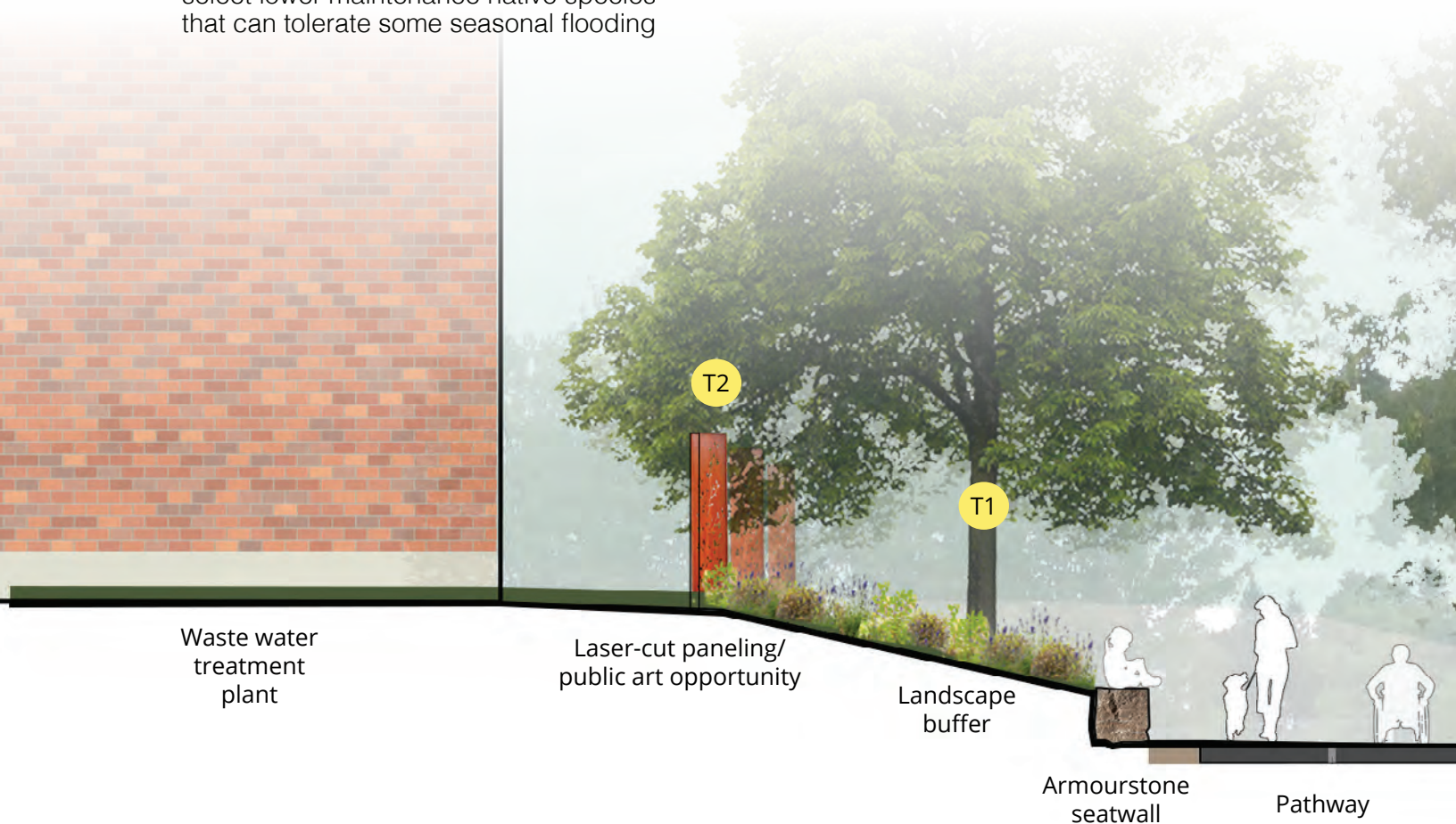


Figure 3-15: Treatment Plant and Fishing Dock Elevation

T.3 Cantilevered Fishing Dock & Seating

Improvements to the existing dock at the Waste Water Treatment Plant are proposed to create a cantilevered dock for fishing, seating, and viewing. Key Considerations include:

- engineering condition assessment of existing structure required to confirm if any part of the existing structure can remain
- cantilever the structure over the water to increase the space available for users
- provide a guard rail to provide a safe viewing experience
- specifying armourstone of the correct size with a flat top to ensure it is conducive to seating
- providing seating options in pairs to allow for social interaction
- providing at least one pair of seats to support fishing
- ensure accessible seating options are available
- seating should be fastened to the sub structure

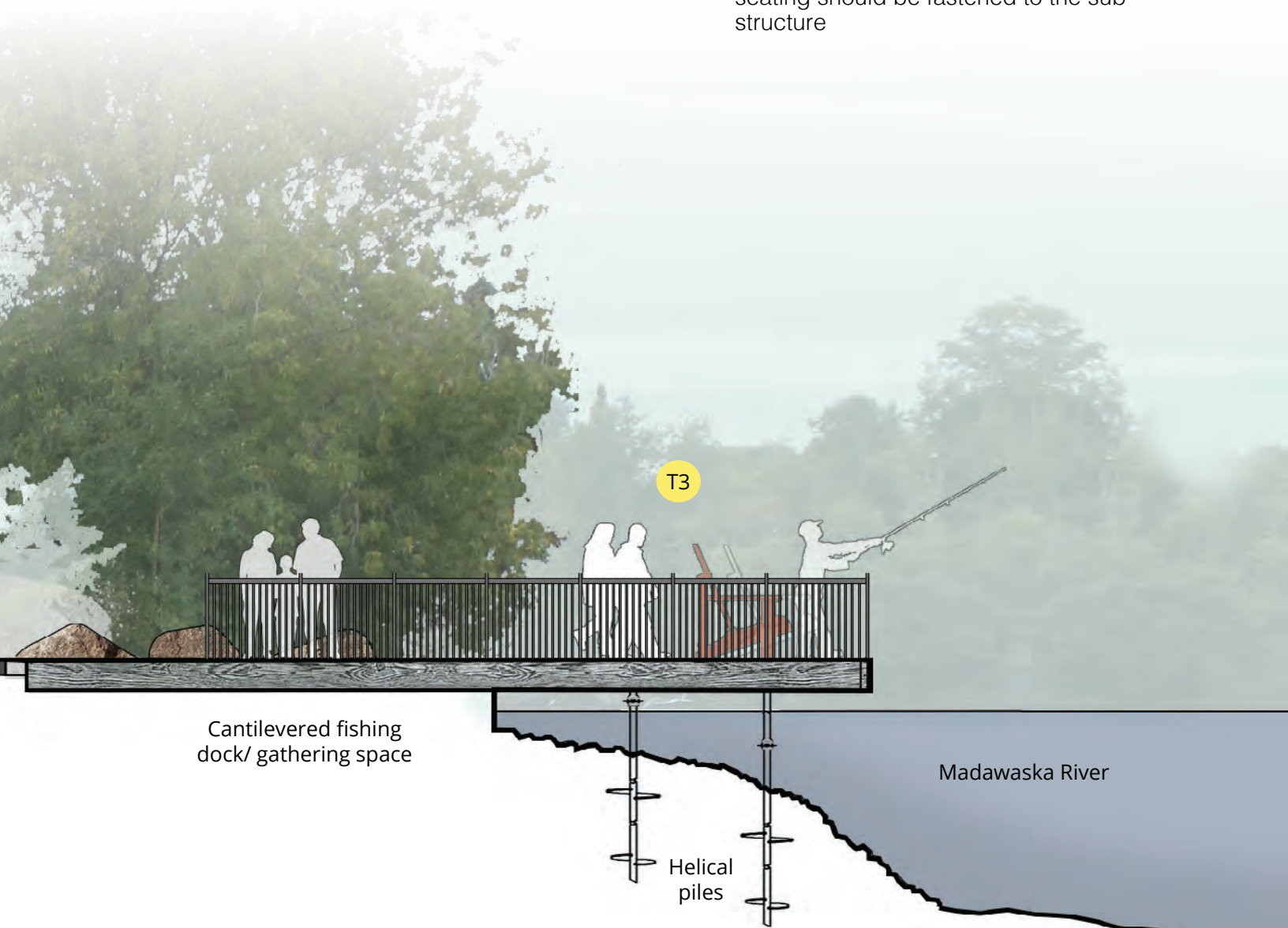




Figure 3-16: Gateway Plaza and West Lookout Plaza Recommendations Plan

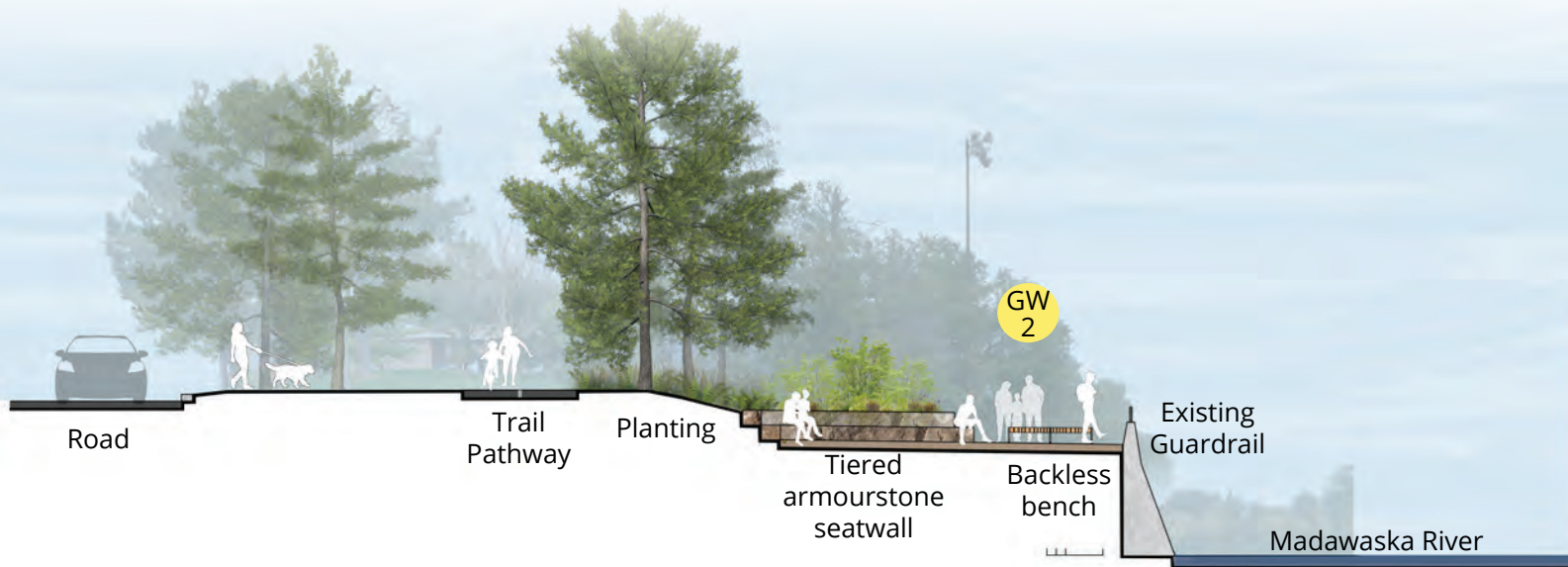


Figure 3-17: West Lookout Plaza Section (Section D-D)

5. Gateway Plaza and West Lookout Plaza (GW)

This focus area is a key node linking the downtown to the waterfront area. This focus area runs along the Madawaska River from the waterfront trail entrance at Daniel Street, past the Madawaska Bridge, to the southern extent of the water treatment plant. It includes three entrances to the waterfront trail: at Daniel street, beside the library at Madawaska Boulevard (Daniel McLachin Park), and at the end of Burwash Street. From the Daniel Street entrance to the southern extent of the treatment plant this focus area has approximately 300 meters of shoreline which border the white-water of the Arnprior weir.

The amenities and facilities provided in this area include:

- asphalt waterfront path (the Gillies Trail)
- a few benches
- open lawn areas
- wayfinding signage
- one flood light at “the lookout”

Heritage features include:

- the old town hall bell Arnprior 125th Anniversary Monument (removed in 2020)
- water turbine from the McLachin Grist Mill

Natural features include:

- approximately 150 meters of vegetated shoreline
- mature trees
- views of the Arnprior weir

The projects are proposed for the west side of the Madawaska River at Madawaska Boulevard:

GW-1: Madawaska Gateway Plaza

GW-2: West Side Lookout Plaza

GW-3: Madawaska Bridge Lighting

GW.1 Madawaska Gateway Plaza

A formalized plaza at Madawaska Blvd would create a welcoming gateway to the waterfront trail. Key considerations include:

- development of an iconic gateway element using Arnprior Marble
- feature paving to distinguish plaza from other spaces to give a sense of arrival and celebration
- coordinated design with other waterfront spaces including lighting (WW.3), wayfinding information (WW.4) and seating (WW.7)
- designed to be visible from Madawaska Blvd./ John St. intersection and feature unit paving entrance off of Daniel Street N
- investigate potential of a connection to the public library

GW.2 West Side Lookout Plaza

North of Madawaska Boulevard and East of Burwash Street, a viewing plaza is proposed.

This location provides excellent views of the river, weir, and special event fireworks launched from the island. Feature paving, tiered armoustone seating, lighting and planting are proposed.

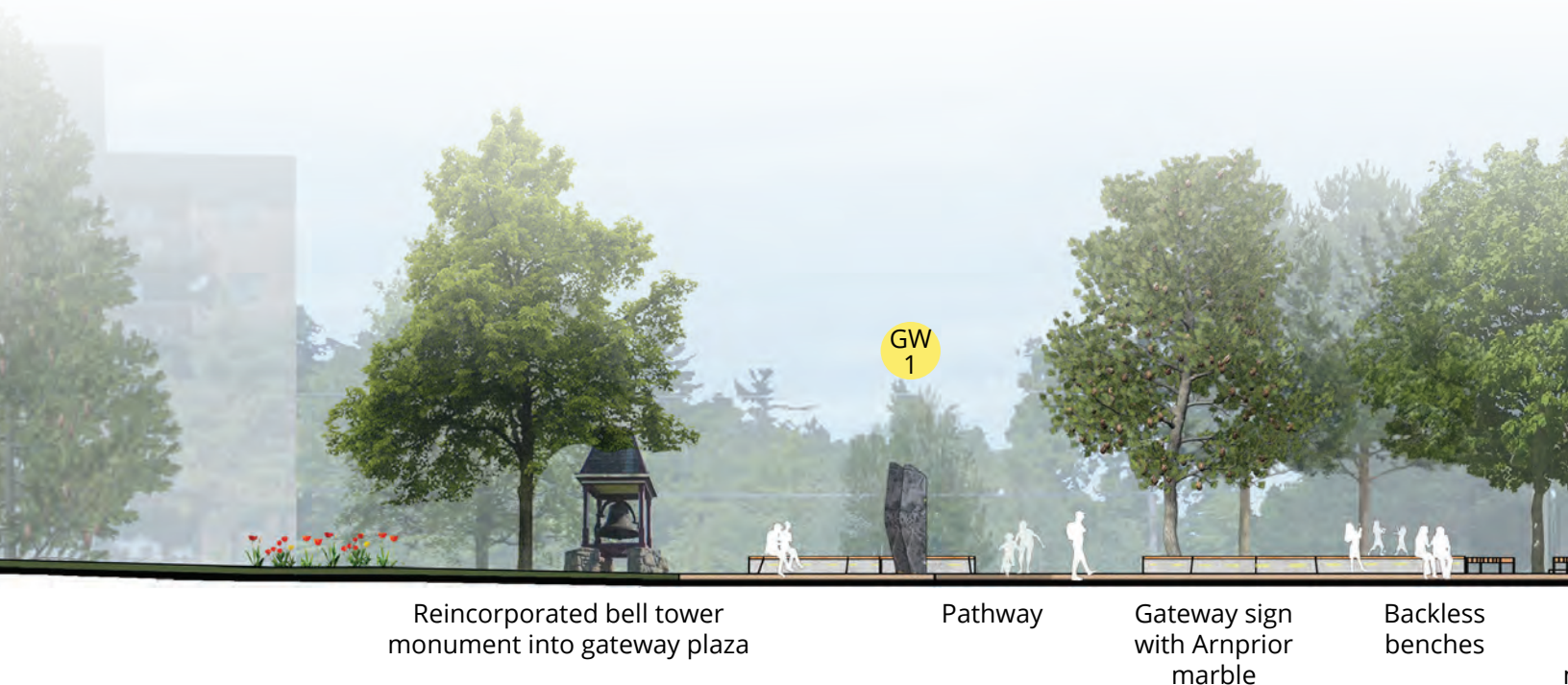


Figure 3-18: Gateway Plaza Section (Section E-E)

GW.3 Madawaska Bridge Lighting

As a highly visible piece of infrastructure on the river, the Madawaska Bridge provides an excellent opportunity for introducing artistic lighting to create an iconic feature on Arnprior's waterfront. Through the use of programmable, colour changing LED lights, the bridge could be decorated with vibrant lighting that would help celebrate the river and town. Controlled by a small computer, the lights can be programmed to change colours, move, and animate the bridge and weir/waterfall based on lighting sequences designed to reflect the seasons, holidays, and special events.

The lighting design should be sensitive to concerns regarding light pollution. A professional lighting design firm with experience in programmable LED lighting should be sought for this project.



Figure 3-19: Proposed Madawaska Gateway Plaza





Figure 3-20: Hydro Park Plan

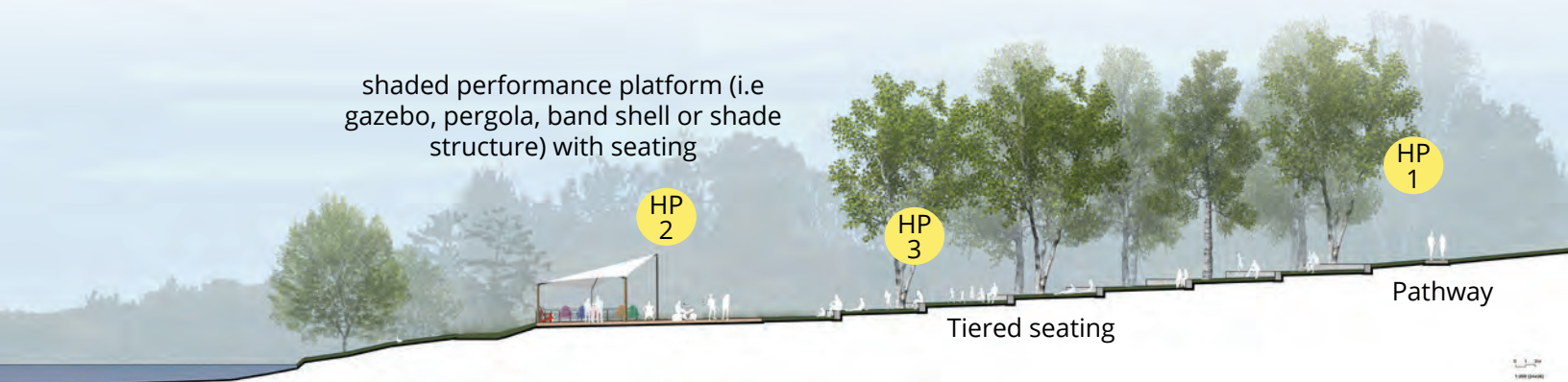


Figure 3-21: Hydro Park (Section F-F)

6. Hydro Park (HP)

Hydro Park is located at 70 Madawaska Blvd. It is bound by the Madawaska River to the West, Madawaska Blvd to the South, Riverview Drive to the East and residential properties to the north. The main entrance to the park is located beside the Riverside Bar and Grill and Quality Inn hotel. The park is approximately 3.9 hectares in area with 650 meters of shoreline (including the natural area to the north).

The amenities and facilities provided at the park include:

- large open lawn area
- a few benches
- granular path (part of the McLachin Trail)
- concrete walkway with railing along the edge of the weir
- trailhead sign kiosk for the McLachin Trail
- lion's Club park entrance feature garden

A small dock was located along the shore but was removed due to safety concerns created by its proximity to the weir. The concrete footing of the dock remains anchored to the shoreline.

Natural features of the park include:

- mature trees
- views of the weir
- gradually sloping topography (used for tobogganing in the winter)
- cattail marsh
- 450 meters of natural vegetated shoreline (north of the formal park area)

Hydro Park is located on the east bank of the Madawaska River north of Madawaska Boulevard. While historically there was a dock/water access, this is no longer possible due to the current OPG restrictions of water access in close proximity to the weir.

Currently the park is underutilized most days despite its scenic views. It also has the potential to be a venue for special events. Currently it is used for viewing Canada Day fireworks and a few other events, but this could be expanded with more frequent public and private events through improved infrastructure and new features. To help maximize the potential of the park, three improvements are proposed:

HP-1: East Side Path Improvements

HP-2: Hydro Park Performance Platform

HP-3: Hydro Park Amphitheater

HP.1 East Side Path Improvements

Pathway improvements are required to improve accessibility and circulation in the park. This includes:

- upgrading pathways to asphalt to help improve drainage and potentially all season access
- new formalized entrances off of Madawaska Boulevard and Riverview Drive
- improved connection to the neighbouring hotel (private special events and parking)

HP.2 Hydro Park Performance Platform

To make the park more conducive to hosting special events, a performance/ event platform for concerts, theatre and weddings is proposed. This platform should be sized to accommodate modest gatherings/ performances, with some form of weather protection from sun and rain (e.g. a gazebo, pergola, band shell, or some form of shade structure). Key considerations include:

- power pedestal (locking) for special event power
- multi-functional lighting or light standards with outlets which could support additional special event light, such as spot lights or decorative string lights
- poles with attachment points to fasten lighting or other decorative elements
- minimalist design to be flexible and accommodate a wide range of events and activities, as well as unnoticeable to the passive observer when not in use



Figure 3-22: View of Hydro Park Enhancements

HP.3 Hydro Park Amphitheatre

One of the recommendations through the 2017 Waterfront Feasibility study was an amphitheatre in Hydro Park to provide seating for fireworks and special events. The sloped lawn area provides a natural amphitheatre space. Key considerations include:

- use of square cut armourstone set into slope to form a natural amphitheatre space
- provision for accessible seating options closer to the performance platform (HP.2) and provide an accessible pathway/route to these seats (HP.1)
- regrading of slope/minor earthworks will be required to maximize the topography for seating
- incorporate tree planting with amphitheatre to provide shaded seating areas without obstructing views of the sky for fireworks
- consider providing access to washrooms (portable toilets) during special events
- approach Quality Inn regarding potential

agreement for use of parking lot for special event parking and portion of parking lot to provide a flat area for portable toilets

The redesign of the park should be respectful of existing natural features of the park and how the park is currently being used by the community. This includes consideration for existing trees, use of the toboggan hill in the winter and access to fishing spots and popular photo-opportunity locations.



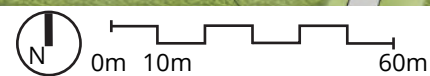


Figure 3-23: Bell Park Concept



Figure 3-24: Picnic Area Precedent

7. Bell Park (BP)

Bell Park is a point of land that divides the two rivers. It is bound by the Ottawa River to the north, and the Madawaska River to the South. A gravel road, Leo Lavoie Road, runs through the centre of the park. Unlike the other waterfront parks, Bell Park is mostly wooded and undeveloped. The park is approximately 4.9 hectares in area with 700 meters of shoreline. A section of the south shore of the park is leased to the Chats Lake Community Boat Club. A building at the end of Leo Lavoie Road (recently removed) was home to the Arnprior Fish & Game Club.

Natural features of the park include:

- Arnprior marble bedrock
- Popular fishing spots
- Natural vegetation cover
- Views of both rivers
- Approximately 600 meters of natural shoreline

As a condition of the agreement for the land being donated to the Town of Arnprior by the grantor's grandchildren of James and Kathleen Bell, it is to be used in perpetuity as a Park to be known as "BELL PARK", for the benefit of the youth of Arnprior. In keeping with this condition, the concept for Bell Park as an Adventure Park is proposed which focuses on providing various recreation, play, and interpretive learning opportunities. The concept proposed here is inspired by the local Ottawa River logging history. However, through a community design process focuses on developing the park, the theme of the park should be further explored and refined to address community input including specifically engaging with children and youth. This should also include consultation with the Chats Lake Community Boat Club and the local First Nations including the Algonquins of Pikwakanagan who may identify this site as having historical significant to their community. Given the prominence of this location at the intersection of the two rivers, a Stage 1 Archaeological Assessment should be undertake as part of any further design work undertaken.

Eleven recommendations are proposed:

- BP-1: Arnprior Marble Exhibit and Play Area
- BP-2: Logging Themed Natural Playground
- BP-3: Bell Park Log Lookouts
- BP-4: Bell Park Picnic Area
- BP-5: Timber Lookout Structure
- BP-6: Interpretive Gathering Space
- BP-7: Old Cabin Picnic Pavilion
- BP-8: Chats Lake Community Boat Club
- BP-9: Bell Park Poison Ivy Management
- BP-10: Bell Park Gates and Security
- BP-11: Parking

BP.1 Arnprior Marble Exhibit and Play Area

An outdoor learning opportunity at the exposed location of the former Arnprior marble quarry. The space should be designed to educate about the Town's history with marble. Large rocks and stones can form an educational play area with interpretive signage, seating and public art.



Figure 3-25: Natural Playground Precedent

BP.2 Logging Themed Natural Playground

Junior and senior playground featuring logging themed play elements, i.e. log jams, log huts, log rafts, and “natural” play aesthetic is proposed. Key considerations include:

- structures designed of wood and metal in fit with proposed logging/natural play theme designated playground zone with access points
- separate play areas for both age groups visible from a central care giver viewing area
- multiple seating options including shaded and accessible seating
- incorporation of interpretation elements associated with logging themed play elements
- preservation of mature trees where feasible and as informed by an arborist or forest ecologist

BP.3 Bell Park Log Lookouts

To improve opportunities to get close to the river, “log raft lookouts” are proposed along the north side of the park along the Ottawa River. These would allow park users to get out over the water. These space could be used for outdoor education or as fishing nodes. The platforms should be design to be elevated above the water level with railings to help prevent the platforms from being used as a swimming platform.

BP.4 Bell Park Picnic Area

A logging themed picnic area is proposed. This would include picnic table seating in a designated area to support the park as a day camp location. As a designated area it could be reserved for camps or organized groups.



Figure 3-26: Timber Lookout Structure

BP.5 Timber Lookout Structure

A lookout tower is proposed to provide viewing opportunities of the Ottawa River, Madawaska River and surrounding landscape. The design of the tower should build on the logging and them to contribute to the “play” aspect of the park and could be designed as a fire lookout tower constructed of wood and metal.

BP.6 Interpretive Gathering Space

An outdoor learning classroom/gathering space is proposed to provide a venue for school groups and camps.

- circular or semi-circular space with seating for at least 30 to 40 students and a presentation space at the centre
- consider seating orientation to avoid sun being in the eyes of participants
- construct of armoustone and logs to be in keeping with natural aesthetic/logging theme

BP.7 Old Cabin Picnic Pavilion

With the former fish and game cabin gone, the former building's site provides an opportunity for a new shade structure with views of the Madawaska River.

- existing concrete pad might be reusable as a pad for a new structure
- incorporate picnic tables for gatherings
- given visibility of location on water, opportunity to provide an iconic design
- in keeping with the logging theme proposed, design structures to include logs as part of the structure
- size structure to accommodate groups (classes) of approximately 30 to 40 people
- power pedestal for special events to avoid the need for a generator
- potential as a wedding venue for public rental
- potential location for public accessible washroom facilities

BP.8 Chats Lake Community Boat Club

The Town should work with the Chats Lake Community Boat Club to establish a long term lease at Bell Park. The evolution of Bell Park is compatible with the presence of the Club and there may be opportunities to partner with the Club to offer youth sailing in conjunction with summer camps that might use Bell Park.

However, in the event that Chats Lake Community Boat Club does not renew its lease in the future, the space should be incorporated into Bell park as it provides additional opportunities for waterfront access.

BP.9 Bell Park Poison Ivy Management

Poison ivy is of particular concern at Bell Park. A management plan and implementation strategy to mitigate the issue is required prior to the construction of recreational elements. Based on the plan developed, regular maintenance/treatment of the site for poison ivy may be required.

Poison ivy is a native plant that is an important food source for many animals. For both ecological and economic reasons, the poison ivy Management Plan management plan should not aim to eradicate the plant from Bell Park, but rather aim to significantly reduce poison ivy along paths and near facilities where the public is most likely to come in contact with it. Informing the public with adequate signage will also be vital. Invasive plant management techniques such as solarization, repeated cutting and herbicide application, may be used by a forestry technician. The management plan should identify the following:

- identify and delineate priority poison ivy removal zones and the appropriate techniques for each zone
- time of year that removal efforts are to be applied
- a multi-year timeline that specifies the goals of the management plan
- the need for permits if certain herbicides are to be used
- a native planting schedule to inform restoration planting in poison ivy removal zones.

BP.10 Bell Park Gates and Security

Measures to address security should be introduced. This includes:

- development of a gateway feature to create a sense of arrival to the park which signage (name of the park) and hours of operation, rules and regulations, by-law enforcement, etc. at both the Leo Lavoie Road access and Riverview Drive intersections
- control gates at the Leo Lavoie Road access and Riverview Drive intersections
- to be coordinated with Chats Lake Community Boat Club
- pathway lighting as to be coordinated with recommendation WW.3

BP.11 Parking

Additional parking will be required to accommodate the expanded use of the park. Parking should be implemented in conjunction with new programming to ensure capacity meets demand.

Considered But Not Recommended

Throughout the community consultation process, a number of suggestions were shared. Two frequent suggestions were considered, but are not recommended as part of this plan as described below.

Bridge Connecting Bell Park to Robert Simpson

One recommendation frequently suggested during the master planning process was a bridge connecting Bell Park to Robert Simpson Park. The appeal of this connection was based on a number of factors including:

- Relative short distance between river banks (approximately 75 metres)
- The creation of a walking loop around Arnprior's waterfront
- The idea of an iconic landmark on Arnprior's waterfront

While this idea was investigated given its merits, the cost and footprint associated with a bridge structure over the Madawaska River would be substantial making such a proposal unfeasible.

The main design challenge is the required height and/or technology required for a pedestrian bridge that would allow for sail boats to pass under the bridge. A conservative estimate of a medium sized sailboat's mast height above the water is 12 metres (40'). To be wheelchair accessible a bridge this high would need a ramp of approximately 200 metres in length to reach this height. Even with stairs only a bridge would require two tower structures on either end. Therefore the area required on either shore to support a bridge and provide access up and over the Madawaska River would be significant.

A lower bridge height, or a solution involving some type of swing bridge technology would still require a significant investment and a way to open/close the bridge. Costs would continue to escalate when you consider the refined structural design required to minimize the number of piers placed in the river and the sleek profile necessary to make it the iconic

structure suggested by some members the community.

Therefore, it is this Master Plan's recommendation that given the long list of other potential waterfront improvements desired by the community, a bridge connecting Bell Park to Robert Simpson Park should not be part of this 20 year plan.

Waterfront Path on the East Side

Another consideration proposed was the idea of a waterfront pedestrian pathway between Hydro Park and Bell Park. While a large proportion of the shoreline between these two parks is public land, a few key parcels are not. This make a connection between Bell Park and Hydro Park not currently possible. Therefore, any waterfront pathway between Bell Park and Hydro Park will need to follow Riverview Drive.

However, future negotiations for an easement across private property, or land acquisition through purchase may be possible in the future. But this should be a long term initiative and not a priority of this plan. Given the cost associated with this initiative, the low potential for success, and the number of other priority waterfront initiatives, the pursuit of a waterfront pathway on the east side of the Madawaska River connecting Bell Park to Hydro Park is not a recommendation of this plan.



Figure 3-27: McLean Avenue Beach Plan



8. McLean Avenue Beach (MB)

McLean Avenue Beach is located across the street from McLean Diamonds near the intersection of McLean Avenue and McNab Street. The park is bound by the Ottawa River to the north, a wooded area to the East and residential properties to the West. It is approximately 1 hectare in area with 150 meters of shoreline.

The amenities and facilities provided at McLean Avenue Beach include:

- Unguarded swimming area
- Large open lawn area
- Bench
- Gravel parking area

More park facilities are located nearby on the opposite side of the street at McLean Diamonds including public washrooms, a gazebo, play equipment and three baseball diamonds.

Natural features of McLean Avenue Beach include:

- Mature trees
- Natural sand/gravel beach
- Views of the Ottawa River
- Cattail marsh/drainage area

The eastern edge of the park is within the 120 m buffer area of a provincially significant wetland.

McLean Avenue Beach is an underutilized waterfront space offering a more passive waterfront experience compared to Robert Simpson Park. Twelve recommendations are proposed for the park.

MB-1: Boardwalk

MB-2: Shade Structure

MB-3: Beach Expansion and Small Craft Launch

MB-4: Open Lawn

MB-5: Beach Volleyball Courts

MB-6: Sports Courts

MB-7: Picnic Amenities

MB-8: Seating Amenities

MB-9: Parking Lot Improvements

MB-10: Outdoor Wedding Venue Opportunity

MB-11: Residential Planting Buffer

MB-12: Access to Existing Washroom Facilities

MB.1 Boardwalk

A key aspect of the park's design is a central boardwalk connecting the parking area to the Ottawa River. Key considerations include:

- provides an accessible route through the park
- helps to address seasonal flooding that can occur at the park
- organizing element for the park with connections to other proposed park features
- generous width of at least 6 metres to allow for use (in conjunction with the shade structure [MB.2]) for special events
- extending boardwalk structure into the water to provide a small craft launch. This could be some type of removable floating T-dock
- design should include a ramp at shoreline to accommodate fluctuating water levels



Figure 3-28: McLean Avenue Beach (Section G-G)

MB.2 Shade Structure

Shade structure connected to the boardwalk to provide a weather protected space for sitting, small gatherings and special events. Key considerations include:

- moveable seating to allow space to be configured based on programming
- power pedestal for special event power and lighting to avoid the need for a generator
- grade to be raised to avoid potential for seasonal flooding and to keep space dry
- hard surface for accessibility
- a light for security at night

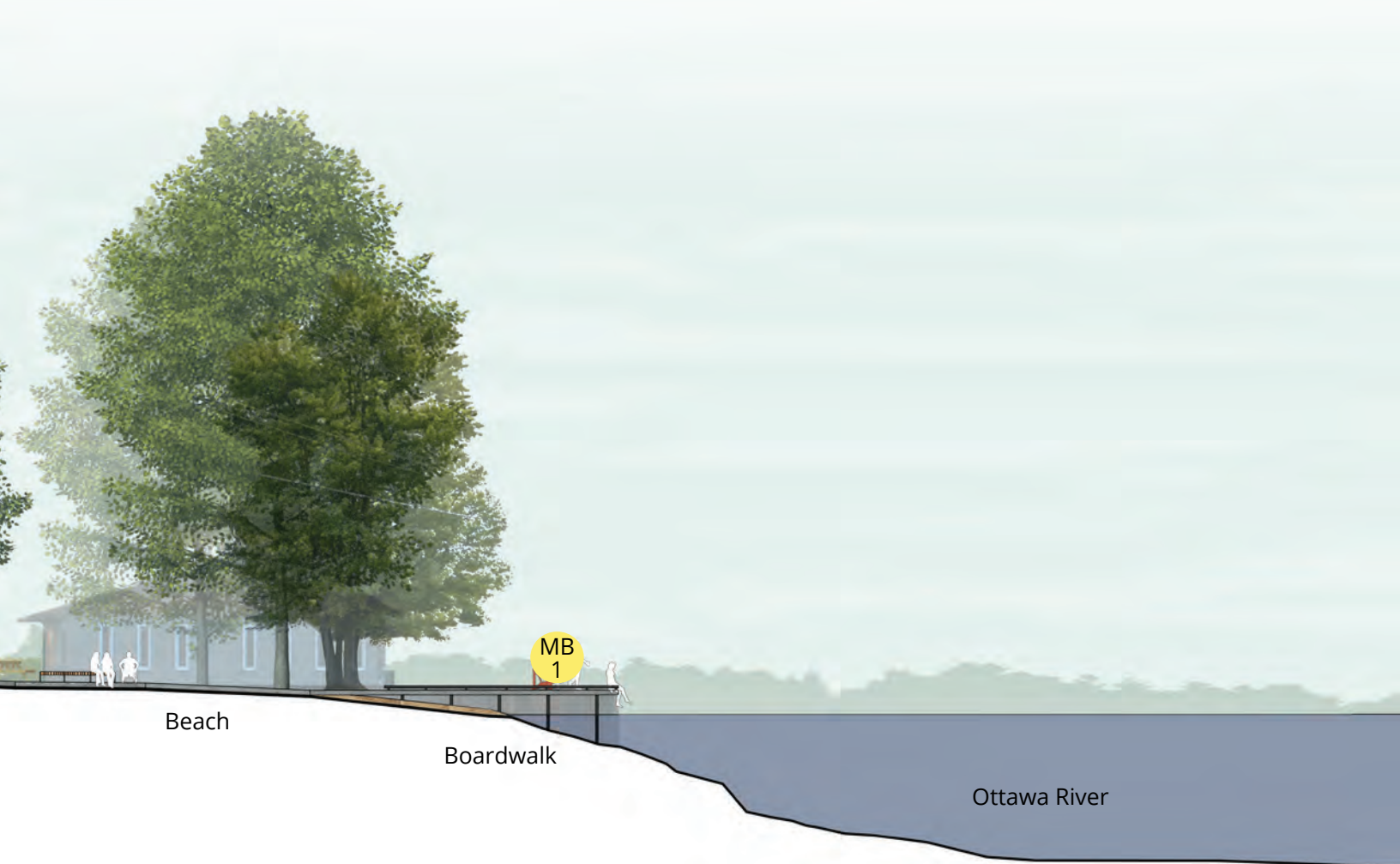
MB.3 Beach Expansion and Small Craft Launch

The beach area should be expanded and used as a small craft launch for canoes, kayaks and stand up paddle boards. Key considerations include:

- shoreline cleanup is required to address debris in water
- adding sand to the beach area

MB.4 Open Lawn

The east side of the park should be left as open lawn for informal use. This area should be clear of obstructions to allow for small games and for young children to play.



MB.5 Beach Volleyball Courts

Two beach volleyball courts are proposed to address the need for beach volleyball in Arnprior without having to compete with court space at the Robert Simpson Park beach. Key considerations include:

- Construct one volleyball court first as a pilot project to determine success of court
- Use should be monitored and community consulted on first court before installing a second court
- If beach is expanded at Robert Simpson (RS.2) expanding the number of courts at Robert Simpson may be more desirable

MB.6 Sports Courts

To address current use of the park for Bocce Ball, three new sports courts are proposed on the east side of the park. Potential games include but not limited to bocce ball and horseshoes. Player and viewer seating should be incorporated into this area. The design and programming of these courts should be done in consultation with the community.

MB.7 Picnic Amenities

A small picnic area is proposed with picnic tables in the lawn area west of the boardwalk. This should include accessible picnic table options.

MB.8 Seating Amenities

A variety of seating opportunities are needed throughout the park in association with the boardwalk (at the water), beach, shade structure and lawn areas. This should include benches, picnic tables, and the iconic seating options developed in conjunction with the waterfront's Seating Strategy (WW.7).

MB.9 Parking Lot Improvements

An alternative layout for the parking lot should be considered as part of any road paving work scheduled for McLean Avenue. Parallel or angled parking may be considered to help avoid the need for cars to back out into traffic. A cedar post and rail fence should also be provided to separate the parking from the park.

MB.10 Outdoor Wedding Venue Opportunity

As part of the future programming for this park would be for the Town to rent it as a wedding venue for small ceremonies. To make it more attractive for this use, the park's design will need to include:

- accessible route into the park (Boardwalk MB.1)
- light and refined structure with flexible seating options (MB.2)
- power pedestal for event power and specialty lighting
- consideration of views during the detailed design process to provide scenic backdrops during ceremonies for wedding photography

MB.11 Residential Planting Buffer

To buffer park activity from the neighbouring residence on the west side, planting along west property line should be increased.

MB.12 Access to Existing Washroom Facilities

An accessible path is needed to form an accessible route from the McLean Beach Parking Lot to the existing washroom facilities that are located across the street at McLean Ave Park.

Implementation Strategy

4.0



4.0 Implementation Strategy

A key component of any master plan is the identification of the steps required to realize the vision. As described in the previous section, sixty-five (65) recommendations/projects have been identified for Arnprior's waterfront which fall into the following eight (8) categories:

1. Waterfront Wide (7)
2. Robert Simpson Park (13)
3. Municipal Marina (13)
4. Treatment Plan and Fishing Dock (3)
5. Gateway Plaza and West Lookout Plaza (3)
6. Hydro Park (3)
7. Bell Park (11)
8. McLean Avenue Beach (12)

These sixty-five (65) recommendations are to be implemented over a 20 year period to provide the community with a road map to creating a safe, vibrant and sustainable waterfront.

While the recommendations proposed are feasible and supported by the broader community at the time of plan preparation, it is expected that some of the recommendations may be more challenging and receive more or less support over time. Adoption of a plan of this scale and duration needs to allow for flexibility to address new information, new opportunities and evolving perspectives as Arnprior grows and changes over time.

With each of the recommendations a separate process needs to be initiated to work out the finer details of the planning, design, and implementation. While this plan provides the road map for implementation highlighting key elements, future Town Councils, in consultation with Town staff, will determine if, how and when these projects are implemented.

For each recommendation, additional site investigative work, consultation and design is required to properly scope, develop and refine each recommendation. This may include but is not limited to:

- community engagement, including consultation with First Nations, stakeholder user groups, and the general public
- site inventory and analyses and site specific studies including a stage 1 archaeological assessment (if appropriate – which may identify the need for future archaeological work), topographic and/or legal surveys, geotechnical investigations and environmental impact assessments
- design work, including the development of design options, detailed design, and construction contract documents

The costs associated with each recommendation are estimated in the budget numbers below. These are high level, Class C estimates which are based on an understanding of the project's requirements at this time in 2021 dollars. Further community consultation and refinement of the design concepts will result in a more accurate budget estimate.

Flexibility in planning and implementation is particularly important in regards to projects further out in the implementation timeline since new information or opportunities may emerge, community preferences may shift, and changes to the local economy and market may necessitate changes to the plan. Therefore, this plan must be viewed as a living document to be updated and adjusted over time. This includes advancing, delaying or amending projects to address current and future directions of Council and availability of funding.

Implementation Sequence

The proposed implementation sequence for the 65 recommendations, is based on the following factors:

- i. Priority Matrix Results
- ii. Project Dependencies
- iii. Project Efficiencies
- iv. Advancement of Projects
- v. Delay of Projects
- vi. Budget Considerations

i. Priority Matrix Results

A matrix was used to help organize and prioritize 54 of the originally proposed 67 waterfront improvement recommendations. The matrix uses criteria to help evaluate each recommendation and is one of a number of factors used in determining the roll-out sequence of projects. Other factors to be considered in determining the sequence include budget considerations, dependencies/efficiencies, and immediate need as described below. Using pre developed criteria as described below, a score of 0, 5 or 10 was applied to each recommendation. Recommendations that are not considered capital improvements such as proposed studies were not included in the priority matrix as these project are required as part of the planning stage and therefore need to be scheduled early in the process.

The following describes the scoring system applied to the 54 project recommendations:

0 = Does not achieve/not applicable (does not meet/not applicable)

5 = Somewhat achieves (partially meets)

10 = Achieves (meets)

Based on the each project's total score, it was weighted out of 100.

The nine (9) criteria with associated weighting are as follows:

1. Level of Community Support (25%)
2. Improves Access to Waterfront (25%)
3. Contributes to Growth in Tourism (20%)
4. Supports Health Fitness and Wellness (5%)
5. Contributes to Safety and Security (5%)
6. Contributes to Aesthetic Improvement (5%)
7. Supports Arts, Cultural Events and Heritage (5%)
8. Provides Multi-Season Benefit (5%)
9. Ease of Implementation (5%)

It is important to note that this purpose of the matrix is to help sort the long list of recommendations as a first step in determining the roll-out of projects. This is a qualitative exercise and is not scientific in its methodology. The matrix results are augmented with additional information – as described later in this section – to establish the implementation sequence.

Proposed Criteria and Percentage Weighting

The following describes the nine criteria used to evaluate each recommendation. The matrix is provided in Appendix C.

1. Level of Community Support (25%)

This criterion incorporates the community's selection of top priority recommendations out of the 54 presented on Bang the Table (arnpriorwaterfront.ca). This was determined through a survey which was completed by 104 residents. Respondents were asked to rank the top recommendations they would most like to see prioritized for each focus area (with the highest possible ranking being 1). The resulting average ranking was converted to a percentage and then assigned a score of 0, 5 or 10 accordingly. Percentages greater than 65% received a score of 10; percentages greater than 50 and less than or equal to 65% received at score of 5; and, percentages less than 50 received at score of 0.

The percentages were calculated using the following formula:

$$100 - ([\text{average priority ranking} / \text{number of recommendations for the focus area listed in survey question}] \times 100)$$

For instance, M.1 Marina Path Improvements received an average ranking of 3.68 out of 13 recommendations in the Marina Focus Area. The score of 3.68 was divided by 13 and multiplied by 100. In order to account for the fact of a low number represents a high score, the percentage was subtracted from 100. The resulting percentage, 71.69 is greater than 65 and therefore received a score of 10.

2. Improves Access to Waterfront (25%)

Improving access to waterfront places and spaces is a key objective of this plan. This includes providing new opportunities or experiences along the waterfront for more users/uses. Recommendations where no access was previously available score highest, with 10 points. Recommendations where access is enhanced through improvements

score 5 points. Where there is no change in access zero points were applied.

3. Contributes to Growth in Tourism (20%)

Supporting Arnprior's local economy through waterfront tourism is a key objective of this plan.

Recommendations that will provide opportunities to attract tourists such as cottagers and boaters are deemed to be a high priority. Recommendations with the greatest potential to enhance tourism received 10; moderate potential 5; minimal 0.

4. Supports Health, Fitness and Wellness (5%)

Promoting healthy living for Arnprior residents is an important consideration. Recommendations that encourage physical activity by providing infrastructure for biking, paddling and other active recreational pursuits are considered priority. Recommendations that will have the greatest impact on healthy, active living received a score of 10. Moderate impact recommendations received a 5, while those with minimal or no impact received a score of 0.

5. Contributes to Safety and Security (5%)

Ensuring a safe waterfront experience for all users is a primary concern. This includes upgrades or replacement of aging infrastructure, or improvements where there are issues pertaining to safe operation, use and enjoyment of the waterfront. Recommendations with the greatest potential to improve safety and security received 10; moderate potential 5; minimal 0.

6. Contributes to Aesthetic Enhancement (5%)

Enriching the natural beauty of the waterfront and creating a unique sense of place is viewed as a key aspect of improving the waterfront. This may include the design of gateway features, landscaping improvements or creating opportunities to enjoy views of

#	Name	Community Support	Matrix Score/100	Matrix Ranking
RS.2	Beach Expansion and Pier	10	83	1
M.6	Boardwalk and Daily Visitor Docks	10	80	2
BP.3	Bell Park Log Lookouts	10	78	3
M.9	Central Harbour Master Building	10	70	4
M.2	Dock Configuration Improvements	5	70	4
M.1	Marina Pathway Improvements	10	68	6
M.3	Boat Slip Improvements	5	65	7
BP.7	Old Cabin Picnic Pavilion	5	65	7
BP.5	Timber Lookout Structure	5	63	9
RS.1	Park-wide Accessibility Improvements	10	60	10
RS.5	Boardwalk and Landscaping	10	60	10
MB.1	Boardwalk	10	58	12
T.3	Cantilevered Fishing Dock	0	50	13
BP.6	Interpretive Gathering Space	5	50	13
MB.3	Beach Expansion and Small Craft Launch	10	50	13
BP.1	Arnprior Marble Exhibit and Play Area	5	48	16
BP.2	Logging Themed Natural Playground	5	48	16
RS.8	Playground and Splashpad Enhancements	5	45	18
RS.10	Small Craft Rental	0	45	18
MB.10	Outdoor Wedding Venue Opportunity	0	45	18
GW.1	Madawaska Gateway Plaza	0	40	21
GW.3	Madawaska Bridge Lighting	0	40	21
HP.1	East Side Path Improvements	0	40	21
GW.2	West Side Lookout Plaza	0	38	24
RS.11	Beach Level Play Area	5	35	25
HP.2	Hydro Park Performance Platform	0	35	25
BP.4	Bell Park Picnic Area	5	35	25
MB.8	Seating Amenities	5	35	25
M.8	Food Truck Service Location	5	35	25
M.10	Harbour Master Building Parking Lot	0	33	30
HP.3	Hydro Park Amphitheatre	0	33	30
M.4	Boat Launch Relocation	5	30	32
M.12	Buffer Planting	0	30	32
T.1	Treatment Plant Buffer Planting	5	30	32
T.2	Treatment Plant Decorative Screens	0	30	32
MB.2	Shade Structure	5	30	32
M.13	Private Development Opportunity	10	30	32
RS.4	Pedestrian Ramp to Beach	0	28	38
RS.6	Gradual Timber Steps	0	28	38
MB.4	Open Lawn	5	28	38

#	Name	Community Support	Matrix Score/100	Matrix Ranking
RS.7	Additional Seating and Picnic Opportunities	0	25	41
MB.7	Picnic Amenities	5	25	41
MB.9	Parking Lot Improvements	0	25	41
BP.8	Chats Lake Community Boat Club	0	23	45
MB.5	Beach Volleyball Courts	0	23	45
MB.6	Bocce Ball Courts	0	23	45
RS.3	Beach Level Vehicle Access and Parking	0	20	48
M.11	Marina Parking Lot	0	20	48
M.5	Fuel and Waste Pad Relocation	0	20	48
T.4	Fishing Dock Seating Improvements	0	20	48
BP.10	Bell Park Gates and Security	0	20	48

Table 4-1: Summary List of Community Support from Survey Results and Matrix Ranking of Recommendations

the river. Recommendations providing the greatest aesthetic enhancement received a score of 10. Recommendations providing moderate aesthetic enhancement received a score of 5, while recommendations providing minimal aesthetic enhancement received a score of 0.

7. Supports Arts, Cultural Events and Heritage (5%)

Residents of Arnprior wish for the waterfront to be a place where people can gather to enjoy local arts, cultural events and the town's historic character. Recommendations such as performance areas, public art displays and interpretive signage are rated highly in this category.

Recommendations that are viewed as potentially having a major influence were given a score of 10. Recommendations with moderate potential were given 5, while recommendations with minimal potential were given 0.

8. Provides Multi-Season Benefit (5%)

Use of the waterfront by local residents and tourists peaks during the summer and declines

during the rest of the year. Recommendations that will help attract users during the winter and shoulder seasons would help create a more sustainable tourism economy, while also providing residents with greater access to year-round waterfront activities. Recommendations that may encourage all season use were awarded 10 points. Multi-season recommendations were awarded 5 points. Single season recommendations were awarded zero points.

9. Ease of Implementation (5%)

To help expedite and facilitate implementation of improvements, recommendations that are relatively quick and easy to implement should be prioritized. Based on this assumption the following scoring was applied to each recommendation:

Easy/Quick (approx. 1-2 years) = 10

Moderate/Average (3-5 years) = 5

Challenging/Slow (6+ years) = 0

For a copy of the priority Matrix, please refer to Appendix C.

ii. Project Dependencies

A number of recommendations must be completed before other recommendations can be undertaken. This include the waterfront wide studies which will lay the foundation work for future design work across the waterfront.

These include:

- WW.4 Signage and Wayfinding Interpretation Strategy
- WW.6 Public Art Strategy
- WW.7 Seating Strategy
- M.13 Private Development Opportunity (Feasibility Studies)

iii. Project Efficiencies

Recommendations have been grouped together where there are efficiencies to be gained by undertaking the recommendations together as one project in one specific location. This includes:

- waterfront pathway improvements
- beach area at Robert Simpson Park
- Robert Simpson Park
- Marina
- treatment plant
- Bell Park
- McLean Beach
- Hydro Park

iv. Advancement of Projects

A number of projects have been advanced well ahead of their priority matrix result. This has been done for a number of reasons including the need for additional plans or studies to precede capital projects, to help balance spending, and to ensure that some smaller, easily implementable projects are completed in the first few years to create momentum for the master plan.

Some of the advanced initiatives include:

- WW.4 Signage and Wayfinding Interpretation Strategy
- BP.9 Bell Park Poison Ivy Management
- MB.3 Beach Expansion and Small Craft Launch
- MB.11 Residential Planting Buffer

v. Delay of Projects

While some projects scored high on the matrix, they have been delayed to address the factors previously described including project dependencies, efficiencies, and to balance costs. These projects include:

- BP.3 Bell Park Log lookouts
- BP.7 Old Cabin Picnic Pavilion
- BP.5 Timber Lookout Structure

vi. Budget Considerations

The project sequence considers the distribution of design/planning and construction/ implementation costs of projects over a 20 year time frame as well as the total cost of all projects undertaken each year. The total cost of all projects over the projected 20-year schedule is approximately \$12.6 million or an average expenditure of \$630,000 per year.

The project sequence attempts to evenly distribute the capital costs of all projects over a 20-year time frame as well as, the total cost of all projects undertaken each year. This includes costs associated with both design and implementation.

The 65 recommendations and their associated costs are listed on the following pages. For information on each individual recommendation, please refer to the descriptions provided in the previous section. Project forecasting on a 20-year time line is provided at the end of this section.

Cost Assumptions

It is important to note the following assumptions regarding the budget numbers provided:

- they are based on 2021 dollars
- they do not include the Town's internal/ administrative costs
- more detailed design and planning would be required prior to establishing a more accurate construction budget
- contingencies should be carried to address unforeseen issues/changes in scope
- soft cost/design fees cover additional community consultation to confirm project scope, engineering studies, concept design, contract documents and contract administration
- the budget proposed is based on an amount that would support a design solution that addresses the key considerations in this plan. However, as

new information becomes available, and the community's priorities change, these budget amounts may be more or less than required to achieve the community's final expectations

- Where possible, projects would be combined to maximize potential efficiencies regarding design and implementation

In addition, some projects and their respective budget numbers are likely too expensive to be undertaken solely by the Town. Securing financial partnerships will be considered as a necessity in order to realize implementation. Having a waterfront master plan such as this will allow the Town of Arnprior to undertake partnerships or take advantage of other funding opportunities should they arise. For further discussion on potential opportunities to fund projects please refer to the financing section following the forecasting schedule.

Operating and Maintenance Costs

In association with the implementation of many of these projects/recommendations, additional time and resources will be required. This consideration will be particularly important with the development of new public spaces and amenities that will expand the responsibilities of municipal staff. This includes regular inspection, maintenance, and that repairs can be addressed in a timely manner. This may require investment in materials, equipment, and personnel to accommodate and new operating and maintenance demands.

Therefore, it is recommended that in conjunction with budget considerations for any projects, that Staff identify and include in a project's costs any ongoing additional resources required to address operating and maintenance costs. In particular any anticipated cost that may be above and beyond what staff are currently able to address using existing resources.

#	Description	Soft	Hard	Total	Assumptions
Waterfront Wide					
WW.1	First Nations Consultations and Acknowledgment				Operational. Part of project implementation process
WW.2	Pathway surfacing improvements	31,500	315,000	346,500	
WW.3	Pathway Lighting	47,500	475,000	522,500	Wired and solar. Technology based on location
WW.4	Signage, Wayfinding & Interpretation Strategy	40,000		40,000	Planning and design only. Implementation to be included in specific projects.
WW.5	River Rescue Stations and Location Identifiers	1,000	10,000	11,000	Incorporate into other projects
WW.6	Public Art Strategy			in house (staff)	Planning only. Implementation included in specific projects.
WW.7	Seating Strategy			in house (staff)	Planning only. Implementation included in specific projects.
Total Waterfront Wide		120,000	800,000	920,000	

Table 5-1: Waterfront Wide Cost Summary

Robert Simpson Park					
RS.1	Park-wide Accessibility Improvements	50,000	200,000	250,000	includes accessibility audit
RS.2	Beach Expansion and Pier	180,000	1,200,000	1,380,000	
RS.3	Beach Level Vehicle Access and Parking	22,500	150,000	172,500	Contingent on beach expansion (RS.2)
RS.4	Pedestrian Ramp to Beach	45,000	300,000	345,000	
RS.5	Boardwalk and Landscaping	57,000	570,000	627,000	
RS.6	Gradual Timber Steps	3,500	35,000	38,500	
RS.7	Additional Seating and Picnic Opportunities	7,500	75,000	82,500	
RS.8	Playground and Splash Pad Enhancements	75,000	525,000	600,000	Re-use existing servicing/ minor water service and drain upgrades required
RS.9	Beach Level Changing Huts	5,000	25,000	30,000	not including foot wash station
RS.10	Small Craft Rental	2,500	25,000	27,500	
RS.11	Increase Parking Capacity		in house (staff)		
RS.12	Accessible Washrooms	75,000	300,000	375,000	
RS.13	Urban Canopy Renewal	25,000		25,000	Planning only
Total Robert Simpson Park		548,000	3,405,000	3,953,000	

Table 4-2: Robert Simpson Park Cost Summary

#	Description	Soft	Hard	Total	Assumptions
Municipal Marina					
M.1	Marina Path Improvements	8,000	80,000	88,000	
M.2	Dock Configuration Improvements	10,000	100,000	110,000	
M.3	Boat Slip Improvements	97,500	650,000	747,500	
M.4	Boat Launch Relocation	43,500	290,000	333,500	
M.5	Fuel and Waste Pad Relocation	7,500	50,000	57,500	
M.6	Boardwalk and Daily Visitor Docks	12,500	125,000	137,500	
M.7	Marina Picnic Area	11,500	115,000	126,500	
M.8	Food Truck Service Location	5,000	25,000	30,000	
M.9	Habour Master Building	225,000	1,500,000	1,725,000	
M.10	Harbour Master Building Parking Lot	38,000	380,000	418,000	
M.11	Marina Parking Lot	20,000	200,000	220,000	
M.12	Buffer Planting	2,000	20,000	22,000	
M.13	Private Development Opportunity	50,000	50,000	100,000	
Total Municipal Marina		530,500	3,585,000	4,115,500	

Table 4-3: Municipal Marina Cost Summary

Treatment Plan and Fishing Dock					
T.1	Treatment Plant Buffer Planting	1,500	15,000	16,500	
T.2	Treatment Plant Decorative Screens	5,000	15,000	20,000	
T.3	Cantilevered Fishing Dock and Seating	17,000	170,000	187,000	
Total Treatment Plan and Fishing Dock		23,500	200,000	223,500	

Table 4-4: Treatment Plan and Fishing Dock Cost Summary

#	Description	Soft	Hard	Total	Assumptions
Gateway Plaza and West Lookout Plaza					
GW.1	Madawaska Gateway Plaza	9,000	90,000	99,000	
GW.2	West Side Lookout Plaza	11,500	115,000	126,500	
GW.3	Madawaska Bridge Lighting	37,500	250,000	287,500	
Total Gateway Plaza and West Lookout Plaza		58,000	455,000	513,000	

Table 4-5: Gateway Plaza and West Lookout Plaza Cost Summary

Hydro Park					
HP.1	East Side Path Improvements	9,500	95,000	104,500	
HP.2	Hydro Park Performance Platform	5,000	50,000	55,000	
HP.3	Hydro Park Amphitheatre	22,500	225,000	247,500	
Total Hydro Park		37,000	370,000	407,000	

Table 4-6: Hydro Park Cost Summary

Bell Park					
BP.1	Arnprior Marble Exhibit and Play Area	7,500	75,000	82,500	
BP.2	Logging Themed Natural Playground	40,000	400,000	440,000	
BP.3	Bell Park Log Lookouts	17,500	175,000	192,500	
BP.4	Bell Park Picnic Area	5,000	50,000	55,000	
BP.5	Timber Lookout Structure	50,000	500,000	550,000	
BP.6	Interpretive Gathering Space	15,000	150,000	165,000	
BP.7	Old Cabin Picnic Pavilion	15,000	85,000	100,000	
BP.8	Chats Lake Community Boat Club			NA	
BP.9	Bell Park Poison Ivy Management	20,000	75,000	95,000	
BP.10	Bell Park Gates and Security	-	15,000	15,000	
BP.11	Parking	40,000	410,000	450,000	
Total Bell Park		210,000	1,935,000	2,145,500	

Table 4-7: Bell Park Cost Summary

#	Description	Soft	Hard	Total	Assumptions
McLean Avenue Beach					
MB.1	Boardwalk	20,000	150,000	170,000	
MB.2	Shade Structure	15,000	85,000	100,000	
MB.3	Beach Expansion and Boat Launch	1,000	10,000	11,000	
MB.4	Open Lawn			-	
MB.5	Beach Volleyball Courts	To Be Determined			To be included in McLean Park Field transition and redevelopment project
MB.6	Bocce Ball Courts	To Be Determined			To be included in McLean Park Field transition and redevelopment project
MB.7	Picnic Amenities	-	25,000	25,000	
MB.8	Seating Amenities	-	30,000	30,000	
MB.9	Parking Lot Improvements	-	15,000	15,000	
MB.10	Outdoor Wedding Venue Opportunity			in house (staff)	
MB.11	Residential Planting Buffer	1,000	5,000	6,000	
MB.12	Access to Existing Washroom Facilities	To Be Determined			To be included in McLean Park Field transition and redevelopment project
Total McLean Avenue Beach		42,000	335,000	357,000	

Table 4-8: McLean Avenue Beach Cost Summary

All Waterfront Focus Areas		Total Soft Costs	Total Hard Costs	Total
1	Waterfront Wide	120,000	800,000	920,000
2	Robert Simpson Park	548,000	3,405,000	3,953,000
3	Treatment Plant and Fishing Dock	23,500	200,000	223,500
4	Gateway Plaza & West Lookout Plaza	58,000	455,000	513,000
5	Hydro Park	37,000	370,000	407,000
6	Bell Park	210,000	1,615,000	1,787,500
7	McLean Avenue Beach	42,000	370,000	432,000
Sub Total Waterfront Focus Areas 1-7		\$1,038,500	\$7,480,000	\$8,518,500
8	Municipal Marina	530,500	3,585,000	4,115,500
TOTAL ALL AREAS		1,569,000	11,085,000	12,634,000

Table 4-9: All Waterfront Areas Cost Summary

Project Forecasting

The schedule on the following pages illustrates the proposed roll-out of the recommendations over the next 20 years, totaling approximately 12.6 million dollars including both planning/design and construction fees. The table divides each project into the design/planning and implementation stage and tallies the estimated budget allocation for each year. This table should be used by staff to establish budgets and to track progress of this plan's implementation.

However, this schedule should be used as a guide only. External factors may impact the sequence and timing of projects. Projects may be advanced or delayed depending on these external forces. As other priorities emerge or efficiencies are discovered it might facilitate a project's advancement over another.

sequence and estimated costs associated with implementing Marina improvements as described in this plan, a separate forecast is provided following the 20 year plan.

McLean Park (MB.5, MB.6 & MB.12)

In addition the Town's Long Range Capital Forecast (LRCF) currently includes a project for a McLean Park field transition and redevelopment. Therefore, the following projects should be recommended for inclusion in the McLean Park field transition and redevelopment project. This includes:

- MB.5 Beach Volleyball Courts
- MB.6 Bocce Ball Courts
- MB.12 Access to Existing Washroom Facilities

Therefore, these three projects are not included in the forecast.

In House initiatives

Projects which are more policy oriented or can be completed in house have been excluded from the forecast. This includes:

- WW.6 Public Art Strategy
- WW.7 Seating Strategy
- RS.12 Increase Parking Capacity Strategy
- MB.10 Outdoor Wedding Venue Strategy

Municipal Marina

Municipal Marina projects M.1 to M.13 are also excluded from the twenty year forecast. As discussed in Section 3 of this plan, the feasibility of developing the marina, and the potential of undertaking this work as a public private partnership, needs to be determined as part of a separate process. The timing and delivery of some or all of these recommendations is contingent on a wide variety of external factors and the financial feasibility is unknown until further work is undertaken. However, to illustrate the possible

Project Forecast Years 1-5

These first five years of the plan will lay the foundation for future waterfront improvements. This includes:

- pathway surfacing improvements for the waterfront trail, including lighting
- studies to establish a strategy regarding lighting and signage, wayfinding and interpretation throughout the waterfront
- improved access to the beach from the upper park area at Robert Simpson Park
- enhancements at McLean Avenue Beach
- accessibility improvements at Robert Simpson Park including the washrooms

2022

WW.2	Pathway Surfacing Improvements	Design	31,500	C
WW.3	Pathway Lighting	Design	47,500	C
WW.4	Signage and Wayfinding & Interpretation Strategy	Design	40,000	
RS.4	Pedestrian Ramp to Beach	Design + Construction	345,000	
WW.5	River Rescue Stations and Location Identifiers			C
MB.3	Beach Expansion and Small Craft Launch			C
MB.7	Picnic Amenities			C
MB.8	Seating Amenities			C
MB.9	Parking Lot Improvements			C
MB.11	Residential Planting Buffer			C
GW.1	Madawaska Gateway Plaza			C
RS.13	Urban			

Focus Area Legend

	Waterfront Wide
	Robert Simpson Park
	Municipal Marina
	Treatment Plant and Fishing Dock
	Gateway Plaza and West Lookout Plaza
	Hydro Park
	Bell Park
	McLean Avenue Beach

Total \$ 464,000

2023		2024		2025		2026	
Construction	315,000						
Construction		475,000					
Design + Construction	11,000						
Design + Construction	11,000						
Design + Construction	25,000						
Design + Construction	30,000						
Design + Construction	15,000						
Design + Construction	6,000						
Design + Construction	99,000						
Shade Structure Canopy Renewal	Planning	25,000					
RS.1	Park-wide Accessibility Improvements	Design + Construction	200,000				
RS.7	Additional Seating and Picnic	Design + Construction	82,500				
RS.12	Accessible Washrooms	Design + Construction	375,000				
		RS.8	Playground and Splashpad Enhancements	Design + Construction	600,000		
		RS.9	Beach Level Change Huts	Design + Construction	30,000		
\$	512,000	\$	500,000	\$	657,500	\$	630,000

Table 4-10: Project Forecast Years 2021 to 2026 (years 1 to 5)

Project Forecast Years 6-10

Years six to ten (2027 to 2031) will focus primarily on improvements to Hydro Park, Belle Park, and the Treatment Plant and Fishing Dock & Seating.

2027			
HP.1	East Side Path Improvements	Design + Construction	104,5
HP.2	Hydro Park Performance Platform	Design + Construction	55,0
HP.3	Hydro Park Amphitheatre	Design + Construction	247,5
BP.7	Old Cabin Picnic Pavillion		
BP.9	Bell Park Poison Ivy Management		
GW			
Total			\$ 407,0

Focus Area Legend

	Waterfront Wide
	Robert Simpson Park
	Municipal Marina
	Treatment Plant and Fishing Dock
	Gateway Plaza and West Lookout Plaza
	Hydro Park
	Bell Park
	McLean Avenue Beach

2031

500

00	\$	195,000	\$	126,500	\$	223,500	\$
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Project Forecast Years 11-15

This phase of waterfront improvements is focused on improvements to the beach at Robert Simpson Park. This includes expanding the beach, providing beach level access and parking (turn around) and associated pedestrian boardwalk and landscaping.

At McLean Avenue Beach, a new boardwalk and shade structure is proposed.

For GW.3 Madawaska Bridge Lighting at the end of this phase, there may be some efficiencies realized by combining the bridge lighting work with any electrical improvements associated with HP.2 Hydro Park Performance Platform completed during year 6.

2032

RS.2	Beach Expansion and Pier	Design + Construction	1,380,000
RS.3	Beach Level Vehicle Access and Parking	Design + Construction	172,000
RS.5	Boardwalk and Landscaping	Design + Construction	627,000

MB.1	Boardwalk
MB.2	Shade Structure

Total \$ 2,179,500

Focus Area Legend

	Waterfront Wide
	Robert Simpson Park
	Municipal Marina
	Treatment Plant and Fishing Dock
	Gateway Plaza and West Lookout Plaza
	Hydro Park
	Bell Park
	McLean Avenue Beach

000

Table 4-12: Project Forecast 2932 to 2036 (years 11 to 15)

Project Forecast Years 16-20

This final phase of waterfront improvements focuses on improvements at Bell Park. These seven projects should be combined into one project and include the development of a detailed park concept in association with the community. Key considerations as part of this project include:

- topographical survey
- community and stakeholder engagement (including First Nations and Chats Lake Community Boat Club)
- stage 1 archaeological assessment
- geotechnical analysis
- ecological site assessment
- detailed design
- contract documents
- contract administration

During the community and stakeholder process, the park’s concept and features would be developed, reviewed and refined with the community. Once the overall plan is established, the Park may be implemented in phases to help distribute costs across multiple years.

2037			
RS.6	Gradual Timber Steps	Design + Construction	27,5
RS.10	Small Craft Rental	Design + Construction	38,5
BP.1	Arnprior Marble Exhibit and Play Area		
BP.2	Logging Themed Natural Playgroup		
BP.3	Bell Park Log Lookouts		
		BP.	
		BP.	
		BP.	
		BP.	
Total			\$ 66,0

		2038	2039	2040	2041
00					
00					
rea	Design + Construction	82,500			
nd	Design + Construction	440,000			
	Design + Construction	192,500			
4	Bell Park Picnic Area	Design + Construction	55,000		
5	Timber Lookout Structure	Design + Construction	550,000		
6	Interpretive Gathering Space	Design + Construction	165,000		
10	Bell Park Gates and Security	Design + Construction	15,000		
00		\$ 715,000	\$ 785,000	\$ -	\$ -

Table 4-13: Project Forecast 2037 to 2041 (years 16 to 20)

Marina Project Forecast

The forecast for the Marina projects illustrated on the right provides one possible implementation scenario to realize an expanded and developed Municipal Marina. However decisions regarding which Marina recommendations should move forward first and the feasibility of realizing the full vision for the marina will be based on a number of factors with the primary consideration being whether private development on the site is financially feasible.

If development rights were sold to a private builder to develop the site, the money received from the sale of land, development charges and yearly tax revenue would then help pay for improvements and maintenance on the waterfront. The financial benefit to the Town has been suggested (although not verified) to be in the neighbourhood of 1 to 1.5 million for the sale of the property, development charges to be approximately \$350,000 and annual property taxes (Arnprior portion) of between \$200,000 to \$300,000. This is based on a six storey building with 5,000 square feet of ground level commercial and 36 residential units (six residential units per floor).

The accuracy of the predicted financial return on investment, or market feasibility of such a scenario is beyond the scope of this plan. However, regardless of the potential financial benefit that might be realized, a number of challenges with this proposal need to be considered. These include:

- proximity of the floodplain and ability to obtain approval from regulatory authorities
- potential requirement for an environmental assessment
- cost for servicing the building (hydro, water, sanitary)
- costs associated with constructing immediately adjacent to the water's edge (dewatering, footings and foundations)

Step 1

M.13	Private Development Opportunity (Feasibility Studies)	Planning	50
M.2	Dock Configuration Improvements	Design	10
M.3	Boat Slip Improvements	Design	97
M.4	Boat Launch Relocation		
M.5	Fuel and Waste Pad Reloca		
M.11	Marina Parking Lot		
M.12	Buffer Planting		

recommendations would be incorporated into M.13 Private Development Opportunity if it proceeds

location of picnic area to be confirmed once p
for marina is final

Total \$ **157,**

Step 2			Step 3		Step 4	
0,000	Planning	50,000	Planning, approvals, design and construction costs to be determined			
0,000	Construction	100,000				
5,500	Construction	650,000				
	Design	43,500	Construction	290,000	the timing of these four projects will be confirmed once M.12 Private Development Opportunity is determined	
tion	Design	7,500	Construction	50,000		
	Design	20,000	Construction	200,000		
	Design	2,000	Construction	20,000		
M.1	Marina Pathway Improvements	Design	8,000	Construction	80,000	
M.6	Boardwalk and Daily Visitor Docks	Design	12,500	Construction	125,000	
M.8	Food Truck Service Location	Design	5,000	Construction	25,000	
M.9	Harbour Master Building	Design	225,000	Construction	1,500,000	
M.10	Harbour Master Building Parking Lot	Design	38,000	Construction	380,000	
M.7	Marina Picnic Area	Design	11,500	Construction	115,000	
500	\$	873,000	\$	860,000	\$	2,225,000

Table 4-14: Marina Project Forecast

available space for parking given that underground parking would likely not be feasible and the marina operation is also in need of additional parking to support an enhanced marina option

geotechnical challenges and need for enhanced building foundation which would be above and beyond what is typically required for a mixed use building of this size

remote location which may be less appealing from both a resident perspective and business operator's perspective which would minimize foot traffic especially in the off season

proximity of the waste water treatment plant and its impact on curbside appeal

cost of development per square foot and whether the current housing market in Arnprior would support the development

Given the potential risks associated with this site for development, the Town may consider undertaking preliminary investigative work themselves to help make the site development ready for a buyer. This would help minimize the risk placed on the developer and therefore help maximize the potential sale price.

Selling the land to private interest only to later realize that a mixed-use development is not feasible (due to the market, site conditions or approvals), would not be in the best interest of the Town, as it would result in the loss of public land with no long term benefit to the community in the foreseeable future.

Pre-sale development investigative work that could be undertaken by the Town may include but is not limited to the following steps:

1. real estate market assessment
2. stage 1 archaeological assessment (further investigative work – Stage 2, 3 etc. – to be determined based on Stage 1 findings)
3. geotechnical investigations
4. servicing study to understand costs associated with bringing water, electrical, sanitary and telecommunications to the

property

5. confirm and meet all requirements in regards to approvals (Municipal Class Environmental Assessment, Department of Fisheries and Ocean's approval and floodplain considerations)
6. Re-zoning the site

Each one of these steps may identify a significant road block to the feasibility of developing the site. For example, even if a market assessment determines there is a market for a luxury type of condo in this location (based on an assumed cost per square unit), geotechnical investigations, site servicing costs or approvals, may identify that there are significant restrictions making the cost of developing the site financially prohibitive, or that Provincial or Federal approvals for building in this location are not possible.

It is also important to note that should the Town consider selling this land to private interests, the agreement for such as sale would need to be carefully crafted to ensure the sale remained in the Town's best interest over the long term. The agreement may include but not limited to:

- provision requiring public access to the land until such time that the owner develops the site to ensure the property does not sit vacant and inaccessible for an extended period of time
- requirement that the development must include the harbour master building and a commercial enterprise (such as a restaurant) on the main floor
- public access to and use of (e.g. easements) the grounds surrounding the building, including the waterfront, pathways and parking lot

Finally, it should be noted that once sold for development, the land is no longer publicly owned or controlled. Today, many communities are looking for ways to secure more public access to their waterfront after past generations sold the land to private enterprise. Therefore, the community needs

to look long term and decide if the short term financial gain (sale of land and development charges), along with yearly property taxes are outweigh the transfer of public land to private ownership.

To help maintain a significant level of control in what and how the site is developed, some type of a public/private partnership with a development partner may be in the Town's best interest. While this approach does put more risk onto the Town, it ensures an additional level of control over how the site is developed and maintained over the long term.

Financing

To pay for the recommendations proposed in this plan, seven approaches to financing projects are proposed. The following provides a brief overview of each type, followed a summary table of each recommendation and possible financing tools that might be employed. It should be noted that there are funding scenarios not discussed here, and opportunities for outside funding partners may be applicable to any of the recommendations.

Staff

A number of projects can be undertaken in house by staff. In the case of Strategies, the cost of implementing the strategy would be realized through specific projects.

Capital Financing

Through the yearly capital budget process, Council may direct municipal funds to specific projects identified in this Master Plan. It is assumed that the current budget assigned to park capital projects and specifically waterfront related projects, will need to be increased to realize the vision for this Master Plan as the cost associated with this plan exceed the current Parks budget. This includes the need to increase the budget associated with regular maintenance of Arnprior's waterfront parks and open spaces.

Grants

A number of this Plan's recommendations may qualify for Provincial or Municipal Infrastructure grants related to, but not limited to community building, climate change, shoreline/waterfront resiliency and healthy communities. Staff should look for opportunities to capitalize on their opportunities to receive funds from upper levels of government to help finance specific projects. Having a master plan approved by

Council is a first step in qualifying for and/or being successful on a grant application.

Public Private Partnerships (P3s)

Public-private partnerships, or P3s, are partnerships between governments and the private sector to build public infrastructure like roads, hospitals or schools, or to deliver services. Unlike traditional procurement, the public sector integrates all parts of a P3 project into one contract. Depending on the preferred P3 model, this approach requires the architect, the builder, the lender and the maintenance and/or operations provider to form a team¹.

For Arnprior, a P3 model might be used for the proposed enhancements for the Municipal Marina and specifically any residential development proposed for the site. The P3 model would help address aspects such as financing, risk and expertise required to realize this project while ensuring that the Town retains extra control over the project in regards to planning, design and construction so that the public retains access to the waterfront and specific aspects of the development.

Development Charges

The Town of Arnprior collects development charges to help finance the construction of new capital infrastructure such as roads, water, wastewater, public works, recreation, police and fire protection. A number of the recommendations in this plan would fall into this category. With any new growth in Arnprior there will be additional pressures placed on its waterfront parks and amenities. A portion of the monies collected through development charges could be applied to the waterfront.

Private Enterprise/Lease

This plan's recommendations contain a number of opportunities for private businesses to operate on the waterfront. This includes boat rentals, food services, the Chats Lake Boat Club and marina associated enterprises that could run out of a Harbour Master Building. Leases with private enterprise may help provide an income stream for the Town to help off-set the costs associated with providing new infrastructure and maintenance on the waterfront. Potential opportunities are identified on the following table.

Donors

Organizations, business and private donors in Arnprior may be interested in supporting specific initiatives/projects. This may include purchasing naming rights and fundraising to help enhance various locations throughout the waterfront for improved community benefit.

1 https://www.pppcouncil.ca/web/Knowledge_Centre/What_are_P3s_/web/P3_Knowledge_Centre/What_are_P3s.aspx

#	Recommendation	Staff	Capital	Grants	3Ps	DCs	Private	Donors
Waterfront Wide								
WW.1	First Nations Consultations and Acknowledgment	●						
WW.2	Pathway surfacing improvements		●			●		
WW.3	Pathway Lighting		●			●		
WW.4	Signage, Wayfinding & Interpretation Strategy		●	●				●
WW.5	River Rescue Stations and Location Identifiers		●					●
WW.6	Public Art Strategy	●						
WW.7	Seating Strategy	●						
Robert Simpson Park								
RS.1	Park-wide Accessibility Improvements		●	●				
RS.2	Beach Expansion and Pier		●	●				
RS.3	Beach Level Vehicle Access and Parking		●					
RS.4	Pedestrian Ramp to Beach		●	●				
RS.5	Boardwalk and Landscaping		●	●				
RS.6	Gradual Timber Steps		●	●				
RS.7	Additional Seating and Picnic Opportunities		●	●				●
RS.8	Playground and Splash Pad Enhancements		●	●				●
RS.9	Beach Level Changing Huts		●	●				
RS.10	Small Craft Rental		●	●			●	●
RS.11	Increase Parking Capacity	●						
RS.12	Accessible Washrooms		●	●				●
RS.13	Urban Canopy Renewal		●	●		●		
Municipal Marina								
M.1	Marina Path Improvements		●		●	●		
M.2	Dock Configuration Improvements		●		●	●		
M.3	Boat Slip Improvements		●		●	●		
M.4	Boat Launch Relocation		●		●	●		
M.5	Fuel and Waste Pad Relocation		●		●	●		
M.6	Boardwalk and Daily Visitor Docks		●	●	●	●		

Table 4-15: Financing Options

#	Recommendation	Staff	Capital	Grants	3Ps	DCs	Private	Donors
M.7	Marina Picnic Area		●		●	●		
M.8	Food Truck Service Location		●		●	●	●	
M.9	Habour Master Building		●		●	●	●	
M.10	Harbour Master Building Parking Lot		●		●	●		
M.11	Marina Parking Lot		●		●	●		
M.12	Buffer Planting		●		●	●		
M.13	Private Development Opportunity		●		●	●	●	
Treatment Plan and Fishing Dock								
T.1	Treatment Plant Buffer Planting		●	●				
T.2	Treatment Plant Decorative Screens		●	●				●
T.3	Cantilevered Fishing Dock		●	●				
Gateway Plaza and West Lookout Plaza								
GW.1	Madawaska Gateway Plaza		●	●				
GW.2	West Side Lookout Plaza		●	●				
GW.3	Madawaska Bridge Lighting		●	●				●
Hydro Park								
HP.1	East Side Path Improvements		●	●				
HP.2	Hydro Park Performance Platform		●	●				
HP.3	Hydro Park Amphitheatre		●	●				●
Bell Park								
BP.1	Arnprior Marble Exhibit and Play Area		●	●		●		
BP.2	Logging Themed Natural Playground		●	●		●		
BP.3	Bell Park Log Lookouts		●	●		●		
BP.4	Bell Park Picnic Area		●	●		●		
BP.5	Timber Lookout Structure		●	●		●		
BP.6	Interpretive Gathering Space		●	●		●		
BP.7	Old Cabin Picnic Pavilion		●	●		●		
BP.8	Chats Lake Community Boat Club		●	●		●	●	●
BP.9	Bell Park Poison Ivy Management		●	●		●		
BP.10	Bell Park Gates and Security		●	●		●		
BP.11	Parking		●	●		●		

Table 4-16: Financing Options (continued)

#	Recommendation	Staff	Capital	Grants	3Ps	DCs	Private	Donors
McLean Avenue Beach								
MB.1	Boardwalk		●	●		●		
MB.2	Shade Structure		●	●		●		●
MB.3	Beach Expansion and Boat Launch		●	●		●		
MB.4	Open Lawn		●	●		●		
MB.5	Beach Volleyball Courts		●	●		●		●
MB.6	Bocce Ball Courts		●	●		●		●
MB.7	Picnic Amenities		●	●		●		
MB.8	Seating Amenities		●	●		●		●
MB.9	Parking Lot Improvements		●	●		●		
MB.10	Outdoor Wedding Venue Opportunity		●	●			●	●
MB.11	Residential Planting Buffer		●	●		●		
MB.12	Access to Existing Washroom Facilities		●	●		●		

Table 4-16: Financing Options (continued)

Procurement

Realizing the vision for Arnprior's waterfront requires engaging top professionals at every stage of the process from concept design through to construction. Risking the success of a project based solely upon the lowest bid is not in the best interest of the Town. Arnprior's waterfront is special, and there is only one opportunity to get it right.

Projects should strive for design excellence. This includes special attention to the details to ensure projects are done correctly by qualified designers and contractors with the expertise, experience and ability to deliver projects that will achieve the community's vision.

For these reasons, it is recommended that for projects associated with Arnprior's waterfront, that a pre-qualification process is employed to

ensure suppliers engaged on any waterfront project have a proven track record of success on past projects of a similar scale, scope and complexity.

Appendix A Public Comment Summary



Public Comment Summary

The following summarizes the comments received through the online discussion forum as well comments received through “Arnprior Waterfront Master Plan Design Concept Survey” regarding the concept designs for the seven focus areas. The comments have been consolidated and paraphrased in the following tables with the aim of representing the full range of comments received for each focus area. The comments are summarized into the following categories:

- Issues and Concerns
- Divided Opinions
- Design Specific Comments
- Programming and Amenities

1. Robert Simpson Park

Thirty-eight (38) survey respondents selected this focus area as their top priority for improvement. This was a close second to the Marina.

Expansion of the beach and a breakwater that serves as a pier’ (66) was most listed as the top priority for improving this park.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> • clarity needed as to how the plan will accommodate bicycle use • many people are concerned by the lack of parking space – it was suggested the upper-level parking lot be expanded to the west if the neighbouring • landowner is open to this change, use of the hospital parking lot was also discussed • accessible washrooms are needed at beach level 	<ul style="list-style-type: none"> • opinions are divided as to whether the lower parking should be reserved for people with accessibility needs or open to all users • opinions are divided as to whether the breakwater should accommodate boat docking • there is debate as to whether there should be a parking fee – several people like the idea of charging a fee to out-of-town visitors 	<ul style="list-style-type: none"> • some people think the breakwater should be moved west to the location of the old pier • the current playground lacks shade, trees and shade cloth is needed • boardwalk should be extended to the east and west to draw people to walk the beach • shade is needed for the audience of the band stand • a formal gate/ connection should be made to the Grove walking trails 	<ul style="list-style-type: none"> • add skating rink to make the park an all-year amenity • some people would like to see 100 ft of the slope removed to make space for more beach level parking and beach area • a plaza style skatepark should be part of this waterfront plan • the steep slope could be better used – consider adding cantilevered deck/viewing platforms to increase unique places to sit and view • the upper park design looks a bit crowded – make sure to level ample open space for soccer, frisbee etc.

Table A-1: Robert Simpson Park - Public Comment Summary

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> • more signs and barriers are needed to prevent unsafe water entry near the Madawaska River – clear marking is needed to keep visitors safe • allowing boats to dock at the breakwater will create conflict with swimmers and small craft • there is concern the waterfront improvements will cause the removal of mature shade trees • an accessible beach mat is needed • some people are concerned about lack of winter activities provided 		<ul style="list-style-type: none"> • the canteen should be converted to a café or restaurant • nature should be the dominate feature – native trees and shrubs should be planted for the birds and pollinators • a lookout/seating area should be provided in off of the upper parking lot 	<ul style="list-style-type: none"> • install drinking fountains and separated trash and recycle bins • night lighting should be added for safety • many people would like to see a boat house restaurant/ dining experience • multiple people would like to see a raft/floating dock in the swimming area • chartered fishing an geocaching were suggested as tourism activities • beach volleyball should be added here instead of McLean Park • comments show support for an improved playground and paddle sports facility • an adult workout area should be considered near the playground • multiple people would like to have solar lighting

Table A-1: Robert Simpson Park - Public Comment Summary (*continued*)

General Comments

- some people would like to see only minor changes made to the waterfront and would like to see the money be used instead on community housing
- many people would like to have lighting along the waterfront trail for evening walks and increased sense of safety

2. Marina

Forty-one (41) survey respondents selected this focus area as the top priority for improvement. This was just ahead of Robert Simpson Park. 'Sale of parcel of land to private developers for condominium development as mechanism for funding other waterfront improvements' (37 responses) was most listed as the top priority for improving this park.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programming and Amenities
<ul style="list-style-type: none"> a habitat rehabilitation program which focuses on aquatic habitat (such as fish habitat for spawning) should be part of this plan the Marina needs to be serviced with sewer and water many people are opposed to the idea of boat storage on site – considered an eyesore the amount of parking shown may not be adequate for seasonal slip renters who are often cottagers who bring multiple visitors there has already been a lot of tree removal in this area. Visitors want to see green nature in parks and waterfront. Do not make a sterile view of industry and pavement. 	<ul style="list-style-type: none"> some people are open to the idea of land being sold for the development of a restaurant, but not supportive of a condo many people are supportive of a condo development if harbour services, restaurant, patio and retail are incorporated at ground level. many others are opposed to selling waterfront land for development, as this hinders public access to the waterfront some people like the idea of a food truck, others feel that a restaurant is more suitable 	<ul style="list-style-type: none"> most people think that the boat launch should be redesigned in its current location (expanded and made less steep) the entrance to the boat launch should be semi-circular to facilitate ease of use in launching boats fence should be updated to match the one that OPG installed the installation of a culvert may be needed to amend pathway flooding some people feel that more visitor docks should be located closer to the downtown 	<ul style="list-style-type: none"> tourism info booth is needed somewhere in town amenities should include an ice cream/gift shop, convenience/gas/bait store, washroom/shower facilities and canoe/kayak rentals consider incorporating shopping opportunities for when Arnprior is much larger consider incorporating a sailing/fishing/dragon boating school overnight docking should be made available as this will allow visitors to spend more money in town a fishing platform is needed between the Marina and Robert Simpson Park

Table A-2: Marina Public Comment Summary

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> the appeal of the condo may be limited due to the proximity to the water treatment plant more should be done to protect and enhance the natural shoreline if the boat launch is moved to the proposed location, nursing and rearing habitat will be removed. the town should not be using taxpayers' money to compete with the not-for-profit boat club across the river (Chats Lake Boat Club) 		<ul style="list-style-type: none"> Brockville's Tall Ship development is suggested as a precent for the condo some boat slips should be exclusive for the condo residents visitor docks will require a streamlined method to book temporary slips, for short-term stays. the marina should be part of a comprehensive waterfront design, it shouldn't be taken over by storage or other strictly utilitarian purposes some people would like to be able to park their cars right by their boat slip for ease of moving materials a designated seasonal boat storage area would require a fenced area with sliding gate would in order to protect customers possessions 	

Table A-2: Public Comment Summary (*continued*)

3. Water Treatment Plant and Fishing Dock

Two survey (2) respondents selected this focus area as their top priority for improvement.

'Upgrades to accessible waterfront path/trail' (31) was the most listed top priority for improving this park 'Planting buffer between path and treatment plant' (30) was a close second.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> • a habitat rehabilitation - Some people will not be interested in fishing close to the water treatment plant • accessible seating is needed in this location • some would rather see this money go towards hydro park • public art may not be well maintained here • Town should consider plans to move water treatment plant to where it can better accommodate growing population 	<ul style="list-style-type: none"> • some would like to see this dock used for public docking so that transient boaters visit downtown, some feel that this would conflict to much with use for fishing • some feel that art should be emphasised here while others feel that art is better suited to the downtown • treatment plant building is interesting and doesn't need to be hidden. 	<ul style="list-style-type: none"> • dock should be larger to allow for more people fishing • muskoka chairs will need to be well anchored to the dock • path should be well lit, wheelchair accessible and more trees planted 	<ul style="list-style-type: none"> • interest in good lighting, bike lanes, water fountains, exercise stations • public art should be enhanced here • wayfinding signs to the downtown • accessible benches with backs • consider use of space for library programs

Table A-3: Water Treatment Plant and Fishing Dock - Public Comment Summary

4. West Lookout, West Gateway and Bridge Lighting.

Three survey (3) respondents selected this focus area as the top priority for improvement. Upgrades to accessible waterfront path' (50) was most listed as the top priority for improving this park.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> existing bridge lights are much too bright people do not linger in this green space because it is loud due to the falls and traffic. bridge lighting should be turned off at night 	<ul style="list-style-type: none"> the path under the bridge is not necessary this space would be better used for the construction of a building/museum to signify the historic building previously situated in this area 	<ul style="list-style-type: none"> new signage installation should include parkette at Madawaska and John adjacent to the Gallery Gift Shop remove some of the existing conifers to enhance views from the downtown signage should include historic plaques, illustrative signage, and distance markers better connection to the library is need, implementation for this area should be coordinated with library project plans 	<ul style="list-style-type: none"> trail should be lit and have emergency poles so that people feel safe a restaurant café should be built near one of the proposed plazas upgraded signage is needed which links waterfront and downtown bridge lighting should include waterfall light shows which could be a major tourist draw other visions for this area include a viewing tower, monument, restaurant with outdoor patio, and expanded formal garden

Table A-4: West Lookout, West Gateway and Bridge Lighting - Public Comment Summary

5. Hydro Park

Two survey (2) respondents selected this focus are as the top priority for improvement.

'Upgrades to paths, accessible circulation' (55) was most listed as the top priority for improving this park.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> • mosquitoes will be an issue here due to adjacent marsh land • better public access along this shoreline is needed • lack of parking will be a concern if large events are to be held here • the natural beauty of this park will be impacted if it is over built/ designed • spring flooding and excess goose poop will hinder public use • ensure that use of toboggan hill is not hindered by design • winter interest is lacking 	<ul style="list-style-type: none"> • many people are enthusiastic about the tiered seating, while others think that the hill should remain as grassy open space • many people would like to see docking facilities at this location, others think that the current is too strong for docking 	<ul style="list-style-type: none"> • consider tiered landscaped grassed area instead of armour stone seating • consider covered gazebo instead of platform • stand of trees with large boulder should be preserved as people like to take wedding photos here 	<ul style="list-style-type: none"> • public accessible washrooms are needed • people like to fish here, this activity should be accommodated • an area for skateboarders should be considered • good lighting and picnic areas are needed • winter activities should be incorporated • the fishing dock should be built here instead • some people feel that Robert Simpson Park is better suited for outdoor performances because fewer houses would be affected by the noise. • many people would like there to be a waterfront trails connected hydro park to bell park along the shoreline

Table A-5: Hydro Park - Public Comment Summary

6. Bell Park

Seven survey (7) respondents selected this focus area as the top priority for improvement.
'Adventure park inspired by Ottawa River

logging history' (16) was most listed as the top priority for improving this park.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> several people feel that the focus of this park should be conservation rather than development and that more environmental consideration is needed parking needs to be better considered as many residents and visitors will drive to the park water safety of log lookouts near playground needs to be considered historic logging theme ignores First Nations heritage there are concerns about potential liability issues for the lookout tower an archeological survey should be conducted so that the pre-European history of the land can be better understood and respected 	<ul style="list-style-type: none"> many people would like to see the private boat club remain and be enhanced and integrated as the surrounding park changes some people are not supportive of the park being children focused some people would like the park to be passive and natural, while others would like it to showcase unique activities so that it can be a tourist draw. 	<ul style="list-style-type: none"> themed attractions should not be developed until the park has been cleaned up design is too contrived/overdone; park should be kept as natural as possible confusion as to why the lookout tower would be mine shaft themed. trails should be more extensive, should hug closer to the shoreline and should form a loop upkeep and maintenance will be important in this location better connection should be made to the MacNamara Trail night lighting or evening park closure should be considered for security McLean Park and Bell Park should be connected with a trail through the natural area. trails should be wheelchair accessible 	<ul style="list-style-type: none"> there is interest in having a pedestrian bridge connecting Bell Park and Robert Simpson Park fishing is an important use of this park the idea of yurts/overnight camping is not supported by the public a restaurant/café/tea house should be considered in this location to serve as a destination within the park better trails, seating and historical place cards should be priority public accessible washrooms will be needed use of trails by bicycles should be considered Bell Park may be a great location to have a gazebo structure for weddings log lookouts should be used as fishing nodes restoration efforts should be considered for the wetland south of Leo Lavoie Road along with a wildlife view area consider adding public barbecues to the picnic area trails should be used in the winter for cross-country or snowshoe with rental hut

Table A-6: Bell Park - Public Comment Summary

7. McLean Ave Beach

Six survey (6) respondents selected this focus are as the top priority for improvement. 'Central boardwalk leading to water' (28) was most listed as the top priority for improving this park.

Issues and Concerns	Divided Opinions	Design Specific Comments	Programing and Amenities
<ul style="list-style-type: none"> the water along the shoreline needs to be cleaned up (remove large pieces of asphalt and old logs) improved access to public accessible washrooms needed the park is too small for all the proposed features 	<ul style="list-style-type: none"> many people are supportive of the proposed amenities, others feel that the park should remain as an open passive park and new amenities should be located in the park across the road 	<ul style="list-style-type: none"> picnic tables should be scattered and not clustered in one area some people feel that the design lacks open greenspace and therefore the sports courts should be moved to the other side of the road more shade is needed near the beach area boardwalk should be extended into the water for use as a small craft launch parking will need to be well signed so that people don't parallel park benches and interpretive signage should be added around the marsh boardwalk should be extended into the water and bit and have a right angle over the water 	<ul style="list-style-type: none"> many people would like there to be a Pickle Ball court in addition to, or instead of Bocce courts this is the best location on the waterfront for small craft, therefore rentals should be made available here one volleyball court could work but not two some people think that the shade structure is unnecessary as there are many shade trees in the park winter activities should be considered. basketball and tennis courts should be considered beach volleyball is better suited at Robert Simpson Park where there will be lots of sand a removable dock and platform placed on the west shore for fishing should be considered winter skating opportunities should be considered as water here is shallow.

Table A-7: McLean Ave Beach - Public Comment Summary

Appendix B

Marina Assessment Study

B



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SECTION 1 – INTRODUCTION

1.1 Background

TOURISTICS was retained as a sub-consultant to Tocher Heyblom Design Inc. (thinc design) to undertake a review of the Arnprior Municipal Marina as part of the Arnprior Waterfront Master Plan project. The key issues to be addressed as part of the master plan are:

- Trends in recreational boating and impacts on Arnprior Municipal Marina;
- An analysis of the number and size of slips, facilities and services, and fees (2019-2020) and user patterns of all marinas within the seasonal boater market area of Arnprior Municipal Marina;
- A determination of the need/demand for a marina upgrade;
- A determination of the scale/size of the docking facilities required to meet the current and future demand;
- A determination of if and when new or upgraded facilities will be needed;
- A review of the financial statements and operating procedures of the marina; and,
- An assessment of the opportunities for improving and enhancing revenue generation.

1.2 Study Approach

In order to complete the marina study portion of the Arnprior Waterfront Master Plan, the following steps were taken:

- Reviewed and analyzed the information and data provided by the Town of Arnprior regarding the marina.
- Contacted a representative of each of the marinas, yacht clubs and boating clubs within the seasonal market area of the Arnprior Municipal Marina to obtain information on the number and size of slips; facilities and services; and fees and user patterns.
- Contacted power and sail boat builders/manufacturers in Canada and the United States to obtain data on the current and future length, beam, and draft of boats sold and registered in Ontario and Quebec, and any forecasts for growth in boating.
- Contacted Transport Canada for information regarding the number of licensed pleasure craft in Ontario.
- Contacted the National Marine Manufacturers Association regarding the number of recreational boats in Canada.
- Contacted each of the municipalities within the seasonal boater market area regarding planned or rumoured new marina facilities.

1.3 Report Format

The report is divided into six sections or chapters. Section 2 describes the existing boating facilities within Arnprior Municipal Marina's seasonal market area and a comparison with those at the Arnprior Municipal Marina. The section also includes a discussion of seasonal and transient slip users, an analysis of rates and fees, and slip occupancy levels. A discussion of trends in recreational boating and marinas is found in Section 3. The third Section also provides projections for the number of boats in Ontario and Quebec for the years from 2019 until 2034, as well as population projections, and power and sailboat user projections for the same time period. Section 4 outlines a number of alternative operating approaches for the marina and provides the pros and cons associated with each operational model. The section also provides the rationale for continuing to operate Arnprior Municipal Marina as a municipally owned and operated marina. Section 4 provides an indication of the level of demand for additional slips with the seasonal market area, the suggested number for Arnprior Municipal Marina and suggested facilities and services to be considered for the marina. The fifth Section provides a review of the revenues and expenses at Arnprior Municipal Marina, projected operating results for a re-developed 96 slips marina, and a capital cost financing scenario based on the schedule and costs provided by **thinc** design. The last section provides the current and projected demand for seasonal and transient slips in the seasonal market area, financial projections for both an expanded 115 and 125 slip marina, recommendations regarding marina upgrades, potential sources of increased or new revenue at the marina, and a capital cost analysis for a 96, 115, and 125 slip marina.

Figures and tables are inserted in the text of the report as close to the first reference as practical. Detailed EXHIBITS are included in the appendix in the order in which they are referred.

SECTION 2 – EXISTING RECREATIONAL BOATING FACILITIES IN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA

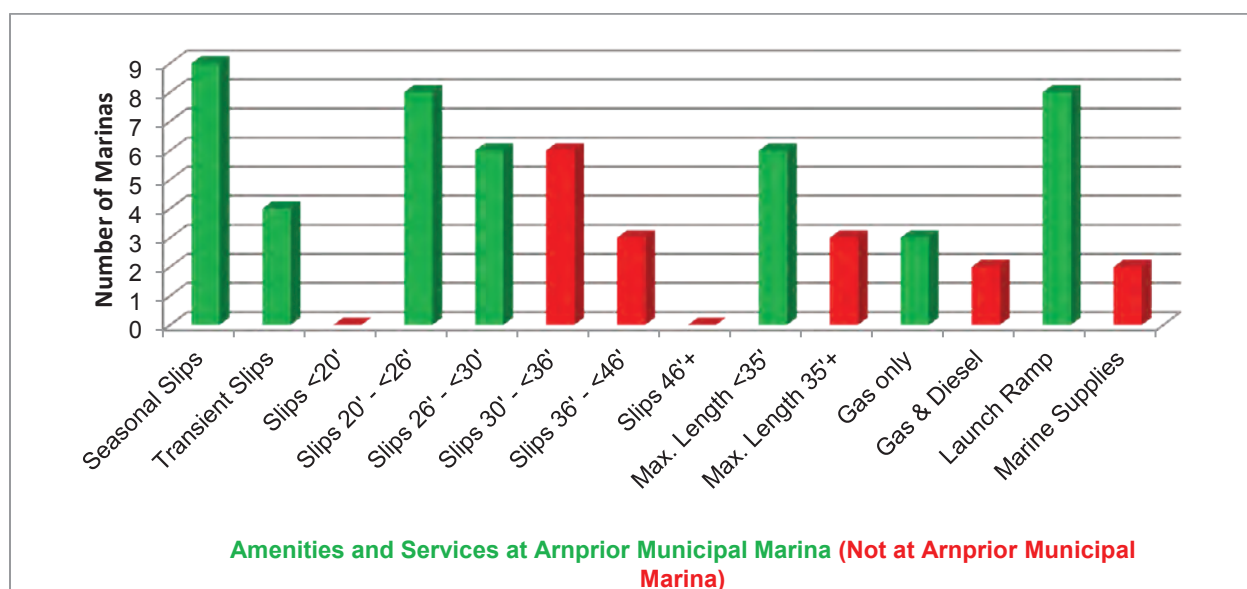
2.1 Boating Facilities

There are 9 public and private marinas, yacht and boating clubs within Arnprior Municipal Marina's major seasonal boater market area.¹ In addition there are launch ramps at 8 of these facilities providing the opportunity to use trailered boats, small aluminum boats, canoes, kayaks, paddle boards, and standup paddle boards. Each of these facilities is described in detail in EXHIBIT 1 at the end of this report.

2.2 Amenities and Services

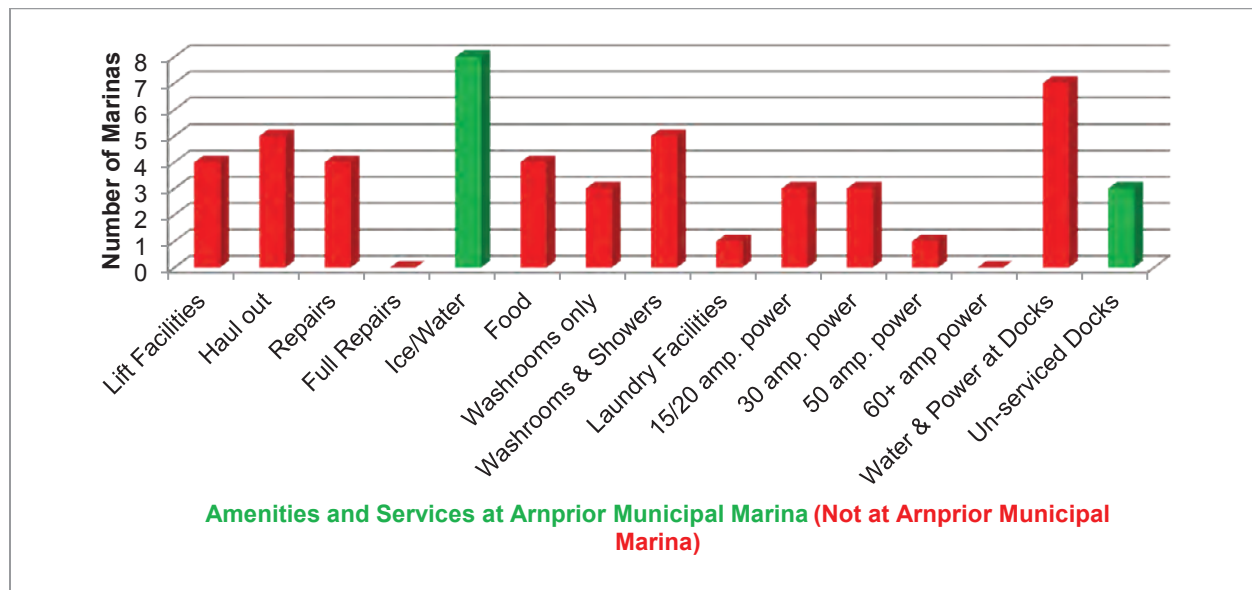
The 9 boating facilities in the seasonal market area have 1,284 slips and moorings of which 1,207 are seasonal and 77 dedicated transient. As Shown in Figure 1 following, Arnprior Municipal Marina does not have the range of slip lengths found in the rest of the seasonal market area, with all of its slips less than 30 feet in length. Those marinas providing gas and diesel fuel have an advantage with the projected increase in the length of boats and their greater dependence on diesel fuel rather than gas.

Figure 1 – Amenities and Services at Boating Facilities in Seasonal Market Area

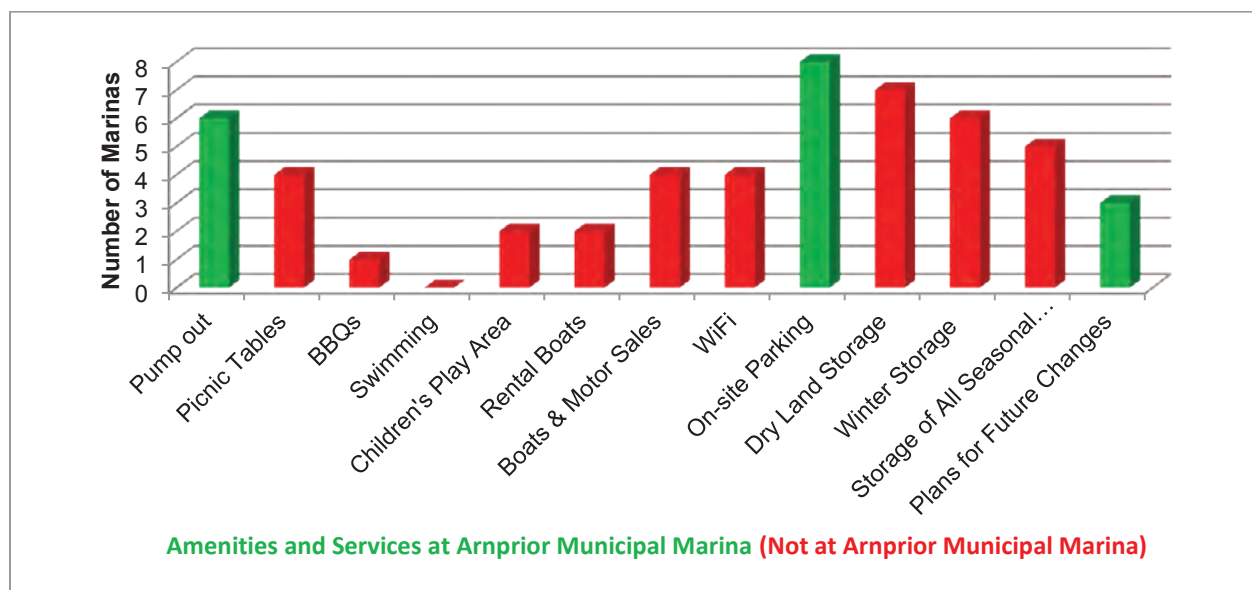


Marine supplies and on-site repair services are nice services to have and are a good source of revenue but are not essential. Lift equipment and haul out services are only necessary if a marina offers winter storage and/or some form of repair services. See Figure 2 following. Most marinas with a high number of sail boats provide a mast crane. It is interesting to note that no marina within the seasonal market area provides a full repair service. It is recommended that the marina consider providing washrooms and showers on-site and some docks with power and water. The provision of washrooms, showers and laundry facilities is especially important in attracting a strong transient boater market. Providing 30 amp. power should only be considered if slips 30 feet or longer are provided. Providing un-serviced slips is particularly attractive to those boaters with small boats and/or those with few amenities that require power and are looking for a less expensive boat ownership experience.

¹ Based on an analysis of postal codes for the seasonal boaters at the marina from 2018 and 2019, 95.9 percent of the seasonal boaters at Arnprior Municipal Marina were from the Town of Arnprior, Renfrew and Lanark Counties, and the Regional Municipality of Ottawa-Carleton.

Figure 2 – Amenities and Services at Boating Facilities in Seasonal Market Area

Rental boats are a good service to provide for a tourism destination as this service can generate some additional revenue and provide an opportunity for partnership with a local business. Boat and motor sales while not important in attracting seasonal or transient boaters can be an important additional source of income for a marina especially in the off-season. The provision of a pump out service and access to WiFi are essential requirements of today's boaters. While on-site parking is desirable for seasonal boaters, a number of marinas particularly in larger cities are providing less than one space for each seasonal slip in the marina. Dryland summer storage which is available at most of the marinas in the seasonal market area but not at Arnprior Municipal Marina can be a source of 5 to 6 percent of total revenue. With operating costs increasing faster than inflation, winter storage is becoming an essential source of revenue for marinas; generating 25 to 30 percent of total revenue, but is considered undesirable or unsightly by many municipalities. Six of the 9 facilities within the seasonal market area provide winter storage and 5

Figure 3 – Amenities and Services at Boating Facilities in Seasonal Market Area

of these are able to accommodate all of their seasonal boaters on-site for winter storage.

2.3 Seasonal and Transient Slip Users

During the 2019 boating season 95.8 percent of the 1,207 seasonal slips were occupied. As shown in Table 1 below, the occupancy rate increased with the length of slip. An occupancy level of 95 percent is considered at maximum practical capacity and full occupancy by industry standards. There are always a few slips in each marina that are under-repair, under water due to high water levels or out of service due to ice damage. Five of the facilities have active waiting lists, the majority of which are either the result of over-capacity or boaters looking for a longer slips (i.e. 30 feet or longer).

Table 1 – Seasonal Slip Occupancy by Slip Length

Slip Length	Number of Seasonal Slips	Occupancy
20 ft. to <26 ft.	431	92.8%
26 ft. to <30 ft.	410	96.3%
30 ft. to <36 ft.	286	98.6%
36 ft. to <46 ft.	80	100.0%
Total	1,157	95.8%

The 77 transient slips hosted 2,480 transient boats. The average length of stay was 1 day. The Arnprior Municipal Marina attracted 160 transient boats in 2019 with an average length of stay of 1 to 2 days.

2.4 Comparison of Arnprior Municipal Marina's Boating Facilities with those in Seasonal Market Area

As shown in Table 2 following, the 2019 occupancy rate for seasonal slips at Arnprior Municipal Marina was above that of the combined facilities in the seasonal market area. On the other hand the marina has a much higher percentage of transient slips, the lowering of which would likely increase the revenue stream as the marina only hosted 160 transient boats in 2019, and alleviate some of the demand from boaters on the waiting lists looking for smaller slips. While the breakdown of slip lengths (i.e. 16 - 20 ft. to

Table 2 – Boating Facilities at Arnprior Municipal Marina Compared with Seasonal Market Area

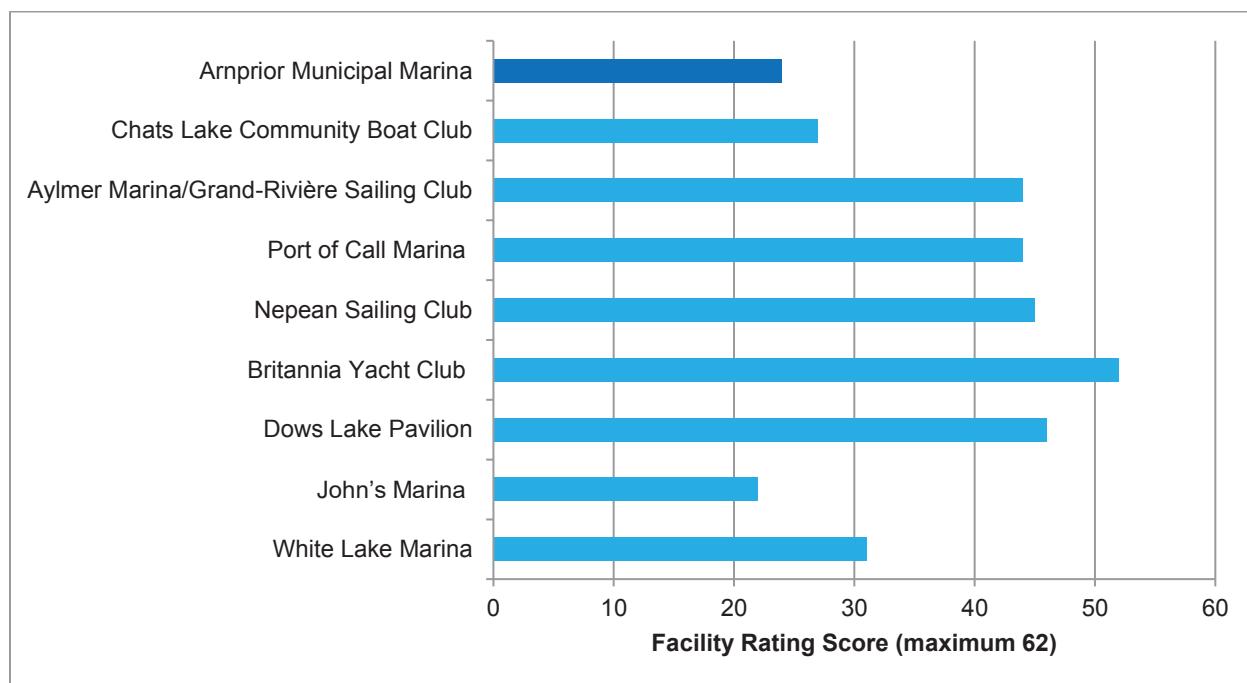
		Arnprior Municipal Marina		Seasonal Market Area	
Number of Seasonal Slips	Seasonal Slips Occupied	64	98.4%	1,157	95.8%
Dedicated Transient Slips as Percentage of Total Slips		33.3%		6.0%	
Percentage of Slips 20 feet to <26 feet		16.7%		33.6%	
Percentage of Slips 26 feet to <30 feet		83.3%		35.2%	
Percentage of Slips 30 feet to <36 feet		0%		24.2%	
Percentage of Slips 36 feet to <46 feet		0%		7.0%	
Percentage of Facilities with Launch Ramp		100%		88.9%	
Percentage of Facilities with Showers & Washrooms		0%		55.6%	
Percentage of Facilities with Showers, Washrooms & Laundry Facilities		0%		11.1%	
Percentage of Slips with 15/20 amp Power		0%		10.3%	
Percentage of Slips with 30 amp Power		0%		16.5%	
Percentage of Facilities with Pump Out		100%		66.7%	
Percentage of Facilities with Dryland Summer Storage		0%		77.8%	
Percentage of Facilities with Winter Storage		0%		66.7%	

Note: The current breakdown of slip lengths at Arnprior Municipal Marina is largely reflective of the bodies of water that the marina serves. It is limited to the south by the dam at Chats Falls Generating Station approximately 10.5 kms. from the marina. Sailboats are restricted to the south by the clearance under the old train bridge.

<26ft. and 80 - 26 ft. to <30 ft.) is largely reflective of the bodies of water the marina serves, it is our understanding from discussions with local boaters that it is possible to navigate the Ottawa River for approximately 10 kilometres to the south and 30 kilometres to the north. The issue is not length of boat; rather the draft. Upstream of the Bonnechere River the channel narrows but motor boats and large sailboats go through there under power. There are 401 slips in the seasonal market area 30 feet or more in length but none at the Arnprior Municipal Marina. Seasonal and transient boaters at Arnprior Municipal Marina are less well served than other facilities in terms of washrooms, showers and laundry facilities; and power and water supply at the slips. Seasonal boaters are also less well served than other facilities in terms of dryland summer storage and winter boat storage.

As a further analysis we undertook a comparison of marinas in the Arnprior Municipal Marina's seasonal market area based on 17 facilities and services¹ considered by boaters to be the most desirable features in a marina (EXHIBIT 2).² Each of the marinas was evaluated based on features and values. Where a marina had a feature or service, but it was considered in need of improvement a lesser value was assigned (i.e. 4 rather than 5 for docks, 2 rather than 3 for a launch ramp) (EXHIBIT 3). No marina received the maximum score of 62. The Britannia Yacht Club in Ottawa received the highest score of 52 followed by Dows Lake Pavilion also in Ottawa at 46, and Nepean Sailing Club in Nepean at 45. Arnprior Municipal Marina received the maximum score for 4 of 17 facilities and services rated for a total score of 24. See Figure 4 following. Lack of washrooms (5 points), potable water on docks (5 points), haul out, launch & winter storage (5 points), hydro on docks (5 points), security 24 hours (5 points), WiFi (3 points), a Clean Marine certification (3 points), on-site repair services (2 points), and marine supplies (2 points)

Figure 4 – Comparison of Marinas in Arnprior Municipal Marina's Seasonal Market Area Based on 17 Facilities and Services



¹ Safe piers, main & fingers docks; Vehicle parking; Washrooms; Water service on docks; Haul-out, launch & winter storage; Hydro (30 amps.) on docks; Security 24 hours; Pump out service; Fuel dock; WiFi connection; Staff available for assistance; Launch ramp; Clean marine certification; Repair services; Marine supplies; Mast crane; Laundry facilities.

² 75 boat owners were interviewed at the Toronto International Boat Show between January 12 and 21, 2018 regarding the features they felt were most desirable at a home marina. They were then asked to rate each feature on a scale of 1 to 5, with 5 being the most desirable. We were not allowed to ask for any personal information, nor did we ask them to identify their home marina.

were responsible for the score of 24. Our experience in speaking to boat repair services in Ontario and Quebec is that it takes a large marina (i.e. 350 slips minimum) with at least 100 boats stored for the winter to be a successful operation offering full on-site repair services (i.e. engine repairs/tune-ups/replacements, electronic repairs, sail/canvas repairs/replacements, and hull repairs/refinishing). Given the number of slips at each of the marinas in the seasonal market area it is not surprising then that there is no facility offering full on-site repair services.

2.5 Seasonal Slip Occupancy at Arnprior Municipal Marina

The boats occupying the seasonal slips at Arnprior Municipal Marina are typically trailered to a launch ramp for each occasion of use. See Table 3 following. Our discussions with the National Marine Manufacturers Association – Canada and a number of Canadian boat trailer sellers indicates that approximately 85 percent of boats less than 20 feet (i.e. <6 metres), 25 percent of boats 20 feet to less than 26 feet (i.e. 6 metres to <8 metres), 15 percent of boats 26 feet to less than 30 feet (i.e. 8 metres to <9 metres), and 4 percent boats 30 feet or longer (i.e. >9 metres) are trailered to launch ramps on a per use basis. Based on our discussions with the operators of the other 8 marinas and yacht clubs in the seasonal market area approximately 65 percent of the seasonal boats occupying their slips are 20 feet to less than 30 feet in length (i.e. 6 metres to <9 metres). We believe an emphasis should be placed on encouraging more boat owners with boats of this length to use the slips at the Town's marina.

Table 3 – Summary of Boats Occupying Seasonal Slips at Arnprior Municipal Marina by Length of Boat

Length of Boat in feet	2018		2019	
	Number of Boats		Number of Boats	
14	3	5.7%	4	6.2%
16	8	15.1%	11	17.2%
17	6	11.3%	3	4.7%
18	4	7.5%	7	10.9%
19	10	18.9%	4	6.2%
20	2	3.8%	10	15.6%
21	5	9.4%	3	4.7%
22	2	3.8%	5	7.8%
23	5	9.4%	1	1.6%
24	2	3.8%	6	9.4%
25	3	5.7%	2	3.1%
26	1	1.9%	5	7.8%
31		0%	2	3.1%
40		0%	1	1.6%
Dinghy	1	1.9%		
Kayak	1	1.9%		

Source: Town of Arnprior

Figure 5 on the following page shows the seasonal market area for the Arnprior Municipal Marina which includes portions of Renfrew and Lanark Counties, the Regional Municipality of Ottawa-Carleton, and Outaouais Region in Quebec. As shown in Figure 6, 52 percent of the seasonal slip holders in 2019 were from Arnprior, 24 percent from Mississippi Mills, and 13 percent from Ottawa. Other than a slight increase in the number of boaters from Mississippi Mills a review of the postal codes of the seasonal slip holders in 2018 and 2019 indicated a very stable market with little shift from one year to the next. During 2018 and 2019, 56.1 percent of the seasonal slip holders were from Renfrew County, 24.4 percent from Lanark County and 15.4 percent from the Regional Municipality of Ottawa-Carleton.

Figure 5 – Seasonal Market Area of Arnprior Municipal Marina

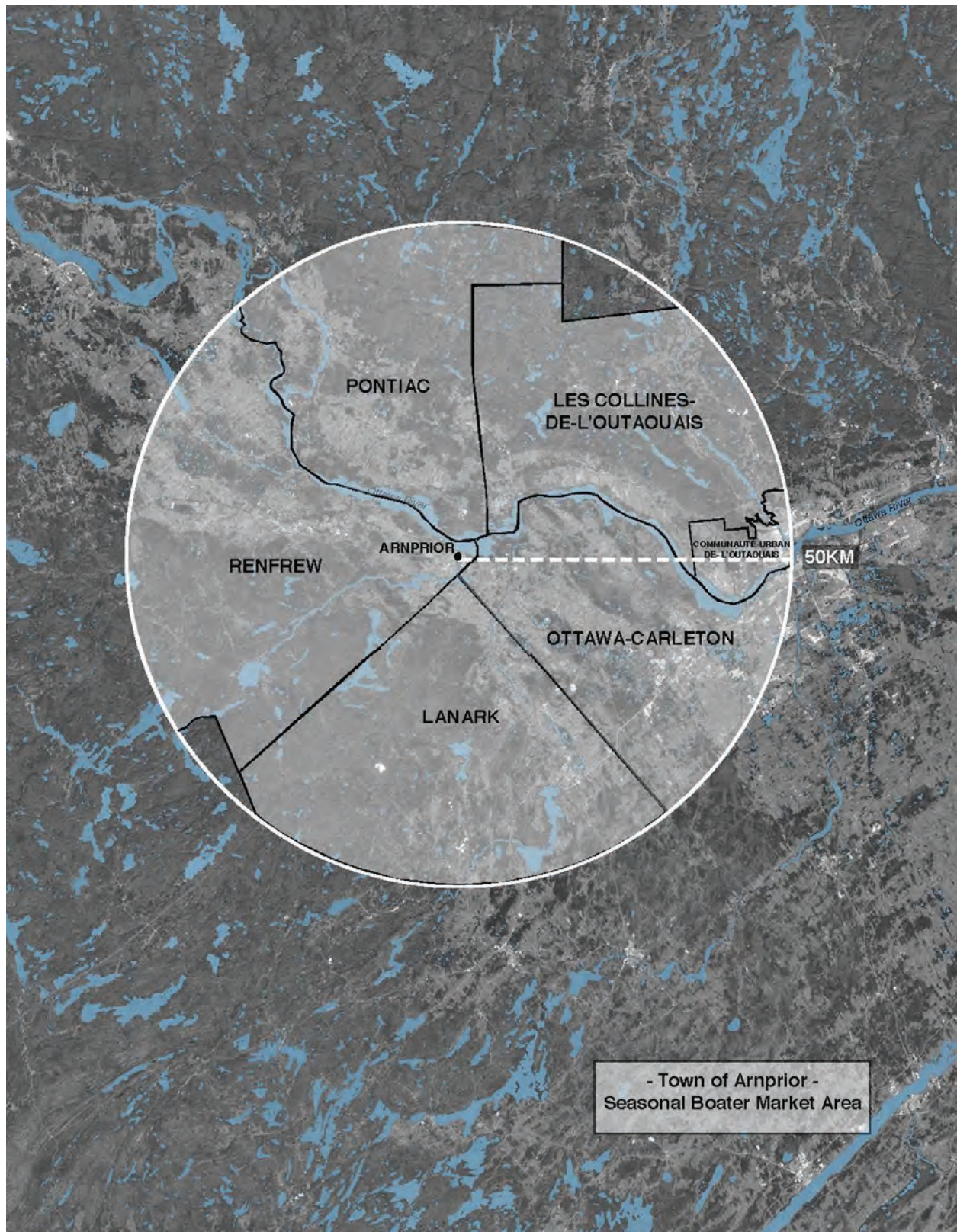
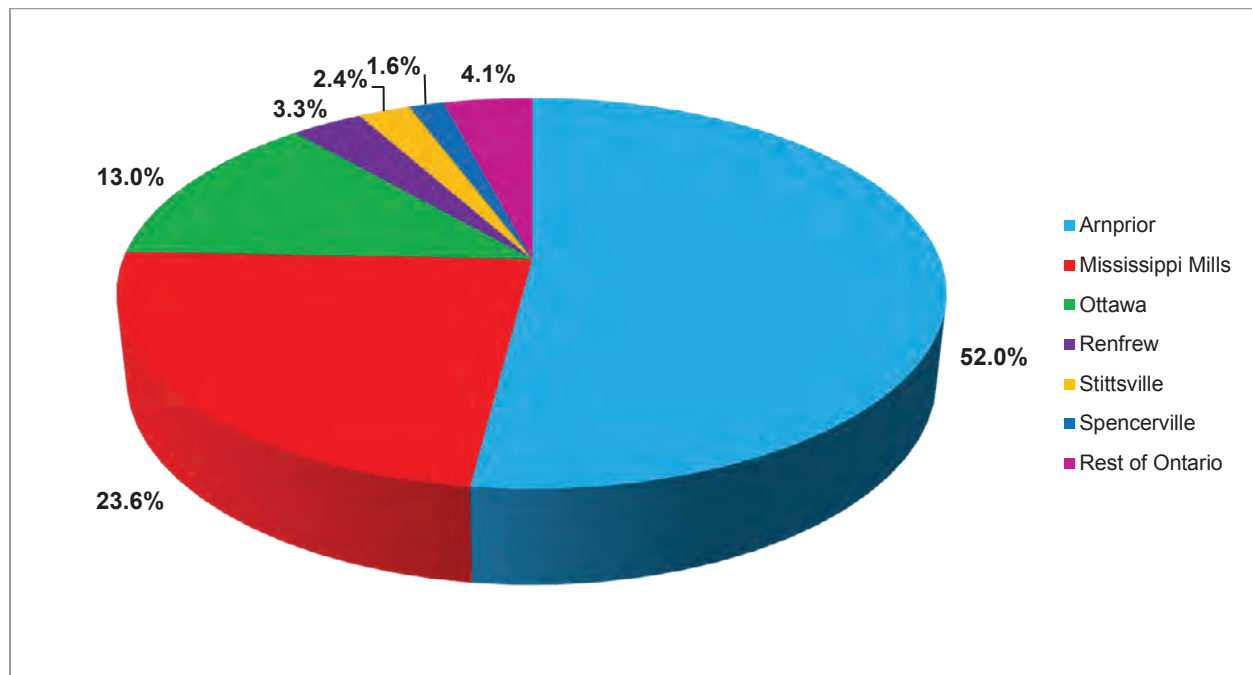


Figure 6 – Residence of Seasonal Boaters at Arnprior Municipal Marina in 2019

The Arnprior Dragon Boat Club was the only recreational boating club we were able to identify that currently uses the waterfront area. The Club had 65 members in 2019. They have one dragon boat that accommodates 20 paddlers. During the boating season the Dragon Boat is moored at a slip in the Arnprior Municipal Marina, and winter stored off-site. Throughout an approximately 85 day boating season the club runs two recreational and one competitive program over five days each week and participates in the annual Arnprior Dragon Boat Festival run by the Town. See EXHIBIT 4.

SECTION 3 – TRENDS IN RECREATIONAL BOATING AND MARINAS

3.1 Introduction

The profile of boaters and the use of their boats have changed significantly over the past decade and all indications are that they will continue to do so in the future.

Previously it was not unusual to go out on the boat for the better part of at least one day on the weekend and a couple of evenings during the week. Today's work and family commitments place numerous demands on one's time, and the result is that most boats are actually being used less and less. Many marina operators have told us that 40 percent or more of their seasonal boaters never take their boat out of the slip during the boating season. Years ago boaters wanted to escape from the hectic day-to-day issues by taking the boat out – with a cooler, some sandwiches and favourite eats and drinks. Today's boaters still want to escape, but want to bring it all with them – a refrigerator, hot-tub, air conditioning, television, WiFi, cell service and lots more. And yet time aboard is becoming less and less.

Less than a decade ago the trending range for recreational boats was from 30 to 40 feet. Today, the typical demand is for much larger vessels (i.e. 46 feet and over) and smaller boats (i.e. 24 to 28 feet). Boats have been getting longer, wider and deeper and have more things on-board that require power. 30 and 50 amp service is the standard for average marinas today, and it can range to 100 to 200 amps for larger sized boats.

The change in how boats are used affects every aspect of the boating industry with one common theme – ease of use combined with comfort. For marinas and yacht clubs, this means providing and maintaining sturdier and more spacious docking facilities, deeper water depths, upgraded physical appearances, more attractive restrooms, upgraded electricity for boats, better lighting, and usually more and/or upgraded amenities.

The boating population is basically of two components: a) those who have been in boating for some time and are continuing (and that pool is growing older and shrinking – see sub-section 3.2 following); and b) those who have never been in boating or not for a long time. The new population is even more demanding and has higher expectations in terms of use and enjoyment. When these are compromised, the desire to stay in boating is dramatically challenged. The cost of entry and use for boating are rising faster than inflation. Low cost, entry-level boats are scarce. The boating industry and marinas need to continue to seek ways of attracting new boaters.

3.2 Boater Profile

In 2016, 14.7 percent of Ontario's population 16 years of age or older participated in boating.¹ The participation rate by males (i.e. 15.8%) is higher than that for females (i.e. 13.3%). For both males and females the highest participation rate is in the 45 to 54 and 35 to 44 age groups (i.e. 21.8% and 19.0% respectively for males and 18.1% and 15.9% respectively for females) (Figure 7). Power and sail boaters are represented in all levels of attained education, although those with some university education and those with a university degree are the highest at 21.2 and 25.5 percent respectively. While boating also appeals to all employment categories, those employed in professional, administrative and managerial, and skilled labour positions have the highest participation rates at 28.8 percent and 24.6 percent respectively. The largest number of boaters comes from households earning \$40,000 to \$74,999, although the highest participation rate is from those within households earning \$100,000 or more.

Between 2000 and 2015, the age of the average new boat buyer has increased from 45 to 53. During that same time period the percentage of new-boat buyers under 40 has shrunk by nearly one-half (Figure 8 following).

¹ Statistics Canada, General Social Survey, 2016

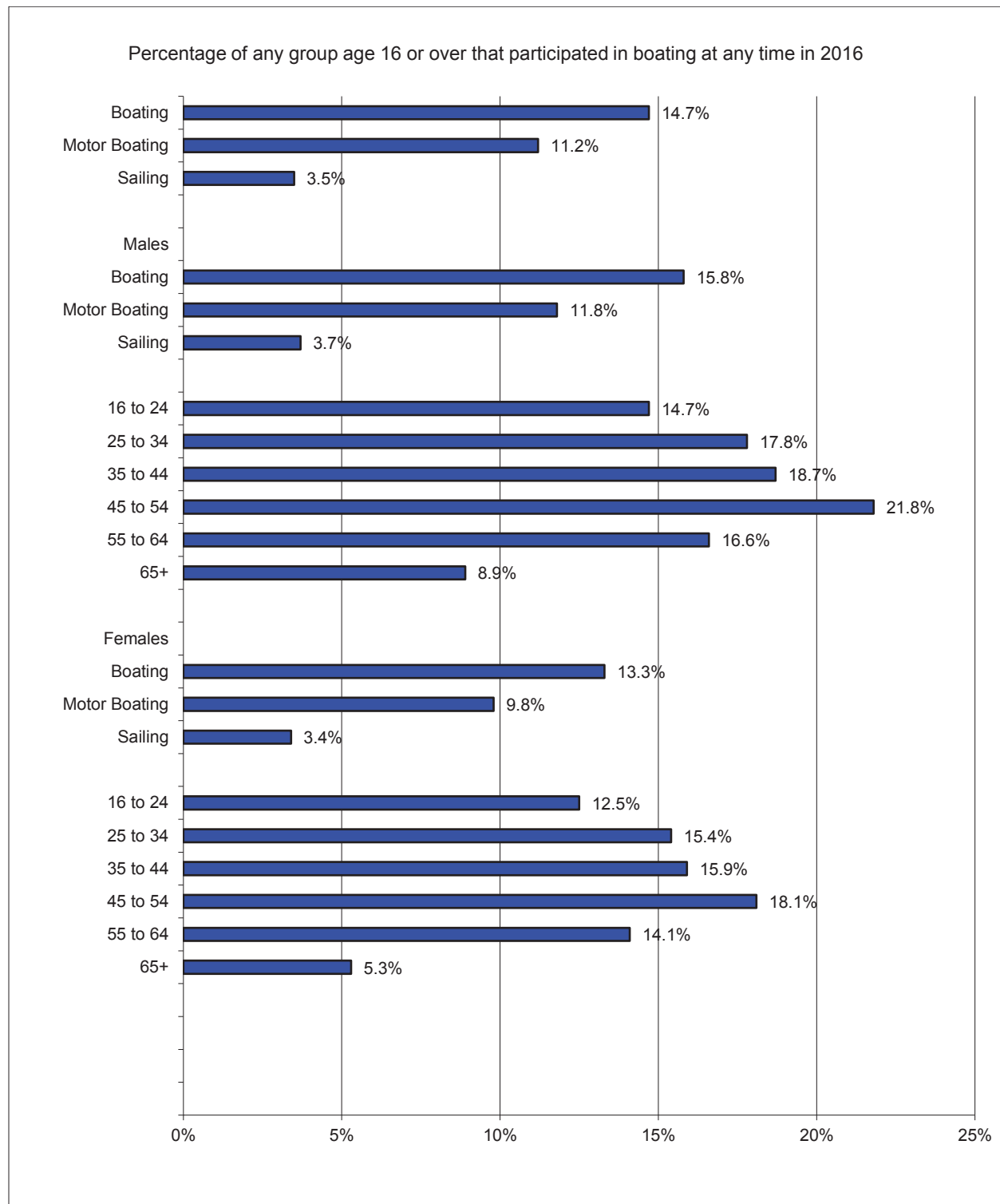
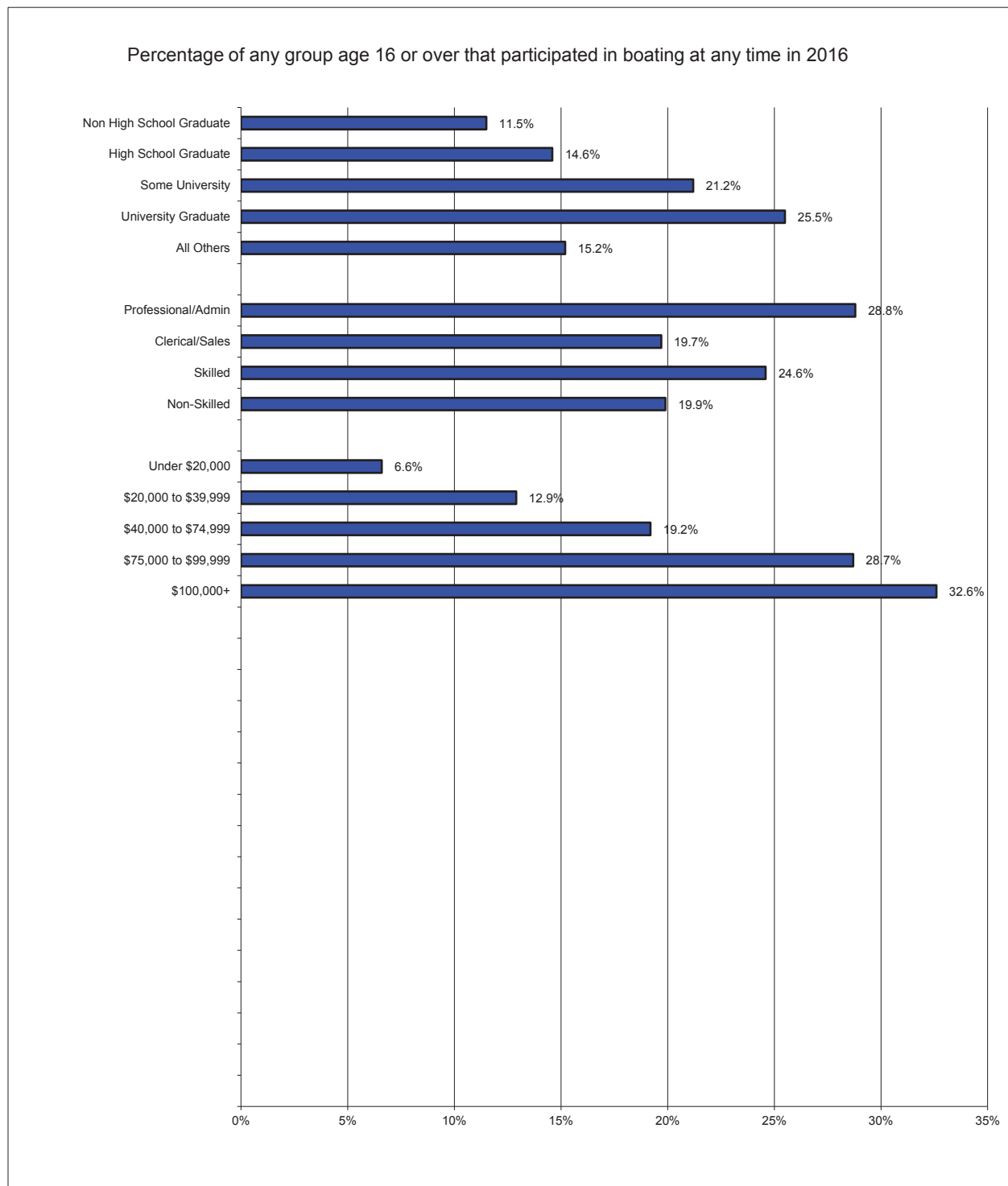
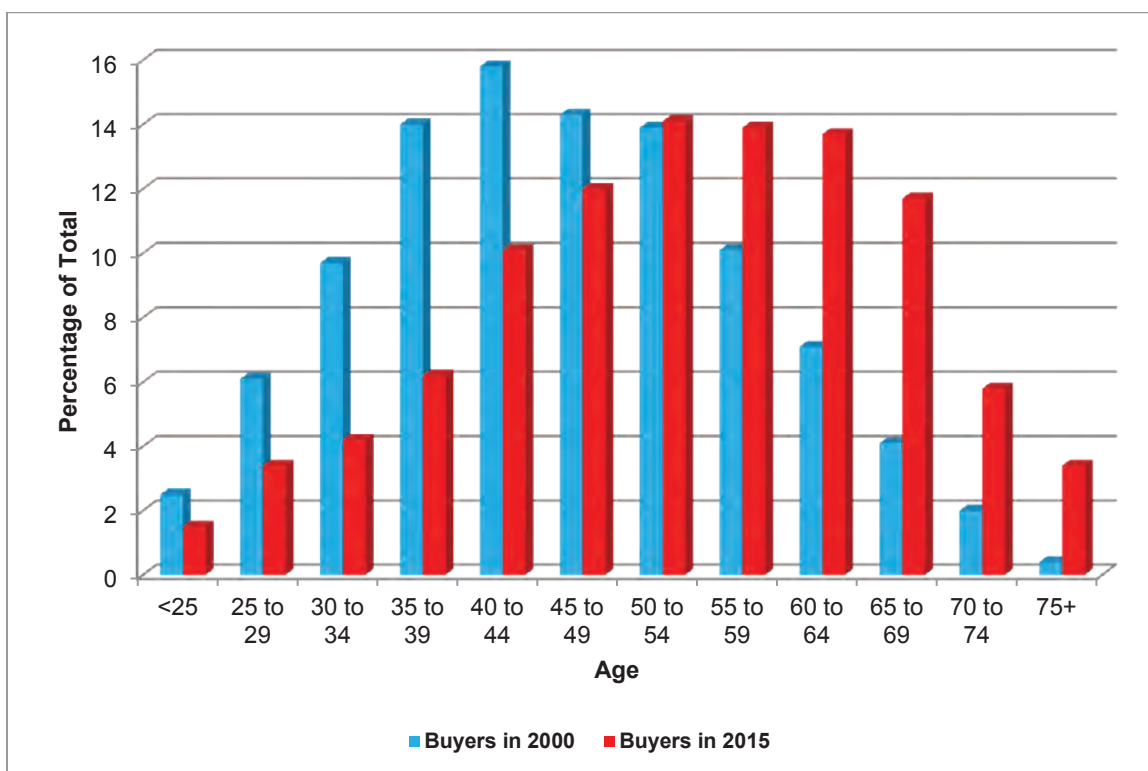
Figure 7 – Boating Participation in Ontario

Figure 7 – Boating Participation in Ontario (Continued)

Source: Statistics Canada, General Social Survey, 2016

Figure 8 – New Boat Buyer Age Distribution

Source: National Marine Manufacturers Association, Boating Industry Magazine

3.3 Socio-demographic Characteristics of Arnprior Municipal Marina's Seasonal Boater Market

There are approximately 16,000 persons living within the Town of Arnprior and 241,000 within 50 kilometres of the Arnprior Municipal Marina (i.e. seasonal boater market). It is evident when looking at the socio-demographic characteristics that have the highest propensity to participate in boating that the area within 50 kilometres of the marina is a more likely source of boater demand than the residents of the Town itself. Both males and females 45 to 54, the age group with the highest participation in boating (i.e. 21.8% and 18.1% respectively) and the age group that purchases the most power and sail boats are close to or reflect the provincial percentage of persons in that age group (i.e. for males 14.8% vs. 14.8% for the province and for females 14.6 % vs. 14.8% for the province). See EXHIBIT 5. The Town is slightly under-represented in this age category for both males and females (i.e. 14.3% and 14.4% respectively). The 35 to 44 age group with the second highest participation rate in boating is slightly under-represented within the seasonal market area (i.e. 12.3% vs. 12.5% for males and 12.8% vs. 13.0% for females), while the Town of Arnprior has 11.0 percent of its male population and 11.0 percent of its female population within this age category vs. 12.5 and 13.0 percent for Ontario. Despite this finding there are still a significant number of persons within both the Town of Arnprior and the seasonal market area with a high propensity to participate in power and sail boating as shown in Table 4 on the following page.

The level of education attained is a strong determinant of participation in power and sail boating. Those who have obtained a university degree have the highest participation rate in boating (i.e. 25.5%) followed by those with some university education (i.e. 21.2%). The percentage of residents with a university degree is higher within 50 kilometres of the marina (i.e. 32.5% vs. 26.0% for Ontario) and considerably lower in Arnprior at 13.8 percent. Those individuals with some university education are only slightly under-

represented in both Arnprior and the area within 50 kilometres of the marina (i.e. 1.8% and 1.9% respectively, compared to 2.2% for the province).

Table 4 – Age Groups with Highest Participation in Power and Sail Boating

Socio-Demographic Characteristics	Town of Arnprior	Area Within 50 kilometres of Arnprior Municipal Marina ¹	Ontario
Males			
35 to 44	860 (11.0%) ¹	14,525 (12.3%) ¹	821,365 (12.5%) ¹
45 to 54	1,120 (13.8%)	17,355 (14.8%)	970,275 (14.8%)
Females			
35 to 44	895 (11.0%)	15,800 (12.8%)	893,000 (13.0%)
45 to 54	1,175 (14.4%)	18,100 (13.8%)	1,023,450 (14.8%)

¹ Percentage of population falling into specified category

Occupation is also a strong determinant of participation in boating. Within 50 kilometres of the Arnprior Municipal Marina there are proportionally more individuals in professional/managerial/administrative occupations (i.e. 67.0% compared to the province's 57.5%), the occupation category with the highest participation level in boating (i.e. 28.8%) and a lower percentage within the Town (i.e. 51.9%). On the other hand, skilled labour persons who have the second highest participation rate in boating (i.e. 24.6%) are over-represented in the Town of Arnprior (21.8%) and under-represented in the seasonal market area (10.8%) compared to 18.1 percent in Ontario.

Household income is the strongest determinant for participation in power and sail boating. Within the income group \$75,000 to \$99,999; which has the second highest participation rate in boating (i.e. 28.7%), the Town of Arnprior is over-represented (i.e. 18.7% vs. 17.3% for Ontario) and under-represented in the seasonal market at 15.2 percent. Households with an average income of \$100,000 or more have the highest participation rate in power and sail boating at 32.6 percent. In this case, the Town of Arnprior is under-represented compared to the province (i.e. 30.4% compared to 34.9% for Ontario); while the seasonal market area (39.0%) is over-represented.

As shown in Figure 9 following there are more than 4,300 persons in the Town of Arnprior with a high propensity to participate in power and sail boating and more than 85,000 persons in the seasonal market area with a high propensity for boating participation.

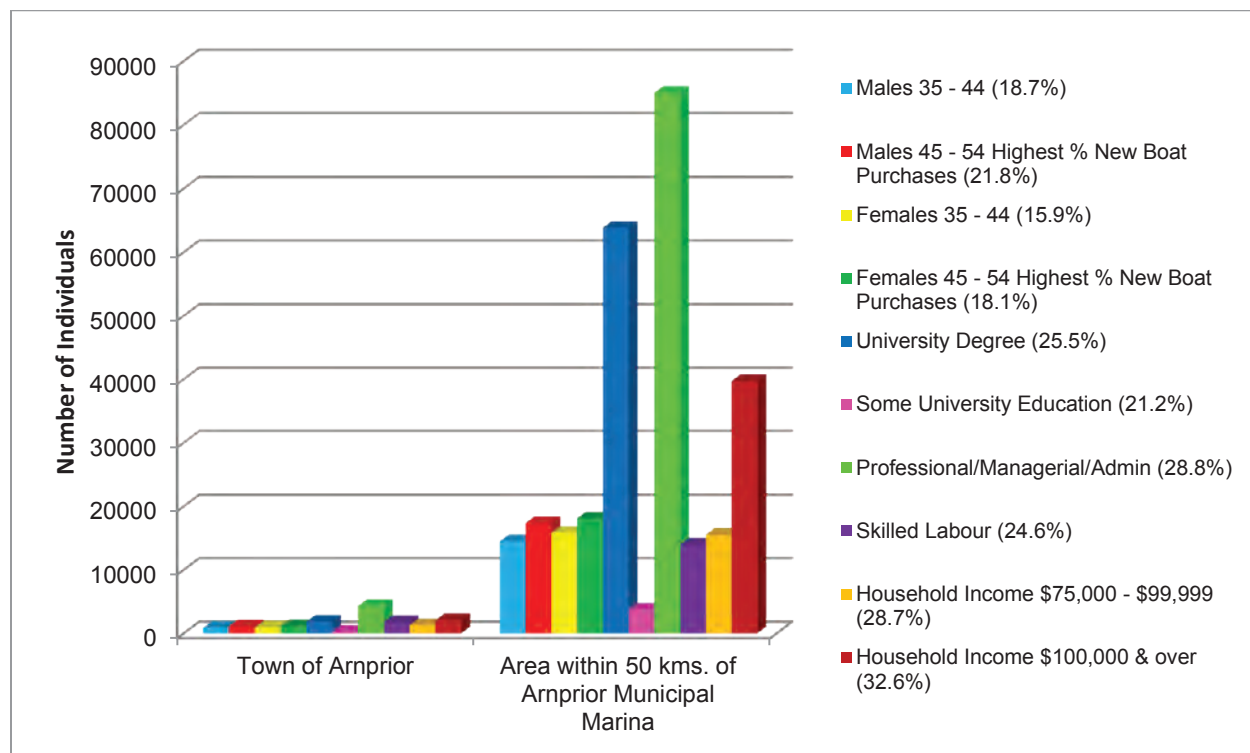
3.4 Projected Population of Areas with the Highest Potential for Seasonal Boaters (2019 to 2034)

There are no data available other than by age and gender characteristics which project the population of the seasonal market area over the next fifteen year period. Therefore we have used the Ontario Ministry of Finance, *Population Projections 2018-2046, Summer 2019, based on 2016 Census, for Ontario and its 49 Census Divisions* data to arrive at projections for each year (EXHIBITS 6, 7 and 8).

The population of Renfrew County, the area with the highest potential¹ for generating seasonal boaters to the Arnprior Municipal Marina, 25 years of age and older² is projected to increase from 79,800 in 2020 (38,710 males, 41,090 females), to 82,750 by 2025 (39,960 males, 42,790 females), to 85,160 by 2030 (40,990 males, 44,170 females), and reach 87,030 by 2034 (41,370 males, 45,660 females). This represents a 9.1 percent increase in the population between 2020 and 2034. During the same 15 year period those 45 to 54 (i.e. highest participation rate in boating and second highest percentage of new boat purchasers) will decrease from 6,230 males and 6,280 females in 2020, to 6,020 males and 6,270

¹ During 2018 and 2019 boating seasons 56.1 percent of all seasonal slip holders were from Renfrew County

² Few boats are purchased by those under 25 years of age (i.e. 1.2%), National Marine Manufacturers Association, Boating Industry Magazine

Figure 9 – Number of Persons in Category with Highest Participation Rate in Boating

females by 2026, and then increase again to 6,320 males and 6,760 females by 2030, and reach 6,810 males and 7,340 females by 2034. See Figure 10 following. Although this represents a 9.3 percent increase in the number of males 45 to 54 and a 16.9 percent increase in the number of females by 2034 it will be important for the marina to capture a larger share of those boaters in the 25 to 34, 35 to 44, and 55 to 64 age group categories to compensate for the loss between 2020 and 2026 of those 45 to 54.

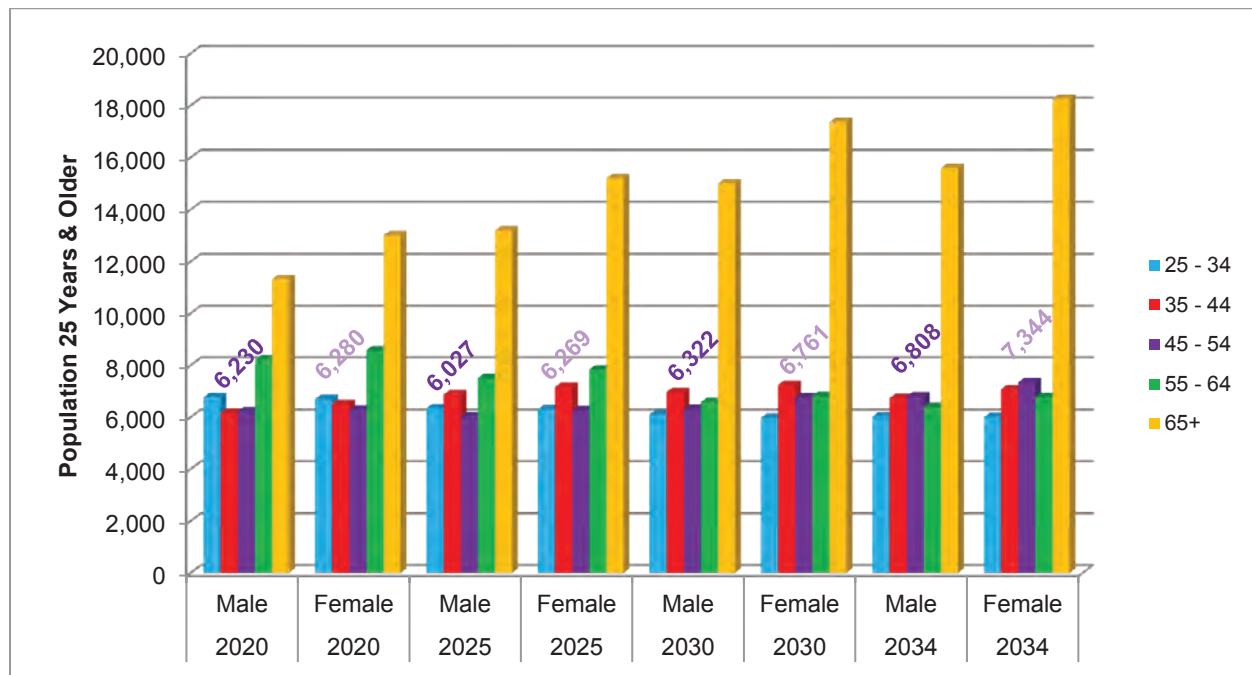
A similar growth pattern in the age group categories seen in Renfrew County is projected for the portions of the areas which make up the rest of the seasonal market area for Arnprior Municipal Marina and are considered to have good potential for generating seasonal slip demand between 2020 and 2034 (Table 5 and Figure 11 following). The age group with the highest participation in power and sail boating (i.e. 45 to 54) is projected to decrease from 71,250 males in 2020 to 70,380 in 2025 while females will increase from 73,830 in 2020 to 74,230 in 2025. Beginning in 2026 both genders will increase to 74,730 males and 78,090 females in 2030, and reach 81,350 males and 84,810 females by 2034.

Table 5 – Percentage Increase in Population Age Group from 2020 to 2034

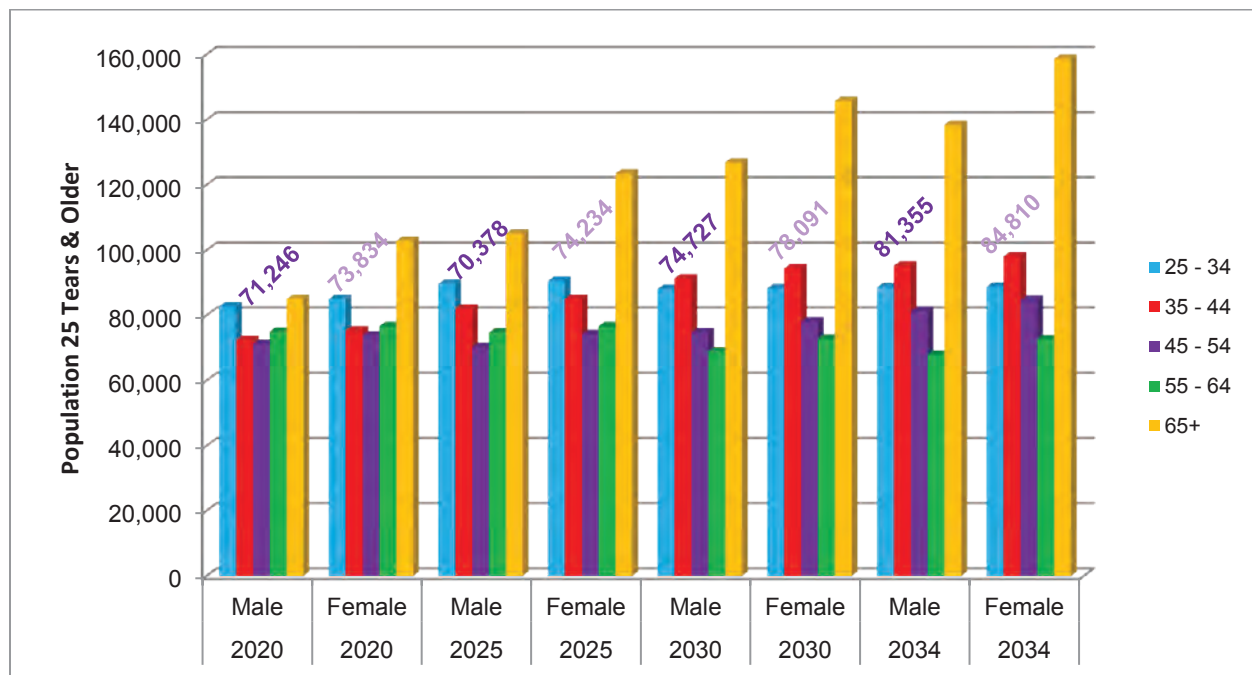
Age Group	Renfrew County ¹		Regions in Rest of Seasonal Boater Market Area with Good Potential to Generate Seasonal Slip Demand ²	
	Males	Females	Males	Females
25 to 34	-11.0%	-10.5%	7.1%	4.5%
35 to 44	9.2%	8.7%	31.6%	30.2%
45 to 54	9.3%	16.9%	14.2%	14.9%
55 to 64	-22.2%	-21.0%	-9.4%	-5.1%
65+	37.8%	40.2%	62.6%	54.2%

¹During 2018 and 2019 boating seasons 56.1% of all seasonal boaters were from Renfrew County

²During 2018 and 2019 boating seasons 24.4% of all seasonal boaters were from Lanark County and 15.4% from the Municipality of Ottawa-Carleton

Figure 10 – Population Projections 2020 to 2034 (25 and older) for Renfrew County

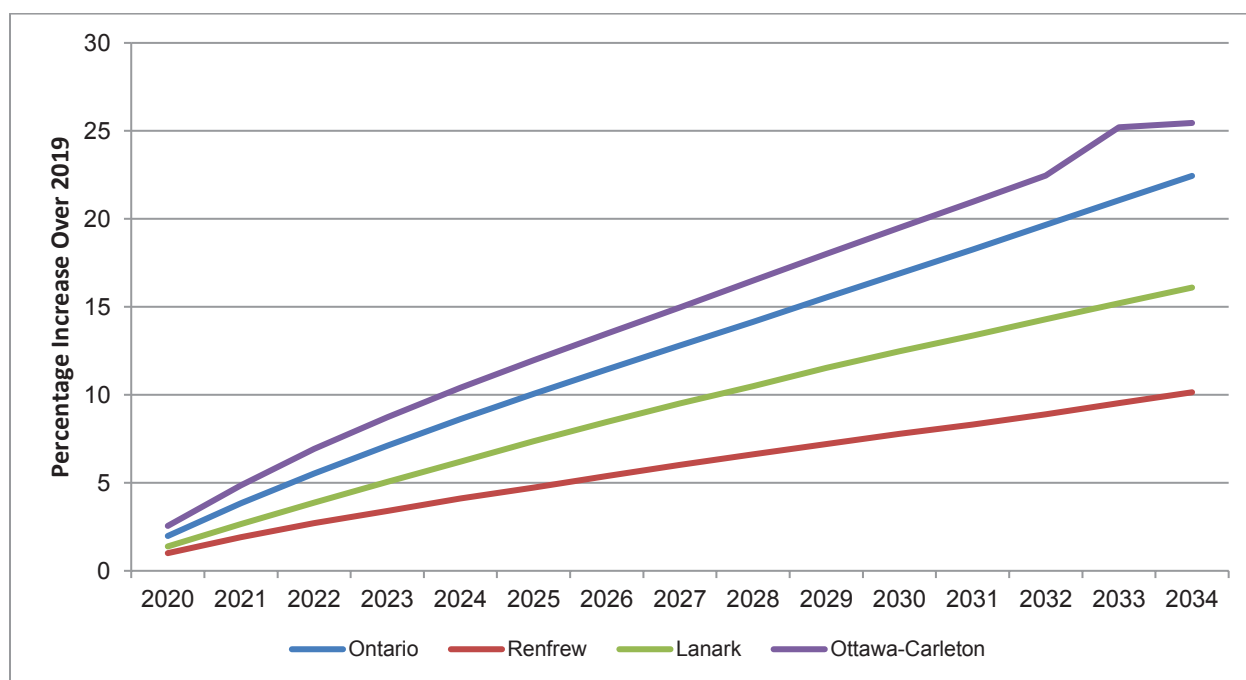
Source: EXHIBIT 6

Figure 11 – Population Projections 2020 to 2034 (25 and older) for Rest of Seasonal Market Area

Source: EXHIBIT 7, EXHIBIT 8 and EXHIBIT 9

As is evident from Figure 12 below, if the Arnprior Municipal Marina wishes to increase its share of the growing boater market between 2020 and 2034 it will be necessary to look beyond Renfrew County to do so. During the next 15 year period the population growth rates for those 25 years of age and older of both Renfrew and Lanark Counties will be below that of Ontario (i.e. 10.1% and 16.1% respectively vs. 22.4% for Ontario). During the same time period that of the Municipality of Ottawa-Carleton is projected to increase 25.4 percent suggesting Ottawa-Carleton will increase in importance as a source of seasonal slip demand between 2020 and 2034.

Figure 12 – Percentage Increase in Population 25 Years & Older Annually (2019 to 2034)



Within Renfrew County the number of persons 25 years of age and older participating in power and sail boating at least once in the year is projected to increase by 3.9 percent from 11,150 in 2019 to 11,580 by 2034 (Figure 13). Despite the slight decrease between 2019 and 2026 those persons participating in power and sail boating in the 45 to 54 age group (i.e. group with highest participation rate and purchasers of boats) will increase by 9.8 percent from 2,560 in 2019 to 2,810 by 2034 and will represent the largest share of power and sail boaters.

The number of persons 25 years of age and older participating in power and sail boating at least once in the year in the entire seasonal market area is projected to increase by 17.7 percent from 127,290 power and sail boaters in 2019 to 149,800. See Figure 14 following. Power and sail boaters 45 to 54 in the entire seasonal market are projected to increase by 13.0 percent from 31,780 in 2019 to 35,900 by 2034. Participation by those persons in the 35 to 44 age group is projected to increase by 32.4 percent during this time period, from 27,030 in 2019 to 35,800, but since they represent a much smaller percentage of those purchasing new boats, it is expected that this participation will result from the use of their parents or friends and relatives boats.

It is clear from our analysis of socio-demographic characteristics, population projections, and power and sail boating participation projections for the seasonal boater market area that there is sufficient potential to increase the number of occupied seasonal slips at Arnprior Municipal Marina and increase the number of slips without negatively impacting other marinas and yacht clubs in the market area.

Figure 13 – Projected Annual Growth in Power and Sail Boaters in Renfrew County (2019 to 2034)

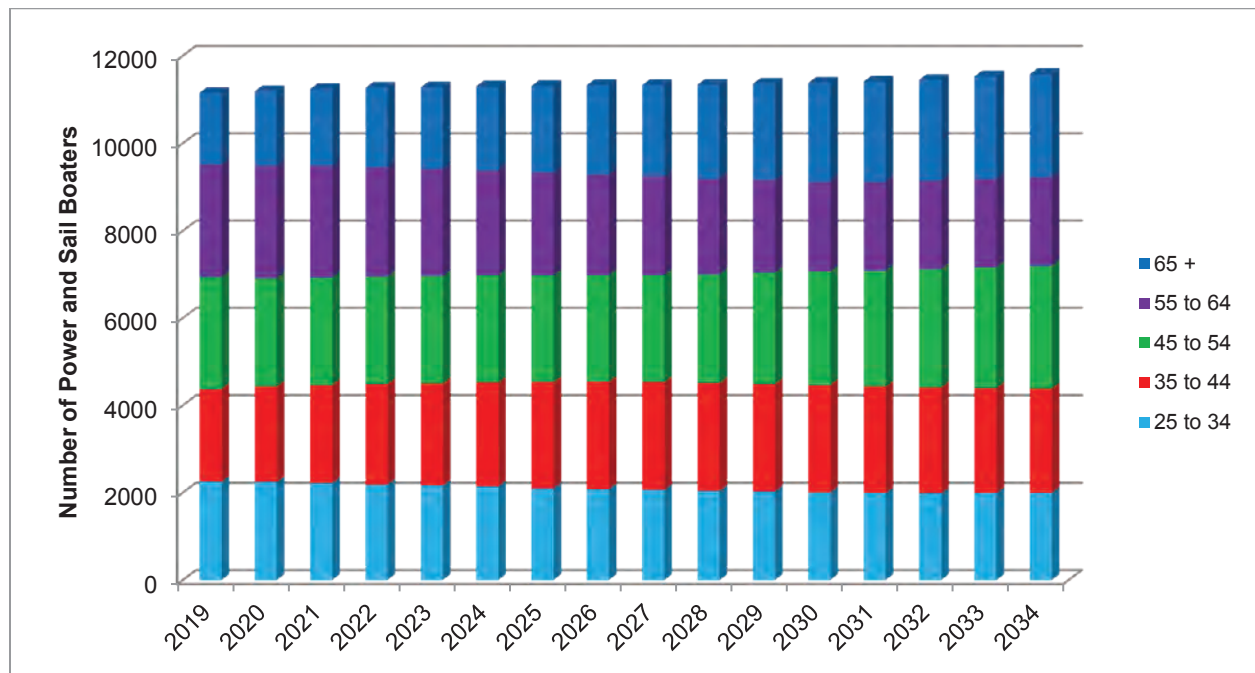
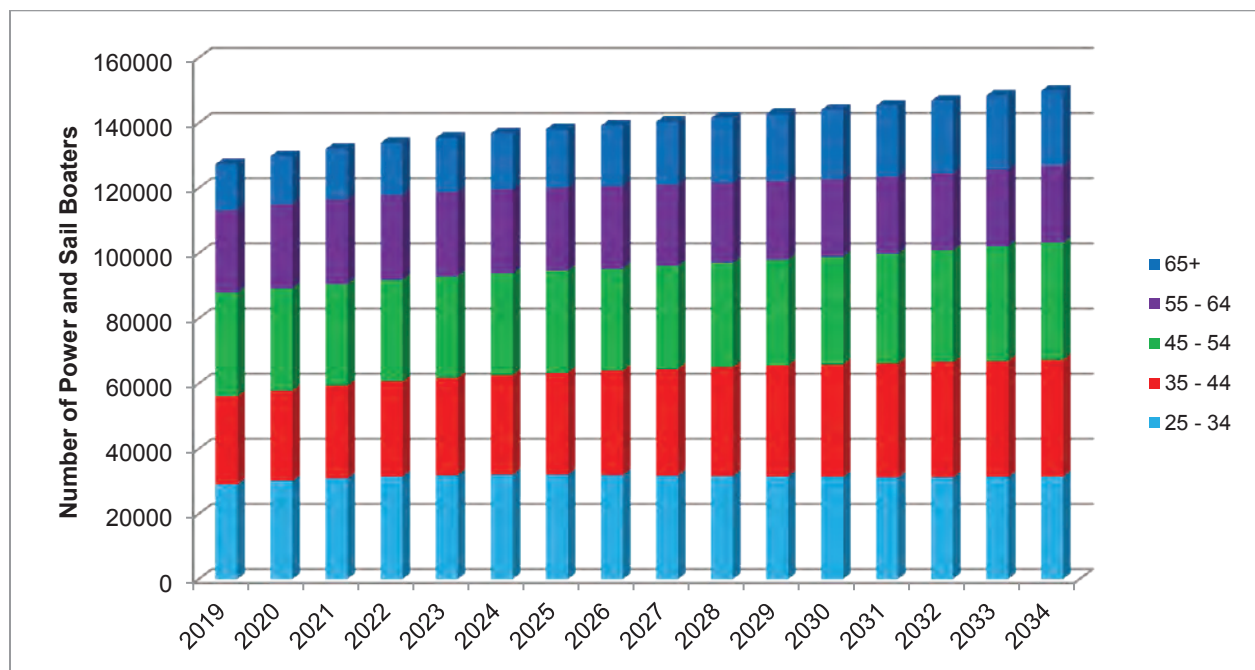


Figure 14 - Projected Annual Growth in Power and Sail Boaters in Seasonal Market Area (2019 to 2034)



3.5 Trends at Marinas

Many marinas are now offering a new type of concierge service. Boaters call up, send an email, text or otherwise communicate with the facility when they are coming to use their boat, and the marina will check out the boat to make sure it is working, batteries are charged, fuel and water tanks are full, and if desired, clean it and/or provide provisions. Some charge for all or a part of the service. The effect is to enhance the boating experience and make the boater feel special. Given the amount of time that boats increasingly sit unused, this type of service becomes that much more valuable. This type of service would appeal to seasonal boaters who travel a much longer distance to use their boats than is the industry norm and typically only for the weekend. This would provide an additional source of revenue for the marina.

Some marinas, particularly those catering to the transient boater market are providing freshly baked muffins, juices, fresh coffees and teas, and the morning newspaper delivered to the boat at the customer's preselected or marina designated times. Some facilities charge for this service, others are including it in their transient slip charges. Other marinas are working in concert with local businesses to provide such amenities as provisioning, laundry and dry cleaning for a fee. Bicycle availability for free or as a rental, is becoming more popular with transient boaters.

Many marinas are changing themselves to becoming a destination both for transients as well as locals. Festivals, cookouts and social functions are no longer the anomaly at marinas. Today's marinas are increasingly hospitality focused facilities for both boaters and non-boaters.

The boating industry is to a greater degree being accessed through high-tech interface. Mobile device access is increasingly key. Apps are also increasingly important, with a growing number of marinas generating a larger portion of their customer traffic through mobile devices. Customer expectations for boating support apps and GPS-enabled route planning are also increasing. Digital connectivity will be just as important as physical connectivity for the next generation of boaters. Boaters will be looking for marinas equipped with cellular boosters, charging ports and more robust electrical systems. Website and app design will continue to grow in importance as a critical part of marina infrastructure. In 2020 WiFi is considered an essential service by many boaters when choosing a marina.

Most marinas have 'dead' space, whether upland or in-water. On the docks this might be an area with very shallow water depths or an area that has limited turning space or some other restriction limiting the ability to get more traditional boats into these areas. Depending on their location and access, these areas are often ripe for on dock rental for personal watercraft such as jet skis, kayaks, canoes, either in-water or on-racks. Stand up paddle boards are the hottest trend. Finding ways to incorporate these uses has provided marinas with an additional revenue source particularly in highly competitive market areas.

In addition to facility space for customer-owned personal watercraft, many marinas are also renting out personal use nontraditional boats. In many cases, it is acting as a magnet to draw people into the marina, including especially the younger generations. There is a trend toward peaceful coexistence, if the two types of boating are properly managed to ensure boater safety and enjoyment for motorized and non-motorized boaters. More importantly, many marinas and yacht clubs indicate these uses are a stepping stone for many to become more traditional boat owners. Another trend at marinas with longer boating seasons is a boat sharing program where a boater is able to lease a boat from the marina anywhere from a few hours a day to a number of weeks. British Columbia (i.e. Vancouver and Victoria) is the only area in Canada that we are aware of with a boating season of sufficient length for the marina or a private entrepreneur leasing a slip to generate enough revenue to make it profitable.

3.6 Historical Number of Boats by Length, Beam, and Draft (2013 to 2018)

Since 100 percent of the market for seasonal slips at Arnprior Municipal Marina comes from Ontario and the transient market is limited to Ontario and Quebec, we have concentrated our analysis regarding the number, length, beam and draft of these boats to these two geographic areas.

Also since the vast majority of boats under 20 feet in length are typically trailered to a launch ramp on a per-use basis rather than occupy a slip or moorage, we have concentrated our analysis on those boats 20 feet or longer. As shown in EXHIBIT 10, in 2018 there were approximately 113,690 registered power and sail boats of this size in Ontario and 54,570 in Quebec. Boats 20 feet to less than 36 feet (i.e. 6 metres to less than 11 metres), the size range we believe the Arnprior Municipal Marina should be encouraged to cater to numbered 101,090 in Ontario and 48,780 in Quebec in 2018. It should be noted, that all of the EXHIBITS used in this analysis do provide numbers for boats 20 feet or less (i.e. 6 metres or less).

Boat manufacturers and boaters also tell us that the movement toward bigger boats results from a movement away from cottage ownership. Larger boats in some cases have as many staterooms as cottages have bedrooms. The typical drive to a cottage is 1½ to 2 hours whereas to a seasonal slip it is normally 30 minutes or less.

3.6.1 Length

The length or length overall (LOA) is the maximum length of the boat's hull measured parallel to the waterline. It is the most commonly used way of expressing the size of a boat, and is used for calculating the cost of a marina slip lease. The number of boats 20 feet to less than 26 feet (i.e. 6 metres to less than 8 metres) has increased 0.9 percent per annum between 2013 and 2018 in Ontario, and 0.5 percent per annum in Quebec (EXHIBIT 10). These are the boats that are typically used for fishing, water skiing and wakeboarding and are trailered to a launch ramp for each activity day. Boats 26 feet to less than 30 feet (i.e. 8 metres to less than 9 metres) have increased 5.1 percent per annum in Ontario, and 5.6 percent in Quebec. Those 30 feet to less than 36 feet (i.e. 9 metres to less than 11 metres) have increased 2.7 percent per annum in Ontario, and 3.7 percent in Quebec. Boats 36 feet to less than 46 feet (i.e. 11 metres to less than 14 metres) have increased 6.0 percent per annum in Ontario and Quebec. Boats 46 feet or more (i.e. 14 metres or more) in length, increased 9.9 percent per annum in Ontario, and 8.1 percent in Quebec. Boats 20 feet to less than 36 feet, increased 1.4 percent per annum in Ontario between 2013 and 2018 and 1.2 percent in Quebec.

3.6.2 Beam

The beam of a boat is its width at the widest point measured at the vessel's normal waterline. Within Ontario and Quebec there were 566,780, and 273,090 power and sail boats respectively with a beam of 6 feet 6 inches to less than 10 feet (i.e. 2 metres to less than 3 metres) in 2018; 27,840 and 13,350 respectively from 10 feet to less than 13 feet (i.e. 3 metres to less than 4 metres). Boats with a beam of 13 feet or more (i.e. 4 or more metres) in 2018 numbered 13,900 in Ontario and 6,670 in Quebec EXHIBIT 11).

Between 2013 and 2018, the number of boats in Ontario with a beam of 6 feet 6 inches to less than 10 feet saw an increase of 0.4 percent annually, while those 10 feet to less than 13 feet and 13 feet and wider increased by 4.3 percent and 4.5 percent each year. The increase in the beam of boats in Quebec was similar. Boats with a beam of 6 feet 6 inches to less than 10 feet increased 0.2 percent annually. Those with a beam of 10 feet to less than 13 feet increased 4.0 percent each year and those 13 feet and wider increased 4.2 percent per annum.

3.6.3 Draft

Draft is the vertical distance of a boat between the waterline and the bottom of the hull or keel in the case of a sail boat. Draft determines the minimum depth of water a boat can safely navigate. As boats have grown in length and beam (width) between 2013 and 2018, their draft has also increased though at a much more uniform rate than length and width. EXHIBIT 12 demonstrates that in Ontario the rate of annual increase for boats with a draft of 2 feet to less than 5 feet (i.e. 0.61 metres to less than 1.52 metres) was 4.2 percent per annum while Quebec showed an increase of 0.4 percent per annum. Boats in Ontario exhibited an increase of 2.0 percent in the 5 feet to less than 6 feet, and 2.3 percent each year with a draft of 6 feet or more. Those boats in Quebec with a draft of 5 feet to less than 6 feet (i.e. 1.52 metres to less than 1.83 metres) and 6 feet or more (i.e. 1.83 metres or more) increased 0.6 percent and 0.9 percent each year respectively.

EXHIBIT 13 provides the growth rates in the two geographic areas by type of boat (i.e. outboard, inboard, sterndrive and sail boats) between 2013 and 2018.

EXHIBITS 14, 15 and 16 provide monthly statistics for the number of pleasure craft licenses granted, cancelled, and the total additional registered pleasure craft in Ontario between January 2014 and March 2020 as reported by Transport Canada, Pleasure Craft Licensing.

3.7 Projected Number of Boats (2019 to 2034)

Based on our discussions with boating officials and boat manufacturers/builders in Canada and the United States, we have projected that the total number of boats in Ontario 20 feet to less than 26 feet in length (i.e. 6 metres to less than 8 metres) will increase from approximately 82,890 in 2019 to 96,860 by 2034, an increase of 16.8 percent over that period. The total number of boats in Ontario 26 feet or more in length (i.e. 8 metres or more) typically kept at marinas or yacht clubs will increase from approximately 32,510 in 2019, to 45,210 by 2034, an increase of 39.1 percent over that period (EXHIBIT 17). From our discussions with boating officials and boat manufacturers/builders in Canada, the United States and Nautisme Quebec, we have projected that the total number of boats in Quebec 20 feet to less than 26 feet in length will increase from approximately 39,930 in 2019 to 46,700 by 2034, an increase of 17.0 percent. Boats in Quebec 26 feet or more in length (i.e. 8 metres or more) are projected to increase from approximately 15,390 in 2019, to 20,270 by 2034, an increase of 31.7 percent (EXHIBIT 21).

Within the boat length 20 feet to less than 36 feet that we have suggested Arnprior Municipal Marina should target for seasonal boaters the number of boats in Ontario will increase from 102,400 in 2019 to 121,540 by 2034, an increase of 18.7 percent and the boats in Quebec in this length will increase from 49,380 to 58,110 an increase of 17.7 percent.

The growth rate in each category was derived from data available between 2013 and 2018 and the projections provided by boat manufacturers/builders in Canada and the United States for what they will sell between 2019 and 2034 and the number of boats that Transport Canada, Service Canada believes will be registered in Ontario and Quebec during the 2019 to 2034 time period.

3.7.1 Length of Ontario Boats

Between 2019 and 2034 the number of boats by length in Ontario is projected to grow as follows:

Table 6 – Projected Growth in Ontario Boats by Length (2019 to 2034)

Length	2019	2022	2025	2028	2031	2034	% increase
20 ft. to <26 ft. (6 m. to <8 m.)	82,890	85,800	88,570	91,250	94,010	96,860	16.8%
26 ft. to <30 ft. (8 m. to <9 m.)	12,250	13,080	13,910	14,630	15,340	16,090	31.3%
30 ft. to <36 ft. (9 m. to <11 m.)	7,260	7,530	7,780	8,050	8,320	8,590	18.3%
36 ft. to <46 ft. (11 m. to <14 m.)	7,960	8,660	9,420	10,200	11,030	11,890	49.4%
46 ft. and over (14 m. or more)	5,040	5,640	6,310	7,020	7,800	8,640	71.4%

Source: EXHIBIT 17

This projected increased growth in the length of boats will have a particularly strong impact on the facilities in the seasonal market area where there is already a shortage of longer slips and a number of the fairways that are sub-standard in terms of width. This shortage will be further exacerbated as there will be a need to modify the number of slips to accommodate wider beam widths. For those facilities that are currently using the entire water basin, an increase in slips lengths and/or space between finger docks may mean a reduction in the overall number of slips provided. It will also have a particularly negative impact on those facilities with fixed docks.

3.7.2 Beam of Ontario Boats

The trend toward wider boats in the years 2014 to 2018 is also expected to continue for the period between 2019 and 2034 (EXHIBIT 18), as shown in Table 7 following. Facilities with already narrow slips will be negatively impacted by the increased growth in wider boats, especially those with fixed docks.

Table 7 – Projected Growth in Ontario Boats by Beam (2019 to 2034)

Beam	2019	2022	2025	2028	2031	2034	% increase
6 ft. 6" to <10 ft. (2 m. to <3 m.)	569,120	578,110	589,370	602,360	615,830	621,220	9.2%
10 ft. to <13 ft. (3 m. to <4 m.)	28,970	33,260	38,400	44,420	51,380	55,890	92.9%
13 ft. and over (4 m. or more)	14,480	16,720	19,410	22,620	26,390	28,880	99.4%

Source: EXHIBIT 18

3.7.3 Draft of Ontario Boats

Between 2019 and 2034 the draft of boats in Ontario is projected to grow as shown in Table 8 following. The projected increase in length and berth does not mean a proportionate increase in the draft of boats as boat designers are providing design features which create stability without significantly increasing the draft. This should not be a problem for any of the marinas or yacht clubs in the seasonal market area as all have a minimum draft of 5 ft. (i.e. 1.52 metres) or more.

Table 8 – Projected Growth in Ontario Boats by Draft (2019 to 2034)

Draft	2019	2022	2025	2028	2031	2034	% increase
3 ft. to <4 ft. (0.91 m. to <1.22 m.)	136,620	138,660	140,380	141,840	143,210	144,450	5.7%
4 ft. to <5 ft. (1.22 m. to <1.52 m.)	30,540	32,030	33,490	34,960	36,470	37,660	23.3%
5 ft. to <6 ft. (1.52 m. to <1.83 m.)	2,750	2,930	3,110	3,300	3,500	3,680	33.8%
6 ft. or more (1.83 m. or more)	1,350	1,450	1,550	1,700	1,860	2,000	48.1%

Source: EXHIBIT 19

3.7.4 Length of Quebec Boats

The projected growth of boats in Quebec is expected to mirror that of Ontario but at a slightly lower rate, with the exception of those 20 feet to less than 26 feet (i.e. 6 metres to less than 8 metres) and 30 feet to less than 36 feet (9 metres to less than 11 metres) which are projected higher than those in Ontario (7.6% vs. 5.0% and 38.5% vs. 37.3% respectively). The projected growth rate of Quebec boats should ensure a strong transient boater market from that province for Arnprior Municipal Marina and the other marinas in the seasonal market area.

Table 9 – Projected Growth in Quebec Boats by Length (2019 to 2034)

Length	2019	2022	2025	2028	2031	2034	% increase
20 ft. to <26 ft. (6 m. to <8 m.)	39,930	41,310	42,700	44,000	45,330	46,700	17.0%
26 ft. to <30 ft. (8 m. to <9 m.)	5,850	6,120	6,390	6,690	6,990	7,310	24.9%
30 ft. to <36 ft. (9 m. to <11 m.)	3,600	3,690	3,780	3,870	3,980	4,100	13.9%
36 ft. to <46 ft. (11 m. to <14 m.)	3,740	4,040	4,360	4,700	5,070	5,470	46.2%
46 ft. and over (14 m. or more)	2,200	2,400	2,610	2,850	3,110	3,390	54.1%

Source: EXHIBIT 21

3.7.5 Beam of Quebec Boats

As with Ontario, boats in Quebec with a beam 10 feet or more (i.e. 3 metres or more) are projected to have the highest growth rates in the period between 2019 and 2034.

Table 10 – Projected Growth in Quebec Boats by Beam (2019 to 2034)

Beam	2019	2022	2025	2028	2031	2034	% increase
6 ft. 6" to <10 ft. (2 m. to <3 m.)	273,530	274,930	276,290	277,570	278,740	280,630	2.6%
10 ft. to <13 ft. (3 m. to <4 m.)	13,810	15,500	17,380	19,480	21,830	23,650	71.2%
13 ft. and over (4 m. or more)	6,910	7,810	8,820	9,950	11,230	12,210	76.7%

Source: EXHIBIT 22

3.7.6 Draft of Quebec Boats

Between 2019 and 2034 the number of boats by draft in Quebec is projected to grow as follows:

Table 11 – Projected Growth in Quebec Boats by Draft (2019 to 2034)

Draft	2019	2022	2025	2028	2031	2034	% increase
3 ft. to <4 ft. (0.91 m. to <1.22 m.)	65,890	66,550	67,250	67,970	68,700	69,500	5.5%
4 ft. to <5 ft. (1.22 m. to <1.52 m.)	13,340	13,480	13,620	13,760	13,910	14,070	5.5%
5 ft. to <6 ft. (1.52 m. to <1.83 m.)	1,110	1,130	1,160	1,190	1,210	1,240	11.7%
6 ft. or more (1.83 m. or more)	520	550	580	600	630	650	25.0%

Source: EXHIBIT 23

3.8 Implications of Growth in Ontario and Quebec Boats and Boating for Arnprior Municipal Marina

The projections for the growth in the length, beam, and draft of recreational sail and power boats in Ontario and Quebec exhibit a generally similar pattern, which should ensure a continued demand for seasonal and transient slips at Arnprior Municipal Marina. The increase in the number of boats (Figure 15), combined with the increase in the number of boaters, plus the presence of waiting lists already at 5 of the 9 marinas and yacht clubs in the seasonal market area and the aging of the boating market provides the Town of Arnprior with an opportunity to reconfigure the slips to better meet this demand when the existing dock system is replaced. In addition, we are not aware of any planned or rumoured additions to the number of slips at existing or new locations within the seasonal market area.

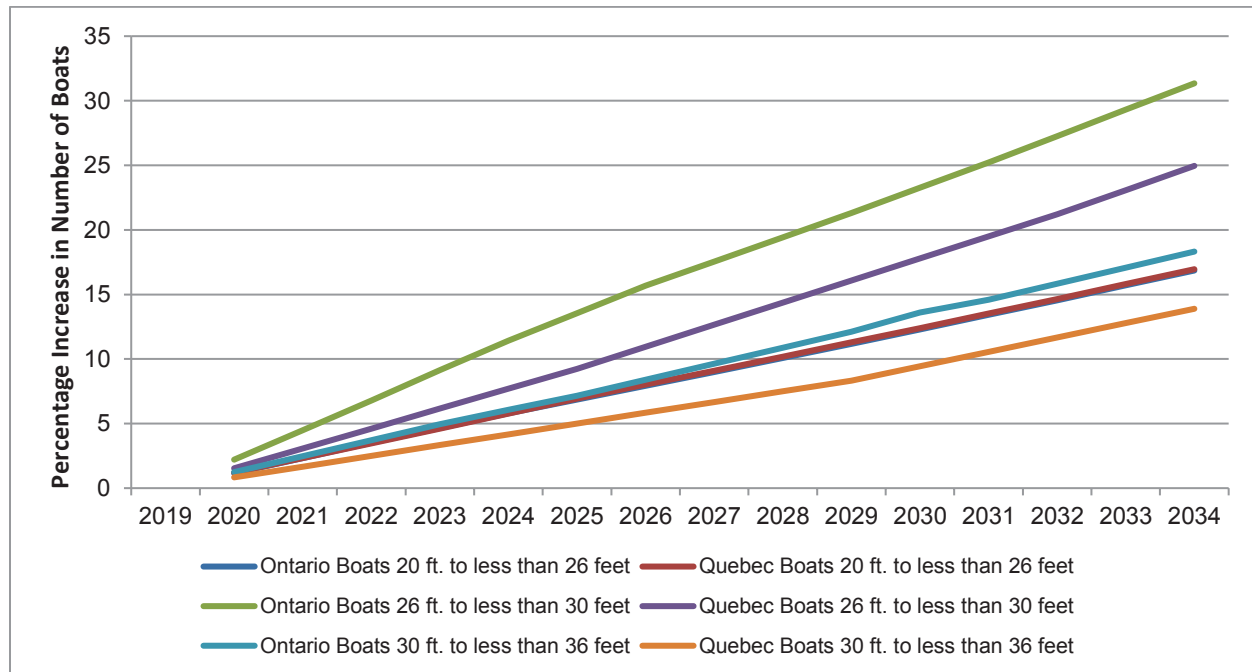
3.9 Transient Boaters

According to our interviews and an email survey with the marinas, yacht and boating clubs on the Ottawa River, St. Lawrence River and Lake Ontario, transient boaters are looking for the following in the order of importance expressed in the Table 12 following.

The suggestions for 50 amp. dockside power and an on-site restaurant are impractical for the marina in Arnprior, but the remaining ones should be considered especially if Arnprior wishes to capture an increased share of the transient boater market.

Other amenities mentioned less frequently were a pump out service, the provision of a shuttle service to town or the availability of bicycles. Since most of the services and amenities mentioned above are also important in attracting the seasonal boater market there should be no additional cost to the Town of

Figure 15 – Percentage Increase in Number of Boats 20 feet to less than 36 feet (2019 to 2034)



Arnprior in catering to the transient boater market. We believe there is no reason why the number of seasonal and especially transient boaters cannot be increased.

Among transient boaters those that come for special events such as festivals and regattas tend to be the highest spenders as they typically stay for more than one day (e.g. Concerts in the Park, Kids Fishing Derby, Priopalooza Music Festival, etc.). Those on their way to or from another destination tend to stay for less than half a day. Other activities that have increased the number of transient boaters at other marinas include guided and self-guided walks featuring the architectural features of the Town, and in-water boat shows featuring classic boats. Leamington Marina, which is Town owned, provides discounts to the local museums and reduced rates for transient boaters renting a slip on the slow periods between Monday and Thursday.

Table 12 – Importance of Amenities and Services for Transient Boaters

Facility/Service	Percentage Ranking Most Important	
Safe (relatively sheltered) marina basin harbour	100.0%	Extremely Important
Clean and well lit washrooms	100.0%	
Fuel service	100.0%	
Staff at docks to assist in docking and providing local directions and advice	100.0%	
Access to provisions within walking distance	98.4%	
Sturdy full length finger docks	95.3%	
List in marina office with telephone numbers of off-site services of interest to boaters	93.8%	
Restaurant within walking distance	90.6%	
Internet/WiFi	82.8%	Very Important
30 amp dockside power	82.8%	
Clean and well lit shower facilities	78.1%	
Dockside freshwater supply	76.5%	
Access to provisions on-site	67.2%	Somewhat Important
50 amp dockside power	64.1%	
Restaurant on-site	64.1%	
Variety of nearby attractions or events	64.1%	
Security gates at entrance to main docks	60.9%	
A place to exercise pets	51.5%	

Amenities and Services at Arnprior Municipal Marina (Not at Arnprior Municipal Marina)

SECTION 4 – POTENTIAL OPERATIONAL APPROACHES

4.1 Introduction

There are a number of ways a marina in the Town of Arnprior could operate (i.e. publically owned and operated; publically owned and contracted out for operation; privately owned and operated, a public/private partnership or an arm's length non-profit operation. There are advantages and disadvantages for each.

4.2 Public Marina Operational Model

4.2.1 Town Owned and Operated

With a town owned and operated model, the Town would be responsible for all operational costs, and all asset and equipment replacement costs.

In order for this option to work the Town would have to either own the land and water lot or lease the land and water lot. The Town would be required to obtain the necessary assets and equipment to operate the marina with 100 percent of the cost carried by the Town. The advantage is that the Town receives 100 percent of the profit and has complete control over how the marina is operated. Municipalities can usually borrow money at a better rate than a private developer. Economic spin-off would accrue to the Town as the marina staff would be the first point of contact for visitors and they could be encouraged to stay longer and partake in activities away from the marina itself. The major disadvantages would be that the Town would be responsible for financing the cost of acquiring the necessary assets and equipment and 100 percent of any losses would be the Town's responsibility.

Cobourg Marina is owned and operated by the Town. Cobourg Harbour, in which the marina and Cobourg Yacht Club are situated, was created by two piers constructed by the Federal Government. The two piers, the 32.1 acre basin, and 7.4 land-based acres used by the marina and yacht club are owned by the Federal Government. A further 9.9 land-based acres used by the marina and yacht club are owned by the Town of Cobourg. In 1971 the Town entered into a 50 year lease agreement with the Federal Government for the use of the two piers, the water lot and 7.4 land-based acres. The agreement with the Federal Government calls for an annual payment equal to 15% of the gross revenues derived from the rental of seasonal and transient slips. In 1972 the Town of Cobourg constructed a centre pier to serve as a base for the municipal marina within the inner basin. In accordance with the lease, the Town is responsible for all maintenance of facilities and minor repairs required as a result of normal use and exposure to the elements. The Federal Government will contribute 50% of the cost of repairs, up to an annual limit of \$15,000. The lease also stipulates that the Canada Coast Guard search and rescue vessel continue to occupy the concrete jetty on the east pier and that Coast Guard staff continue to occupy the station on the east pier.

The Cobourg Yacht Club occupies 1.1 acres of the 9.9 Town owned land-base associated with the harbour. The Town owns the clubhouse that it built for the exclusive use of the Cobourg Yacht Club. Neither the Town nor the marina receives any revenue from the Yacht Club for the use of the land. The Club does pay municipal property taxes. The Yacht Club also has a fenced dry-sail compound which is used for storage of sailing dinghies. The Town justifies the free use of the building and compound believing that the Yacht Club's affiliation with other clubs around the Lake will lead to increased potential as a layover destination for cruising boaters and increase the potential for tourism dollars as an economic spinoff. The Yacht Club rents 55 of the 149 seasonal slips at the annual rate charged to all other seasonal boaters.

The Cobourg Marina is operated by one full time Marina Manager and two full time casual marina operations staff. These three individuals are part of the Community Services Department. One additional full time person from the Engineering Department is available to the marina for a period of up to six months each year for maintenance and repairs. All full time employees are unionized. During the boating season 12 to 14 summer students are employed as dockhands at the transient slips, at the fuel dock, pump-out station, and to handle the sale of sundries at the marina Office.

Special capital expenses such as dredging or repairs to the three piers are taken from the designated, interest bearing reserve created from the annual operating profit. If the reserve is exhausted the money is borrowed and paid back.

A fenced compound behind the Marina Office provides seasonal boater parking in the summer and boat storage in the winter. The compound is large enough to accommodate all of the seasonal boaters (i.e. 149). Until 2018 the Cobourg Yacht Club rented a crane and boat hauler for two days in the spring and fall for the launch and lift out of all boats to be stored in the compound over the winter. The revenue from the launch and lift out went to the Yacht Club and the revenue from the winter storage to the Cobourg Marina. As of 2019 the Yacht Club no longer has sufficient member interest to undertake the winter storage. Council has been asked to approve an equipment cost of \$487,000 and infrastructure improvements of \$140,000 associated with the purchase of a mobile travel lift. No decision has been made as of this date. During the daytime, security is provided by the Marina Manager and staff and signs are posted warning that the premises are being continually monitored by marina staff during the day. At night, private security personnel are hired to provide this service. There is free access to the main and finger docks.

Cobourg Marina has made a profit every year since its opening in 1972.

Table 13 provides the pros and cons with the Town owning and operating the marina.

Table 13 – Pros and Cons for Municipally Owned and Operated Marina

Pros	Cons
<ul style="list-style-type: none"> Provides a steady source of revenue to support other waterfront activities Provides full and part time jobs associated with marina operation Provides Town with control over what happens at and in marina basin Increase economic impacts accruing from operation of marina Increase economic impacts due to transient boater expenditures 	<ul style="list-style-type: none"> Town would need to hire and train staff to operate the marina Town would be responsible for maintenance of a seasonally high risk business Town would be responsible for all infrastructure and equipment replacement Some operational costs (i.e. utilities) are increasing much faster than inflation and annual fees thereby reducing profitability

4.2.2 Direct Management Contract

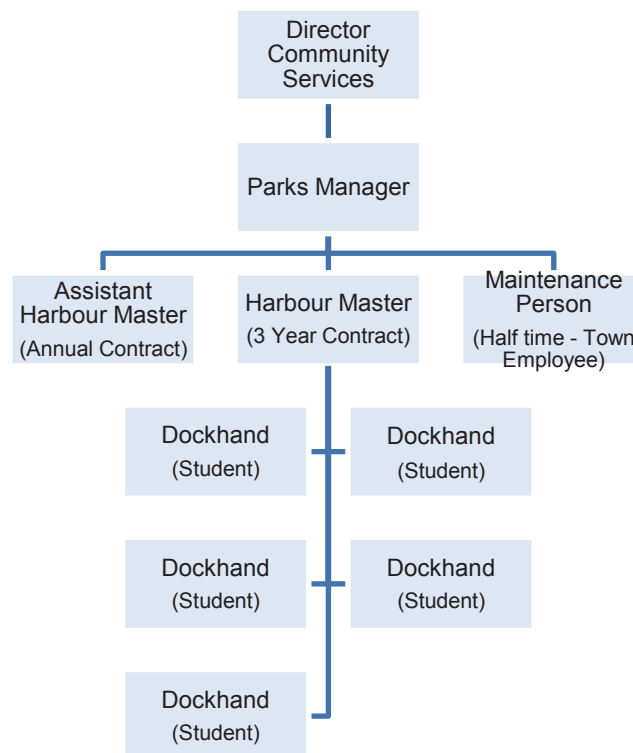
With a town owned and direct management contract operated model, the Town would be responsible for all operational costs, and all asset and equipment replacement costs, however, labour cost would be reduced by having the marina operated by a contracted marina manager.

This is the preferred method when the municipality wants to retain ownership of the marina or when municipal, or provincial law prevents a lease. The length of typical marina management contracts varies from three to 10 years, with 3 to 5 years the most common. Renewal is based on good revenues and performance. Generally, the municipality pays an annual management fee, which increases each year by a certain percentage, plus in some cases a percentage of revenues.

Port Elgin Harbour Marina in Port Elgin operates from May 1st until October 31st annually. A Harbour Master oversees the operations under the direction of the Parks Manager who reports to the Director of Community Services. The Harbour Master is employed for approximately 30 weeks of the year beginning April 1st. An Assistant Manager is employed for approximately 26 weeks. Depending on budget five to seven casual staff are hired annually to assist with the harbour operations and work for approximately 35 hours each week of their employment. Figure 16 shows the current staffing levels and organizational structure. The Harbour Master must be an adult and is required to have a minimum 3 to 5 years experience. Either the Harbour Master or Assistant is required to be on site with a least one dockhand during all operating hours of the marina. The Harbour Master is employed on a contract for approximately 30 weeks per year including a small percentage increase each year in keeping with what is offered to municipal staff at the same level (i.e. 1½ to 3%). During weekends and statutory holiday weekdays from June 1 until Labour Day

at least two dockhands should be on duty during all operating hours. The maintenance person works part time for the marina with the other time assigned to other duties with the municipality. This same procedure for maintenance is common with small municipally operated marinas. At least one of the marina employees on duty should have training in basic first aid. Dockhands are typically responsible for assisting seasonal and transient boaters when required, operating the fuel pumps and pump out and keeping the washrooms and docks clean at all times.

Figure 16 – Port Elgin Harbour Organizational Chart



Ensuring that the Marina Manager/Harbour Master is in place for a number of years will promote a sense of stability of operation among the boaters and should allow for a smoother transition from one year to the next with new programs and policies that are introduced.

Table 14 provides the pros and cons with the Town owning and operating the marina under a direct management contract.

4.2.3 Profit Sharing Management Agreement

Under this operating scenario the Town continues to own the marina, has overall approval on how it is run, but is not responsible for its operation. An agreement is structured so that any net profits after operational expenditures are shared.

Table 14 – Pros and Cons for Municipally Owned and Direct Management Contract Operated Marina

Pros	Cons
<ul style="list-style-type: none"> Provides a steady source of revenue to support other waterfront activities Provides full and part time jobs associated with marina operation Provides Town with control over what happens at and in marina basin 	<ul style="list-style-type: none"> Town would be responsible for maintenance of a seasonally high risk business Town would be responsible for all infrastructure and equipment replacement Direct control over operation of the marina would be in other than the Town's hands

Table 14 – Pros and Cons for Municipally Owned and Direct Management Contract Operated Marina (Continued)

Pros	Cons
<ul style="list-style-type: none"> • Increase economic impacts accruing from operation of marina • Increase economic impacts due to transient boater expenditures • Contracted Marina Manager would train staff to operate the marina • Contracted Marina Manager would be less expensive than municipal employee thus reducing operating costs and increasing profitability 	<ul style="list-style-type: none"> • Some operational costs (i.e. utilities) are increasing much faster than inflation and annual fees thereby reducing profitability • Direct control over operation of the marina would be in other than the Town's hands

Kincardine Marina which is owned by the Town of Kincardine is operated by Kincardine Yacht Club under the terms of a 10 year agreement with the municipality with the option of extending the agreement for another five year term. All rates are proposed by the yacht club and approved by the Municipality. The yacht club is required to submit a business plan and budget to the Recreational Services Committee for the Municipality's review and approval. The business plan budget must cover all items of operation, improvement and maintenance. All marina staff are employed by the yacht club. The yacht club is also solely responsible for the acquisition of goods and the choice of suppliers. Cash generated from the net marina operating profit is first used to repay any existing loan advanced from the Equipment Replacement Reserve Fund and the remainder is to be transferred to the Marina Reserve Fund. While the Municipality has no say in the staffing positions or levels at the marina as per the agreement they have received no complaints about the level of staffing by any boater, member of the Kincardine Yacht Club or the public. The profit sharing schedule is provided in Figure 17.

Figure 17 – Profit Sharing Schedule with Kincardine Yacht Club

1. For year 1 and year 2 of the agreement the cost sharing will be:
 - 50% of the net profit after operating expenditures to the K.Y.C.
 - 50% of the net profit after operating expenditures to the Municipality

In the event of a net loss:

- The Municipality will absorb the financial loss and the contractor will not receive a payment
- The net loss will be subsequently funded from the Marina Reserve Fund

2. For years 3 through 10, the funding arrangement will be based on PSAB¹ requirements with direct relevance to the amortization of the harbour assets.

Both parties recognize that in Year 2, a specific negotiation will take place once all PSAB information is known and an appropriate financial distribution schedule will be created in accordance with PSAB requirements, subject to recommendation by Committee, and approval by Council.

4.3 Public/Private Marina Operational Model

With a public/private marina operational model, the Town would own the marina and lease its operation to a private operator for a specified number of years for an agreed upon annual payment to the Town. For this option to work the Town would have to either own the land and water lot (as the case with Toronto Island Marina in Toronto and Bluffer's Park Marina in Scarborough), or lease the land and water lot and then turn around and arrange a lease with a private operator (as is the case of Port Dalhousie Pier Marina in St. Catharines). The Town would likely have to bear a portion of any construction and asset replacement if required. The advantages would be that the Town would not be responsible for the total capital cost of any construction, the Town would not be responsible for the operating costs and 100 percent of any losses

¹ Public Sector Accounting Board

Table 15 – Pros and Cons for Municipally Owned and Profit Sharing Operated Marina

Pros	Cons
<ul style="list-style-type: none"> • Provide a source of revenue to support other waterfront activities • No marina staff would be employed by the Town thus reducing operating costs and increasing profitability • Capital funding requirements are first covered by the Marina Reserve Fund, and then the other party sharing the profit 	<ul style="list-style-type: none"> • Town would have less control over what happens at and in marina basin • Town would receive a lesser percentage of operating profits • Town would have no say in the staffing positions or levels • Town would be responsible for operating losses not covered by the Marina Reserve Fund • Town would be responsible for capital funding requirements not covered by the Marina Reserve Fund or the other party sharing the profit

would be the private developer's responsibility. The disadvantage of this approach is that the Town would receive a smaller portion of any profit and the private partner could walk away if the losses grew too large. In addition, private operators tend to defer major maintenance tasks to the end of the lease agreement which may mean the Town would likely incur some of the maintenance costs.

The *Toronto Island Marina* (on Centre Island in Toronto) and *Bluffer's Park Marina* (in Scarborough) are owned by the City of Toronto and administered through the Department of Parks, Forestry and Recreation. The water lots and infrastructure (i.e. seawalls, etc.) for Toronto Bluffer's Park in Scarborough (including Bluffer's Park Marina, Bluffer's Park Yacht Club, Cathedral Bluffs Yacht Club, and Highland Yacht Club) were provided by the Federal Government and the Toronto and Region Conservation Authority at no cost to the City of Toronto.

Based on a call for tenders in 2006, separate 20 year license agreements commencing July 1, 2006, have been granted to private operators calling for 5% of gross annual revenues from mooring fees and 8% from gross annual revenues obtained from all other sources (includes winter storage, fuel dock, pump out, repairs and restaurant). The operators of these marinas are responsible for all operating costs, capital costs, dredging costs, utilities and property taxes. As part of the license agreements the operators of Toronto Island Marina are to invest approximately \$5,100,000 over the 20 year term in capital improvements and repairs and maintenance. Likewise, the operators of Bluffer's Park Marina are to invest approximately \$4,800,000 over the 20 year term in capital improvements and repairs and maintenance.

Port Dalhousie Pier Marina (in St. Catharines) was constructed in 1991 on lands leased to Port Dalhousie Pier Inc. from the City of St. Catharines for the purposes of constructing and operating a marina. One of the four parcels of lands and water lots leased to Port Dalhousie Pier Inc. is leased from the Federal Government and then in turn leased to the private operator. The City has a 49 year agreement with the Federal Government to lease the one parcel of land at an annual cost of \$500.00 plus 20% of all gross revenues accruing to the City from that parcel of land. The City of St. Catharines's lease with Port Dalhousie Pier Inc. is in its second twenty year term (i.e. 1992 to 2012, 2012 to 2032). There is an option to renew the lease for a further possible twenty year term in five year periods subject to renegotiated provisions of the lease. The current lease commenced at 15% of gross receipts and calls for an increase of 1% of gross revenues every two years. Lease payments are due and payable quarterly.

In our discussions with these operators, it was clear that the provision of seasonal slips was the crucial element in allowing them to generate sufficient cash flow to be attractive to a private operator. None of the Ontario facilities operated under leases provide dedicated transient slips. The concern most frequently raised by the municipalities was the difficulty in having the private operator undertake infrastructure improvements in a timely manner. In one case the required infrastructure improvements were left to the last year of the lease and an attempt was made to only complete them if a lease renewal was granted. Generally, long-term leases are only successful with large marina operations with a minimum of 350 to 400 seasonal slips.

We are unaware of any municipally owned transient-only marinas that are operated privately through a long-term lease agreement. There are numerous examples where elements of municipally owned marinas are leased; these include the restaurant component, the repair component, marine services or chandlery store, and vending machine component.

If this form of operating model is to be considered, we recommend that the Town spell out the terms for required capital investment within a specified period (i.e. \$5,000,000 over a twenty year lease with \$1,000,000 invested in Year 1 to 5, an additional \$2,500,000 by the end of Year 15 and remaining \$1,500,000 by end of Year 20).

Table 16 provides the pros and cons with the Town owning the marina and having a private operator undertake the operation of the marina.

Table 16 – Pros and Cons for Municipally Owned and Privately Operated Marina

Pros	Cons
<ul style="list-style-type: none"> • The Town would continue to have a marina on the waterfront • Town would receive an annual payment according to the lease agreement • Up to 100 percent of the capital asset and equipment costs would be borne by the private developer/operator • 100 percent of any losses after expenditures would be borne by the private developer/operator 	<ul style="list-style-type: none"> • Town would have little or no control over what happens at and in marina basin • Town would receive an annual payment according to the lease agreement which would be less than if the marina were municipally operated • Town might have to pay a portion of capital asset costs as an enticement • Marina in private hands would expect higher return on investment therefore fees and charges would be higher • Would likely be less transient slips, leading to loss of spending in Town and surrounding area and resultant economic impacts • Some expenses at private marinas are higher (i.e. insurance costs) leading to higher fees • Private operator would want to maximize profit margin by increasing number of slips to the maximum possible which would likely mean less opportunity for activities such as canoeing and kayaking • If number of slips remains in low 100 range it will be difficult to attract private operator due to higher desired profit margin (i.e. 15 to 20%) • Private operator would want a fuel dock, winter storage and summer land storage revenue

4.4 Private Marina Operational Model

Under a private marina operational model, a private individual or corporation would own and operate the marina. The Town would have no involvement or responsibility for the marina operation.

A private developer/operator would either own the land and water lot or own the land and lease the water lot. The private developer/operator would build the marina with 100 percent of the cost carried by the private developer. The advantage of this approach would be that there would be a marina on the Town's waterfront with no financing cost to the Town and 100 percent of any losses would be the private developer's responsibility. The disadvantage would be that the Town would have little control over how the marina was operated and maintained and the private operator would be more interested in ensuring that visitor expenditures remained within the marina property and not in the downtown area. A private developer building and operating the marina would be faced with higher financing costs than the Town. Although the

revenue generated by operating the marina would be similar to a municipally run marina, a private operator would face higher annual disbursements in the form of higher insurance cost, property taxes, and property rent. Fees and other charges are typically higher than a municipally operated marina as the desired profit margin is higher.

Virtually all privately operated marinas in Ontario include winter storage, a fuel dock, and chandlery, and more than 75 percent provide full or some form of repair service as a means of increasing their after expense profit. Winter storage can provide almost as much annual revenue as seasonal slip rentals. The profit margins for a fuel dock are (15 to 20%); for a chandlery (35 to 40%); and for a repair service (20 to 25%).

Erieau Marina in Erieau, Ontario was established in 1982 and remains a family owned business offering 300 slips ranging from 26 to 46 feet with 15, 30 and 50 amp. service and accommodates power and sail boats up to 100 feet in 12 feet of water. The water lot containing the marina is owned by the family. The marina has a Marina Manager, assistant marina manager and five other full time staff. Twelve staff are employed on a part time basis. It is a full service marina with three launch ramps for those wishing to trailer their boat. The marina has a full ships store, fuel dock and repair service for hulls, engines, electrical and sail. They have a 60 ton travel lift, 35 ton hydraulic trailer, 5 ton fork lift and a mast crane to assist the repair service and winter storage for 200 boats.

Family owned 200 slip *Crate Marine Belleville* in Belleville, Ontario occupies the former site of the Morch Marina. The Crate family opened the marina in 2013. In addition to a Marina Manager, assistant marina manager and three other full time staff, the marina employs four full-time technicians offering both Volvo Penta and Mercury and MerCruiser certification. The marina has a 50 ton marine travel lift, 10 ton fork lift, and 30 ton hydraulic trailer that are used for their repair service (i.e. engines, electronics, hulls, sails) and outdoor winter storage. Crate Marina Belleville is one of a few marinas in Ontario that can accommodate more boats for winter storage (i.e. 250) than they have slips.

The marina has a partnership with the adjacent Travelodge Hotel which allows marina customers access to the swimming pool and tennis courts and preferential rates for overnight stays. Guests of the hotel receive access to the Crate Marine facility where some transient slips are held for hotel guests.

Table 17 – Pros and Cons for Privately Owned and Privately Operated Marina

Pros	Cons
<ul style="list-style-type: none"> • The Town would receive a one-time payment for their assets • Town would receive an annual payment for the lease of water lot according to the lease agreement • 100 percent of the capital asset and equipment costs would be borne by the private developer/operator • 100 percent of any losses after expenditures would be borne by the private developer/operator 	<ul style="list-style-type: none"> • Town would have little or no control over what happens at and in marina basin • Would require selling Town's marina assets to the private owner/operator • Marina in private hands would expect higher return on investment therefore fees and charges would be higher • Would likely be less transient slips, leading to loss of spending in Town and surrounding area and resultant economic impacts • Some expenses at private marinas are higher (i.e. insurance costs, realty taxes) leading to higher fees • Private owner/operator would want more land area for revenue generating activities than is presently available on site • Private operator would want to maximize profit margin by increasing number of slips to the maximum possible which would likely mean less opportunity for activities such as canoeing and kayaking

Table 17 – Pros and Cons for Privately Owned and Privately Operated Marina (Continued)

Pros	Cons
	<ul style="list-style-type: none"> If number of slips remains in low 100 range will be difficult to attract private owner/operator due to higher desired profit margin (i.e. 15 to 20%) Private owner/operator would want a fuel dock, winter storage and summer land storage revenue

4.5 Arm's Length Operational Model

Under an arm's length operating model, the Town would either create another agency to operate the marina or have it operate under an existing agency such as the Chamber of Commerce. Operational costs would be covered by the arm's length agency but the Town would likely be responsible for up to 100 percent of the asset replacement costs.

The agency would require separate administration and other human resources which may currently be provided by the Town which is not the case for the Town of Arnprior under the existing operational model. Revenue from the operation of the marina would have to cover the operational costs of the agency.

Following we describe an example of an arm's length operating model.

Since 1991 Harbourfront Centre a non-profit charitable organization set up by Harbourfront Corporation, a federal crown corporation has operated *Marina Quay West*, *Marina Four*, and *John Quay* within a 10 acre (40,000 square metre) site on Toronto's waterfront. Marina Quay West has 200 slips ranging from 30 to 60 feet in length, Marina Four has 100 slips ranging from 30 to 40 feet, and John Quay the transient marina space has 560 feet of concrete seawall that can accommodate approximately 14 boats 40 feet and longer. The three marinas are operated by a Marina Manager, two assistant marina managers, and 7 full time program staff. During the boating season 40 casual staff are employed. There is 30 and 50 amp. power at all three marinas, a coin operated laundry service at Marina Quay West and John Quay, and a pump out at John Quay. Since its inception in 1991 the organization has only used monies from the reserve fund once in order to break even. Occupancy at the seasonal slips (i.e. Marina Quay West and Marina Four) has been above 90 percent every year.

Harbourfront Centre also offers a series of power and sail boating programs out of Marina Quay West and Marina Four as shown in Table 18 following.

Table 18 – Power and Sail Boating Programs Available from Harbourfront Centre

Program	Fees
Sail Canada Basic Dinghy Sailing	\$485.00
Sail Canada Intermediate Dinghy Sailing	\$520.00
Introductory Sailing Experience	\$140.00
Sail Canada Basic Cruising	\$755.00
Introduction to Power boating	\$130.00
Sail Canada Basic Power Course	\$595.00
Sail Canada Intermediate Cruising	\$1,215.00
International Master of Yachts - Theory Course	\$1,995.00
International Master of Yachts - Practical Course	\$3,095.00
International Certificate of Competency - Theory & Practical	\$695.00
International Certificate of Competency - Practical Test	\$265.00
International Certificate of Competency - In- Class Theory	\$625.00
International Certificate of Competency - Exam Challenge	\$365.00

Table 18 – Power and Sail Boating Programs Available from Harbourfront Centre (Continued)

Program	Fees
Sail Canada Coastal Navigation	\$725.00
Sail Canada Coastal Navigation - Module 1	\$455.00
Sail Canada Coastal Navigation - Module 2	\$325.00
Sail Canada Celestial Navigation	\$595.00
Pleasure Craft Operators Card	\$55.00
Toronto Harbour License	\$160.00
VHF - DSC License	\$180.00
Sailing Club Membership (have access to entire fleet)	\$170.00/month
Dinghy Membership (have access to entire fleet)	\$880.00 annual
Power Membership (have access to entire fleet) for specified number of hours 30, 60, 90	\$185.00/\$265.00/\$325.00/month

Table 19 – Pros and Cons for an Arm's Length Operated Marina

Pros	Cons
<ul style="list-style-type: none"> The Town would continue to have a marina on the waterfront Up to 100 percent of the capital asset and equipment costs would be borne by the arm's length agency 100 percent of any losses after expenditures would be borne by the arm's length agency 	<ul style="list-style-type: none"> Town would have little or no control over what happens at and in marina basin Would require selling Town's marina assets to the arm's length agency Some expenses would be higher (i.e. insurance costs, realty taxes) leading to higher fees

4.6 Recommended Operating Model for Arnprior Municipal Marina

Due the existing number of slips and future potential for expansion to a maximum of 125 slips, we believe, that a publically owned and operated marina is the best option. Even with an expansion to 125 slips it would be very difficult to attract a private operator. We do not believe that any of the other operational approaches outlined previously would provide the Town with a model that is more financially self sufficient. Rather, there is a need to increase the number of occupied slips through a strong marketing effort with the ultimate goal of expanding the total number of slips to meet the growing market for slips within Arnprior Municipal Marina's seasonal market area. Providing power (i.e. minimum 30 amp.) and water at all slips 30 feet or longer in length along with offering winter storage and dryland summer storage will assist in attracting additional seasonal and transient boaters and improving the revenue stream.

Winter boat storage does not require a paved surface, but the area should be relatively flat. For security reasons the storage area should not be secluded. Security cameras are recommended. No other capital cost is involved. Cranes can be rented in the spring and fall for the launch and haul out and security fencing can be leased on a seasonal basis. Fees for winter storage are charged by linear foot or by square foot.

Dryland summer storage also requires a level area and it does not need to be paved. This type of storage generally includes boats on trailers, cradles or blocks which for some reason are not in the water for the summer boating season; cradles or trailers used for winter storage stored for the summer; and dry-sailed boats such as lasers, canoes, kayaks and inflatables. Fees for trailer storage increase according to the number of axels. Fees for cradle storage range depending on the size and type. Cradles that do not have feet on the four corners are charged a blocking fee. Masts are stored on racks and charged by linear foot. Racks and security cameras are the only capital costs associated with dryland summer storage.

4.7 Potential Interim Alternative Operating Model

Since profitability is an issue, the Town may wish to consider having members from the Chats Lake Community Boat Club operate the marina on the Town's behalf, until a decision is made toward the desired operating model. The Jackson's Point Marina on Lake Simcoe is operated under this scenario. The Jackson's Point Yacht Club is provided with an agreed upon number of seasonal slips free of charge each season in exchange for the responsibility of providing deck hands to assist transient boaters entering and leaving the marina, collecting all required fees and providing 24 hour security throughout the boating season.

As pointed out previously in this section of the report, the Kincardine Yacht Club is another example of a yacht club operating a marina on a municipality's behalf in order to reduce operating costs.

Employing a similar model would reduce salaries and wages, ensure transient boaters are well tended to, provide safe access to the fuel dock seven days a week as well as 24 hour security.

SECTION 5 – DEMAND AND FINANCIAL PROJECTIONS FOR ARNPRIOR MUNICIPAL MARINA

5.1 Review of 2017 to 2019 Marina Financial Statements

The small number of seasonal and transient slips available at the marina makes it difficult to compare the 2017 to 2019 financial statements for the Arnprior Municipal Marina (See EXHIBIT 28) with those for other Ontario marinas. While a number of line items (i.e. operating supplies, utilities, equipment rental, and contracted services) vary widely from one year to the next, the explanation provided by Town of Arnprior officials indicates that the numbers are not out of line when all things are considered. Having said this, we do recommend that costs associated with operating supplies used for re-sale (i.e. charts, maps, water, etc.) be separated from those costs associated with the operation of the marina's infrastructure (i.e. lumber, cleats, floats, chairs, etc.), and a separate line item be included which covers repairs and maintenance exclusively. The explanation provided for those items included under equipment rental and contracted services if maintained going forward will make these two expense items more self-explanatory.

Based on the information provided by the Town it was not possible to determine the split in revenue generated through seasonal slips versus transient slips. 160 transient boats over the 2018 and 2019 seasons suggests a small transient boater market. The decision to only staff the marina from 7:00 am to 7:00 pm on Friday, Saturday and Sunday beginning with the 2020 boating season would further suggest that the current transient market is small and weekend-oriented. We believe that a number of the facilities and services suggested in the previous section (See EXHIBIT 27) will assist in increasing the number of transient boaters attracted to the Arnprior Municipal Marina. Providing an annual budget for marketing would also assist in creating greater awareness for the marina and contribute to higher seasonal and transient boaters using the marina.

5.2 Projected Demand for Seasonal Slips

It is expected that demand for seasonal slips will come from:

- Latent demand existing because of the short-fall of seasonal slips within the 50 kilometre market area of the Arnprior Municipal Marina site;
- Trade up from existing marinas as this facility will be the newest in the market area with much sought after 9 and 11 metre slips;
- Current seasonal slips holders; and,
- Boaters on waiting list.

5.3 Projected Demand for Transient Slips

In arriving at the demand for transient slips at the Arnprior Municipal Marina, we have taken into consideration the current lack of on-site facilities and amenities at the marina.

In catering to the transient boater market it should be recognized that the number of boats attracted will vary widely depending on the day. An established marina (i.e. Year 4 or 5) in a good market can expect to reach high occupancy rates on holiday weekends and established special event weekends, as shown below. Monday through Friday are difficult days to attract transient boaters even with very attractive discounts.

	<i>(expected occupancy rate at an established marina in a good market)</i>
Holiday Weekends	90 to 100%
Existing Special Event Weekends	75 to 100%

New Special Event Weekends	65 to 85%
Normal Weekends	55 to 65%
Normal Weekdays	5 to 10%

In arriving at our projections for transient boaters we have assumed three time periods: less than 1 day, 1 day, and more than 1 day stays and that transient boaters will use the 26, 30 and 36 foot slips (i.e. 8, 9 and 11 metre slips).

5.4 Configuration of 96 Slip Marina

As shown in Table 20 following, based on the current seasonal and transient slip usage we recommend that approximately 90 percent of the slips are seasonal. We further recommend that one half of the 8 metre slips provide 30 amp. power and water, all of the 9 metre slips provide 30 amp. power and water, and all of the 11 metre slips provide 50 amp. Power and water.

Table 20 – Configuration of 96 Slip Arnprior Municipal Marina

Length of Slip	Seasonal	Transient	Total
20 feet (6 metres)	40	0	40
26 feet (8 metres)	24	6	30
30 feet (9 metres)	16	2	18
36 feet (11 metres)	6	2	8
Total	86	10	96

5.5 Development Improvements of Arnprior Municipal Marina (Year 1 to Year 15)

In arriving at the operating results for the 96 slip marina we have incorporated the development improvements as costed and scheduled in EXHIBIT 30 and EXHIBIT 31. It is assumed that a new dock system including 30 amp. power and water will be available in Year 3, allowing fees to increase above their current rate and the Central Harbour Master Building will be operable in Year 11 allowing the sale of marina merchandise. Disbursements have been adjusted in the appropriate years to reflect the additional operating costs associated with the new developments.

5.6 General Operating Assumptions

Operating revenues and expenditures have been based on our discussions with marina operators and results achieved by other marinas of a similar size and character as that proposed for the Arnprior Municipal Marina. In preparing our estimates of revenues and disbursements for the marina we have made the following assumptions:

- We have projected a 1.5 percent annual inflation rate (as per the Royal Bank of Canada) where stated.¹ Any variance in the actual inflation rate would have a direct effect on the projected operating results.
- Targeted and direct marketing efforts will be undertaken on an on-going basis.
- The rental rates and other sales percentages will be in keeping with a marina of this quality, yet reflect local and regional market conditions.

¹ Rates for a number of the revenues and expenses such as slip rentals, winter storage, maintenance and repairs, insurance, etc. have been projected to increase at a higher rate than inflation as per marina industry averages (i.e. slip rental rates typically increase 3 to 5 percent each year depending on the market area and maintenance and repair costs for slips typically increase 5 to 8 percent per year within two years of installation).

- The marina will be competently managed by professional staff with experience in their areas of responsibility.
- When rates and percentages are quoted in these financial calculations they are representative of industry averages from our data base for this size and type of marina and are approximate.

5.7 Specific Financial Assumptions

5.7.1 Revenues

Seasonal Slip Rental Fees: In keeping with the current fees at Arnprior Municipal Marina we have projected a rate of \$34.00 per linear foot in Year 1 increasing by inflation in Year 2. With the new slips in place in Year 3 (i.e. with power and water, See EXHIBIT 30 and 31) and reflecting market area rental rates we have projected a rate of \$43.00 per linear foot in Year 3 for 6 metre and 8 metre slips with no power services and \$49.00 per linear foot with 30 amp power and water available to one half of the 8 metre slips and each of the 9 and 11 metre slips. Rates increase by one percent above inflation in Years 4, 5 and 6; and two percent above inflation each year thereafter (See EXHIBIT 29).

Transient Slip Rental Fees: We have projected transient slip rental rates in keeping with the surrounding marinas in the market area in the first year of: \$1.25/ft. for less than one day (i.e. 12 hours or less), \$1.50/ft. for stays of one day, (i.e. more than 12 and a maximum of 24 hours), and \$7.00/ft. for stays up to 7 days in Year 1. Rates increase by one percent above inflation in Year 3 and each year thereafter. We have assumed that six 8 metre, two 9 metre, and two 11 metre seasonal slips will be available for transient use as their lease holders will be away for a period of at least 48 hours. This policy is prevalent at a number of municipal marinas in Ontario.

Dryland Summer Storage: Based on the experience of other marinas in the market area we have projected a rate of \$50.00 for cradle storage, and \$75.00 for trailer storage for the period from May 1st until October 1st in Year 1. We have assumed that 50 percent of all seasonal boats 6 metres or less will store their trailers on site and 90 percent of all seasonal boats more than 8 metres will store their cradles on site. As per industry averages we have projected that 5 percent of the seasonal boats in any season will be stored on-shore due to non-water use, required mechanical repairs or hull work not completed. The rate for temporary storage is set at \$25.00/ft. in Year 1. All rates increase by inflation each year beyond Year 1.

Fuel/Oil Sales: Based on the current split between sail and power boats in the seasonal market area we have projected that approximately 90 percent of seasonal boats will be power boats as per market area averages. Boats 6 metres in length or less will charge \$650 for gas/diesel/oil for the boating season, 9 metre boats \$1,200 and boats 11 metres and longer \$1,500. One quarter of the transient boats will charge \$125 for gas/diesel/oil during their stay. Rates increase by inflation each Year 1.

Pump-out Service: As per industry averages one quarter of transient boats will pump-out during their stay at a cost of \$15.00 per tank in Year 1. Seasonal boaters 9 metres or less will pump-out a minimum of twice per season, and those 11 metres 4 times at a cost of \$15.00 per tank in Year 1. Rates increase by inflation each year beyond Year 1.

Parking/Boat Launch Revenue: We have projected that an average of 10 boats per day will use the launch ramp adjacent to the existing marina. As some marinas in the market area charge for parking as opposed to a launch fee we have projected revenue based on either \$6.50 per launch or \$1.30 per hour to park for a maximum of 5 hours. Rates increase by inflation each year beyond Year 1.

Merchandise Sales: This includes the sale of sweaters, other clothing and materials with the AMM /marina emblem from the tuck shop within the marina office complex. As per the industry average this has been set at \$10.00 per transient boat and \$25.00 per seasonal boat in Year 11, when the Harbour Centre Office is open (See EXHIBIT 31), increasing by inflation each year thereafter.

5.7.2 Disbursements

Full-time/PartTime Labour Cost: Marina Manager \$60,000 per annum/\$35,000 for 7 months in Year 1. Full-time/part time labour costs are projected to increase at 3 percent per annum beyond Year 1.

Casual Labour Cost: Set at \$15.00 or \$17.50 per hour for 35 hour week for 26 weeks in Year 1 and increasing at inflation each year thereafter. We recommend that the marina maintenance person be employed for 28 weeks in order to assist the Marina Manager with the opening and closing of the marina in the spring and fall.

Dockhand/ Marina Maintenance	1	28 weeks	35 hours	\$15.00 per hour
Fuel Dock Attendant/Marina Maintenance	1	22 weeks	35 hours	\$15.00 per hour
Total	2			

The number of casual staff is in-keeping with other marinas of a similar size within the seasonal market area.

Overtime/Shift Premiums & Standby: Set at 3.5 percent of annual full and part-time labour costs as per industry averages.

Employee Benefits: Set at 20 percent of full-time labour cost and 9 percent of casual labour cost.

Utilities: Set at current cost of approximately \$1,000 per season in Years 1 and 2, and increasing to \$100 per slip for the 6, 8 and 9 metre slips with 30 amp. power, \$175 per slip for the 11 and 14 metre slips with 50 amp. Power when the new dock system is in place, and \$400 per month for the marina building during the operating season and \$200 per month during the off-season as per industry average when the building is in operation in Year 11, increasing by 3.5 percent per annum and percentage increase in use of hydro and water each year thereafter.

Office Supplies: Set at \$2,500 in Year 1 to cover cost of materials used by marina manager and other casual staff. Increasing by inflation each year thereafter.

Guest Supplies/Custodial Supplies: Set at \$50 per occupied slip in Year 1, and increasing by inflation and the percentage increase in seasonal and transient boater traffic each year thereafter.

Fuel Dock Cost of Sales: Set at 85 percent of revenue as per industry average.

Insurance: Set at \$7,200 in Year 1 based on a quote from insurance provider for a marina of the stated size, and increasing at 3 percent per annum thereafter as per industry average. Covers marina operators legal liability, commercial general liability, onshore property, floating property and docks, vessels property, and miscellaneous equipment, and increasing at 5 percent per annum thereafter as per industry average, includes the cost of insuring the marina building.

Maintenance & Repairs: Set a \$100.00 per dock in Year 1 and increasing by 5 percent in Year 2. A provision of \$50 per dock has been made in Year 3 to cover any unforeseen start-up systems failures for the new dock system. Year 4 maintenance and repairs expenses are set at \$116.00 per dock, increasing at 5 percent per annum each year thereafter.

Dryland Summer Storage Security Camera: Set at \$500.00 in Year 1 and increasing by 1.5 percent per annum thereafter.

Marketing & Promotion: Set at \$10,000 in Year 1; reduced by 25 percent in Year 2 to reflect the additional promotional materials required in launching the pre-opening and opening ceremonies for the new marina building and dock system and increasing 3 percent each year thereafter. The marketing budget should be allocated to marina-specific trade shows (e.g. Ottawa Boat Show, Montreal Boat Show, etc.); publications

(e.g. Ports Cruising Guides, Boating Magazine, etc.); and trade associations (e.g. Boating Ontario formerly Ontario Marine Operators Association, etc.).

Credit Card Commissions: Set at 3.5 percent of total revenues as per industry average.

General & Administrative: Set at \$7,500 in Year 1 for Scenario A and \$8,000 for Scenarios B in Year 1 to cover fees, dues, subscriptions, memberships to organizations; mileage, cell-phones, professional services (i.e. accounting, consulting, legal; travel & entertainment; cleaning; off-season security), and short term lease of non capitalized equipment; and increasing by 3 percent each year thereafter.

Capital Re-Investment for Replacement: We normally recommend a standard capital investment expense of 8 to 10 percent of revenues each year toward the replacement of the full dock system and services every 30 years. We have not provided for this expense in this scenario.

5.8 Financial Projections

We have projected that revenues will increase from \$126,030 in Year 1 to \$173,580 in Year 5, to \$208,020 by Year 10, and reach \$251,950 by Year 15 (EXHIBIT 29). Disbursements will increase from \$136,230 in Year 1, to \$157,050 by Year 5, to \$180,590 by Year 10, and reach \$219,210 by Year 15. This scenario is projected to have a Year 1 loss of \$10,200, decreasing to \$4,690 in Year 2. Net income before debt service is expected to increase from \$11,000 in Year 3, to \$16,530 by Year 5, to \$27,430 by Year 10 and reach \$32,740 by Year 15.

5.9 Capital Cost Financing

If the Town of Arnprior is to undertake all of the improvements and operate the marina we expect that the entire capital cost required for the marina and its land-based amenities will be financed through municipal debentures. Although we are unaware of any federal or provincial infrastructure grants that apply to marinas, we recommend that the Municipality continue an approach with the federal and provincial governments regarding the possibility of obtaining some form of infrastructure grants. Consideration should also be given to approaching local or regional philanthropists or major businesses to cover a portion of the capital cost in exchange for naming rights.

Since the major facilities in the marina (i.e. marina building, docks, and parking areas) have an expected life that exceeds 25 years we have assumed it will be possible to obtain municipal debentures with either a 20 or 25 year amortization period to cover the projected total capital cost of re-developing the marina. We have used a 25 year amortization period with an interest rate of 3.1 percent per annum as per our discussions with Infrastructure Ontario.

Based on the recommended schedule for the improvements to the marina (EXHIBIT 31), the financing has been divided into three tranches. The first includes \$957,500 for M.12 - Private Development Opportunity, M.8 - Dock Configuration Improvements, and M.9 - Boat Slip Improvements. Annual payments for principal and interest will commence in Year 2 and will be \$55,600. The second debenture for \$663,000 will include the cost of M.5 - Marina Parking Lot, M.6 - Boat Launch Relocation, M.7 - Fuel and Waste Pad Relocation, M.11 - Buffer Planting, and M.13 - Food Truck Service Location. Annual principal and interest payments of \$38,500 for this debenture will commence in Year 7. The third debenture for \$2,495,000 includes the cost of M.1 - Marina Path Improvements, M.2 - Central Harbour Master Building, M.3 - Boardwalk and Daily Visitor Dock, M.4 - Harbour Master Building Parking Lot, and M.10 - Marina Picnic Area. Annual principal and interest payment for the third debenture will commence in Year 10 at \$144,880. See EXHIBIT 32.

We are unable to project that the net profit before debt service from the operation of the 96 slip marina will be sufficient to cover the principal and interest payments for the \$4,115,500 improvements to be completed over 12 years.

5.10 Suggestions for Increased Revenue

In addition to the facilities and services included in the re-development described in the previous section and those suggested and highlighted in EXHIBIT 27, the following ideas have been incorporated at other marinas to increase occupancies and/or revenues.

- Offer reduction in fees incentive to existing seasonal slip holder for bringing new slip holder who remains for at least two seasons;
- Offer option to pay the seasonal fees on a monthly basis for example. It may be appreciated and can be a competitive advantage but also implies more effort in booking and clearance;
- Offer a booking incentive like a gift certificate to a popular restaurant, spa or entertainment event;
- Rent out dock ladders, dock carts, dock boxes or dock lockers. The downside is the possibility of equipment being damaged leading to inconsistent cash flow, therefore must decide what equipment might be rented with least risk of damage;
- Vending machines;
- Joining Boating Ontario and applying for certification as a Clean Marine Marina. Being listed in Boating Ontario provides a form of advertising for the marina and allows boaters to see the facilities and services available at the marina and having a Clean Marine designation is important due to the increased concern about the environment;
- Use social media which is now a popular and effective way of attracting more boaters through free advertising on sites such as Facebook, Twitter, Instagram, and YouTube;
- Well placed information (e.g. signs, maps, information boards) on how to register and how to get in contact with the marina staff will reduce staff intervention time with transients who show up without a reservation;
- Changing lease agreement with seasonal slip holders to allow for use of the slip for transient purposes when they will be away from slip for more than 48 hours, thus providing the opportunity to increase revenue without adding more slips;
- Add a 10 percent surcharge to slip holder fees for those not a resident of the Town of Arnprior.

SECTION 6 – PROJECTED NEED FOR ADDITIONAL SEASONAL SLIPS IN SEASONAL MARKET AREA

6.1 Introduction

The need for additional slips in the seasonal market area is dependent on three major factors:

- The ability of the existing marina facilities within the market area to meet the current and future demand and the overall occupancy rate of the marinas within the seasonal market area;
- The growth in the number of power and sail boats in the seasonal market area typically using marina slips and the changes in the boats length, beam and draft; and,
- The market area for the seasonal slips exhibiting socio-demographic characteristics that are strong determinants of power and sail boating demand.

Based on our analysis of these factors in the previous sections of this report, there is a demonstrated need for additional slips in the seasonal market area, a portion of which Arnprior Municipal Marina should attempt to capture. The projected level of the need for additional slips is described in this section.

6.2 Need for Seasonal Slips

Based on our interviews with marina operators and yacht club commodores we have assumed that the boats requiring seasonal slips are at least 20 feet in length and no more than 36 feet in length (i.e. approximately 6 to 11 metres). As shown in EXHIBIT 25, we estimate that there were 1,850 boats in this size range in the seasonal market area in 2019. Since the data on the number of registered boats in Ontario are not city, town, county or region specific, we have arrived at our estimate of boats by dividing the number of boats in Ontario by the population. This provides us with the number of persons per boat (i.e. 142.4) or that there is one boat of this size for every 142.4 persons. By dividing the population of the seasonal market area by the number of residents per boat in the market area we arrive at the number of seasonal boats (e.g. $263,010/142.4 = 1,847$ seasonal boats). Since we are using averages, it is recognized that this method may over-estimate land locked areas (i.e. Middlesex, Waterloo), and under-estimate others with a large waterfront area (i.e. Renfrew, Frontenac). Overall we believe that it provides a reasonable estimate given the data available. This approach is widely used by private and public sector marina developers in North America and internationally to estimate the number of boats in the market area. The U.S Park Service and the Tennessee Valley Authority (TVA) use this approach in their watershed area studies in the United States as does Parks Canada.

In arriving at the number of boats that require seasonal slips it is necessary to eliminate those that are moored at private docks or boathouses and those that are trailered to a launch ramp on a per use basis. According to the Ministry of Natural Resources they estimate that approximately 8 percent of residences in the seasonal market area have a private dock or boathouse. Our discussions with the National Marine Manufacturers Association – Canada and a number of Canadian boat trailer sellers provided an estimate of approximately 25 percent of boats 20 to less than 26 feet (i.e. 6 metres to less than 8 metres); 15 percent of boats 26 feet to less than 30 feet (i.e. 8 metres to less than 9 metres); and 4 percent of boats 30 feet or longer (i.e. 9 metres or longer) are trailered to launch ramps on a per use basis. We have therefore excluded these trailered boats from the number requiring a slip.

By comparing the number of seasonal slips available in 2019 with the number of seasonal boats as derived in EXHIBIT 26, it is evident that there is more demand than supply and additional slips are needed. No new slips are currently planned for the seasonal market area. There is a theory among many marina operators and boat manufacturers throughout North America today that if there are no adequate slips at a port, the number of boats in an area will reflect this deficiency. If on the other hand, quality facilities are

offered, these facilities will actually foster boat ownership and activity in the area. Port Whitby Marina in Whitby, Cobourg Marina in Cobourg, and Meyer's Pier in Belleville are direct example of this theory.

We estimate that at the end of the 2019 boating season there was a need for 193 additional slips. With no known additions to the number of seasonal slips available, the need for additional slips will rise to 218 in 2020 (EXHIBIT 26), 313 by 2025, 393 by 2030, and reach 454 by 2034. There is sufficient demand within the seasonal market area for Arnprior Municipal Marina to add slips without negatively impacting any other facilities in the seasonal market area.

As a result of our analysis we suggest that the number of slips at Arnprior Municipal Marina be increased to approximately 115 to 125 with the configuration of finger docks in the range shown in Table 20 following. If the marina were operating at a profit the number of slips could be increased in time for the 2021 boating season. Since it is our understanding that the existing dock system was installed in 1989, it is near or at the end of its normal 30 year life cycle. We recommend that the new slips be added when the existing docks are replaced. Potable water should be made available to all slips and 30 amp power to 50 percent of the 26 foot slips (i.e. 8 metres) and all of the 30 and 36 foot slips (i.e. 9 and 11 metres). The new dock system should include finger docks approximately 3 feet wide (i.e. 1.0 metre) for those 20 feet and 26 feet and 4 feet wide (i.e. 1.25 metres) for those 30 feet and 36 feet and main docks approximately 8 feet wide (i.e. 2.4 metres) to ensure stability especially for an aging boating population and safety for the number of persons using the main docks at any one time. A qualified coastal engineer should be retained to design the marina as there are recognized standards for the widths of berths and fairways. The marina should then institute a fee structure based on the length of the finger dock used or the boat occupying the slip whichever is greater. For example a 16 foot boat occupying a 20 foot slip would pay a rate based on 20 feet and a 34 foot boat occupying a 30 foot slip would pay a rate based on 34 feet. This system is typical for most marinas in Ontario.

Table 21 – Reconfigured Expanded Arnprior Municipal Marina

Length of Slip	Percentage	115 Slips	125 Slips
20 feet (6 metres)	35%	40	44
26 feet (8 metres)	35%	40	44
30 feet (9 metres)	20%	23	25
36 feet (11 metres)	10%	12	12

6.3 Facilities/Services to be Considered for Arnprior Municipal Marina

EXHIBIT 27 provides a list of facilities and services which would generate additional revenue for the marina, broaden the market appeal and address future market demand. The boater and other groups to whom the facility or service would appeal are described, as are the pros and cons for providing them at the marina. Some like the restaurant and other food service suggestions are considered cost prohibitive and financially non-viable given the short boating season and lack of appeal during the winter season.

We recommend that the Arnprior Municipal Marina increase the revenue stream by implementing the following at a minimum:

- Add additional slips to a maximum of 125 when a certified engineering survey indicates the existing dock system has reached the end of its useful life cycle;
- Provide dryland summer storage; and
- Provide winter storage for the seasonal boaters.

6.4 General Operating Assumptions for Expanded Marina

If the Town of Arnprior decides to increase the number of slips to either 115 or 125 to meet the current and future demand between 2019 and 2034 we believe the following operating results are achievable.

Operating revenues and expenditures have been based on our discussions with marina operators and results achieved by other marinas of a similar size and character as that proposed for the Arnprior Municipal Marina. In preparing our estimates of revenues and disbursements for the marina we have made the following assumptions:

- We have projected a 1.5 percent annual inflation rate (as per the Royal Bank of Canada) where stated.¹ Any variance in the actual inflation rate would have a direct effect on the projected operating results.
- Targeted and direct marketing efforts will be undertaken on an on-going basis.
- The rental rates and other sales percentages will be in keeping with a marina of this quality, yet reflect local and regional market conditions.
- The marina will be competently managed by professional staff with experience in their areas of responsibility.
- When rates and percentages are quoted in these financial calculations they are representative of industry averages from our data base for this size and type of marina and are approximate.

6.5 Specific Financial Assumptions for Expanded Marina

Financial projections are provided for the first fifteen years of operation of:

- Scenario A (90 seasonal slips, 25 transient slips); and
- Scenario B (100 seasonal slips, 25 transient).

6.5.1 Revenues

Seasonal Slip Rental Fees: In keeping with market area rental rates we have projected a rate of \$40.00 per linear foot in Year 1 for 6 metre and 8 metre slips with no power services and \$46.00 per linear foot with 30 amp power and water available to one half of the 8 metre slips and each of the 9 and 11 metre slips. Rates increase by inflation in Year 2 and 3; one percent above inflation in Years 4, 5 and 6; and two percent above inflation each year thereafter.

The current 2019 fees at Arnprior Municipal Marina for seasonal slip rentals are \$32.00/foot for un-serviced docks (i.e. no potable water or power).

Transient Slip Rental Fees: We have projected transient slip rental rates in keeping with the surrounding marinas in the market area in the first year of: \$1.25/ft. for less than one day (i.e. 12 hours or less), \$1.50/ft. for stays of one day, (i.e. more than 12 and a maximum of 24 hours), and \$7.00/ft. for stays up to 7 days in Year 1. Rates increase by one percent above inflation in Year 3 and each year thereafter.

¹ Rates for a number of the revenues and expenses such as slip rentals, winter storage, maintenance and repairs, insurance, etc. have been projected to increase at a higher rate than inflation as per marina industry averages (i.e. slip rental rates typically increase 3 to 5 percent each year depending on the market area and maintenance and repair costs for slips typically increase 5 to 8 percent per year within two years of installation).

Outdoor Winter Storage: Based on market area rates we have projected \$1.20/sq. ft. for the period between October 1 and April 30, increasing by inflation in Years 2, 3 and 4; one percent above inflation in Years 5, 6 and 7; two percent above inflation in Year 8 and each year thereafter. This rate includes a bottom wash. It does not include shrink-wrapping or tarped covering or the use of a crane, travel-lift, hydraulic packer or haulout/launch fees. We have assumed that 50 percent of the seasonal boats 6 metres or less and 30 percent of those 8 metres or less in length will be trailered by their owners to another site and thus not stored over the winter on the marina site. We have assumed there is sufficient space on-site to winter store all remaining seasonal boats wishing winter storage.

Lift/Haulout/Launch fees/Mast stepping/Un-stepping: Based on market area rates we have projected \$6.00/ft. in Year 1 for boats up to 9 metres, and \$7.75/ft. for boats more than 9 metres and up to 11 metres. This fee includes movement of the boat to and from the water by means of a crane. It also assumes the use of an owner provided cradle or boat trailer for on-site winter storage. We have not provided a fee for stepping/un-stepping masts as we understand there are few sail boats in area of the Arnprior Municipal Marina. If there are the fee should be set at \$2.75/ft. in Year 1; approximately 10 percent of all seasonal boats will be sail boats based on the current split between sail and power boats within the seasonal market area. Rates increase by inflation in Year 2 and 3 and by one percent above inflation each year thereafter.

Dryland Summer Storage: Based on the experience of other marinas in the market area we have projected a rate of \$50.00 for cradle storage, and \$75.00 for trailer storage for the period from May 1st until October 1st in Year 1. We have assumed that 50 percent of all seasonal boats 6 metres or less will store their trailers on site and 90 percent of all seasonal boats more than 8 metres will store their cradles on site. As per industry averages we have projected that 5 percent of the seasonal boats in any season will be stored on-shore due to non-water use, required mechanical repairs or hull work not completed. The rate for temporary storage is set at \$25.00/ft. in Year 1. All rates increase by inflation each year beyond Year 1.

Fuel/Oil Sales: Based on the current split between sail and power boats in the seasonal market area we have projected that approximately 90 percent of seasonal boats will be power boats as per market area averages. Boats 6 metres in length or less will charge \$650 for gas/diesel/oil for the boating season, 9 metre boats \$1,200 and boats 11 metres and longer \$1,500. One quarter of the transient boats will charge \$125 for gas/diesel/oil during their stay. Rates increase by inflation each Year 1.

Pump-out Service: As per industry averages one quarter of transient boats will pump-out during their stay at a cost of \$15.00 per tank in Year 1. Seasonal boaters 9 metres or less will pump-out a minimum of twice per season, and those 11 metres 4 times at a cost of \$15.00 per tank in Year 1. Rates increase by inflation each year beyond Year 1.

Parking/Boat Launch Revenue: We have projected that an average of 10 boats per day will use the launch ramp adjacent to the existing marina. As some marinas in the market area charge for parking as opposed to a launch fee we have projected revenue based on either \$6.50 per launch or \$1.30 per hour to park for a maximum of 5 hours. Rates increase by inflation each year beyond Year 1.

Merchandise Sales: This includes the sale of sweaters, other clothing and materials with the AMM /marina emblem from the tuck shop within the marina office complex. As per the industry average this has been set at \$10.00 per transient boat and \$25.00 per seasonal boat in Year 1, increasing by inflation each year thereafter.

6.5.2 Disbursements

Full-time/PartTime Labour Cost: Marina Manager \$60,000 per annum/\$35,000 for 7 months in Year 1.

Full-time/part time labour costs are projected to increase at 3 percent per annum beyond Year 1.

Casual Labour Cost: Set at \$15.00 or \$17.50 per hour for 35 hour week for 26 weeks in Year 1 and increasing at inflation each year thereafter. We recommend that the marina maintenance person be

employed for 28 weeks in order to assist the Marina Manager with the opening and closing of the marina in the spring and fall.

Dockhand/ Marina Maintenance	1	28 weeks	35 hours	\$15.00 per hour
Tuck Shop Staff	1	22 weeks	35 hours	\$15.00 per hour
Fuel Dock Attendant/Marina Maintenance	1	22 weeks	35 hours	\$15.00 per hour
Total	3			

The number of casual staff is in-keeping with other marinas of a similar size within the seasonal market area.

Overtime/Shift Premiums & Standby: Set at 3.5 percent of annual full and part-time labour costs as per industry averages.

Employee Benefits: Set at 20 percent of full-time labour cost and 9 percent of casual labour cost.

Utilities: Set at \$100 per slip for the 6, 8 and 9 metre slips with 30 amp. power, \$175 per slip for the 11 and 14 metre slips with 50 amp. power, and \$400 per month for the marina building during the operating season and \$200 per month during the off-season as per industry average, increasing by 3.5 percent per annum and percentage increase in use of hydro and water each year thereafter.

Office Supplies: Set at \$2,500 in Year 1 to cover cost of materials used by marina manager and other casual staff. Increasing by inflation each year thereafter.

Guest Supplies/Custodial Supplies: Set at \$50 per occupied slip in Year 1, and increasing by inflation and the percentage increase in seasonal and transient boater traffic each year thereafter.

Fuel Dock Cost of Sales: Set at 85 percent of revenue as per industry average.

Cost of Merchandise: Set at 65 percent of revenue as per industry average.

Insurance: Set at \$8,630 in Year 1 for Scenario A, \$9,380 for Scenario B in Year 1 based on a quote from insurance provider for a marina of the stated size, and increasing at 3 percent per annum thereafter as per industry average. Covers marina operators legal liability, commercial general liability, onshore property, floating property and docks, vessels property, and miscellaneous equipment, and increasing at 5 percent per annum thereafter as per industry average, includes the cost of insuring the marina building.

Maintenance & Repairs: A provision of \$50 per dock has been made in Year 1 to cover any unforeseen start-up systems failures. Year 2 maintenance and repairs expenses are set at \$105.00 per dock for Scenarios A and B and increasing at 5 percent per annum each year thereafter.

Dryland Summer Storage Security Camera: Set at \$500.00 in Year 1 and increasing by 1.5 percent per annum thereafter.

Marketing & Promotion: Set at \$10,000 in Year 1; reduced by 25 percent in Year 2 to reflect the additional promotional materials required in launching the pre-opening and opening ceremonies for the new marina building and dock system and increasing 3 percent each year thereafter. The marketing budget should be allocated to marina-specific trade shows (e.g. Ottawa Boat Show, Montreal Boat Show, etc.); publications (e.g. Ports Cruising Guides, Boating Magazine, etc.); and trade associations (e.g. Boating Ontario formerly Ontario Marine Operators Association, etc.).

Credit Card Commissions: Set at 3.5 percent of total revenues as per industry average.

Crane Rental & Mobile Power Washer Rental: Set at \$200/hour in Year 1 for a crane and operator for lift in and lift out of all boats winter stored on-site or across the road. Five boats per hour will be lifted and swung into place for launch and haulout. The mobile power washer rental is set at \$75.00 per hour in Year

1; five boats per hour will be bottom power washed after fall lift out. Rates increase by inflation each year thereafter.

General & Administrative: Set at \$7,500 in Year 1 for Scenario A and \$8,000 for Scenarios B in Year 1 to cover fees, dues, subscriptions, memberships to organizations; mileage, cell-phones, professional services (i.e. accounting, consulting, legal; travel & entertainment; cleaning; off-season security), and short term lease of non capitalized equipment; and increasing by 3 percent each year thereafter.

Capital Re-Investment for Replacement: We normally recommend a standard capital investment expense of 8 to 10 percent of revenues each year toward the replacement of the full dock system and services every 30 years. We have not provided for this expense in either Scenario A or Scenario B.

6.6 Financial Projections

Scenario A (90 seasonal slips, 25 transient slips)

We have projected that revenues will increase from \$175,870 in Year 1 to \$230,240 in Year 5, to \$268,290 by Year 10, and reach \$305,020 by Year 15 (EXHIBIT 33). Disbursements will increase from \$168,000 in Year 1, to \$197,150 by Year 5, to \$223,050 by Year 10, and reach \$250,780 by Year 15. This scenario is projected to have a Year 1 net income of \$7,870. Net income before debt service is expected to increase from \$33,090 by Year 5, to \$45,240 by Year 10 and reach \$54,240 by Year 15.

Scenario B (100 seasonal slips, 25 transient slips)

With the increase from 115 slips to 125 slips the revenue stream with Scenario B increases from \$189,440 in Year 1, to \$240,670 in Year 5, to 292,390 in Year 10, and reaches \$332,450 by Year 15. See EXHIBIT 35. With disbursements at \$173,570 in Year 1, \$202,170 in Year 5, \$232,140 in Year 10, and \$260,950 in Year 15, the marina is projected to operate with a positive net cash flow before debt service in Year 1 of \$15,870, increasing to \$38,500 in Year 5, to \$60,250 in Year 10, and \$71,500 in Year 15.

6.7 Capital Cost Financing

Scenario A (90 seasonal slips, 25 transient slips)

Under this scenario the capital cost for slips will increase by \$169,700, creating the need for a first debenture in Year 1 of \$1,027,200. The second and third debentures will remain the same as with the 96 slip marina (i.e. \$663,000 and \$2,495,000 respectively). We have used a 25 year amortization period with an interest rate of 3.1 percent per annum as per our discussions with Infrastructure Ontario. As shown in EXHIBIT 34, the annual principal and interest payments for the three debentures will be \$59,670, \$38,500 and \$144,880 respectively. Since the fixed operational costs do not increase with more slips, the increased revenue produced by this scenario will improve the profit/loss position compared to the 96 slip marina. See Table 22 following.

Scenario B (100 seasonal slips, 25 transient slips)

Adding 29 slips with this scenario will increase the Year 1 debenture to \$1,116,500 and the annual principal and interest payments to \$64,830 for this debenture. See EXHIBIT 36. As is the case with 115 slip marina, the increased revenue produced by having 125 slips will improve the profit/loss position compared to the 96 slip and 115 slip marina configurations.

Table 22 – Comparison of Profit/Loss Position with Debt Financing

Year	196 slips ¹	115 slips ²	125 slips ³
1	(\$10,200)	\$7,810	\$15,870
5	(\$39,070)	(\$21,070)	(\$26,330)
10	(\$211,550)	(\$197,810)	(\$187,960)
15	(\$206,240)	(\$188,810)	(\$176,710)

¹ EXHIBIT 29 and EXHIBIT 32² EXHIBIT 33 and EXHIBIT 34³ EXHIBIT 35 and EXHIBIT 36

Increasing the number of slips and providing winter storage will put the Town of Arnprior in a better position to service the debt associated with the marina improvements referred to in the Waterfront Master Plan main document and in EXHIBIT 30 and EXHIBIT 31 of this report.

6.8 Capital Costs and Marina Benefits

It is evident that none of the scenarios (i.e. existing 96 slips, or 115 or 125 slip expansions) generate sufficient net profits to cover the capital costs associated with all the suggested changes to the marina (EXHIBIT 30 and 31). However, it should be noted that the Arnprior Municipal Marina is an income producing asset, generating tens of thousands of dollars in annual revenue to the benefit of the taxpayers of the Town of Arnprior. Visitors attracted to the waterfront as a result of “boater activity” can also be an important source of revenue and economic spinoffs as can transient boaters expenditures away from the marina.¹ The suggested changes will increase public access to the waterfront, provide more amenities on the waterfront, enhance the physical appearance of the Town’s waterfront, raise real estate property values on the waterfront and in nearby neighbourhoods and in doing so increase the tax base, and create an improved aquatic habitat. The marina is also a catalyst for new commercial and residential development in the waterfront area. Belleville, Cobourg and Whitby are excellent examples of the positive impact that a marina can have on related waterfront developments. Chamber of Commerce officials in Belleville, Cobourg, Leamington and Kincardine have indicated that the marina was an important asset in encouraging people to accept positions with businesses in their municipality.

In the event that the municipality wishes to maintain a marina on the waterfront at the very least it will be necessary to replace the existing dock system as it has reached its useful life cycle (i.e. 25 years). As shown in Table 23 following neither the 96 slip scenario nor the 115 slip scenario generate sufficient net profit before debt service to cover the replacement cost of the dock system. Replacing the existing 96 slips with a 125 slip expansion will generate sufficient net profit over 25 years to cover the cost of the dock system and provide a surplus of \$259,330. This surplus could contribute to reducing the capital cost of the other suggested changes or set aside for replacement of another new dock system that will be required in 30 or 35 years.

Depending on the amount of space available on the site for the Central Harbour Master Building at least a portion of the \$1,725,000 capital cost for the building could be covered by a public/private partnership involving a restaurant/meeting room component. At a minimum the building should include 2 offices, a retail kiosk, reception area, staff area, showers, washrooms and possibly laundry facilities and likely require 275 to 375 square metres of floor space. Trent Port Marina in Quinte West, Ontario and Port Whitby Marina in Whitby, Ontario are two good examples of this concept.

Even with an expanded marina to 115 or 125 slips it is likely that the volume of fuel and oil sales would be insufficient to attract a public/private partner to undertake the relocation and upgrade of the fuel dock.

¹The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries indicates that exclusive of monies spent at a marina transient boaters have an average per person expenditure of \$47.00 for less than 24 hours, and \$211.30 for an overnight stay (average stay 2 nights). Assumes 2.1 persons per boat as per industry average.

Table 23 – Debt Service Analysis of Dock System Replacement

Scenario	Capital Cost ¹	Annual Debenture Repayment ²	Total Cost of Debenture	Total Net Profit Before Debt Service After 25 Years	Deficit	Surplus
96 slips	\$857,500	\$49,790	\$1,244,870	\$735,360	(\$509,510)	
115 slips	\$927,500	\$53,860	\$1,346,490	\$1,135,270	(\$11,230)	
125 slips	\$1,016,500	\$59,030	\$1,475,690	\$1,735,020		\$259,330

¹Includes M.8 Dock Configuration Improvements, and M.9 Boat Slip Improvements

²Principal and Interest @3.1% Over 25 Years

EXHIBITS



EXHIBIT 1A MARINAS AND YACHT CLUBS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA¹ – NUMBER AND SIZE OF SLIPS

Marina	Location	Total Slips	Number of Slips by Length	Seasonal Slips	Number of Transient Slips	Seasonal Slips ¹ Occupied	Max. Length	Min. Draft	Fuel	Launch Ramp	Marine Supplies
Arnprior Municipal Marina	Arnprior, Ontario 11a Lake Street 613-623-9323	96	22' - 16 26' - 80	64	32		31 ft.	5 ft.	Gas	\$10.00 \$100.00 season pass	
Chats Lake Community Boat Club	Arnprior, Ontario Leo Lavoie Road	23	25' - 14 130' dock - 8 boats at 30'	23			30 ft.	5 ft.		Yes	
Aylmer Marina/Grand-Rivière Sailing Club	Gatineau, Quebec 1 Principle Street 819-682-2847	180	22' - 40 24' - 40 26' - 44 28' - 48 30' - 8	172	8		33 ft.	5 ft.		Yes	
Port of Call Marina	Dunrobin, Ontario 216 Vances Side Road 450-473-0160	75	24' - 30 26' - 30 30' - 15	68	7		34 ft.	6 ft.	Gas	\$20.00 \$225.00 season pass	Yes
Nepean Sailing Club	Nepean, Ontario 3259 Carling Avenue 613-829-6462	500	22' - 80 24' - 90 26' - 90 28' - 110 30' - 110 36' - 20	500			36 ft.	5 ft.		\$295.00 (includes use of crane, ramp & summer storage)	
Britannia Yacht Club	Ottawa, Ontario 2777 Cassels Street 613-828-5167	80 slips 170 moorings	26' - 40 30' - 30 36' - 10	80 slips 170 moorings	Reciprocal privileges only when slips available		42 ft.	5 ft.	Gas Diesel	Yes	
Dows Lake Pavilion	Ottawa, Ontario 1001 Queen Elizabeth Drive 613-323-1001	50	20' - 20 30' - 20 40' - 10	20	30		60 ft.	5 ft.	Gas Diesel	\$14.00 per use	
John's Marina	Carleton Place, Ontario 3465 9 Line West 613-253-2628	60	20' - 30 25' - 30	60			30 ft.	6 ft.			
White Lake Marina	White Lake, Ontario 69 Lindsay Lane 613-623-2568	50	20' - 20 24' - 20 26' - 10	50			32 ft.	5 ft.	Gas	\$15.00/day \$115.00 season pass	Yes

¹ 1,207 seasonal slips and moorings were occupied during the 2019 boating season; an occupancy of 95.8 percent. The occupancy numbers for each marina have been removed from this EXHIBIT to protect the confidence in which they were given.

EXHIBIT 1B MARINAS AND YACHT CLUBS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA – FACILITIES AND SERVICES

Marina	Haul Out	Repairs	Food	Facilities	Shore Power (amps)	Pump Out	Recreation Facilities	Sales	Hookups	Parking Spaces	Dryland Seasonal Storage	Winter Storage	Plans for Future Changes
Arnprior Municipal Marina			Water/Ice	Portables		\$15.00	Picnic tables Lending hub Dragon boat program			20-40 spaces			Depend on Waterfront Master Plan
Chats Lake Community Boat Club	Privately arranged		Club house with kitchen	Showers Washrooms	15 amp. - 14				Power Water	15 spaces	1,400 sq. metres	Outdoor 25 boats	Upgrade external lighting
Aylmer Marina/Grand-Rivière Sailing Club	Hydraulic trailer Mast crane	Engines	Ice/Water	Showers Washrooms	15 amp. - 80	Yes	Picnic tables Sailing school		Power Water WiFi	110 spaces	6,600 sq. metres	Outdoor 150 boats	New pavilion under construction
Port of Call Marina	Travel lift Fork lift Mast crane	Engines Electrical	Ice/Water		30 amp. - 35	\$40.00	Boat rentals	Motors Used boats	Power Water	45 spaces	9,200 sq. metres	Outdoor 100 boats Indoor 50 boats	None
Nepean Sailing Club	Mast crane		Ice/Water Restaurant Bar	Showers Washrooms	30 amp. - 90	Yes	Picnic tables Sailing school Share sail program Children's play area	Boats	Power Water WiFi	220 spaces	18,100 sq. metres	Outdoor 480 boats	None
Britannia Yacht Club	Travel lift Mast crane		Ice/Water Dining Room	Showers Washrooms	30 amp. - 40	Yes	Picnic tables BBQs Children's play area Tennis, volleyball, basketball courts Sailing lessons		Power Water WiFi	150 spaces	12,800 sq. metres	Outside 250 boats	None

EXHIBIT 1B MARINAS AND YACHT CLUBS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA – FACILITIES AND SERVICES (Continued)

Marina	Haul Out	Repairs	Food	Facilities	Shore Power (amps)	Pump Out	Recreation Facilities	Sales	Hookups	Parking Spaces	Dryland Seasonal Storage	Winter Storage	Plans for Future Changes
Dows Lake Pavilion			Ice/Water Restaurant	Showers Washrooms Laundry	30 amp. - 26	\$26.00/ tank	Kayak/ Canoe/ Stand-up paddle board rental		Power Water WiFi	200 spaces			None
John's Marina		Engines Electrical		Washrooms	15 amp. - 25			Boats Motors	Power Water		5,100 sq. metres		None
White Lake Marina	10 ton travel lift	Engines Electrical	Ice/Water Snack bar	Washrooms				Boats Motors Docks		30 spaces	5,900 sq. metres	Outdoor 75 boats	None

EXHIBIT 1C MARINAS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA – FEES AND USER PATTERNS

Marina	Rental Rates		Winter Storage Rates	Seasonal Boater Market Area	Turn Away Business	Number of Transient Boats	Average Length of Stay
	Seasonal	Transient					
Arnprior Municipal Marina	\$32.50/ft. (season) \$17.00/ft. (monthly) \$25.00 key deposit	\$17.00/day		52% Arnprior 25% Mississippi Mills 15% Ottawa 8% Rest of Renfrew County		160	1-2 days
Chats Lake Community Boat Club	\$325.00 finger dock \$325.00 floating dock up to 20' \$325.00 +\$18.00/ft. floating dock over 20' \$95.00 dry docking & launch ramp use (up to 20') \$165.00 dry docking & launch ramp use (over 20') \$95.00 summer trailer storage \$50.00 surcharge for extra hydro use for A/C		\$95.00 boats up to 20' \$165.00 boats over 20' storage rates do not include crane use for haul out or launch	Arnprior McNab-Braeside Rest of Renfrew County	Small waiting list		
Aylmer Marina/Grand -Riviere Sailing Club	\$39.00/ft. \$256.00 catamaran \$228.00 dinghy \$208.00 windsurfer/kayak \$19.00/ft. summer storage boat \$18.50/ft. summer storage boat on trailer \$61.00 trailer or cradle no storage previous winter \$61.00 second trailer or cradle or other object \$100.00 waiting list fee	\$20.00/night	\$19.00/ft. winter storage boat \$125.00 use of crane for haul out or launch \$90.00 moving boat between master's parking lot and launching \$84.75 use of crane to raise boat for inspection \$188.00 any use of crane by non seasonal slip holder	80% Gatineau 15% Rest of Outaouais Region 5% Ottawa	Small waiting list for longer slips	300	<1 day
Port of Call Marina	\$85.00/ft. steel tube docks minimum 20' \$79.00/ft. wooden docks \$27.00/ft. outdoor summer storage + free launch \$35.00/ft. indoor summer storage + free launch \$125.00 cradle/trailer storage \$70.00 outboard motor storage	\$45.00/night \$240.00/week \$590.00/month wooden docks	\$34.00/ft. indoor storage \$30.00/ft. outdoor storage with shrink wrap only \$22.00/ft. outdoor storage only \$24.00/ft. shrink wrap only \$150.00/hr fork lift service \$10.00/ft. lift in/out with slings \$150.00 mast stepping \$55.00 trailer haul out	75% Ottawa 20% Nepean 5% Rest of National Capital Region		200-225	<1 day

EXHIBIT 1C MARINAS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA – FEES AND USER PATTERNS (Continued)

Marina	Rental Rates		Winter Storage Rates	Seasonal Boater Market Area	Turn Away Business	Number of Transient Boats	Average Length of Stay
	Seasonal	Transient					
Nepean Sailing Club	\$42.80/ft. \$440.00 summer storage on trailer \$620.00 not on trailer \$840.00 second summer on trailer \$1,060.00 second summer not on trailer \$35.00 folding cradle \$70.00 non-folding cradle \$200.00 per month for boat in yard after launch date \$80.00 each move of boat in yard after launch date \$130.00 launch or haul out day using commercial crane \$87.00 single axle trailer storage \$122.00 double axel \$157.00 triple axel Dry Sail Boat Fees \$150.00 dinghy <15' \$195.00 dinghy 15'+ \$230.00 catamaran \$75.00 windsurfer/kayak on rack \$135.00 dinghy no water access \$45.00 trailer without boat \$25.00 tender storage fee \$100.00 mooring waitlist deposit		\$190.00 sail or power boat \$65.00 dinghy \$75.00 windsurfer/kayak on rack	60% Nepean 30% Ottawa 10% Rest of National Capital Region	Small waiting list		
Britannia Yacht Club	\$1,915.00 - 9' wet mooring \$2,125.00 - 10' \$2,345.00 - 11' \$2,550.00 - 12' \$2,975.00 - 14' \$3,405.00 - 16' \$214.00/ft. harbour wall \$126.00 sail boards/ junior dinghy – dry sail \$203.00 laser		Winter storage, haul out & launch included in mooring fees \$190.00 mast step (up to 1 hr.) \$240.00 mast step (more than 1 hr.) \$150.00 folding cradle storage	80% Ottawa 15% Rest of National Capital Region 5% Hull/Gatineau	Waiting list		

EXHIBIT 1C MARINAS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA – FEES AND USER PATTERNS
(Continued)

Marina	Rental Rates		Winter Storage Rates	Seasonal Boater Market Area	Turn Away Business	Number of Transient Boats	Average Length of Stay
	Seasonal	Transient					
Britannia Yacht Club	\$335.00 under 2,000 lbs. \$445.00 over 2,000 lbs. \$203.00 dinghy shed storage \$39.00/ft. summer boat storage		\$240.00 late season haul out or launch \$90.00 wooden blocks \$185.00 trailer storage \$185.00 non-folding cradle storage				
Dows Lake Pavilion	\$64.00/ft. un-serviced + 2 free parking passes \$96.00/ft. 30 amp. power & water + 2 free parking passes \$20.00/day surcharge for 60 amp. power	\$1.75/ft. daily un-serviced \$2.00/ft. daily serviced \$10.00 parking \$10.00/ft. weekly un-serviced \$12.00/ft. weekly serviced \$10.00/day of \$50.00/week parking \$27.00/ft. monthly un-serviced \$33.00/ft. monthly serviced \$140.00/month parking		70% Ottawa 25% Rest of National Capital Region 5% Hull	Waiting list	1,800 boats	1 day
John's Marina	\$42.00/ft. un-serviced \$46.00/ft. serviced			55% Carleton Place 30% Rest of Lanark County 15% Ottawa			
White Lake Marina	\$605.00/season includes trailer storage no services \$50.00/month boat storage \$300.00/season dry dockage includes 1 parking pass, seasonal launching & trailer storage		\$710.00 boat 16' length, 7' beam - includes engine winterization & shrink wrap \$830.00 18' length 8' beam \$950.00 21' length 8.5' beam \$1,085.00 24' length 8.5 beam \$1,250.00 26' length 9' beam Shrink wrap only \$265.00 personal watercraft \$285.00 boat 16' length, 7' beam \$335.00 18' length 8' beam \$385.00 21' length 8.5' beam \$485.00 24' length 8.5 beam				

EXHIBIT 1C MARINAS WITHIN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA – FEES AND USER PATTERNS
(Continued)

Marina	Rental Rates		Winter Storage Rates	Seasonal Boater Market Area	Turn Away Business	Number of Transient Boats	Average Length of Stay
	Seasonal	Transient					
White Lake Marina			\$595.00 wrap 26' length 9' beam Storage only \$85.00 out board motor \$250.00 personal water craft \$275.00 boat 16' length, 7' beam \$325.00 18' length 8' beam \$375.00 21' length 8.5' beam \$425.00 24' length 8.5 beam \$475.00 26' length 9' beam \$50.00 launch or haul out \$50.00/month boat storage \$115.00/hr labour in shop \$172.50/hour labour out of shop	70% Renfrew County 10% Arnprior 10% Renfrew 5% Ottawa			

EXHIBIT 2 MARINA FACILITIES AND SERVICES RATING

Facilities and Services	Rating Value¹	Description
Safe Piers, Main & Finger Docks	5	Stable, clean, well maintained docks with adequate mooring cleats
Vehicle Parking	5	On-site parking for boater's vehicles
Washrooms	5	On-site washrooms, well maintained and available to boaters 24/7
Water Service on Docks	5	Potable water available on docks
Haul-out, Launch & Winter Storage	5	On-site winter storage area with haul-out and hoist equipment
Hydro (30 amps.) on Docks	5	Minimum 30 amp. Electrical service compliant with the Ontario Electrical Safety Code and ABYC
Security 24 Hours	5	Secure limited access for summer moorings and winter storage of vessels
Pump Out Service	4	On-site pump out service for holding tanks
Fuel Dock	4	On-site fuel dispensing facility for gasoline and diesel fuel
Wi Fi Connection	3	Free Wi Fi internet service available within the limits of the marina
Staff Available for Assistance	3	On duty staff available to operate marina's facilities and assist boaters during normal operating hours
Launch Ramp	3	Public launch ramp for launching trailer hauled boats
Clean Marine Certification	3	Clean Marine certified facility as per OMOA with on-site waste collection and recycling facilities
Repair Services	2	On-site (or nearby) marine repair facilities
Marine Supplies	2	On-site (or nearby) marine chandlery
Mast Crane	2	On- site mast crane available
Laundry Facilities	1	On-site laundry facilities
Maximum Score	62	

¹ 50, 75 and 75 boat owners respectively were interviewed at the Toronto International Boat Show between January 12 and 18, 2014; January 9 and 17, 2016; and January 12 and 21, 2018 regarding the features they felt were most Desirable at a home marina. They were then asked to rate each feature on a scale of 1 to 5, with 5 being the most desirable. We were not allowed to ask for any personal information, nor did we ask them to identify their home marina.

EXHIBIT 3 EVALUATION OF MARINA SERVICES AND FACILITIES FOR MARINAS IN ARNPRIOR MUNICIPAL MARINA'S SEASONAL MARKET AREA

Name of Marina	Location	Evaluation of Services and Facilities																	
		Safe Docks	Vehicle Parking	Washrooms	Potable Water on Docks	Haul-out, Launch & Winter Storage	Hydro (30 amps.) on Docks	Security 24 hours	Pump Out Service	Fuel Dock	Wi Fi Connection	Staff Available for Assistance	Launch Ramp	Clean Marine Certification (or Similar)	Repair Services	Marine Supplies	Mast Crane	Laundry Facilities	Facility Rating
Maximum Score		5	5	5	5	5	5	5	4	4	3	3	3	3	2	2	2	1	62
Arnprior Municipal Marina	Arnprior	4	5	2	0	0	0	0	4	3	0	3	3	0	0	0	0	0	24
Chats Lake Community Boat Club	Arnprior	4	5	5	4	3	0	0	0	0	0	3	3	0	0	0	0	0	27
Aylmer Marina/Grand-Rivière Sailing Club	Gatineau	5	5	5	4	5	0	3	4	0	3	2	3	3	1	0	1	0	44
Port of Call Marina	Dunrobin	5	5	0	4	5	5	4	4	3	0	2	3	0	1	2	1	0	44
Nepean Sailing Club	Nepean	5	5	5	4	3	5	5	4	0	3	2	3	0	0	0	1	0	45
Britannia Yacht Club	Ottawa	5	5	5	5	5	5	5	4	4	3	2	3	0	0	0	1	0	52
Dows Lake Pavilion	Ottawa	5	5	5	5	0	5	4	4	4	3	2	3	0	0	0	0	1	46
John's Marina	Carleton Place	4	2	4	4	0	0	3	0	0	0	1	0	3	1	0	0	0	22
White Lake Marina	White Lake	4	5	4	0	5	0	0	0	3	0	1	3	3	1	2	0	0	31

EXHIBIT 4 PROGRAMS OFFERED BY BOATING CLUBS IN ARNPRIOR

Information Category	Information Wanted	Boating Club
Boating Club	Full name of boating club	Arnprior Dragon Boat Club
Location	City or Town, Street Address, Phone Number	Arnprior, Ontario No club address 613-623-3216
Membership	How many members did you have in 2019? Is this more or less than you had in 2018?	65 members, more or less the same as 2018
Future Growth in Membership	<i>Based on the historical and current number of members.</i> How many members to you think you might have in 5 years?	60 to 70
Type and number of boats used by Club	What type and number of boats do the members of your club use? Dragon Boats War Canoes Canoes Outrigger Canoes Stand Up Paddle Boats Kayaks Rowing Sculls Etc. <i>Please list each boat type and number according to the number of people who can use it, e.g. 20 person dragon boat, single person kayak, 4 person outrigger canoe, etc.</i>	1 dragon boat – 20 paddlers
Type of facilities used to store boats	What types of facilities are used to store your boats between uses? Docks Indoor Dry-stacking Outdoor Dry-stacking Outdoor Dryland Storage Etc.	stored at slip at marina
Winter storage of boats	Where are your boats stored during off-season? At Dock Indoor Dry-stacking Outdoor Dry-stacking Outdoor Dryland Storage at marina Outdoor Dryland Storage away from marina Indoor Storage away from marina Etc.	Outdoor dryland storage away from marina

EXHIBIT 4 PROGRAMS OFFERED BY BOATING CLUBS IN ARNPRIOR (Continued)

Information Category	Information Wanted	Boating Club
Membership Programs	What type of programs do you offer to your membership? Elementary Junior Masters Seniors Etc.	Recreational (all ages) Competitive (all ages)
Frequency of Program Offerings	How often during the boating season is each of these programs offered? Recreational Program A Recreational Program B Competitive Program	Monday & Wednesday (18:00-19:00) Tuesday & Thursday (19:00-20:00) Monday & Wednesday (19:00-20:00) + Sunday morning
Number of Participants in Program	During the 2019 boating season how many persons participated in each of these programs? Recreational Program A Recreational Program B Competitive Program	20 18 24
Non-Membership Programs	Do you offer any of these programs to the general public, i.e. Non-members? Disability Groups Seniors, Etc.	All programs are open to general public to try out
Frequency of Non-Membership Program Offerings	How often during the boating season is each of these non-member programs offered? Disability once per week Seniors once per week	Non-member programs are not offered because the club's insurance does not cover non-members
Number of Participants in Non-Member Program	During the 2019 boating season how many persons participated in each of these programs? Disability Seniors Etc.	N/A
Races or regattas at your club facilities	Do you undertake races or regattas from your club facilities? How many times in 2019? How many boats & persons participated each time? e.g. June 20 th Dragon Boat Festival 8 boats, 144 persons May 1 st Regatta 38 boats, 59 persons 2 nd Regatta 27 boats, 40 persons July 1 st Regatta 32 boats, 46 persons	The Arnprior Dragon Boat Festival is run by the Town of Arnprior not the Club The Club participates but does not run any festivals

EXHIBIT 4 PROGRAMS OFFERED BY BOATING CLUBS IN ARNPRIOR (Continued)

Harbour/Marina Basin User Days	Based on your member numbers, learn to programs, training sessions and races/regattas in 2019, please estimate the number of user days in Arnprior Marina basin	85 days approximately
Marina/Harbour Water-based Facility Requirements	Do you have any special water-based spatial requirements within the marina/harbour to hold training sessions, learn-to sessions, races or regattas? <i>If the requirements differ, please specify for each event</i>	No
Plans for Future Changes	Are you considering any changes to the facilities or services offered within the next five years that would affect the programs your club offers? If so, what type?	No
Turn Away Business	Do you have a waiting list for program memberships? If so, how many? Are these related to a specific program? Which ones? Are these related to a specific type or size of boat? Which ones?	No
Existing Capacity for Expansion	Does your Club have the capacity to add additional boats or facilities for these programs? If so, how many?	Yes, but there is no requirement (not enough interest)
Required Capacity for Expansion	Based on your projections for increased members and boats over the next 5 to 15 year period, how much additional space will you require?	None
Impact of Additional Slips	Would an increase in the number of slips have an impact on your clubs' boating activities?	No

**EXHIBIT 5 SELECTED SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESIDENTS WITHIN
ARNPRIOR MUNICIPAL MARINA'S SEASONAL BOATER MARKET AREA**

	Town of Arnprior	Area Within 50 kilometres of Arnprior ¹	Ontario	Quebec
Population²				
2016	15,975 (+3.2%) ³	241,248 (5.0%) ³	13,448,494 (+4.6%) ³	8,164,361 (+3.3%) ³
2011	15,485	229,816	12,851,821	7,903,001
Age				
Males	7,830	117,650	6,559,390	4,016,760
0 to 15	1,365	21,690	1,214,965	726,340
16 to 24	750	14,260	791,200	427,855
25 to 34	815 (10.4%) ⁴	15,630 (13.3%) ⁴	857,145 (13.1%) ⁴	504,470 (12.6%) ⁴
35 to 44	860 (11.0%)	14,525 (12.3%)	821,365 (12.5%)	528,695 (13.2%)
45 to 54	1,120 (14.3%)	17,355 (14.8%)	970,275 (14.8%)	569,480 (14.2%)
55 to 59	630	8,635	482,280	314,190
60 to 64	635	7,370	406,505	276,140
65+	1,655	18,185	1,015,655	669,590
Females	8,145	123,600	6,889,105	4,147,605
0 to 15	1,215	20,855	1,155,335	692,870
16 to 24	695	13,760	752,525	416,105
25 to 34	860 (10.6%) ⁴	15,770 (12.8%) ⁴	881,975 (12.8%) ⁴	506,450 (12.2%) ⁴
35 to 44	895 (11.0%)	15,800 (12.8%)	893,000 (13.0%)	528,370 (12.7%)
45 to 54	1,175 (14.4%)	18,100 (14.6%)	1,023,450 (14.8%)	569,385 (13.7%)
55 to 59	730	9,205	507,180	322,285
60 to 64	695	7,910	439,640	286,535
65+	1,880	22,200	1,236,000	825,605
Education				
Total Population 15 Years and over by Highest Level of School	13,275	196,680	11,038,440	6,634,280
Non-High School Grad	2,380	26,675	1,935,355	1,323,070
High School Grad	4,065	50,050	3,026,100	1,426,980
Some University	235 (1.8%) ⁴	3,740 (1.9%) ⁴	242,005 (2.2%) ⁴	236,255 (3.6%) ⁴
University Grad	1,835 (13.8%)	63,835 (32.5%)	2,872,085 (26.0%)	1,361,730 (20.5%)
College Grad	3,525	42,280	2,298,715	1,165,515
All Others	1,235	10,100	664,180	1,120,730
Mobility Status – Place of Residence 1 Year Ago				
Non-mover	13,800 (88.9%) ⁴	203,375 (87.0%) ⁴	11,475,985 (87.5%) ⁴	6,965,520 (88.4%) ⁴
Mover	1,730		1,631,005	914,800
Mobility Status – Place of Residence 5 Years Ago				
Non-mover	9,570 (64.3%) ⁴	138,160 (61.8%) ⁴	7,887,825 (62.9%) ⁴	4,825,870 (64.2%) ⁴
Mover	5,305	85,550	4,658,215	2,695,090

**EXHIBIT 5 SELECTED SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESIDENTS WITHIN
ARNPRIOR MUNICIPAL MARINA'S SEASONAL BOATER MARKET AREA**
(Continued)

	Town of Arnprior	Area Within 50 kilometres of Arnprior ¹	Ontario	Quebec
Occupation – National Occupation Classification 2016				
Total Labour Force 15 Years and over by Occupation (in applicable categories)	8,290	129,940	7,141,675	4,255,500
Professional/ Managerial/ Administrative	4,305 (51.9%) ⁴	87,050 (67.0%) ⁴	4,106,910 (57.5%) ⁴	2,418,050 (56.8%) ⁴
Sales and Service	1,940	27,460	1,632,085	988,610
Skilled Labour	1,805 (21.8%)	13,990 (10.8%)	1,289,275 (18.1%)	781,550 (10.8%)
Non Skilled Labour	240	1,440	113,405	67,290
Number of Households				
2015	6,800	101,885	5,169,175	3,351,665
Median Household Income				
2015	\$69,790 (-6.0%) ⁵	\$83,430 (+12.3%) ⁵	\$74,287	\$59,822
Total Household Income				
Under \$20,000	605 (8.9%) ⁶	8,730 (8.6%) ⁶	476,605 (9.2%) ⁶	403,920 (12.1%) ⁶
\$20,000 to \$39,999	1,125 (16.5%)	13,250 (13.0%)	799,980 (15.5%)	703,275 (21.0%)
\$40,000 to \$74,999	1,725 (25.4%)	24,665 (24.2%)	1,194,595 (23.1%)	1,058,490 (31.6%)
\$75,000 to \$99,999	1,275 (18.7%)	15,530 (15.2%)	894,040 (17.3%)	505,945 (15.1%)
\$100,000+	2,070 (30.4%)	39,710 (39.0%)	1,803,955 (34.9%)	860,035 (25.7%)

¹ Includes a portion of Renfrew and Lanark Counties, and Ottawa-Carleton Region in Ontario and Outaouais Region in Quebec, typical market area for seasonal boaters is within ½ hour's drive or approximately 50 kilometres

² Population is population in private households

³ Percentage above (+) or below (-) that of 2011

⁴ Percentage of population falling into specified category

⁵ Percentage above (+) or below (-) that for population of Ontario

⁶ Percentage of households falling into specified category

Source: Statistics Canada, 2011, 2017 Census Population, National Household Survey (NHS)

Note: The breakdown of the socio-demographic characteristics reflect those found in Figure 7, Section 3

EXHIBIT 6 POPULATION PROJECTIONS FOR RENFREW COUNTY THE AREA WITH HIGHEST POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 to 2034)

Age	2019 Total	2019 Male	2019 Female	2020 Total	2020 Male	2020 Female	2021 Total	2021 Male	2021 Female	2022 Total	2022 Male	2022 Female
0 to 15	18,073	9,201	8,872	18,192	9,266	8,926	18,305	9,334	8,971	18,360	9,353	9,007
16 to 24	10,210	5,216	4,994	10,128	5,176	4,952	10,072	5,131	4,941	10,061	5,143	4,918
25 to 34	13,543	6,779	6,764	13,467	6,766	6,701	13,344	6,726	6,618	13,204	6,647	6,557
35 to 44	12,343	6,018	6,325	12,882	6,188	6,514	13,020	6,336	6,684	13,303	6,486	6,817
45 to 54	12,852	6,429	6,423	12,510	6,230	6,280	12,356	6,113	6,243	12,352	6,100	6,252
55 to 64	16,800	8,206	8,594	16,804	8,220	8,584	16,675	8,207	8,468	16,367	8,068	8,299
65+	23,473	10,941	12,532	24,342	11,327	13,015	25,128	11,652	13,476	25,927	11,994	13,933
Total	107,294	57,790	54,504	108,125	53,153	54,972	108,900	53,499	55,401	109,574	53,791	55,783
25+ ¹	79,011	38,373	40,638	79,805	38,711	41,094	80,523	39,034	41,489	81,153	39,295	41,858
50 to 69 ²	30,787	15,025	15,762	30,742	15,055	15,687	30,727	15,051	15,676	30,678	15,027	15,651

Age	2023 Total	2023 Male	2023 Female	2024 Total	2024 Male	2024 Female	2025 Total	2025 Male	2025 Female	2026 Total	2026 Male	2026 Female
0 to 15	18,342	9,343	8,999	18,321	9,337	8,984	18,276	9,306	8,970	18,256	9,305	8,951
16 to 24	10,098	5,159	4,939	10,127	5,175	4,952	10,223	5,217	5,006	10,267	5,224	5,043
25 to 34	13,031	6,545	6,486	12,877	6,450	6,427	12,658	6,349	6,309	12,513	6,283	6,230
35 to 44	13,569	6,639	6,930	13,782	6,751	7,031	14,043	6,877	7,166	14,215	6,959	7,256
45 to 54	12,345	6,064	6,281	12,349	6,063	6,286	12,296	6,027	6,269	12,289	6,019	6,270
55 to 64	15,973	7,880	8,093	15,671	7,693	7,978	15,346	7,506	7,840	15,030	7,367	7,663
65+	26,786	12,394	14,392	27,577	12,789	14,788	28,408	13,199	15,209	29,218	13,557	15,661
Total	110,144	54,024	56,120	110,704	54,258	56,446	111,250	54,481	56,769	111,788	54,714	57,074
25+	81,704	39,522	42,182	82,256	39,746	42,510	82,751	39,958	42,793	83,265	40,185	43,080
50 to 69	30,529	14,952	15,577	30,237	14,824	15,413	29,875	14,633	15,242	29,569	14,537	15,122

Age	2027 Total	2027 Male	2027 Female	2028 Total	2028 Male	2028 Female	2029 Total	2029 Male	2029 Female	2030 Total	2030 Male	2030 Female
0 to 15	18,197	9,284	8,913	18,128	9,253	8,875	18,043	9,215	8,828	17,979	9,190	8,789
16 to 24	10,357	5,265	5,092	10,470	5,309	5,161	10,591	5,370	5,221	10,700	5,426	5,274
25 to 34	12,398	6,233	6,165	12,286	6,209	6,077	12,205	6,171	6,034	12,079	6,103	5,976
35 to 44	14,328	7,005	7,323	14,311	6,991	7,320	14,255	6,969	7,286	14,219	6,972	7,247
45 to 54	12,339	6,026	6,313	12,545	6,087	6,458	12,801	6,192	6,609	13,083	6,322	6,761
55 to 64	14,647	7,194	7,453	14,215	7,000	7,215	13,767	6,785	6,982	13,406	6,584	6,822
65+	30,050	13,928	16,122	30,880	14,307	16,573	31,680	14,676	17,004	32,373	15,005	17,368
Total	112,316	54,935	57,381	112,835	55,156	57,679	113,342	55,378	57,964	113,839	55,602	58,237
25+	83,762	40,386	43,376	84,237	40,594	43,643	84,708	40,793	43,915	85,160	40,986	44,174
50 to 69	29,253	14,341	14,912	28,870	14,133	14,737	28,582	13,953	14,629	28,225	13,747	14,478

EXHIBIT 6 POPULATION PROJECTIONS FOR RENFREW COUNTY THE AREA WITH HIGHEST POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 TO 2034) (Continued)

Age	2031 Total	2031 Male	2031 Female	2032 Total	2032 Male	2032 Female	2033 Total	2033 Male	2033 Female	2034 Total	2034 Male	2034 Female
0 to 15	17,931	9,171	8,760	17,904	9,159	8,745	17,863	9,140	8,723	17,846	9,031	8,815
16 to 24	10,808	5,470	5,338	10,855	5,495	5,360	10,865	5,506	5,359	10,861	5,474	5,387
25 to 34	11,977	6,052	5,925	11,947	6,037	5,910	11,984	6,052	5,932	12,023	6,022	6,001
35 to 44	14,139	6,949	7,190	14,047	6,907	7,140	13,935	6,843	7,092	13,819	6,736	7,083
45 to 54	13,378	6,466	6,912	13,642	6,598	7,044	13,914	6,743	7,171	14,152	6,808	7,344
55 to 64	13,232	6,466	6,766	13,206	6,444	6,762	13,186	6,410	6,776	13,178	6,398	6,780
65+	32,859	15,243	17,616	33,200	15,391	17,809	33,524	15,550	17,974	33,855	15,604	18,251
Total	114,324	55,817	58,507	114,801	56,031	58,770	115,271	56,244	59,027	115,734	56,073	59,661
25+	85,585	41,176	44,409	86,042	41,377	44,665	86,543	41,598	44,945	87,027	41,568	45,459
50 to 69	27,921	13,609	14,312	27,604	13,452	14,152	27,396	13,337	14,059	27,220	13,251	13,969

¹ Few boats are purchased by those under 25 years of age (i.e. 1.2%), National Marine Manufacturers Association, Boating Industry Magazine

² Age group purchasing more than 50 percent of all boats (i.e. 52.4%), National Marine Manufacturers Association, Boating Industry Magazine

Source: Ontario Ministry of Finance, *Population Projections 2018-2046, Summer 2019, based on 2016 Census, for Ontario and its 49 Census Divisions*

Note: During 2018 and 2019 boating seasons 56.1 percent of all seasonal boaters were from Renfrew County, of which 52.0 percent were from Arnprior

EXHIBIT 7 POPULATION PROJECTIONS FOR LANARK COUNTY AN AREA WITH GOOD POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 to 2034)

Age	2019 Total	2019 Male	2019 Female	2020 Total	2020 Male	2020 Female	2021 Total	2021 Male	2021 Female	2022 Total	2022 Male	2022 Female
0 to 15	11,480	5,775	5,705	11,544	5,808	5,736	11,630	5,851	5,779	11,658	5,947	5,711
16 to 24	6,640	3,482	3,158	6,633	3,479	3,154	6,626	3,475	3,151	6,666	3,408	3,258
25 to 34	7,320	3,779	3,541	7,337	3,788	3,549	7,321	3,780	3,541	7,295	3,868	3,427
35 to 44	7,437	3,697	3,740	7,521	3,739	3,782	7,603	3,780	3,823	7,730	3,964	3,766
45 to 54	9,490	4,773	4,717	9,274	4,665	4,609	9,172	4,613	4,559	9,069	4,452	4,617
55 to 64	12,617	6,264	6,353	12,700	6,305	6,395	12,625	6,268	6,357	12,542	6,174	6,368
65+	17,325	7,880	9,445	18,109	8,236	9,873	18,910	8,600	10,310	19,652	9,071	10,581
Total	72,309	35,650	36,659	73,118	36,020	37,098	73,887	36,367	37,520	74,612	36,884	37,728
25+ ¹	54,189	26,393	27,796	54,941	26,733	28,208	55,631	27,041	28,590	56,288	27,529	28,759
50 to 69 ²	23,320	11,150	12,170	23,469	11,207	12,262	23,580	11,247	12,333	23,644	11,260	12,384

Age	2023 Total	2023 Male	2023 Female	2024 Total	2024 Male	2024 Female	2025 Total	2025 Male	2025 Female	2026 Total	2026 Male	2026 Female
0 to 15	11,684	5,960	5,724	11,691	5,964	5,727	11,718	5,978	5,740	11,737	5,988	5,749
16 to 24	6,670	3,409	3,261	6,701	3,425	3,276	6,694	3,422	3,272	6,722	3,436	3,286
25 to 34	7,328	3,886	3,442	7,322	3,882	3,440	7,300	3,871	3,429	7,224	3,831	3,393
35 to 44	7,854	4,027	3,827	8,002	4,103	3,899	8,154	4,181	3,973	8,280	4,245	4,035
45 to 54	8,967	4,401	4,566	8,848	4,344	4,504	8,731	4,286	4,445	8,662	4,253	4,409
55 to 64	12,352	6,080	6,272	12,187	5,999	6,188	12,041	5,927	6,114	11,854	5,835	6,019
65+	20,428	9,429	10,999	21,193	9,782	11,411	21,958	10,134	11,824	22,754	10,502	12,252
Total	75,283	37,192	38,091	75,944	37,499	38,445	76,596	37,799	38,797	77,233	38,090	39,143
25+	56,929	27,823	29,106	57,552	28,110	29,442	58,184	28,399	29,785	58,774	28,666	30,108
50 to 69	23,552	11,208	12,344	23,404	11,130	12,274	23,249	11,049	12,200	23,061	10,952	12,109

Age	2027 Total	2027 Male	2027 Female	2028 Total	2028 Male	2028 Female	2029 Total	2029 Male	2029 Female	2030 Total	2030 Male	2030 Female
0 to 15	11,754	6,071	5,683	11,767	6,078	5,689	11,747	6,068	5,679	11,748	6,068	5,680
16 to 24	6,758	3,450	3,308	6,823	3,483	3,340	6,862	3,503	3,359	6,919	3,532	3,387
25 to 34	7,169	3,721	3,448	7,102	3,686	3,416	7,117	3,694	3,423	7,053	3,661	3,392
35 to 44	8,373	4,409	3,964	8,418	4,433	3,985	8,469	4,459	4,010	8,515	4,484	4,031
45 to 54	8,625	4,368	4,257	8,676	4,394	4,282	8,706	4,410	4,296	8,803	4,459	4,344
55 to 64	11,619	5,601	6,018	11,300	5,447	5,853	10,982	5,293	5,689	10,738	5,176	5,562
65+	23,557	10,915	12,642	24,375	11,293	13,082	25,166	11,660	13,506	25,842	11,973	13,869
Total	77,855	38,535	39,320	78,461	38,814	39,647	79,049	39,087	39,962	79,618	39,353	40,265
25+	59,343	29,014	30,329	59,871	29,253	30,618	60,440	29,516	30,924	60,951	29,753	31,198
50 to 69	22,870	10,887	11,983	22,592	10,751	11,841	22,319	10,618	11,701	22,062	10,494	11,568

EXHIBIT 7 POPULATION PROJECTIONS FOR LANARK COUNTY AN AREA WITH GOOD POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 TO 2034) (Continued)

Age	2031 Total	2031 Male	2031 Female	2032 Total	2032 Male	2032 Female	2033 Total	2033 Male	2033 Female	2034 Total	2034 Male	2034 Female
0 to 15	11,737	6,062	5,675	11,737	6,048	5,689	11,720	6,039	5,681	11,725	6,042	5,683
16 to 24	6,999	3,573	3,426	7,026	3,620	3,406	7,061	3,639	3,422	7,073	3,645	3,428
25 to 34	7,005	3,636	3,369	7,015	3,655	3,360	7,027	3,661	3,366	7,048	3,672	3,376
35 to 44	8,528	4,491	4,037	8,522	4,410	4,112	8,549	4,423	4,126	8,535	4,416	4,119
45 to 54	8,912	4,513	4,399	9,056	4,717	4,339	9,208	4,797	4,411	9,384	4,888	4,496
55 to 64	10,611	5,115	5,496	10,504	5,213	5,291	10,409	5,166	5,243	10,300	5,112	5,188
65+	26,376	12,221	14,155	26,839	12,273	14,566	27,239	12,455	14,784	27,645	12,642	15,003
Total	80,168	39,611	40,557	80,699	39,936	40,763	81,213	40,180	41,033	81,710	40,417	41,293
25+	61,432	29,976	31,456	61,936	30,268	31,668	62,432	30,502	31,930	62,912	30,730	32,182
50 to 69	21,810	10,373	11,437	21,548	10,296	11,252	21,295	10,175	11,120	21,033	10,051	10,982

¹ Few boats are purchased by those under 25 years of age (i.e. 1.2%), National Marine Manufacturers Association, Boating Industry Magazine

² Age group purchasing more than 50 percent of all boats (i.e. 52.4%), National Marine Manufacturers Association, Boating Industry Magazine

Source: Ontario Ministry of Finance, *Population Projections 2018-2046, Summer 2019, based on 2016 Census, for Ontario and its 49 Census Divisions*

Note: During 2018 and 2019 boating seasons 24.4 percent of all seasonal boaters were from Lanark County

EXHIBIT 8 POPULATION PROJECTIONS FOR REGIONAL MUNICIPALITY OF OTTAWA-CARLETON AN AREA WITH GOOD POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 to 2034)

Age	2019 Total	2019 Male	2019 Female	2020 Total	2020 Male	2020 Female	2021 Total	2021 Male	2021 Female	2022 Total	2022 Male	2022 Female
0 to 15	175,393	89,378	86,015	177,491	90,516	86,975	179,750	91,712	88,038	181,652	92,809	88,843
16 to 24	127,245	64,893	62,352	128,156	65,420	62,736	128,884	65,816	63,068	129,892	66,635	63,257
25 to 34	154,126	75,780	78,346	160,510	78,985	81,525	165,405	81,618	83,787	169,285	83,555	85,730
35 to 44	136,734	66,877	69,857	140,273	68,673	71,600	144,003	70,504	73,499	147,641	72,300	75,341
45 to 54	137,128	67,505	69,623	135,806	66,581	69,225	135,450	66,162	69,288	135,524	66,067	69,457
55 to 64	135,817	66,976	68,841	139,018	68,737	70,281	140,601	69,511	71,090	140,791	69,697	71,094
65+	163,097	73,595	89,502	169,849	76,882	92,967	176,797	80,375	96,422	184,021	83,888	100,133
Total	1,029,540	505,004	524,536	1,051,103	515,794	535,309	1,070,890	525,698	545,192	1,088,806	534,951	553,855
25+ ¹	726,902	350,733	376,169	745,456	359,858	385,598	762,256	368,170	394,086	777,262	375,507	401,755
50 to 69 ²	255,750	125,755	129,995	259,419	125,567	130,147	262,832	129,070	133,762	265,283	130,221	135,062

Age	2023 Total	2023 Male	2023 Female	2024 Total	2024 Male	2024 Female	2025 Total	2025 Male	2025 Female	2026 Total	2026 Male	2026 Female
0 to 15	183,259	93,691	89,568	185,029	94,730	90,299	186,926	95,803	91,123	188,944	96,854	92,090
16 to 24	131,345	67,179	64,166	132,564	67,673	64,891	133,421	68,051	65,370	134,564	68,756	65,808
25 to 34	171,670	84,798	86,872	172,869	85,585	87,284	173,043	85,842	87,201	172,570	85,727	86,843
35 to 44	151,220	74,104	77,116	155,099	76,043	79,056	159,037	77,905	81,132	162,963	79,795	83,168
45 to 54	135,628	65,986	69,642	135,594	65,852	69,742	135,881	66,092	69,789	136,253	66,269	69,984
55 to 64	140,550	69,596	70,954	140,211	69,397	70,814	139,376	68,812	70,564	138,408	68,215	70,193
65+	191,260	87,425	103,835	198,698	91,076	107,622	206,586	94,973	111,613	214,696	98,968	115,728
Total	1,104,932	542,779	562,153	1,120,064	550,356	569,708	1,134,270	557,478	576,792	1,148,398	564,584	583,814
25+	790,328	381,909	408,419	802,471	387,953	414,518	813,923	393,624	420,299	824,890	398,974	425,916
50 to 69	267,023	130,964	136,059	268,420	131,515	136,905	269,454	131,950	137,504	270,097	132,037	138,060

Age	2027 Total	2027 Male	2027 Female	2028 Total	2028 Male	2028 Female	2029 Total	2029 Male	2029 Female	2030 Total	2030 Male	2030 Female
0 to 15	190,946	97,942	93,004	192,969	99,027	93,942	195,057	100,141	94,916	197,310	101,341	95,969
16 to 24	135,765	69,390	66,375	136,753	69,978	66,775	137,575	70,420	67,155	138,414	70,846	67,568
25 to 34	171,898	85,525	86,373	171,375	85,358	86,017	170,716	85,071	85,645	169,439	84,492	84,947
35 to 44	166,849	81,698	85,151	170,326	83,337	86,989	173,838	85,115	88,723	177,347	86,908	90,439
45 to 54	137,426	66,792	70,634	139,391	67,861	71,530	141,515	68,989	72,526	144,015	70,268	73,747
55 to 64	136,860	67,355	69,505	134,716	65,991	68,725	132,740	64,806	67,934	131,081	63,747	67,334
65+	222,722	102,911	119,811	230,974	107,075	123,899	239,028	111,036	127,992	246,742	114,876	131,866
Total	1,162,466	571,613	590,853	1,176,504	578,627	597,877	1,190,469	585,578	604,891	1,204,348	592,478	611,870
25+	835,755	404,281	431,474	846,782	409,622	437,160	857,837	415,017	442,820	868,624	420,291	448,333
50 to 69	270,068	132,087	138,181	269,863	131,780	138,083	269,516	131,466	138,050	269,091	131,191	137,900

**EXHIBIT 8 POPULATION PROJECTIONS FOR REGIONAL MUNICIPALITY OF OTTAWA-CARLETON AN AREA WITH GOOD
POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER
CATEGORIES (2019 to 2034) (Continued)**

Age	2031	2031	2031	2032	2032	2032	2032	2033	2033	2033	2033	2034	2034	2034
	Total	Male	Female	Total	Male	Female	Total	Total	Male	Female	Total	Total	Male	Female
0 to 15	199,641	102,578	97,063	201,953	103,764	98,189	204,181	104,905	99,276	105,806	206,128	105,806	105,806	100,322
16 to 24	139,235	71,353	67,882	139,648	71,637	68,011	139,873	71,901	67,972	72,139	140,529	140,529	72,139	68,390
25 to 34	168,580	83,989	84,591	168,646	84,094	84,552	169,507	84,499	85,008	84,983	170,492	170,492	84,983	85,509
35 to 44	180,051	88,488	91,663	182,380	89,608	92,772	184,012	90,470	93,542	90,860	184,860	184,860	90,860	94,000
45 to 54	146,929	71,694	75,235	149,957	73,188	76,769	153,173	74,805	78,368	76,467	156,781	156,781	76,467	80,314
55 to 64	130,443	63,215	67,228	130,355	63,057	67,298	130,417	62,972	67,445	62,863	130,419	130,419	62,863	67,556
65+	253,235	118,056	135,179	258,792	120,762	138,030	264,053	123,278	140,775	125,751	269,351	269,351	125,751	143,600
Total	1,218,214	599,373	618,841	1,231,731	606,110	625,621	1,245,216	612,830	632,386	618,869	1,258,560	1,258,560	618,869	639,691
25+	879,338	425,442	453,896	890,130	430,709	459,421	901,162	436,024	465,138	440,924	911,903	911,903	440,924	470,979
50 to 69	268,634	130,855	137,779	268,385	130,589	137,796	268,326	130,379	137,947	130,502	268,579	268,579	130,502	138,077

¹ Few boats are purchased by those under 25 years of age (i.e. 1.2%), National Marine Manufacturers Association, Boating Industry Magazine

² Age group purchasing more than 50 percent of all boats (i.e. 52.4%), National Marine Manufacturers Association, Boating Industry Magazine

Source: Ontario Ministry of Finance, *Population Projections 2018-2046, Summer 2019, based on 2016 Census, for Ontario and its 49 Census Divisions*

Note: During 2018 and 2019 boating seasons 15.4 percent of all seasonal boaters were from the Regional Municipality of Ottawa-Carleton

EXHIBIT 9 POPULATION PROJECTIONS FOR OUTAOUAIS REGION AN AREA WITH SOME POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 to 2034)

Age	2019 Total	2019 Male	2019 Female	2020 Total	2020 Male	2020 Female	2021 Total	2021 Male	2021 Female	2022 Total	2022 Male	2022 Female
0 to 15	71,288	36,352	34,936	71,870	36,655	35,215	72,418	36,959	35,459	72,785	37,151	35,634
16 to 24	38,964	19,959	19,005	38,622	19,755	18,867	38,400	19,617	18,783	38,491	19,606	18,885
25 to 34	50,712	25,569	25,143	50,783	25,654	25,129	50,676	25,590	25,086	50,694	25,630	25,064
35 to 44	53,222	26,377	26,845	53,459	26,461	26,998	53,833	26,680	27,153	53,861	26,748	27,113
45 to 54	54,299	26,940	27,359	53,372	26,560	26,812	52,867	26,344	26,523	52,776	26,333	26,443
55 to 64	60,347	29,966	30,381	60,993	30,174	30,819	60,931	30,079	30,852	60,323	29,727	30,596
65+	65,600	30,999	34,601	68,575	32,505	36,070	71,662	34,048	37,614	74,861	35,609	39,252
Total	394,432	196,162	198,270	397,674	197,764	199,910	400,787	199,317	201,470	403,791	200,804	202,987
25+ ¹	284,180	139,851	144,329	287,182	141,354	145,828	289,969	142,741	147,228	292,515	144,047	148,468
50 to 69 ²	111,288	55,139	56,149	111,893	55,313	56,580	112,094	55,445	56,649	112,068	55,479	56,589

Age	2023 Total	2023 Male	2023 Female	2024 Total	2024 Male	2024 Female	2025 Total	2025 Male	2025 Female	2026 Total	2026 Male	2026 Female
0 to 15	72,987	37,259	35,728	72,995	37,316	35,679	72,859	37,272	35,587	72,715	37,211	35,504
16 to 24	38,771	19,798	18,973	39,346	20,052	19,294	40,074	20,406	19,668	40,953	20,846	20,107
25 to 34	50,696	25,535	25,161	50,425	25,364	25,061	49,757	25,024	24,733	48,830	24,558	24,272
35 to 44	53,877	26,876	27,001	54,097	27,038	27,059	54,520	27,253	27,267	54,959	27,484	27,475
45 to 54	52,933	26,385	26,548	53,161	26,528	26,633	53,435	26,718	26,717	53,870	26,897	26,973
55 to 64	59,383	29,247	30,136	58,184	28,646	29,538	57,089	28,173	28,916	55,984	27,692	28,292
65+	78,138	37,183	40,955	81,495	38,782	42,713	84,806	40,273	44,533	87,977	41,785	46,192
Total	406,785	202,283	204,502	409,703	203,726	205,977	412,540	205,119	207,421	415,288	206,473	208,815
25+	295,027	145,226	149,801	297,362	146,358	151,004	299,607	147,441	152,166	301,620	148,416	153,204
50 to 69	111,893	55,393	56,500	111,565	55,197	56,368	111,287	55,037	56,250	110,779	54,768	56,011

Age	2027 Total	2027 Male	2027 Female	2028 Total	2028 Male	2028 Female	2029 Total	2029 Male	2029 Female	2030 Total	2030 Male	2030 Female
0 to 15	72,635	37,185	35,450	72,441	37,118	35,323	72,203	37,001	35,202	71,893	36,852	35,041
16 to 24	41,741	21,225	20,516	42,557	21,618	20,939	43,375	22,041	21,334	44,183	22,465	21,718
25 to 34	47,919	24,099	23,820	47,221	23,714	23,507	46,640	23,409	23,231	46,286	23,189	23,097
35 to 44	55,424	27,751	27,673	55,873	28,033	27,840	56,193	28,178	28,015	56,270	28,266	28,004
45 to 54	54,364	27,082	27,282	54,806	27,262	27,544	55,203	27,481	27,722	55,438	27,565	27,873
55 to 64	54,895	27,172	27,723	53,609	26,520	27,089	52,406	25,962	26,444	51,566	25,624	25,942
65+	90,694	43,260	47,434	93,991	44,750	49,241	96,932	46,139	50,793	99,669	47,393	52,276
Total	417,942	207,774	210,168	420,498	209,015	211,483	422,952	210,211	212,741	425,305	211,354	213,951
25+	303,566	149,364	154,202	305,500	150,279	155,221	307,374	151,169	156,205	309,229	152,037	157,192
50 to 69	110,166	54,457	55,709	109,473	54,085	55,388	108,611	53,687	54,924	107,896	53,458	54,438

EXHIBIT 9 POPULATION PROJECTIONS FOR OUTAOUAIS REGION AN AREA WITH SOME POTENTIAL FOR RECREATIONAL BOATING AT ARNPRIOR MUNICIPAL MARINA BY AGE AND GENDER CATEGORIES (2019 to 2034) (Continued)

Age	2031 Total	2031 Male	2031 Female	2032 Total	2032 Male	2032 Female	2033 Total	2033 Male	2033 Female	2034 Total	2034 Male	2034 Female
0 to 15	71,624	36,756	34,868	71,389	36,648	34,741	71,397	36,664	34,733	71,419	36,667	34,752
16 to 24	44,767	22,728	22,039	45,116	22,902	22,214	45,051	22,903	22,148	44,848	22,831	22,017
25 to 34	46,195	23,134	23,061	46,409	23,193	23,216	46,837	23,406	23,431	47,497	23,731	23,766
35 to 44	56,204	28,223	27,981	56,261	28,278	27,983	56,255	28,193	28,062	55,974	28,020	27,954
45 to 54	55,797	27,773	28,024	55,827	27,836	27,991	55,838	27,950	27,888	56,052	28,109	27,943
55 to 64	51,141	25,449	25,692	51,123	25,476	25,647	51,325	25,559	25,766	51,600	25,724	25,876
65+	101,833	48,386	53,447	103,598	49,170	54,428	105,097	49,833	55,264	106,409	50,395	56,014
Total	427,561	212,449	215,112	429,723	213,503	216,220	431,800	214,508	217,292	433,799	215,477	218,322
25+	311,170	152,965	158,205	313,218	153,953	159,265	315,352	154,941	160,411	317,532	155,979	161,553
50 to 69	107,323	53,209	54,114	106,819	52,934	53,885	106,067	52,522	53,545	105,359	52,236	53,123

¹ Few boats are purchased by those under 25 years of age (i.e. 1.2%), National Marine Manufacturers Association, Boating Industry Magazine

² Age group purchasing more than 50 percent of all boats (i.e. 52.4%), National Marine Manufacturers Association, Boating Industry Magazine

Source: Institut de la statistique du Québec, Perspectives démographiques du Québec et des régions 2016-2066, July 11, 2019

Note: Although none of the seasonal boaters at Arnprior Municipal Marina in 2019 were from the Outaouais (e.g. Pontiac Regional County, etc.), a portion of this region lies within the seasonal market area and should be considered in any attempts to attract new seasonal boaters. The Institut de la statistique du Québec does not provide population projections at the regional county level.

EXHIBIT 10 LENGTH OF BOATS REGISTERED IN ONTARIO AND QUEBEC (2013 to 2018)

Ontario¹						
Length⁴	2013	2014	2015	2016	2017	2018
Under 20 feet	997,701	1,006,995	1,007,403	1,007,735	1,011,812	1,016,320
20 ft. to less than 26 feet	78,471	78,728	80,021	80,926	81,403	81,937
26 ft. to less than 30 feet	9,566	9,753	10,220	10,806	11,113	11,984
30 ft. to less than 36 feet	6,330	6,309	6,346	6,418	6,807	7,174
36 ft. to less than 46 feet	5,963	6,177	6,278	6,734	7,331	7,743
46 feet+	3,247	3,336	3,857	4,125	4,537	4,850
Total	1,101,278	1,111,298	1,114,125	1,116,744	1,123,003	1,130,008
20 ft. to less than 36 ft. ⁴	94,367	94,790	96,587	98,150	99,323	101,095
Total 26 feet+ ⁵	25,106	25,575	26,701	28,083	29,788	31,751
Quebec²						
Under 20 feet	484,620	488,185	488,040	487,693	489,012	490,166
20 ft. to less than 26 feet	38,479	38,505	38,916	39,206	39,308	39,452
26 ft. to less than 30 feet	4,506	4,582	4,890	5,200	5,501	5,766
30 ft. to less than 36 feet	3,004	2,999	3,119	3,260	3,449	3,566
36 ft. to less than 46 feet	2,801	2,877	3,024	3,244	3,460	3,647
46 feet+	1,521	1,560	1,753	1,846	2,021	2,139
Total	534,931	538,708	539,742	540,449	542,751	544,736
20 ft. to less than 36 ft. ⁴	45,989	46,086	46,925	47,666	48,258	48,784
Total 26 feet+ ⁵	11,832	12,018	12,786	13,550	14,431	15,118

¹ Limited provincial data is available therefore breakdown is based on discussions with boat builders/manufacturers; Transport Canada, Service Canada; National Marine Manufacturers Association - Canada; Ontario Marine Operators Association (Boating Ontario); Canadian Yachting Association; and Ontario Sailing Association. A Transport Canada license or registration is mandatory for all pleasure craft equipped with motors of 10 horsepower (7.5 kilowatts or more)

² Data from National Marine Manufacturers Association - Canada, Quebec Ministry of Transport, Sailing Quebec, Transport Canada and discussions with boat builders/manufacturers

³ Under 20 feet (under 6 metres); 20 ft. to less than 26 ft. (6 m. to less than 8 metres); 26 ft. to less than 30 ft. (8 m. to less than 9 metres); 30 ft. to less than 36 ft. (9 m. to less than 11 metres); 36 ft. to less than 46 ft. (11 m. to less than 14 metres); 46 ft.+ (14 metres+)

⁴ Length of boats most prominently using Arnprior Municipal Marina in its existing configuration

⁵ Length of boats that typically use slips in a marina

EXHIBIT 11 BEAM (WIDTH) OF BOATS REGISTERED IN ONTARIO AND QUEBEC (2013 to 2018)

Ontario¹						
Beam⁴	2013	2014	2015	2016	2017	2018
Under 6 feet 6 inches	511,219	516,916	517,286	517,526	519,411	521,478
6 ft. 6" to less than 10 feet	555,828	559,576	560,515	561,323	563,929	566,784
10 ft. to less than 13 feet	22,903	23,267	24,266	25,308	26,468	27,844
13 feet+	11,328	11,539	12,058	12,587	13,195	13,902
Total	1,101,278	1,111,298	1,114,125	1,116,744	1,123,003	1,130,008
Quebec²						
Under 6 feet 6 inches	248,318	250,577	250,600	250,457	251,033	251,625
6 ft. 6" to less than 10 feet	269,986	271,258	271,544	271,653	272,549	273,089
10 ft. to less than 13 feet	11,125	11,279	11,756	12,248	12,792	13,352
13 feet+	5,502	5,594	5,842	6,091	6,377	6,670
Total	534,931	538,708	539,742	540,449	542,751	544,736

¹ Limited provincial data is available therefore breakdown is based on discussions with boat builders/manufacturers; Transport Canada, Service Canada; National Marine Manufacturers Association - Canada; Ontario Marine Operators Association (Boating Ontario); Canadian Yachting Association; and Ontario Sailing Association

² Data from National Marine Manufacturers Association - Canada, Quebec Ministry of Transport, Sailing Quebec, Transport Canada and discussions with boat builders/manufacturers

³ Under 6 feet 6 inches (under 2 metres); 6 ft. 6" to less than 10 feet (2 m. to less than 3 metres); 10 ft. to less than 13 feet (3 m. to less than 4 metres); 13 ft.+ (4 metres+)

EXHIBIT 12 DRAFT OF BOATS REGISTERED IN ONTARIO AND QUEBEC (2013 to 2018)

Ontario¹						
Draft⁴	2013	2014	2015	2016	2017	2018
Under 2 feet	494,236	499,483	500,579	501,567	504,188	507,126
2 ft. to less than 3 feet	441,678	445,935	446,914	447,816	450,172	452,801
3 ft. to less than 4 feet	133,590	133,896	134,197	134,465	135,183	135,973
4 ft. to less than 5 feet	28,106	28,317	28,698	29,079	29,547	30,093
5 ft. to less than 6 feet	2,446	2,488	2,528	2,579	2,631	2,696
6 ft. +	1,182	1,179	1,209	1,238	1,282	1,319
Total	1,101,218	1,111,298	1,114,125	1,116,744	1,123,003	1,130,008
Quebec²						
Under 2 feet	240,867	242,566	243,030	243,348	244,380	245,260
2 ft. to less than 3 feet	214,935	216,453	216,868	217,153	218,077	218,871
3 ft. to less than 4 feet	64,513	64,968	65,093	65,179	65,455	65,694
4 ft. to less than 5 feet	13,057	13,151	13,175	13,192	13,249	13,299
5 ft. to less than 6 feet	1,073	1,080	1,084	1,085	1,094	1,103
6 ft. +	486	490	492	492	496	509
Total	534,931	538,708	539,742	540,449	542,751	544,736

¹ Limited provincial data is available therefore breakdown is based on discussions with boat builders/manufacturers; Transport Canada, Service Canada; National Marine Manufacturers Association - Canada; Ontario Marine Operators Association (Boating Ontario); Canadian Yachting Association; and Ontario Sailing Association

² Data from National Marine Manufacturers Association - Canada, Quebec Ministry of Transport, Sailing Quebec, Transport Canada and discussions with boat builders/manufacturers

³ Under 2 feet (under 0.61 metres); 2 ft. to less than 3 feet (0.61 m. to less than 0.91 metres); 3 ft. to less than 4 feet (0.91 m. to less than 1.22 metres); 4 ft. to less than 5 feet (1.22 m. to less than 1.52 metres); 5 ft. to less than 6 feet (1.52 m. to less than 1.83 metres); 6 ft.+ (1.83 m.+)

EXHIBIT 13 TYPE OF BOATS REGISTERED IN ONTARIO AND QUEBEC (2013 to 2018)

Ontario¹						
Type	2013	2014	2015	2016	2017	2018
Outboard boats	725,303	733,589	735,863	738,162	742,296	746,896
Inboard boats	100,810	101,624	101,972	102,468	104,525	106,854
Sterndrive boats	130,793	131,857	132,084	132,119	131,679	131,201
Sailboats	144,312	144,228	144,206	143,995	144,503	145,057
Total	1,101,218	1,111,298	1,114,125	1,116,744	1,123,003	1,130,008
Quebec²						
Outboard boats	352,221	354,264	355,669	355,804	356,988	356,098
Inboard boats	46,423	49,545	49,740	50,329	51,859	57,651
Sterndrive boats	69,818	69,021	68,965	68,872	68,588	66,813
Sailboats	66,469	65,878	65,368	65,444	65,316	64,174
Total	534,931	538,708	539,742	540,449	542,751	544,736

¹ Limited provincial data is available therefore breakdown is based on discussions with boat builders/manufacturers; Transport Canada, Service Canada; National Marine Manufacturers Association - Canada; Ontario Marine Operators Association (Boating Ontario); Canadian Yachting Association; and Ontario Sailing Association

² Data from National Marine Manufacturers Association - Canada, Quebec Ministry of Transport, Sailing Quebec, Transport Canada and discussions with boat builders/manufacturers

EXHIBIT 14 PLEASURE CRAFT LICENSES GRANTED¹ BY TRANSPORT CANADA IN ONTARIO

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
2013	368	486	1,053	2,073	4,062	2,908	2,551	2,208	917	753	421	213	18,013
2014	258	521	813	1,481	3,081	2,908	2,558	1,734	1,042	573	404	284	15,657
2015	258	442	749	1,311	3,173	2,953	2,466	1,943	811	430	301	202	15,039
2016	141	275	627	1,680	3,588	3,192	2,862	2,229	665	331	282	110	15,982
2017	143	447	1,079	1,981	4,037	3,782	2,743	2,177	762	424	328	217	18,120
2018	168	266	997	2,138	4,275	3,822	4,141	1,964	786	365	277	211	19,410
2019	164	368	917	1,793	4,071	3,310	3,636	2,123	678	587	308	171	18,126
2020	227	384	639										

Source: Transport Canada, Pleasure Craft Licensing, Monthly National Report by Region

¹ A Transport Canada license or registration is mandatory for all pleasure craft equipped with motors of 10 horsepower (7.5 kilowatts) or more

EXHIBIT 15 PLEASURE CRAFT LICENSES CANCELLED¹ BY TRANSPORT CANADA IN ONTARIO

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
2013	8	5	9	9	20	19	13	13	12	8	4	2	122
2014	8	5	7	0	3	3	12	8	14	5	7	5	77
2015	2	10	3	3	14	24	12	20	4	13	8	8	121
2016	4	15	23	53	93	113	116	119	39	34	31	16	656
2017	202	210	152	62	122	139	127	123	48	25	32	97	1,339
2018	118	63	445	143	173	153	172	158	93	358	4,199	4,245	10,320
2019	7,205	5,820	1,705	44	141	156	217	168	54	42	10	7	15,569
2020	5	18	20										

Source: Transport Canada, Pleasure Craft Licensing, Monthly National Report by Region

¹ Boat is no longer being operated in Canada (i.e. sold foreign, boat destroyed)

Note: The increased number of cancellations is due to a project to update historical records that were only partially captured in the new digital system when it was first introduced. Once the new updated record is entered, the old one is canceled. Since this project is complete, there should be no more spikes in number of cancellations.

EXHIBIT 16 TOTAL ADDITIONAL REGISTERED PLEASURE CRAFT IN ONTARIO

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
2013	360	481	1,044	2,064	4,042	2,889	2,538	2,195	905	745	417	211	17,891
2014	250	516	806	1,481	3,078	2,905	2,546	1,726	1,028	568	397	279	15,580
2015	256	432	746	1,308	3,159	2,929	2,454	1,923	807	417	293	194	14,918
2016	137	260	604	1,627	3,495	3,079	2,746	2,110	626	297	251	94	15,326
2017	(59)	237	927	1,919	3,915	3,643	2,616	2,054	714	399	296	120	16,781
2018	50	203	552	1,995	4,102	3,669	3,969	1,806	693	7	(3,922)	(4,034)	9,090
2019	(7,041)	(5,452)	(788)	1,749	3,930	3,154	3,419	1,955	624	545	298	168	2,561
2020	222	366	619										

Source: EXHIBIT 14 and EXHIBIT 15

EXHIBIT 17 PROJECTED GROWTH BY LENGTH OF BOATS REGISTERED IN ONTARIO (2019 to 2034)

Length¹	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Under 20 ft.	1,020,340	1,025,110	1,029,950	1,033,180	1,036,500	1,039,890	1,043,420	1,046,960	1,049,180	1,051,430	1,053,690
20 ft. to less than 26 feet	82,890	83,850	84,820	85,800	86,740	87,690	88,570	89,460	90,350	91,250	92,160
26 ft. to less than 30 feet	12,250	12,520	12,800	13,080	13,370	13,650	13,910	14,170	14,400	14,630	14,860
30 ft. to less than 36 feet	7,260	7,350	7,440	7,530	7,620	7,700	7,780	7,870	7,960	8,050	8,140
36 ft. to less than 46 feet	7,960	8,190	8,420	8,660	8,910	9,160	9,420	9,690	9,940	10,200	10,470
46 feet+	5,040	5,230	5,430	5,640	5,860	6,080	6,310	6,550	6,780	7,020	7,270
Total	1,135,740	1,142,250	1,148,860	1,153,890	1,159,000	1,164,170	1,169,410	1,174,700	1,178,610	1,182,580	1,186,590
20 ft. to less than 36 ft. ²	102,400	103,720	105,060	106,410	107,730	109,040	110,260	111,500	112,710	113,930	115,160
Total 26 feet+ ³	32,510	33,290	34,090	34,910	35,760	36,590	37,420	38,280	39,080	39,900	40,740

Length¹	2030	2031	2032	2033	2034
Under 20 ft.	1,055,960	1,058,270	1,059,200	1,060,130	1,063,310
20 ft. to less than 26 feet	93,080	94,010	94,950	95,900	96,860
26 ft. to less than 30 feet	15,100	15,340	15,590	15,840	16,090
30 ft. to less than 36 feet	8,230	8,320	8,410	8,500	8,590
36 ft. to less than 46 feet	10,750	11,030	11,310	11,600	11,890
46 feet+	7,530	7,800	8,070	8,350	8,640
Total	1,190,650	1,194,770	1,197,530	1,200,320	1,205,380
20 ft. to less than 36 ft. ²	116,410	117,670	118,950	120,240	121,540
Total 26 feet+ ³	41,610	42,490	43,380	44,290	45,210

- ¹ Under 20 feet (under 6 metres); 20 ft. to less than 26 ft. (6 m. to less than 8 metres); 26 ft. to less than 30 ft. (8 m. to less than 9 metres); 30 ft. to less than 36 ft. (9 m. to less than 11 metres); 36 ft. to less than 46 ft. (11 m. to less than 14 metres); 46 ft.+ (14 metres+)
- ² Length of boats most prominently using Arnprior Municipal Marina in its existing configuration
- ³ Length of boats that typically use slips in a marina

Source: Transport Canada, National Marine Manufacturers Association - Canada, Ontario Marine Operators Association (Boating Ontario), Canadian Yachting Association, Ontario Sailing Association, discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 18 PROJECTED GROWTH BY BEAM (WIDTH) OF BOATS REGISTERED IN ONTARIO (2019 to 2034)

Beam ¹	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Under 6 feet 6 inches	523,170	525,050	526,930	525,800	524,650	523,450	522,230	520,950	517,090	513,180	509,230
6 ft. 6" to less than 10 feet	569,120	571,720	574,340	578,110	581,890	585,650	589,370	593,080	597,740	602,360	606,900
10 ft. to less than 13 feet	28,970	30,300	31,690	33,260	34,890	36,600	38,400	40,270	42,300	44,420	46,640
13 feet+	14,480	15,180	15,900	16,720	17,570	18,470	19,410	20,400	21,480	22,620	23,820
Total	1,135,740	1,142,250	1,148,860	1,153,890	1,159,000	1,164,170	1,169,410	1,174,700	1,178,610	1,182,580	1,186,590
Beam ¹	2030	2031	2032	2033	2034						
Under 6 feet 6 inches	505,220	501,170	499,250	497,290	499,390						
6 ft. 6" to less than 10 feet	611,390	615,830	617,250	618,610	621,220						
10 ft. to less than 13 feet	48,960	51,380	53,480	55,660	55,890						
13 feet+	25,080	26,390	27,550	28,760	28,880						
Total	1,190,650	1,194,770	1,197,530	1,200,320	1,205,380						

- ¹ Under 6 feet 6 inches (under 2 metres); 6 ft. 6" to less than 10 feet (2 m. to less than 3 metres); 10 ft. to less than 13 feet (3 m. to less than 4 metres); 13 ft. + (4 metres +)

Source: Transport Canada, National Marine Manufacturers Association - Canada, Ontario Marine Operators Association (Boating Ontario), Canadian Yachting Association, Ontario Sailing Association, discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 19 PROJECTED GROWTH BY DRAFT OF BOATS REGISTERED IN ONTARIO (2019 to 2034)

Draft¹	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Under 2 feet	509,530	512,270	515,030	517,090	519,190	521,300	523,450	525,600	527,120	528,680	530,230
2 ft. to less than 3 feet	454,950	457,400	459,880	461,730	463,610	465,510	467,430	469,360	470,720	472,100	473,500
3 ft. to less than 4 feet	136,620	137,350	138,100	138,660	139,220	139,790	140,380	140,960	141,400	141,840	142,290
4 ft. to less than 5 feet	30,540	31,040	31,560	32,030	32,510	33,000	33,490	34,000	34,480	34,960	35,450
5 ft. to less than 6 feet	2,750	2,810	2,870	2,930	2,990	3,050	3,110	3,180	3,240	3,300	3,370
6 ft. +	1,350	1,380	1,420	1,450	1,480	1,520	1,550	1,600	1,650	1,700	1,750
Total	1,135,740	1,142,250	1,148,860	1,153,890	1,159,000	1,164,170	1,169,410	1,174,700	1,178,610	1,182,580	1,186,590
Draft¹	2030	2031	2032	2033	2034						
Under 2 feet	531,810	533,390	534,330	535,280	537,520						
2 ft. to less than 3 feet	474,920	476,340	477,190	478,050	480,070						
3 ft. to less than 4 feet	142,740	143,210	143,520	143,840	144,450						
4 ft. to less than 5 feet	35,950	36,470	36,980	37,500	37,660						
5 ft. to less than 6 feet	3,430	3,500	3,580	3,660	3,680						
6 ft. +	1,800	1,860	1,930	1,990	2,000						
Total	1,190,650	1,194,770	1,197,530	1,200,320	1,205,380						

¹ Under 2 feet (under 0.61 metres); 2 ft. to less than 3 feet (0.61 m. to less than 0.91 metres); 3 ft. to less than 4 feet (0.91 m. to less than 1.22 metres); 4 ft. to less than 5 feet (1.22 m. to less than 1.52 metres); 5 ft. to less than 6 feet (1.52 m. to less than 1.83 metres); 6 ft. + (1.83 m. +)

Source: Transport Canada, National Marine Manufacturers Association - Canada, Ontario Marine Operators Association (Boating Ontario), Canadian Yachting Association, Ontario Sailing Association, discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 20 PROJECTED GROWTH BY TYPE OF BOATS REGISTERED IN ONTARIO (2019 to 2034)

Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Outboard boats	750,660	754,900	759,180	762,990	766,840	770,710	774,620	778,530	781,710	784,920	788,150
Inboard boats	108,760	110,950	113,190	114,880	116,600	118,350	120,120	121,930	123,080	124,260	125,440
Stern drive boats	130,810	130,380	129,950	129,120	128,290	127,470	126,660	125,850	124,990	124,130	123,280
Sailboats	145,510	146,020	146,540	146,900	147,270	147,640	148,010	148,390	148,830	149,270	149,720
Total	1,135,740	1,142,250	1,148,860	1,153,890	1,159,000	1,164,170	1,169,410	1,174,700	1,178,610	1,182,580	1,186,590

Type	2030	2031	2032	2033	2034
Outboard boats	791,400	794,690	797,400	800,130	803,500
Inboard boats	126,640	127,850	128,400	128,950	129,490
Stern drive boats	122,440	121,610	120,770	119,930	120,440
Sailboats	150,170	150,620	150,960	151,310	151,950
Total	1,190,650	1,194,770	1,197,530	1,200,320	1,205,380

Source: Transport Canada, National Marine Manufacturers Association - Canada, Ontario Marine Operators Association (Boating Ontario), Canadian Yachting Association, Ontario Sailing Association, discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 21 PROJECTED GROWTH BY LENGTH OF BOATS REGISTERED IN QUEBEC (2019 to 2034)

Length¹	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Under 20 feet	491,040	492,100	493,230	494,370	495,530	496,690	497,870	499,090	500,330	501,560	502,830
20 ft. to less than 26 feet	39,930	40,410	40,860	41,310	41,770	42,230	42,700	43,130	43,560	44,000	44,440
26 ft. to less than 30 feet	5,850	5,940	6,030	6,120	6,210	6,300	6,390	6,490	6,590	6,690	6,790
30 ft. to less than 36 feet	3,600	3,630	3,660	3,690	3,720	3,750	3,780	3,810	3,840	3,870	3,900
36 ft. to less than 46 feet	3,740	3,840	3,940	4,040	4,140	4,250	4,360	4,470	4,580	4,700	4,820
46 feet+	2,200	2,260	2,330	2,400	2,470	2,540	2,610	2,690	2,770	2,850	2,930
Total	546,360	548,180	550,050	551,930	553,840	555,760	557,710	559,680	561,670	563,670	565,710
20 ft. to less than 36 ft. ²	49,380	49,980	50,550	51,120	51,700	52,280	52,870	53,430	53,990	54,560	55,130
Total 26 feet+ ³	15,390	15,670	15,960	16,250	16,540	16,840	17,140	17,460	17,780	18,110	18,440

Length¹	2030	2031	2032	2033	2034
Under 20 feet	504,090	505,350	506,640	507,930	509,490
20 ft. to less than 26 feet	44,880	45,330	45,780	46,240	46,700
26 ft. to less than 30 feet	6,890	6,990	7,090	7,200	7,310
30 ft. to less than 36 feet	3,940	3,980	4,020	4,060	4,100
36 ft. to less than 46 feet	4,940	5,070	5,200	5,330	5,470
46 feet+	3,020	3,110	3,200	3,290	3,390
Total	567,760	569,830	571,930	574,050	576,460
20 ft. to less than 36 ft. ²	55,710	56,300	56,890	57,500	58,110
Total 26 feet+ ³	18,790	19,150	19,510	19,880	20,270

¹ Under 20 feet (under 6 metres); 20 ft. to less than 26 ft. (6 m. to less than 8 metres); 26 ft. to less than 30 ft. (8 m. to less than 9 metres); 30 ft. to less than 36 ft. (9 m. to less than 11 metres); 36 ft. to less than 46 ft. (11 m. to less than 14 metres); 46 ft.+ (14 metres+)

² Length of boats most prominently using Arnprior Municipal Marina in its existing configuration

³ Length of boats that typically use slips in a marina

Source: Transport Canada, National Marine Manufacturers Association - Canada, Canadian Yachting Association, Quebec Ministry of Transport, Sailing Quebec, and discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 22 PROJECTED GROWTH BY BEAM (WIDTH) OF BOATS REGISTERED IN QUEBEC (2019 to 2034)

Beam¹	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Under 6 feet 6 inches	252,110	252,640	253,170	253,690	254,210	254,710	255,220	255,710	256,190	256,670	257,140
6 ft. 6" to less than 10 feet	273,530	273,990	274,470	274,930	275,400	275,850	276,290	276,740	277,170	277,570	277,970
10 ft. to less than 13 feet	13,810	14,350	14,910	15,500	16,100	16,730	17,380	18,050	18,750	19,480	20,240
13 feet+	6,910	7,200	7,500	7,810	8,130	8,470	8,820	9,180	9,560	9,950	10,360
Total	546,360	548,180	550,050	551,930	553,840	555,760	557,710	559,680	561,670	563,670	565,710
Beam¹	2030	2031	2032	2033	2034						
Under 6 feet 6 inches	257,590	258,030	258,460	258,880	259,970						
6 ft. 6" to less than 10 feet	278,370	278,740	279,120	279,460	280,630						
10 ft. to less than 13 feet	21,020	21,830	22,670	23,550	23,650						
13 feet+	10,780	11,230	11,680	12,160	12,210						
Total	567,760	569,830	571,930	574,050	576,460						

¹ Under 6 feet 6 inches (under 2 metres); 6 ft. 6" to less than 10 feet (2 m. to less than 3 metres); 10 ft. to less than 13 feet (3 m. to less than 4 metres); 13 ft. + (4 metres +)

Source: Transport Canada, National Marine Manufacturers Association - Canada, Canadian Yachting Association, Quebec Ministry of Transport, Sailing Quebec, and discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 23 PROJECTED GROWTH BY DRAFT OF BOATS REGISTERED IN QUEBEC (2019 to 2034)

Draft¹	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Under 2 feet	245,980	246,790	247,620	248,470	249,310	250,180	251,030	251,920	252,800	253,700	254,610
2 ft. to less than 3 feet	219,520	220,250	221,000	221,750	222,520	223,280	224,070	224,850	225,650	226,450	227,270
3 ft. to less than 4 feet	65,890	66,100	66,330	66,550	66,780	67,010	67,250	67,490	67,730	67,970	68,210
4 ft. to less than 5 feet	13,340	13,390	13,430	13,480	13,530	13,570	13,620	13,670	13,720	13,760	13,810
5 ft. to less than 6 feet	1,110	1,120	1,130	1,130	1,140	1,150	1,160	1,170	1,180	1,190	1,200
6 ft. +	520	530	540	550	560	570	580	580	590	600	610
Total	546,360	548,180	550,050	551,930	553,840	555,760	557,710	559,680	561,670	563,670	565,710

Draft¹	2030	2031	2032	2033	2034
Under 2 feet	255,530	256,460	257,400	258,340	259,420
2 ft. to less than 3 feet	228,090	228,920	229,760	230,610	231,580
3 ft. to less than 4 feet	68,450	68,700	68,950	69,210	69,500
4 ft. to less than 5 feet	13,860	13,910	13,960	14,010	14,070
5 ft. to less than 6 feet	1,210	1,210	1,220	1,230	1,240
6 ft. +	620	630	640	650	650
Total	567,760	569,830	571,930	574,050	576,460

¹ Under 2 feet (under 0.61 metres); 2 ft. to less than 3 feet (0.61 m. to less than 0.91 metres); 3 ft. to less than 4 feet (0.91 m. to less than 1.22 metres); 4 ft. to less than 5 feet (1.22 m. to less than 1.52 metres); 5 ft. to less than 6 feet (1.52 m. to less than 1.83 metres); 6 ft. + (1.83 m. +)

Source: Transport Canada, National Marine Manufacturers Association - Canada, Canadian Yachting Association, Quebec Ministry of Transport, Sailing Quebec, and discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 24 PROJECTED GROWTH BY TYPE OF BOATS REGISTERED IN QUEBEC (2019 to 2034)

Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Outboard boats	355,370	357,040	358,760	359,980	361,720	363,270	364,940	366,500	368,270	370,010	371,700
Inboard boats	62,390	62,600	62,810	63,220	63,440	63,760	64,030	64,260	64,510	64,750	65,020
Stern drive boats	65,360	65,580	65,800	66,330	66,560	66,890	67,170	67,620	67,860	68,120	68,420
Sailboats	63,240	62,960	62,680	62,400	62,120	61,840	61,570	61,300	61,030	60,790	60,570
Total	546,360	548,180	550,050	551,930	553,840	555,760	557,710	559,680	561,670	563,670	565,710

Type	2030	2031	2032	2033	2034
Outboard boats	373,250	374,880	376,540	378,130	379,920
Inboard boats	65,480	65,820	66,190	66,640	67,050
Stern drive boats	68,670	68,980	69,260	69,540	69,880
Sailboats	60,360	60,150	59,940	59,740	59,610
Total	567,760	569,830	571,930	574,050	576,460

Source: Transport Canada, National Marine Manufacturers Association - Canada, Canadian Yachting Association, Quebec Ministry of Transport, Sailing Quebec, and discussions with Canadian boat builders/manufacturers and boat dealers/brokers, and **TOURISTICS**

EXHIBIT 25 ESTIMATED NUMBER OF BOATS (20 feet to less than 36 feet) IN SEASONAL MARKET AREA

Year	Ontario			Seasonal Market Area	
	Population ¹	Number of Boats 20' to <36' ²	Number of Persons per Boat	Population ¹	Number of Boats 20' to <36' ³
2019	14,577,812	102,400	142.4	263,010	1,847
2020	14,830,914	103,720		267,840	1,881
2021	15,073,260	105,060		272,280	1,913
2022	15,299,792	106,410		276,300	1,941
2023	15,509,365	107,730		279,920	1,966
2024	15,705,742	109,040		283,330	1,990
2025	15,888,396	110,260		286,550	2,013
2026	16,070,157	111,500		289,740	2,035
2027	16,252,421	112,710		292,910	2,058
2028	16,434,935	113,930		296,070	2,080
2029	16,617,535	115,160		299,210	2,102
2030	16,800,174	116,410		302,320	2,124
2031	16,982,645	117,670		305,420	2,145
2032	17,165,128	118,950		308,440	2,167
2033	17,347,566	120,240		311,450	2,188
2034	17,530,122	121,540		314,420	2,209

¹ Ontario Ministry of Finance, *Population Projections 2018-2046, Summer 2019, based on 2016 Census, for Ontario and its 49 Census Divisions*

² EXHIBIT 17

³ Since the number of recreational boats is only available at the Provincial level, a gross estimate of the number by County, District or Municipality is arrived at by dividing the number of persons per boat at the provincial level by the population of the smaller geographic area (i.e. seasonal market area). It is recognized that this industry accepted method of arriving at the number of boats at the sub-provincial level may over-estimate for land locked areas (i.e. Waterloo or Middlesex County) and under estimate for those areas on major rivers or the Great Lakes (i.e. Renfrew County, Frontenac).

EXHIBIT 26 DEMAND FOR SEASONAL SLIPS FOR BOATS (20 feet to less than 36 feet) IN SEASONAL MARKET AREA

Year	Number of Boats 20' to <36'³	Number of Boats 20' to <36' Requiring Slip¹	Number of Seasonal Slips 20' to less than 36'	Number of Additional Slips Required
2019	1,847	1,320	1,127	193
2020	1,881	1,345	1,127	218
2021	1,913	1,367	1,127	240
2022	1,941	1,388	1,127	261
2023	1,966	1,406	1,127	279
2024	1,990	1,423	1,127	296
2025	2,013	1,440	1,127	313
2026	2,035	1,456	1,127	329
2027	2,058	1,472	1,127	345
2028	2,080	1,488	1,127	361
2029	2,102	1,504	1,127	377
2030	2,124	1,520	1,127	393
2031	2,145	1,535	1,127	408
2032	2,167	1,551	1,127	424
2033	2,188	1,566	1,127	439
2034	2,209	1,581	1,127	454

¹ The number of boats requiring a slip has been reduced by those boats 20 to less than 26 feet that are typically trailered to a launch ramp on a per use basis and the number of boats in this size range that are estimated (by Ministry of Natural Resources) to be housed at a private dock or boat house in seasonal market area

EXHIBIT 27 FACILITIES/SERVICES TO BE CONSIDERED FOR ARNPRIOR MUNICIPAL MARINA

Facility/Services	Market Appeal	Pro	Con	Revenue Generator	Broaden Market Appeal	Address Future Market Demand
Finger docks Docks for slips at 30 feet (9 metres) Docks for slips at 36 feet (11 metres)	Transient boaters Seasonal boaters	Attracts new visitors to marina Address the increased demand expected from 2020 to 2034 Create more revenue for Marina and Municipality & Area businesses		✓	✓	✓
Wide main replacement docks 2.4 metres (8 feet)	Transient boaters Seasonal boaters Family-oriented boaters Senior boaters	Provide easier passage to and from boats when others are socializing Provide greater comfort for older boaters and those with small children from a safety point of view			✓	✓
30 amps power pedestals at 30 foot (9 m.) slips and 36 foot (11 m.) slips	Transient boaters Seasonal boaters	Larger amperage appeals to larger boats and those with air conditioning		✓	✓	✓
Washrooms, Showers, and Laundry Facilities	Transient boaters Seasonal boaters	Added convenience for boaters Improve Arnprior Municipal Marina's competitive position	Will need to be vandal proofed, unless within secured area		✓	✓
On-site winter storage	Seasonal boaters Senior boaters	Excellent source of additional revenue with little capital cost investment Appeal to those with boats 26 feet or more in length	Depending on other on-site off-season activities, may be considered unsightly Will need to be vandal proofed, unless within secured area	✓	✓	✓
Covered exercise/activity area	Transient boaters	Appeal to boaters during inclement weather Rental in off season a source of revenue	May be cost prohibitive	✓	✓	
Children's adventure play area with nautical theme	Family oriented boaters	Appeals to the younger crowd	May be cost prohibitive		✓	✓
Dock boxes	Seasonal boaters	Added convenience for boaters	Take up limited space at corner of docks	✓	✓	

EXHIBIT 27 FACILITIES/SERVICES TO BE CONSIDERED FOR ARNPRIOR MUNICIPAL MARINA (Continued)

Facility/Service	Market Appeal	Pro	Con	Revenue Generator	Broaden Market Appeal	Address Future Market Demand
Retail area/kiosk selling clothing, etc. with marina logo	Transient boaters Seasonal boaters	Appeal to boaters during inclement weather Create an opportunity for business partnership	May be cost prohibitive	✓	✓	
Improved Wireless Internet connections	Transient boaters Seasonal boaters	Increasing number of other marinas have added this service Improve Arnprior Municipal Marina's competitive position			✓	✓
Concierge or Quick Service Phone Connection for Boater Service Requirements (i.e. Marine supplies, Dry cleaning, Groceries, etc.)	Transient boaters Family oriented boaters Senior boaters	Improve Arnprior Municipal Marina's competitive position Create an opportunity for business partnership	If quick phone will need to be vandal proofed, unless within secured area		✓	✓
Nautical Themed Restaurant	Transient boaters Seasonal boaters Senior boaters Family oriented boaters General tourists Arnprior & Area residents	Appeal to general tourists interested in boating activity Additional revenue source for Municipality Improve Arnprior Municipal Marina's competitive position in attracting transient boaters Create an opportunity for business partnership	May be cost prohibitive Low revenue to expense margins Depending on proximity to other Municipality centred businesses, may have low winter business May not be welcomed by other restaurants in Municipality	✓	✓	
Patio/bar restaurant	Transient boaters Seasonal boaters General Tourists Arnprior & Area residents	Provide an outdoor food and beverage facility Additional revenue for Town Create an opportunity for business partnership	May be cost prohibitive Highest use on sunny, warm days	✓	✓	✓

EXHIBIT 27 FACILITIES/SERVICES TO BE CONSIDERED FOR ARNPRIOR MUNICIPAL MARINA (Continued)

Facility/Service	Market Appeal	Pro	Con	Revenue Generator	Broaden Market Appeal	Address Future Market Demand
Complimentary Shuttle Service	Transient boaters Senior boaters	Improve Arnprior Municipal Marina's competitive position Create greater profile for local and area service group or automobile dealerships Create an opportunity for business partnership	May be cost prohibitive May not be necessary due to close proximity of municipal centre area		✓	✓
Information Kiosk	Transient boaters Family oriented boaters Senior boaters	Create interest for longer stays in Arnprior and surrounding area Good advertisement for Arnprior & area services/ attractions	Will need to be vandal proofed, unless within secured area		✓	
Bicycle Rental Kiosk	Transient boaters Seasonal boaters Family oriented boaters General tourists	Improve Arnprior Municipal Marina's competitive position for transient boaters Create interest for longer stays in Arnprior and surrounding area Create an opportunity for business partnership	Will need to be vandal proofed, unless within secured area May conflict with service already offered in Municipality, unless a co-operative venture	✓	✓	✓
Boat/motor sales, marine supplies/ chandlery	Transient boaters Seasonal boaters	Improve Arnprior Municipal Marina's competitive position for transient boaters Create an opportunity for business partnership	Space requirement prohibitive May be cost prohibitive	✓	✓	✓
Barbecue area with charcoal and propane barbecues	Transient boaters Seasonal boaters Family oriented boaters	Improve Arnprior Municipal Marina's competitive position Increases social spirit around marina Encourage longer stays May lead to increased expenditures in bar			✓	

EXHIBIT 27 FACILITIES/SERVICES TO BE CONSIDERED FOR ARNPRIOR MUNICIPAL MARINA (Continued)

Facility/Service	Market Appeal	Pro	Con	Revenue Generator	Broaden Market Appeal	Address Future Market Demand
Card Access Security for Main docks	Seasonal boaters Transient boaters Family oriented boaters	Boaters are increasingly concerned about the security of their boats and belongings Allow public access to marina while securing finger docks Reduces number of security staff required			✓	
				✓	✓	✓
				✓	✓	
				✓	✓	

	High Priority for Arnprior Marina – will increase occupancy and revenues
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EXHIBIT 28 ARNPRIOR MUNICIPAL MARINA REVENUES AND EXPENSES 2017 TO 2019

	2019	2018	2017
Revenues			
Slip Rental	\$36,530.00	\$42,115.00	\$37,345.00
Fuel Sales	\$19,168.00	\$25,127.00	\$18,520.00
Launch Ramp Fees	\$5,745.00	\$6,584.00	\$6,680.00
Marina Sales	\$605.00	\$249.00	\$230.00
Federal Grant	\$0.00	\$2,997.00	\$0.00
Total Revenues	\$62,048.00	\$77,072.00	\$62,775.00
Expenses			
Salaries & Wages	\$27,158.00	\$31,059.00	\$25,218.00
Benefits	\$3,180.00	\$4,095.00	\$3,047.00
Office Supplies	\$57.00	\$0.00	\$0.00
Operating Supplies	\$3,146.00	\$9,311.00	\$4,344.00
Ice Supplies	\$0.00	\$0.00	\$0.00
Cost of Fuel	\$17,516.00	\$22,794.00	\$14,952.00
Utilities	\$972.00	\$957.00	\$1,999.00
Telephone	\$828.00	\$137.00	\$1,226.00
Equipment Rental	\$15,129.00	\$1,005.00	\$5,708.00
Contracted Services	\$11,484.00	\$40,770.00	\$21,202.00
Lease	\$7,346.00	\$0.00	\$0.00
Insurance Claims	\$0.00	\$0.00	\$11,157.00
Total Expenses	\$86,816.00	\$110,128.00	\$88,853.00
Net Profit/(Loss)	(\$24,768)	(\$33,056)	(\$26,078)
General Operating Fund	\$24,768.00	\$33,056.00	(\$26,078)

Source: Town of Arnprior

EXHIBIT 29 PROJECTED REVENUES AND EXPENSES FOR ARNPRIOR MUNICIPAL MARINA (96 slips – 86 seasonal)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue										
Seasonal Slip Rentals (86 slips)	\$64,400	\$69,390	\$87,820	\$96,000	\$99,960	\$104,060	\$110,960	\$114,460	\$118,080	\$121,810
Transient Slip Rentals (20 slips)	\$14,030	\$14,030	\$14,380	\$15,210	\$15,990	\$17,390	\$18,430	\$18,890	\$19,810	\$20,300
Dryland Summer Storage	\$5,110	\$5,490	\$5,720	\$6,150	\$6,330	\$6,510	\$6,800	\$6,900	\$7,010	\$7,110
Fuel/Oil	\$30,740	\$32,560	\$34,420	\$36,970	\$38,440	\$39,950	\$42,670	\$43,310	\$43,960	\$44,620
Pump-out Service	\$1,740	\$1,860	\$1,920	\$2,140	\$2,240	\$2,390	\$2,570	\$2,610	\$2,690	\$2,730
Parking/Boat Launch Revenue	\$10,010	\$10,160	\$10,310	\$10,470	\$10,620	\$10,780	\$10,950	\$11,110	\$11,280	\$11,450
Merchandise Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$126,030	\$133,490	\$154,570	\$166,940	\$173,560	\$181,080	\$192,380	\$197,280	\$202,830	\$208,020
Disbursements										
Full-time Labour Cost	\$35,000	\$36,050	\$37,130	\$38,240	\$39,390	\$40,570	\$41,790	\$43,040	\$44,330	\$45,660
Casual Labour Cost	\$26,250	\$26,640	\$27,040	\$27,450	\$27,860	\$28,280	\$28,700	\$29,130	\$29,570	\$30,010
Overtime/Shift Premiums/Standbys	\$2,140	\$2,190	\$2,250	\$2,300	\$2,350	\$2,410	\$2,470	\$2,530	\$2,590	\$2,650
Employee Benefits	\$9,360	\$9,610	\$9,860	\$10,120	\$10,390	\$10,660	\$10,940	\$11,230	\$11,530	\$11,830
Utilities	\$1,000	\$1,040	\$4,070	\$4,660	\$4,930	\$5,230	\$5,650	\$5,850	\$6,060	\$6,270
Office Supplies	\$2,000	\$2,030	\$2,060	\$2,090	\$2,120	\$2,150	\$2,180	\$2,210	\$2,240	\$2,270
Guest Supplies	\$3,600	\$3,860	\$4,020	\$4,290	\$4,400	\$4,520	\$4,700	\$4,770	\$4,840	\$4,920
Fuel Dock	\$26,130	\$27,680	\$29,260	\$31,420	\$32,670	\$33,960	\$36,270	\$36,810	\$37,370	\$37,930
Cost of Merchandise	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$7,200	\$7,420	\$7,640	\$7,870	\$8,110	\$8,350	\$8,600	\$8,860	\$9,130	\$9,400
Maintenance & Repairs	\$4,800	\$5,040	\$2,550	\$5,560	\$5,830	\$6,130	\$6,430	\$6,750	\$7,090	\$7,450
Dryland Summer Storage Security										
Camera	\$500	\$510	\$520	\$530	\$540	\$550	\$560	\$570	\$580	\$590
Marketing & Promotion	\$10,000	\$7,500	\$7,730	\$7,960	\$8,200	\$8,450	\$8,700	\$8,960	\$9,230	\$9,510
Credit Card Commissions/Bank	\$2,250	\$2,430	\$3,070	\$3,360	\$3,500	\$3,640	\$3,880	\$4,010	\$4,130	\$4,260
General & Administrative	\$6,000	\$6,180	\$6,370	\$6,560	\$6,760	\$6,960	\$7,170	\$7,390	\$7,610	\$7,840
Total Disbursements	\$136,230	\$138,180	\$143,570	\$152,410	\$157,050	\$161,860	\$168,040	\$172,110	\$176,300	\$180,590
Net Income Before Debt Service	(\$10,200)	(\$4,690)	\$11,000	\$14,530	\$16,530	\$19,220	\$24,340	\$25,170	\$26,530	\$27,430

Source: TOURISTICS May 7, 2021

EXHIBIT 29 PROJECTED REVENUES AND EXPENSES FOR ARNPRIOR MUNICIPAL MARINA (96 slips – 86 seasonal) (Continued)

	Year 11	Year 12	Year 13	Year 14	Year 15
Revenue					
Seasonal Slip Rentals (86 slips)	\$125,660	\$129,640	\$133,740	\$137,980	\$142,360
Transient Slip Rentals (20 slips)	\$20,810	\$21,810	\$22,360	\$22,920	\$23,490
Dryland Summer Storage	\$7,220	\$7,330	\$7,440	\$7,550	\$7,660
Fuel/Oil	\$45,290	\$45,970	\$46,660	\$47,360	\$48,070
Pump-out Service	\$2,770	\$2,850	\$2,900	\$2,940	\$2,980
Parking/Boat Launch Revenue	\$11,620	\$11,790	\$11,970	\$12,150	\$12,330
Merchandise Sales	\$14,110	\$14,400	\$14,610	\$14,830	\$15,060
Total Revenue	\$227,480	\$233,790	\$239,680	\$245,730	\$251,950
Disbursements					
Full-time Labour Cost	\$47,030	\$48,440	\$49,890	\$51,390	\$52,930
Casual Labour Cost	\$30,460	\$30,920	\$31,380	\$31,850	\$32,330
Overtime/Shift Premiums/Standbys	\$2,710	\$2,780	\$2,840	\$2,910	\$2,980
Employee Benefits	\$12,150	\$12,470	\$12,800	\$13,140	\$13,500
Utilities	\$11,280	\$11,680	\$12,090	\$12,510	\$12,950
Office Supplies	\$2,300	\$2,330	\$2,360	\$2,400	\$2,440
Guest Supplies	\$4,990	\$5,070	\$5,140	\$5,220	\$5,300
Fuel Dock	\$38,500	\$39,070	\$39,660	\$40,260	\$40,860
Cost of Merchandise	\$9,170	\$9,360	\$9,500	\$9,640	\$9,790
Insurance	\$9,680	\$9,970	\$10,270	\$10,580	\$10,900
Maintenance & Repairs	\$7,820	\$8,210	\$8,620	\$9,050	\$9,500
Dryland Summer Storage Security					
Camera	\$600	\$610	\$620	\$630	\$640
Marketing & Promotion	\$9,800	\$10,090	\$10,390	\$10,700	\$11,020
Credit Card Commissions/Bank	\$4,400	\$4,540	\$4,680	\$4,830	\$4,980
General & Administrative	\$8,080	\$8,320	\$8,570	\$8,830	\$9,090
Total Disbursements	\$198,970	\$203,860	\$208,810	\$213,940	\$219,210
Net Income Before Debt Service	\$28,510	\$29,930	\$30,870	\$31,790	\$32,740

Source: TOURISTICS May 7, 2021

EXHIBIT 30 CAPITAL COST OF ARNPRIOR MUNICIPAL MARINA IMPROVEMENTS

#	Description	Soft Cost	Hard Cost	Total Cost
M.1	Marina Path Improvements	\$8,000	\$80,000	\$88,000
M.2	Central Harbour Master Building	\$225,000	\$1,500,000	\$1,725,000
M.3	Boardwalk and Daily Visitor Docks	\$12,500	\$125,000	\$137,500
M.4	Harbour Master Building Parking Lot	\$38,000	\$380,000	\$418,000
M.5	Marina Parking Lot	\$20,000	\$200,000	\$220,000
M.6	Boat Launch Relocation	\$43,500	\$290,000	\$333,500
M.7	Fuel and Waste Pad Relocation	\$7,500	\$50,000	\$57,500
M.8	Dock Configuration Improvements	\$10,000	\$100,000	\$110,000
M.9	Boat Slip Improvements	\$97,500	\$650,000	\$747,500
M.10	Marina Picnic Area	\$11,500	\$115,000	\$126,500
M.11	Buffer Planting	\$2,000	\$20,000	\$22,000
M.12	Private Development Opportunity	\$50,000	\$50,000	\$100,000
M.13	Food Truck Service Location	\$5,000	\$25,000	\$30,000
Total Municipal Marina		\$530,500	\$3,585,000	\$4,115,500

Source: **thinc** design, May 2021

EXHIBIT 31 RECOMMENDED DEVELOPMENT PRIORITY

Year	#	Description	Soft Cost	Hard Cost	Total Cost
1	M.12	Private Development Opportunity	\$50,000		\$50,000
Year 1 Sub-total			\$50,000		\$50,000
2	M.12	Private Development Opportunity		\$50,000	\$50,000
2	M.8	Dock Configuration Improvements	\$10,000		\$10,000
2	M.9	Boat Slip Improvements	\$97,500		\$97,500
Year 2 Sub-total			\$107,500	\$50,000	\$157,500
3	M.8	Dock Configuration Improvements		\$100,000	\$100,000
3	M.9	Boat Slip Improvements		\$650,000	\$650,000
Year 3 Sub-total				\$750,000	\$750,000
6	M.5	Marina Parking Lot	\$20,000		\$20,000
6	M.6	Boat Launch Relocation	\$43,500		\$43,500
6	M.7	Fuel and Waste Pad Relocation	\$7,500		\$7,500
6	M.11	Buffer Planting	\$2,000		\$2,000
Year 6 Sub-total			\$73,000		\$73,000
7	M.5	Marina Parking Lot		\$200,000	\$200,000
7	M.6	Boat Launch Relocation		\$290,000	\$290,000
7	M.7	Fuel and Waste Pad Relocation		\$50,000	\$50,000
7	M.11	Buffer Planting		\$20,000	\$20,000
7	M.13	Food Truck Service Location	\$5,000		\$5,000
Year 7 Sub-total			\$5,000	\$560,000	\$565,000
8	M.13	Food Truck Service Location		\$25,000	\$25,000
Year 8 Sub-total				\$25,000	\$25,000
9	M.1	Marina Path Improvements	\$8,000		\$8,000
9	M.2	Central Harbour Master Building	\$225,000		\$225,000
9	M.3	Boardwalk and Daily Visitor Docks	\$12,500		\$12,500
9	M.4	Harbour Master Building Parking Lot	\$38,000		\$38,000
Year 9 Sub-total			\$283,500		\$283,500
10	M.1	Marina Path Improvements		\$80,000	\$80,000
10	M.2	Central Harbour Master Building		\$1,500,000	\$1,500,000
10	M.3	Boardwalk and Daily Visitor Docks		\$125,000	\$125,000
10	M.4	Harbour Master Building Parking Lot		\$380,000	\$380,000
Year 10 Sub-total				\$2,085,000	\$2,085,000
11	M.10	Marina Picnic Area	\$11,500		\$11,500
Year 11 Sub-total			\$11,500		\$11,500
12	M.10	Marina Picnic Area		\$115,000	\$115,000
Year 12 Sub-total				\$115,000	\$115,000
Total Municipal Marina			\$530,500	\$3,585,000	\$4,115,500

Source: EXHIBIT 30

EXHIBIT 32 ARNPRIOR MUNICIPAL MARINA PROJECTED PROFIT/LOSS WITH RECOMMENDED IMPROVEMENTS - 96 slips

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Capital Cost	\$957,500 ¹									
Capital Cost						\$663,000 ³				
Capital Cost									\$2,495,000 ⁴	
Total Revenue	\$126,030	\$133,490	\$154,570	\$166,940	\$173,580	\$181,080	\$192,380	\$197,280	\$202,830	\$208,020
Total Disbursements	\$136,230	\$138,180	\$143,570	\$152,410	\$157,050	\$161,860	\$168,040	\$172,110	\$176,300	\$180,590
Net Income Before Debt Service ²	(\$10,200)	(\$4,690)	\$11,000	\$14,530	\$16,530	\$19,220	\$24,340	\$25,170	\$26,530	\$27,430
Principal & Interest @3.1% Over 25 Year ¹		\$55,600	\$55,600	\$55,600	\$55,600	\$55,600	\$55,600	\$55,600	\$55,600	\$55,600
Principal & Interest @3.1% Over 25 Year ³							\$38,500	\$38,500	\$38,500	\$38,500
Principal & Interest @3.1% Over 25 Year ⁴										\$144,880
Total Principal & Interest Payments		\$55,600	\$55,600	\$55,600	\$55,600	\$55,600	\$94,100	\$94,100	\$94,100	\$238,980
Net Profit/Loss	(\$10,200)	(\$60,290)	(\$44,600)	(\$41,070)	(\$39,070)	(\$36,380)	(\$69,760)	(\$68,930)	(\$67,570)	(\$211,550)

¹Includes M.12 Private Development Opportunity, M.8 Dock Configuration Improvements, and M.9 Boat Slip Improvements

²EXHIBIT 29

³Includes M.5 Marina Parking Lot, M.6 Boat Launch Relocation, M.7 Fuel and Waste Pad Relocation, M.11 Buffer Planting, and M.13 Food Truck Service Location

⁴Includes M.1 Marina Path Improvements, M.2 Central Harbour Master Building, M.3 Boardwalk and Daily Visitor Dock, M.4 Harbour Master Building Parking Lot, and M.10 Marina Picnic Area

EXHIBIT 32 ARNPRIOR MUNICIPAL MARINA PROJECTED NET PROFIT LOSS WITH RECOMMENDED IMPROVEMENTS - 96 slips
(Continued)

	Year 11	Year 12	Year 13	Year 14	Year 15
Capital Cost					
Capital Cost					
Capital Cost					
Total Revenue	\$227,480	\$233,790	\$239,680	\$245,730	\$251,950
Total Disbursements	\$198,970	\$203,860	\$208,810	\$213,940	\$219,210
Net Income Before Debt Service	\$28,510	\$29,930	\$30,870	\$31,790	\$32,740
Principal & Interest @3.1% Over 25 Year	\$55,600	\$55,600	\$55,600	\$55,600	\$55,600
Principal & Interest @3.1% Over 25 Year	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500
Principal & Interest @3.1% Over 25 Year	\$144,880	\$144,880	\$144,880	\$144,880	\$144,880
Total Principal & Interest Payments	\$238,980	\$238,980	\$238,980	\$238,980	\$238,980
Net Profit/Loss	(\$210,470)	(\$209,050)	(\$208,110)	(\$207,190)	(\$206,240)

EXHIBIT 33 PROJECTED REVENUES AND EXPENSES FOR ARNPRIOR MUNICIPAL MARINA (115 slips – 90 seasonal)

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Seasonal Slip Rentals (90 slips)	\$77,180	\$82,570	\$88,110	\$96,470	\$103,410	\$109,090	\$112,560	\$116,130	\$119,820	\$123,640
Transient Slip Rentals (25 slips)	\$14,480	\$14,480	\$14,840	\$15,680	\$16,480	\$17,880	\$18,940	\$19,410	\$20,340	\$20,850
Winter Storage	\$17,730	\$18,890	\$20,080	\$21,960	\$23,450	\$24,550	\$25,160	\$25,790	\$26,430	\$27,090
Launch/Lift Out	\$7,960	\$8,500	\$9,130	\$10,060	\$10,760	\$11,280	\$11,570	\$11,850	\$12,150	\$12,450
Dryland Summer Storage	\$5,120	\$5,490	\$5,860	\$6,340	\$6,740	\$7,060	\$7,160	\$7,270	\$7,380	\$7,490
Fuel/Oil	\$32,620	\$34,930	\$37,310	\$40,880	\$43,410	\$45,060	\$45,740	\$46,430	\$47,120	\$47,830
Pump-out Service	\$2,020	\$2,110	\$2,200	\$2,400	\$2,540	\$2,690	\$2,770	\$2,810	\$2,900	\$2,940
Parking/Boat Launch Revenue	\$10,010	\$10,160	\$10,310	\$10,470	\$10,620	\$10,780	\$10,950	\$11,110	\$11,280	\$11,450
Merchandise Sales	\$8,750	\$10,490	\$11,170	\$12,050	\$12,830	\$13,570	\$13,840	\$14,050	\$14,330	\$14,550
Total Revenue	\$175,870	\$187,620	\$199,010	\$216,310	\$230,240	\$241,960	\$248,690	\$254,850	\$261,750	\$268,290
Disbursements										
Full-time Labour Cost	\$35,000	\$36,050	\$37,130	\$38,240	\$39,390	\$40,570	\$41,790	\$43,040	\$44,330	\$45,660
Casual Labour Cost	\$37,800	\$38,370	\$38,950	\$39,530	\$40,120	\$40,720	\$41,330	\$41,950	\$42,580	\$43,220
Overtime/Shift Premiums/Standbys	\$2,550	\$2,600	\$2,660	\$2,720	\$2,780	\$2,850	\$2,910	\$2,970	\$3,040	\$3,110
Employee Benefits	\$10,400	\$10,660	\$10,930	\$11,210	\$11,490	\$11,780	\$12,080	\$12,380	\$12,700	\$13,020
Utilities	\$6,400	\$6,830	\$7,180	\$7,760	\$8,150	\$8,550	\$8,850	\$9,160	\$9,480	\$9,810
Office Supplies	\$2,500	\$2,540	\$2,580	\$2,620	\$2,660	\$2,700	\$2,740	\$2,780	\$2,820	\$2,860
Guest Supplies	\$3,500	\$3,760	\$4,020	\$4,340	\$4,620	\$4,850	\$4,920	\$4,990	\$5,070	\$5,150
Fuel Dock	\$27,730	\$29,690	\$31,710	\$34,750	\$36,900	\$38,300	\$38,880	\$39,470	\$40,050	\$40,660
Cost of Merchandise	\$5,690	\$6,820	\$7,260	\$7,830	\$8,340	\$8,820	\$9,000	\$9,130	\$9,310	\$9,460
Insurance	\$8,630	\$8,890	\$9,160	\$9,430	\$9,710	\$10,000	\$10,300	\$10,610	\$10,930	\$11,260
Maintenance & Repairs	\$2,900	\$6,090	\$6,390	\$6,710	\$7,050	\$7,400	\$7,770	\$8,160	\$8,570	\$9,000
Dryland Summer Storage Security										
Camera	\$500	\$510	\$520	\$530	\$540	\$550	\$560	\$570	\$580	\$590
Crane & Mobile Power Wash										
Rental	\$2,700	\$2,890	\$3,080	\$3,340	\$3,550	\$3,700	\$3,760	\$3,820	\$3,870	\$3,930
Winter Security Fence Rental	\$1,500	\$1,520	\$1,540	\$1,560	\$1,580	\$1,600	\$1,620	\$1,640	\$1,660	\$1,680
Marketing & Promotion	\$10,000	\$7,500	\$7,730	\$7,960	\$8,200	\$8,450	\$8,700	\$8,960	\$9,230	\$9,510
Credit Card Commissions/Bank	\$2,700	\$2,890	\$3,080	\$3,380	\$3,620	\$3,820	\$3,940	\$4,060	\$4,190	\$4,330
General & Administrative	\$7,500	\$7,730	\$7,960	\$8,200	\$8,450	\$8,700	\$8,960	\$9,230	\$9,510	\$9,800
Total Disbursements	\$168,000	\$175,340	\$181,880	\$190,110	\$197,150	\$203,360	\$208,110	\$212,920	\$217,920	\$223,050
Net Income Before Debt Service	\$7,870	\$12,280	\$17,130	\$26,200	\$33,090	\$38,600	\$40,580	\$41,930	\$43,830	\$45,240

Source: TOURISTICS May 9, 2021

EXHIBIT 33 PROJECTED REVENUES AND EXPENSES FOR ARNPRIOR MUNICIPAL MARINA (115 slips – 90 seasonal) (Continued)

	Year 11	Year 12	Year 13	Year 14	Year 15
Revenue					
Seasonal Slip Rentals (90 slips)	\$127,570	\$131,630	\$135,830	\$140,160	\$144,630
Transient Slip Rentals (25 slips)	\$21,370	\$22,390	\$22,950	\$23,520	\$24,630
Winter Storage	\$27,770	\$28,470	\$29,180	\$29,910	\$30,650
Launch/Lift Out	\$12,770	\$13,090	\$13,410	\$13,750	\$14,090
Dryland Summer Storage	\$7,600	\$7,720	\$7,830	\$7,950	\$8,070
Fuel/Oil	\$48,550	\$49,280	\$50,020	\$50,770	\$51,530
Pump-out Service	\$2,990	\$3,070	\$3,120	\$3,170	\$3,260
Parking/Boat Launch Revenue	\$11,620	\$11,790	\$11,970	\$12,150	\$12,330
Merchandise Sales	\$14,770	\$15,060	\$15,290	\$15,520	\$15,830
Total Revenue	\$275,010	\$282,500	\$289,600	\$296,900	\$305,020
Disbursements					
Full-time Labour Cost	\$47,030	\$48,440	\$49,890	\$51,390	\$52,930
Casual Labour Cost	\$43,870	\$44,530	\$45,200	\$45,880	\$46,570
Overtime/Shift Premiums/Standbys	\$3,180	\$3,250	\$3,330	\$3,400	\$3,480
Employee Benefits	\$13,350	\$13,700	\$14,050	\$14,410	\$14,780
Utilities	\$10,160	\$10,510	\$10,880	\$11,260	\$11,650
Office Supplies	\$2,900	\$2,940	\$2,980	\$3,020	\$3,070
Guest Supplies	\$5,220	\$5,300	\$5,380	\$5,460	\$5,540
Fuel Dock	\$41,270	\$41,890	\$42,520	\$43,150	\$43,800
Cost of Merchandise	\$9,600	\$9,790	\$9,940	\$10,090	\$10,290
Insurance	\$11,600	\$11,950	\$12,310	\$12,680	\$13,060
Maintenance & Repairs	\$9,450	\$9,920	\$10,420	\$10,940	\$11,480
Dryland Summer Storage Security					
Camera	\$600	\$610	\$620	\$630	\$640
Crane & Mobile Power Wash					
Rental	\$3,990	\$4,050	\$4,110	\$4,170	\$4,230
Winter Security Fence Rental	\$1,710	\$1,740	\$1,770	\$1,800	\$1,830
Marketing & Promotion	\$9,800	\$10,090	\$10,390	\$10,700	\$11,020
Credit Card Commissions/Bank	\$4,460	\$4,610	\$4,750	\$4,910	\$5,060
General & Administrative	\$10,090	\$10,390	\$10,700	\$11,020	\$11,350
Total Disbursements	\$228,280	\$233,710	\$239,240	\$244,910	\$250,780
Net Income Before Debt Service	\$46,730	\$48,790	\$50,360	\$51,990	\$54,240

Source: TOURISTICS May 9, 2021

EXHIBIT 34 ARNPRIOR MUNICIPAL MARINA PROJECTED PROFIT/LOSS WITH RECOMMENDED IMPROVEMENTS - 115 slips

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Capital Cost	\$1,027,500 ¹									
Capital Cost						\$663,000 ³				
Capital Cost									\$2,495,000 ⁴	
Total Revenue	\$175,870	\$187,620	\$199,010	\$216,310	\$230,240	\$241,960	\$248,690	\$254,850	\$261,750	\$268,290
Total Disbursements	\$168,000	\$175,340	\$181,880	\$190,110	\$197,150	\$203,360	\$208,110	\$212,920	\$217,920	\$223,050
Net Income Before Debt Service ²	\$7,870	\$12,280	\$17,130	\$26,200	\$33,090	\$38,600	\$40,580	\$41,930	\$43,830	\$45,240
Principal & Interest @3.1% Over 25 Year ¹		\$59,670	\$59,670	\$59,670	\$59,670	\$59,670	\$59,670	\$59,670	\$59,670	\$59,670
Principal & Interest @3.1% Over 25 Year ³							\$38,500	\$38,500	\$38,500	\$38,500
Principal & Interest @3.1% Over 25 Year ⁴										\$144,880
Total Principal & Interest Payments		\$59,670	\$59,670	\$59,670	\$59,670	\$59,670	\$98,170	\$98,170	\$98,170	\$243,050
Net Profit/Loss	\$7,870	(\$47,390)	(\$42,540)	(\$33,470)	(\$26,580)	(\$21,070)	(\$57,590)	(\$56,240)	(\$54,340)	(\$197,810)

¹Includes M.12 Private Development Opportunity, M.8 Dock Configuration Improvements, and M.9 Boat Slip Improvements²EXHIBIT 29³Includes M.5 Marina Parking Lot, M.6 Boat Launch Relocation, M.7 Fuel and Waste Pad Relocation, M.11 Buffer Planting, and M.13 Food Truck Service Location
⁴Includes M.1 Marina Path Improvements, M.2 Central Harbour Master Building, M.3 Boardwalk and Daily Visitor Dock, M.4 Harbour Master Building Parking Lot, and M.10 Marina Picnic Area

EXHIBIT 34 ARNPRIOR MUNICIPAL MARINA PROJECTED NET PROFIT LOSS WITH RECOMMENDED IMPROVEMENTS - 115 slips
(Continued)

	Year 11	Year 12	Year 13	Year 14	Year 15
Capital Cost					
Capital Cost					
Capital Cost					
Total Revenue	\$275,010	\$282,500	\$289,600	\$296,900	\$305,020
Total Disbursements	\$228,280	\$233,710	\$239,240	\$244,910	\$250,780
Net Income Before Debt Service	\$46,730	\$48,790	\$50,360	\$51,990	\$54,240
Principal & Interest @3.1% Over 25 Year	\$59,670	\$59,670	\$59,670	\$59,670	\$59,670
Principal & Interest @3.1% Over 25 Year	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500
Principal & Interest @3.1% Over 25 Year	\$144,880	\$144,880	\$144,880	\$144,880	\$144,880
Total Principal & Interest Payments	\$243,050	\$243,050	\$243,050	\$243,050	\$243,050
Net Profit/Loss	(\$196,320)	(\$194,260)	(\$192,690)	(\$191,060)	(\$188,810)

EXHIBIT 35 PROJECTED REVENUES AND EXPENSES FOR ARNPRIOR MUNICIPAL MARINA (125 slips – 100 seasonal)

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Seasonal Slip Rentals (100 slips)	\$83,980	\$89,480	\$95,130	\$101,910	\$108,980	\$114,810	\$121,670	\$127,900	\$132,930	\$137,160
Transient Slip Rentals (25 slips)	\$14,480	\$14,480	\$14,840	\$15,680	\$16,480	\$17,880	\$18,940	\$19,410	\$20,340	\$20,850
Winter Storage	\$19,660	\$20,850	\$22,070	\$23,320	\$24,850	\$25,970	\$27,140	\$28,220	\$29,060	\$29,790
Launch/Lift Out	\$8,780	\$9,330	\$9,990	\$10,680	\$11,390	\$11,930	\$12,490	\$13,000	\$13,400	\$13,740
Dryland Summer Storage	\$5,530	\$5,900	\$6,280	\$6,680	\$7,080	\$7,400	\$7,740	\$8,010	\$8,200	\$8,320
Fuel/Oil	\$35,420	\$37,780	\$40,200	\$42,690	\$45,240	\$46,930	\$48,650	\$49,900	\$51,180	\$51,950
Pump-out Service	\$2,200	\$2,290	\$2,390	\$2,530	\$2,670	\$2,820	\$2,940	\$3,070	\$3,100	\$3,150
Parking/Boat Launch Revenue	\$10,010	\$10,160	\$10,310	\$10,470	\$10,620	\$10,780	\$10,950	\$11,110	\$11,280	\$11,450
Merchandise Sales	\$9,380	\$11,130	\$11,810	\$12,580	\$13,360	\$14,110	\$14,800	\$15,300	\$15,740	\$15,980
Total Revenue	\$189,440	\$201,400	\$213,020	\$226,540	\$240,670	\$252,630	\$265,320	\$275,860	\$285,230	\$292,390
Disbursements										
Full-time Labour Cost	\$35,000	\$36,050	\$37,130	\$38,240	\$39,390	\$40,570	\$41,790	\$43,040	\$44,330	\$45,660
Casual Labour Cost	\$37,800	\$38,370	\$38,950	\$39,530	\$40,120	\$40,720	\$41,330	\$41,950	\$42,580	\$43,220
Overtime/Shift Premiums/Standbys	\$2,550	\$2,600	\$2,660	\$2,720	\$2,780	\$2,850	\$2,910	\$2,970	\$3,040	\$3,110
Employee Benefits	\$10,400	\$10,660	\$10,930	\$11,210	\$11,490	\$11,780	\$12,080	\$12,380	\$12,700	\$13,020
Utilities	\$6,800	\$7,250	\$7,610	\$8,090	\$8,490	\$8,550	\$9,220	\$9,540	\$10,010	\$10,360
Office Supplies	\$2,500	\$2,540	\$2,580	\$2,620	\$2,660	\$2,700	\$2,740	\$2,780	\$2,820	\$2,860
Guest Supplies	\$3,750	\$4,010	\$4,280	\$4,550	\$4,830	\$5,060	\$5,300	\$5,490	\$5,630	\$5,720
Fuel Dock	\$30,110	\$32,110	\$34,170	\$36,290	\$38,450	\$39,890	\$41,350	\$42,420	\$43,500	\$44,160
Cost of Merchandise	\$6,100	\$7,230	\$7,680	\$8,180	\$8,680	\$9,170	\$9,620	\$9,950	\$10,230	\$10,390
Insurance	\$9,380	\$9,660	\$9,950	\$10,250	\$10,560	\$10,880	\$11,210	\$11,550	\$11,900	\$12,260
Maintenance & Repairs	\$3,150	\$6,620	\$6,950	\$7,290	\$7,660	\$8,040	\$8,440	\$8,860	\$9,310	\$9,770
Dryland Summer Storage Security										
Camera	\$500	\$510	\$520	\$530	\$540	\$550	\$560	\$570	\$580	\$590
Crane & Mobile Power Wash										
Rental	\$2,940	\$3,130	\$3,330	\$3,540	\$3,750	\$3,900	\$4,070	\$4,200	\$4,290	\$4,360
Winter Security Fence Rental	\$1,650	\$1,670	\$1,700	\$1,730	\$1,760	\$1,790	\$1,820	\$1,850	\$1,880	\$1,910
Marketing & Promotion	\$10,000	\$7,500	\$7,730	\$7,960	\$8,200	\$8,450	\$8,700	\$8,960	\$9,230	\$9,510
Credit Card Commissions/Bank	\$2,940	\$3,130	\$3,330	\$3,570	\$3,810	\$4,020	\$4,260	\$4,480	\$4,650	\$4,800
General & Administrative	\$8,000	\$8,240	\$8,490	\$8,740	\$9,000	\$9,270	\$9,550	\$9,840	\$10,140	\$10,440
Total Disbursements	\$173,570	\$181,280	\$187,990	\$195,040	\$202,170	\$208,190	\$214,950	\$220,830	\$226,820	\$232,140
Net Income Before Debt Service	\$15,870	\$20,120	\$25,030	\$31,500	\$38,500	\$44,440	\$50,370	\$55,030	\$58,410	\$60,250

Source: TOURISTICS May 9, 2021

EXHIBIT 35 PROJECTED REVENUES AND EXPENSES FOR ARNPRIOR MUNICIPAL MARINA (125 slips – 100 seasonal) (Continued)

	Year 11	Year 12	Year 13	Year 14	Year 15
Revenue					
Seasonal Slip Rentals (100 slips)	\$141,530	\$146,040	\$150,700	\$155,510	\$160,480
Transient Slip Rentals (25 slips)	\$21,370	\$22,390	\$22,950	\$23,520	\$24,630
Winter Storage	\$30,530	\$31,300	\$32,080	\$32,880	\$33,700
Launch/Lift Out	\$14,080	\$14,430	\$14,790	\$15,160	\$15,540
Dryland Summer Storage	\$8,450	\$8,570	\$8,700	\$8,830	\$8,960
Fuel/Oil	\$52,730	\$53,520	\$54,320	\$55,130	\$55,960
Pump-out Service	\$3,190	\$3,290	\$3,340	\$3,390	\$3,480
Parking/Boat Launch Revenue	\$11,620	\$11,790	\$11,970	\$12,150	\$12,330
Merchandise Sales	\$16,220	\$16,530	\$16,780	\$17,030	\$17,370
Total Revenue	\$299,720	\$307,860	\$315,630	\$323,600	\$332,450
Disbursements					
Full-time Labour Cost	\$47,030	\$48,440	\$49,890	\$51,390	\$52,930
Casual Labour Cost	\$43,870	\$44,530	\$45,200	\$45,880	\$46,570
Overtime/Shift Premiums/Standbys	\$3,180	\$3,250	\$3,330	\$3,400	\$3,480
Employee Benefits	\$13,350	\$13,700	\$14,050	\$14,410	\$14,780
Utilities	\$10,720	\$11,100	\$11,480	\$11,890	\$12,300
Office Supplies	\$2,900	\$2,940	\$2,980	\$3,020	\$3,070
Guest Supplies	\$5,800	\$5,890	\$5,980	\$6,070	\$6,160
Fuel Dock	\$44,820	\$45,490	\$46,170	\$46,860	\$47,570
Cost of Merchandise	\$10,540	\$10,740	\$10,910	\$11,070	\$11,290
Insurance	\$12,630	\$13,010	\$13,400	\$13,800	\$14,210
Maintenance & Repairs	\$10,260	\$10,780	\$11,310	\$11,880	\$12,470
Dryland Summer Storage Security					
Camera	\$600	\$610	\$620	\$630	\$640
Crane & Mobile Power Wash					
Rental	\$4,420	\$4,490	\$4,560	\$4,630	\$4,690
Winter Security Fence Rental	\$1,940	\$1,970	\$2,000	\$2,030	\$2,060
Marketing & Promotion	\$9,800	\$10,090	\$10,390	\$10,700	\$11,020
Credit Card Commissions/Bank	\$4,950	\$5,110	\$5,270	\$5,440	\$5,620
General & Administrative	\$10,750	\$11,070	\$11,400	\$11,740	\$12,090
Total Disbursements	\$237,560	\$243,210	\$248,940	\$254,840	\$260,950
Net Income Before Debt Service	\$62,160	\$64,650	\$66,690	\$68,760	\$71,500

Source: TOURISTICS May 9, 2021

EXHIBIT 36 ARNPRIOR MUNICIPAL MARINA PROJECTED PROFIT/LOSS WITH RECOMMENDED IMPROVEMENTS - 125 slips

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Capital Cost	\$1,116,500 ¹									
Capital Cost						\$663,000 ³				
Capital Cost									\$2,495,000 ⁴	
Total Revenue	\$189,440	\$201,400	\$213,020	\$226,540	\$240,670	\$252,630	\$265,320	\$275,860	\$285,230	\$292,390
Total Disbursements	\$173,570	\$181,280	\$187,990	\$195,040	\$202,170	\$208,190	\$214,950	\$220,830	\$226,820	\$232,140
Net Income Before Debt Service ²	\$15,870	\$20,120	\$25,030	\$31,500	\$38,500	\$44,440	\$50,370	\$55,030	\$58,410	\$60,250
Principal & Interest @3.1% Over 25 Year ¹		\$64,830	\$64,830	\$64,830	\$64,830	\$64,830	\$64,830	\$64,830	\$64,830	\$64,830
Principal & Interest @3.1% Over 25 Year ³							\$38,500	\$38,500	\$38,500	\$38,500
Principal & Interest @3.1% Over 25 Year ⁴										\$144,880
Total Principal & Interest Payments		\$64,830	\$64,830	\$64,830	\$64,830	\$64,830	\$103,330	\$103,330	\$103,330	\$248,210
Net Profit/Loss	\$15,870	(\$44,710)	(\$39,800)	(\$33,330)	(\$26,330)	(\$20,390)	(\$52,960)	(\$48,300)	(\$44,920)	(\$187,960)

¹Includes M.12 Private Development Opportunity, M.8 Dock Configuration Improvements, and M.9 Boat Slip Improvements²EXHIBIT 29³Includes M.5 Marina Parking Lot, M.6 Boat Launch Relocation, M.7 Fuel and Waste Pad Relocation, M.11 Buffer Planting, and M.13 Food Truck Service Location
⁴Includes M.1 Marina Path Improvements, M.2 Central Harbour Master Building, M.3 Boardwalk and Daily Visitor Dock, M.4 Harbour Master Building Parking Lot, and M.10 Marina Picnic Area

EXHIBIT 36 ARNPRIOR MUNICIPAL MARINA PROJECTED NET PROFIT LOSS WITH RECOMMENDED IMPROVEMENTS - 125 slips
(Continued)

	Year 11	Year 12	Year 13	Year 14	Year 15
Capital Cost					
Capital Cost					
Capital Cost					
Total Revenue	\$299,720	\$307,860	\$315,630	\$323,600	\$332,450
Total Disbursements	\$237,560	\$243,210	\$248,940	\$254,840	\$260,950
Net Income Before Debt Service	\$62,160	\$64,650	\$66,690	\$68,760	\$71,500
Principal & Interest @3.1% Over 25 Year	\$64,830	\$64,830	\$64,830	\$64,830	\$64,830
Principal & Interest @3.1% Over 25 Year	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500
Principal & Interest @3.1% Over 25 Year	\$144,880	\$144,880	\$144,880	\$144,880	\$144,880
Total Principal & Interest Payments	\$248,210	\$248,210	\$248,210	\$248,210	\$248,210
Net Profit/Loss	(\$186,050)	(\$183,560)	(\$181,520)	(\$179,450)	(\$176,710)

EXHIBIT 37 FINANCIAL PERFORMANCE OF SIMILAR SIZED MARINAS (Confidential)

Champlain Bridge Marina, Addison, Vermont				Foran Marine, Grimsby, Ontario			
	2018	2017	2016		2017	2016	2015
Revenue				Revenue			
Seasonal Slip Rentals (100 slips)	\$351,020	\$329,540	\$306,700	Seasonal Slips Rentals (115 slips)	\$469,460	\$438,100	\$406,880
Transient Slip Rental (20 slips)	\$64,320	\$61,780	\$58,540	Transient Slips Rentals (10 slips)	\$84,100	\$78,650	\$74,740
Winter Storage	\$132,140	\$123,980	\$116,310	Winter Storage	\$178,680	\$170,330	\$161,650
Lift/Haul out/Launch Fees	\$66,710	\$62,690	\$58,880	Crane/Haul out/Launch Fees	\$103,200	\$98,700	\$93,930
Dryland Summer Storage	\$12,830	\$12,200	\$11,570	Fuel/Oil	\$348,430	\$336,600	\$323,190
Fuel/Oil	\$163,370	\$155,410	\$146,190	Pump-out Service	\$14,430	\$13,960	\$13,250
Pump-out Service	\$22,710	\$21,600	\$20,320	Parking/Boat Launch Revenue	\$11,320	\$11,150	\$10,990
Parking/Boat Launch Revenue	\$21,650	\$21,330	\$21,010	Vending & Ice	\$5,380	\$5,200	\$4,970
Merchandise Sales	\$38,270	\$36,470	\$34,380	Merchandise Sales	\$41,690	\$40,320	\$38,630
Total Revenue	\$873,020	\$825,000	\$773,900	Total Revenue	\$1,256,690	\$1,193,010	\$1,128,230
Disbursements				Disbursements			
Full-time Labour Cost	\$158,440	\$153,830	\$149,350	Full-time Labour Cost	\$244,770	\$237,640	\$230,720
Casual Labour Cost	\$129,920	\$128,000	\$126,110	Casual Labour Cost	\$160,750	\$158,370	\$156,030
Overtime/Shift Premiums/Standbys	\$10,090	\$9,860	\$9,640	Employee Benefits	\$36,570	\$35,640	\$34,740
Employee Benefits	\$28,390	\$27,680	\$26,980	Utilities	\$28,080	\$27,210	\$26,190
Utilities	\$24,480	\$22,970	\$21,450	Telephone	\$4,360	\$4,300	\$4,240
Telephone	\$3,980	\$3,920	\$3,860	Office Supplies	\$4,300	\$4,240	\$4,180
Office Supplies	\$2,060	\$2,030	\$2,000	Guest Supplies	\$5,200	\$5,040	\$4,850
Guest Supplies	\$5,990	\$5,680	\$5,350	Fuel Dock	\$296,170	\$286,110	\$274,710
Cost of Fuel/Oil	\$130,700	\$124,330	\$116,950	Cost of Merchandise	\$22,930	\$22,180	\$21,250
Cost of Merchandise	\$24,880	\$23,710	\$22,350	Insurance	\$47,830	\$45,990	\$44,220
Insurance	\$56,890	\$54,180	\$51,600	Maintenance & Repairs	\$52,170	\$47,430	\$43,120
Maintenance & Repairs	\$31,840	\$29,480	\$27,300	Marketing & Promotion	\$30,900	\$30,900	\$30,900
Uniforms & Clothing	\$4,030	\$3,970	\$3,910	Credit Card Commissions/Bank Charges	\$23,620	\$22,650	\$21,640
Marketing & Promotion	\$23,880	\$23,180	\$22,500	Crane Rental	\$23,730	\$22,950	\$22,080
Credit Card Commissions	\$15,660	\$14,860	\$14,020	General & Administrative	\$29,850	\$28,980	\$28,140
Crane Rental	\$11,810	\$11,200	\$10,560	Capital Reserve (5.0%)	\$62,830	\$59,650	\$56,410
Lease Expenses	\$2,300	\$2,300	\$2,300	Miscellaneous	\$16,410	\$16,170	\$15,930
General & Administrative	\$21,860	\$21,220	\$20,600	Total Disbursements	\$1,090,470	\$1,055,450	\$1,019,350
Capital Reserve for Replacement	\$87,300	\$82,500	\$77,390	Net profit	\$166,220	\$137,560	\$108,880
Miscellaneous	\$14,640	\$14,420	\$14,210		13.2%	11.5%	9.6%
Total Disbursements	\$789,140	\$759,320	\$728,430				
Net Profit	\$83,880	\$65,680	\$45,470				
	9.6%	8.0%	5.9%				

Source: TOURISTICS files with permission from Champlain Bridge Marina, and Foran Marine not to be reproduced outside this report without permission from TOURISTICS

Appendix C

Priority Matrix

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Appendix C: Priority Matrix

		1	2	3	4	
		Level of Community Support (Survey Priority Ranking)	Improves Access to Waterfront	Contributes to Growth in Tourism	Health, Fitness and Wellness	
Criteria Weight		25%	25%	20%	5%	
	Avg Priority Ranking	65% to 100% = 10 50% to 65%=5 0% to 50% = 0	New access= 10 Improves access = 5 No change = 0	Major = 10 Moderate = 5 Minimal/NA = 0	Major = 10 Moderate = 5 Minimal/NA = 0	
1.	Robert Simpson Park	Ranking out of 11				
RS.1	Park-wide Accessibilty Improvements	3.75	10	10	0	5
RS.2	Beach Expansion and Peir	1.92	10	10	10	0
RS.3	Beach Level Vehicle Access and Parking	5.86	0	0	0	10
RS.4	Pedestrain Ramp to Beach	6.06	0	5	0	5
RS.5	Boardwalk and Landscaping	3.13	10	5	5	5
RS.6	Gradual Timber Steps	5.73	0	5	0	5
RS.7	Additional Seating and Picnic Opportunities	6.42	0	0	5	5
RS.8	Playground and Splashpad Enchancements	5.05	5	0	10	10
RS.9	South End Path Improvements*	7.68	0	5	0	0
RS.10	Small Craft Rental	6.61	0	5	10	10
RS.11	Beach Level Play Area*	5.47	5	0	5	10
2.	Marina	Ranking out of 12				
M.1	Marina Pathway Improvements	3.68	10	5	5	10
M.2	Central Habour Master Building	4.08	10	5	10	5
M.3	Boardwalk and Daily Visitor Docks	2.99	10	10	10	0
M.4	Harbour Master Building Parking Lot	5.82	5	5	0	0
M.5	Marina Parking Lot	6.7	0	0	5	0
M.6	Boat Launch Relocation	5.98	5	5	0	0
M.7	Fuel and Waste Pad Relocation	6.93	0	0	5	0
M.8	Dock Configuration Improvements	5.22	5	10	10	0
M.9	Boat Slip Improvements	5.81	5	10	10	0
M.11	Buffer Planting	4.87	5	0	0	5
M.12	Private Development Opportunity	4.39	10	0	0	0
M.13	Food Truck Service Location	6.41	5	0	5	0
3.	Treatment Plant and Fishing Dock	Ranking out of 5				
T.1	Treatment Plant Buffer Planting	2.36	5	0	0	5
T.2	Treatment Plant Decorative Screens	3.22	0	0	5	0
T.3	Cantilevered Fishing Dock	3.64	0	10	5	5
T.4*	Fishing Dock Seating Improvments	3.06	0	0	0	10
4.	Gateway Plaza and West Lookout Plaza	Ranking out of 3				
GW.1	Madawaska Gateway Plaza	2.12	0	5	5	5
GW.2	West Side Lookout Plaza	2.12	0	5	5	5
GW.3	Madawaska Bridge Lighting	2.8	0	0	10	5
5.	Hydro Park	Ranking out of 3				
HP.1	East Side Path Improvements	1.73	0	5	5	10
HP.2	Hydro Park Pperformace Platform	1.93	0	0	10	0
HP.3	Hydro Park Amphitheatre	2.29	0	0	10	0
6.	Bell Park	Ranking out of 11				
BP.1	Amprior Marble Exhibit and Play Area	4.39	5	0	10	0
BP.2	Logging Themed Natural Playground	4.5	5	0	10	10
BP.3	Bell Park Log Lookouts	3.83	10	10	5	5
BP.4	Bell Park Picnic Area	4.18	5	0	5	5
BP.5	Timber Lookout Structure	4.29	5	5	10	10
BP.6	Interpretive Gathering Space	4.07	5	5	5	5
BP.7	Old Cabin Picnic Pavillion	3.89	5	10	5	5
BP.8	Chats Lake Community Boat Club	5.79	0	5	0	5
BP.10	Bell Park Gates and Security	6.26	0	0	0	5
			0	0		
7.	McLean Avenue Beach	Ranking out of 10				
MB.1	Boardwalk	3.35	10	5	5	5
MB.2	Shade Structure	3.61	5	0	0	10
MB.3	Beach Expansion and Small Craft Launch	3.17	10	5	0	5
MB.4	Open Lawn	4.36	5	0	0	10
MB.5	Beach Volleyball Courts	5.35	0	0	5	10
MB.6	Bocce Ball Courts	5.58	0	0	5	10
MB.7	Picnic Amenities	4.03	5	0	0	5
MB.8	Seating Amenities	4.19	5	5	0	5
MB.9	Parking Lot Improvements	5.93	0	5	0	0
MB.10	Outdoor Wedding Venue Opportunity	5.13	0	5	10	0

Note:

For column 1, "Level of Community Support", the average survey ranking of each recommendation was converted to a percentage. For instance, M.1 Marina Pathway Improvements received an average ranking of 3.68 out of 13. The score of 3.68 was made into a percentage by dividing by the number of Marina recommendations (13) and multiplying by 100. In order to account for a low number representing a high score, the percentage was corrected by subtracting it from 100.

* Recommendation not carried through

5	6	7	8	9	Total	Weighted	Priority
Safety & Security	Asthetic Enhancement	Arts, Culture, Events and Heritage	Multi Season Benefit	Ease of Implementation	(unweighted)	Score	Ranking
5%	5%	5%	5%	5%	100%		
Major = 10 Moderate = 5 Minimal/NA = 0	Major = 10 Moderate = 5 Minimal/NA = 0	Major = 10 Moderate = 5 Minimal/NA = 0	All Season = 10 Multi-Season = 5 Single Season = 0	Easy/Quick (approx. 1-2 years)= 10 Moderate/Average (3-5 years)= 5 Challenging/Slow (6+ years) = 0	out of 90	out of 100	out of 52 Projects
0	0	0	5	10	40	60	10
5	10	5	5	0	55	83	1
10	0	0	10	10	40	20	48
5	0	0	10	10	35	28	38
0	10	0	5	5	45	60	10
5	5	0	5	10	35	28	38
0	5	5	5	10	35	25	41
0	5	0	5	5	40	45	18
0	5	10	5	5	30	25	41
0	0	5	5	5	40	45	18
0	0	0	5	10	35	35	25
10	5	0	5	10	60	68	6
5	5	5	5	0	50	70	4
0	5	0	5	10	50	80	2
5	0	0	5	5	25	33	30
0	0	0	10	10	25	20	48
0	0	0	5	5	20	30	32
5	5	0	5	5	25	20	48
5	10	0	5	5	50	70	4
0	5	0	5	5	40	65	7
0	10	0	10	10	40	30	32
0	0	0	10	0	20	30	32
0	5	5	5	10	35	35	25
0	10	0	10	10	40	30	32
0	10	10	10	10	45	30	32
0	10	0	5	10	45	50	13
0	10	0	10	10	40	20	48
0	10	10	5	5	45	40	21
0	10	0	10	5	40	38	24
5	10	10	10	0	50	40	21
5	5	0	5	10	45	40	21
0	5	10	5	10	40	35	25
0	5	10	5	5	35	33	30
0	5	10	5	10	45	48	16
0	5	10	5	0	45	48	16
0	5	10	5	10	60	78	3
0	5	0	5	10	35	35	25
0	5	10	5	5	55	63	9
0	5	10	5	5	45	50	13
0	5	10	5	10	55	65	7
0	5	5	5	0	25	23	45
10	10	0	10	5	40	20	48
0	5	0	5	5	40	58	12
0	5	5	5	10	40	30	32
0	5	0	5	10	40	50	13
0	0	0	10	10	35	28	38
0	0	0	5	10	30	23	45
0	0	0	5	10	30	23	45
0	0	5	5	10	30	25	41
0	0	0	5	10	30	35	25
5	0	0	10	10	30	25	41
0	0	10	5	10	40	45	18

Project Forecast Years 1-5

These first five years of the plan will lay the foundation for future waterfront improvements. This includes:

- pathway surfacing improvements for the waterfront trail, including lighting
- studies to establish a strategy regarding lighting and signage, wayfinding and interpretation throughout the waterfront
- improved access to the beach from the upper park area at Robert Simpson Park
- enhancements at McLean Avenue Beach
- accessibility improvements at Robert Simpson Park including the washrooms

		2022		2023		2024	2025	2026
WW.2	Pathway Surfacing Improvements	Design	31,500	Construction	315,000			
WW.3	Pathway Lighting	Design	47,500	Construction		475,000		
WW.4	Signage and Wayfinding & Interpretation Strategy	Design	40,000					
RS.4	Pedestrian Ramp to Beach	Design + Construction	345,000					
WW.5	River Rescue Stations and Location Identifiers	Design + Construction		11,000				
MB.3	Beach Expansion and Small Craft Launch	Design + Construction		11,000				
MB.7	Picnic Amenities	Design + Construction		25,000				
MB.8	Seating Amenities	Design + Construction		30,000				
MB.9	Parking Lot Improvements	Design + Construction		15,000				
MB.11	Residential Planting Buffer	Design + Construction		6,000				
GW.1	Madawaska Gateway Plaza	Design + Construction		99,000				
RS.13	Urban Canopy Renewal	Planning		25,000				
RS.1	Park-wide Accessibility Improvements	Design + Construction		200,000				
RS.7	Additional Seating and Picnic Opportunities	Design + Construction		82,500				
RS.12	Accessible Washrooms	Design + Construction		375,000				
RS.8	Playground and Splashpad Enhancements	Design + Construction				600,000		
RS.9	Beach Level Change Huts	Design + Construction				30,000		
Total			\$ 464,000	\$ 512,000	\$ 500,000	\$ 657,500	\$ 630,000	

Focus Area Legend


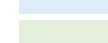






	Waterfront Wide
	Robert Simpson Park
	Municipal Marina
	Treatment Plant and Fishing Dock
	Gateway Plaza and West Lookout Plaza
	Hydro Park
	Bell Park
	McLean Avenue Beach









Table 4-10: Project Forecast Years 2021 to 2026 (years 1 to 5)

Project Forecast Years 6-10

Years six to ten (2027 to 2031) will focus primarily on improvements to Hydro Park, Belle Park, and the Treatment Plant and Fishing Dock & Seating.

[illegible]

Focus Area Legend

	Waterfront Wide
	Robert Simpson Park
	Municipal Marina
	Treatment Plant and Fishing Dock
	Gateway Plaza and West Lookout Plaza
	Hydro Park
	Bell Park
	McLean Avenue Beach

Project Forecast Years 11-15

This phase of waterfront improvements is focused on improvements to the beach at Robert Simpson Park. This includes expanding the beach, providing beach level access and parking (turn around) and associated pedestrian boardwalk and landscaping.

At McLean Avenue Beach, a new boardwalk and shade structure is proposed.

For GW.3 Madawaska Bridge Lighting at the end of this phase, there may be some efficiencies realized by combining the bridge lighting work with any electrical improvements associated with HP.2 Hydro Park Performance Platform completed during year 6.

2032				2033	2034	2035	2036				
RS.2	Beach Expansion and Pier	Design + Construction	1,380,000								
RS.3	Beach Level Vehicle Access and Parking	Design + Construction	172,500								
RS.5	Boardwalk and Landscaping	Design + Construction	627,000								
	MB.1	Boardwalk	Design + Construction	170,000							
	MB.2	Shade Structure	Design + Construction	100,000							
						GW.3	Madawaska Bridge Lighting	Design + Construction	287,500		
Total		\$	2,179,500	\$	270,000	\$	-	\$	-	\$	287,500

Focus Area Legend

- Waterfront Wide
- Robert Simpson Park
- Municipal Marina
- Treatment Plant and Fishing Dock
- Gateway Plaza and West Lookout Plaza
- Hydro Park
- Bell Park
- McLean Avenue Beach

Table 4-12: Project Forecast 2932 to 2036 (years 11 to 15)

Project Forecast Years 16-20

This final phase of waterfront improvements focuses on improvements at Bell Park. These seven projects should be combined into one project and include the development of a detailed park concept in association with the community. Key considerations as part of this project include:

- topographical survey
- community and stakeholder engagement (including First Nations and Chats Lake Community Boat Club)
- stage 1 archaeological assessment
- geotechnical analysis
- ecological site assessment
- detailed design
- contract documents
- contract administration

During the community and stakeholder process, the park’s concept and features would be developed, reviewed and refined with the community. Once the overall plan is established, the Park may be implemented in phases to help distribute costs across multiple years.

				2037	2038	2039	2040	2041
RS.6	Gradual Timber Steps	Design + Construction	27,500					
RS.10	Small Craft Rental	Design + Construction	38,500					
BP.1	Arnprior Marble Exhibit and Play Area	Design + Construction	82,500					
BP.2	Logging Themed Natural Playground	Design + Construction	440,000					
BP.3	Bell Park Log Lookouts	Design + Construction	192,500					
BP.4	Bell Park Picnic Area	Design + Construction	55,000					
BP.5	Timber Lookout Structure	Design + Construction	550,000					
BP.6	Interpretive Gathering Space	Design + Construction	165,000					
BP.10	Bell Park Gates and Security	Design + Construction	15,000					
Total				\$ 66,000	\$ 715,000	\$ 785,000	\$ -	\$ -

Table 4-13: Project Forecast 2037 to 2041 (years 16 to 20)

Marina Project Forecast

The forecast for the Marina projects illustrated on the right provides one possible implementation scenario to realize an expanded and developed Municipal Marina. However decisions regarding which Marina recommendations should move forward first and the feasibility of realizing the full vision for the marina will be based on a number of factors with the primary consideration being whether private development on the site is financially feasible.

If development rights were sold to a private builder to develop the site, the money received from the sale of land, development charges and yearly tax revenue would then help pay for improvements and maintenance on the waterfront. The financial benefit to the Town has been suggested (although not verified) to be in the neighbourhood of 1 to 1.5 million for the sale of the property, development charges to be approximately \$350,000 and annual property taxes (Arnprior portion) of between \$200,000 to \$300,000. This is based on a six storey building with 5,000 square feet of ground level commercial and 36 residential units (six residential units per floor).

The accuracy of the predicted financial return on investment, or market feasibility of such a scenario is beyond the scope of this plan. However, regardless of the potential financial benefit that might be realized, a number of challenges with this proposal need to be considered. These include:

- proximity of the floodplain and ability to obtain approval from regulatory authorities
- potential requirement for an environmental assessment
- cost for servicing the building (hydro, water, sanitary)
- costs associated with constructing immediately adjacent to the water's edge (dewatering, footings and foundations)

		Step 1		Step 2		Step 3	Step 4
M.13	Private Development Opportunity (Feasibility Studies)	Planning	50,000	Planning	50,000	Planning, approvals, design and construction costs to be determined	
M.2	Dock Configuration Improvements	Design	10,000	Construction	100,000		
M.3	Boat Slip Improvements	Design	97,500	Construction	650,000		
M.4	Boat Launch Relocation	Design	43,500	Construction	290,000	the timing of these four projects will be confirmed once M.12 Private Development Opportunity is determined	
M.5	Fuel and Waste Pad Relocation	Design	7,500	Construction	50,000		
M.11	Marina Parking Lot	Design	20,000	Construction	200,000		
M.12	Buffer Planting	Design	2,000	Construction	20,000		
recommendations would be incorporated into M.13 Private Development Opportunity if it proceeds		M.1	Marina Pathway Improvements	Design	8,000	Construction	80,000
		M.6	Boardwalk and Daily Visitor Docks	Design	12,500	Construction	125,000
		M.8	Food Truck Service Location	Design	5,000	Construction	25,000
		M.9	Harbour Master Building	Design	225,000	Construction	1,500,000
		M.10	Harbour Master Building Parking Lot	Design	38,000	Construction	380,000
location of picnic area to be confirmed once plan for marina is finalized		M.7	Marina Picnic Area	Design	11,500	Construction	115,000
Total			\$ 157,500		\$ 873,000	\$ 860,000	\$ 2,225,000

Table 4-14: Marina Project Forecast



Town of Arnprior Staff Report

Subject: Off-Leash Dog Park

Report Number: 21-11-22-02

Report Author and Position Title: Jennifer Morawiec, GM Client Services / Treasurer & Graeme Ivory, Director of Recreation

Department: Client Services / Recreation

Meeting Date: November 22, 2021

Recommendations:

That future implementation of an off-leash dog park include:

- (a) A comprehensive Off-Leash Dog Park Policy outlining rules and regulations be developed;
- (b) A volunteer Community Group committed to support the off-leash dog park be established; and
- (c) The annual pet licensing program be modified to generate sufficient revenues to cover the annual maintenance costs of an off-leash dog park.

That an off-leash dog park be included in the future McLean Field transition design.

Background:

The 2015 Recreation Master Plan (RMP) recommended that the Town of Arnprior investigate areas for an off-leash dog run and included the following locations for consideration: (a) McLean Park; (b) Caruso Street Park; and (c) Portion of lands owned by the Arnprior & District Humane Society located in the Sullivan Industrial Park.

The RMP valued the project cost at \$26,000, identified the project as a long-term project and slated it for a period post-2024. As a place-holder, implementation of an off-leash dog run was included in the Long Range Capital Forecast (LRCF) in 2026.

In 2019, Council directed staff to (a) review the feasibility and potential options for implementing a dog park in the Town of Arnprior at an earlier date than 2026; and (b) gather public feedback to determine the level of public support and community involvement for an off-leash dog park. Based on these requests, significant research and consultation was conducted to help determine the following:

- (a) Public Interest – is there sufficient public desire for an off-leash dog park?
- (b) Financial Feasibility – how to cover the capital and ongoing operating costs?
- (c) Site Requirements – what criteria must a site have to be a suitable location?

Discussion:

Public Interest:

2020 survey results showed that public interest for a Dog Park exists with 85% of survey respondents indicating they support a Dog Park in the Town of Arnprior. This helps demonstrate that there would be sufficient use of an off-leash dog park if it were implemented.

Many successful municipal dog parks however are run in conjunction with a volunteer community group. Community groups are effective to help educate, support and fundraise for the dog park(s) in their municipality. 82% of survey respondents agreed that a volunteer community group is needed to help run the dog park with the majority of respondents indicating they would consider participating in a volunteer group of this nature.

Based on presentations made to the Town's Corporate Services Advisory Committee (CSAC) and Community Development Advisory Committee (CDAC) both advisory committees were in support of developing a community group to work with the Town to help educate, support and fundraise for an off-leash dog park in the Town.

Financial Feasibility:

The cost of an off-leash dog park can be broken into two categories: (1) one-time capital costs with establishing an off-leash dog park and (2) annual operating costs for the maintenance.

- (1) Capital costs – Implementation of an Off-Leash Dog Park is included in the 2017 Development Charge Background Study with a funding percentage of 90%. This will increase to 100% with the updated legislative to remove the 10% statutory deduction requirement. Recent estimates for the capital costs to install an off-leash dog park are between \$36,000 - \$41,000.
- (2) Operating costs – Implementing a \$10.00 fee for January / February registrations and a \$20.00 fee for not spayed / neutered dogs is estimated to generate between \$4,000 - \$5,000 of annual revenues which can be utilized to covered the annual operating costs of an off-leash recreation area. This way the annual costs of operating an off-leash dog park will be covered by residents most likely to utilize the amenity.

Pet Registration Fees – Dogs	Current		Proposed	
	Spayed / Neutered	Not Spayed / Neutered	Spayed / Neutered	Not Spayed / Neutered
January & February	Free	Free	\$10.00	\$20.00
March 1 st – 31 st	\$25.00	\$50.00	\$25.00	\$50.00
April 1 st – December 31 st	\$50.00	\$100.00	\$50.00	\$100.00

Site Requirements:

Research of other established dog parks and their policies show that a suitable location is key to the success of an off-leash dog park. Site selection criteria established includes:

Location	Configuration / Size	Amenities
<ul style="list-style-type: none"> • Not adjacent to busy road • 50m to 100m setback distance from the following uses (where applicable): <ul style="list-style-type: none"> ○ Playgrounds ○ Splash pads ○ Play fields, sports courts and other high-intensity park uses ○ Elementary schools ○ Day cares ○ Places of worship • Well-drained land with minimal slope • Not located in environmentally sensitive areas 	<ul style="list-style-type: none"> • Ideally 1-2 acres • One main park entrance to control access • Fenced (chain link) – min. 4' to max 6' height • Double gated entry system • Adequate drainage • Accessible • Able to be maintained year round (garbage collection, parking lot snow removal) • Optional: Separate areas for large and small dogs, vegetation to screen any adjacent neighbours 	<ul style="list-style-type: none"> • Waste receptacles • Seating • Shade • Grassed area • Plastic bag dispenser • Sufficient parking • Optional: water sources for dogs, play features / agility elements

Consideration was given to a number of locations including all three locations suggested in the Recreation Master Plan: (a) McLean Park; (b) Caruso Street Park; and (c) Arnprior & District Humane Society lands (in the Sullivan Industrial Park). Selection of a site has been a significant challenge as based on the site selection criteria, there is no site that meets all of the requirements.

- (a) McLean Park – McLean Park was the location that was deemed to be the most suitable for a dog park and does meet the majority of the site selection criteria for an off-leash dog park. The challenge to implementing an off-leash dog park at McLean is more related to the timing.

As outlined in the Recreation Master Plan, the McLean Park field transition project (design scheduled for 2025 in the LRCF) will include reconfiguring the park including the diamonds, relocating play structures and other amenities, and creating space to construct two soccer pitches or alternate sport fields. Creating a permanent off-leash dog park prior to the Field Transition design was a concern due to the high probability of having to move the dog park after the design.

As the ball diamonds are currently underutilized, a temporary option to transition one of the three ball diamonds to an off-leash dog park was suggested as a pilot project (until the Field Transition design was completed and a permanent area determined). This recommendation however was met with significant backlash from facility users and area residents who noted concerns.

- (b) Caruso Street Park – this location has a number of benefits given it is centrally located in Town and the partial vegetation buffer that surrounds most of the park however concerns were raised regarding the proximity to residential homes, overlapping space with the play structure and outdoor rink areas, logistical issues with drainage and environmental concerns over the proximity to Jedd Creek.
- (c) Portion of lands owned by the Arnprior & District Humane Society located in the Sullivan Industrial Park – this location was smaller (only 0.5 acre) than the other locations and not meeting the size requirements for an off-leash dog park (1-2 acres) which was considered one of the most important criteria for a successful park. This location would also require more substantial work including cleaning, grubbing, grading, topsoil and seeding to create an established grassed area. The additional factor of the property not being Town-owned land added complications and liability concerns.

It is acknowledged that there are pros and cons to all the site locations reviewed. Based on the site criteria, McLean Park is still considered to be the most suitable location to implement the off-leash dog park. However, waiting to incorporate the implementation of the off-leash dog park into the field transition design will provide the opportunity to better design the location including entrances, parking and overall flow of access to the facilities.

Overall Summary:

- (a) Public Interest – Yes, there is sufficient public interest to support an off-leash dog park.
- (b) Financial Feasibility – Yes, both the capital and operating costs can be covered through development charges and increased pet registration fees.
- (c) Site Requirements – No location meets all requirements however McLean Park based on the site criteria is considered the most suitable. Incorporating the dog park into the McLean field transition design is recommended.

Options:

- i) Council could choose to implement a permanent off-leash dog park at McLean Park at an earlier date, prior to the completion of the field transition design.
- ii) Council could choose to complete the McLean field transition design, incorporating the off-leash dog park, earlier than the scheduled 2025 timeframe.
- iii) Council could request staff to research alternate options for an off-leash dog park, including but not limited to collaborating with neighbouring municipalities.
- iv) Council could leave implementation of an off-leash dog park at 2026 in the long-range capital forecast with a site to be considered at that time.

Policy Considerations:

Dog parks are one of the fastest growing types of parks in Canada. With approximately 8.5 million dogs in this country, the demand for more of these parks will only continue to grow. As a direct result, there is also an increase in liability claims stemming from dog parks. It is important for the Town, when creating an off-leash dog park, to ensure that appropriate written policies and maintenance / inspection forms are developed and implemented to reduce risks and liability.

Financial Considerations:

The capital costs of implementing an off-leash dog park will be covered through development charges. Annual operating costs for an off-leash dog park can be covered through revenues generated from a minimal pet registration fee increase for dogs during the January – February timeframe of \$10.00 (spayed/neutered) and \$20.00 (not spayed/neutered).

Meeting Dates:

Council Meeting – December 9, 2019
CSAC – Sept 4, 2019, March 1, 2021, May 3, 2021
CDAC – September 16, 2019, April 16, 2021

Consultation:

Corporate Services Advisory Committee
Community Development Advisory Committee
Public Survey
Senior Staff – Dog Park Working Group

Documents:

N/A

Signatures

Reviewed by Department Head:

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt



Town of Arnprior Staff Report

Subject: 2022 Calendar of Council and Committee Meetings

Report Number: 21-11-22-03

Report Author and Position Title: Kaila Zamojski, Deputy Clerk

Department: Client Services

Meeting Date: November 22, 2021

Recommendations:

That Council approve the attached 2022 Calendar of Meetings.

Background:

Council and Advisory Committee Meeting dates are defined, in advance, demonstrating the municipality's commitment to conducting its business in an open and transparent manner.

Council Meetings are generally held on the second and fourth Mondays of the month, at 6:30 p.m., with the exception of July, August, and December, when meetings are held once per month. If one such Monday falls on a holiday, the meeting automatically takes place the next day, which is not a holiday, at the same time.

Advisory Committee Meetings are generally scheduled four (4) times per year, for each Committee, with the exception of the newly formed Inclusivity and Diversity Advisory Committee (IDAC), which currently meets monthly. All meetings of Council and Committees are open to the public, unless permitted to be in closed session, in accordance with section 239 of the Municipal Act, 2001, as amended.

There is a Municipal Election occurring in 2022, thus the 2022 Council and Committee meeting calendar has been adjusted to reflect necessary scheduling changes.

Discussion:

Each year, in accordance with the Town's Procedure By-law, the Clerk's Office provides Council with a report setting out the exceptions to the regularly scheduled Council and Advisory Committee Meetings for the upcoming year. The proposed 2022 Calendar of Council and Advisory Committees allows the municipality to conduct its business in an open and transparent manner, while ensuring that there is an appropriate level of public notice for meetings.

The proposed 2022 Calendar of Council and Committee Meetings includes the meeting dates for all Regular and any planned Special Meetings of Council as well as Advisory Committees known at the time of publication. The proposed calendar has been drafted pursuant to the Town's Procedure By-law and the Advisory Committees' Terms of Reference. Special Budget Meetings have also been outlined (highlighted in purple).

It is important to note there is a Municipal Election in 2022, and thus the 2022 calendar of Council and Committee meetings has been adjusted, to reflect necessary changes. Similar to 2018 Advisory Committees, with the exception of IDAC and the Accessibility Advisory Committee, will have two (2) meetings in 2022. As the IDAC has only begun to meet, staff is proposing they continue to meet monthly until early October, 2022. The Accessibility Advisory Committee will meet three (3) times in 2022 to allow for review of the Annual Accessibility Status Report and adoption of a new Multi-Year Accessibility Plan. The Monday, October 24, 2022 meeting of Council will be cancelled, as this is Election Day.

The new term of Council begins on November 15, 2022. Section 230 of the Municipal Act, 2001, provides "that the first meeting of a new council of a municipality after a regular election and after a by-election under section 266 shall be held at the time set out in the municipality's procedure by-law but in any case not later than 31 days after its term commences," therefore staff is proposing the Inaugural Meeting of the 2022-2026 term of Council take place on Monday November 21, 2022. Staff is also proposing the cancellation of the November 28, 2022 Council meeting. The time between the Inaugural Meeting (November 21) and the Special Budget Meeting (December 7) will allow for any mandatory training as set out in the legislation and a fulsome Council Orientation.

In 2021 Council resumed Regular Council and Committee Meetings, via electronic participation. Council, has tentatively approved moving back to in-person Council and Committee Meetings in January of 2022, pending the COVID-19 pandemic situation and public health guidelines in place. The Town Clerk will be bringing a separate report to Council, regarding when in-person meetings will resume, and how this will take place.

Upon approval by Council, the 2022 Meeting Calendar will be posted on the municipal website. Extenuating circumstances may cause meeting dates, times and/or locations to change, however, the website events calendar is kept up to date, as well as the calendar in the Arnprior App. In addition to the events calendar, agendas for Council and Advisory Committee meetings are posted on the website the Thursday prior to the meeting date, as well as sent to the Media for their information.

Options:

Council could consider adopting an alternative schedule for Council and Committee Meetings.

Policy Considerations:

Procedure By-law

Advisory Committee Terms of Reference's as amended

Financial Considerations:

N/A

Meeting Dates:

N/A

Consultation:

CAO

General Manager, Client Services/Treasurer

Town Clerk

Documents:

1. Document 1 – 2022 Dates and Times of Council & Committee Meetings
2. Document 2 – 2022 Calendar of Meetings

Signatures

Reviewed by Department Head: Jennifer Morawiec

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt









Document 1 - 2022 Dates and Times of Council & Committee Meetings

Date	Time	Meeting
January 6, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
January 10, 2022	6:30 pm	Council
January 24, 2022	6:30 pm	Council
February 3, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
February 7, 2022	5:00 pm	Special Council – Budget
February 8, 2022	5:00 pm	Special Council – Budget
February 14, 2022	6:30 pm	Council
February 22, 2022	6:30 pm	Community Development Advisory Committee
February 28, 2022	6:30 pm	Council
March 2, 2022	7:00 pm	Accessibility Advisory Committee
March 3, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
March 7, 2022	6:30 pm	Corporate Services Advisory Committee
March 14, 2022	6:30 pm	Council
March 21, 2022	6:30 pm	Operations Advisory Committee
March 28, 2022	6:30 pm	Council
April 7, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
April 11, 2022	6:30 pm	Council
April 19, 2022	6:30 pm	Community Development Advisory Committee
April 25, 2022	6:30 pm	Council
May 2, 2022	6:30 pm	Corporate Services Advisory Committee
May 5, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee

Date	Time	Meeting
May 9, 2022	6:30 pm	Council
May 16, 2022	6:30 pm	Operations Advisory Committee
May 24, 2022	6:30 pm	Council
June 1, 2022	7:00 pm	Accessibility Advisory Committee
June 2, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
June 13, 2022	6:30 pm	Council
June 27, 2022	6:30 pm	Council
July 7, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
July 11, 2022	6:30 pm	Council
August 4, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
August 22, 2022	6:30 pm	Council
September 1, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
September 7, 2022	7:00 pm	Accessibility Advisory Committee
September 12, 2022	6:30 pm	Council
September 26, 2022	6:30 pm	Council
October 6, 2022	6:30 pm	Inclusivity & Diversity Advisory Committee
October 11, 2022	6:30 pm	Council
November 21, 2022	6:30 pm	Inaugural Meeting of 2022-2026 Council
December 7, 2022	6:00 pm	Special Council – Budget
December 12, 2022	6:30 pm	Council

2022 Calendar of Meetings

Legend

	Council Meetings
	Community Development Advisory Committee Meetings
	Corporate Services Advisory Committee Meetings
	Operations Advisory Committee Meetings
	Arnprior Accessibility Advisory Committee Meetings
	Inclusivity & Diversity Advisory Committee Meetings
	Special Council (Budget & Inaugural Council Meeting)
	Holiday
Oct.24th	2022 Municipal Election Day

January

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December

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Disclosure Information:

The Town of Arnprior conducts its business in an open and transparent manner; and therefore, all written submissions, documents, correspondence, e-mails or other communications (including your name and address) may be duplicated and distributed in an agenda package which may be disclosed or made available to the general public.

Accordingly, when providing such information; you shall be deemed to have consented to its use and disclosure unless such written submissions, documents, correspondence, e-mails or other communications is/are clearly identified to be a confidential matter.

**Arnprior & McNab/Braeside
Joint Recreation User Agreement
Updated November 2021**

METHODOLOGY

Cost Distribution:

Population: Manifold Data Mining figures used for 2020 population. Methodology for 2021-2025 will be adjusted with census data when available and when not available to use MPAC household numbers x Stats Canada Census average household size.

Weight Factor: Maintained at 60% McNab/Braeside and 100% Arnprior.

	Population	Weight Factor	Weighted Population	Percentage*
Arnprior	9,776	100 %	9,776	68.9%
McNab/Braeside	7,347	60 %	4,408	31.1%
	17,123		14,184	

Net Operating Deficit Update:

The Net Operating Deficit was reset with a 4 year average and annually apply 2.0% cap over the 5 year term for COLA.

	2021	2022	2023	2024	2025
NET Operating Deficit (Reset)	\$ 1,042,222				
NET Operating Deficit (CPI 2.0% Cap)	\$ 1,063,066	\$ 1,084,327	\$ 1,106,014	\$ 1,128,134	\$ 1,150,697
20% Pool & Efficiency Reduction	\$ (212,613)	\$ (216,865)	\$ (221,203)	\$ (225,627)	\$ (230,139)
Effective NET Operating Deficit	\$ 850,453	\$ 867,462	\$ 884,811	\$ 902,507	\$ 920,558

Calculation of Township Annual Contribution (phase-in over 5 years)

	5 Year Term				
	2021	2022	2023	2024	2025
Net Operating Deficit (Base reset + 2.0%)	850,453	867,462	884,811	902,507	920,558
Arnprior Portion (68.9%)	586,147	597,870	609,827	622,024	634,464
Total M/B Grant (31.1%)	264,306	269,592	274,984	280,483	286,093
Total M/B Grant \$	264,306	269,592	274,984	280,483	286,093
M/B \$ per capita	35.97	36.69	37.43	38.18	38.94
	2021	2022	2023	2024	2025
Net Operating Deficit (Base reset + 2.0%)	1,063,066	1,084,327	1,106,014	1,128,134	1,150,697
Arnprior Contribution \$	798,760	814,735	831,030	847,651	864,604
Capital Arnprior \$ (average)	560,351	560,351	560,351	560,351	560,351
Total Arnprior \$	1,359,112	1,375,087	1,391,382	1,408,002	1,424,955
Arnprior \$ per capita	139.03	140.66	142.33	144.03	145.76

2021 Grant Adjustment – COVID Impacts

The NSC was closed January 1 – July 26, 2021, approximately a seven-month timeframe. If the 2021 M/B Grant was adjusted proportionately to reflect the time closed, this would result in a \$154,179 credit.

During the closure, the Town of Arnprior implemented significant cost containment measures to ensure costs would be reduced helping offset lost revenues during this timeframe. Cost containment were significant with actions such as staff layoffs, drained pool, arena lights / power reduced as much as possible, operators redeployed when not conducting the mandatory facility safety checks, etc.

Despite a closure, there is still a baseline of care that is required to maintain the facility. If we look at end of October 2021 figures, despite the significant cost containment measures implemented, the recreation cost centre is \$172K worse off than in comparison to 2019 at the same timeframe.

All comparison figures as of October 30th of the given year.					
		Programs - 7003	NSC Programs - 7115	NSC Building - 7120	TOTAL
2019	Revenues	143,374	717,434		860,808
	Expenses	295,605	589,312	892,306	1,777,223
		-152,231	128,122	-892,306	-916,415
2020	Revenues	9,870	283,961		293,832
	Expenses	140,210	370,537	740,803	1,251,549
		-130,339	-86,576	-740,803	-957,718
2020 to 2019 Variance		21,892	-214,698	151,504	-41,303
2021	Revenues	86,578	247,018	0	333,596
	Expenses	217,975	403,379	801,204	1,422,558
		-131,397	-156,361	-801,204	-1,088,962
2021 to 2019 Variance		20,834	-284,483	91,102	-172,547

As this financial impact reflects that the Town had to incur some fixed costs during the COVID closure, we ask that M/B contribute to help cover this amount in the same ratio that is covered in the Agreement (68.9% Arnprior, 31.1% McNab/Braeside). 31.1% would equate to \$53,662.

Summary: Recommended Adjustment

2021 Grant - Adjustment for Closure and Fixed Costs			
2021 M/B Grant		\$	264,306
Credit for 7 month closure		\$	(154,179)
Total		\$	110,128
COVID Fixed Cost Adjustment (31.1%)		\$	53,662
Total 2021 M/B Recreation Grant		\$	163,790

Recreation Joint Use Agreement

Methodology Items	Considerations	Staff Recommendations	Committee Actions
Basis of Allocation	Should population continue to be used as the basis of allocation for the joint use agreement methodology?	Continue with population as the basis of allocation for the methodology.	Agreed – implement.
Population Data	How should population data be updated when the census is completed every four years and the County no longer provides Manifold Data Mining population data for free.	Update the population with census data when available and utilize Option #2 - MPAC Household #'s x Stats Canada Census average household size.	Agreed – implement.
Population Weight Factors	Should the 100% (Arnprior) / 60% (McNab/Braeside) population weight factor still be used in the methodology calculation?	Continue with the 60% population weight factor.	Agreed – implement.
Net Operating Deficit Cap	(a) Should the base operating deficit be reset to a more current value than the amount carried forward from 2015? (b) Should the annual cap be set at CPI instead of 1%?	Reset the base operating deficit (4 yr average used vs current deficit due to COVID impacts) & annually applying CPI of 1.7% (5 yr average) over the 5 year term.	Reset operating based deficit with 4 year average and annually apply 2.0% CPI over the 5 year term.
Pool & Efficiency Reduction	Should the 20% efficiency reduction applied to the calculation be reduced to reflect the facility investments made by Arnprior over the last 5 years?	Status Quo. Maintain the 20% efficiency reduction. Consider lowering the efficiency reduction in the 2026 methodology review.	Agreed – implement.
Capital Contribution	Should a contribution to facility capital investments be considered?	Status Quo. Consider a contribution to capital in the 2026 methodology review.	Agreed – implement.
Service Impacts	Should the agreement include a formal clause to address service level impacts (e.g. global pandemic) that provides grant relief to M/B while covering a portion of base operating costs for Arnprior?	Update the agreement to include a clause to address service level impacts that provides grant relief to M/B while covers a portion of base operating costs for Arnprior.	Agreed – implement.



**Minutes of Operations Advisory Committee Meeting
September 20, 2021
6:30 PM
Electronic Participation – Via Zoom**

Committee and Staff Attendance

Committee Members Present:

Chair Dan Lynch
Vice Chair Chris Toner
Philip MacLeod, Committee Member
John Shane, Committee Member
David Coreau, Committee Member (6:32 pm)

Committee Members Absent:

Emily Laprade, Committee Member

Town Staff Present:

Kaila Zamojski, Deputy Clerk
John Steckly, General Manager, Operations
Rick Desarmia, Fire Chief
Cory Nicholas, Fire Prevention/Protection Officer/ Captain

1. Call to Order

Chair Dan Lynch called the Operations Advisory Committee meeting to order at 6:30 PM and welcomed those present.

2. Roll Call

The roll was called, with all Members of the Committee being present, except

3. Land Acknowledgement

Chair Dan Lynch asked everyone to take a moment to acknowledge and show respect for the Indigenous Peoples as traditional stewards of the land we operate on, by stating:

I would like to begin by acknowledging that the land on which we work and gather is the traditional unceded territory of the Anishinaabe People. This Algonquin Nation have lived on this land for thousands of years, long before the arrival of the European settlers, and we are grateful to have the opportunity to be present in this territory.

4. Adoption of Agenda

Resolution No. 019-21

Moved by Chris Toner

Seconded by John Shane

Be It Resolved That the agenda for the Operations Advisory Committee Meeting of dated Monday, September 20, 2021, be adopted.

Resolution Carried

Minutes of Operations Advisory Committee Meeting

5. Disclosures of Pecuniary Interest

None

6. Adoption of Minutes of Previous Meeting(s)

Resolution No. 020-21

Moved by Phil MacLeod

Seconded by John Shane

That the Operations Advisory Committee approve of the minutes listed under item no. 5(a) on the Agenda (Operations Advisory Committee – May 17, 2021).

Resolution Carried

Committee Member David Coreau joined the virtual meeting at 6:32 pm.

7. Presentations/ Delegations

a) OPP Statistics – OPP Inspector

Resolution No. 021-21

Moved by Chris Toner

Seconded by Phil MacLeod

That the Operations Advisory Committee receive the OPP Statistical Report as information.

Resolution Carried

OPP Inspector Ferguson provided an overview of the statistical report, included in the Agenda Package and responded to questions, with the following being a summary of the comments:

- Auxiliary Police Officers on the trail or elsewhere are to be accompanied by a uniform police officer.
- None of the bail violations are youth.
- Concerned citizens should contact the OPP when an incident is occurring on the trail, so that the OPP can track the days and times incidents are occurring.
- Increased patrols of the Town are being undertaken, due to increased concerns surrounding damage to public property.
- OPP are seeing mental health related calls trending downwards, which they feel is directly related to the mental health program in place, linking people in crisis to community services to assist them. The Town can continue to support this initiative by continuing to support the Community Safety and Well Being Plan and also making mental health a Town priority.

b) Emergency Management Update – Fire Prevention/Protection Officer/ Captain/ Acting Deputy Fire Chief

The Fire Prevention/ Protection Officer/Captain/ Acting Deputy Fire Chief provided a verbal update on Emergency Management noting the following:

- Staff Training – Ms. Rubab Nadeem our new Manager of Finance has been briefed on her role as an alternate for the Emergency Management Team.

Minutes of Operations Advisory Committee Meeting

- Annual Exercise – The Loomex Group will be on site to conduct the annual emergency exercise and required staff training next Thursday September 30th, 2021. The training will be a full eight hours. Topics discussed will include but not be limited to the current pandemic response and municipal roles within national recovery efforts.
- Hazard Index and Risk Assessment – As previously discussed, our municipal hazard index and risk assessment (HIRA) weighs the impact of the known risks in our community against the probability of their occurrence. Pandemics are listed on Hazard Sheet #24 and rank as a high risk in our community, because they are always likely to occur on a global level. Also, the consequence of such events is typically quite high, causing fatalities and widespread disruption of essential services and long-term disruption of basic services.

The Captain/ Fire Prevention-Protection Officer noted, he would like to amend Hazard Sheet #24 to include Covid-19 on the list of “considerations and effects” along with SARS and H1N1, as a matter of record for any future discussion when re-evaluating the one specific risk at any point in the future. This request resulted in the following motion:

Resolution No. 022-21

Moved by Phil MacLeod

Seconded by John Shane

That the Operations Advisory Committee acting in the capacity of the Towns Emergency Management Program Committee approves the inclusion of Covid – 19 under Pandemics in the updated Hazard Index and Risk Assessment for 2021.

Resolution Carried

c) Fire Department Report – Fire Chief

Resolution No. 023-21

Moved by Phil MacLeod

Seconded by Chris Toner

That the Operations Advisory Committee receive the Fire Department Report as information.

Resolution Carried

The Fire Chief provided an overview of the Fire Department Report presentation, and responded to questions.

Discussion ensued among Committee Members with the following being a summary:

- The Fire Department noted they tend to hold a good stock of old equipment for non-live fire training only. Also, old equipment not being used can be donated to Fire Fighters without Borders.

Committee Members congratulated Rick Desarmia in being appointed as the new Fire Chief.

Minutes of Operations Advisory Committee Meeting

d) Asset Management Update – Engineering Officer, Facilities and Assets & General Manager, Operations

Resolution No. 024-21

Moved by Dave Coreau

Seconded by Phil MacLeod

That the Operations Advisory Committee receive the Asset Management Update presentation as information.

Resolution Carried

Discussion ensued among Committee Members, with the following being a summary of the comments received:

- Machinery under \$10,000 will be tracked as a grouping of equipment.
- The company Public Sector Digest ensures regulatory compliance of their product.
- The Town is working diligently with the contractor for the Nick Smith Centre Parking Lot, with the hope the project will be completed in early October.
- The Alicia Street project is also behind schedule, but is looking to be completed in mid-late October.

8. Matters Tabled/ Deferred/ Unfinished Business

None

9. Staff Reports

None

10. New Business

Chair County Councillor Dan Lynch noted the following new business items:

a) Renfrew County & District Health Unit

Over 15,000 residents have not been vaccinated against COVID-19, not including children under 12 years of age.

b) Elgin Street Construction should be completed November 1, 2021.

c) The New French School on Baskin Drive

Council has deferred the site plan approval on this project due to safety concerns, regarding increased traffic. This will be coming back to Council at a future meeting for consideration.

d) Damage to Road Allowances

Staff will be looking into concerns raised about damage to road allowances. This damage is being caused by dogs, cats and otherwise.

11. Adjournment

Resolution No. 025-21

Moved by Phil MacLeod

Seconded by Dave Coreau

That this meeting of Council be adjourned at 7:39 pm.

Resolution Carried



Minutes of Inclusivity & Diversity Advisory Committee Meeting

October 4, 2021

6:30 PM

Electronic Participation – Via Zoom

Committee and Staff Attendance

Committee Members Present:

Chair Lynn Grinstead
Peter Shum, Committee Member
Ro Nwosu, Committee Member
Ananda Nicholas, Committee Member
Rainner Bouret Amparo, Committee Member
Brad Greyeyes-Brant, Committee Member
Aiden McGrath, Committee Member

Also Present:

Jodi Bucholtz, Manager, Local Immigration Partnership

Committee Members Absent:

Town Staff Present:

Robin Paquette, CAO
Maureen Spratt, Town Clerk
Kaila Zamojski, Deputy Clerk
Graeme Ivory, Director of Recreation

1. Call to Order

Chair Lynn Grinstead called the Inclusivity & Diversity Advisory Committee meeting to order at 6:30 PM and welcomed those present.

2. Roll Call

The roll was called, with all Members of the Committee being present.

3. Land Acknowledgement

Chair Lynn Grinstead asked everyone to take a moment to acknowledge and show respect for the Indigenous Peoples as traditional stewards of the land we operate on, by stating:

I would like to begin by acknowledging that the land on which we work and gather is the traditional unceded territory of the Anishinaabe People. This Algonquin Nation have lived on this land for thousands of years, long before the arrival of the European settlers, and we are grateful to have the opportunity to be present in this territory.

4. Adoption of Agenda

Resolution No. 001-21
Moved by Ananda Nicholas
Seconded by Aiden McGrath

Be It Resolved That the agenda for the Inclusivity & Diversity Advisory Committee Meeting of dated Monday, October 4, 2021, be adopted.

Carried

Minutes of Operations Advisory Committee Meeting

5. Disclosures of Pecuniary Interest

None

6. Adoption of Minutes of Previous Meeting(s)

None

7. Presentations/ Delegations

None

8. Matters Tabled/ Deferred/ Unfinished Business

None

9. Staff Reports

None

10. New Business

Chair Grinstead, welcomed everyone to the first Inclusivity & Diversity Advisory Committee Meeting (IDAC). Chair Grinstead noted that with the formation of the committee, we can ensure a true sense of inclusivity and diversity by creating, developing and rewriting policies, bringing forward ideas for cultural events, opening the door to education, brainstorming new ideas and ensuring a safe and respectful space.

a) Introduction of Members

Each of the Committee Members introduced themselves and briefly described their background, experiences and interest in sitting on the committee.

b) Appointment of Vice-Chair

Resolution No. 002-21

Moved by Aiden McGrath

Seconded by Brad Greyeyes-Brant

That Ananda Nicholas and Ro Nwosu be appointed Vice-Chair(s) of the Inclusivity and Diversity Advisory Committee

Carried

c) Terms of Reference Discussion

The Deputy Clerk provided an overview of the Terms of Reference, including the Mandate, Goals and Objectives, Meeting Schedule and Location, Organization, Qualifications, Duties and Responsibilities of the Chair and Members, Term, Quorum and Support Staff. The Deputy Clerk also noted Committee Members will be required to review and sign the Code of Conduct. Further to the overview, the following amendments to the Terms of Reference were brought forward:

Resolution No. 003-21

Moved by Ananda Nicholas

Seconded by Brad Greyeyes-Brant

Minutes of Operations Advisory Committee Meeting

That the Terms of Reference for the Town of Arnprior Inclusivity and Diversity Advisory Committee (IDAC) be amended to reflect that the Committee will meet month on the first Thursday of every month.

Carried

Resolution No. 004-21

Moved by Aiden McGrath

Seconded by Ananda Nicholas

That the Terms of Reference for the Town of Arnprior Inclusivity and Diversity Advisory Committee (IDAC) be amended to reflect that IDAC meetings will take place between the hours of 6:30 and 8:00 p.m.

Carried

11. Adjournment

Resolution No. 005-21

Moved by Aiden McGrath

Seconded by Rainer Bouret Amparo

That this meeting of the Inclusivity and Diversity Advisory Committee be adjourned at 7:30 pm.

Carried

The Corporation of the Town of Arnprior

By-law Number 7231-21

A by-law to amend the Joint Use Recreation Agreement to reflect revised methodology for the 2021-2025 term and to adjust the 2021 contribution for service level impacts.

Whereas in 2015 the Councils of McNab/Braeside and Arnprior entered into an agreement for the use of the Nick Smith Centre; and

Whereas section 5.1.4 of the agreement indicates that methodology for calculating the annual contribution shall be reviewed and discussed every five years; and

Whereas the Municipal Recreation Committee recommends methodology amendments be implemented including a revised 2% operating cap and resetting the operating base to a four year average; and

Whereas an amendment to section 5.2 is required to address service level decreases in addition to increases; and

Whereas a service level decrease occurred in 2021 with the Nick Smith Centre being closed for a seven month period due to COVID-19; and

Whereas a level of fixed operating costs are still required to maintain the Nick Smith Centre facility even during a closure.

Therefore, the Council of the Town of Arnprior enacts as follows:

1. **That** Schedule A of the agreement be amended to include the estimated annual contributions for 2021 to 2025 based on the methodology adjustments as follows:
3. Calculation of Estimated Township Annual Contribution for years 2021 to and including 2025:

	Population	Weight Factor	Weighted Population	Percentage*
Arnprior	9,776	100 %	9,776	68.9%
McNab/Braeside	7,347	60 %	4,408	31.1%
	17,123		14,184	

	2021	2022	2023	2024	2025
NET Operating Deficit (Reset)	\$ 1,042,222				
NET Operating Deficit (CPI 2.0% Cap)	\$ 1,063,066	\$ 1,084,327	\$ 1,106,014	\$ 1,128,134	\$ 1,150,697
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Effective NET Operating Deficit	\$ 850,453	\$ 867,462	\$ 884,811	\$ 902,507	\$ 920,558

	5 Year Term				
	2021	2022	2023	2024	2025
Net Operating Deficit (Base reset + 2.0%)	850,453	867,462	884,811	902,507	920,558
Arnprior Portion (68.9%)	586,147	597,870	609,827	622,024	634,464
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Total M/B Grant \$	264,306	269,592	274,984	280,483	286,093
M/B \$ per capita	35.97	36.69	37.43	38.18	38.94
	2021	2022	2023	2024	2025
Net Operating Deficit (Base reset + 2.0%)	1,063,066	1,084,327	1,106,014	1,128,134	1,150,697
Arnprior Contribution \$	798,760	814,735	831,030	847,651	864,604
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Total Arnprior \$	1,359,112	1,375,087	1,391,382	1,408,002	1,424,955
Arnprior \$ per capita	139.03	140.66	142.33	144.03	145.76

2. That Section 5.2 be replaced with the following:

5.2 The Township and the Town further covenant and agree that during the Term and any Extended Term, the cost to the Town for the implementation of additional **and/or a reduction** of programs or service levels for the Recreation Centre beyond the programs or service levels in place as of the Effective Date must be approved in writing by the Township before the cost of such additional programs or service levels may be included in the calculation of the Township's Annual Contribution.

3. That the 2021 McNab/Braeside Operating grant be reduced from \$264,306 to \$163,790 which reflects both a seven month reduction in service and a proportional contribution to Arnprior's fixed facility operating costs.

4. That this By-law shall come into force and effect on the day of its passing.

Enacted and passed this 22nd day of November, 2021.

Signatures:

Walter Stack, Mayor

Maureen Spratt, Town Clerk