



Town of Arnprior

Regular Meeting of Council Agenda

Date: Monday, September 12, 2022

Time: 6:30 p.m.

Location: Council Chambers – 105 Elgin Street West, Arnprior

- 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 – August 22, 2022](#) (Page 1-12)**
- 8. Awards/ Delegations/ Presentations**

Delegation:

- a) [Greater Arnprior Community Council on Poverty and Homelessness - 2021-2022 Annual Report](#) (Page 13-20)**

9. Public Meetings

10. Matters Tabled/ Deferred/ Unfinished Business

11. Staff Reports

- a) **Growth Management Strategy**, Robin Paquette, CAO (Page 21-186)
- b) **Water and Wastewater Billing Policy**, Jennifer Eve, Manager of Finance (Page 187-193)
- c) **Digital Access to Heritage – Museum Assistance Program Contribution Agreement**, Robin Paquette, CAO (Page 194-197)
- d) **Joint Compliance Audit Committee 2022-2026 Term of Council**, Kaila Zamojski, Deputy Clerk (Page 198-200)
- e) **Application to Municipal Grants Policy – Arnprior Community Choir**, Kaila Zamojski, Deputy Clerk (Page 201- 222)
- f) **Proclamation – September 30, 2022 Truth and Reconciliation Day**, Maureen Spratt, Town Clerk, (Page 223-226)

12. Committee Reports and Minutes

13. Notice of Motion(s)

14. County Councillor's Report from County Council

15. Correspondence & Petitions

a) Correspondence

- i. Correspondence Package I-22-Sept-15
- ii. Correspondence Package A-22-Sept-11

16. By-laws & Resolutions

a) By-laws

- i. **By-law Number 7329-22** – Appoint Joint Compliance Audit Committee and Adopt Terms of Reference (Page 227-232)
- ii. **By-law Number 7330-22** – Amend Water and Wastewater Billing & Collection (Page 233-237)
- iii. **By-law Number 7331-22** - Enter into Contribution Agreement– Museum Assistance Program (Page 238-256)

b) Announcements

c) Media Questions

d) Closed Session

20. Confirmatory By-law

By-law No. 7332-22 to confirm the proceedings of Council

21. Adjournment

Please note:. 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

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**Minutes of Council Meeting
August 22, 2022 6:30 PM**

Town Hall, Council Chambers – 105 Elgin St. W. Arnprior, ON.

Council and Staff Attendance

Council Members Present:

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

Council Members Absent:

Town Staff Present:

Maureen Spratt, Town Clerk
Kaila Zamojski, Deputy Clerk
Jennifer Morawiec, General Manager,
Client Services / Treasurer
Rick Desarmia, Fire Chief
Cory Nicholas, Deputy Fire Chief
Bob Smith, Fire Prevention / Protection
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.

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 257-22

Moved by Lynn Grinstead

Seconded by Dan Lynch

Be It Resolved That the amended agenda, for the Regular Meeting of Council dated Monday, August 22, 2022 be adopted, with the addition of Item Number 15(a)(iii) – By-law 7327-22.

Resolution Carried

5. Disclosures of Pecuniary Interest

None

6. Question Period

None

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7. Adoption of Minutes of Previous Meeting(s)

Resolution Number 258-22

Moved by Tom Burnette

Seconded by Lisa McGee

That the minutes of the Regular and Special Meetings of Council listed under item number 7 (a) and (b) on the Agenda be adopted (Regular Meeting of Council – July 11, 2022; Special Meeting of Council – August 3, 2022).

Resolution Carried

8. Awards/Delegations/Presentations

None

9. Public Meetings

None

10. Matter Tabled/ Deferred/ Unfinished Business

None

11. Staff Reports

a) Community Risk Assessment – Fire Chief

Resolution Number 259-22

Moved by Lynn Grinstead

Seconded by Dan Lynch

That Council receive the 2022 Community Risk Assessment prepared by The Loomex Group for the Town of Arnprior as information.

Resolution Carried

b) Nick Smith Centre Canteen Rental Agreement – Director of Recreation

Resolution Number 260-22

Moved by Ted Strike

Seconded by Lisa McGee

That Council authorize the Mayor and Clerk to execute the Lease Agreement with 2527567 ON. Inc. on behalf of the Town of Arnprior for the Nick Smith Centre canteen with terms as outlined within this report.

Resolution Carried

c) Chats Lake Community Club Lease Agreement – Town Clerk

Resolution Number 261-22

Moved by Tom Burnette

Seconded by Ted Strike

That Council authorizes the Mayor and Clerk to execute the Lease Agreement for a portion of Bell Park lands with the Chats Lake Community Boat Club for use as a club house and for docking and related activities, including youth programming with the terms as outlined in the lease agreement.

Resolution Carried

d) Proclamation – Terry Fox Day – Deputy Clerk

Resolution Number 262-22

Moved by Lynn Grinstead

Seconded by Chris Toner

That proclaim September 18, 2022 as Terry Fox Day in the Town of Arnprior.

Resolution Carried

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The Town Clerk read the proclamation:

Whereas the Terry Fox Run is inspired by a dream as big as our country, which began in 1980 with Terry Fox and his Marathon of Hope. The run is now entirely volunteer driven, and grounded in traditions with events held annually around the world to foster research in the fight against cancer; and

Whereas it has become a tradition in Canada to gather friends and family to participate in a volunteer fundraiser to raise public awareness and financial support for cancer research; and

Whereas we recognize the importance of cancer research as part of the aims and objectives of the Terry Fox Run on behalf of the people of Canada, of the Province of Ontario, and of the Town of Arnprior; and

Whereas Terry once said “Anything is possible if you try.” He was an innovator, attempting to run across Canada on one leg on a humanitarian mission we had never seen before; and

Whereas our local residents have taken the initiative to organize a Terry Fox Run for the past 40 years, since 1982; and

Whereas this year the Terry Fox Run organizers are creating a challenge between the Town of Arnprior and the Township of McNab/Braeside to see which municipality can raise more money to support this cause, with the hope of each municipality raising \$1 per resident; and

Whereas a Flag Raising Ceremony for Terry Fox Day will be held on Friday, September 16, 2022, prior to the event to raise further awareness for the Terry Fox Run being held at Robert Simpson Park on Sunday, September 18, 2022.

Therefore, be it resolved that I, Walter Stack, Mayor, do hereby proclaim September 18, 2022 as “**Terry Fox Day**” in the Town of Arnprior and call upon all residents to participate in the Terry Fox Run (<https://run.terryfox.ca/3370>) to raise money for cancer research

12. Notice of Motions

None

13. County Councillor’s Report from County Council

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

- Algonquin Trail Advisory Committee – August 8, 2022
 - Land Use Agreement. This agreement was brought forward to the Development and Property Committee for County Council approval.
 - Compensation Requirements - All approved Land Use Applications are subject to a one-time Administration Fee of \$250.00. Annual fees are in addition to the Administration Fee. Annual Fees: Flat rate of \$2.50/square metre, plus HST, or a minimum of \$250 + HST annually with an escalation clause of 1.5%. For clarity, requests to cross the Trail for utilities and for

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non-registered on title access agreements, the fee is \$250 + HST annually with an escalation clause of 1.5%.

- Last Saturday the Ottawa Valley Cycling and Active Transportation Association (OVCATA) hosted an Algonquin Trail Town Relay that finished in Arnprior. Thanks to our Director of Recreation, Graeme Ivory for his assistance in making this Relay a success.
- Operations Committee – August 9, 2022
 - Madawaska Street to Elgin Street road rehabilitation of 0.51 km, was budgeted at \$159,824 but actual cost is \$259,000. This project went over budget by \$99,176. There was also a slight delay due to a construction strike.
 - As a result of a request to have an existing pedestrian crosswalk at the intersection of County Road 51 (Petawawa Boulevard) and Portage Road within the Town of Petawawa be repainted to recognize the LGBTQIA2S+ Community for the 2023 season; the County Staff will develop a policy to create a process for future requests throughout the County.
 - Recommendations were made to County Council that the restructuring plan in the Public Works & Engineering Department include the addition of:
 - a Civil Designer;
 - an Engineering Technician; and
 - an Operations Coordinator be endorsed in principle; and
 - That the appropriate business cases be brought to the 2023 budget deliberations for consideration.
- Development and Property Committee – August 9, 2022
 - Appointment of Director of Development and Property is effective as of September 1, 2022. Mr. Jason Davis will be assuming the role of Director of Development and Property.
 - Taste of the Valley dates and locations of this year's events include:
 - August 26 - Eganville (12pm – 7pm)
 - September 24 - Renfrew (8am – 3pm), Renfrew
 - October 1 - Deep River
 - October 2 – Arnprior (9am – 2pm)
 - October 15 – Cobden (8am – 3pm)
 - Adventure Motorcycle Route Development, in partnership with the Ontario's Highlands Tourism Organization, will be developing adventure riding routes as a secondary offering through the Ride The Highlands motorcycle marketing program. The routes will be developed over late summer/early fall with a market launch in March 2023.
 - The County has a total of four Summer Company participants who have completed the required training and are now operational with their respective summer businesses.
 - Noah Pritchard, Quality Lawn Care by Noah, Arnprior
 - Evelyn Nickerson, Ehvealen (art business), Barry's Bay
 - Calla Chantrell, RivHER (paddle company), Palmer Rapids
 - Jayden Collier, Collier Lawn Care, Calabogie

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- A County employee, Alex Benzie, received this year's Canadian Institute of Planners (CIP) President's Award. This award was established to recognize one graduating student from each accredited planning program (undergraduate and graduate) in Canada.
- Staffing Update:
 - Rajat Ali is the successful candidate for the Junior Planner position and started with the County on July 6, 2022.
 - Scott Hamilton has been hired as the new Economic Development Specialist for the County of Renfrew.
- On July 22, 2022, a Bill 109 Planning Act Working Group Kickoff and Brainstorm meeting was held to which our CAO attended.
- The Association of Municipalities of Ontario (AMO) Conference was held last week in Ottawa. The County had two delegations who met with:
 - Minister of Health Sylvia Jones - to discuss the impact service delivery and quality of life in Renfrew County – namely County Road Growth Pressures; and
 - Parliamentary Assistant to Minister Kinga Surma, Amarjot Sandhu - to discuss the ongoing funding for the Renfrew County Virtual Triage and Assessment Centre (RC VTAC).
- Renfrew County Councillor Peter Emon has been elected as a Board member of the Rural Caucus of the Association of Municipalities of Ontario (AMO).
- At the Annual Conference of the Association of Municipalities of Ontario (AMO) in Ottawa, Debbie Robinson, Warden, County of Renfrew and Chair, Eastern Ontario Wardens' Caucus (EOWC), was appointed to the AMO Board of Directors, County Caucus for the term 2022–2024.

14. Correspondence & Petitions

a) Correspondence Package – I-22-August-14

Resolution Number 263-22

Moved by Lynn Grinstead

Seconded by Chris Toner

That the Correspondence Package Number I-22-August-14 be received as information and filed accordingly.

Resolution Carried

County Councillor Dan Lynch noted the following:

- Page 5 – The Ontario Government announced that parents and caregivers of children aged six months to under five years will be able to book appointments for the pediatric COVID-19 vaccine.
- Page 5 – The Ontario Government is also ensuring workers do not lose pay if they miss work due to COVID-19 by extending paid sick days to March 31, 2023. Eligible workers will continue to receive up to \$200 a day for up to three days if they need to get tested, vaccinated, or receive a booster.
- Page 7 – Municipalities in Renfrew County will have access to more high speed internet. The Province of Ontario has budgeted \$483.9 million to go to Bell Canada for upgrades to approximately 82,632 residents\businesses.

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- Page 9 –The Ontario government is now offering the option of French language characters on all Ontario government identification
- Page 18 – Nice to see correspondence thanking Council, from a Town Bursary Award recipient, AJ Anas, who is furthering his HVAC training.
- Page 59 – The Ontario Government's First Readings in Parliament are:
 - Support Workers Week Act, 2021 which provides that the minimum pay for every support worker shall include the temporary pandemic pay paid to support workers. The Act also provides that every entity that employs support workers shall provide travel payments per kilometre travelled between work sites.
 - Four-Day Work Week Act, 2021 to develop recommendations on how to implement a pilot project designed to determine the effectiveness of a four-day work week in Ontario.
 - Speaking Out About Work Place Violence and Workplace Harassment Act, 2021 - the Bill amends the Occupational Health and Safety Act to include protections against reprisals of workers who speak out about workplace violence and harassment.
 - Emergency Standards Act to provide for up to 10 paid days of personal emergency leave in the case of a personal illness, injury or medical emergency; the illness, injury or medical emergency of a specified family member or an urgent matter concerning a specified family member.
- Page 63 –Arnprior Brewery Cold Bear Brew has launched their first beer - Two Rivers New England Pale Ale. The beer has notes of melon, peach, and tropical fruit and pours as a hazy golden colour.
- Page 73 – LAS is offering a no obligation quote on Road & Sidewalk Assessment Service.
 - In response to County Councillor Lynch, the General Manager, Client Services/Treasurer noted the Town of Arnprior has taken advantage of this LAS road assessment a couple of years ago, so we are up to date for roads. We also considered the sidewalk assessment, but elected to undertake a similar assessment in-house with our summer student and our internal GIS system. It is ongoing at the moment.

b) Correspondence Package A-22-August-10

Resolution Number 264-22

Moved by Dan Lynch

Seconded by Lynn Grinstead

That the Correspondence Package Number. A-22-August-10 be received, and that the recommendations outlined be brought forward for Council's consideration.

Resolution Carried

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Resolution Number 265-22
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 Arnprior-Braeside-McNab Highland Dancing Association;

Whereas Arnprior-Braeside-McNab Highland Dancing Association is a registered not-for-profit organization and runs in accordance with ScotDance Canada and the Royal Scottish Official Board of Highland Dancing, the regulatory body around the world; and

Whereas this annual event is in memory of Caitlin Stewart, a former highland dance student of this association, as well as contributes to the Town's economy by bringing out of town competitors and their families, striving to contribute to keeping the Town's Scottish culture alive; and

Therefore Be It Resolved That Council approve the request for waiving the Robert Simpson Park gazebo rental fees, including chairs, tables, sound system, set up and tear down (value of \$443.00) for the Annual Caitlin Stewart Memorial Highland Dancing Competition on Sunday, August 28, 2022; and

Further That Arnprior-Braeside-McNab Highland Dancing Association 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.

Resolution Carried

Resolution Number 266-22
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 Terry Fox Foundation.

Whereas the Terry Fox Foundation is a registered charitable organization; and

Whereas the Terry Fox Run is annual event held in Arnprior for the last 40 years, to raise funds for the Terry Fox Foundation, for cancer research; and

Therefore Be It Resolved That Council approve the request for waiving the Robert Simpson Park gazebo rental fees, including chairs, tables, sound system, set up and tear down, as well as use of barricades (value of approximately \$443.00) for the Annual Terry Fox Run on Sunday, September 18, 2022; and

Further That the Terry Fox Foundation 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.

Resolution Carried

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Resolution Number 267-22
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 Arnprior Regional Health.

Whereas Arnprior Regional Health is a not-for profit organization; and

Whereas Arnprior Regional Health is hosting a Physician and Staff Recognition Event for the tremendous support these workers have provided to their community and one another over the past two-years during the COVID-19 pandemic; and

Whereas this event is an opportunity to thank and recognize these people's contributions to keeping the Arnprior and surrounding area healthy; and

Therefore Be It Resolved That Council approve the request for waiving the Nick Smith Centre Community Hall rental fees, including, set up and tear down (value of \$450.00) for the Physician and Staff Recognition Event on Thursday, September 29, 2022; and

Further That Arnprior Regional Health 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.
Resolution Carried

Resolution Number 268-22
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 Arnprior Regional Health Foundation;

Whereas Arnprior-Braeside-McNab Highland Dancing Association is a registered charitable organization; and

Whereas the Arnprior Regional Health Foundation is holding a Fundraising Masquerade Gala to raise money for much needed hospital equipment.

Therefore Be It Resolved That Council approve the request for waiving the Nick Smith Centre Community Hall rental fees, including, set up and tear down (value of \$450.00) for the Fundraising Masquerade Gala, on Saturday, October 15, 2022; and

Further That Arnprior Regional Health Foundation 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.

Resolution Carried

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Resolution Number 269-22
Moved by Dan Lynch
Seconded by Lynn Grinstead

That Council of the Corporation of the Town of Arnprior receive the request email from Cindy Box and Diane and Steph Lapasse; and

Whereas Cindy Box and Diane and Steph Lapasse, are requesting the waiving of rental fees for the ABBA Ball Diamonds to host a fundraising Ball Tournament to raise money for the family of Easton Harris, who is currently battling cancer; and

Whereas the organizers hope to raise money for the Harris Family to assist them with additional costs associated with Easton's treatment, travel, hospital stays, etc.

Therefore Be It Resolved That Council approve the request for waiving the ABBA Ball Diamonds rental fees (value of \$334.00) for the Harris Family Fundraising Ball Tournament on Sunday, September 4, 2022; and

Further That Cindy Box and Diane and Steph Lapasse 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.

Resolution Carried

16. By-laws & Resolutions

a) By-laws

Resolution Number 270-22
Moved by Lynn Grinstead
Seconded by Dan Lynch

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

- i. **By-law Number 7325-22** – Nick Smith Centre Canteen Lease Agreement
- ii. **By-law Number 7326-22** – Chats Lake Lease Agreement
- iii. **By-law Number 7327-22** – Repeal 7322-22 and Designate Certain Lands in Fairgrounds as Being Exempt from Part Lot Control

Resolution Carried

17. Announcements

County Councillor Dan Lynch made the following announcements:

- The Galilee Retreat Centre is hosting an outdoor Country Music Jamboree on Sunday, August 28th from 3:00 pm to 5:00 pm. Tickets are \$20.00 each.
- Thanks to The Arnprior Agricultural Society for hosting the 2022 Valley Agricultural Festival which brought a number of visitors to our Town.
- Congrats to our Town's Programming Team led by Lucas Power in making the Concerts in the Park a huge success.
- Thanks to Arnprior Braeside McNab Seniors At Home for providing the opportunity to release a butterfly in memory of someone at their recent event.
- On August 27, 2022 Tarts and Arts will be at Robert Simpson Park from 09:30 am to 4:00 pm. This event will include a Silent Auction, Face Painting, Little Ray's Reptiles, and Arnprior School of Dance, as well as Butter Tarts. This will be followed by the Town of Arnprior Cultural Night Market from 4:00 pm to 11:00 pm which will feature vendors and artisans, as well as live entertainment, art installations, and more!

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- Thanks to the Arnprior Regional Health Foundation, Co-Chairs Ed Reid and Glenn Arthur for hosting this years Heart for the Valley Golf Tournament. Thanks to local businesses and competitors \$75K was raised that will be going towards the purchase of 19 heart monitors (\$7,900 each) for the Arnprior Hospital.

Councillor Lynn Grinstead made the following announcements:

- The Town of Arnprior will be hosting the first ever Cultural Night Market this Saturday from 4:00 pm – 11:00 pm. I encourage everyone to come out and enjoy, as it is going to be fabulous. Check out the line up of Artists and Entertainment on the Town's Website and Social Media. A lot of hard work has gone into this event, and I am so excited to see it take place this Saturday, in the Downtown Core. There is a fantastic line up of cultural musicians, and many different vendors, activities and artisans to enjoy.

Councillor Ted Strike made the following announcements:

- The Arnprior Airport received a letter from the 2021 Federal Development Upcoming RATI Grant noting the Arnprior Airport was successful in receiving \$47,500 in a non-payable grant for the investment to sustain critical regional air operations, during COVID-19 and make digital enhancements. Some of the initiatives taken by the Airport included new 24/7 security measures (new camera systems) as well as cards for self fuelling, as there were not staff able to be present at all times. The total project cost \$49,000, and as luck would have it the Airport will be receiving most of that money back through this grant.

Councillor Chris Toner made the following announcement:

- Federal Electoral Commission of 2022 has provided information on the proposed reallocation of boundaries for the Federal Electoral ridings, starting in April 2024. Part of the change being "Renfrew-Nipissing-Pembroke" is proposed to now be called "Algonquin-Renfrew-Pembroke". If this goes through it looks like the riding will be loosing Greater Madawaska and gaining part of West Carleton. There will be public hearings and submissions for comment are due by September 25, 2022. For more information go to www.redistribution-2022.ca. MP Cheryl Gallant asked for this information to be passed along.

Mayor Walter Stack made the following announcements:

- Seniors Active Living Centre hosted a Grandparents Day this past weekend. It was a very nice afternoon and well attended.
- Ottawa Valley Recreation Trail Rally happened on this past Sunday in recognition of active transportation. They stopped at a number of host municipalities, Arnprior being one of them, and I was presented with a gold painted rail spike, from the original CPR railway tracks.
- Mayor Stack provided an update on the Rogers Tower Situation, noting the following:
 - He has had a number of meetings, one of them being with the CRINS representative, as well as a phone conversation with a Rogers representative who is in charge of finding a suitable site for the new proposed tower.
 - The Town is currently waiting on the final report from CRINS, which will likely come to Council in mid-September.

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- An option that may be on the table is the tower in front of the Fire Hall, which is owned by the County of Renfrew, as they own this Tower. If this becomes an option, the Federal legislation notes that if an existing tower is used there is no way for the municipality to object.

18. Media Questions

None

19. Closed Session

Resolution Number 271-22 (7:24 pm)

Moved by Chris Toner

Seconded by Dan Lynch

That Council move into Closed Session regarding one (1) matter pursuant to Section 239 (2)(b) of the Municipal Act, 2001 to discuss a personal matter about an identifiable individual including municipal or local board employee (Compliance Audit Committee).

Resolution Carried

Resolution Number 272-22 (7:30 pm)

Moved by Tom Burnette

Seconded by Lisa McGee

That Council resume to Open Session.

Resolution Carried

Resolution Number 273-22

Moved by Lynn Grinstead

Seconded by Chris Toner

That Council direct staff to facilitate an appointing by-law for the 2022 Municipal and School Board Election Joint Compliance Audit Committee; and

Further That Donna Anderson be listed as the Town of Arnprior Joint Compliance Audit Committee Member, appointed for the 2022-2026 term of Council.

Resolution Carried

20. Confirmatory By-Law

Resolution Number 274-22

Moved by Tom Burnette

Seconded by Lisa McGee

That By-law No. 7328-22 being a By-law to confirm the proceedings of the Regular Meeting of Council held on August 22, 2022 be and it is hereby enacted and passed.

Resolution Carried

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21. Adjournment

Resolution Number 275-22

Moved by Lynn Grinstead

Seconded by Dan Lynch

That this meeting of Council be adjourned at 7:31 pm.

Resolution Carried

Signatures

Walter Stack, Mayor

Maureen Spratt, Town Clerk



Greater Arnprior Community Council on Poverty and Homelessness 2021-2022 Annual Report

Our History

In 2018, concerned citizens and community organizations approached the Town of Arnprior regarding the high child poverty rates within the community. The Ad Hoc Committee on Poverty and Homelessness (“Ad Hoc Committee”) was created out of this community concern.

Under the leadership of then-Mayor David Reid and Council, the Ad Hoc Committee brought people together from various sectors and lived experiences to investigate the intertwined issues of poverty and homelessness in our community. Through a series of delegations and presentations, the Committee learned what resources already exist for the people of Arnprior on both the local and the County level. The Committee then ran a series of public consultations to learn what was important to residents of Arnprior and followed this with a general survey to corroborate the needs and priorities of the Town.

The resulting information was presented to the Town of Arnprior in a [final report](#) in November 2020 as ***The Path Forward on Poverty and Homelessness in the Greater Arnprior Area***. This report outlined 52 recommendations to address the issues of poverty and homelessness at local, County, Provincial and Federal levels and included a recommendation to form a community-led committee on poverty and homelessness as an integral aspect of the implementation of these recommendations.

The Greater Arnprior Community Council first met in January 2021 as an independent body of committed stakeholders with ability to harness the strengths of partner organizations and individuals in facilitating the ongoing development, implementation, and monitoring of the Guiding Report. The ultimate success of these initiatives is dependent on the active engagement of the Community Council membership and the sustained engagement of the Town, the stakeholders, community groups and people with lived experience.

What Has Been Completed in 2021

Several projects have been completed or scheduled, including incorporating Poverty and Homelessness in the Town's Strategic Plan, working with the County of Renfrew to allow homeless residents to apply for services without a fixed address and working with Renfrew County Housing to disseminate information business cards in the community with contact information for people to access emergency homeless shelter. The GACCPH has also hosted a series of [webinars](#) on alternatives to for-profit housing developments.

Details of actions specific to the Guiding Report are as follows:

- **Recommendation #1**

Lobby the County of Renfrew to increase the supply of affordable housing and develop a housing program to allow housing to be affordable to all.

- Update: Ongoing

- **Recommendation #2**

Conduct a Housing Needs Assessment to identify gaps and how these can be filled by the Town and/or stakeholders.

- Update: GACCPH members met with Town Planners to recommend incorporating the University of British Columbia's [Housing Assessment Resource Tools \(HART\) model](#) specific to housing needs in the pending Town of Arnprior Housing Needs Assessment.

- **Recommendation #3**

Build a "tiny home" friendly community by changing zoning laws to enable "tiny homes" to be added to existing residential properties.

- Update: Current zoning laws already allow for such homes; the GACCPH Housing Working Group hosted a [webinar](#) on tiny homes and alternate housing solutions appropriate to the municipality.

- **Recommendation #4**

Create a program to place homeless people with homeowners who have space and are willing to accept a renter, allowing homeowners to make use of under-utilized space in their homes and to earn rental income to support their lives.

- Update: The GACCPH Housing Working Group hosted a public education [webinar](#) on being a residential landlord, renting a room and the implications of both options.
- **Recommendation #7**
Advocate for increased funding for Mental Health Services
 - Update: Ongoing. The COVID-19 pandemic has precipitated increased investment in mental health resources and programs in the County. Local innovations include the weekly Renfrew County Collaborative E-Walk-In Counselling Clinic.
- **Recommendation #9**
Advocate for subsidies to assist with the cost of extended health care services, particularly for those living in/with poverty or homelessness.
 - Update: Recent announcements by the federal and provincial governments with regard to the development of [dental programs](#) and [portable benefits](#) will likely address this recommendation. Continued advocacy will be necessary to support this recommendation moving forward.
- **Recommendation #11:**
Advocate to the provincial government for the implementation of a living wage.
 - Update: As lead of the GACCPH Advocacy Working Group, the Child Poverty Action Networks of Renfrew County (CPAN) organized an [information session](#) for local businesses on implementing a living wage for their workers.
- **Recommendation #12**
Call on the County of Renfrew to continue subsidies after employment to ensure that people are not cut off supports until they are back on their feet
 - Update: In review to determine which level of government is responsible for policies related to this recommendation
- **Recommendation #13**
Promote existing programs to support individuals who need work-or-interview-appropriate attire within a limited budget

- Update: Service providers informed of two programs in Arnprior that arrange free and appropriate clothing at *ontrac* Employment Resource Services and the River Stone Christian Fellowship.
- Recommendation #17**

Advocate to County of Renfrew for a shift to “Housing First” whereby housing becomes the priority after which other supports can more easily be made available.

 - Update: The County of Renfrew has shifted to a Housing First model as it works on the Built for Zero Project.
- Recommendation #18**

Investigate the potential creation of a homeless shelter and/or emergency housing using vacant buildings as temporary shelters.

 - Update: While there is potential to review for long term opportunities, we now have a understanding of the County of Renfrew’s emergency housing services for homeless people. To inform the public, the GACCPH distributed updated information cards from the County of Renfrew to local businesses, community services and churches and the Arnprior Public Library has printed an additional 250 of these information cards for distribution in the community.
- Recommendation #24**

Conduct a Transit Needs Survey

 - Update: This completed survey was presented to Town Council in April 2022. An electronic copy of the [Transit Feasibility Study](#) can be found on our Town’s website.
- Recommendation #26**

Create a delivery program for individuals who cannot physically access the local food bank

 - Update: A delivery program was implemented during the COVID-19 pandemic for those who could not access the food bank in-person for medical reasons and there is the potential for further review to address potential challenges (i.e. insurance, volunteers, etc.).

- **Recommendation #36**

Promote the use of 211 as a source of up-to-date information on community groups and service providers

- Update: The link to the 211 information portal is provided on the homepage of the [GACCPH website](#) and through social media.

- **Recommendation #39**

Identify organizations that can be used as a temporary address for those people with no fixed address accessing programs and services.

- Update: Based on feedback from the Final Report, the County of Renfrew has altered its application requirements so that clients may apply for services at Community Service offices without a fixed address.

- **Recommendation #40**

Include Poverty and Homelessness in the Town's strategic plan.

- Update: This was included in the Town of Arnprior's 2020-2023 [Strategic Plan](#).

- **Recommendation #42**

Gather information and current stats about poverty and homelessness in our community. Use this information to educate and communicate with the public to inform them of the prevalence of the problem and how to help.

- Update: The GACCPH Community Education and Engagement Working Group has produced a document of definitions. More recent statistics are becoming available as the results of the 2021 Canadian Census are published throughout 2022.

- **Recommendation #44**

Coordinate a Speakers' Bureau that would provide lectures and workshops on key issues about poverty and homelessness, the lack of affordable housing, etc. in our community.

- Update: As a first step, The GACCPH Housing Working Group hosted a series of three webinar discussions drawing on the expertise of local professionals, people with lived experience and outside agencies to explore housing solutions other than commercial development, tiny homes

as a viable option in Arnprior and the implications of renting out a room or being a landlord.

- **Recommendation #45**

Create a community-led committee on poverty and homelessness to represent all demographics, including those with lived experience.

- Update: The Greater Arnprior Community Council on Poverty and Homelessness (GACCPH) was formed in late 2020 to implement the recommendations of the Final Report. The GACCPH is actively working to engage with persons with lived experience alongside community services partners.

- **Recommendation #51**

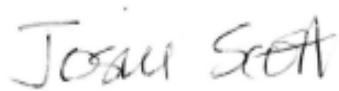
Create an independent Community Council website for information about community services, how those services can be accessed and ensuring this webpage is both accessible and up to date.

- Update: Our website launched in late 2021 and it has seen over 1,000 individual views since it was first published. The website includes information on the GACCPH, our priorities and the work that we have done to date.

Next Steps

We are aware that we have but scratched the surface of the issues identified in the Guiding Report and look forward to continuing the work with which this report has tasked us. In the coming year we are focusing on those recommendations that focus on Food Security, the development of a specific plan for affordable housing options in the Greater Arnprior area and furthering the education that empowers public involvement in these issues. We have attached our 2022/2023 Strategic Priorities for your reference. Finally, we are very grateful for the continued support and encouragement of local Municipal Councils (Arnprior and McNab/Braeside), community partners and the public-at-large.

Respectfully Submitted:



Josie Scott
Interim Chair



Greater Arnprior Community Council on Poverty and Homelessness **2022/2023 Strategic Priorities**

Vision	The Greater Arnprior area is a prosperous and affordable community filled with optimistic and engaged residents and complemented by a robust and inclusive economy.
Mission	Working in a solution-focused and transparent manner to build a strong, equitable and inclusive community where all residents are able to achieve well-being and be engaged as community members.
Values	Transparency, Inclusion, Equity, Solution-Focused

Priority No. 1	Priority No. 2	Priority No. 3
Food Security through Getting Food to People and Teaching Food Skills	Prepare Preliminary Plan for Affordable Housing Development	Educate stakeholders and the community-at-large on key issues related to Poverty and Homelessness
Action Items	Action Items	Action Items
Garden to Plate – Curating education materials (print and social media) on existing service offerings and at home food options	Monitor and Advise on the Housing Needs Assessment process underway by the Town of Arnprior	Hold regular bi-monthly community meetings to increase awareness on key issues related to Poverty and Homelessness in our community (i.e. Housing Working Group webinars)
Teaching Food Skills through hosting cooking classes or similar activities (working with ADFHT Budget Bites)	Investigate what is practically needed to build affordable housing (data, statistics, studies, funding, etc.)	Prepare an education campaign (physical and social media) for the general public on what homelessness, poverty and income inequity look like
Work with Arnprior and District Food Bank on delivery and getting them what they actually need for clients	Provide in-kind advice and support to existing groups exploring potential affordable housing projects (i.e. Churches, Builders, Housing Programs)	Engage in the 2022 Municipal Election by hosting an All Candidates Meeting on Poverty and Homelessness and educating candidates on the path forward
Investigate the feasibility of backpack programs in consultation with the relevant community partners (similar to a Renfrew area program)	Explore existing rent subsidies and their eligibility requirements (including potential advocacy and engagement with the County of Renfrew and the Province of Ontario)	

Plain Text:

Greater Arnprior Community Council on Poverty and Homelessness 2022/2023 Strategic Priorities

Vision: The Greater Arnprior area is a prosperous and affordable community filled with optimistic and engaged residents and complemented by a robust and inclusive economy.

Mission: Working in a solution-focused and transparent manner to build a strong, equitable and inclusive community where all residents are able to achieve well-being and be engaged as community members.

Values: Transparency, Inclusion, Equity, Solution-Focused

Priority No. 1 – Food Security through Getting Food to People and Teaching Food Skills

Action Items:

1. Garden to Plate – Curating education materials (print and social media) on existing service offerings and at home food options
2. Teaching Food Skills through hosting cooking classes or similar activities (working with ADFHT Budget Bites)
3. Work with Arnprior and District Food Bank on delivery and getting them what they actually need for clients
4. Investigate the feasibility of backpack programs in consultation with the relevant community partners (similar to a Renfrew area program)

Priority No. 2 – Prepare Preliminary Plan for Affordable Housing Development

Action Items

1. Monitor and Advise on the Housing Needs Assessment process underway by the Town of Arnprior
2. Investigate what is practically needed to build affordable housing (data, statistics, studies, funding, etc.)
3. Provide in-kind advice and support to existing groups exploring potential affordable housing projects (i.e. Churches, Builders, Housing Programs)
4. Explore existing rent subsidies and their eligibility requirements (including potential advocacy and engagement with the County of Renfrew and the Province of Ontario)

Priority No. 3 – Educate stakeholders and the community-at-large on key issues related to Poverty and Homelessness

Action Items

1. Hold regular bi-monthly community meetings to increase awareness on key issues related to Poverty and Homelessness in our community (i.e. Housing Working Group webinars)
2. Prepare an education campaign (physical and social media) for the general public on what homelessness, poverty and income inequity look like
3. Engage in the 2022 Municipal Election by hosting an All Candidates Meeting on Poverty and Homelessness and educating candidates on the path forward



Town of Arnprior Staff Report

Subject: Growth Management Strategy

Department: Community Services Branch

Report Number: 22-09-12-01

Report Author: Robin Paquette, CAO

Meeting Date: September 12, 2022

Recommendations:

That Council receive the Growth Management Study prepared by Watson and Associates for use as a long-range planning tool to guide and inform future decisions with respect to the Town's growth and servicing needs.

Background:

Due to the Town's rapid growth and development as well as shifts in commuting patterns, a desire for larger lots and access to natural areas, combined with employment opportunities continue to drive growth in the Town, on July 12, 2021, Council authorized the CAO to engage with Watson and Associates to undertake a Growth Management Study. The study was to provide an update to the population, housing and employment projections, for use in informing planning studies and applications.

The projections will also serve to inform development charges and can be used as a tool to demonstrate growth to attract economic investment. In addition, such a strategy will inform requests for cross-boundary municipal services and provide for an assessment of land needs.

The Study also conducted an urban land needs analysis to determine if the Town has a sufficient supply of land to accommodate forecast demand over the next 25 years.

Discussion:

At the June 13th meeting of Council, Watson and Associates provided an overview of the Growth Management Study. The Study indicates that there is a surplus of residential lands as well as commercial/industrial lands to the year 2047.

The Executive Summary advised:

Town-Wide Population, Housing and Employment Growth Forecasts, 2021 to 2051

A long-term population, housing and employment forecast has been prepared for Town of Arnprior to the year 2051. The forecast aligns with recent demographic, economic and socio-economic trends, as well as the growth drivers identified for the Town.

- Under the Reference Employment Growth Scenario, the Town of Arnprior employment base is expected to increase by approximately 1,600 jobs between 2021 and 2051.
- Town of Arnprior's population is expected to reach 14,700 by 2051, increasing by approximately 4,860 from 2021, under the Reference Population Growth Scenario.
- By 2051 the Town's housing base is forecast to increase to 6,850 households from 4,310 in 2021.
- Over the 2016 to 2046 projection period, new housing is forecast to be comprised of 49% low-density (singles and semi-detached), 22% medium-density (townhouses) and 29% high-density (apartments) units.

Residential and Non-Residential Land Needs, 2022 to 2047

- The results of the study indicate that Town's aggregate supply of designated urban land is sufficient to accommodate housing demand over the 25-year planning horizon.
- The Town is also forecast to experience a modest Employment Area land surplus over the 25-year planning horizon.

The Study also provided a series of strategic recommendations regarding the on-going management of the Town's existing developed and remaining greenfield urban areas, as well as policy considerations for improvements to commercial and employment opportunities. Staff will be reviewing these recommendations in conjunction with upcoming Official Plan and other policy reviews. Furthermore, the Study will be used to help inform the Water/Wastewater Rate Study, Development Charges Update and Master Servicing Plan (2022), currently underway.

Options:

Council may wish to further consider any part of the Study and provide, through a Council Resolution, direction on any amendments to the final report. However, staff at this time are recommending that Council adopt the Study as presented.

Policy Considerations:

Provincial Policy Statement
County of Renfrew Official Plan
Town of Arnprior Official Plan

Town studies including, but not limited to, Recreation Master Plan, Water and Wastewater Master Plan, Transit Needs Study, Housing Needs Study

Financial Considerations:

N/ap

Meeting Dates:

As indicated.

Consultation:

Watson and Associates

Documents:

Presentation of Growth Management Study – Watson and Associates

Growth Management Study – Watson and Associates

Signatures

Reviewed by Department Head: Robin Paquette

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

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt



ARNPRIOR
MUNICIPAL OFFICES

HENRY A. MURDOCH
BUILDING
DEDICATED APRIL 14, 1967

105

197

Town of Arnprior Growth Management Strategy

Council Meeting
June 13, 2022

Purpose of the Study



- The Town of Arnprior has developed a Growth Management Strategy (G.M.S.) as part their Official Plan Review (O.P.R) process
- The G.M.S. represents a long-term cohesive vision for Town to the year 2051 regarding urban growth and land needs as well as strategic planning policy direction
- The G.M.S. incorporates outcomes and priorities of recently completed/ongoing studies and plans (i.e. strategic plan, economic development initiatives and development charges by-law)

Study Scope



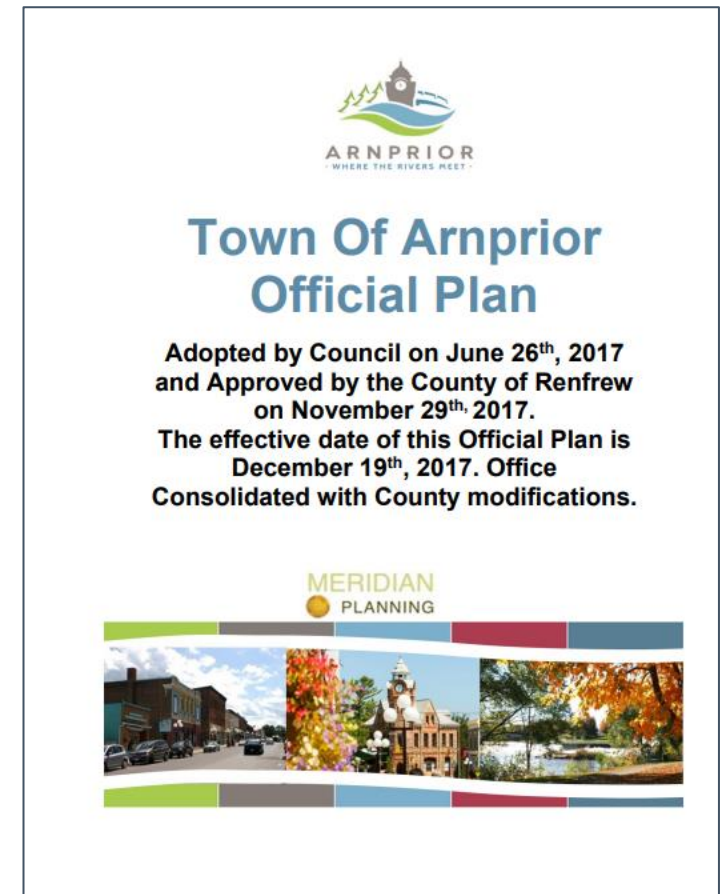
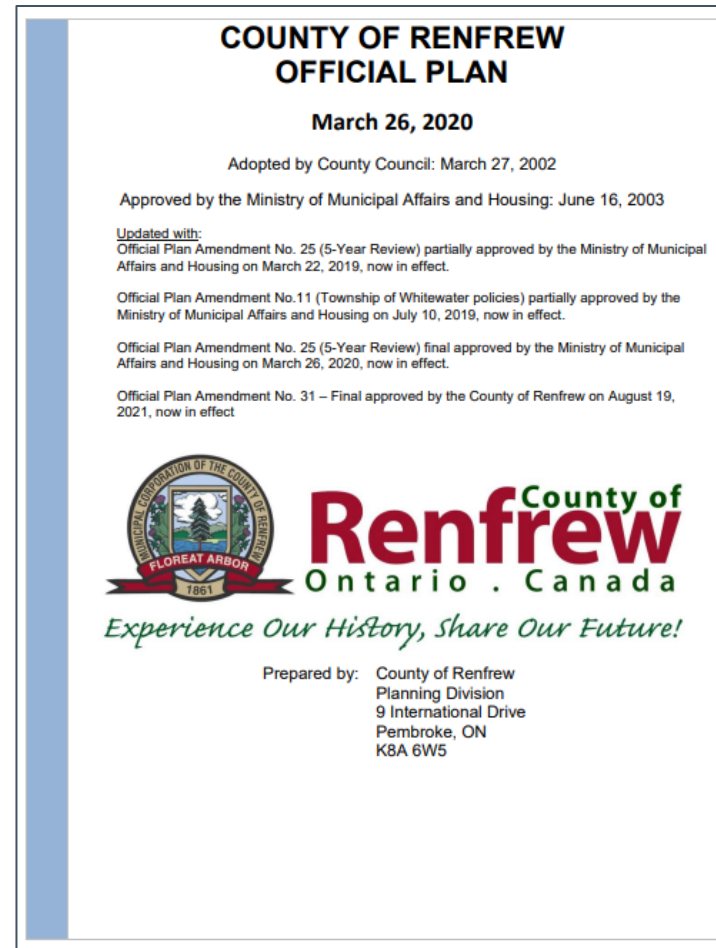
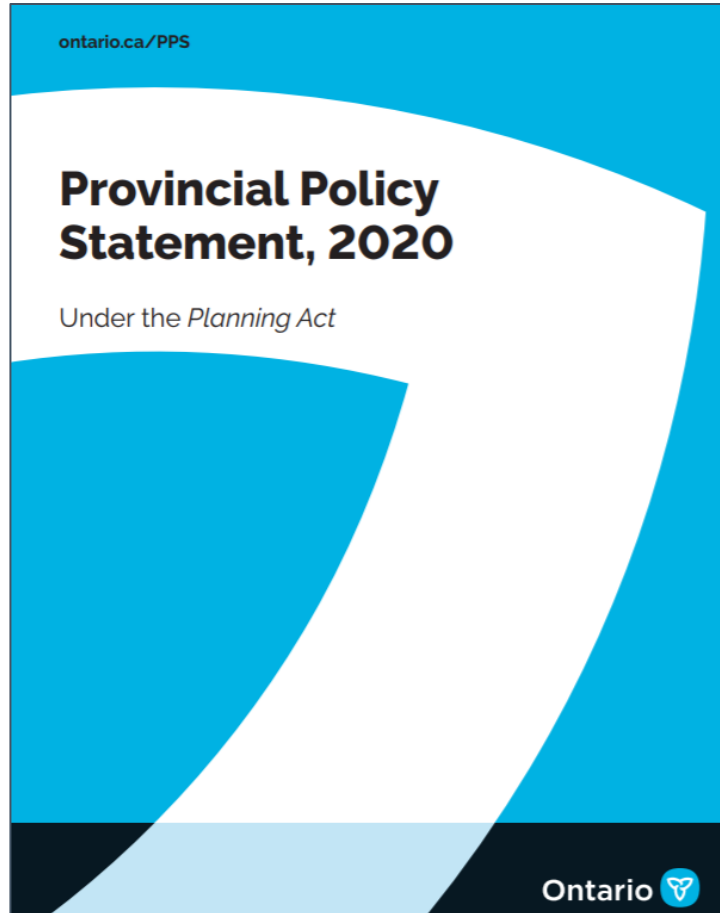
Phase 1:

- ✓ Demographic, Economic and Socio-Economic Profile and Assessment of Growth Drivers
- ✓ Residential and Non-Residential Supply Analysis
- ✓ Population and Employment Forecast Scenarios to 2051
- ✓ Residential Intensification Analysis

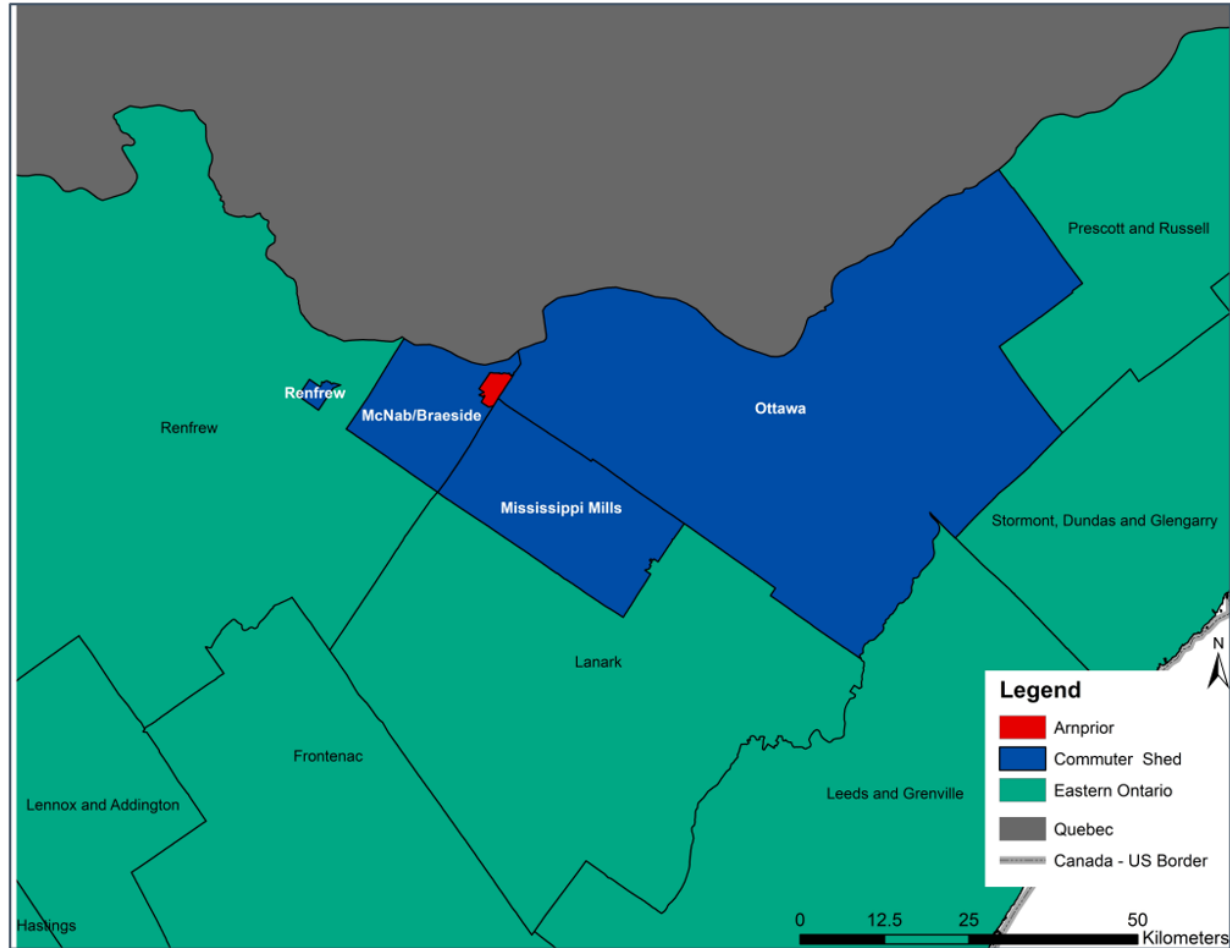
Phase 2 :

- ✓ Review of Conversion Requests
- ✓ Residential and Non-Residential Land Needs Analysis
- ✓ Residential and Non-Residential Policy Recommendations

Policy Context



Broad Growth Drivers and Disruptors



Regional
Economic
Opportunities
and Outward
Growth
Pressure

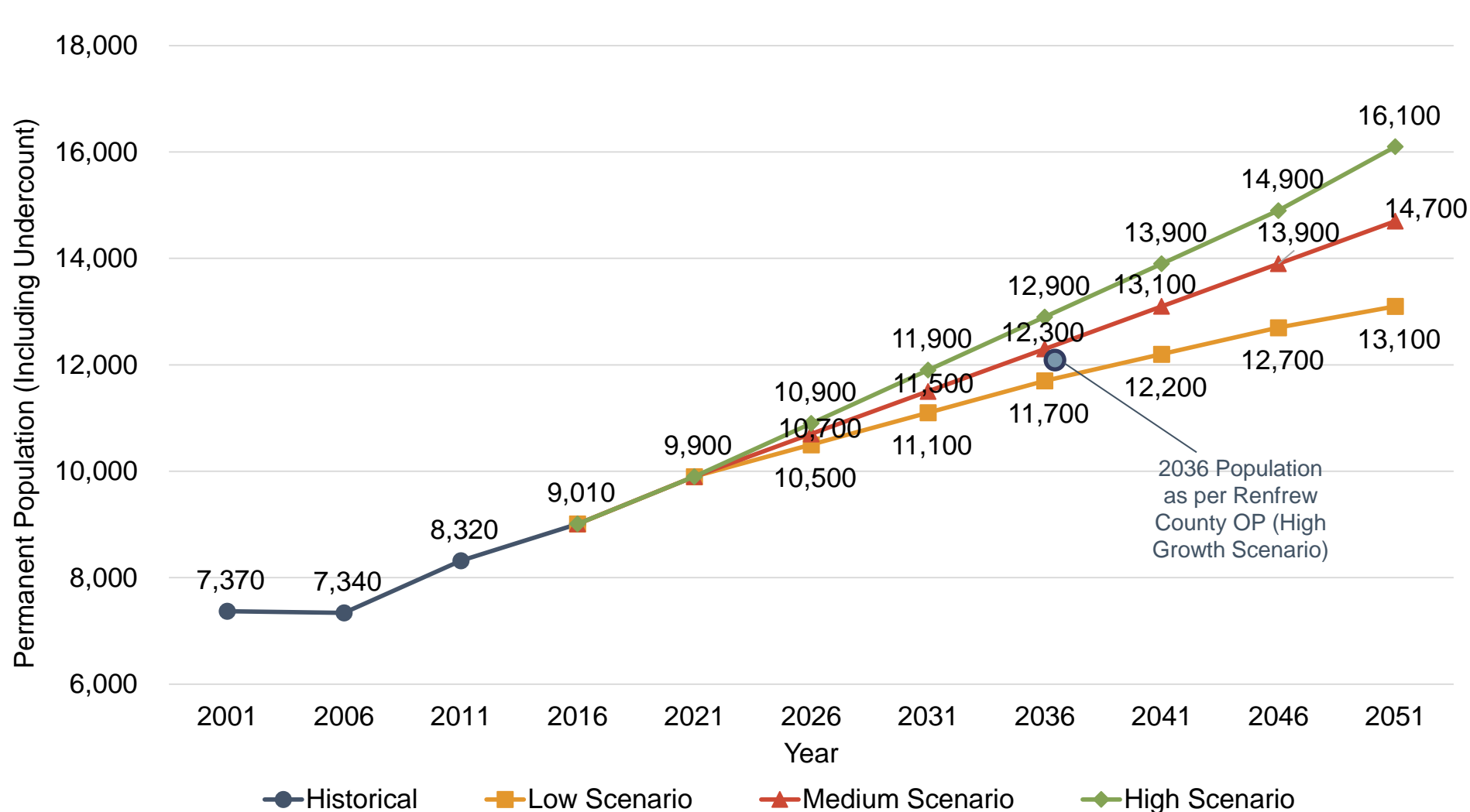
Aging
Population

Technological
Change

Quality of Life

Summary - Population, Housing, and Employment Forecasts

Town of Arnprior Population Growth Scenarios, 2021 to 2051



2021 to 2051 Annual Growth Rates

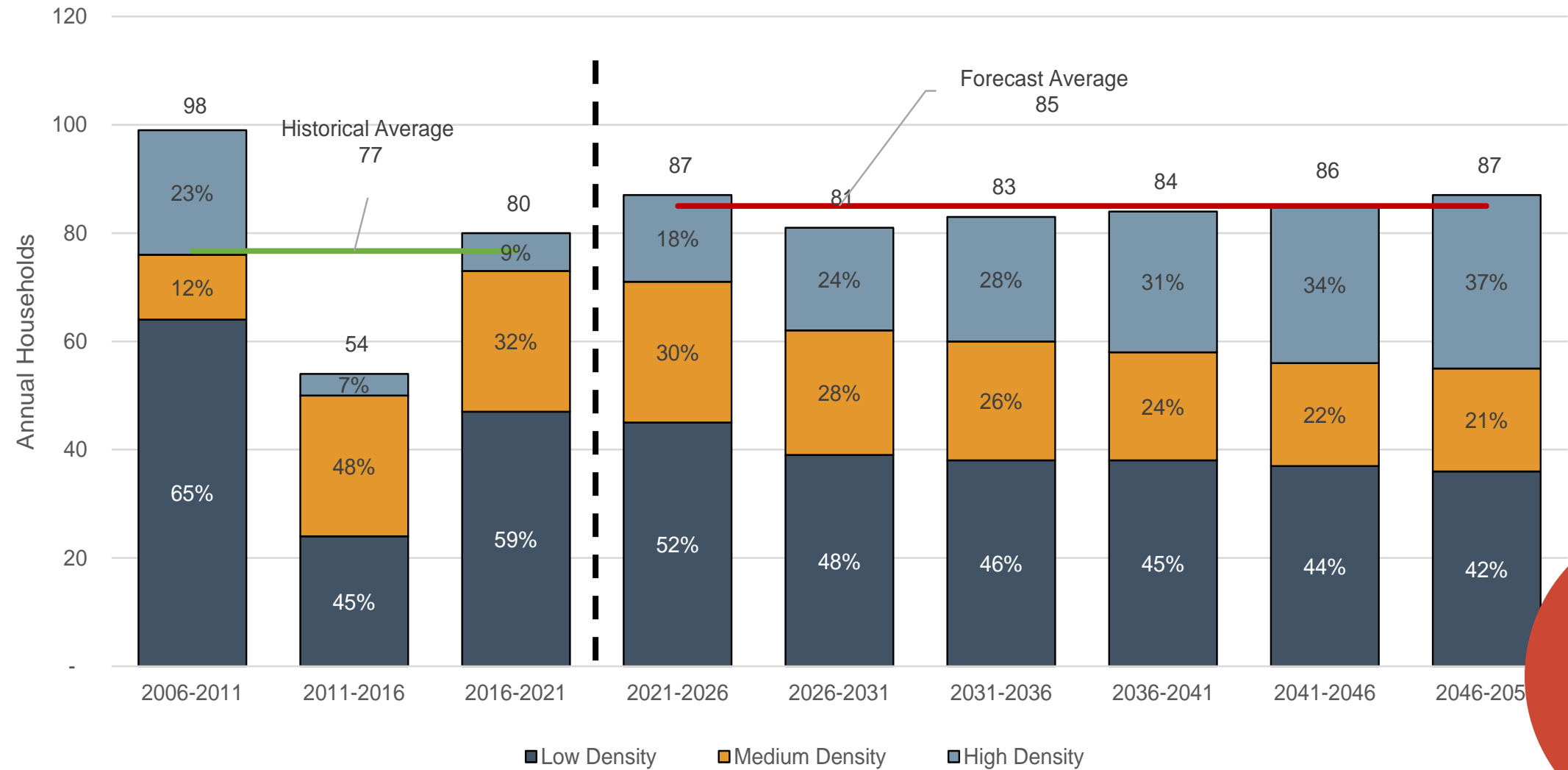
High
1.6%

Ref.
1.3%

Low
0.9%

Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.
Note: Undercount estimated at 102.5%.

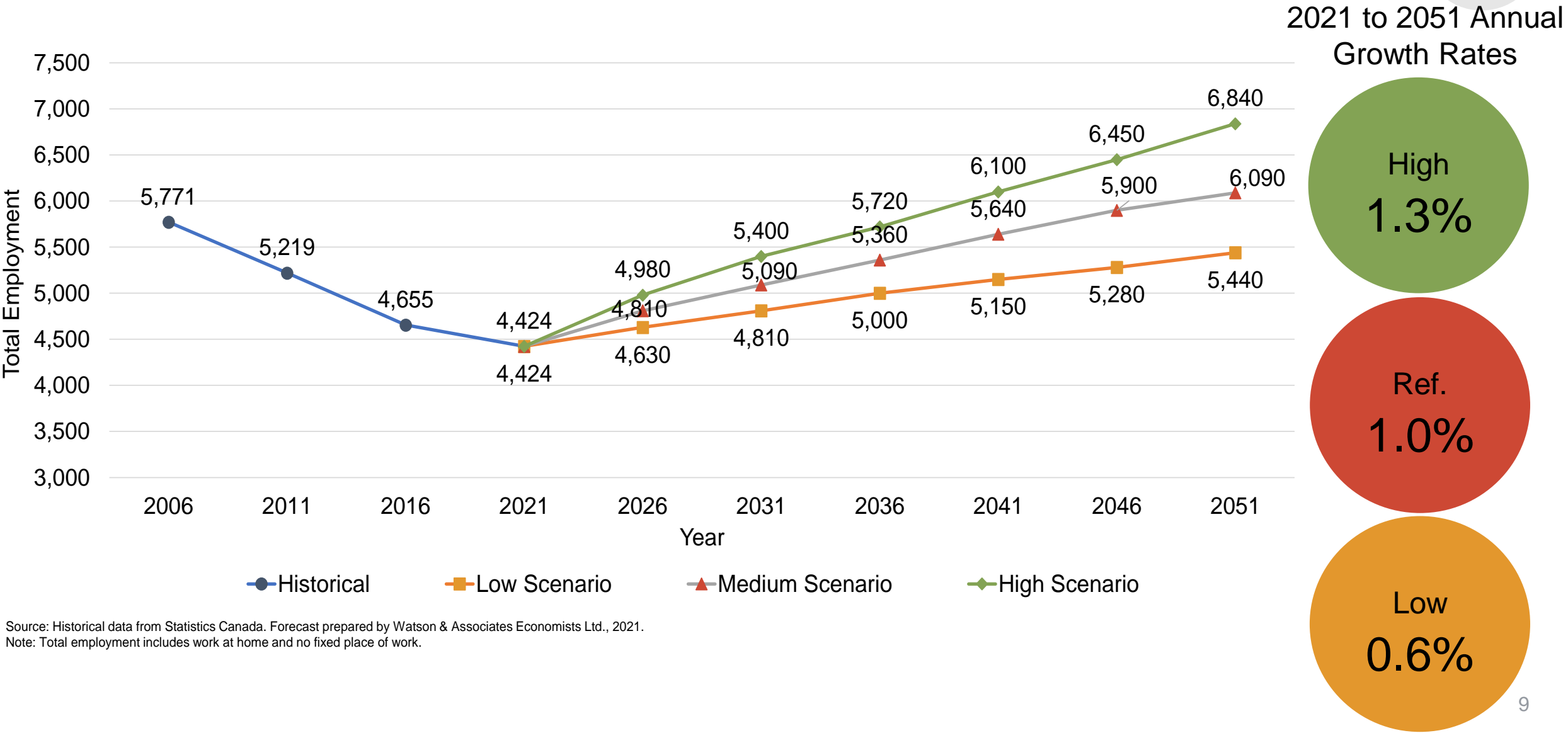
Town of Arnprior - Historical and Forecast Housing Mix, High Scenario (Reference)



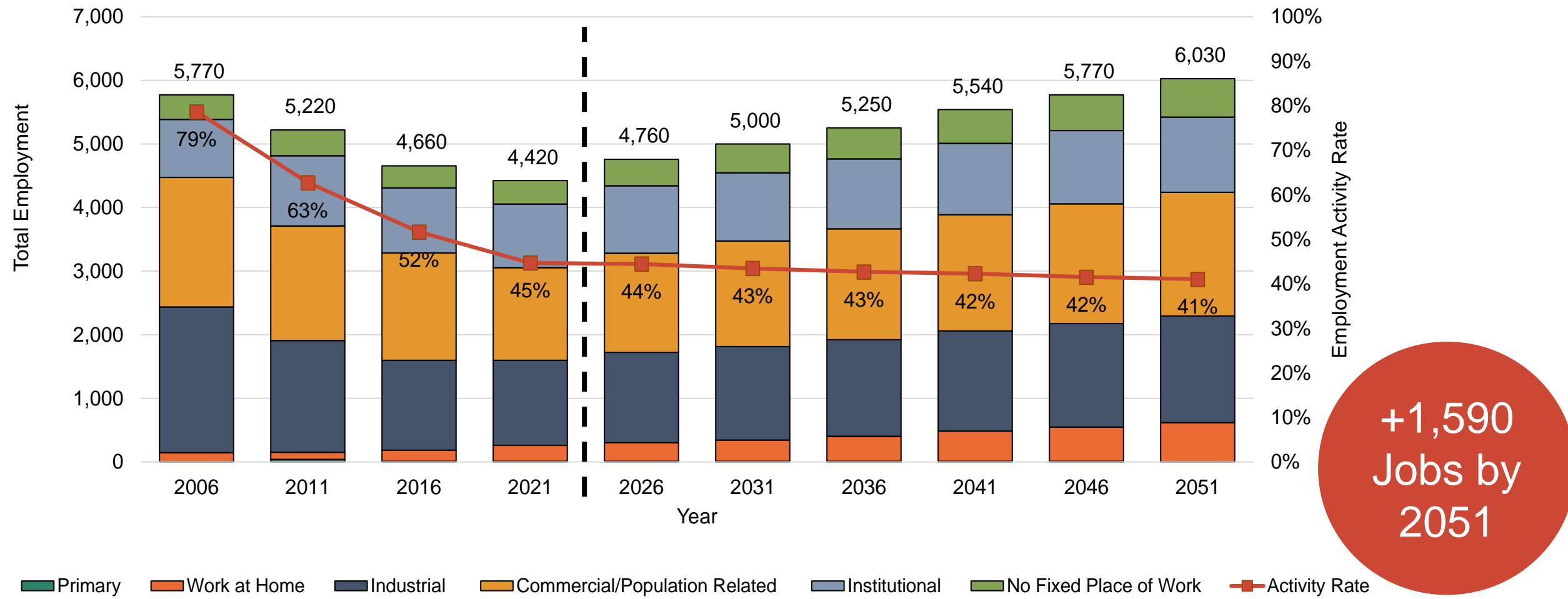
+ 2,560 Units by 2051

Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.

Town of Arnprior Employment Growth Scenarios, 2021 to 2051



Town of Arnprior Employment Growth Distribution, 2006 to 2051, High Scenario (Reference)



Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.

Residential and Employment Land Needs

Residential Land Needs (3 Year Time Period)



Category		Total
Registered and Draft Approved	A	871
Residential Intensification Potential (Short Term)	B	67
Total Unit Supply	$C = A + B$	938
Short-term Average Annual Demand ⁴	D	87
Years of Supply	$E = C / D$	11

^[1] Includes single and semi-detached units.

^[2] Includes townhouses and apartments in duplexes.

^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

^[4] Derived from 2021 to 2026 housing forecast.

Note: Numbers may not add precisely due to rounding.

Numbers as of February 2022.

Source: Watson & Associates Economists Ltd., 2022.

3 Year
Residential
Unit Surplus:

~670
Housing
Units

Residential Land Needs (15 Year Time Period)



Category		Total
Registered and Draft Approved	A	871
Proposed / Concept / Pre-Consultation and Undergoing Re-zoning	B	1,419
Residential Intensification Potential (Short Term)	C	125
Unit Potential on Vacant Lands	D	1,420
Total Unit Supply	$E = A+B+C+D$	3,835
Long-term Average Annual Demand	F	83
Years of Supply	$G = E / F$	46

**15 Year
Residential
Unit Surplus:**

**~2,340
Housing
Units**

Residential Land Needs, 2022 to 2047



Employment Land Needs, 2022 to 2047



LAND NEEDS		Employment Designated Lands	MUCE Designated Lands
Employment Growth on Employment Lands	A	289	225
Employment Growth through intensification (10%)	B	29	23
Remaining Employment to be accommodated on Vacant Lands	$C = A - B$	260	202
Employment Density Assumption (jobs/net ha)	D	15	30
Employment Land Required (net ha)	$E = C / D$	17	7
Net Vacant Employment Land (ha)	F	34	21
Net Vacant Employment Land (Adjusted) (ha)	$G = 0.85 * F$	29	18
Vacant Employment Area Land Need, Net Ha (Surplus)	$G - E$	12	11

**Employment
Land Surplus:
23 net ha**

Employment Area Conversion Analysis



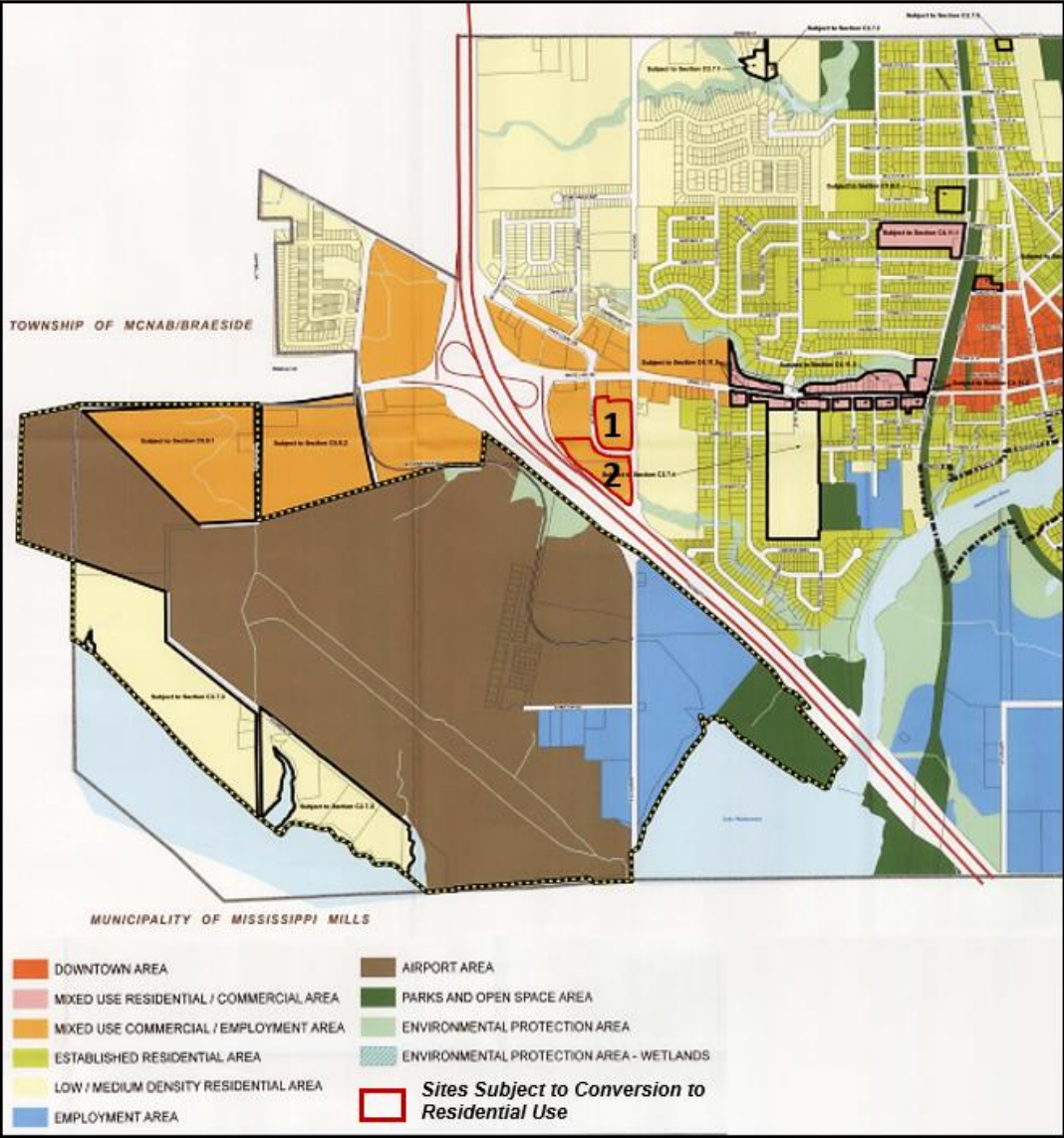
Employment Lands –

- Broad range of uses including Employment and M.U.C.E.
- Accommodate export-based employment
- A vital component of Town's land-use structure and are an integral part of the local economic development potential
- Generates strong economic multipliers and high-quality employment opportunities which can improve local socio-economic conditions

Conversion Evaluation Criteria

PROVINCIAL CRITERIA	<ul style="list-style-type: none">• Need for Conversion• Impact of Conversion on Employment Area / M.U.C.E. Area• Availability of Services and Infrastructure
LOCALIZED CRITERIA	<ul style="list-style-type: none">• Location• Access• Employment Area Configuration• Site Configuration• Land Use• Supply• Jobs• Municipal Interests and Policy

Employment Area Conversion Analysis



Provincial Criteria

- There is no established need for Conversion since the Town has adequate supply of residential lands in the long term
- Conversion will result in an adverse on the viability of the overall Area
- Availability of Services and Infrastructure

Local Criteria

#	Site Address	OP Designation / Zoning	Local Criteria
1	Winners Circle Site 1 (2.3 ha)	Mixed Use - Commercial & Employment	<ul style="list-style-type: none">• Proximity and access to the Highway 417 and the Airport• Large sites that do not have constraints• Sites part of the broader Employment Area and conversion will put pressure on the remaining area for conversion• Conversion will not maintain potential number of jobs
2	Winners Circle Site 2 (1.2 ha)	Mixed Use - Commercial & Employment	

The Sites are Not Recommended for Conversion



Residential Planning Policy Matters

Residential Policy Recommendations

Update Housing and Population Projections



- Update population and housing forecast
- Ensuring minimum 15 -year supply of land for residential development in accordance with the P.P.S.

Residential Policy Recommendations

Plan for Residential Intensification



- Maintain and continue to plan for the 10% intensification target, including planning provisions for Secondary or garden suites
- Provide for appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents

Residential Policy Recommendations

Monitoring and Evaluation



- Incorporate a framework to monitor housing supply and intensification targets at regular intervals in coordination with the County.
- Consider various tools for monitoring housing growth, including comprehensive and interactive growth tracking models to monitor population, housing and employment growth as well as performance measures by planning policy area, neighbourhood and small geographic unit on an annual basis.



Non-Residential Planning Policy Matters

Non- Residential Policy Recommendations

Update Employment Projections and employment land inventory



- Update employment forecast
- Removal of non-developable employment lands from the inventory
- Explore opportunities for intensification

Non- Residential Policy Recommendations

Protect Employment Areas



- Protect Employment Lands from conversion to non-employment uses
- Restrict Major Retail uses in Employment Areas



Non- Residential Policy Recommendations

Ensure Employment Lands are Adapted to Structural Changes in the Evolving Macro-Economy

- Encourage and accommodate a wide range of business service and office uses, as well as employment-supportive uses in Employment Areas, where appropriate
- Strategic position for prestige employment uses
- Introduction of more defined criteria or descriptions regarding the appropriate type, size and location of complementary non-industrial uses in Employment Areas

Non- Residential Policy Recommendations

Further Studies and Strategies



- Conduct a commercial land needs study that specifically addresses the Town's retail requirements and commercial structure
- Prepare a general Marketing Strategy to promote and develop Employment Areas
- Develop and strengthen policies for climate change adaptation

Discussion / Questions



Official Plan Review

Town of Arnprior

Growth Management Strategy – Final Draft

June 2022

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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List of Acronyms and Abbreviations

C.M.A.	Census Metropolitan Area
C.N.R.	Canadian National Railway
G.D.P.	Gross domestic product
G.G.H.	Greater Golden Horseshoe
G.M.S.	Growth Management Study
G.T.A.	Greater Toronto Area
G.T.H.A.	Greater Toronto Hamilton Area
I.C.I.	Industrial Commercial Institutional
L.Q.	Location Quotient
M.C.R.	Municipal Comprehensive Review
MPAC	Municipal Property Assessment Corporation
M.U.C.E.	Mixed Use Commercial and Employment
M.U.R.C.	Mixed Use Residential/Commercial
N.A.I.C.S.	North American Industry Classification System
N.F.P.O.W.	No Fixed Place of Work
O.P.	Official Plan
P.M.I.	Purchasing Managers' Index
P.P.S.	Provincial Policy Statement
Sq.ft.	Square feet
Sq.m	Square metres
W.A.H.	Work at home
V.P.N.	Virtual private network



Executive Summary



Executive Summary

Watson & Associates Economists Ltd. (Watson) was retained by the Town of Arnprior in 2021 to develop a Growth Management Strategy (G.M.S.) as background to the Town's Official Plan (O.P.) Review. The primary objectives of this study are to:

- Provide a comprehensive assessment of the Town's long-term population, housing and employment growth potential within the context of broader region-wide development trends and regional economic growth drivers;
- Ensure that there is an adequate supply of residential, commercial and employment lands to accommodate long-term demand which satisfies the Town's near-term and longer-term employment and population growth objectives; and
- Provide strategic policy recommendations, working within the context of the provincial, County, and Town's planning policy framework, that accommodate development and change in a sustainable manner while protecting what is valuable to residents and businesses.

The results of this analysis are intended to guide policy development specifically related to planning and growth management, urban land needs, affordable housing, municipal finance and infrastructure planning. The key findings of this study are summarized below.

Drivers and Disruptors of Future Population and Employment Change in Town of Arnprior

- Future population and employment growth within Arnprior is strongly correlated with the growth outlook and competitiveness of the economy within Arnprior and the surrounding region – which in this case is largely represented by the Ottawa Economic Region as well as the Kingston-Pembroke Economic Region. Steady economic growth within the commuter-shed of the Economic Region following the economic recovery from the 2008 global economic downturn represents the primary driver of net migration to this area over the past decade.
- Between 2021 and 2046, the population and employment based within the City of Ottawa is expected to increase by 346,000 residents and 165,000 jobs.^[1] Future

^[1] City of Ottawa Official Plan, November 24, 2021.



employment growth within the City of Ottawa is anticipated to place continued outward urban growth pressure to the surrounding economic region as existing and new residents within the City seek affordable ground-related housing options within a reasonable commuting distance. Outward growth pressure from the City of Ottawa is anticipated to drive housing demand in Arnprior across all age segments.

- For Town of Arnprior, coronavirus disease (COVID-19) has acted as a near-term driver of future housing growth led by increased opportunities for remote work and the reconsideration by some Ontario residents to trade “city lifestyles” for “smaller town living.”
- The longer-term population and employment growth potential for Town will be heavily dependent on sustained economic growth potential of the broader economic region. Over the near-term, economic headwinds exist associated persistently high inflation rates (both domestically and globally), supply shortages and geo-political tensions. As such, it is important, not to overstate the near-term impacts of COVID-19 on housing demand in Town of Arnprior over the long term.
- As of 2016, more than one-third of the population in Arnprior is older than 55 years of age. Over the forecast period, the Town’s population base is expected to continue to steadily age. Most notably, the percentage of population in the 75+ age group (older seniors) is forecast to increase over the forecast period from 12% in 2016 to 22% in 2051. Looking forward, this growing older population segment is anticipated to be a key driver of higher-density forms of housing growth in Arnprior, as this group will require a range of housing forms such as low-rise apartments, secondary suites and seniors’ residences.
- The Town of Arnprior is also anticipated to accommodate young adults and new families seeking competitively priced home ownership and rental opportunities across a range of low-, medium- and high-density housing forms. Accordingly, opportunities should be explored to provide a mix of future housing across a range of density types to accommodate all age groups and income levels (including affordable housing options).



Town-Wide Population, Housing and Employment Growth Forecasts, 2021 to 2051

A long-term population, housing and employment forecast has been prepared for Town of Arnprior to the year 2051. The forecast aligns with recent demographic, economic and socio-economic trends, as well as the growth drivers identified for the Town.

- Under the Reference Employment Growth Scenario, the Town of Arnprior employment base is expected to increase by approximately 1,600 jobs between 2021 and 2051.
- Town of Arnprior's population is expected to reach 14,700 by 2051, increasing by approximately 4,860 from 2021, under the Reference Population Growth Scenario.
- By 2051 the Town's housing base is forecast to increase to 6,850 households from 4,310 in 2021.
- Over the 2016 to 2046 projection period, new housing is forecast to be comprised of 49% low-density (singles and semi-detached), 22% medium-density (townhouses) and 29% high-density (apartments) units.

Residential and Non-Residential Land Needs, 2022 to 2047

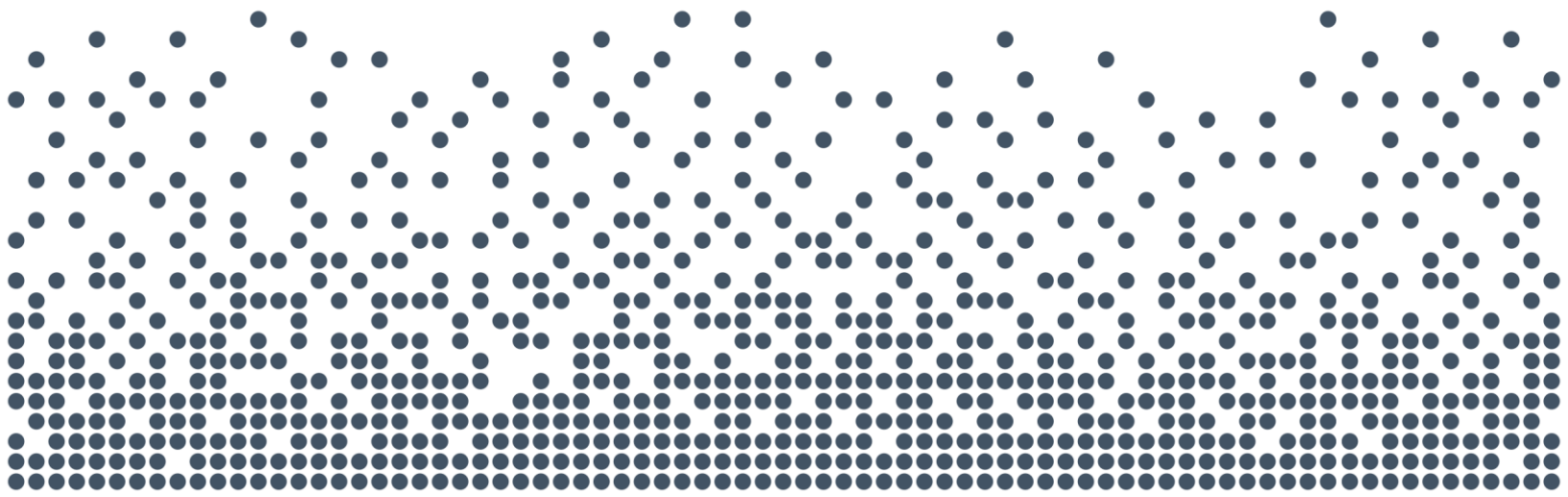
- The results of the study indicate that Town's aggregate supply of designated urban land is sufficient to accommodate housing demand over the 25-year planning horizon.
- The Town is also forecast to experience a modest Employment Area land surplus over the 25-year planning horizon.

Policy and Strategic Recommendations

The primary objective of the Town of Arnprior G.M.S. is to provide a long-term vision for the Town which ensures that it continues to develop in a competitive and sustainable manner that is well balanced between future population and employment growth. A fundamental objective of the G.M.S. is to understand how and where residential growth within the Town will occur over the long-term planning horizon. Residential growth policies of the Town of Arnprior O.P. will need to be consistent with the P.P.S., 2020 while being considerate of the specific Town's local context. It is also required that the Town plan for residential growth in a coordinated, sustainable and resilient manner that makes efficient use of land, resources and infrastructure, while protecting public health



and safety. Chapter 8 of the GMS provides a series of strategic recommendations regarding the on-going management of the Town's existing developed and remaining greenfield urban areas.



Report



Chapter 1

Introduction



1. Introduction

1.1 Terms of Reference

Watson & Associates Economists Ltd. (Watson) was retained by the Town of Arnprior in 2021 to develop a Growth Management Strategy (G.M.S.) as background to the Town's Official Plan (O.P.) Review. The primary objectives of this study are to:

- Provide a comprehensive assessment of the Town's long-term population, housing and employment growth potential within the context of broader region-wide development trends and regional economic growth drivers;
- Ensure that there is an adequate supply of residential, commercial and employment lands to accommodate anticipated demand for urban land within the Town over the near- and longer-term; and
- Provide strategic policy recommendations, working within the context of the provincial, County, and Town land use planning policy framework.

More specifically, this G.M.S. provides a detailed assessment of the following:

- An overview of the provincial, County and local land-use planning policy framework regarding growth management within Ontario, Renfrew County and the Town of Arnprior to the year 2051;
- An assessment of macro-economic, as well as regional development trends and local demographic trends anticipated to impact the amount, type and location of long-term population and employment growth potential for the Town;
- Future residential land supply opportunities within the Town, in active development plans, identified intensification areas, as well as on vacant designated urban lands which currently have no active development applications;
- Future non-residential land supply opportunities (i.e. Employment Areas) within the Town in active site plans as well as on vacant designated urban lands;
- Forecast near- and long-term urban land needs within the Town in accordance with forecast population and employment growth as well as long-term trends in residential and non-residential density;
- Strategic policy recommendations that address the long-term management and monitoring of development/redevelopment across the Town of Arnprior.



This study forms an important background document to the Town's O.P. Review. The provincial *Planning Act* requires municipalities to update their O.P. every five years, or every ten years after the approval of a new O.P. The O.P. must be consistent with the current Provincial Policy Statement (P.P.S.), a provincial document that includes policy direction on matters of provincial interest related to land-use planning and development. The O.P. update is also an opportunity to ensure that O.P. policies continue to address evolving local priorities and changing community needs. The O.P. update incorporates the outcomes and priorities of recently completed/ongoing studies and plans (i.e. strategic plan, economic development initiatives and development charges by-law).

1.2 What is a Growth Management Strategy?

Growth management is a process of establishing a long-term cohesive vision for a region, County or City/Town, including its urban communities, rural lands, and protected countryside. Growth management direction and policies influence how and where growth and/or change should occur. Such planning and economic policies are required to ensure that Ontario municipalities such as Arnprior continue to mature and evolve in a financially, environmentally, and socio-economically sustainable manner.

Growth management policies also recognize that while it is not an objective to prevent or limit population and employment growth, municipalities should be planned in a manner that aims to potentially enhance livability and economic prosperity, while protecting what is important to residents and local businesses. As previously mentioned, the Province of Ontario has established a growth management framework for municipalities to follow. Core growth management concepts address the following growth elements:

- Availability of land and future urban land needs, land utilization (i.e. density and built form), urban design, appropriate types and locations of urban and rural land uses, phasing of development and redevelopment;
- Efficient utilization of municipal services and infrastructure as well as the movement of people and goods;
- Urban vitality, “place making,” structural economic trends, the changing nature of work and evolving urban development patterns;
- Increasing housing choice and affordability; and
- The protection of the natural environment and cultural heritage.



It is important to recognize that the Town of Arnprior's G.M.S. and new O.P. are forward-looking documents designed to proactively plan for and accommodate change over the next several decades. Given uncertainties regarding future change and disruption, these documents are to be comprehensively updated at a minimum every ten years. Within these comprehensive updates, O.P. amendments may also be required.



Chapter 2

Policy Context



2. Policy Context

This Chapter provides an overview of the relevant provincial, County and local policies that apply to long-term growth management in the Town. These policies provide the framework for the analysis, recommendations, and strategic directions of the G.M.S.

2.1 Provincial Policy Context

2.1.1 Provincial Policy Statement

The Provincial Policy Statement, 2020 (P.P.S., 2020) provides policy direction on matters of provincial interest relating to land-use planning and development. It is issued under the authority of section 3 of the *Planning Act* and requires that all planning decisions “shall be consistent with” the P.P.S. (*Planning Act*, R.S.O. 1990, c. P. 13 s. 3).

The P.P.S., 2020 came into effect on May 1, 2020.^[2] Its purpose was to update the P.P.S., 2014 so that it worked together with changes to the provincial land-use planning system that occurred around the same time. This included changes to the *Planning Act* through Bill 108, the *More Homes, More Choice Act* (2019) and the on-going updates to the Growth Plan. Additional reasons for the update largely related to the need to increase urban housing supply, support the economy and job creation, and to reduce barriers and costs to the land-use planning system in order to provide greater predictability.

A significant change of the P.P.S., 2020 with regard to housing policy is the provision of a housing options approach to address an appropriate range and mix of housing, and to specifically meet market-based needs of current and future residents (policy 1.4.3). Providing for housing options adds broader considerations like ownership structures and housing program planning to built-form considerations. Housing options are defined as:

“A range of housing types such as, but not limited to single detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, multi-residential buildings and uses such as, but not limited to life lease housing, co-

^[2] Provincial Policy Statement, 2020. Under the *Planning Act*. Ontario.



ownership housing, co-operative housing, community land trusts, affordable housing, housing for people with special needs, and housing related to employment, institutional or educational uses.”

Throughout the P.P.S., 2020 there is strong encouragement to consider the market when addressing planning matters such as managing growth overall, identifying market-ready sites to improve economic development and competitiveness, and providing for a range and mix of housing options. Although this may assist with managing growth and development in a way that may more accurately reflect market realities, it could make it more challenging for municipalities to transition to other types of development forms that they have not historically had considerable success in implementing. As such, when discussing the outlook for the real estate market, it is important to discuss both existing conditions as well as the driving factors that are anticipated to encourage and disrupt housing market demand by structure type and built form. Furthermore, while market demand is important when considering long-range land-use planning, this demand must be considered within the context of broad provincial interests, namely: ensuring the efficient use of land, resources, and infrastructure; providing a clean and healthy environment for current and future generations; and diversifying an economic base and supporting job creation.

Notable policies related to planning for Employment Areas in the updated P.P.S., 2020 include requiring municipalities to have enough urban land supply to meet projected needs for a planning horizon of 25 years, and include Employment Areas as areas that could be planned for beyond this horizon, provided they are not designated beyond the planning horizon.

The P.P.S., 2020 recognizes the significant economic contribution of Employment Areas, and the importance of protecting and preserving them. It provides details on how municipalities should plan for employment. The P.P.S., 2020 policies suggest preparing and readying Employment Areas by identifying strategic sites, monitoring the availability and suitability of employment sites with a focus on market-ready sites, and actively seeking to address potential barriers to investment (policy 1.3.2). The policy further outlines that, during an O.P. review or update, planning authorities assess Employment Areas in local O.P.s to ensure the designation is appropriate for the planning function of the Employment Area (policy 1.3.2.2).



2.2 Renfrew County Official Plan

The current in-effect O.P. is the Renfrew County Official Plan (Consolidated Version March 26, 2020). Official Plan Amendment No. 31 was approved by the County of Renfrew on August 19, 2021. This document was reviewed as it relates to growth management, housing, and employment directions that affect the Town of Arnprior.

In the Renfrew County O.P. (policy 3.1), lands designated as Urban Communities represent those locations where the majority of growth and development will occur. There are four area municipalities in the County of Renfrew that have designated Urban Communities: Arnprior, Renfrew, Petawawa, and Deep River. According to policy 1.6 of the Renfrew County O.P., these four urban locations have their own detailed local O.P.s. In order to provide a wide range of housing options, policy 3.3.2 of the Renfrew County O.P. states:

“Official Plans for those areas should contain as a minimum, a land use policy for the following uses:

- Residential, including low, medium and high density residential uses, affordable housing, special needs housing, infilling and intensification. Residential intensification and redevelopment should be encouraged in appropriate areas with a target of 10%. Intensification includes, but is not limited to, the creation of infill lots, and the use of secondary dwellings to help achieve the target.”

Policy section 2.2 of the Renfrew County O.P. provides directions to plan for housing across the County. Policy directions generally promote the orderly development of new housing that:

- Maintains a 10-year supply of lands designated for residential development and intensification;
- Provides for a range of forms and mix of housing for socially assisted housing where required; and
- Meets the requirement that 15% of all housing be affordable and a desirable 3% vacancy rate of rental accommodation.

In addition to growth-management-related policies, the Renfrew County O.P. also guides local O.P.s to provide direction on a number of issues including natural and built environment, community improvement, transportation and infrastructure, economic



development, housing, energy conservation, heritage resource conservation, municipal services, hazard lands, and policies for implementation of various provisions of the O.P.

Subsection 1.3 (8) and Appendix A of the Renfrew County O.P. provide the projected population and percentage share of growth by local municipality to 2036.

2.3 Town of Arnprior Official Plan (Effective December 2017)

Similar to the Renfrew County O.P., the Arnprior O.P. establishes a framework for the continued growth and development of the Town. The guiding principles of the Town's O.P. are detailed in section A2 and emphasize multiple facets of the Town including natural heritage, economic development and competitiveness, housing and intensification, cultural heritage, public open spaces, transportation and infrastructure, accessibility, and community wellbeing.

Section B of the Arnprior O.P. outlines Growth Management Policies. According to section B1, all lands in the Town are within a settlement area. Sections B2 to B4 provide an overview of the current population, housing and employment projections for the Town. The Town's population, as per the O.P., is forecast to grow to 11,773 by 2036 and employment is forecast to increase to 7,137 after 2036. In accordance with the Renfrew County O.P., the minimum intensification target set forth in the Arnprior O.P. is 10%. This G.M.S. provides an updated population, housing and employment forecast for the Town to the year 2051.

One of the guiding principles of the O.P. is to ensure that an adequate supply of land and housing choices are available for present and future residents of all ages, abilities, incomes and household sizes. Section B9 identifies specific policies for housing development in the Town. According to the O.P., the Town has to ensure there is a minimum supply for a 10-year planning horizon. The plan further encourages residential intensification, development of secondary and garden suites and the development of special needs housing. The Town's O.P. has a minimum target for the provision of affordable housing of 15%.

Section C5 details policies for a Mixed-Use Commercial/Employment (M.U.C.E.) Area. The purpose of this designation is to provide for the development of retail uses that primarily have large floor areas in high traffic areas that have been comprehensively planned, and light industrial uses that do not require large buildings or outdoor storage.



Some of the employment type uses permitted within the M.U.C.E. designation include business and professional offices, industrial and warehouse uses with no outdoor storage or processing components, vehicle sale and servicing establishments and other service uses.

The Employment Area designation applies to the traditional industrial areas in the Town and have been detailed in Section C6 of the plan. The objectives of these uses include providing for an appropriate mix and range of employment uses to meet long-term needs and to provide opportunities for a diversified economic base. Section B10 of the O.P. provides for the protection of Employment Areas and states that proposals to convert lands within the Employment Area designation to another land-use designation will be reviewed through a C.R. as defined by the plan.



Chapter 3

Overview of Macro-Economic and Demographic Trends



3. Overview of Macro-Economic and Demographic Trends

This chapter summarizes the macro-economic trends influencing regional labour force and employment trends within Ontario, the Greater Ottawa Region and Kingston Census Metropolitan Areas (C.M.A.). This broader analysis has been undertaken to provide additional insight with respect to the recent macro-economic and demographic trends that are anticipated to continue to influence the near-term growth outlook for the Town of Arnprior (refer to Chapter 4 for local population and employment growth trends).

3.1 Global Economic Trends and International Trade

3.1.1 Impacts of COVID-19 on Near-Term Economic Growth

Following relatively steady economic growth since the global economy rebounded from the 2008/2009 financial crisis, the world changed dramatically in 2020. The December 2019 outbreak of coronavirus disease (COVID-19) was officially declared a global pandemic by the World Health Organization (W.H.O.) on March 12, 2020 and has inflicted rising economic and human costs throughout the world. In response to the threat of further escalation associated with the spread of the virus, governments around the world have implemented quarantine and physical distancing practices in what has been referred to as the “Great Lockdown.”

The downward impact of these containment measures on global economic output, commodity prices, and consumer spending has been significant. Economic sectors such as travel and tourism, accommodation and energy have been hit particularly hard, largely due to containment measures. On the other hand, many other employment sectors (particularly knowledge-based sectors) that have been more adaptable to the current remote work environment have been less negatively impacted, and in some cases have prospered. Furthermore, required modifications to social behavior (i.e., physical distancing) and increased work-at-home requirements resulting from government-induced containment measures and increased health risks have resulted in significant economic disruption, largely related to changes in consumer demand and consumption patterns. Lastly, escalating tensions and constraints related to international trade have also begun to raise questions regarding the potential



vulnerabilities of globalization and the structure of current global supply chains. This has been further exacerbated by the geopolitical unrest which has arisen due to the 2022 Russian invasion of Ukraine.

With respect to COVID-19, the level of sustained longer-term economic impact related to this “exogenous shock” on the global and Canadian economy is still uncertain. As policy responses and vaccine efforts have been rolled out to pave the road for economic recovery, the rapid spread and threat of new variants have also increased the uncertainty as to when the pandemic will be overcome. Notwithstanding these uncertainties, the global economy is on a path towards recovery; however, it is increasingly clear that the longer the COVID-19 pandemic persists, the greater the challenges towards a global economic recovery.

The global economy contracted by 3.1% in 2020, representing a much more significant economic contraction than what was experienced during height of the 2008/2009 financial crisis. The latest International Monetary Fund (I.M.F.) World Economic Outlook anticipates that the growth of the global economy will slow to 4.4% in 2022 after experiencing growth of 5.9% in 2021. The volume of world trade (goods and services) experienced a decline of 8.2% in 2020, rebounding by 9.3% in 2021. This volume of world trade is forecast to moderate from 2021 but still remain steady at 6.0% in 2022.^[3] Economic output for advanced economies is anticipated to be back on its pre-pandemic growth path in 2022 and to exceed it by 0.9% by 2024.^[4]

According to the I.M.F., for Canada’s largest trading partner, the United States (U.S.), economic output contracted by 3.4% in 2020, rebounded by 5.6% in 2021, and is expected to contract by 4% in 2022. The recovery of the U.S. economy will, in part, depend on the U.S. administration’s response to dealing with the virus domestically, in conjunction with their approach to on-going international trade, protectionist policies and labour force supply. With respect to the national economy, Canada is expected to follow a similar path as the U.S., with output declining overall by 4.7% in 2021, and projected to further decline by 4.1% in 2022 and 2.8% in 2023.

^[3] International Monetary Fund. World Economic Outlook Update, Rising Caseloads, A Disrupted Recovery, and Higher Inflation. January 2022.

^[4] International Monetary Fund. World Economic Outlook, Recovery During a Pandemic, Health Concerns, Supply Disruptions, and Price Pressures. October 2021.



The long-term global and Canadian economic outlook is positive, but it is important to recognize that there are economic headwinds of which to be mindful. Global supply shortages of goods due to trade disruptions and labour shortages, pent-up demand from consumers, and increased commodity prices are resulting in multi-decade-high inflation rates.^[5] Record levels of public-sector debt due to pandemic response measures, and increasing household debt loads resulting from soaring housing prices in many areas of Canada are also a concern. Interest rate hikes are expected to help keep inflation levels in check, with Canada's inflation rate floating around 5% since late 2021, a level not seen since 2003.^[6] Subject to the influence of national and global monetary policy, high inflation levels and interest rate increases could result in potential setbacks in the recovery path towards a stable economy.

Due to the social and economic modifications previously stated, COVID-19 has accelerated changes in work and commerce as a result of technological disruptions which were already taking place prior to the pandemic. These trends are anticipated to have a direct influence on commercial and industrial real estate needs over both the near and longer terms. In light of these anticipated trends, it is important to consider the manner in which these impacts are likely to influence the nature of employment by type, as well as by place of work.

Notwithstanding the recent positive real estate trends identified for eastern Ontario as a whole as well as the Town of Arnprior, there are a number of factors which support a cautious outlook with respect to the broader demand for housing over the near- to medium-term (i.e., the next one to five years). Reduced immigration levels in 2020 and expected lower levels in 2021 are anticipated to slow population growth within the larger urban centres of eastern Ontario, potentially placing downward pressure on housing market demand (refer to section 3.1.1).^[7] Tighter mortgage rules could also temper the hot real-estate market as home buyers would face stiffer mortgage stress tests. The Governor of the Bank of Canada has also warned that home buyers who have

^[5] International Monetary Fund. World Economic Outlook, Recovery During a Pandemic, Health Concerns, Supply Disruptions, and Price Pressures. October 2021.

^[6] Financial Post, RBC Chief executive calls for "rapid action" on interest rates to tame inflation. January 12, 2022.

^[7] "Very difficult" to meet Canada's immigration targets after pandemic drop: immigration lawyer. CTV News. January 14, 2021.



overextended on their mortgages are vulnerable to rising interest rates when they must be renewed, and not to expect the rapid price increase to continue indefinitely.^[8]

As of March 2022, with COVID-19 case counts decreasing, many governments have loosened mask mandates and vaccine passport requirements. In Canada, all provincial governments have either dropped or have issued timelines for the loosening of vaccine passports and mask mandates. This indicates a shift in the management of COVID-19, where governments are taking an “endemic” approach that will focus on living with the virus rather than eliminating it.

3.2 Planning within the Context of an Evolving National and Provincial Economic Outlook

3.2.1 Ontario Outlook within the Canadian Context

The Ontario economy is facing significant structural changes. Over the past several decades, the provincial economic base, as measured by gross domestic product (G.D.P.) output, has shifted from the goods-producing sector (i.e., manufacturing and primary resources) to the services-producing sector. This has largely been driven by G.D.P. declines in the manufacturing sector which were accelerated as a result of the 2008/2009 global economic downturn. It is noted that these G.D.P. declines in the manufacturing sector had started to show signs of stabilization in the past several years, prior to the recent global recession of 2020.

Over the past decade, the Ontario economy experienced a steady rebound in economic activity since the 2008/2009 downturn; however, this recovery was relatively slow to materialize with levels sharply rebounding from 2013 to 2018, as illustrated in Figure 3-4. This economic rebound has been partially driven by a gradual recovery in the manufacturing sector, fueled by a lower-valued Canadian dollar and the gradual strengthening of the U.S. economy.^[9] Growth in 2019 eased to 1.6%, largely as a result of a tightening labour market and slowing global economic growth.^[10]

^[8] CTV Business News, Mortgage stress tests set to tighten in wake of Bank of Canada warnings, May 20, 2021.

^[9] Valued at approximately \$0.80 U.S. as of January 13, 2022.

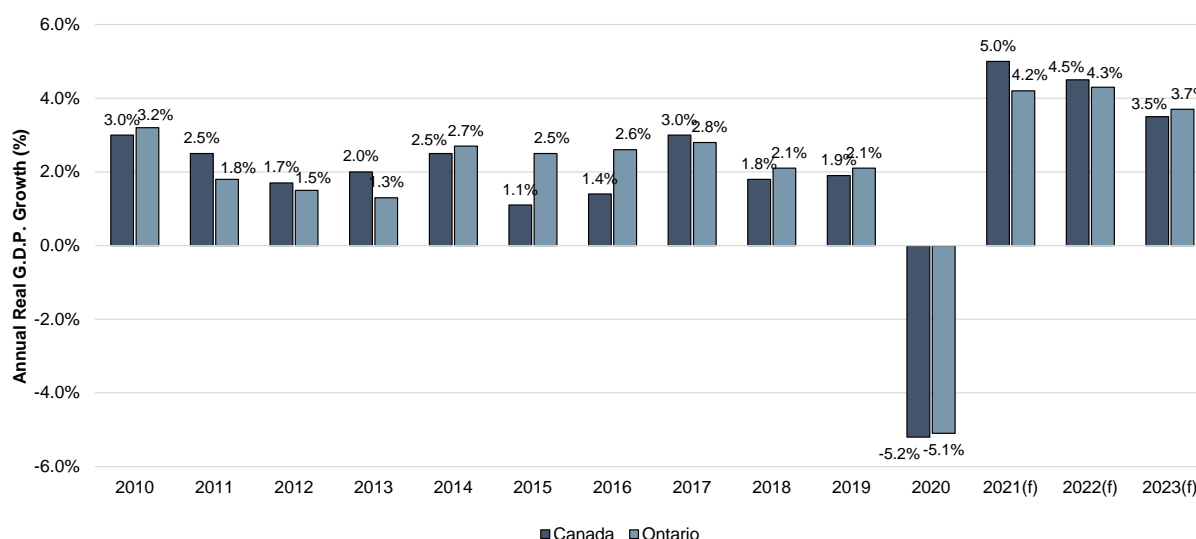
^[10] BMO Provincial Outlook, Spring 2019.



While the recent performance of the Ontario economy has remained relatively strong over the past several years through to early 2020, the COVID-19 pandemic poses significant economic impacts to the national and provincial economies. As illustrated in Figure 3-1, the Ontario economy is estimated to have contracted by 5.1% in 2020 before rebounding by 4.2% in 2021. BMO Capital Markets has forecast that the Ontario economy will continue its momentum, growing by 4.1% in 2022 and 3.7% in 2023, while the overall Canadian economy is expected to grow by 4.0 in 2022 and 3.5% in 2023.

Increasing household debt loads caused by rising house prices in Ontario also continues to pose a risk to the provincial economy, which is important to recognize when considering forecast labour force and employment growth trends. The sharp rise in Ontario's housing prices over the past decade, particularly in the Greater Toronto and Hamilton Area (G.T.H.A.), has contributed to record consumer debt loads and severely eroded housing affordability.

Figure 1
Province of Ontario and Canada
Annual Real G.D.P. Growth, Historical (2006 to 2020) and Forecast (2021 to 2023)



Note: 2021 to 2023 are forecast by BMO Capital Markets Economics.

Source: Derived from BMO Capital Markets Economics, Provincial Economic Outlook, April 2021, by Watson & Associates Economists Ltd., 2022.



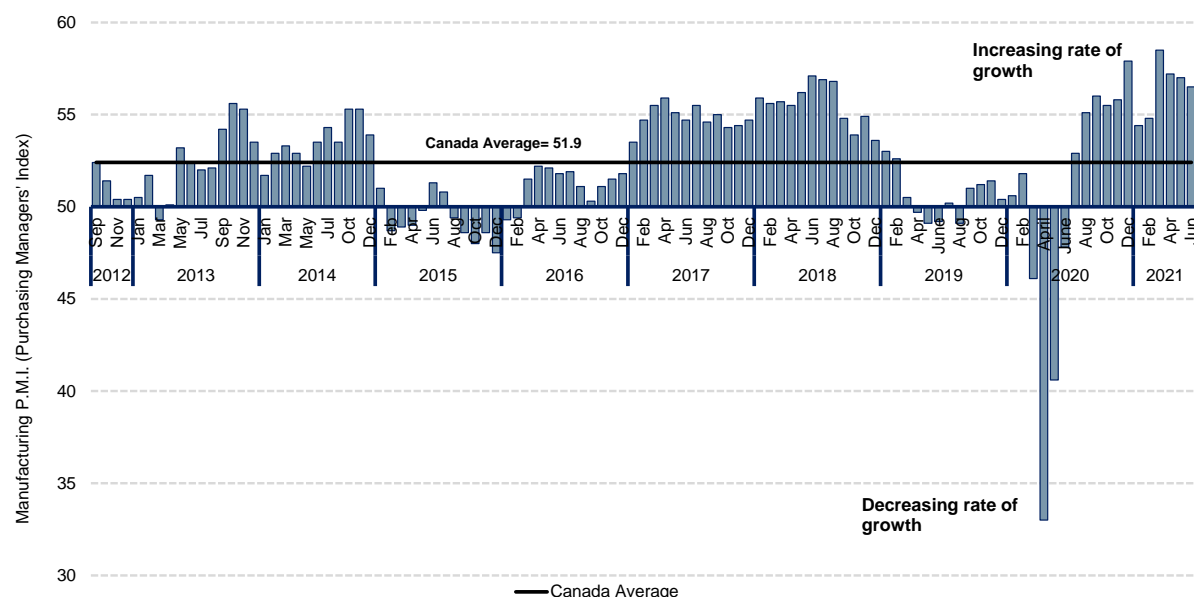
3.2.2 Emerging Industry Sector and Labour Force Trends

3.2.2.1 Outlook for Provincial and Regional Manufacturing Sectors

The Purchasing Managers' Index (P.M.I.) is a prevailing economic indicator for economic trends in the manufacturing and services sectors which is based on the purchasing managers' market condition outlook and serves as a key measure of the direction of the manufacturing sector on a monthly basis. The P.M.I. index ranges between a number of 1 to 100. A P.M.I. value greater than 50 represents an expansion relative to the previous month, while a P.M.I. value less than 50 represents a contraction. Figure 2 summarizes the P.M.I. index for Canada between 2012 and 2020 (April). As illustrated in Figure 2, the P.M.I. index has largely exhibited moderate to strong expansion between 2012 and 2018, with the exception of 2015 and 2019, which experienced contractions. Also, 2013 and 2016 experienced periods of brief economic contraction. The P.M.I. index shows steep contractions at the beginning of March 2020 in manufacturing and services-sector activity due to the negative effects of COVID-19 on the global economy, international trade, and the general demand for goods and services. These conditions worsened into April 2020; however, they showed signs of a moderate rebound in May and June and strong growth from August to June 2021.



Figure 2
Purchasing Managers' Index for Canada, 2001 to June 2021



Note: Above 50.0 indicates growth from previous month, 50.0 indicates no change from previous month, and values below 50.0 indicate a decline from previous month.

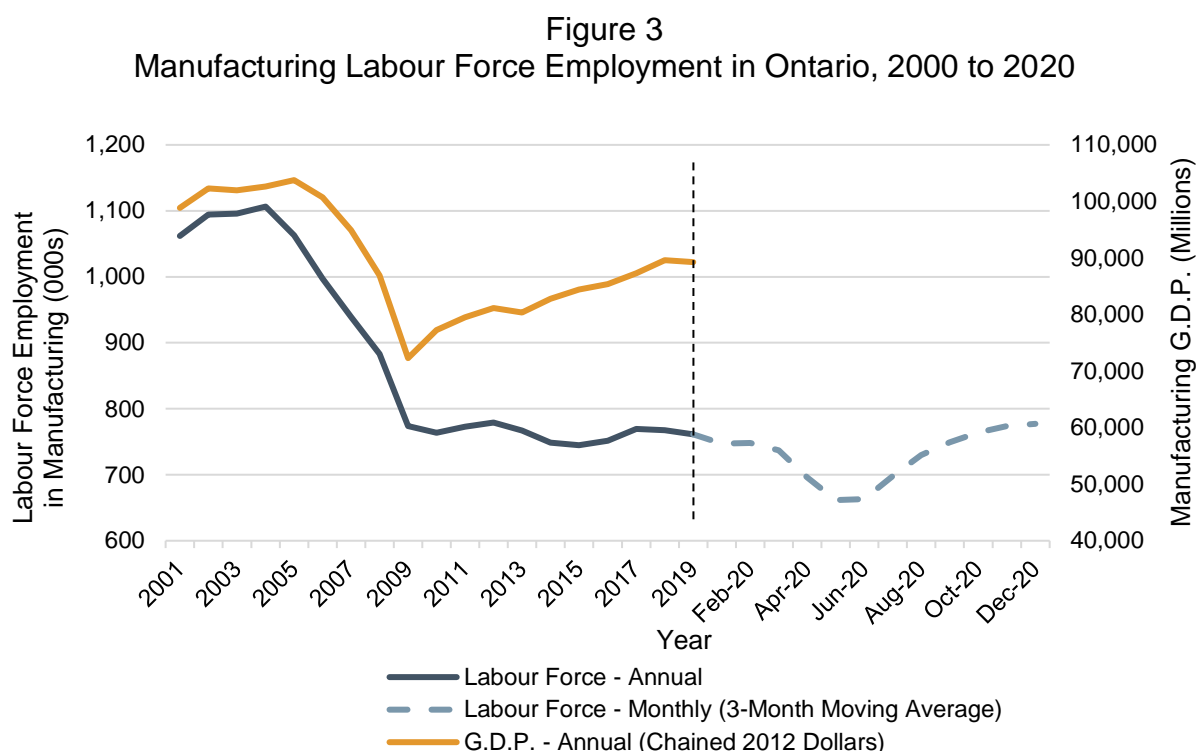
Source: HIS Markit Canada, Canada PMI Index, June 2012 – June 2021 summarized by Watson & Associates Economists Ltd., 2022.

While manufacturing remains vitally important to the provincial economy with respect to jobs and economic output, this sector is not anticipated to generate a high rate of labour-force growth across the Province over the coming decades, as globalization has led to increased outsourcing of manufacturing processes to overseas manufacturers. While there will continue to be a manufacturing focus in Ontario, the nature of industrial processes is rapidly shifting, becoming more capital/technology intensive and automated, with lower labour requirements. The highly competitive nature of the manufacturing sector will require production to be increasingly cost effective and value-added oriented, which bodes well for firms that are specialized and capital/technology intensive. As a result of increased efficiencies in the manufacturing sector, G.D.P. has increased relative to generally flat labour force trends as G.D.P. output per employee has risen.

As summarized in Figure 3, the manufacturing sector in Ontario experienced significant declines between 2004 and 2009 with respect to labour force and G.D.P. Between 2009 and 2019, however, provincial labour force levels in the manufacturing sector



stabilized while G.D.P. output steadily increased. While showing modest growth since 2016, labour force levels in the manufacturing sector declined in early 2020 due to the impacts of COVID-19 but showed a steady rebound between June 2020 and December 2020.



Source: Annual labour force data from Statistics Canada Labour Force Survey, Table 282-0125, and monthly data from Table 14-10-0091-01. Annual G.D.P. data from Statistics Canada Table 36-10-0402-01 by Watson & Associates Economists Ltd., 2022.

3.3 Regional and Local Employment Trends

3.3.1 Broader Regional Economic Outlook, 2001 to 2022

Figure 4 illustrates total labour force and unemployment rate trends for the Ottawa Economic Region. The Town of Arnprior forms a small part of the economic region geographically and is located adjacent to the City of Ottawa.^[11] Labour force data represents the number of residents who live within the Ottawa Economic Region and

^[11] Based on the levels of geography for which the data on labour force and employment rate trends is maintained, Economic Region level data is the closest regional data available for Arnprior.



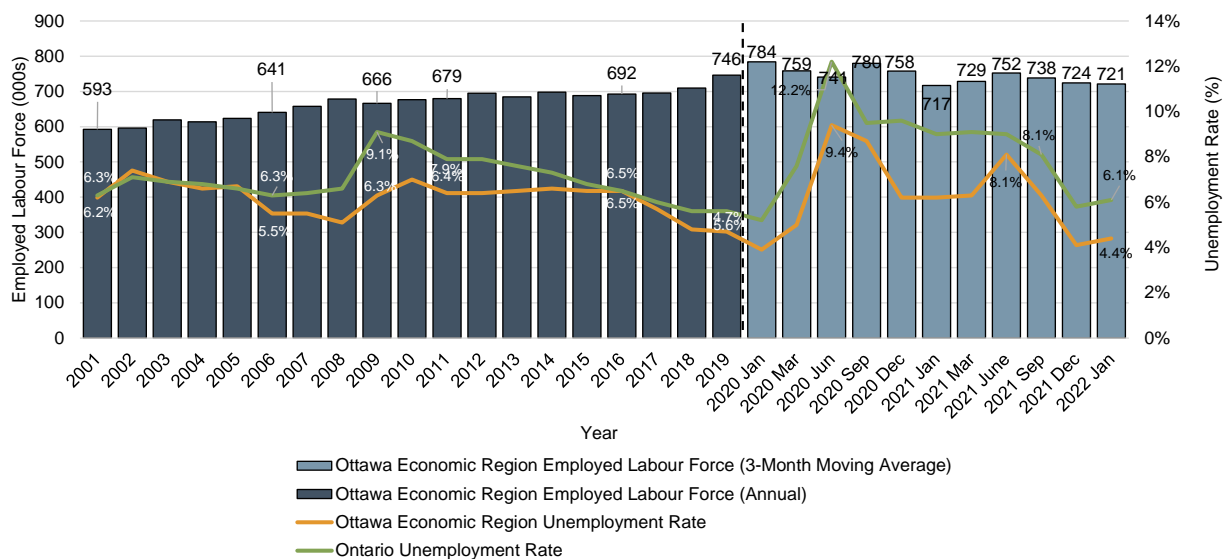
are within the labour force, regardless of where they work. This includes residents who live and work within the Ottawa Economic Region, including those who work from home, and those who commute outside the region for work. Between 2021 and 2046, the City of Ottawa is expected to increase by 346,000 residents and 165,000 jobs.^[12] Future employment growth within the City of Ottawa is anticipated to place continued outward urban growth pressure to the surrounding economic region as prospective employees in the City seek affordable ground-related housing options within a reasonable commuting distance. Key observations include:

- The total labour force growth within the Ottawa Economic Region increased from 593,000 to 692,000 between 2001 and 2016;
- During the post-2016 period, the labour force market showed a high rate of growth, increasing from 692,000 in 2016 to 746,000 in 2019; but falling to 703,600 in 2020;
- The unemployment rate in the Ottawa Economic Region rose moderately to 6.3% in 2009, coinciding with the 2008 global economic recession, and subsequently fell to 4.7% in 2019, the lowest rate this area has experienced in over two decades, prior to peaking in June 2020 to 9.4% as a result of COVID-19. The unemployment rate in the Region has been lower than the provincial average during these peak periods;
- Since peaking in mid-2020, the unemployment rate in the broader Ottawa Economic Region has steadily declined as the regional economy continues to recover; and
- To ensure that economic growth is not constrained by future labour shortages, continued effort will be required by municipalities within Ottawa Economic Region, including the Town of Arnprior, to continue to explore ways to attract and accommodate new skilled and unskilled working residents to the region within a broad range of housing options.

^[12] City of Ottawa Official Plan, November 24, 2021.



Figure 4
Ottawa Economic Region
Total Labour Force and Unemployment Rate Trends, 2001 to 2022



Note: Statistics Canada Labour Force Survey and Census labour force statistics may differ.
Source: Ottawa Economic Region employed labour force and unemployment rate from Statistics Canada Table 14-10-0090-01 and 2020 monthly data from Table 14-10-0293-01. Annual Province of Ontario unemployment rate from Statistics Canada Table 14-10-0090-01 and 2020 monthly data from Table 14-10-0295-02. 2021 monthly data from Table 14-10-0387-02. By Watson & Associates Economists Ltd.

Note: Statistics Canada Labour Force Survey and Census labour force statistics may differ.
Source: Ottawa Economic Region employed labour force from Statistics Canada Table 14-10-0096-01. Province of Ontario unemployment rate from Statistics Canada Table 14-10-0090-01, by Watson & Associates Economists Ltd., 2022.

3.4 Regional and Local Economic Growth Drivers and Disruptors

A broad range of considerations related to demographics, economics and socio-economics are anticipated to impact future population and employment growth trends throughout Arnprior over the 2021 to 2051 planning horizon. These factors will not only affect the rate and magnitude of growth but will also influence the form, density and location of residential and non-residential development. These broad drivers and disruptive factors are briefly discussed below.

3.4.1 What Drives Population and Employment Growth?

As a starting point, it is important to recognize that future population and employment growth within Arnprior is strongly correlated with the growth outlook and



competitiveness of the economy within Arnprior and the surrounding region – which in this case is largely represented by the Ottawa Economic Region as well as the Kingston-Pembroke Economic Region. Steady economic growth within the commuter-shed of the Economic Region following the economic recovery from the 2008 global economic downturn represents the primary driver of net migration to this area over the past decade. Added to this, an acceleration of work-at-home opportunities since the COVID-19 pandemic combined with competitive regional housing prices, particularly for ground-oriented housing forms, has continued to drive net migration to this area in recent years.

The employment base within Arnprior and the surrounding commuter-shed can be grouped into two broad categories – export-based sectors and community-based sectors; the latter primarily refers to local population serving employment. Export-based sectors comprise industries (i.e. economic clusters) producing goods that reach markets outside the community (agriculture and primary resources, manufacturing, research and development as well as other knowledge-based industries). Local industries also provide services to temporary and/or other residents of the Town not captured by Census data as part of the permanent population base such as hotels, restaurants, tourism-related sectors, colleges and universities, as well as businesses related to financial and professional, scientific and technical services.

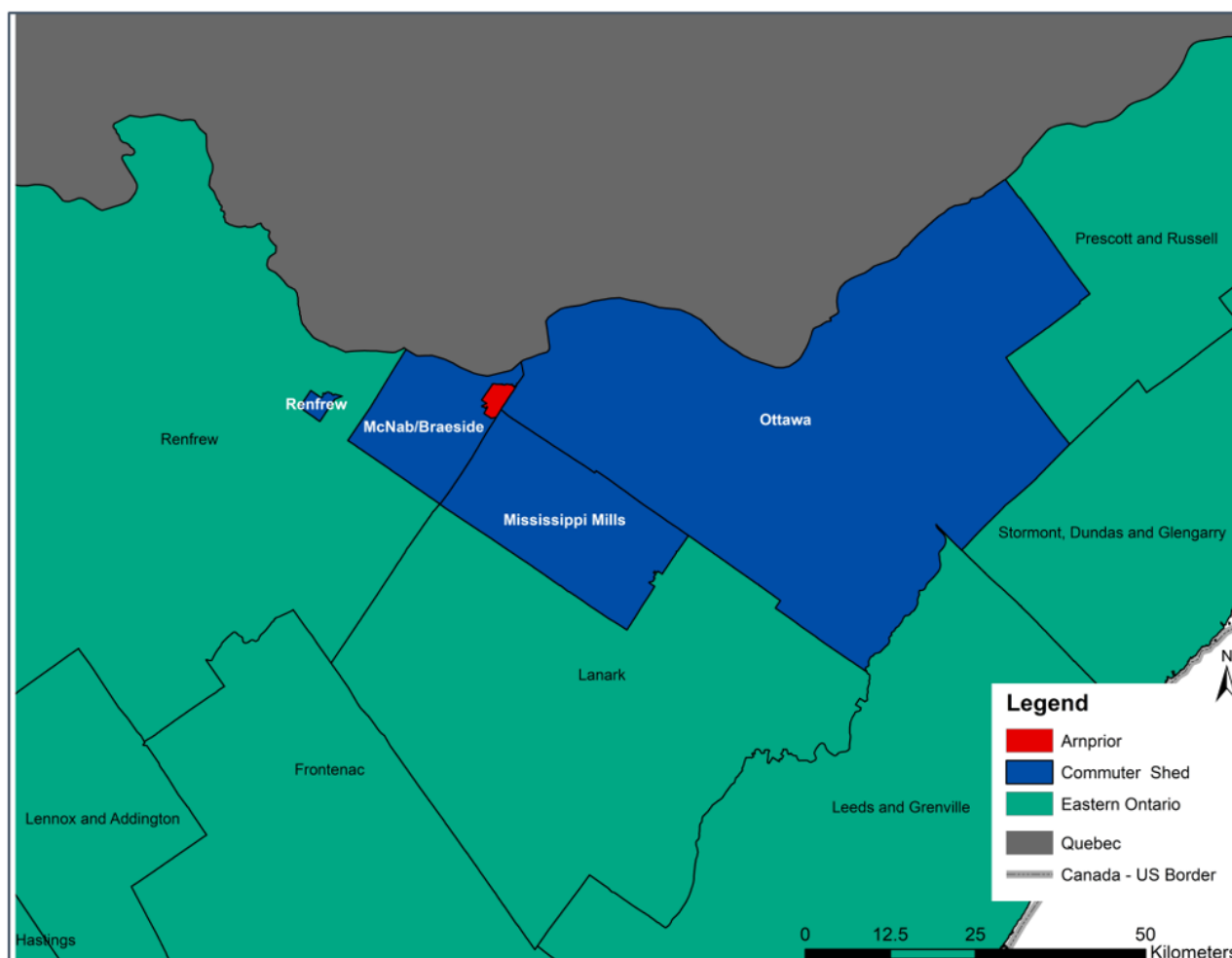
Economic growth in the regional export-based economy generates wealth and economic opportunities that, in turn, stimulate community-based or population-related employment sectors, including retail trade, accommodation and food services, and other service sectors. Economic development subsequently drives the need for labour force growth which is largely generated from positive net migration. Ultimately, population growth in Arnprior within the 0 to 64 age group, similar to the country as whole, will continue to be largely driven by net migration associated with the working-age population and their dependents (i.e. children, spouses not in the labour force, others). On the other hand, population growth of the region's 65+ population will continue to be largely driven by the aging of the Town's existing population and, to a lesser extent, the attractiveness and affordability of the Town to existing and new seniors.



3.4.2 Outward Growth Pressure

As previously mentioned, the Town of Arnprior is located within Renfrew County, adjacent to the City of Ottawa. The location of Arnprior within the context of its commuter shed and surrounding region is shown on the map below.

Figure 5
Arnprior within the Context of the Surrounding Commuter Shed

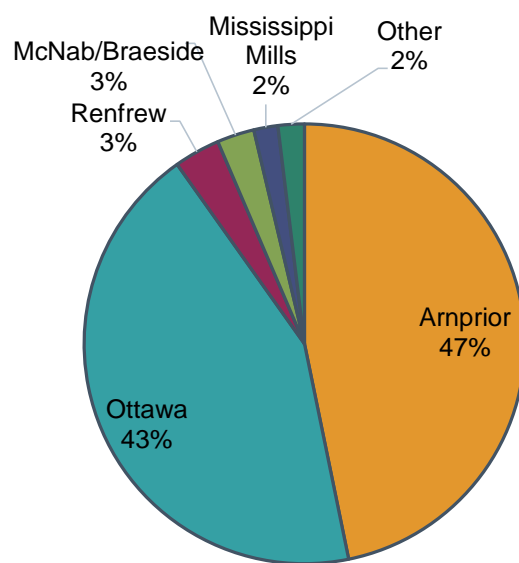


As displayed in Figure 6, 90% of Arnprior's residents work either within Arnprior or in Ottawa, while the rest commute to other surrounding municipalities for work. These include the Municipality of Mississippi Mills, the Town of Renfrew and the Township of McNab/Braeside. As the employment base within this surrounding commuter shed grows, Arnprior will continue to be a desirable location for these workers to live, leading



to steady population growth in the Town. For additional information about how commuting patterns have evolved since 2001, please refer to Appendix A.

Figure 6
Town of Arnprior Commuter Shed, 2016
Where Employed Town Residents Commute to Work



Source: Statistics Canada Census 2016 Data compiled by Watson & Associates Economists Ltd., 2021.

3.4.3 Attractiveness to the 55+ Age Group

Population growth of the 55+ age group across Ontario will continue to be a key driver of housing growth in Arnprior over the next 30 years. For Eastern Ontario as a whole, the percentage of the 55+ age group to the total population is projected to increase from 32% in 2016 to 36% in 2046.^[13] The source of net migration to Arnprior in the 55+ age category will largely be from the City of Ottawa and surrounding Economic Region.

Future housing demand across Arnprior generated by the 55+ age group is anticipated to remain strong over the next decade, driven by the aging of the Baby Boom population. This will generate an increasing need to accommodate a growing number of seniors in housing forms that offer a variety of services ranging from independent living to assisted living and full-time care. On the other hand, a growing wave of new

^[13] Ministry of Finance, Spring 2021 Update, Table 6: Ontario Population Projections, 2016-2046, reference scenario.



Arnprior residents will be seeking housing opportunities that are geared towards active lifestyles and recreation.

It is important to recognize that the population base of the Town is older on average and aging at a slightly faster rate than the Province as a whole. More specifically, the percentage of Arnprior's population in the 55+ age group is forecast to increase over the forecast period from 33% in 2016 to 42% in 2051 (refer to Chapter 5 for further details).

The aging of the population and declining population growth associated with natural increase (i.e. births less deaths) is anticipated to place downward pressure on the rate of population and labour force growth within Arnprior and, subsequently, the regional labour force participation rate. Similar to the Province as a whole, Arnprior will increasingly become more reliant on net migration as a source of population growth as a result of these demographic conditions. It is important to recognize these demographic trends, as they are anticipated to constrain the rate of population and economic growth expected across the Town over the next several decades.

Given the diversity of the 55-74 and 75+ age groups, forecast housing demand across the Town between these demographic groups is anticipated to vary considerably. Housing demand within the 55-74 age group is anticipated to be relatively strong for ground-oriented housing forms (i.e. single detached, semi-detached and townhouses) provided in locations that offer proximity to urban amenities, municipal services, and community infrastructure. With respect to the 75+ age group, the physical and socio-economic characteristics of this age group (on average) are considerably different from those of younger seniors, empty nesters, and working adults with respect to income, mobility, and health. Typically, these characteristics represent a key driver behind the increased propensity of the 75+ population age group for medium- and high-density housing forms (including seniors' housing) that are in proximity to health care services as well as other community facilities that typically attract this age group.

3.4.4 Attracting Millennials and Future Generations

Future housing needs in Arnprior will be increasingly impacted by the Millennial generation. While there is no standard age group associated with the Millennial generation, persons born between 1980 and 1992 best fit the definition of this age group. Millennials represent a large age cohort in Canada, rivaling the Baby Boomer



generation in terms of size, and impacts on the real estate market and labour force base. As of 2016, Millennials accounted for approximately 14% of Arnprior's population, lower than the Ontario provincial average of 17%.^[14]

Home ownership is considered important for most Millennials. A recent Royal LePage study found that nearly half the Canadians aged 25-35 owned their home, and that 68% who currently are not homeowners planned to purchase a home in the next five years, with 72% being confident in their financial outlook. Nearly two-thirds of this age group who are employed or seeking employment feel the ability to work remotely for an employer is important, and approximately half said this has increased their likeliness to move further from their place of work. In total, nearly two in five are considering a move to a less-dense area due to the COVID-19 pandemic, while approximately half said COVID-19 did not impact their desire to move into less-dense areas. Given an option, 45% indicated they would prefer living in a city, while 47% said they would choose small town or country living. The most attractive features of living in a city were walkability (21%) and access to events, attractions and other entertainment options (21%), followed by diversity of people and cultures (18%), and more employment opportunities (17%). The top reasons for wanting to move to a less-dense area included access to more outdoor space (62%) and lower home prices (61%), followed by the affordability of larger properties (51%).

Much of this demand for future home ownership appears to be the desire for additional floor space and a yard, in many cases to accommodate a growing family. Anticipated housing demand by the Millennial population is anticipated to drive future housing needs across the Town, which provide options for first-time homebuyers as well as “move-up” buyers with growing families. With this in mind, housing demand is anticipated to be particularly strong for ground-oriented development – such as single and semi-detached dwellings, townhouses and back-to-back townhouses as well as higher-density development such as stacked townhouses and low-rise apartments.

Generation Z, the cohort that directly follows the Millennial Generation, is now entering the real estate and labour market. Demographers and researchers typically use the mid-1990s to mid-2000s as starting birth years to describe the Generation Z cohort. For the purposes of this study, we have assumed that those born between 1993 and 2005 (16-28 years of age as of 2021) comprise Generation Z. As of 2016, this

^[14] Statistics Canada, Census 2016, population by age.



population represented 12% of Arnprior's population base; however, at that time, this population base was primarily a youth population base (11 to 23 years of age) and not a major component of the housing market. By 2051, Generation Z is forecast to comprise 11% of the total population of Arnprior. Over the next several decades, Generation Z is also anticipated to place increased demand on low-, medium- and high-density ownership and rental housing.

It is also important to recognize the impact of Millennials and Generation Z on the nature of future employment growth, which will be increasingly driven by the knowledge-based economy. Compared to older age groups, Millennials and Generation Z have a higher average level of education attainment in Canada compared to older age groups. Millennials are considered the most educated generation; nearly 70% of Millennials have a post-secondary certificate, diploma and degree compared to the previous generation, Generation X, at approximately 55%. This bodes well in accommodating labour within the knowledge-based economy; however, it has posed a challenge in accommodating employment in other sectors of the economy, including unskilled employment, as a greater share of the Baby Boomer generation enters retirement. Generation Z will continue to serve as a catalyst for both growth and change related to future office, retail, institutional and industrial developments across Arnprior. The extent to which Arnprior can capitalize on potential demand from these demographic groups is subject to a number of economic and socio-economic variables (e.g. relative housing costs/affordability, local and regional employment opportunities, broadband infrastructure, lifestyle preferences, local amenities, community services and perceived quality of life).

3.4.5 Regional Economic Opportunities

Future population and housing growth potential within Arnprior is strongly influenced by the competitiveness of the export-based economy within the Town and Renfrew County, as well as within the surrounding regional economic area (i.e. Ottawa C.M.A., Kingston C.M.A. and Eastern Ontario). Between 2001 and 2016, the Ottawa and Kingston C.M.A.s combined for 32,100 new jobs, representing an annual growth rate of 1%. The continued economic success of these regional economy will not only attract prospective residents to Arnprior but also create economic synergies for future businesses to leverage. As previously referenced, Figure 5 provides a map of Eastern Ontario in the context of the Town of Arnprior. In assessing the Town's long-term population growth potential, it is important to explore the connection between



provincial/regional economic growth trends, regional labour force demand and forecast net migration potential across the region.

As previously identified, regional employment growth opportunities represent the primary driver of labour force growth, net migration and ultimately long-term population growth within Arnprior. Between 2001 and 2016 the Town's labour force base grew by 1,480 persons or by 3% annually. During the same historical time period, the County's labour force participation rate declined from 68% to 64%, largely due to the aging of the labour force. Looking forward, the County's labour force participation rate is anticipated to further decline as the Baby Boomer generation continues to age. It is important to recognize that the County's aging population and labour force will place downward pressure on long-term labour force growth potential within the Town of Arnprior, which further emphasizes the need to plan for steady migration, particularly geared to the working-age population.

The Town's existing employment base is concentrated in a diverse range of goods-producing and services-producing sectors such as small-, medium- and large-scale manufacturing, construction, wholesale trade, government and education, business services, information technology, research and innovation, accommodation and food services, agriculture, and tourism.

Notwithstanding the past and potential success of the regional employment market, international competition for business development and investment is becoming increasingly competitive in today's "new economy." The Town of Arnprior is located within proximity to a number of small, medium to large urban/suburban municipalities with which it competes directly for business attraction and investment. All these municipalities generally offer regional attributes that largely appeal to prospective international and local firms as well as new residents. As such, the Town of Arnprior will need to continue to explore approaches to leverage opportunities which capitalize on the human capital that currently exists within the broader regional economy while encouraging ongoing entrepreneurship, small business development, innovation and investment retention.

3.4.6 *Quality of Life*

Quality of life is a key factor influencing the residential location decisions of individuals and their families. It is also a factor considered by companies in relocation decisions.



Typically, quality of life encompasses several sub-factors such as employment opportunities, cost of living, housing affordability, quality of schools, transportation, recreational opportunities, climate, arts and culture, entertainment, amenities and population diversity. The importance of such factors, however, will vary considerably depending on life stage and individual preferences.

Arnprior offers opportunities for “small-town” living with access to shopping and urban amenities, arts and culture, recreation and the rural countryside. Attraction efforts must also be linked to housing accommodation (both ownership and rental), municipal services and infrastructure, as well as quality of life attributes that appeal to the younger mobile population, while not detracting from the Town’s attractiveness to older population segments. Arnprior’s smaller town urban character offers a high quality of life which is expected to drive net migration from a broad range of demographic groups including the 55-74 age group (i.e. Baby Boomers and younger seniors) and the remaining adult population age groups.

3.5 Observations

For the Town of Arnprior and more broadly across most areas of Eastern Ontario (in particular, smaller urban and rural communities), the COVID-19 pandemic has acted as a near-term driver of housing demand, led by increased opportunities for remote work and the reconsideration by some Ontario residents to trade “city lifestyles” for “smaller town living.” It is recognized, however, that the longer-term population and employment growth potential for this area will be heavily dependent on sustained economic growth potential of the broader economic region. As such, it is important not to overstate the near-term impacts of COVID-19 on housing demand in Arnprior and Renfrew County over the long term.

As of 2016, more than one-third of the population in Arnprior is older than 55 years. Over the forecast period, the Town’s population base is expected to continue to steadily age. Most notably, the percentage of population in the 75+ age group (older seniors) is forecast to increase over the forecast period from 12% in 2016 to 22% in 2051. Looking forward, this growing older population segment is anticipated to be a key driver of higher-density forms of housing growth in Arnprior, as this group will require a range of housing forms such as low-rise apartments, secondary suites and seniors’ residences. The Town of Arnprior is also anticipated to accommodate young adults and



new families seeking competitively priced home ownership and rental opportunities across a range of low-, medium- and high-density housing forms. Accordingly, opportunities should be explored to provide a mix of future housing across a range of density types to accommodate all age groups and income levels (including affordable housing options).



Chapter 4

Town of Arnprior – Population and Employment Trends



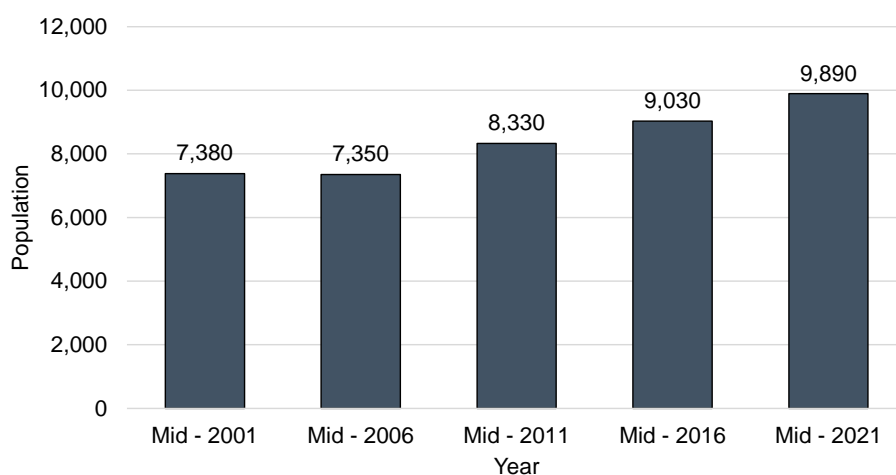
4. Town of Arnprior – Population and Employment Trends

This Chapter provides a description of the local population and employment conditions and residential and non-residential development trends within the Town of Arnprior over the last two decades.

4.1 Population Trends

Figure 7 summarizes historical permanent population trends for the Town of Arnprior over a 20-year period from 2001 to 2021. During this historical time period, Arnprior population increased from 7,380 in 2001 to 9,890 in 2021, an increase of approximately 2,500 people or an annual increase rate of approximately 1.5%.^[15] Comparatively, the population base for the Province of Ontario grew at an average rate of 1.0% annually during the same time period.

Figure 7
Town of Arnprior
Historical Total Population, 2001 to 2021



Note: Population figures include a net Census undercount of approximately 2.7%.
Population figures have been rounded.

Source: Derived from Statistics Canada Demography Division by Watson & Associates Economists Ltd., 2022.

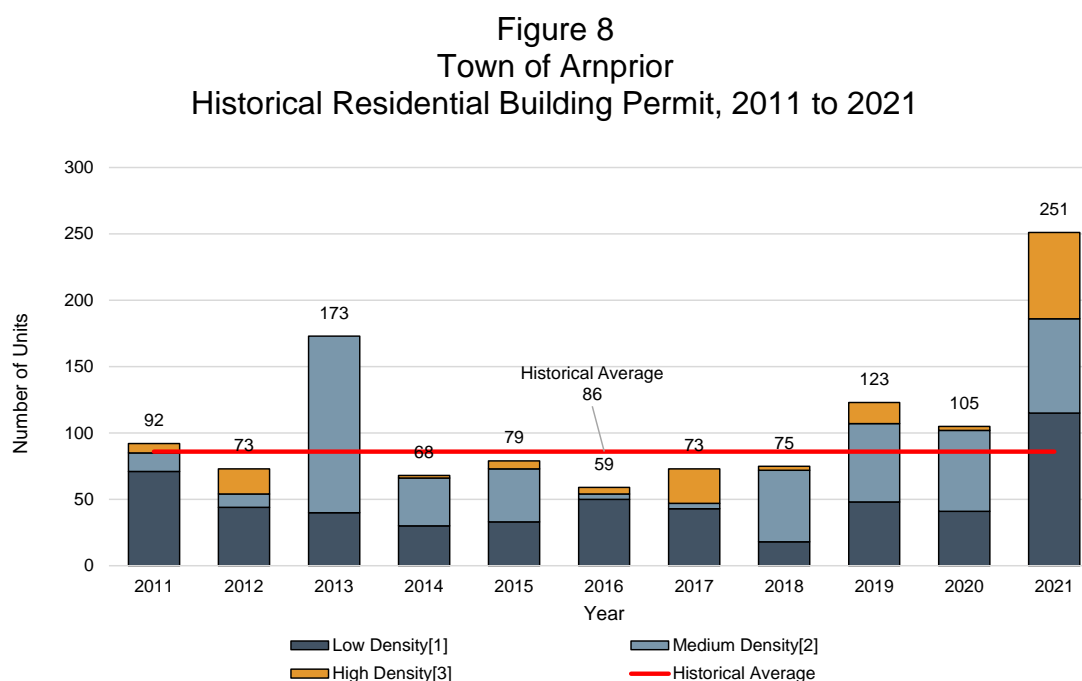
^[15] 2021 population has been derived from Statistics Canada 2021 Census data.



4.2 Household Trends

4.2.1 Residential Development Activity

Figure 8 summarizes trends in historical residential building permit activity (new units only) for the Town of Arnprior during the 2006 to 2021 period. Over this 15-year period, Arnprior averaged 86 new residential units annually. Between 2006 and 2010, annual building permits averaged 74 units, while in the following period between 2012 and 2016, annual building permits increased slightly to 91 units. During the most recent period (i.e. 2017 to 2021), annual building permits increased significantly and averaged 125 units. This increase was mostly due to the high number of permits issued in 2021.



[1] Includes singles and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Data provided by Town of Arnprior, presented by Watson & Associates Economists Ltd., 2022.

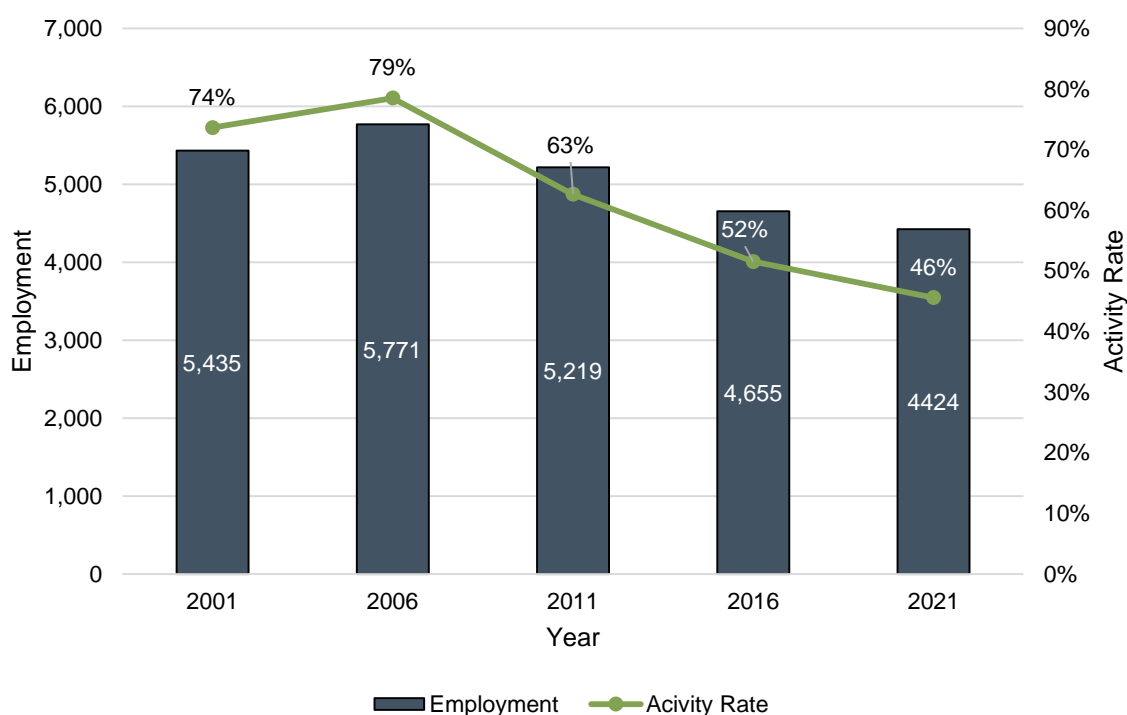
4.3 Recent Employment Growth Trends by Sector

Figure 9 summarizes total employment growth in the Town of Arnprior between 2001 and 2021. During this time period, the Township experienced a decline of approximately 1,000 jobs. The Town's employment activity rate decreased from 74% in



2001 to about 46% in 2021, indicating that the population has been increasing at a much faster rate than the local employment base.^[16]

Figure 9
Town of Arnprior
Employment Growth 2001 – 2021



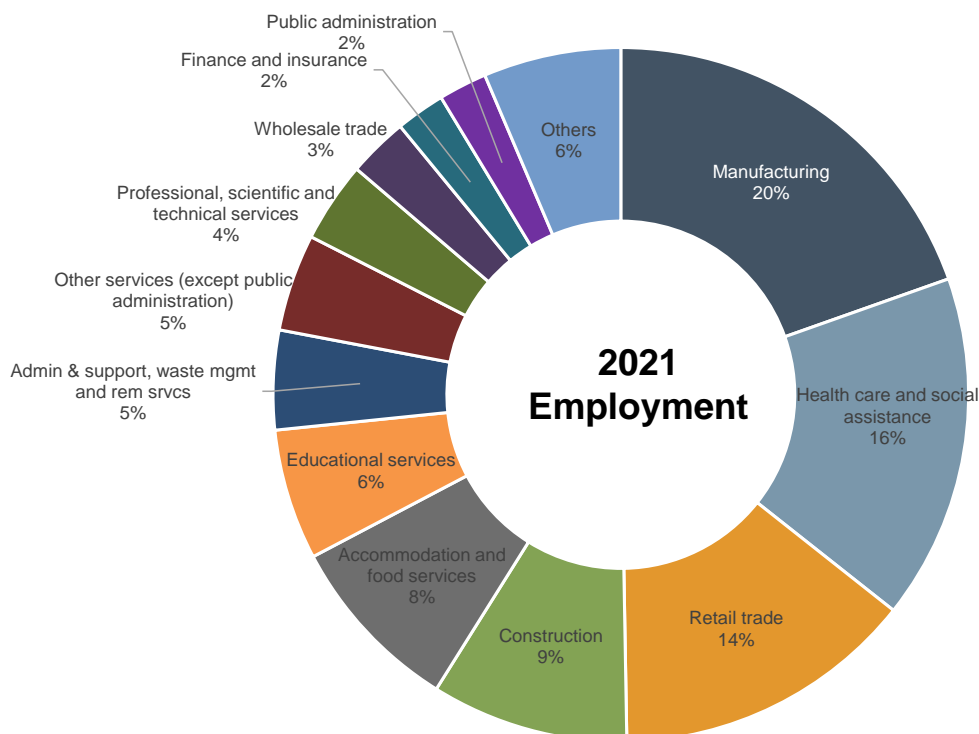
Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2022.

Figure 10 shows the employment share by sector in 2021, representing the number of jobs located within the Town of Arnprior. This includes the live/work labour force, including work at home employees as well as in-commuters. While the Town's economic base is relatively small, it is diverse, spanning a range of employment sectors from manufacturing, construction, accommodation and food services, public administration, and professional, scientific and technical services to transportation and warehousing. The largest sector in the Town is manufacturing, accounting for 20% of the total employment base.

^[16] An employment activity rate is defined as the number of local jobs in a municipality divided by resident population.



Figure 10
Town of Arnprior
Employment Share by N.A.I.C.S. Code – 2021

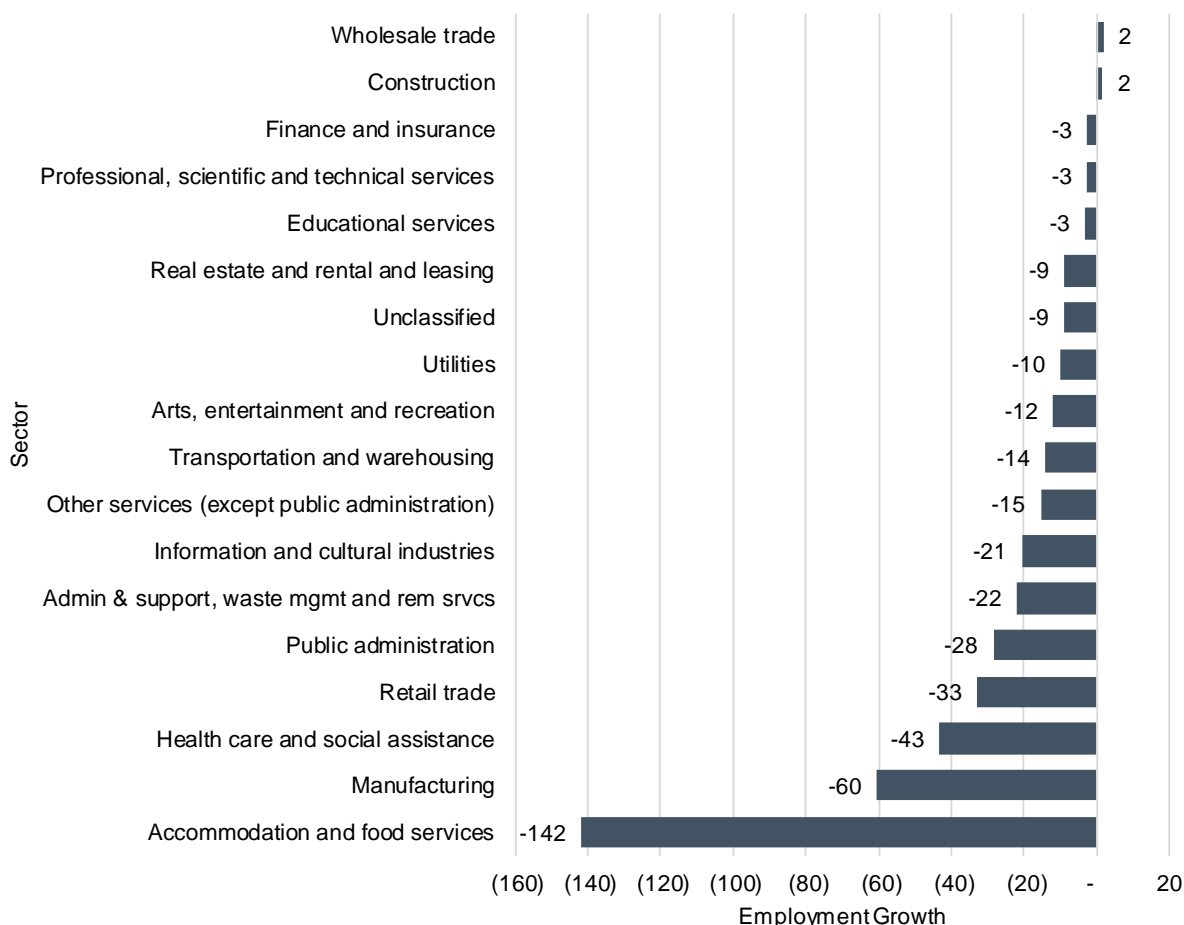


Source: 2001 – 2016 derived from Statistics Canada Census Data, 2021 from EMSI data by Watson & Associates Economists Ltd., 2022.

As summarized in Figure 11, all the major commercial, institutional, and industrial employment sectors experienced a decline in Arnprior between 2016 and 2021. Employment declined at a particularly higher rate in sectors such as manufacturing, health care and social assistance, retail trade, accommodation and food services. Certain industrial and commercial sectors such as manufacturing, retail trade, accommodation and food services have experienced high rate of decline over the past 5-year period. Some of this may be due to the disruptions caused by the COVID-19 pandemic. As shown in Figure 4 in Chapter 3, the unemployment rate within the Ottawa Economic Region has been consistently lower than that of the Province and increasing between January 2020 to June 2021. The unemployment rate of the region, however, has been declining and stabilized after the Census enumeration in the more recent months.



Figure 11
Town of Arnprior
Employment Growth, 2016 to 2021



Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2022.

4.3.1 Addressing Regional Economic Opportunities

Figure 12 illustrates the strength of employment sectors in Arnprior relative to the Province using Location Quotients (L.Q.),^[17] size (based on employment) and recent growth trends. As shown, Arnprior has a relatively high employment concentration in manufacturing, accommodation and food services, construction, retail trade, health care

^[17] An L.Q. of 1.0 identifies that the concentration of employment by sector is consistent with the broader employment base average. An L.Q. of greater than 1.0 identifies that the concentration of employment in a given employment sector is higher than the broader base average, which suggests a relatively high concentration of a particular employment sector or “cluster.”



and social assistance. In contrast, certain emerging “knowledge-based” clusters, including professional, scientific and technical services, finance and insurance, educational services, public administration, as well as real estate and rental and leasing are less concentrated but have recently been experiencing moderate to strong employment growth.

Figure 12
Town of Arnprior
Location Quotient, 2021



Note: The L.Q. of the mining, quarrying, and oil and gas and extraction industry, and agriculture, forestry, fishing and hunting sectors is 0 and not shown in the figure.

Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2022.

4.4 Observations

With an estimated 2021 population base of 9,890, the Town of Arnprior is the second most populated Town in Renfrew County (following Petawawa), representing



approximately 9% of Renfrew County's 2021 population base.^[18] Between 2001 and 2021, the Town of Arnprior's population base grew at an average annual rate of 1.5%, which is the highest growth rate among the municipalities in the County. In comparison, Renfrew County grew at an average annual rate of 0.6% over the same time period. From 2001 to 2021, the Town's housing base grew at an annual average rate of 1.7%, or 84 units per year. More recently, residential building permit activity (new units only) between 2016 and 2020 gained momentum relative to previous periods, averaging 87 new units per year.

With respect to jobs, Arnprior has an estimated employment base of approximately 4,200 as of 2021.^[19] Over the past decade, employment growth has been consistently declining across multiple sectors; however, the rate of decline has slowed in the last five years. Looking forward, it is expected that due to growth pressures from the surrounding areas as well as a steady increase in the population of the Town, the employment base will steadily increase, largely in population-related sectors.

^[18] 2021 and forecast population figures for the Town of Arnprior are upwardly adjusted for the net Census undercount, which is estimated at 2.7%.

^[19] 2021 employment estimate by Watson & Associates Economists Ltd. Based on EMSI data.



Chapter 5

Housing and Employment Land Supply Analysis



5. Housing and Employment Land Supply Analysis

5.1 Residential Housing Supply

To determine the Town's capacity to accommodate future housing growth, a residential supply inventory was prepared. This inventory includes vacant residential units in the form of registered subdivisions (remaining to be built), subdivisions that are draft approved, and applications currently undergoing review. In addition, potential units can be accommodated through residential intensification in the Town. Residential intensification opportunities primarily exist in the form of infill as well as longer-term redevelopment opportunities. The Town also has vacant designated residential lands, not currently active in development plans (i.e. greenfield lands), that can accommodate future housing growth. Housing supply opportunities within the development approvals process, intensification and redevelopment, as well as potential greenfield development are discussed in the following sections. Detailed tables regarding the Town's residential supply can be found in Appendix B.

5.1.1 Residential Supply by Status

As of December 2021, approximately 2,300 units were identified within the development approvals process (registered unbuilt, draft approved, and currently under review) across the Town. Figure 13 summarizes the Town's potential housing supply by development status.



Figure 14 summarizes the residential housing supply by land area. Key observations include:

- The Town's active housing supply potential (proposed housing in active applications) is geared towards high-density housing,^[20] accounting for 42% of the overall supply, while medium-density units^[21] account for 25%, and low-density units^[22] account for 35% of the total housing supply;
- There are approximately 871 housing units (23% of the total housing supply) classified as draft approved or registered but unbuilt;
- A total of 1,419 housing units (41% of the identified housing supply) are classified as proposed or under pre-consultation; and
- The remaining vacant designated residential land supply outside of active development applications totals approximately 58 gross ha (140 gross acres) and has an expected development yield of 1,420 units, representing 38% of the supply.^[23]

Figure 15 spatially illustrates the Town's housing supply potential by development status, including active residential development applications, lands under the pre-consultation process, and designated vacant lands with no active plans.

Figure 13
Town of Arnprior
Total Housing Potential

Status	Low Density ^[1]	Medium Density ^[2]	High Density ^[3]	Total
Registered Unbuilt and Draft Approved	337	180	354	871
Proposed/Concept/Pre-Consultation and Undergoing Re-zoning	432	382	605	1,419

^[20] Includes bachelor, 1-bedroom, 2-bedroom+ apartment units.

^[21] Includes townhouses and apartments in duplexes.

^[22] Includes singles and semi-detached units.

^[23] The number of housing units has been calculated based on the vacant residential land supply and the forecast unit mix. A density assumption for low-, medium- and high-density units has been considered, to arrive at the estimated number of units. Details are provided in Appendix C.



Vacant Land Unit Potential	399	383	638	1,420
Total	1,168	945	1,597	3,710
% Share	29%	24%	46%	100%

[1] Includes singles and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Data as of February 2022 from the Town of Arnprior by Watson & Associates Economists Ltd., 2022.



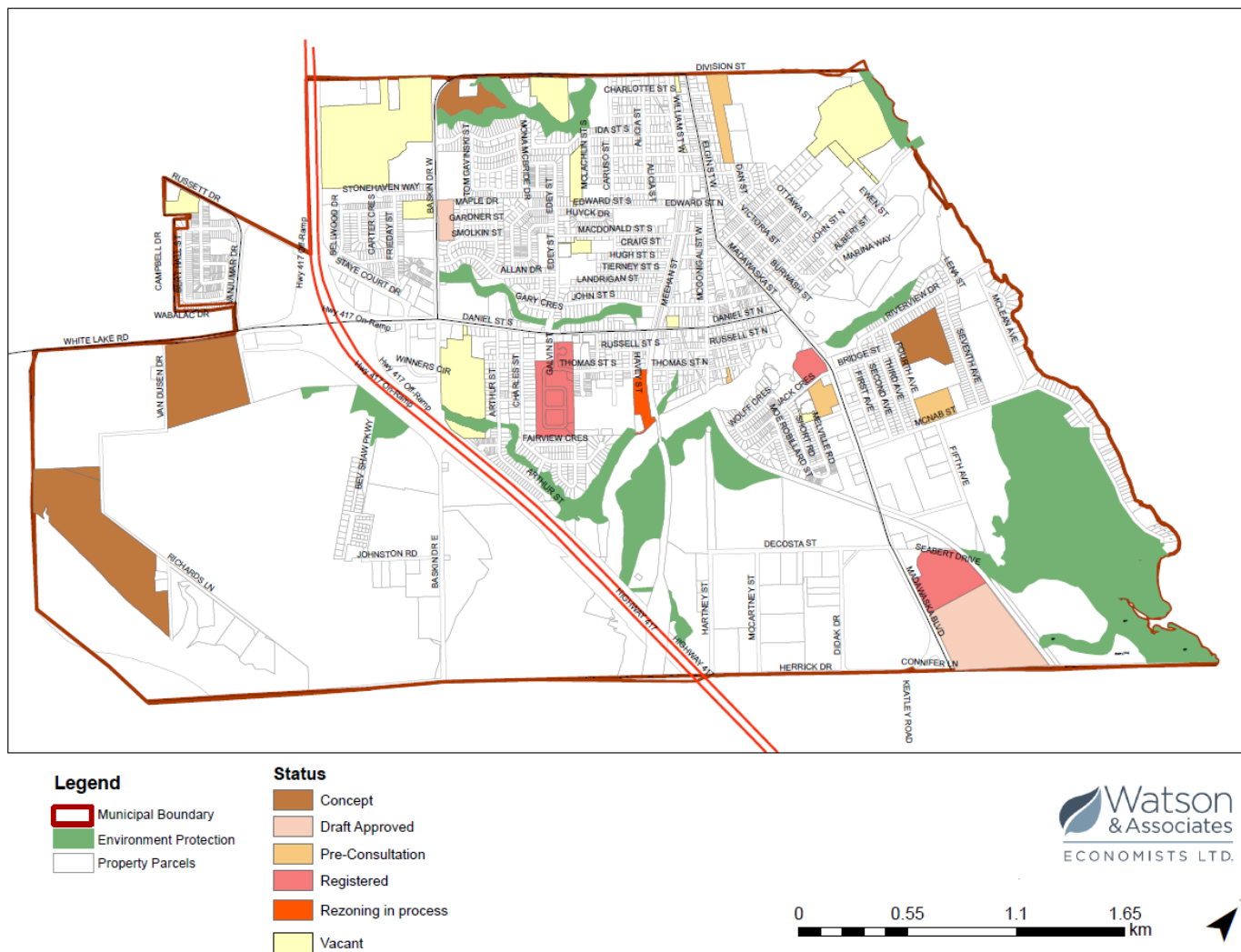
Figure 14
Town of Arnprior
Total Housing Supply

Stage of Development		Land Area, ^[1] ha
Active Residential Development Applications	A	34.3
Proposed/Concept/Pre-Consultation and Undergoing Re-zoning	B	55.3
Residential Intensification Potential	C	4.7
Vacant Designated Residential Lands	D	57.5
Total Residential Supply	$E = A + B + C + D$	151.8

^[1] Excludes environmental features.



Figure 15
Town of Arnprior – Residential Land by Status





5.1.2 Residential Intensification Opportunities

To ensure the Town of Arnprior has sufficient land to meet housing needs over the next 25 years and beyond, efforts to facilitate residential intensification, where appropriate, should be considered to maximize utilization of existing designated residential and mixed-use areas to ultimately reduce future urban land requirements. In accordance with the P.P.S., 2020, intensification is defined as:

“The development of a property, site or area at a higher density than currently exists through:

- a) redevelopment, including the reuse of brownfield sites;
- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; or
- d) the expansion or conversion of existing buildings.

Redevelopment is defined as the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.”

There are a number of factors that are driving demand for intensification within the Town of Arnprior. First, with an aging population in the Town and the surrounding areas, some residents may wish to downsize their current housing accommodations and/or relocate from a rural area to a more urban setting. This places demand for additional forms of high-density housing and seniors’ housing to be located within proximity to urban amenities. Second, increasing housing prices within the broader market area has eroded housing affordability over the past decade and is placing increasing demand on smaller, compact homes that are located within urban environments. Third, lifestyle preference across all major demographic groups (i.e. young adults, first-time home buyers, move-up buyers, empty nesters and seniors) is recognized as a key determinant in residential demand by type and location. Environments that integrate residential and commercial uses with other community uses and public open spaces represent opportunities to attract younger working-age residents and, to a lesser extent, empty nesters, seniors and families, over traditional suburban environments. This underscores the concept of “place making” as an increasingly recognized and important planning approach to creating diverse and



vibrant neighbourhoods and workplaces, which in turn can help attract local population and job growth, provided that other necessary infrastructure requirements are met.

A residential intensification supply inventory (as of December 2021) was prepared in consultation with the Town (refer to Appendix C for a list of the intensification sites). This inventory considered the following:

- Vacant parcels present in developed residential areas (based on Municipal Property Assessment Corporation (MPAC) property codes) with potential for infill development; and
- Potential brownfield or redevelopment sites identified by the Town.

The above sites were then reviewed and finalized against the following criteria:

- Site size/configuration;
- Compatibility and fit with neighbouring land uses;
- Proximity/access to major roadways;
- Proximity to shopping/community amenities, employment nodes and community facilities;
- Ownership and other constraints; and
- Presence of current proposals on the site.

In accordance with the above-mentioned criteria, it has been estimated that the Town has an infill potential of about 70 units. In addition, the Town also has intensification opportunities through secondary units (basement apartments, “granny flats,” etc.). Based on a desktop review of similar municipalities in Ontario, it is estimated that about 2% of the existing ground-oriented homes^[24] can accommodate secondary units. This would imply that currently the Town has a potential to accommodate approximately 90 secondary suites to 2051.

Based on the Town’s O.P., under section B5, the minimum intensification target is 10%. It is anticipated that the Town will continue to provide potential intensification opportunities through infill as well as through expansion of existing buildings, longer-

^[24] Ground-oriented homes include single detached, semi-detached, and row dwelling types.



term redevelopment opportunities (including brownfield sites) and also through the allowance of secondary units in the Town's existing residential areas.

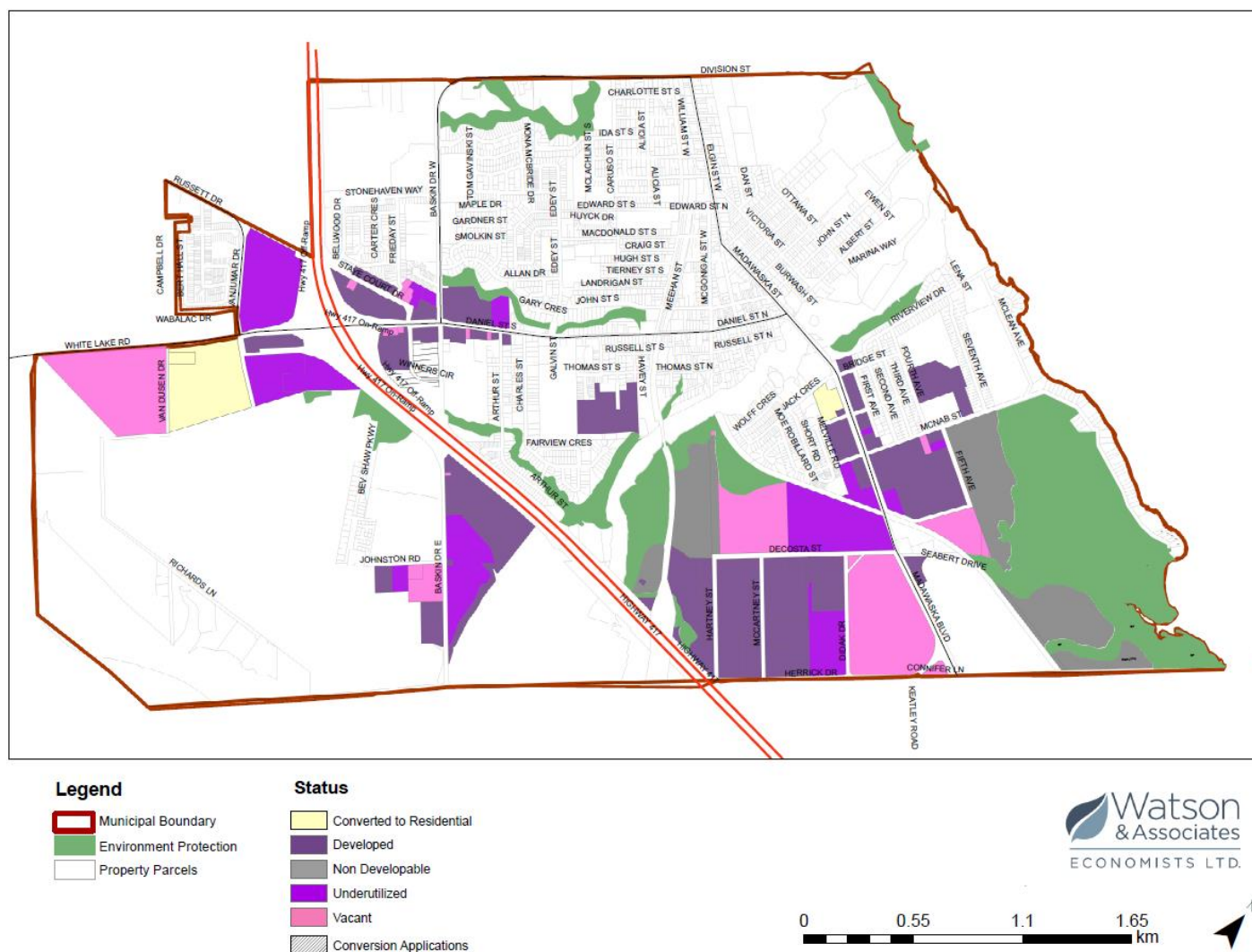
5.2 Employment Area Land Supply

5.2.1 Gross Vacant Employment Area Land Supply

The Employment Area land supply for the Town has been identified for both Employment designated areas as well as Mix Use Commercial and Employment (M.U.C.E.) areas as defined in section 2.3. As of December 2021, 66 gross ha across 21 vacant developable Employment Area sites were identified within designated Employment and M.U.C.E. areas in the Town of Arnprior. A significant amount of the Town's designated Employment Areas can be found toward the southern and south-eastern area of the Town. Figure 16 geographically illustrates the location of vacant lands within designated Employment Areas and M.U.C.E. areas across the Town. It is also noted that a significant amount of employment lands in Arnprior (44 gross ha or 109 gross acres) are currently constrained or not available for development due to poor access, servicing constraints, or they are surrounded by environmentally sensitive areas which makes access difficult. These lands have not been included in the vacant land supply.



Figure 16
Town of Arnprior – Employment Lands





5.2.2 Location Attributes and Size of Vacant Employment Lands

Of the Town's 21 vacant Employment Area sites which are available for development, 83% of the developable land area (52 gross ha or 128 gross acres) is associated with four large sites that are greater than 10 ha (25 acres) in gross land area. For context, a large manufacturing facility or medium-sized logistics and distribution facility averaging roughly 300,000 sq.ft. at approximately 25% lot coverage would require an Employment Area site approximately 15 gross ha (37 gross acres) in size.

As illustrated in Figure 17, vacant Employment Area and M.U.C.E. sites located in Arnprior have a variety of sizes and configurations and can offer marketable opportunities for traditional employment lands development (i.e. industrial type uses) as well as knowledge-based industries, office and retail type development, given their distance to Highway 417 and proximity to urban centres such as Ottawa.

Figure 17
Town of Arnprior
Vacant Employment Lands by Parcel Size

Parcel Size Category	Area (ha)	Number of Parcels
Less than 1 ha	3.4	14
1 - 2 ha	1.4	1
2 - 5 ha	9.2	3
Greater than 10 ha	52.2	3
Grand Total	66.2	21

Source: Data as of September 2020 from the Town of Arnprior by Watson & Associates Economists Ltd., 2022.

5.2.3 Net Vacant Employment Land Supply

Figure 18 summarizes the vacant employment land supply in Arnprior in terms of gross and net developable land area. Of the total 66 gross hectares of designated vacant employment lands identified herein, approximately 47 ha is considered available and developable after adjusting for environmental and servicing constraints, internal infrastructure (e.g. local roads, stormwater management facilities, local environmental features, open space, etc.) as well as long-term land vacancy. The adjustment for long-



term employment land vacancy represents sites that are unlikely to development over the long term (i.e. 2021 to 2051) due to odd/small lot sizes and poor configuration, as well as underutilized employment sites, sites that may have long-term development constraints and inactivity/land banking which may tie up potentially vacant and developable lands. Long-term land vacancy is a common characteristic experienced in industrial areas throughout the County, the Province and beyond. For the purposes of this analysis, an estimate of 15% long-term land vacancy has been assumed.

Figure 18
Town of Arnprior
Settlement Employment Land Supply (Hectares)

Land Use Category	Total Gross Vacant Employment Land Less Environmental Constraints (ha) (A)	Adjustments for Roads and Other Internal Infrastructure (ha) ^[1] (C)	Net Developable Vacant Employment Lands (ha) D = A - (B+C)	Net Developable Vacant Employment Lands Adjusted for Land Vacancy (ha) E = D x 0.85	Share of Vacant Settlement Employment Lands (ha)
EMPL	41	7	34	29	62%
M.U.C.E.	25	4	21	18	38%
Total	66	11	55	47	100%

^[1] Assumes 25% of the vacant land area net environmental features is required for roads and other internal infrastructure.

Note: 15% long-term vacancy has been used. Numbers may not add due to rounding.

Source: Data as of February 2022 from the Town of Arnprior by Watson & Associates Economists Ltd., 2022.



5.3 Intensification Potential on Employment Lands

Intensification on employment lands can take a number of forms, including development of underutilized lots (infill), expansion (horizontal or vertical) of existing buildings, and redevelopment of sites. Intensification offers the potential to accommodate future employment growth and achieve improved land utilization resulting in higher employment density on occupied employment lands. Higher land utilization on existing employment lands can also lead to more effective use of existing infrastructure (e.g. roads, water/sewer servicing), resulting in communities that are more functional and complete.

All the Employment Area lands within the Town are located within the urban boundary and are predominately privately serviced, with some sites partially serviced with water. These sites can accommodate a variety of uses (refer to Figure 16). In total, there are approximately 177 ha (437 acres) of occupied employment lands in Arnprior of which 71 ha (175 acres) are considered underutilized. Medium or large parcels (2 ha and larger) are identified as underutilized based on the following criteria:

- Site is used as a construction laydown yard or for trailer parking. It may include a small building for storage. The site is generally used to support off-site employment;
- Site has the opportunity for expansion or for a severance, as a large portion of the site is vacant. There could be plans for phased development or future expansion of which the Township is aware; and
- Site is developed, but the building on the site is not being used (vacant building). There is opportunity for redevelopment.

These underutilized parcels account for about 25% of the total employment lands in the Town of Arnprior. The largest cluster of underutilized employment land is designated Employment, directly east and adjacent to the Airport lands.



Chapter 6

Arnprior Population and Housing Growth Outlook to 2051



6. Arnprior Population and Housing Growth Outlook to 2051

In accordance with recent demographic, economic and socio-economic trends, as well as the regional and local growth drivers identified in Chapter 3, a range of long-term population, housing and employment forecasts have been prepared for the Town of Arnprior to the year 2051 and are summarized below.^[25] In total, three long-term scenarios – low, medium (reference) and high – were developed and are described in this chapter. Further details regarding the approach to preparing the growth forecasts can be found in Appendices D and E.

6.1 Long-term Population and Housing Forecast, 2021 to 2051

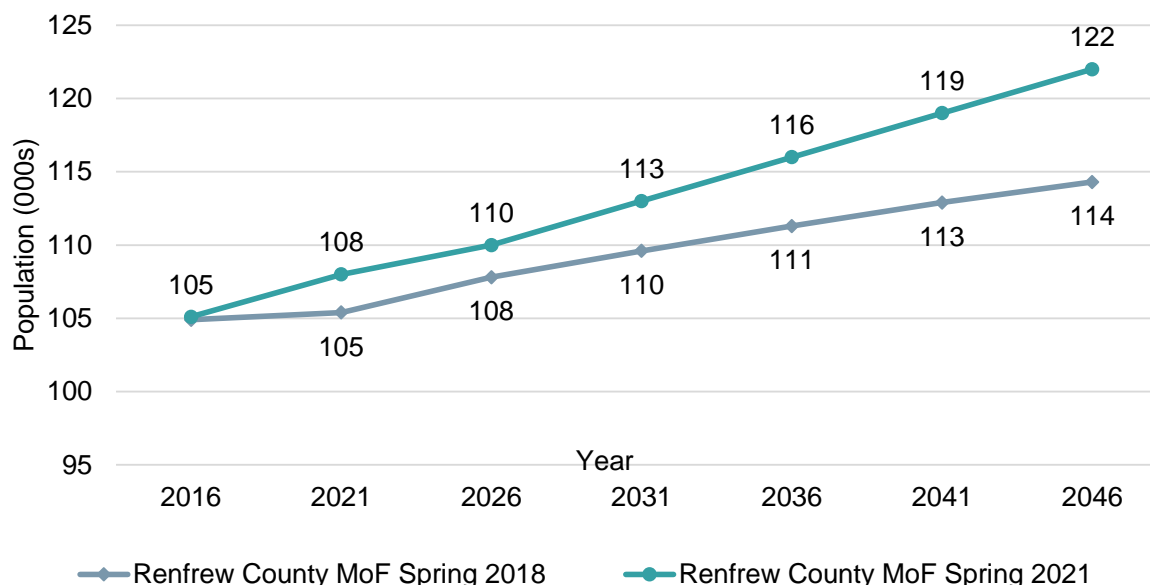
The population forecast scenarios are based on a range of assumptions related to total net migration, net migration by age, natural increase (i.e. births less deaths), and employment growth opportunities throughout the Town and surrounding commuter-shed. These scenarios represent the potential range of future growth that can be anticipated for the Town over the next 30 years.

A review of the population growth trends for Renfrew County as projected by the Ministry of Finance (M.O.F.) was also undertaken. Figure 19 highlights the change in population growth outlook anticipated by the M.O.F. between the 2018 and the most recent 2021 projections. As shown, the 2046 population as per the Spring 2021 projections for Renfrew County is higher by 7,600 people and the annual forecast population growth rate increased from 0.3% to 0.5% as compared to the Spring 2018 forecast. This shift by the M.O.F. signifies an increasing long-term growth outlook for Renfrew County. As previously discussed, outward growth pressure from the City of Ottawa and other nearby markets is anticipated to continue to drive population and employment growth within the County. This increased outlook at the County level is anticipated to result in greater forecast population growth for each area municipality within the County, including the Town of Arnprior.

^[25] It is noted that the population growth scenarios include the net Census undercount estimated at 2.5%.



Figure 19
Renfrew County
Ministry of Finance Population Projections, 2016 to 2046



Source: Derived from Ministry of Finance Ontario Population Projections Spring 2018, Summer 2019, Summer 2020 and Spring 2021 releases, by Watson & Associates Economists Ltd., 2022.

6.1.1 Population Forecast, 2021 to 2051

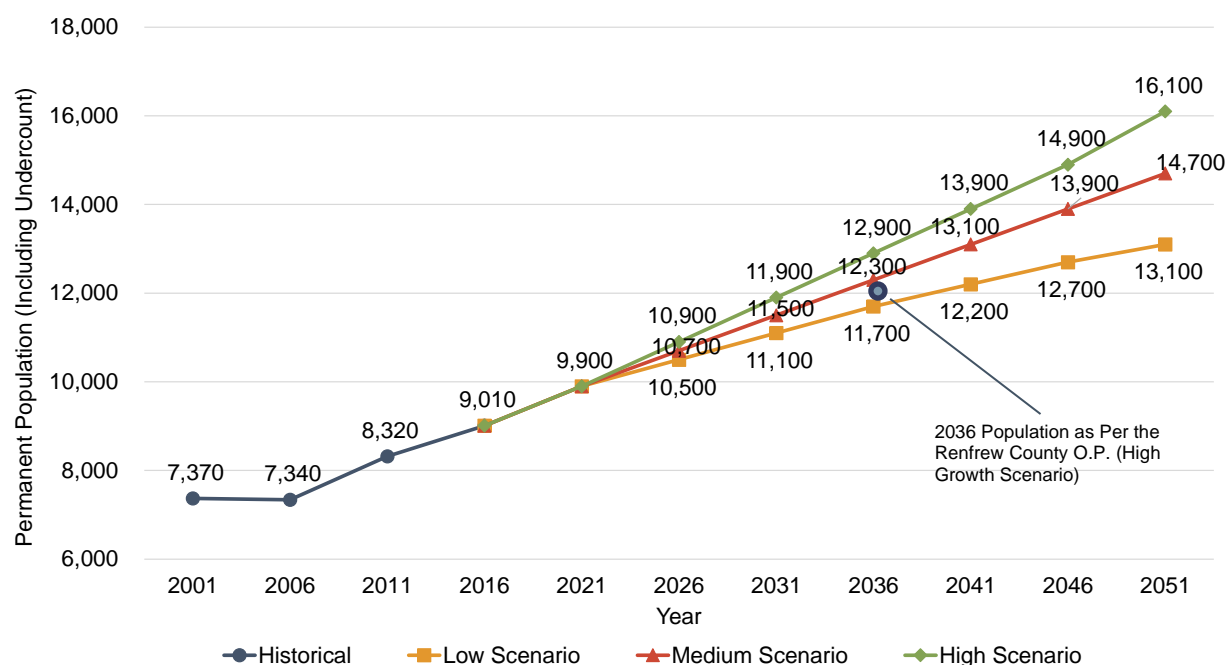
Each of the long-term population growth scenarios represent a varying outlook for the Town of Arnprior within the County context established in the most recent M.O.F. population projections. Between 2001 and 2021, Arnprior accounted for 25% of County-wide population growth. Over the 2021 to 2051 planning horizon, the Low scenario assumes a slightly smaller share of County-wide growth as established through the most recent M.O.F. population projections, while the Medium and High growth scenarios assume that the Town's population growth will account for an increasing share of County-wide growth.

Figure 20 graphically compares the High, Medium (Reference) and Low population growth scenarios for Arnprior. As highlighted, the Town's population outlook at 2051 ranges from 13,000 to 16,000 residents. The Renfrew County O.P. forecast for Arnprior



(High scenario) identified a population of 12,100 by 2036.^[26] Both the Medium (Reference) and High scenarios presented in Figure 20 exceed the current O.P. target.

Figure 20
Town of Arnprior
Long-Term Population Forecast Scenarios, 2021 to 2051



Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.
Note: Undercount estimated at 102.5%.

Growth Scenarios	2021 Population	2051 Population	2021 to 2051 Population Growth	Annual Population Growth	Annual Population Growth Rate
Low Scenario	9,900	13,000	3,100	100	0.9%
Medium Scenario	9,900	14,700	4,800	160	1.3%
High Scenario	9,900	16,000	6,100	200	1.6%

Note: Population includes net Census undercount estimated at 2.5%

Source: 2021 from Statistics Canada Census, forecast by Watson & Associates Economists Ltd., 2022.

^[26] Including a Census undercount of 102.5%.



Low Population Growth Scenario

Under this scenario, it is assumed that the population base in Arnprior will grow at an average annual rate of 0.9% per year over the forecast period. This results in an incremental population increase of 3,100 persons between 2021 and 2051. Under the Low population forecast scenario, the rate of forecast population growth is anticipated to be higher in the first half of the forecast period and gradually slow during the latter half of the planning horizon. This forecast slowdown in the long-term population growth rate is anticipated as a result of the aging of the Town's population and labour force.

Medium (Reference) Population Growth Scenario

Under the Medium population growth scenario, population within Arnprior is forecast to grow at an annual rate of approximately 1.3% over the forecast period. This scenario assumes that population will increase by approximately 4,800 between 2021 and 2051. Under the Medium population growth scenario, the rate of population growth is also anticipated to gradually slow towards the end of the forecast period.

High Population Growth Scenario

This scenario assumes an average annual growth rate of 1.6% for Arnprior over the 2021 to 2051 forecast period. Accordingly, under the High population growth scenario, Arnprior's total population would increase to 6,100 by 2051.

Preferred Growth Forecast Scenario

The Medium (Reference) growth scenario has been determined to represent the "most likely" long-term population growth outcome for Arnprior for the following reasons:

- Historically, the Town accounted for 15% of County-wide growth between 2001 and 2011, increasing to account for 30% of County-wide population growth between 2011 and 2021. The Reference scenario assumes that the Town's share of forecast growth will continue to increase over the forecast horizon, accounting for about 34% of County-wide growth established in the most recent M.O.F. population projections for Renfrew County between 2021 and 2051.
- Recent building permit activity and active subdivision developments in the planning approvals process suggests that housing growth will remain relatively strong in the Town over the near- and long-term planning horizons. Over the



past decade, housing demand across the Town steadily increased. Over past two years, housing demand was further fueled by the lower interest rate environment as well as continued outward growth pressure associated with COVID-19.^[27]

- Looking forward, the Town is anticipated to face continued development pressures due to its proximity to the City of Ottawa and, to a lesser extent, its proximity to the City of Kingston. Relative to these larger urban centres, the Town offers a more competitively priced housing market across a range of grade-related housing products, which are particularly attractive to families. The Town's residential real estate market is also price competitive with respect to high-density housing forms, which are particularly attractive to empty nesters and seniors and somewhat to younger adults and non-family households.
- Local and regional employment growth is expected to continue to steadily increase over the forecast period across a broad range of export-based and population-related sectors. As previously discussed, work at home employment is also anticipated to continue to steadily increase over the long-term planning horizon (refer to section 6.2).
- As previously noted, the quality of life offered in Arnprior is also a key factor influencing the residential location decisions of individuals and families to this area and can also be a factor considered by companies in their respective relocation decisions. Arnprior's vibrant downtown core, stable residential neighbourhoods and surrounding rural landscapes form the "quality of place" that continues to increasingly attract new residents to the Town.
- In general, the long-term growth outlook for the Town is very positive. As previously discussed in Chapter 3, however, there are a number of macro-economic, public health and geo-political headwinds of which to be mindful moving forward when considering the long-term population and employment growth potential for the Town. These factors may reduce near-term immigration levels and provincial economic growth, and may soften the regional housing market over the near term.

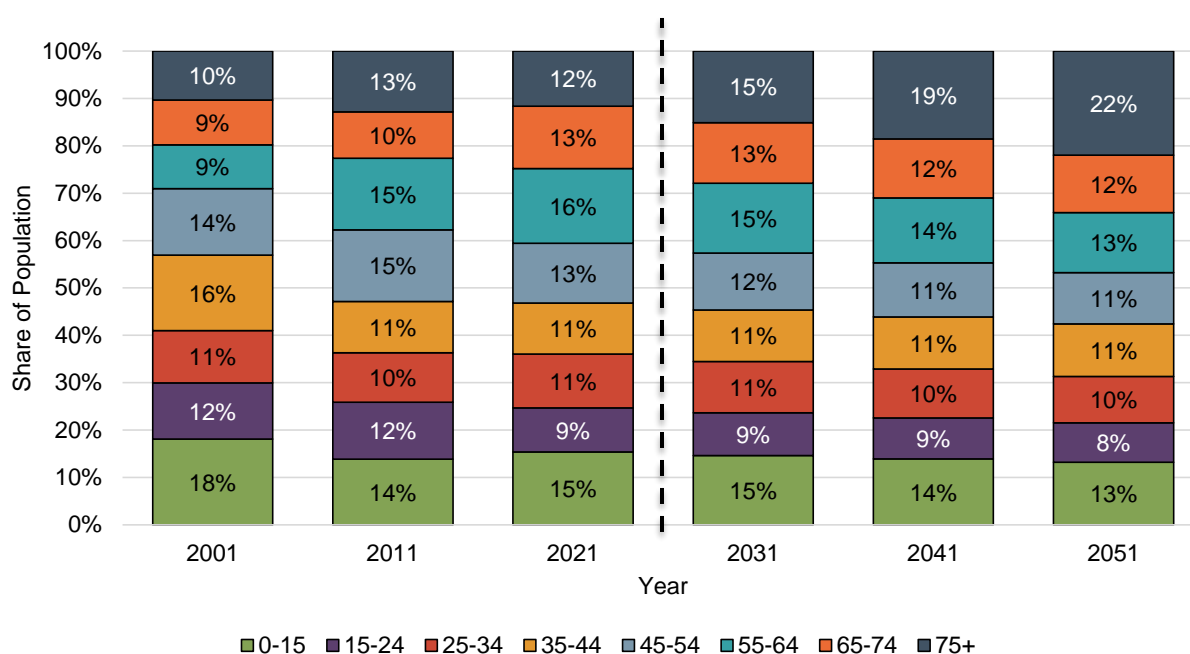
Figure 21 summarizes the Reference population growth scenario by major age group over the 2021 to 2051 forecast period for Arnprior. Over the forecast period, the Town's population base is expected to steadily age. Most notably, the percentage of population

^[27] Refer to Chapter 3, section 3.1.



in the 75+ age group (older seniors) is forecast to almost double over the forecast period, from 12% in 2016 to 22% in 2051. The aging of the population and declining population growth resulting from natural increase (i.e. births less deaths) is anticipated to place downward pressure on the rate of population and labour force growth within the Town, and subsequently the regional labour force participation rate. Similar to the Province as a whole, the Town will increasingly become more reliant on net migration as a source of population growth as a result of these demographic conditions.

Figure 21
Town of Arnprior
Population by Age Forecast, 2021 to 2051



Note: Population includes net Census undercount estimated at approximately 2.7%.

Source: Population forecast by age derived from 2001 to 2016 Statistics Canada Census by Watson & Associates Economists Ltd., 2022. 2021 to 2051 population forecast by age prepared by Watson & Associates Economists Ltd., 2022.

6.1.2 Housing Forecast, 2021 to 2051

Figure 22 summarizes the Town's household forecast from 2021 to 2051 in five-year growth increments and by structure type. Housing trends between 2001 and 2021 are also provided for historical context. Key observations are as follows:

- A review of recent residential building permits issued for new dwellings since 2016, as well as the results of the 2021 Statistics Canada Census, indicates that

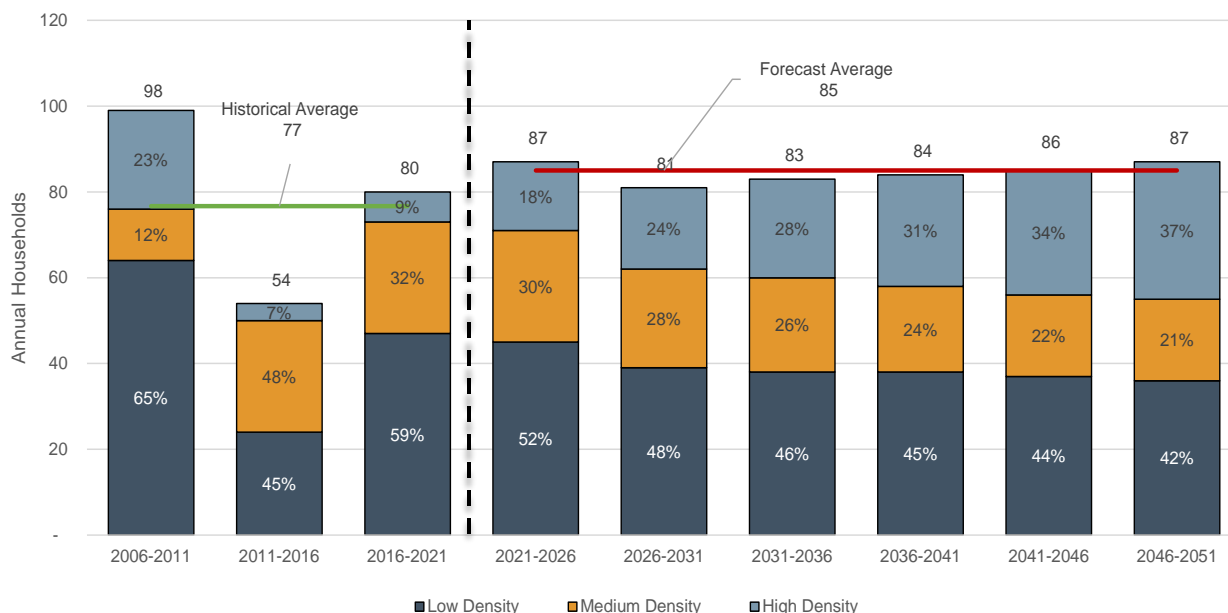


recent housing demand was significantly higher over the past five-years, compared to the 2011 to 2016 Census period.

- As previously discussed, while there is potential for the near-term housing market to “cool” slightly in the near term, the long-term housing outlook for Arnprior remains very positive given the longer-term regional economic outlook for the Greater Ottawa Region and the Town’s competitive housing market. As such, average annual new housing construction activity over the next two to three decades is anticipated to remain above historical levels experienced over the past 15 years.
- More specifically, between 2021 and 2051, forecast housing development is expected to average 87 units annually which is slightly higher when compared to the historical average of 77 units annually over the past 15 years.
- Over the 2021 to 2051 forecast period, new housing is forecast to comprise 36% low-density (singles and semi-detached), 32% medium-density (townhouses) and 32% high-density (apartments) units. A steady increase in the share of medium- and high-density housing forms is anticipated, largely driven by the housing needs associated with the 65+ age group (including seniors’ housing) as well as continued upward pressure on local housing prices and declining housing affordability. This trend is further reflected in the active development applications, particularly more recent applications that are in the proposal stage.



Figure 22
Town of Arnprior
Five-Year Incremental Housing Growth – Historical and Forecast, 2006 to 2051



Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.

Low density includes singles and semi-detached units.

Medium density includes townhouses and apartments in duplexes.

High density includes bachelor, 1-bedroom, 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

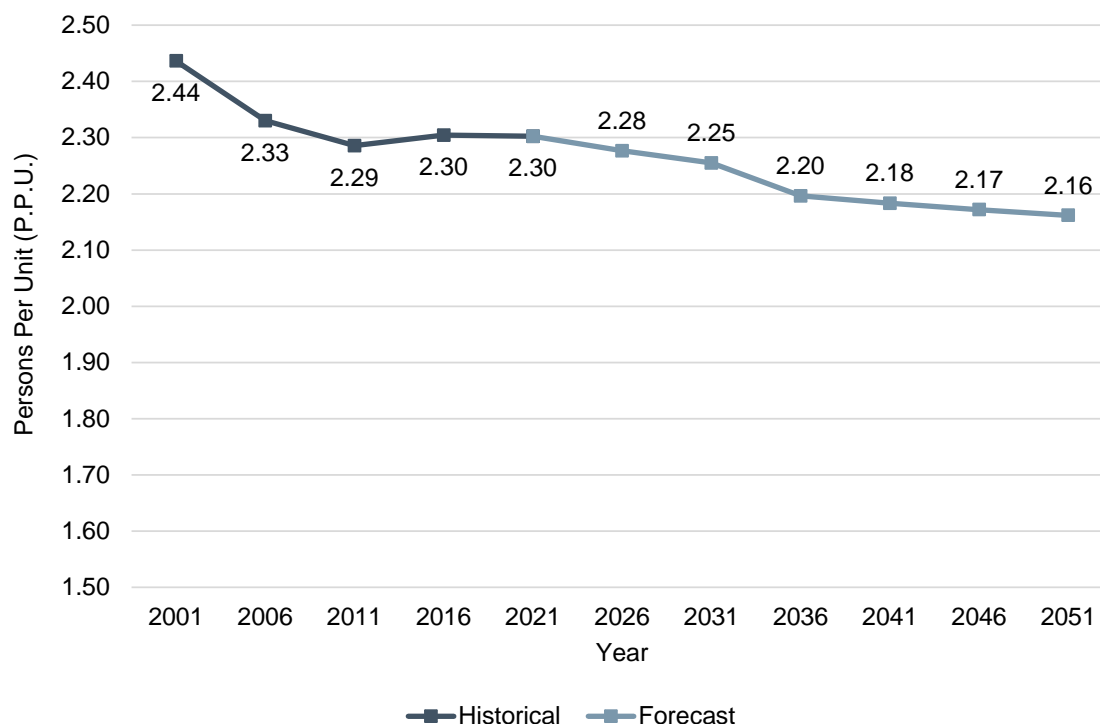
Source: Historical 2006 to 2021 figures from Statistics Canada Census Profiles. Forecast prepared by Watson & Associates Economists Ltd., 2022.

Figure 23 summarizes anticipated trends in long-term housing occupancy, or average persons per unit (P.P.U.), for the Town within the 2001 to 2051 forecast period. Key observations include the following:

- Between 2001 and 2021, the average P.P.U. for Arnprior declined from 2.44 to 2.30.
- Over the forecast period, the average P.P.U. for Arnprior is anticipated to continue to gradually decline from 2.30 in 2021 to 2.16 in 2051, largely due to the aging of Arnprior's population and a gradual shift towards medium- and high-density forms of housing.



Figure 23
Town of Arnprior
Historical and Forecast Persons Per Unit (P.P.U.), 2001 to 2051



Note: Population includes net Census undercount estimated at approximately 3.5%.

Source: Historical 2001 to 2021 data from Statistics Canada and Demography Division. 2021 to 2051 forecast prepared by Watson & Associates Economists Ltd., 2022.

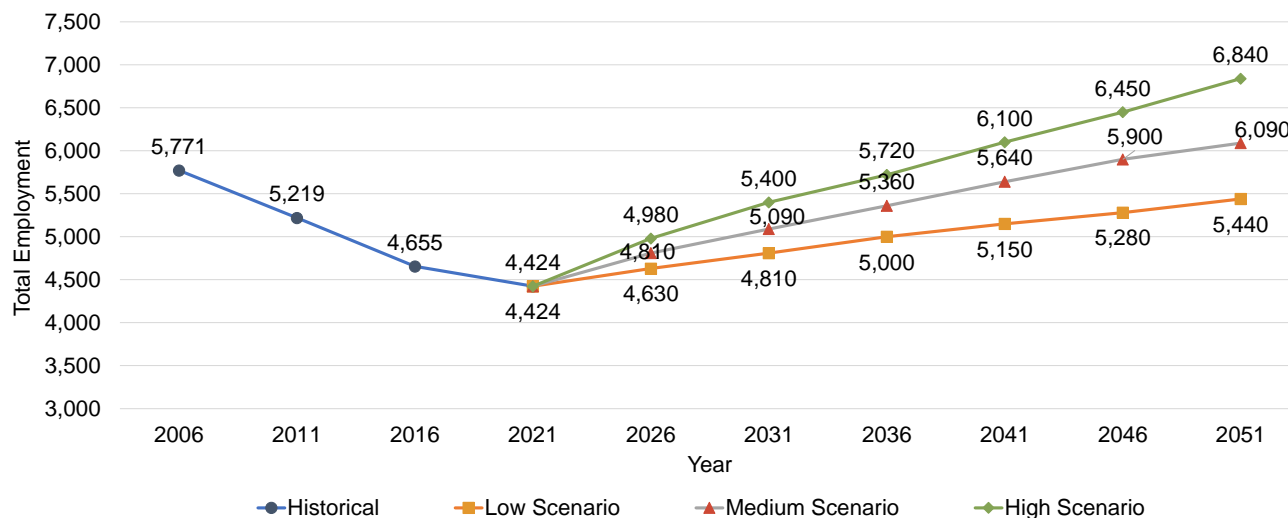
6.2 Long-Term Employment Forecast, 2021 to 2051

Three long-term employment growth scenarios have been developed for the Town for the 2016 to 2051 forecast period, as shown in Figure 24.^[28] As previously discussed, the long-term economic outlook for the Town and surrounding commuter-shed is very positive, which supports a steady increase in local employment across a range of industrial, commercial and institutional sectors.

^[28] Includes work at home and no fixed place of work (N.F.P.O.W.).



Figure 24
Town of Arnprior
Long-Term Total Employment Forecast Scenarios, 2016 to 2051



Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.
Note: Total employment includes work at home and no fixed place of work.

Note: Employment includes work at home and no fixed place of work (N.F.P.O.W.). Figures have been rounded.

Source: Historical 2001 to 2016 data from Statistics Canada Place of Work data. 2021 to 2051 forecast prepared by Watson & Associates Economists Ltd., 2022.

Scenarios	2021 Employment	2051 Employment	2021 to 2051 Employment Growth	Annual Employment Growth	Annual Employment Growth Rate
Low Scenario	4,420	5,380	956	30	0.7%
Medium Scenario	4,420	6,030	1,606	50	1.0%
High Scenario	4,420	6,670	2,246	70	1.4%

Note: Employment includes work at home and no fixed place of work. Figures have been rounded.

Source: Historical 2001 to 2016 data from Statistics Canada Place of Work data. 2021 to 2051 forecast prepared by Watson & Associates Economists Ltd., 2022.

A range of assumptions was considered in generating the long-term employment scenarios for the Town, including forecast trends in the Town's employment activity rate (ratio of jobs to population), macro-economic trends in the export-based employment sector, and growth in population-related employment associated with population growth within the Town. Based on the assessment of growth drivers for the Town, it is anticipated that employment growth in each scenario will be driven largely by the increasing population base and a demand for population-related employment (including



work at home employment) and, to a lesser extent, the growth in export-based sectors which are generally concentrated in the Town.

Low Employment Forecast Scenario

This scenario assumes that the Town's employment base will grow at a rate of 0.7% per year. Under this scenario, the employment base is forecast to increase modestly between 2021 and 2051 by approximately 1,020 jobs, from 4,420 to 5,380. This scenario assumes that employment to 2051 will still be somewhat lower than the historical high of 5,780 jobs in 2001.

Medium (Reference) Employment Forecast Scenario

In this scenario, employment in Arnprior is expected to increase at a rate of 1.0% annually between 2021 and 2051. Under this scenario, Arnprior's employment base is expected to increase by approximately 1,600 jobs from 2021 to 2051. The Medium growth scenario anticipates total employment will reach 6,030 jobs by 2051.

High Employment Scenario

Under this scenario, the Arnprior employment base is forecast to grow at an average annual rate of roughly 1.4%. Under the High employment scenario, the Town's employment base is forecast to increase by approximately 2,250 jobs, increasing from 4,420 in 2021 to 6,670 by 2051.

6.2.1 Town of Arnprior Reference Employment Forecast, 2021 to 2051

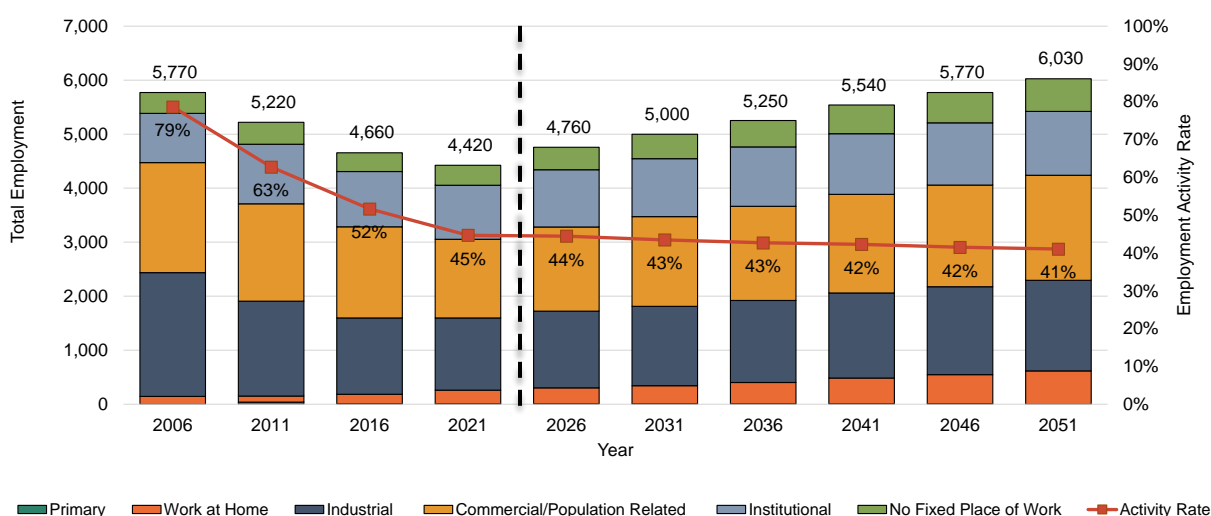
In accordance with the long-term economic outlook for the Town and surrounding commuter-shed, the Medium employment scenario represents the "most likely" or Reference employment growth scenario for Arnprior. As shown in Figure 25, the Town's employment activity rate is expected to slightly decrease from 45% in 2021 to 41% by 2051.^[29] This slight decrease is anticipated to be largely driven by local population growth opportunities outpacing employment growth. For the Town of Arnprior, population growth is expected to slightly outpace employment growth due to the aging of the local labour force base.

^[29] Activity rate is the ratio of jobs to population.



Within the local economy, opportunities exist across a range of export-based employment sectors (e.g. transportation, wholesale trade, construction, small-scale manufacturing) as well as population-related employment sectors such as retail, accommodation and food, professional, scientific and technical services, and health care. At present, there are growing employment opportunities within agri-related industries and manufacturing associated with aerospace engineering and pharma production. Forecast job growth is also anticipated to be accommodated through home occupations, home-based businesses, and off-site employment such as construction.

Figure 25
Town of Arnprior
Historical and Forecast Employment Forecast, 2001 to 2051



Source: Historical data from Statistics Canada. Forecast prepared by Watson & Associates Economists Ltd., 2021.

Note: Figures have been rounded. Employment figures include work at home and no fixed place of work (N.F.P.O.W.).

Source: Historical 2001 to 2016 from Statistics Canada place of work data. Forecast 2016 to 2051 prepared by Watson & Associates Economists Ltd., 2022.

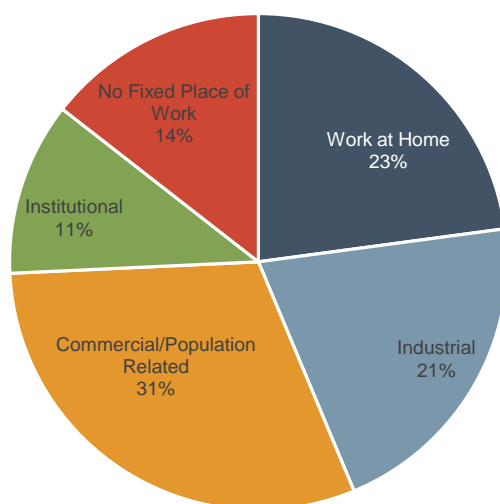
Figure 26 summarizes the share of employment growth by sector during the 2021 to 2051 forecast period. Land-based employment sectors, including commercial, industrial and institutional are anticipated to account for 63% of employment growth over the forecast period. No fixed place of work (N.F.P.O.W.)^[30] and work at home

^[30] Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such



employment categories are forecast to comprise the remaining 37% of employment growth.

Figure 26
Town of Arnprior
Share of Employment Growth, 2021 to 2051



Note: Employment figures include work at home and no fixed place of work (N.F.P.O.W.). Numbers have been rounded and may not add precisely.

Source: Watson & Associates Economists Ltd., 2022.

6.3 Observations

It is recognized that future population and employment growth within the Town of Arnprior is strongly correlated with the growth outlook and competitiveness of the economy within the surrounding commuter-shed – which is largely represented by the City of Ottawa. The City of Ottawa population is projected to steadily grow over the next 25 years, increasing from 1,064,000 in 2021 to 1,410,000 in 2046.^[31] This represents an annual population growth rate of 1.1%. Comparatively, the population for the Province as a whole is forecast to increase at an annual rate of 1.2%. The City of

persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”

^[31] City of Ottawa Official Plan, November 24, 2021.



Ottawa's employment base is also forecast to steady increase over the long term, adding 165,000 jobs to its existing employment base between 2021 and 2046.

Given the Town's proximity to the City of Ottawa, Arnprior is forecast to experience significant outward growth pressure over the next several decades largely due to the Town's price-competitive housing market within Eastern Ontario. Looking forward, housing demand is anticipated to be strongest for grade-related housing options which appeal to new families and move-up home buyers. Demand for low-rise condominium apartments is also anticipated to continue to strengthen given the Town's appeal to empty nesters and seniors.

By 2051, the Town's total population base is forecast to grow to approximately 14,700, under the Reference population growth scenario. This represents an increase of approximately 4,800 residents between 2021 and 2051, or an average annual population growth rate of 1.3% during this time period. Accommodating forecast total population growth in the Town of Arnprior will require approximately 2,560 new households, or approximately 85 new Census households annually over the 2021 to 2051 planning horizon.

It is important to recognize that while the Town's population base is growing, it is also getting older. Between 2021 and 2051, the 75+ age group (older seniors) is forecast to represent the fastest growing population age group with an average annual population growth rate of 3.5%. With an aging population, the Town will be more reliant on net migration as a source of population as opposed to natural increase.

As previously noted, the Town's competitive economic position is highly tied to its ability to attract and accommodate a growing skilled and unskilled labour force pool. To ensure that economic growth is not constrained by future labour shortages, effort will be required by the Town to continue to explore ways to attract and accommodate new skilled and unskilled working residents to the Town within a diverse range of housing options. Attraction efforts must also be linked to housing accommodation (both ownership and rental), infrastructure, municipal services, and amenities, as well as quality of life attributes that appeal to the younger mobile population, while not detracting from the Town's attractiveness to older population segments.

In accordance with the comprehensive analysis provided as part of this G.M.S. report, the Reference population and employment scenario is recommended as the "most



likely” long-term growth scenario for the Town. Accordingly, the Reference forecast has been used in Chapter 7 in assessing the Town’s long-term urban land requirements.



Chapter 7

Residential and Non-Residential Needs, 2022 to 2047



7. Residential and Non-Residential Needs, 2022 to 2047

This chapter examines the Town's long-term residential land needs over a three-year, 15-year and long-term (25-year) planning horizon in accordance with subsection 1.1.2 and 1.4 of the PPS, 2020. This needs assessment is based on a detailed review of forecast demand and available vacant land supply for the Town.

Requirements for long-term residential land needs in Ontario municipalities are set out in the P.P.S., 2020. Subsection 1.1.2 of the P.P.S. states that:

“Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years. However, where an alternate time period has been established for specific areas of the Province as a result of a provincial planning exercise or a *provincial plan*, that time frame may be used for municipalities within the area.

Within *settlement areas*, sufficient land shall be made available through *intensification* and *redevelopment* and, if necessary, *designated growth areas*.”

Subsection 1.4.1 of the P.P.S., 2020 further states:

“To provide for an appropriate range and mix of housing types and densities required to meet projected requirements of current and future residents of the *regional market area*^[32], planning authorities shall:

- a. maintain at all times the ability to accommodate residential growth for a minimum of 15 years through *residential intensification* and *redevelopment* and, if necessary, lands which are *designated and available* for residential development; and
- b. maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of

[32] In accordance with the P.P.S., 2020, the regional market area refers to an area that has a high degree of social and economic interaction. The upper- or single-tier municipality, or planning area, will normally serve as the regional market area. Where a regional market area extends significantly beyond these boundaries, however, then the regional market area may be based on the larger market area. Where regional market areas are very large and sparsely populated, a smaller area, if defined in an official plan, may be utilized.



residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.”

If the requirements of subsection 1.4.1 of the P.P.S., 2020 are not satisfied, subsection 1.1.3.8 of the P.P.S. states that a planning authority may identify a *settlement area* or allow the expansion of a *settlement area* boundary only at the time of a *comprehensive review* and only where specific criteria are met. The Town of Arnprior urban boundary coincides with the municipal boundary, which means the Town has no ability to expand its settlement area boundary.

7.1 Residential Land Needs, 2022 to 2047

7.1.1 Near-Term Residential Land Needs (Three-Year Requirement)



Figure 27 summarizes the potential supply of available housing units in draft approved and registered plans (unbuilt portion), plus intensification potential in the Town of Arnprior. This housing supply inventory represents Arnprior's minimum three-year housing supply requirement as per section 1.4b of the P.P.S., 2020. Short-term housing demand has been derived from the 2021 to 2026 housing forecast for the Town. The analysis indicates that the Town has an average of nine years total housing supply potential in registered, but unbuilt, plans and draft approved plans, including housing intensification to accommodate short-term housing demand.



Figure 27
Town of Arnprior
Three-Year Housing Requirement (Draft Approved/Registered Units & Intensification)

		Low Density ¹	Medium Density ²	High Density ³	Total
Registered and Draft Approved	A	337	180	354	871
Residential Intensification Potential (Short Term)	B	8	21	38	67
Total Unit Supply	C = A + B	345	201	392	938
Short-term Average Annual Demand⁴	D	35	34	18	87
Years of Supply	E = C / D	10	6	22	11

^[1] Includes single and semi-detached units.

^[2] Includes townhouses and apartments in duplexes.

^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

^[4] Derived from 2021 to 2026 housing forecast.

Note: Numbers may not add precisely due to rounding. Numbers as of February, 2022.

Source: Watson & Associates Economists Ltd., 2022.

7.1.2 Long-Term Residential Land Needs (15-Year Requirement)



Figure 28 summarizes the longer-term (i.e. 15 years) housing needs for the Town of Arnprior in accordance with section 1.4.1 a) of the P.P.S., 2020. The total residential supply potential represents all potential housing supply on designated residential lands including units in the planning approvals process and vacant greenfield land, plus identified market potential for infill/redevelopment over a 15-year planning horizon (for additional information please refer to Appendix B). The 15-year housing demand forecast has been derived from the 2021 to 2036 housing forecast for the Town. This analysis indicates that the Town has a more than adequate supply of designated residential lands to accommodate housing demand over the next 15 years across all housing types.



Figure 28
Town of Arnprior
15-Year Housing Requirement

		Low Density	Medium Density	High Density	Total
Registered and Draft Approved	A	337	180	354	871
Proposed / Concept / Pre-Consultation and Undergoing Re-zoning	B	432	382	605	1,419
Residential Intensification Potential (Short Term)	C	47	45	33	125
Unit Potential on Vacant Lands³³	D	399	383	638	1,420
Total Unit Supply	E = A+B+C+D	1,215	990	1,630	3,835
Long-term Average Annual Demand	F	31	30	22	83
Years of Supply	G = E / F	39	33	74	46

Source: Supply information provided by the Town of Arnprior, derived by Watson & Associates Economists Ltd., 2022.

Figure 29 provides a summary of forecast urban residential land needs for Arnprior over the 2022 to 2047 planning horizon. Based on forecast housing demand shown in Figure 29, Arnprior is expected to accommodate an additional 2,130 residential units between 2022 and 2047. Compared to the overall unit supply, there is a forecast surplus of approximately 1,790 residential units in the Town by 2047.

Figure 29
Town of Arnprior
Urban Settlement Area Residential Land Needs, 2022 to 2047

Residential Demand	
Total Housing Demand, 2022 to 2047	2,130
Residential Supply	
Residential Units in Development Approval Process	2,290
Residential Units Accommodated through Intensification	210
Residential Unit Potential on Vacant Lands	1,420
Residential Land Needs	
Housing Unit Surplus	1,790

Source: Watson & Associates Economists Ltd., 2022.

³³ The Unit potential on vacant lands accounts for a gross to net assumption to account for parkland, infrastructure, permitted institutional and commercial development. Details of assumptions to arrive at the unit potential figures have been detailed in Appendix C.



7.1.3 Employment Area Land Needs, 2022 to 2047

Building on the long-term employment forecast presented in Chapter 6, anticipated Employment Area and M.U.C.E. land needs requirements have been identified based on consideration of the following:

- The share of employment growth on industrial lands by major employment sector (i.e. industrial, commercial, and institutional) within the Employment and M.U.C.E. designations;
- Existing and forecast density (i.e. employees per net acres/ha) of employment on industrial lands;
- Historical non-residential building activity and absorption trends on employment and M.U.C.E. designated lands by key growth area; and
- The amount of long-term vacant industrial and M.U.C.E. lands within Arnprior.

7.1.4 Employment Area Land Demand, 2022 to 2047

In accordance with the permitted uses on industrial lands identified in the Arnprior O.P. and Zoning By-law, a percentage of industrial, commercial and institutional employment growth has been allocated to Arnprior's Employment and M.U.C.E. areas. Figure 30 displays the forecast allocation of employment growth in the industrial, commercial and institutional sectors, informed by a review of the existing uses on these lands, historical development patterns, and future development potential.

Figure 30
Town of Arnprior
Portion of Town's Employment Growth on
Employment Lands by I.C.I.,
2022 to 2047

Employment Sector	Percentage of Total Employment Growth in Employment Areas	Percentage of Total Employment Growth in M.U.C.E. Areas
Industrial	95%	5%
Commercial	5%	50%
Institutional	0%	0%

Source: Watson & Associates Economists Ltd., 2022.



Figure 31 summarizes forecast employment growth in Employment Areas over the next 25 years. In determining the Town's long-term Employment Area land requirements, all estimated work at home and N.F.P.O.W. employment has been excluded from the Employment Area land needs analysis, as these employees do not require land in designated Employment Areas. As summarized below, Arnprior's Employment and M.U.C.E. areas are anticipated to accommodate 38% of the Town's total employment growth from 2021 to 2051. This translates into approximately 514 employees over the 25-year forecast period. Accounting for expansions to existing operations in industrial areas, a 10% intensification adjustment representing approximately 52 employees has been made over the 25-year forecast period. This results in a total forecast of approximately 460 employees in Employment Areas from 2022 to 2047.

Figure 31
Town of Arnprior
Employment Growth, 2022 to 2047

Employment Type	Employment Growth by Sector	Employment Growth in Employment Areas	Employment Growth in M.U.C.E. Areas	Total
Primary	0	0	0	0
Work at Home	295	0	0	0
Industrial	282	268	14	282
Commercial/Population-Related	421	21	211	232
Institutional	144	0	0	0
N.F.P.O.W.	192	0	0	0
Total Employment	1,334	289	225	514
Intensification Adjustment		29	23	52
Net Employment Growth		260	202	462

Note: Employment figures may not add precisely due to rounding.
Source: Watson & Associates Economists Ltd., 2022.



7.1.5 Employment Land Needs, 2022 to 2047

In order to determine Employment Area land needs, it is important to understand existing employment densities for Arnprior. Determining the target densities for the Town required a desktop review to understand the type of businesses operating in these areas as well as a comparison with surrounding municipalities of similar size and nature. Over the long-term planning horizon, the average Employment Area density for Arnprior is forecast to average 15 jobs per net ha and 30 jobs per net ha in M.U.C.E. Areas.

Figure 32 summarizes forecast demand for Employment Area land from 2021 to 2051, in accordance with the assumptions made above. Key observations include the following:

- A land vacancy adjustment of 15% has been applied to the vacant employment land. As previously discussed in Section 5.2.3, this adjustment accounts for parcels which may not develop over the forecast period due to various factors such as landowner choice, servicing constraints, parcel configuration issues etc.;
- Adjusted for land vacancy, there is a combined supply of 47 hectares available for development within Employment Areas and M.U.C.E. lands; and
- Based on the supply and demand for employment land, there is a 23 ha (57 acre) surplus of employment land supply to 2051 across both Employment and M.U.C.E. Areas.



Figure 32
Town of Arnprior
Forecast Urban Employment Area Land Demand by Urban and Community Settlement Area,
2022 to 2047 (Hectares)

LAND NEEDS		Designated Employment Areas	M.U.C.E. Designated Lands
Employment Growth on Employment Lands	A	289	225
Employment Growth through intensification (10%)	B	29	23
Remaining Employment to be Accommodated on Vacant Lands	$C = A - B$	260	202
Employment Density Assumption (jobs/net ha)	D	15	30
Employment Land Required (net ha)	$E = C / D$	17	7
Net Vacant Employment Land (ha)	F	34	21
Net Vacant Employment Land (Adjusted for Land Vacancy) (ha)	$G = 0.85 * F$	29	18
Vacant Employment Area Land Need, Net Ha (Surplus)	$G - E$	12	11

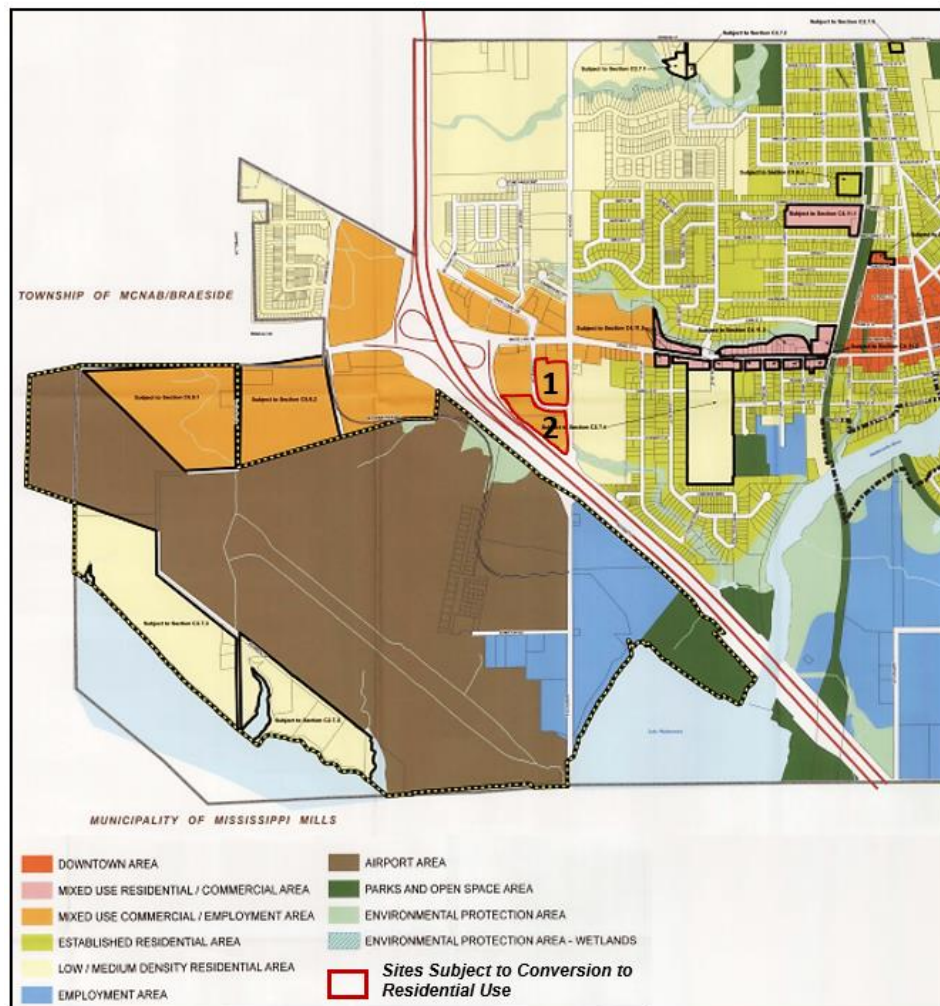
Note: All figures referenced in the table above are reported in hectares unless otherwise noted. Figures may not add precisely due to rounding.
Source: Watson & Associates Economists Ltd., 2022.



7.1.6 Employment Area Conversions

Employment Areas within the Town which are under conversion pressure to a non-employment use have been reviewed with Arnprior staff on a site-by-site basis to determine if potential conversions are appropriate and justified from a planning and economic perspective. This review identified two subject sites, which are located within the Town's M.U.C.E. locations, in proximity to Highway 417. Figure 33 displays the location of these subject sites and Figure 34 highlights key details of these sites.

Figure 33
Town of Arnprior
Conversion Sites





All sites identified in Figure 33 were subject to a detailed evaluation to assess the merits for conversion based on a broad range of evaluation criteria as outlined below. This evaluation has been conducted within the framework of the P.P.S., 2020, section 1.3.2.4., which states:

Planning authorities may permit conversion of lands within *employment areas* to non-employment uses through a comprehensive review, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.

In addition to the above policy, subsection 1.3.2.5 of the P.P.S., 2020 states:

Figure 34
Town of Arnprior
Details of Sites under Conversion Pressure

#	Site Address	OP Designation / Zoning	Proposed Use	Conversion Request by Owner	Current Use of Site	Site Area (ha)
1	Winners Circle Site 1	Mixed Use - Commercial & Employment	Residential	Yes	Vacant	2.3
2	Winners Circle Site 2	Mixed Use - Commercial & Employment	Residential	Yes	Vacant	1.4

Source: Derived from GIS data received from the Town of Arnprior by Watson& Associates Economists Ltd., 2022.

The sites identified in Figure 33 were subject to a detailed evaluation to assess the merits for conversion based on a broad range of evaluation criteria as outlined below. This evaluation has been conducted within the framework of the P.P.S., 2020, section 1.3.2.4., which states:

Planning authorities may permit conversion of lands within *employment areas* to non-employment uses through a comprehensive review, only where it has been demonstrated that the land is not required for



employment purposes over the long term and that there is a need for the conversion.

In addition to the above policy, subsection 1.3.2.5 of the P.P.S., 2020 states:

Notwithstanding policy 1.3.2.4, and until the official plan review or update in policy 1.3.2.4 is undertaken and completed, lands within existing *employment areas* may be converted to a designation that permits non-employment uses provided the area has not been identified as provincially significant through provincial plan exercise or as regionally significant by a regional economic corporation working together with affected upper and single-tier municipalities and subject to the following:

- a) There is an identified need for the conversion and the land is not required for employment purposes over the long term;
- b) The proposed uses would not adversely affect the overall viability of the *employment area*;
- c) Existing or planned *infrastructure* and *public service facilities* are available to accommodate the proposed uses.

Each potential conversion site was further reviewed against a series of localized evaluation criteria to determine its merits for conversion from a site-specific perspective. The localized criteria consider land use and real estate market considerations related to location, size, configuration of the site as well as compatibility with surrounding urban lands uses. The localized criteria are intended to provide further insight with respect to the quality of the subject sites in addition to the broader urban land needs assessment required by the P.P.S., 2020. It is recommended that the enhanced evaluation framework should be used by the Town, in conjunction with the Arnprior O.P., in reviewing Employment Area conversion applications or other candidate Employment Areas for conversion to a non-employment on both vacant and developed Employment Area sites. A summary of the evaluation under the P.P.S., 2020 as well as the localized criteria is provided for each of the employment conversion sites as shown in Figure 35 and Figure 36.



Figure 35
Town of Arnprior
Planning and Economic Evaluation Criteria - Candidate Employment Area Conversion Sites

Criteria			Description
PROVINCIAL CRITERIA	A	P.P.S	There is an identified need for the conversion and the land is not required for employment purposes over the long term;
	B	P.P.S	The proposed uses would not adversely affect the overall viability of the <i>employment area</i> ;
	C	P.P.S	Existing or planned <i>infrastructure</i> and <i>public service facilities</i> are available to accommodate the proposed uses.
LOCALIZED CRITERIA	D	Location	The site is not located in proximity to major transportation corridors (e.g., highways, goods movement network, cross-jurisdictional connections) and goods movement infrastructure (e.g., airports, intermodal yards, and rail).
	E	Access	The site does not offer direct access to major transportation corridors (e.g., highways, goods movement network, cross-jurisdictional connections) and goods movement infrastructure (e.g., airports, intermodal yards, and rail).
	F	Employment Area Configuration	The site is located outside or on the fringe of an assembly of Employment / MUCE Areas.
	G	Site Configuration	The site offers limited market supply potential for Employment / MUCE Areas development due to size, configuration, access, physical conditions, servicing constraints, etc.
	H	Land Use	The proposed conversion to non- employment uses is compatible with surrounding land use permissions and potential land use conflicts could be mitigated.



Criteria			Description
	I	Supply	The conversion of the proposed site to non-employment uses would not compromise the overall supply of large Employment / MUCE Area sites for the Town.
	J	Jobs	The conversion request demonstrates total job yield of the site can be maintained or improved.
	K	Municipal Interests and Policy	The conversion request is supported by Area Municipal Councils and does not conflict with municipal interests and policies.

Figure 36
Town of Arnprior
Summary of Planning and Economic Evaluation Results for Conversion Sites

Site #	Site Name	A	B	C	D	E	F	G	H	I	J	K	Recommendation
1	Winners Circle Site 1												Not Recommended for Conversion
2	Winners Circle Site 2												Not Recommended for Conversion

	Meets Criteria		Neutral		Does Not Meet Criteria
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Source: Watson & Associates Economists Ltd., 2022.

The following figures detail out the results of Conversion Analysis for the sites under the provincial and localized criteria:



Figure 37
Town of Arnprior
Planning and Economic Evaluation Results for Conversion: Site - 1

		Comments	
Provincial Policy Statement 1.3.2.5	A	Based on employment land demand in Arnprior, there is a small surplus of MUCE designated lands over the next 25 years. There is no identified need for conversion as the Town has a surplus of residential lands over the planning horizon.	
	B	The proposed conversion to non-employment use would adversely affect the overall viability of the Employment Area and may place pressure on surrounding areas to undergo conversion as well.	
	C	The existing or planned infrastructure and public service facility needs to accommodate the proposed urban uses over the long-term planning horizon are largely unknown.	
Localized Criteria	D	The site is less than one kilometer away from Highway 417 interchange, which is a significant goods movement corridor within the Town / Region.	
	E		
	F	This site is surrounded by MUCE & residential designated lands and is not located on the fringe of an employment area.	
	G	The site offers good market supply potential for the permitted uses including light industrial, large format retail, development due to location and access to the site, as well as the site configuration.	
	H	Conversion to residential uses has a potential to undermine the planned function of these lands. The proposed conversion to a residential use is not compatible surrounding land uses (including Airport and proposed MUCE uses) and can pose potential land use conflicts.	
	I	The Town has a limited supply of large MUCE sites and conversion of the proposed site to non-employment uses would compromise the Town's overall supply of large MUCE designated sites.	
	J	The conversion request is for residential use and the employment potential of the site will not be maintained, if converted.	
	K	The conversion of the site to a non-employment use would conflict with certain Town's O.P. Policy (Section C5).	
Not Recommended for Conversion			



Figure 38
Town of Arnprior
Planning and Economic Evaluation Results for Conversion: Site - 2

		Comments	
Provincial Policy Statement 1.3.2.5	A	Based on employment land demand in Arnprior, there is a small surplus of MUCE designated lands over the next 25 years. There is no identified need for conversion as the Town has a surplus of residential lands over the planning horizon.	
	B	The proposed conversion to non-employment use would adversely affect the overall viability of the Employment Area and may place pressure on surrounding areas to undergo conversion as well.	
	C	The existing or planned infrastructure and public service facility needs to accommodate the proposed urban uses over the long-term planning horizon are largely unknown.	
Localized Criteria	D	The site is located adjacent to the Highway 417 interchange, which is a significant goods movement corridor within the Town / Region.	
	E		
	F	This site is surrounded by MUCE, residential and Airport designated lands and is not located on the fringe of an employment area.	
	G	The site offers good market supply potential for the permitted uses including light industrial, large format retail, development due to location and access to the site. However, there are parts of the site may be constrained for uses requiring larger floor areas (in terms of the site's shape and configuration).	
	H	Conversion to residential uses has a potential to undermine the planned function of these lands. The proposed conversion to a residential use is not compatible surrounding land uses and can pose potential land use conflicts. The site is adjacent to the highway ramp and that may be a conflict with residential use.	
	I	The Town has a limited supply of large MUCE sites and conversion of the proposed site to non-employment uses would compromise the Town's overall supply of large MUCE designated sites.	
	J	The conversion request is for residential use and the employment potential of the site will not be maintained, if converted.	
	K	The conversion of the site to a non-employment use would conflict with certain Town's O.P. Policy (Section C5).	
Not Recommended for Conversion			



The following is a summary of the results of employment conversion analysis for the three subject sites:

- Both Sites (1 & 2) are not recommended for conversion to a non-employment use.
- The sites score poorly on the evaluation criteria matrix, with only one or two criteria being met for each conversion application.
- There is no need for additional residential land in the Town within the 2051 planning horizon. While there is also a surplus of Employment Area lands, this supply is diminishing and it is important for the Town to have marketable locations to attract industry to Arnprior.
- The sites are located in proximity to Highway 417 and are located in proximity to other Mixed-Use Commercial / Employment Area lands. The conversion of these sites could potentially lead to land-use compatibility issues and begin to undermine the existing structure of the Town's Employment Area lands surrounding the Highway and Airport lands.

7.2 Observations

This section assessed the long-term demand and need for residential and employment land needs over the next 25 years. Based on the assessment, it is observed that the Town of Arnprior has surplus of Residential Area as well as Employment Area lands over the 25-year planning horizon. Due to the finite urban boundary of the Town, the Town should monitor the availability and absorption of its residential lands as well as the supply of shovel-ready employment lands. In addition to this, the Town should continue to identify sites for intensification within Residential Areas as well as Employment Areas.



Chapter 8

Strategic Directions and Recommendations



8. Strategic Directions and Recommendations

The purpose of this chapter is to provide O.P. policy direction and recommendations that will assist the Town of Arnprior in effectively managing its residential and employment lands over the next 25 years.

8.1 Residential Planning Policy Matters

A fundamental objective of the G.M.S. is to understand how and where residential growth within the Town of Arnprior will occur over the long-term planning horizon. Residential growth policies of the Arnprior O.P. will need to be consistent with the P.P.S., 2020 while being considerate of the specific County contexts. It is also required that the Town plan for residential growth in a coordinated, sustainable and resilient manner that makes efficient use of land, resources and infrastructure, while protecting public health and safety.

On this basis, the following residential planning policy matters build on the findings of the G.M.S., while recognizing the provincial, Renfrew County and municipal planning policy framework. Each policy recommendation outlined below establishes current issues and opportunities, which are then contemplated by a range of policy directions to be considered through the upcoming review of the Arnprior O.P. Overall, the residential planning policy matters intend to establish a framework for managing residential growth through responsible land-use planning processes and activities.

Recommendation 1: Update Population Projections	
Opportunities and Challenges	The Town is projected to experience steady population growth over the long-term planning horizon.
Recommended Actions	<ul style="list-style-type: none">Section B of the Arnprior O.P. establishes population and employment growth projections. Policies of the Town's O.P. should therefore be updated to reflect the population growth projections established through the G.M.S over the long-term planning horizon.



Recommendation 2: Housing Projections	
Opportunities and Challenges	<p>The Town's O.P. establishes specific policy direction regarding housing projections by structure type over the long-term planning horizon. The P.P.S., 2020 requires planning authorities to provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs.</p>
Recommended Actions	<ul style="list-style-type: none">• Section B4 of the O.P. establishes the Town's housing projections. Updated policies regarding housing forecasts are therefore required to be consistent with the housing projections over the planning horizon as established through the G.M.S.• The P.P.S., 2020 states that planning authorities are required to maintain at all times the ability to accommodate residential growth for a minimum of 15 years through residential intensification and redevelopment, and if necessary, lands which are designated and available for residential development (1.4.1.a). Policy B9.1 a) of the Arnprior O.P. currently has a provision for ensuring that there is a minimum of 10-year supply of land for residential development and should therefore be updated to ensure consistency with the P.P.S., 2020 in this regard.• The P.P.S., 2020 also requires planning authorities to "maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate residential intensification and redevelopment, and land in draft approved and registered plans" (1.4.1.b). Currently, policy B9.2 of the Arnprior O.P. is consistent with the P.P.S., 2020.• Through the review of the in-effect Arnprior O.P., a refined policy framework should be developed to provide continued direction that encourages a range of housing



	types and densities by tenure (i.e. ownership and rental) in consideration of the updated housing projections to the year 2051. Working with the County, it is recommended that the Town establish an Affordable Housing Strategy to support low- to moderate-income earners.
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Recommendation 3: Residential Intensification	
Opportunities and Challenges	Residential intensification contributes to building complete communities, often makes more efficient use of existing infrastructure and public services, and minimizes adverse impacts to the natural environment and agricultural land. The P.P.S., 2020, establishes clear policy direction to guide residential intensification, to ensure sufficient land within settlement areas shall be made available through intensification and redevelopment. On this basis, there is an opportunity for the Arnprior O.P. to establish enhanced policy direction regarding residential intensification.
Recommended Actions	<ul style="list-style-type: none">• Arnprior O.P. section B5 states that the “minimum intensification target is 10%.” Intensification in this context is defined as housing development achieved through infill, redevelopment or the conversion of existing properties. Based on the analysis of intensification drivers and present infill opportunities, the 10% target is appropriate and should be maintained. It is recommended that the Town monitor residential intensification activity on an annual basis against the O.P. target.• Building on the results of this G.M.S., the Town of Arnprior should further explore long-term intensification opportunities through redevelopment and increased density on underutilized sites. The Town may also want consider available planning policies and tools which would encourage residential intensification to targeted priority



Recommendation 3: Residential Intensification

	<p>locations (e.g. Downtown Area, Mixed-Use Residential / Commercial Area.</p> <ul style="list-style-type: none">• Policies of the in-effect Arnprior O.P. contemplate additional dwelling units through “garden suites” and “secondary suites” under section B9. Through the Town’s O.P. Review, consideration may be given to review and/or update these policies to ensure the provisions of the <i>Planning Act</i> and O. Reg. 299/19 are implemented, to achieve consistency with the P.P.S., 2020.• The Town of Arnprior O.P. should also be considerate of the P.P.S., 2020 by contemplating a range of housing options, specifically in reference to policy 1.4.3, which requires planning authorities to provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents.• The current policy C2.4.1 of the O.P. states that “no less than 50% of the new dwelling units in any contiguous development area that has more than 20 units be comprised of single detached dwellings.” It is recommended that this policy is removed or revised to allow for a broader range of housing types.
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Recommendation 4: Plan Monitoring and Evaluation

Opportunities and Challenges	<p>The in-effect Arnprior O.P. provides direction with respect to monitoring the effectiveness of the O.P (Sections E5 & F12 of the O.P.). In this regard, the G.M.S. provides critical input to long-range planning by identifying any future growth, land supply and land demand which ultimately informs a comprehensive policy framework to manage change over the planning horizon.</p>
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Recommendation 4: Plan Monitoring and Evaluation

Recommended Actions

- It is recommended that the Town should incorporate a framework to monitor housing supply and intensification targets at regular intervals in coordination with the County.
- Policies providing direction on plan monitoring and evaluation are required to regularly evaluate the forecasts of the G.M.S. (inclusive of housing and land supply) as implemented through the Arnprior O.P. Relevant policies should establish direction to undertake a regular review and update of the growth forecasts in consultation with the County to ensure the Town is providing direction for growth and change in a manner that is consistent with the P.P.S., 2020, and that includes land-use planning and growth management practices that are sustainable over the long-term planning horizon.
- Policies establishing direction for regular plan monitoring and evaluation may include a robust framework that enables the Town to modify growth objectives based on actual supply and demand data, while contemplating a range of planning policy, demographic and economic factors that influence growth and change over the long-term planning horizon.
- The Town should consider various tools for monitoring housing growth, including comprehensive and interactive growth tracking models to monitor population, housing and employment growth as well as performance measures by planning policy area, neighbourhood and small geographic unit on an annual basis.



8.2 Non-Residential Planning Policy Matters

The following non-residential policy recommendations and action items support the guiding principles of the Arnprior G.M.S. and build on the existing provincial, County and municipal planning policy framework. Each strategic recommendation outlines the current issues and opportunities associated with it, as well as policy or process-based actions for Arnprior to consider in its land-use and economic development planning activities.

Recommendation 1: Update the Employment Forecast as Identified in the Official Plan	
Opportunities and Challenges	After continued decline in the Town's employment base since 2006, the Town is forecast to experience steady employment growth over the next several decades, adding approximately 1,700 jobs between 2021 and 2051. As identified in Chapter 7, the Town is anticipated to absorb a total of 17 net ha of employment lands and 7 net ha of M.U.C.E. lands over the next 25 years.
Recommended Actions	<ul style="list-style-type: none">As part of this G.M.S., the Arnprior O.P. should be updated to reflect the most recent employment projections.

Recommendation 2: Remove Certain Non-Developable Employment-Designated Lands from the Inventory	
Opportunities and Challenges	Schedule A of the present O.P. identifies designated Employment Area lands to the southeast of the Town, which are constrained and cannot accommodate development. These lands are generally surrounded by environmental features and do not have access. For the purposes of the land needs calculation in this G.M.S., these lands have been removed from the supply.
Recommended Actions	<ul style="list-style-type: none">Recognize the constraints for the identified Employment Area lands mentioned above and consider re-designating



Recommendation 2: Remove Certain Non-Developable Employment-Designated Lands from the Inventory	
	these lands as non-developable or environmental protection.

Recommendation 3: Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy	
Opportunities and Challenges	Structural changes occurring in the macro-economy pose potential opportunities and challenges for future growth on employment lands in Arnprior. Given evolving trends in the Ontario economy towards the knowledge-based sector, Arnprior will need to encourage and accommodate a wide range of business service and office uses, as well as employment-supportive uses in Employment Areas, where appropriate. This would further support economic diversification of employment areas.
Recommended Actions	<ul style="list-style-type: none">• Prestige employment uses should be strategically positioned at locations have strong access and visibility from transportation networks. Prestige employment uses should also be prioritized in areas which are amenity rich, pedestrian oriented and located within proximity to the Town's growing labour force to allow for unique place-making opportunities.• Introduce more defined policy direction in the Town's O.P.s to outline the goals and objectives related to employment-supportive uses in Employment Areas (e.g. non-industrial, non-office uses should be of limited scale, or focused on serving businesses and employees in the Employment Areas). Such uses should be directed to M.U.C.E. Areas as well as within gateway locations or transitioning areas within Employment Areas. Planning for these uses support a viable mix of industrial and



Recommendation 3: Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy

	<p>commercial land uses and help diversify the Town's tax-base.</p> <ul style="list-style-type: none">• Consider the introduction of more defined criteria or descriptions regarding the appropriate type, size and location of complementary non-industrial uses in Employment Areas (e.g. eating establishments, personal and health care services and smaller-scale, service-oriented businesses) at strategic and accessible locations in existing and future Employment Areas, where appropriate.
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Recommendation 4: Restrict Major Retail uses in Employment Areas

Opportunities and Challenges	<p>Large freestanding retail uses can potentially create negative impacts on the surrounding industrial or employment uses or impact the future prospects of the area for industrial development. Though large, freestanding, retail uses generate employment, they may also absorb large shares of land through their configuration or requirements (e.g. parking), draw considerable traffic from outside the immediate area (creating congestion in the industrial area), or affect the character of the Employment Area. As such, approaches should be developed to discourage major retail development in Employment Areas and such uses should be restricted to M.U.C.E. and other commercial areas.</p>
Recommended Actions	<ul style="list-style-type: none">• It is recommended that the definition of major retail in the Town of Arnprior O.P. is presented as follows: "large-scale or large-format stand-alone retail stores or retail centres, having a gross leasable area of 2,000 m² or greater, that have the primary purpose of commercial activities."



Recommendation 5: Develop a General Marketing Strategy to Promote and Develop the County's Employment Areas	
Opportunities and Challenges	Arnprior's Employment Areas are important to the local and regional economy, contributing to economic prosperity through job creation. To ensure the success of Arnprior's Employment Areas, marketing efforts must be geared towards both the broader strengths of the Town as well as specific target sector investment attraction efforts.
Recommended Actions	<ul style="list-style-type: none">• Consider a range of promotional tools and incentives which can be used by the Town to inform prospective industries about the opportunities in Arnprior and its communities. These may include business attraction and information packages, press releases, newsletters, report to stakeholders, entrepreneur video stories, tradeshow booths and panels.• Assess and evaluate the Town's role in Employment Area lands development.• Explore opportunities to establish incubator facilities within Arnprior to promote and encourage the development of start-up industries, particularly related to knowledge-based sectors and other export-based emerging industry clusters. Some examples of business incubators within Ontario are the Agri-Business Incubator in Northumberland County, IDEAHUB in the Municipality of Port Hope, Ontario, and the Innovation Cluster in Peterborough County.

Recommendation 6: Explore Opportunities for Intensification of Employment Lands	
Opportunities and Challenges	Future redevelopment, expansion and infill opportunities will continue to exist as the Town's Employment Areas mature and evolve. Intensification potential on occupied and underutilized



Recommendation 6: Explore Opportunities for Intensification of Employment Lands	
	employment lands is not well understood given uncertainties regarding the future intentions of existing landowners.
Recommended Actions	<ul style="list-style-type: none">• Promote and facilitate intensification/infill opportunities in existing Employment Areas.• Explore opportunities for infill and redevelopment in mature industrial areas.• Work with landowners of large infill or redevelopment sites to assess interest in developing the lands and assessing feasibility of development.• Explore redevelopment opportunities on brownfield industrial sites.• Explore public-private partnerships which would encourage intensification and infill development opportunities within Employment Areas.

Recommendation 7: Protect Employment Lands from Conversion to Non-Employment Uses	
Opportunities and Challenges	<p>The conversion of Employment Lands (including M.U.C.E designated lands) to non-employment uses negatively impacts the Town's economy in several ways:</p> <ul style="list-style-type: none">• It erodes the Town's finite supply of designated Employment Lands;• It potentially fragments the existing Employment Land supply; and• It generally impedes the Town's potential to accommodate "basic" or export-based job opportunities. <p>In very specific cases, through a municipal comprehensive review, the conversion of Employment Lands to non-employment uses may be justified from a land-use planning and economic perspective.</p>



Recommendation 7: Protect Employment Lands from Conversion to Non-Employment Uses	
	<p>While Section B10 of the Town's O.P. provides a policy framework with respect to the protection of Employment Lands, no direction is provided with respect to how subject industrial sites of interest within Employment Areas (i.e. non-employment development applications) are to be evaluated from a planning and economic standpoint for conversion to a non-employment use.</p> <p>Furthermore, Section C5 of the O.P. identifies the planned uses for M.U.C.E. designated areas and highlights the need for maintaining the current function of these lands. M.U.C.E. designated lands provide the Town development opportunities for light industrial as well as knowledge-based industries and office uses which can further the Town's overall economic development.</p>
Recommended Actions	<ul style="list-style-type: none">• Incorporate a detailed approach towards evaluating requested conversions on Employment Lands. This evaluation approach should establish criteria which focuses on the existing policy framework (under the P.P.S) and provided in the Town's O.P. as well as other site-specific factors such as location, site size, configuration, marketability, future expansion potential, etc. An evaluation approach has been developed and presented in Chapter 7 of this report.

Recommendation 8: Develop and Strengthen Policies for Climate Change Adaptation	
Opportunities and Challenges	<p>The Town of Arnprior has unique and special natural heritage features and areas. As the Town continues to grow and develop, it is important to take measures to limit local climate change impacts.</p>



Recommendation 8: Develop and Strengthen Policies for Climate Change Adaptation	
Recommended Actions	<ul style="list-style-type: none">• Eco-business zones are areas of employment and/or industrial activity that promote environmental quality, economic vitality and social benefits through the continuum of planning, design, construction, long-term operations and deconstruction. The Town should consider policies in the Town's O.P. update to include eco-business zones.• The Town should explore opportunities to accommodate waste recycling/processing and materials reclamation facilities in Employment Areas at appropriate locations (e.g., wooden shipping containers and pallets are often discarded after one use.). Recycling discarded products and by-products is a manufacturing process that avoids extracting natural resources to manufacture products. These facilities would require appropriate buffering from prestige Employment Area uses and sensitive uses. There is an opportunity to explore this concept with eco-business principles.• Continue to promote the Energy Efficient Development in line with the Renfrew County's Energy Management Plan• Explore opportunities to attract investment in renewable energy systems (e.g., geothermal, district energy) in Employment Areas.

Recommendation 9: Conduct a Commercial Land Needs Study that Specifically Addresses the Town's Retail Requirements and Commercial Structure	
Opportunities and Challenges	Through the G.M.S. exercise, focus has been directed to residential growth within the Town's Urban Areas as well as a focus on development within Arnprior's Employment Areas.



Recommendation 9: Conduct a Commercial Land Needs Study that Specifically Addresses the Town's Retail Requirements and Commercial Structure	
	Further review would be required to understand the retail and commercial land needs within the Town.
Recommended Actions	<ul style="list-style-type: none">• To better understand these needs, a commercial land needs study could be undertaken.• The results of a commercial land needs study would provide the Town with sufficient background to plan for a range of commercial uses.



Appendices



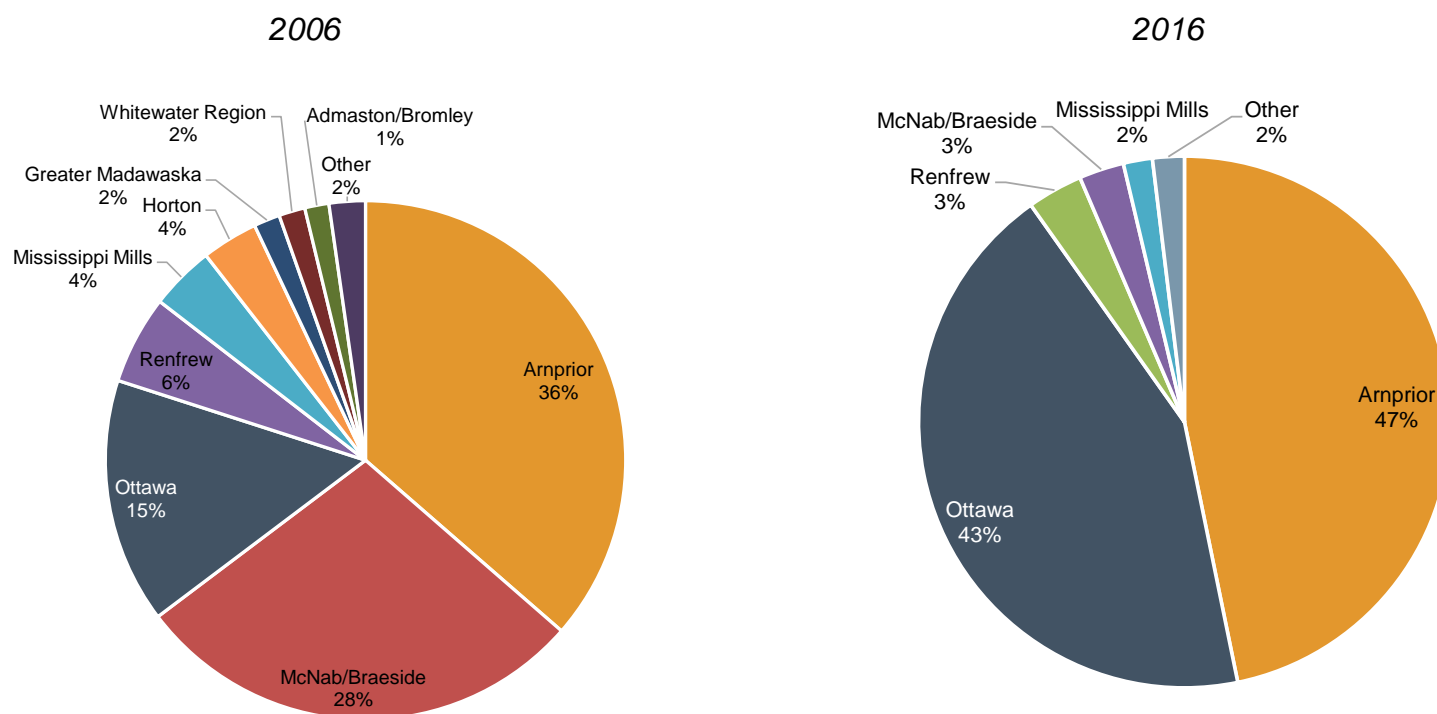
Appendix A

Town of Arnprior Commuting Trends 2006 - 2016



Appendix A: Town of Arnprior - Commuting Trends, 2006 and 2016

Where Arnprior Residents Work

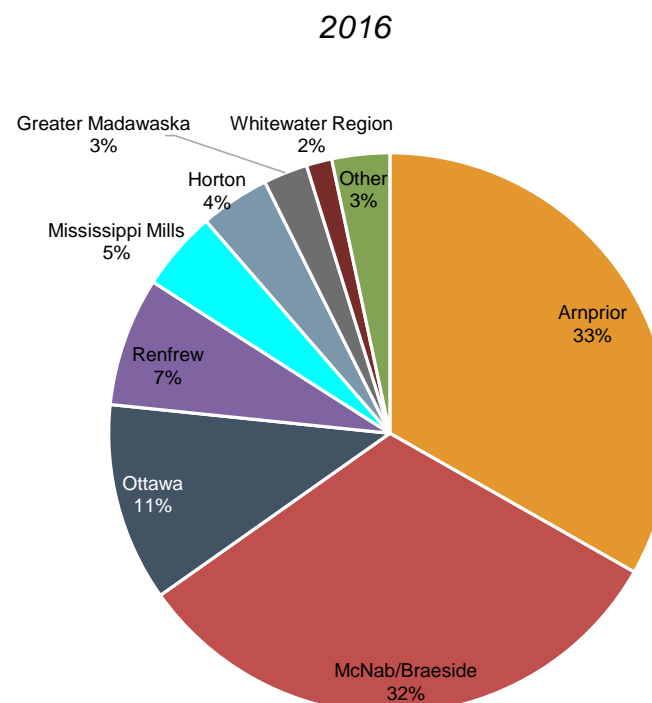
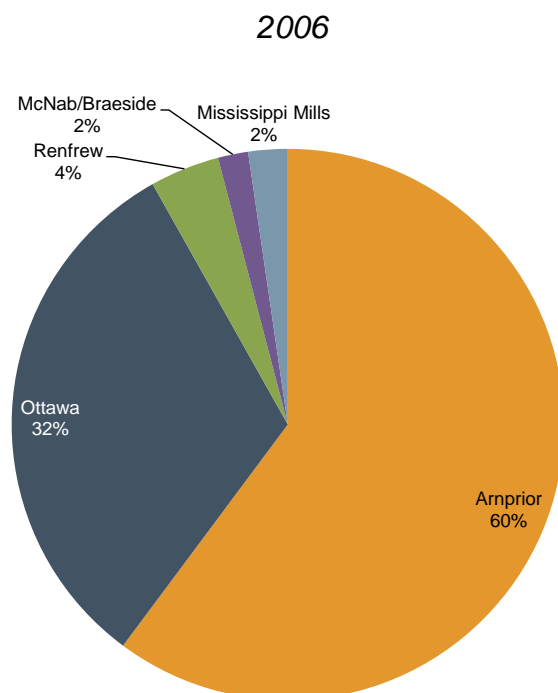


Note: Figures may not add precisely due to rounding.

Source: 2001 data from Statistics Canada, 2001 Census of Population, Statistics Canada Catalogue no. 95F0408XCB2001006. 2016 data from Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016325 summarized by Watson & Associates Economists Ltd., 2022.



Where Arnprior Employees Live



Note: Figures may not add precisely due to rounding.

Source: 2001 data from Statistics Canada, 2001 Census of Population, Statistics Canada Catalogue no. 95F0408XCB2001006. 2016 data from Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016325 summarized by Watson & Associates Economists Ltd., 2022.



Appendix B

Planning Considerations for an Evolving Economy



Appendix B: Planning for Industrial Sectors

Recognizing recent structural changes in the regional economy there is a need for the Town of Arnprior to ensure that its established and planned Employment Areas are well aligned with anticipated market demand. This requires that near-term (i.e. shovel-ready lands) and longer-term land needs as well as competitive attributes (i.e. location, access, size, configuration, etc.) are adequately addressed with respect to the Town's Employment Area.

It also important that the Town's Employment Areas are planned and designed to accommodate a broad range of established and emerging industrial sectors related to advanced manufacturing, Goods Movement, construction, utilities and employment supportive uses. Such Employment Areas should also offer supportive infrastructure (i.e. full municipal water and wastewater services), urban amenities, and synergies to attract the growing knowledge-based sector. Two key real estate trends which influence the planning of Employment Areas in today's economy, are explored below.

Integrated Development in the Advanced Manufacturing Sector

Many of the growing sub-sectors in advanced manufacturing such as energy, automotive, technology and clean tech require integrated operations on larger sites in a "campus-style" setting. These integrated facilities often accommodate a combination of office, research and development, warehousing and logistics, and on-site manufacturing.

To address the broad needs of industry, a range of Employment Areas by site size, access, designation/zoning, and surrounding land use are required which provide significant land area to accommodate mid to large-scale uses with opportunities for future expansion potential. In industrial/business parks, prestige office uses are often positioned at gateway locations (i.e. at major highway interchanges) with direct highway access/exposure as well as strong connectivity to arterial roads and offer live/work opportunities.

Growing Demand in the Goods Movement Sector Driven by E-Commerce

As previously mentioned, increased outsourcing of manufacturing production to emerging global markets continues to drive the need for new consolidated, land-extensive warehousing facilities to store and manage the distribution of goods produced



locally as well as goods imported from abroad. This continues to drive demand for increasingly larger, more land-extensive warehousing facilities, generally in greenfield Employment Areas. Across North America, the Goods Movement industry is continuously evolving at a rapid pace responding to growing consumer demand and well as increased expectations with respect to speed of delivery. As discussed below, e-commerce and technological improvements represent the biggest drivers of change in the Goods Movement industry, driven by the rapid growth of mobile technology.

For the economic region of Renfrew County, a growing share of development within the Goods Movement Sector is anticipated related to “last mile” urban warehousing facilities that focus on serving the steadily growing urban population base through the final transportation of goods from the distribution centre or fulfillment hub to the final destination (i.e. the retailer or consumer). Continued growth in e-commerce is anticipated to reduced demand for retail square footage, in particular retail space for goods-based retailers, while increasing employment growth and land demand related to the logistics sector.^[34]

Retail e-commerce sales have risen steadily across Canada, with the proportion of online sales rising from 2.4% in 2016 to a high of 11.4% percent in April 2020, but since then has declined and levelled off at 7.5% as of April 2021.^[35] Further, the digital impact of retail sales is even greater with mobile purchasing platforms (e.g. UberEats, Skip the Dishes) that support retail sales of local retailers. As the e-commerce market continues to expand, this component of the supply chain is becoming increasingly important to businesses as it has a direct influence on the customer experience. In addition to the need to provide timely, accurate service delivery, it is also critical for industry to ensure cost efficiency given that 30% to over 50% of total parcel delivery cost is associated with this leg of the supply chain.^{[36] [37]}

^[34] Goods-based retailer refers to retail facilities that sell goods to be used or consumed at home, including food-oriented retail (supermarkets and convenience stores), beer, wine and liquor stores, pharmacies and personal care stores, home improvement stores and stores selling general merchandise, apparel and furniture.

^[35] Statistics Canada Retail e-commerce sales, Table 20-10-0072-01.

^[36] Breaking Down the “Last-Mile Delivery”: Challenges and Solutions. October 12, 2016.

^[37] Parcel Delivery. The Future of the Last Mile. McKinsey & Company. September 2016.



The Rising Share of Off-Site and Work at Home Employment

Over the 2001 to 2016 period, the percentage of Arnprior's labour force defined as having a usual place of work declined, offset by a gradual increase in the share of work at home employment and a steady increase in the share of off-site employment, also referred to as employees with no fixed place of work (N.F.P.O.W.).^[38]

Within Renfrew County, the rising share of labour related to N.F.P.O.W. has been primarily driven by steady growth in the transportation and construction sectors which are typically characterized as having a higher percentage of off-site employees. Technological innovation and improved broadband regional telecommunications have also been, and will continue to be, key drivers of economic expansion in knowledge-based sectors as well as the steady rise of the gig economy.^[39] One of the key objectives that is identified in Renfrew County's Strategic Plan is to secure funding for Eastern Ontario Regional Network (E.O.R.N.) broadband infrastructure. Looking forward, continued advances in technology and telecommunications (e.g. 5G technology) are anticipated to further enable remote work patterns and ultimately increase the relative share of off-site employment over the long term.^[40] Over the coming decades, work at home and N.F.P.O.W. employment is generally expected to steadily increase as a result of these trends. Demographics and socio-economics also play a role in the future demand for off-site and work at home employment within an increasingly knowledge- and technology-driven economy. It is anticipated that many working residents in the County and the Town will utilize technology to allow them to supplement their income in more flexible ways in contrast to traditional work patterns.

Planning for the Mixed-Use Areas

The commercial base in Arnprior is primarily comprised of small local-serving retail and office uses concentrated in the downtown areas. Apart from that the larger retail development is planned within the Mixed-Use areas. The Arnprior O.P. gives provision

^[38] Statistics Canada defines employees with no fixed place of work as "persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."

^[39] The gig economy is characterized by flexible, temporary, or freelance jobs, often involving connecting with clients or customers through an online platform.

^[40] Arnprior Strategic Plan 2021 to 2026.



for two types of Mixed-use areas, i.e. Mixed Use Residential Commercial and Mixed-Use Commercial Employment. Local-serving retail uses consist of commercial operations that serve the immediate needs of the local population, including grocery, pharmacy, automotive services, food services and other commercial services. These retail uses are primarily located in the downtown and MURC areas. Such uses tend to have a smaller retail footprint ranging from 1,500 sq.ft. (140 sq.m) to 40,000 sq.ft. (3,700 sq.m) and are less susceptible to the impact of e-commerce competition. Comparison retail uses on the other hand are typically larger and are clustered with similar uses. Further, these uses require larger trade areas that compete on product selection and price which is more susceptible to e-commerce competition.

Arnprior's Strategic Plan acknowledges the importance of these settlement areas, that each area is unique, and that publicizing and revitalizing these areas will not only benefit Arnprior, but the County as a whole.^[41]

^[41] Arnprior Strategic Plan 2021 to 2026.



Appendix C

Town of Arnprior Vacant Supply



Appendix C: Residential Supply and Employment Supply for the Town of Arnprior (As of February 2022)

C.1 Vacant Employment Lands

S. No	Roll Number	Zone2017	Status	Gross Area (ha)	Net Area (ha)
1	470200001500400	EMPL(H4)	Vacant	0.247	0.24655326
2	470200001500610	EMPL(H4)	Vacant	11.323	9.058382845
3	470200004007710	EMPL(H4)	Vacant	0.304	0.304164933
4	470200004009600	EMPL(H4)	Vacant	0.021	0.0212199
5	470200004506610	EMPL(H4)	Vacant	0.335	0.335303587
6	470200004506800	EMPL(H4)	Vacant	4.180	3.343931574
7	470200004508000	EMPL(H4)	Vacant	0.538	0.538018626
8	470200004508000	EMPL(H4)	Vacant	21.089	16.87157265
9	470200006501200	EMPL(H4)	Vacant	0.047	0.047345412
10	470200006502100	MU-CE	Vacant	0.103	0.10312348
11	470200006502800	MU-CE	Vacant	0.090	0.0903684
12	470200007000300	EMPL(H4)	Vacant	2.731	2.731352626
13	470200007000320	EMPL(H4)	Vacant	0.524	0.523910307
14	470200007001320	MU-CE	Subject to conversion	1.373	1.373047655
15	470200007001330	MU-CE	Subject to conversion	2.253	2.253172115
16	470200007001600	MU-CE	Vacant	0.093	0.0934875
17	470200007001700	MU-CE	Vacant	0.287	0.287318073
18	470200007002050	MU-CE(H3)	Converted to Residential	13.793	11.03411963
19	470200007002700	MU-CE	Vacant	0.200	0.199745175
20	470200007003300	MU-CE	Vacant - Proposal for new Mall	0.318	0.317684051
21	470200007003305	MU-CE	Vacant - Proposal for New Mall	0.275	0.274637213
22	470200007007500	MU-CE	Vacant	19.83	15.86450245

Source: Town of Arnprior Planning Department as of September 2020 summarized by Watson & Associates Economists Ltd., 2022.



C.2 Residential Sites under Active Development Applications and Vacant Residential Land

FID	Parcel Roll #	Status	STATUS	Land Area	Number of Units			
					Low Density ¹	Med Density ²	High Density ³	Total
0	470200001501300	Active Site Plan Pre-Consultations - High Density Apartments	Pre-Consultation	1.771187411			185	185
1	470200001501450	Vacant Residential/Future Development Lands	Vacant	0.32070624				0
2	470200001501485	Approved Site Plan / Plan of Subdivision	Registered	1.938813613			118	118
3	470200002000300	Vacant Residential/Future Development Lands	Pre-Consultation	0.145096628	0	29		29
4	470200002519700	Vacant Residential/Future Development Lands	Vacant	0.360594525				0
5	470200002519950	Vacant Residential/Future Development Lands	Vacant	0.1846978				0
6	470200002519950	Vacant Residential/Future Development Lands	Vacant	0.05481727				0
7	470200003004920	Vacant Residential/Future Development Lands	Pre-Consultation	3.208188506		60		60
8	470200003016000	Vacant Residential/Future Development Lands	Vacant	1.792694278				0
9	470200003016000	Vacant Residential/Future Development Lands	Vacant	0.81916238				0
10	470200003016000	Vacant Residential/Future Development Lands	Vacant	0.087246651				0
11	470200003016000	Vacant Residential/Future Development Lands	Vacant	10.50151109				0
12	470200004011603	Active Site Plan Pre-Consultations - High Density Apartments	Pre-Consultation	2.47372248			256	256
13	470200004011610	Vacant Residential/Future Development Lands	Pre-Consultation	5.309560332	55	38	22	115
14	470200005000200	Vacant Residential/Future Development Lands - Concept of Subdivision	Concept	3.412333787	80			80
15	470200005000200	Vacant Residential/Future Development Lands - Env Protection	Vacant	2.829774445				0
16	470200005000780	Vacant Residential/Future Development Lands	Vacant	3.328355601				0
17	470200005000780	Vacant Residential/Future Development Lands	Vacant	0.539948396				0
18	470200005507200	Vacant Residential/Future Development Lands	Vacant	1.62295898				0
19	470200005516605	Vacant Residential/Future Development Lands	Vacant	0.705627392				0
20	470200006019300	Draft Plan Approved Plans of Subdivision	Draft Approved	1.615343881		24	56	80
21	470200006502100	Vacant Residential/Future Development Lands	Vacant	0.914285742				0
22	470200006502100	Vacant Residential/Future Development Lands	Vacant	7.798602817				0
23	470200006502100	Vacant Residential/Future Development Lands - Env Protection	Vacant	1.083296823				0
24	470200006502100	Vacant Residential/Future Development Lands	Vacant	0.10312348				0
25	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	2.040692976	124	28		152
26	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	0.590138905				



FID	Parcel Roll #	Status	STATUS	Land Area	Number of Units			
					Low Density ¹	Med Density ²	High Density ³	Total
27	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	0.239340486				
28	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	0.127812425				
29	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	0.711007516				
30	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	0.705134561				
31	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	0.190464491				
32	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	1.58247043				
33	470200006510400	Draft Plan Approved Plans of Subdivision	Registered	2.004448056				
34	470200006515200	Active Site Plan Pre-Consultations - High Density Apartments	Rezoning	1.872790736			142	142
35	470200007003750	Vacant Residential/Future Development Lands	Vacant	1.438719612				0
36	470200007004000	Vacant Residential/Future Development Lands	Vacant	21.56724063				0
37	470200007007100	Vacant Residential/Future Development Lands - Tartan Concept for Subdivision	Concept	0.664255245	137	143		280
38	470200007007100	Vacant Residential/Future Development Lands - Tartan Concept for Subdivision	Concept	22.28916497				
39	470200007008148	Vacant Residential/Future Development Lands - Concept of Subdivision (Condo Townhouse Development)	Vacant	1.4450192				0
41	470200007008100 (part)	Vacant Residential/Future Development Lands	Draft Approved	15.36562176	213	128	180	521
42&43	470200007008100 (part)	Draft Plan Approved Plans of Subdivision	Registered	7.226649898				
44	470200007002050	OPA for Conversion from MUCE Designation	Concept	13.79	160	112		272

^[1] Includes singles and semi-detached units.

^[2] Includes townhouses and apartments in duplexes.

^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Town of Arnprior as of February 2022 summarized by Watson & Associates Economists Ltd., 2022.



C.3 Parcels with Infill / Intensification Potential

ID	Property Roll Number	Current Land Use	Parcel Area (sq. m)
1	470200004504910	Vacant	646
2	470200004505700	Vacant	612
3	470200002519950	Vacant	2395
4	470200002010300	Vacant	629
5	470200002010410	Vacant	454
6	470200006516500	Vacant	109
7	470200002004200	Vacant	733
8	470200001510950	Vacant	638
9	470200005012900	Vacant	518
10	470200001007501	Vacant	1044
11	470200001007700	Vacant	1002
12	470200002519932	Vacant	1634
13	470200002519950	Vacant	2395
14	470200005004350	Vacant	506
15	470200005001100	Vacant	507
16	470200002510600	Vacant	1117
17	470200003001302	Vacant	323
18	470200001501450	Vacant	3207
19	470200002519700	Residential	3606
20	470200005507200	Farm	16230
21	470200005516605	Farm	7056
22	470200006510600	Brownfield site	1910



C.4: Key Assumptions for deriving number of units on vacant residential lands

Vacant Lands

Total area	58
Gross - Net Ratio	55%
Net Residential Area	32

AREA SHARE

Low Density	50%
Medium Density	30%
High Density	20%

Density	Area	Density	Units on Vacant Lands
Low ^[1]	15.95	25	399
Medium ^[2]	9.57	40	383
High ^[3]	6.38	100	638
Total	31.9		1420

^[1] Includes singles and semi-detached units.

^[2] Includes townhouses and apartments in duplexes.

^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Data as of February 2022 from Town of Arnprior by Watson & Associates Economists Ltd., 2022.



Appendix D

Growth Projections

Approach/Methodology



Appendix D: Growth Projection Approach/Methodology

Approach and Methodology

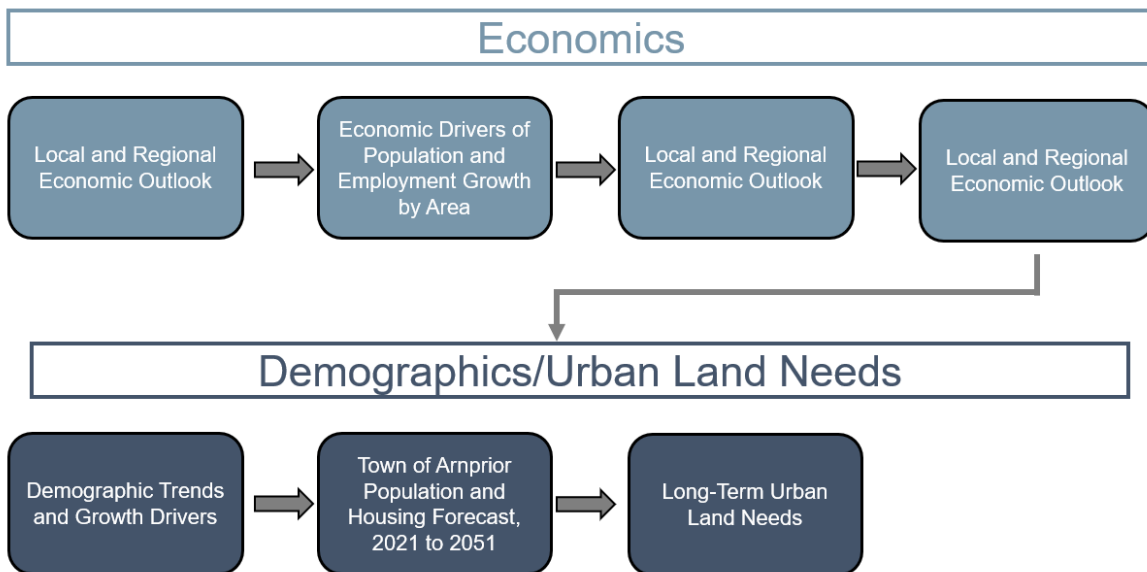
The population, household and employment forecast methodology adopted for this study utilizes a combined forecasting approach, which incorporates both the traditional “top – down” population forecast methodology (i.e. population by age-cohort) and a “bottom-up” household formation methodology. This combined approach is adopted to ensure that both regional economic/demographic trends and local housing market conditions are adequately assessed in developing the Town’s long-term growth potential.

D.1 Economic Base Model

Local/regional economic activities can be divided into two categories: those that are “export-based,” and those that are “community-based.” The export-based sector is comprised of industries (i.e. economic clusters) that produce goods that reach markets outside the community (e.g. agriculture and primary resources, manufacturing, research and development). Export-based industries also provide services to temporary and seasonal residents of the Town (hotels, restaurants, tourism-related sectors, colleges and universities) or to businesses outside the Town (specialized financial, professional, scientific and technical services). Community-based industries produce services that primarily meet the needs of the residents in the Town (retail, medical, primary and secondary education, and personal and government services). Ultimately, future population and housing growth within the Town of Arnprior has been determined in large measure by the competitiveness of the export-based economy within the Town and the surrounding market area. In developing the long-term labour force and population forecast for the Town of Arnprior, a review of key regional and local economic growth drivers was also considered. The approach is illustrated schematically in Figure D-1.



Figure D-1
Population and Household Projection Model



The population forecast methodology uses, as its base, population age groups and ages each group over time, taking into consideration Regional and local demographic trends, an assessment of economic growth drivers, etc.

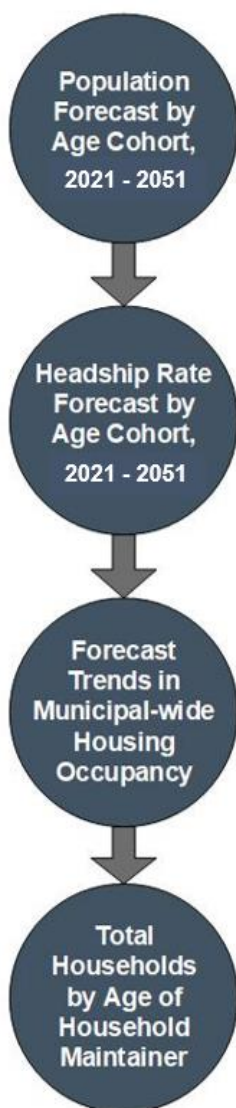
Forecast trends in population age structure provide important insights with respect to future housing needs based on forecast trends in average household occupancy. Total housing growth is generated from the population forecast by major age group using a headship rate forecast.

A headship rate is defined as the number of primary household maintainers or heads of households by major population age group (i.e. cohort). Average headship rates do not tend to vary significantly over time by major age group; however, the number of maintainers per household varies by population age group. For example, the ratio of household maintainers per total housing occupants is higher on average for households occupied by older cohorts (i.e. 55+ years of age) as opposed to households occupied by adults 29 to 54 years of age. This is important because, as the Town's population ages, the ratio of household maintainers is anticipated to increase. The average headship rate represents the inverse of the average number of persons per unit (P.P.U.). As such, as the Town's population ages over time, the average P.P.U. is forecast to steadily decline as the ratio of household maintainers per total housing occupants



increases. Figure C-2 summarizes the cohort-survival forecast methodology, which is a provincially accepted approach to projecting population and corresponding total household formation.^[42]

Figure D-2
Population and Household Forecast Methodology



^[42] Projection Methodology Guideline. A Guide to Projecting Population, Housing Need, Employment and Related Land Requirements. 1995.



This forecasting approach has been developed in accordance with the Provincial Projection Methodology Guidelines and industry best practices.^[43] This approach focuses on the rate of historical housing construction in the Town of Arnprior and the surrounding area, adjusted to incorporate supply and demand factors by geographic area, such as servicing constraints, housing units in the development process, as well as historical housing demand. Population is then forecast by developing assumptions on average household size by unit type, taking into consideration the higher average occupancy of new housing units and the decline in P.P.U. over time within existing households.

D.3 Forecast Households by Structure Type

Forecast households have been categorized by the following structure types:

- Low density (singles/semi-detached);
- Medium density (townhouses); and
- High density (apartments).

Forecast housing growth by structure type has been developed based on the following supply and demand factors:

Supply Factors

- Supply of potential future housing stock in the development process by housing type and approval status;
- Lag-time between housing starts and completions;
- Housing intensification opportunities;
- Current inventory of net vacant designated urban “greenfield” lands not currently in the development approvals process; and
- Provincial and local planning policy.

Demand Factors

- Historical housing activity based on building permit activity/housing completions;
- Propensity trends by structure type for the Town of Arnprior;

^[43] Projection Methodology Guidelines. A Guide to Projecting Population, Housing Need, Employment and Related Land Requirements. 1995.



- Commuting trends and access to surrounding employment markets;
- Market demand for housing intensification;
- Appeal to families, empty nesters and seniors; and
- Major infrastructure improvements and expansions.

D.4 Employment Forecast

The long-term employment growth potential for the Town of Arnprior has been developed from the labour force growth forecast, which considers both the rate and age structure of forecast labour force growth over the 2021 to 2051 planning horizon. A long-term employment growth forecast by major employment sector/ category (i.e. primary, industrial, commercial, institutional, work at home) was then established using the employment “activity rate” method.^[44]

When forecasting long-term employment, it is important to understand how growth in the Town’s major employment categories (i.e. industrial, commercial and institutional) is impacted by forecast labour force and population growth. Population-related employment (i.e. retail, schools, service and commercial) is generally automatically attracted to locations convenient to residents. Typically, as the population grows, the demand for population-related employment also increases to service the needs of the local community. Forecast commercial and institutional activity rates have been based on historical activity rates and employment trends, as well as future commercial and institutional employment prospects within a local and regional context. Similar to population-related employment, home-based employment is also anticipated to generally increase in proportion to population growth.^[45]

Industrial and office commercial employment (export-based employment), on the other hand, is not closely linked to population growth and tends to be more influenced by broader market conditions (i.e. economic competitiveness, transportation access, access to labour, and distance to employment markets), as well as local site characteristics, such as servicing capacity, highway access and exposure, site size/ configuration, physical conditions and site location within existing and future

^[44] An employment activity rate is defined as the number of jobs in a Town divided by the number of residents.

^[45] Due to further advancements in telecommunications technology, it is anticipated that home-based employment activity rates may increase over the forecast period for the Town.



Employment Areas throughout the Town and the surrounding market area. As such, industrial employment (employment lands employment) is not anticipated to increase in direct proportion to population growth and has been based on a review of the following:

- Macro-economic trends influencing employment lands development (i.e. industrial and office employment) within the Town of Arnprior and the surrounding market area);
- Historical employment trends (i.e. review of established and emerging employment clusters), non-residential construction activity and recent employment land absorption rates;
- Availability of serviced employment land supply (i.e. shovel-ready employment land) and future planned greenfield development opportunities on vacant designated employment lands within the Town of Arnprior and the surrounding market area;
- Recent land sales of municipally-owned and privately-owned industrial lands within the Town of Arnprior and the surrounding market area; and



Appendix E

Supplementary Growth Information



Appendix E: Details of Growth Forecast

E.1 Residential Growth Forecast (Medium Scenario)

Table E-1
Town of Arnprior
Residential Growth Forecast Summary

Year		Population (Including Census Undercount) ¹	Housing Units				Person Per Unit (P.P.U.)
			Singles & Semi- Detached	Multiple Dwellings ²	Apartments ³	Total Households	
Historical	2006	7,340	1,970	270	880	3,120	2.35
	2011	8,320	2,283	313	1,019	3,615	2.30
	2016	9,010	2,465	490	935	3,890	2.32
	2021	9,900	2,700	619	971	4,290	2.31
Forecast	2026	10,700	2,924	750	1,049	4,723	2.27
	2031	11,500	3,118	865	1,146	5,129	2.24
	2036	12,300	3,308	974	1,262	5,544	2.22
	2041	13,100	3,496	1,076	1,392	5,964	2.20
	2046	13,900	3,683	1,171	1,538	6,392	2.17
	2051	14,700	3,865	1,264	1,699	6,828	2.15
Incremental	2006 - 2011	980	313	43	139	495	
	2011 - 2016	690	182	177	-84	275	
	2016 - 2021	890	235	129	36	400	
	2021 - 2026	800	224	131	78	433	
	2021 - 2031	1,600	418	246	175	839	
	2021 - 2036	2,400	608	355	291	1,254	
	2021 - 2041	3,200	796	457	421	1,674	
	2021 - 2046	4,000	983	552	567	2,102	
	2021 - 2051	4,800	1,165	645	728	2,538	

[1] Population includes net Census undercount estimated at approximately 2.5%.

[2] Includes singles and semi-detached units.

[3] Includes townhouses and apartments in duplexes.

[4] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Historical 2001 to 2016 derived from Statistics Canada Census profiles. Forecast prepared by Watson & Associates Economists Ltd., 2022.



Table E-2
Town of Arnprior
Employment Growth Forecast Summary

Period	Population	Activity Rate								Employment							
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W. ¹	Total Including N.F.P.O.W.	Primary	Work at Home	Industrial	Commercial/Populati on Related	Institutional	Total	No Fixed Place of Work	Total Employment (Including N.F.P.O.W.)
Mid-2006	7,340	0.000	0.020	0.312	0.278	0.124	0.734	0.053	0.786	0	145	2,293	2,038	910	5,385	386	5,771
Mid-2011	8,320	0.005	0.013	0.211	0.217	0.133	0.579	0.049	0.627	40	110	1,758	1,803	1,105	4,815	404	5,219
Mid-2016	9,010	0.001	0.019	0.157	0.187	0.114	0.478	0.038	0.517	10	175	1,413	1,688	1,025	4,310	345	4,655
Mid-2021	9,900	0.001	0.025	0.135	0.147	0.101	0.409	0.037	0.447	10	249	1,340	1,455	1,000	4,054	370	4,424
Mid-2026	10,700	0.001	0.027	0.133	0.146	0.099	0.406	0.039	0.445	10	293	1,421	1,557	1,059	4,340	417	4,758
Mid-2031	11,500	0.001	0.029	0.128	0.144	0.094	0.395	0.039	0.435	10	334	1,470	1,658	1,075	4,547	452	4,999
Mid-2036	12,300	0.001	0.032	0.124	0.142	0.089	0.387	0.040	0.427	10	394	1,519	1,743	1,100	4,765	487	5,252
Mid-2041	13,100	0.001	0.036	0.120	0.139	0.086	0.382	0.040	0.423	10	474	1,577	1,823	1,125	5,009	529	5,539
Mid-2046	13,900	0.001	0.039	0.117	0.135	0.083	0.375	0.041	0.415	10	538	1,628	1,883	1,150	5,208	563	5,771
Mid-2051	14,700	0.001	0.042	0.114	0.132	0.080	0.370	0.041	0.411	10	617	1,676	1,947	1,182	5,432	603	6,035
Incremental Change																	
Mid-2006 - Mid-2011	980	0.0048	-0.0065	-0.1011	-0.0609	0.0088	-0.1549	-0.0040	-0.1589	40	-35	-535	-235	195	-570	18	-552
Mid-2011 - Mid-2016	690	-0.0037	0.0062	-0.0545	-0.0294	-0.0191	-0.1004	-0.0103	-0.1107	-30	65	-345	-115	-80	-505	-59	-564
Mid-2016 - Mid-2021	890	-0.0001	0.0057	-0.0214	-0.0403	-0.0128	-0.0689	-0.0009	-0.0698	0	74	-73	-233	-25	-256	25	-231
Mid-2021 - Mid-2026	800	0.000	0.002	-0.003	-0.001	-0.002	-0.004	0.0016	-0.0022	0	44	81	102	59	286	47	334
Mid-2021 - Mid-2031	1,600	0.000	0.004	-0.008	-0.003	-0.008	-0.014	0.0019	-0.0122	0	85	130	203	75	493	82	575
Mid-2021 - Mid-2036	2,400	0.000	0.007	-0.012	-0.005	-0.012	-0.022	0.0022	-0.0199	0	145	179	288	100	711	117	828
Mid-2021 - Mid-2041	3,200	0.000	0.011	-0.015	-0.008	-0.015	-0.027	0.0030	-0.0241	0	225	237	368	125	955	159	1,115
Mid-2021 - Mid-2046	4,000	0.000	0.014	-0.018	-0.011	-0.018	-0.035	0.0031	-0.0317	0	289	288	428	150	1,154	193	1,347
Mid-2021 - Mid-2051	4,800	0.000	0.017	-0.021	-0.015	-0.021	-0.040	0.0036	-0.0363	0	368	336	492	182	1,378	233	1,611
Annual Average																	
Mid-2006 - Mid-2011	196	0.001	-0.001	-0.020	-0.012	0.002	-0.031	-0.001	-0.032	8	-7	-107	-47	39	-114	4	-110
Mid-2011 - Mid-2016	138	-0.001	0.001	-0.011	-0.006	-0.004	-0.020	-0.002	-0.022	-6	13	-69	-23	-16	-101	-12	-113
Mid-2016 - Mid-2021	178	0.000	0.001	-0.004	-0.008	-0.003	-0.014	0.000	-0.014	0	15	-15	-47	-5	-51	5	-46
Mid-2021 - Mid-2026	160	0.000	0.000	-0.001	0.000	0.000	-0.001	0.000	0.000	0	9	16	20	12	57	9	67
Mid-2021 - Mid-2031	160	0.000	0.000	-0.001	0.000	-0.001	-0.001	0.000	-0.001	0	8	13	20	8	49	8	57
Mid-2021 - Mid-2036	160	0.000	0.000	-0.001	0.000	-0.001	-0.001	0.000	-0.001	0	10	12	19	7	47	8	55
Mid-2021 - Mid-2041	160	0.000	0.001	-0.001	0.000	-0.001	-0.001	0.000	-0.001	0	11	12	18	6	48	8	56
Mid-2021 - Mid-2046	160	0.000	0.001	-0.001	0.000	-0.001	-0.001	0.000	-0.001	0	12	12	17	6	46	8	54
Mid-2021 - Mid-2051	192	0.000	0.001	-0.001	-0.001	-0.001	-0.002	0.000	-0.001	0	15	13	20	7	55	9	64

^[1] Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”

Source: Watson & Associates Economists Ltd., 2022



Town of Arnprior Staff Report

Subject: Water and Wastewater Billing Policy

Report Number: 22-09-12-02

Report Author and Position Title: Jen Eve, Manager of Finance

Department: Client Services

Meeting Date: September 12, 2022

Recommendations:

That Council receives this report as information; and

That Council amend By-law Number 6187-13, as amended by By-law 6524-15, Policy FS-BR-06 Water and Wastewater Billing and Collection Policy to include further specifications related to the Water and Wastewater Billing and Collection process.

Background:

The Municipal Act, 2001, S.O. 2001, Sections 9, 11 and 391 allow municipalities to pass By-laws governing public utilities and permitting the setting of fees and charges related to the supply of water and wastewater services to the public.

The Town's Water and Wastewater Billing and Collection Policy (FS-BR-06), last updated in 2015, establishes clear procedures for effective and efficient water / wastewater billing and collection while ensuring that ratepayers are treated fairly and equitably.

In 2022, staff conducted a review of our Water and Wastewater Billing Collection Policy and determined that amending the policy's billing frequency based on the meter size for properties versus type of property would better reflect separating the high volume consumers and low volume consumers.

The purpose of this report is to update Council on the operational process and amend the process to reflect best practices.

Discussion:

Under the current billing and collection policy, frequency of billing is determined by property type. Residential properties are billed on a bi-monthly basis and non-residential properties are billed on a monthly basis. One of the main reasons for billing in this nature was to capture high volume consumption users on a monthly basis and lower consumption users bi-monthly. Overall, utilizing property type does a good job of separating low and high consumption users however there are some properties where property type is not the best indicator; for example some small commercial businesses have lower consumptions while some large multi-residential buildings would generate larger consumptions. To better capture large water/wastewater consumers in the monthly billing cycle, the recommended modification to the current policy is to amend the frequency of billing to be based upon low consumption users (less than/equal to 1.0" meter size) for bi-monthly billings and high consumption users (greater than 1.5" meter size) for monthly billing.

Amendments to the Policy

As referenced above, with the adoption of the Water and Wastewater Billing and Collection Policy in November of 2015, staff have concluded that an amendment to the policy would improve consistency in the monthly and bi-monthly billing cycles. Amendments to the following sections of the policy are proposed:

- Section 3.3- amended from residential properties to all low consumption properties (i.e. properties with a meter size of 1.0" or less) water and wastewater bills will be calculated and billed based on bi-monthly meter readings.
- Section 3.4- amended from non-residential properties to all high consumption properties (i.e. properties with a meter size of 1.5" or greater) water and wastewater and bills will be calculated and billed based on monthly meter readings.

While these changes are minimal and only impact approximately 30 current users, this revision will be beneficial prior to a number of large multi-residential properties coming online this year and next year to ensure they are captured under the appropriate billing cycle.

The By-law to amend Policy FS-BR-06 Water and Wastewater Billing and Collection Policy is included on the September 12, 2022 agenda for consideration of Council.

Options:

Council could choose not to amend the Water and Wastewater Billing Policy. This is not recommended as the amendments add clarity to the policy and improves the billing and collection process.

Policy Considerations:

Policy FS-BR-06 Water and Wastewater Billing and Collection Policy

Financial Considerations:

There are no financial considerations however the policy amendments will better ensure that high consumption users are included in the monthly billing process and could result in less arrears and improved cash flows.

Meeting Dates:

N/A

Documents:

Draft Amended – FS-BR-06 Water and Wastewater Billing and Collection Policy


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

	The Corporation of the Town of Arnprior Corporate Policies and Procedures Manual	
	Section: Client Services - Finance Branch	Policy # FS-BR-06
Policy Name: Water and Wastewater Billing and Collection		
Effective Date: January 28, 2013	Revised Date: September 12, 2022	Coverage: Client Services and Public Works

1.0 POLICY

This is a policy of the Town of Arnprior to establish clear guidelines with respect to the billing and collection of water and wastewater services.

2.0 PURPOSE

To establish clear procedures for effective and efficient water and wastewater billing and collection while ensuring that ratepayers are treated fairly and equitably. This policy also identifies the responsibilities for water and wastewater billing and collection and outlines the parameters and costs for connections and disconnections.

3.0 WATER AND WASTEWATER BILLING

- 3.1 All properties connected to the drinking water system shall be metered.
- 3.2 Every owner of land connected to the Town of Arnprior water works shall pay water and wastewater charges based on metered water consumption and fixed charges at the rates specified in the User Fees and Charges By-law 6066-12, as amended.
- 3.3 All low consumption properties (i.e. residential properties with a meter size of 1.0" or less) water and wastewater bills will be calculated and billed based on bimonthly meter readings.
- 3.4 All high consumption properties (i.e. non-residential properties with a meter size of 1.5" or greater) water and wastewater ~~and~~ bills will be calculated and billed based on monthly meter readings.

- 3.5 In the event of a dispute, the reading of the meter register shall be the sole evidence of the quantity of water and wastewater supplied to a property owner unless the meter is proven to be defective through a meter test conducted by the Town.
- 3.6 In instances where there is a discrepancy between the meter register and the remote reading device, the reading taken from the meter register will be deemed to be correct.
- 3.7 If a meter fails to register or a read is not collected for any other reason, the customer shall be charged on the basis of a reasonable estimate as determined from previous consumption at the property where available.
- 3.8 All water and wastewater accounts will be registered in the name of the property owner. The property owner shall be fully responsible for all charges incurred and applied to the account for the provision of water and wastewater services.

4.0 FINAL BILLING

- 4.1 When property owner proposes to vacate the property supplied by water and wastewater he or she shall request a final reading at least five days before vacating the property.
- 4.2 A property owner or their agent may request a certificate showing the amount of water and wastewater charges outstanding against the property, if any and the period for which they apply, at any time.
- 4.3 A property owner or their agent, who commences to occupy a property provided with water and wastewater services shall notify the Town so a new account can be created.
- 4.4 If the final billing of the previous occupant remains outstanding, such charges are a lien on the land and shall be transferred to the property tax account in accordance with the provisions of the *Municipal Act, 2001* SO. 2001 c. 25, as amended.

5.0 WATER AND WASTEWATER COLLECTION

- 5.1 The property owner is responsible for all amounts incurred and billed, including services provided to an occupant (tenant) until such time as the Land Registry office advises the Municipality of new ownership.
- 5.2 It is the responsibility of the property owner to inform the Municipality of any change of address for billing and notification purposes.
- 5.3 Charges for water and wastewater supply connection or disconnection including those initiated by the Municipality due to collection action, will be charged in accordance with the rates specified in the User Fees and Charges By-law, as amended
- 5.4 A penalty charge of 15% per annum (1.25% per month) shall be imposed on all bills not paid by the specified due date on the first day following the due date.
- 5.5 The Municipality may take collection action deemed necessary under the circumstances including but not limited to bailiff or collection services and disconnection of services.
- 5.6 Prior to a disconnection for outstanding arrears on an account, written notice will be provided to the property owner not fewer than seven (7) calendar days prior to the proposed shut off.
- 5.7 Properties that require disconnections will be authorized by the General Manager, Client Services/Treasurer or Manager of Finance and work orders will be submitted to the Public Works Department for action.
- 5.8 After a disconnection, before water is turned back on, the account in arrears must be paid in full or a payment plan and approved by the General Manager, Client Services/Treasurer or Manager of Finance. If a customer has defaulted on prior payment plans, payment in full is required.
- 5.9 Any outstanding water arrears are a lien on the land and can be transferred to the property tax account by the Town in accordance with the provisions of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended. Under section 398 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended in the case of fees and charges for the supply of a public utility, unpaid fees and charges may be added to the tax roll of the property to which the public utility was supplied and is to be collected in the same manner as municipal taxes.

6.0 REFERENCES AND RELATED POLICIES

By-Law No. 6802-18, as amended, outlines the rules and regulations for the installation, repair, maintenance and access to water meters and related appurtenances, including penalties for offences.



Town of Arnprior Staff Report

Subject: Digital Access to Heritage – Museum Assistance Program Contribution Agreement

Report Number: 22-09-12-03

Report Author and Position Title: Robin Paquette, CAO

Department: Community Services

Meeting Date: September 12, 2022

Recommendations:

That Council authorize the Mayor and Clerk to enter into a Contribution Agreement with Her Majesty the Queen on Right of Canada as represented by the Minister of Canadian Heritage for funding from the Digital Access to Heritage – Museum Assistance Program for the proposed Digitization of the Arnprior and District Museum Collection Project in the amount of \$187,958; and

Further That the Town contribute \$68,687 for in-kind services and \$51,689 for expenses being funded from the Museum Reserve Fund.

Background:

Further to a staff report from the Museum Curator in February, ([Council Agenda February 28, 2022](#), Item 11c)), which recommended that “Council direct staff to make an application to the Digital Access to Heritage – Museum Assistance Program for the proposed Digitization of the Arnprior and District Museum Collection Project as presented to further accessibility while facilitating Canadians’ access to our heritage”, Council is advised that the Town has been successful in its application.

The Ministry of Canadian Heritage has provided a Contribution Agreement for funding in the amount of the lesser of \$187,958 or 70% of the eligible expenditures for the project. The Museum will migrate existing object records to a new on-line collections management system and retain contract employees to digitize 7,000 collection items in a standardized, bilingual format, including Indigenous languages for the Indigenous collection. The goal of the project is to digitize the museum’s entire collection to make it publicly available. This project will allow the Arnprior and District Museum the opportunity to assess the collections and implement conservation practices while digitizing, in line with the collections policy. This project will be completed by March 31, 2024.

Discussion:

When the application for grant funding was made, the Town understood that the required 30% contribution from the Town could be in-kind, specifically intended to be the salary and wages of town staff, primarily the Curator, in managing the project. Total in-kind services over the two-year project are estimated at \$68,687. However, in receiving the Contribution Agreement, it has become apparent that a portion of the costs, for items such as minor capital expenditures, marketing and promotion and translation services were not approved as part of the grant funding. The grant funding is intended to cover the costs of the consulting fees, and a portion of the cost of migration to the new on-line collections management system, Argus.

Therefore, the outstanding project budget equals approximately \$51,689. Staff have reviewed the Museum Reserve Fund which has a balance of just over \$77,000 and recommends that this project be considered an appropriate use of these funds (museum related projects).

Options:

Council could determine that the funding is not sufficient to undertake this project at this time, however staff recommend moving forward with the use of the Museum Reserve Fund to take advantage of this considerable grant opportunity.

Policy Considerations:

The work proposed for the digitization of the Museum Collection is aligned with the following Town of Arnprior plans and policies:

- Multi-Year Accessibility Plan;
- Age-Friendly Community Plan;
- Museum Strategic Plan; and
- Town Strategic Plan.

Strategic Plan Visions:

- Sustainable financial model with sound fiscal responsibility and accountability to create efficiencies and synergies, balance tax and non-tax revenue, and manage debt effectively
- Have access to the services and supports that promote well-being, health and safety, providing a superior quality of life through recreation and cultural amenities, sufficient health care and community services for all ages

Financial Considerations:

As outlined in herein.

Table 1 – Total Project Costs by Year

Expenditures by Category	Total Costs - Year 1	Total Costs - Year 2	Total Project Costs
Permanent Staff: Curator, Admin assistant, Collections Coordinator	\$ 31,658	\$ 37,029	\$ 68,687
Consultant Fees: Elders; Migration to Argus; Digitization Manager; Digitization Assistant	\$ 99,500	\$ 85,750	\$ 185,250
Supplies and Materials	\$ 7,235	\$ -	\$ 7,235
Minor Capital and Equipment	\$ 6,471	\$ 44	\$ 6,515
Marketing and Promotion	\$ 5,012	\$ 6,385	\$ 11,397
General Administration	\$ 480	\$ 480	\$ 960
Software Purchase - Argus software licenses	\$ 6,000	\$ 6,240	\$ 12,240
Catalogue & Interpretation	\$ -	\$ 1,050	\$ 1,050
Other - Translation	\$ -	\$ 15,000	\$ 15,000
Total Expenditures	\$ 156,356	\$ 151,978	\$ 308,334

Table 2 – Funding Source by Expenditure Category

Expenditures by Category	Total Project Costs	Grant Portion	Town Portion - in-kind	Town Portion - Expense
Permanent Staff: Curator, Admin assistant, Collections Coordinator	\$ 68,687	\$ -	\$ 68,687	\$ -
Consultant Fees: Elders; Migration to Argus; Digitization Manager; Digitization Assistant	\$ 185,250	\$ 185,250	\$ -	\$ -
Supplies and Materials	\$ 7,235	\$ -	\$ -	\$ 7,235
Minor Capital and Equipment	\$ 6,515	\$ -	\$ -	\$ 6,515
Marketing and Promotion	\$ 11,397	\$ -	\$ -	\$ 11,397
General Administration	\$ 960	\$ -	\$ -	\$ 960
Software Purchase - Argus software licenses	\$ 12,240	\$ 2,708	\$ -	\$ 9,532
Catalogue & Interpretation	\$ 1,050	\$ -	\$ -	\$ 1,050
Other - Translation	\$ 15,000	\$ -	\$ -	\$ 15,000
Total Expenditures	\$ 308,334	\$ 187,958	\$ 68,687	\$ 51,689

Meeting Dates:

N/A

Consultation:

N/A

Documents:

1. [Contribution Agreement](#)

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: Joint Compliance Audit Committee – 2022-2026 Term of Council

Report Number: 22-09-12-04

Report Author and Position Title: Kaila Zamojski, Deputy Clerk

Department: Client Services

Meeting Date: September 12, 2022

Recommendations:

That Council direct staff to establish a Joint Compliance Audit Committee of five (5) members, with one representative from each of the following municipalities:

- Town of Arnprior
- Township of McNab/Braeside
- Township of Greater Madawaska
- Township of Admaston/Bromley; and
- Horton Township

Further That Council authorize Donna Anderson to be the Town of Arnprior's representative on the Joint Compliance Audit Committee for the 2022-2026 term of Council, at a per diem rate of \$175 / meeting and mileage (as per the CRA mileage rate), for travel to and from any required meetings.

Background:

Section 88.37 of the Municipal Elections Act, 1996 requires municipalities to appoint a Compliance Audit Committee, regarding election campaign finances for candidates and third-party advertisers, before October 1 in an election year. The term of office for the Compliance Audit Committee is the same as the term of office of the Council (in case of any by-elections that may occur during the term).

A Compliance Audit Committee can be called upon by an elector who:

- Is entitled to vote in an election; and
- Believes on reasonable grounds that a candidate has contravened the Municipal Elections Act relating to election campaign finances.

The Compliance Audit Committee has the authority to:

- Grant or reject a Compliance Audit Application;
- Appoint an auditor to conduct the audit where the Application is granted and receive the results;
- Commence legal proceedings against the candidate for any apparent contravention within 30 days of receiving the auditor's report; and
- Make a finding whether or not there were reasonable grounds for making the Application, if the auditor's report concludes that the candidate did not appear to have contravened a provision of the Municipal Elections Act, in relation to campaign finances.

Since 2010 the Town of Arnprior has partnered with multiple municipalities to form a "Joint Compliance Audit Committee" to fulfill this requirement under the Municipal Elections Act.

Discussion:

The Town of Arnprior for the 2022 Election has partnered with the following municipalities to form a new Joint Compliance Audit Committee for the upcoming term of Council (2022-2026):

- Township of McNab/Braeside
- Horton Township
- Township of Admaston/Bromley
- Township of Greater Madawaska

One Member from each municipality is required to form the Joint Compliance Audit Committee. Staff published an ad online, through social media, and in the newspaper, looking for applications from qualified members of the public to be appointed to the 2022 Election Joint Compliance Audit Committee. It is recommended that committee members should possess an in-depth knowledge of the campaign financing rules of the Municipal Elections Act, 1996, as amended. Applications were received, and all municipalities have selected a member to appoint to the Joint Compliance Audit Committee.

Staff have also worked with the municipalities noted above to create a Terms of Reference, and set a fair per diem rate of pay, for the Joint Compliance Audit Committee, which is included with the By-law on this evening's agenda for Council consideration.

Council is responsible for paying all costs in relation to the Committee's operation and activities. The municipality where the meeting is required, is the municipality responsible for paying all associated costs and expenses. The By-law, included on this evening's agenda, notes a new per diem rate of \$175/meeting as well as mileage (as per CRA mileage rate) to and from meetings. This decision was made to try to attract the best possible candidates, and with the consideration for the expanded travel area that may be required.

Options:

N/A

Policy Considerations:

Municipal Elections Act

Financial Considerations:

Should the Town of Arnprior require the services of the Committee, the Town would be responsible for all associated expenses, being a per diem rate of \$175 for Members of the Committee to attend the meeting(s) as well as mileage. Members of the Committee are only paid if a meeting of the Committee is called.

Meeting Dates:

Council Meeting – August 22, 2022

Consultation:

Township of McNab/Braeside – Clerk & Deputy Clerk
Township of Admaston/ Bromley – CAO/Clerk
Township of Greater Madawaska – CAO/Clerk & Deputy Clerk
Horton Township – CAO/Clerk

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: Application to Municipal Grants Policy – Arnprior Community Choir

Report Number: 22-09-12-05

Report Author and Position Title: Kaila Zamojski, Deputy Clerk

Department: Client Services

Meeting Date: September 12, 2022

Recommendations:

That Council receive the Municipal Grant Application from the Arnprior Community Choir; and

Further that due to ineligibility under the Support Funding stream, the request for \$3,000 for the Arnprior Community Choir 30th Anniversary Project to Commission a Four-Part Choral Composition be declined.

Background:

The Municipal Grants Policy was last updated in November 2020, and helps to define the purpose, scope and procedures for Council to provide municipal grants to organizations that provide programs or services that address an identifiable need or problem in the community and bestow some community-wide benefit. Municipal grant streams authorized under the policy include:

- Support Funding
- In-Kind Support – Partnership
- In-Kind Support - Single
- Festivals & Event Support

In order to qualify for Municipal Grant Funding applicants are required to complete the application form and meet the various qualification criteria, including:

- being a not-for-profit or charitable organization or another community group, depending on the nature of the grant request and demonstrated benefit to the community.
- demonstration of financial need; and
- having explored additional sources of potential funding.

Applications are received and evaluated based on the qualifications and eligibility criteria listed in Section 3 of the Municipal Grants Policy. Depending on the funding stream, the applications received come forward to Council in the form of a Staff Report or through an Action Item.

This is the first support funding request received from the Arnprior Community Choir, under this policy.

Discussion:

The Arnprior Community Choir (ACC) has submitted a grant request under the Support Funding Stream of the Municipal Grants Policy. They have requested the following:

Support Funding Request	<p>\$3,000 to:</p> <ol style="list-style-type: none">1. Commission a four-part choral composition to commemorate the 30th anniversary of the ACC. This includes fees for a local composer and for the development of annotated sheet music.2. Printing of sheet music by a local business.3. Original cover art by a local artist.4. Preparatory workshop.5. Video recording of the composition being performed by the ACC. This video could be used for promotion of the Arts in the Town of Arnprior, potentially on the Town website and at various arts and recreational events.
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The request was evaluated based on the qualification and eligibility criteria outlined in the Municipal Grants Policy, outlined in Appendix B: Evaluation Matrix – Arnprior Community Choir (30th Anniversary Project), and was found to be in compliance with all requirements, except for the “demonstration of financial need” and “demonstrates having explored additional sources of potential funding.”

It is also important to note that the Arnprior Community Choir is a community group operating in the Town of Arnprior but is not considered a not-for-profit / charitable organization. However, this does not make the organization ineligible. The Arnprior Community Choir does contribute to the Arts of the Town of Arnprior, through music, and provides residents of Arnprior and surrounding areas with the opportunity to express themselves through song.

Financial Need Analysis:

When reviewing the financial information received from the Arnprior Community Choir in their application, two key factors to determine financial need were looked at:

- a. whether or not the project would generate a surplus or deficit; and
- b. what financial resources exist (cash, savings, investments, etc.) and are uncommitted.

A review of the 2021-2022 Arnprior Community Choir budget demonstrates:

	With Arnprior Support Funding of \$3,000	Without Arnprior Support Funding of \$3,000 *Staff Recommendation
Projected Revenues	\$6,735	\$6,735
Plus: Arnprior Support Funding	\$3,000	\$0
Less: Projected Expenses	\$12,953	\$12,953
Less: 30th Anniversary Project Expenses	\$3,500	\$3,500
Projected Shortfall	(\$6,718)	(\$9,718)
Cash on Hand	\$13,347	\$13,347

While the Arnprior Community Choir has a projected annual shortfall, their cash on hand balances year to year are sufficient to cover the projected shortfalls, with or without a contribution from the Town of Arnprior of \$3,000. The Arnprior Community Choir noted that they will not likely move forward with the project, should they not receive any funding from the Town of Arnprior.

Staff reached out to the Arnprior Community Choir to determine if the cash on hand balance was dedicated for a specific use or expense. The representative from the Arnprior Community Choir noted the funds available in their accounts are being used to support future year operations, support any requirements of the organization and cover any losses year to year. The representative also noted to staff, that throughout the last couple years revenues were lower due to the inability to perform and have regular practices.

Demonstrated Exploring Additional Funding Sources Analysis:

Staff inquired whether the Arnprior Community Choir would be seeking funding from additional sources, with the response being “no they were not requesting funding from any other source (i.e., other municipalities) for this project.”

As the Arnprior Community Choir has available funds to use to support their 30th Anniversary project, the \$3,000 request is not recommended.

Options:

Other options for Council consideration include:

1. Choose to support the Arnprior Community Choir, by providing support funding in the amount of \$3,000.
2. Choose to support the Arnprior Community Choir at a different amount as determined by Council.

Policy Considerations:

The Municipal Grants policy aligns with the Town's Strategic Plan when looking at effective service delivery, as well as growth and expansion. Providing Municipal Grants to eligible organizations, allows the Town of Arnprior to have various programs and events, which compliment or support those offered by the municipality. This contributes to the overall growth of the Town.

Financial Considerations:

This Municipal Grant Request falls under the Support funding stream of the Municipal Grant Policy. Staff is not recommending providing \$3,000 in Support Funding. If Council were to choose to provide the Support Funding, as the 2022 Municipal Grants Account 1-5-7600-6999 has been fully expended, another funding source would need to be determined.

Meeting Dates:

N/A

Consultation:

Arnprior Community Choir

Documents:

1. Appendix A – Overview of Municipal Grant Streams
2. Appendix B – Evaluation Matrix – Arnprior Community Choir (30th Anniversary Project)
3. Application Form & Income Statements – Arnprior Community Choir

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

Appendix A – Overview of Municipal Grant Streams

Municipal Grant Stream	Definition	Application	Request Eligibility
Support Funding	A Municipal Grant provided by Council to an eligible community organization, by way of a dollar (\$) amount.	<ul style="list-style-type: none"> Organizations will be provided an annual maximum of \$3,000 under this stream A maximum of one (1) request per year per organization 	Support Funding <u>cannot</u> be used to: <ul style="list-style-type: none"> support ongoing operating costs. support annual capital costs. to retire debt to increase endowment funds
In-Kind Support (Partnership)	A form of Municipal Grant that is provided by Council to an eligible community organization, by way of an on-going in-kind contribution over the course of a year, or specified timeframe, to support a program, activity, event, or service.	<ul style="list-style-type: none"> Organizations may require a specified lease/partnership agreement A maximum of two (2) requests per year per organization 	Eligible Requests – Waiving Fees for: <ul style="list-style-type: none"> Town Facilities Town Equipment Town Staff time
In-Kind Support (Single)	A form of Municipal Grant that is provided by Council to an eligible community organization, by way of a single in-kind contribution to support a program, activity, event, or service.	<ul style="list-style-type: none"> A maximum of two (2) requests per year per organization 	Eligible Requests – Waiving Fees for: <ul style="list-style-type: none"> Town Facilities Town Equipment Landfill Vouchers/ Garbage Bag Tags Town Staff Time
Festivals and Events Support Funding	A form of Municipal Grant that is provided by Council to an eligible events organization, by way of a single one-time support funding and/or in-kind contribution to support a festival or event held in the Town of Arnprior.	<ul style="list-style-type: none"> A max of one (1) request per year per organization 	Festivals and Events Support Funding <u>cannot</u> be used to: <ul style="list-style-type: none"> support ongoing operating costs. support annual capital costs. retire debt. increase endowment funds. provide gifts, hospitality, or other benefits to individuals and/ or organizations

Appendix B – Evaluation Matrix Applicant: Arnprior Community Choir	
Qualification Criteria	Meets Criteria
A not-for-profit or charitable organization operating in the Town of Arnprior (Other community groups may be considered based on demonstrated benefit to overall community)	Yes – Other Community Group
Hosting a program, activity, event, or service that primarily benefits the residents of the Town of Arnprior	Yes – Project/ Activity
Using the Municipal Grant for operating program, activity, event or service, not capital projects, or debt payments	Yes
Demonstrates financial need	No
Demonstrates having explored additional sources of potential funding from other levels of government, the private sector, donations, fundraising efforts, etc. where applicable	Did not seek any other sources of funding from other municipalities, donations, etc. for this project.
Completed and submitted the appropriate application form a minimum of 60 days prior to their need	Yes

Eligibility Criteria	
<p>Overall contribution to community:</p> <p>This project would also allow for the choir members to commemorate their 30th Anniversary with a new four-part choral composition. This composition would hopefully be able to be enjoyed by residents and visitors to at various community events in the future.</p>	Yes
<p>Supports & promotes Town's vision, values, and strategic priorities:</p> <p>The Arnprior Community Choir supports the vision, values, and strategic priorities of the municipality by contributing to the Arts and Culture of the Town of Arnprior and the Overall Community Well Being. The Arnprior Community Choir quoted a famous composer, conductor, editor, arranger, and record producer, of choral music, John Rutter in their application, "Choral music is not one of life's frills. It's something that goes to the very heart of our humanity, our sense of community, and our souls. You express, when you sing, your soul in song. And when you get together with a group of other singers, it becomes more than the sum of the parts. All of those people are pouring out their hearts and souls in perfect harmony, which is a kind of emblem for what we need in this world, when so much of the world is at odds with itself ... that just to express, in symbolic terms, what it's like when human beings are in harmony."</p>	Yes
<p>Financial Management of the community organization:</p> <p>The Arnprior Community Choir is running a surplus year to year to keep their organization going. Thus, they do not meet the criteria of financial need.</p>	No
<p>Demonstrated support of volunteers:</p> <p>The Arnprior Community Choir has a Choir Director and Accompanist that are paid members of the organization. The rest of the organization is volunteer run and includes 90+ singers, executive members, administrators, etc.</p>	Yes
<p>Demonstrated the benefits to the residents of the Town of Arnprior:</p> <p>The project as mentioned above will primarily benefit the Arnprior Community Choir Members, with a hope of eventually allowing the community to enjoy a new Choral Piece at future events/ concerts/ etc.</p>	Yes



General Information		Submission Date: _____	
Name of Organization:			
Street Address:			
City/Town:		Postal Code:	
Contact Person:		Position/Title:	
Telephone:		Fax Number:	
E-mail:			
What is your organization's status?	Charitable	Not-for-profit	Other
Authorization:	I declare that I am authorized to sign this grant request on behalf of _____ [insert name of organization] _____ [signature] _____ [date]		Name (print):
			Position/Title:
			Phone:
Please provide project/event date(s) or any relevant timelines related to this request.			

NOTICE WITH RESPECT TO COLLECTION OF PERSONAL INFORMATION: Personal information collected on this application form is collected under the authority of the Municipal Act, 2001 and will be used for the purpose of processing the application and for administrative purposes. Questions about the collection and use of this information in accordance with the Municipal Freedom of Information and Protection of Privacy Act may be made to the Town Clerk, 105 Elgin Street West, Arnprior, ON K7S 0A8 or by phone: (613) 623-4231 ext. 1817.



Town of Arnprior
105 Elgin Street West
Arnprior, ON.
K7S 0A8
613-623-4231

Grant Request	Please check applicable request	Brief description of request (i.e. dollar amount and/or type of in-kind support, staffing requirements)
Support Funding (complete Parts A and B)		
In-Kind Support (Partnership) (complete Parts A and B)		
In-Kind Support (Single) (complete Part A)		
Festivals and Events Support Funding (complete Parts A and B)		

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Part A (to be completed for all municipal grant requests)

Organization/Grant Information	
What is the function of your organization (mandate/key objections)?	
Please provide an overview of the service, program or event being supported with this funding.	
Please explain how this service, program or event benefits the Town of Arnprior and its residents.	
<p>Does your organization use volunteers?</p> <p>Yes No</p>	<p>If yes, how many volunteers are involved and in what capacity? (e.g. administration, service level, etc.)</p>

Please select target population that will benefit from this request.	Age Range:	Number of participants benefitting from this request:
	Children (Ages 0-12)	1-50
	Youth (Ages 13-18)	51-100
	Adults (Ages 19-59)	101-499
	Seniors (Ages 60+)	500-1000
		>1000

Does this request align with the Town of Arnprior's [Strategic Plan](#), as determined by Council?
Please explain.

Key Priorities

- Economic Development – Attraction, retention and marketing initiatives and economic impact

<ul style="list-style-type: none"> Community Well Being – Community support, arts and culture, recreational and leisure, health and well being support initiatives 		
<p>Has your organization received support from the Town of Arnprior in previous years?</p> <p>Yes No</p>	<p>If yes, please provide additional details below.</p>	
	<table border="1"> <tr> <td data-bbox="630 768 1013 879">Dollar (\$) value received:</td><td data-bbox="1013 768 1528 879"></td></tr> </table>	Dollar (\$) value received:
Dollar (\$) value received:		
<table border="1"> <tr> <td data-bbox="630 879 1013 1100">Service/ Program/ Festival/ Event grant support was received for:</td><td data-bbox="1013 879 1528 1100"></td></tr> </table>	Service/ Program/ Festival/ Event grant support was received for:	
Service/ Program/ Festival/ Event grant support was received for:		
<table border="1"> <tr> <td data-bbox="630 1100 1013 1507">Type of grant support received:</td><td data-bbox="1013 1100 1528 1507"> <p>Support Funding</p> <p>In-Kind Support</p> <p>In-Kind Partnership</p> <p>Festival and Event Support Funding</p> </td></tr> </table>	Type of grant support received:	<p>Support Funding</p> <p>In-Kind Support</p> <p>In-Kind Partnership</p> <p>Festival and Event Support Funding</p>
Type of grant support received:	<p>Support Funding</p> <p>In-Kind Support</p> <p>In-Kind Partnership</p> <p>Festival and Event Support Funding</p>	
<table border="1"> <tr> <td data-bbox="630 1507 1013 1841"> <p>Was Town staff support provided?</p> <p>If yes, in what capacity?</p> </td><td data-bbox="1013 1507 1528 1841"></td></tr> </table>	<p>Was Town staff support provided?</p> <p>If yes, in what capacity?</p>	
<p>Was Town staff support provided?</p> <p>If yes, in what capacity?</p>		



Town of Arnprior
105 Elgin Street West
Arnprior, ON.
K7S 0A8
613-623-4231

	If this submission/request differs from previous year(s), please describe the difference?
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Part B (to be completed for the following Streams: Support Funding, In-kind Partnership, Festivals and Events)

Financial Information
<p>Indicate your organizations fundraising policy. Comment on your organizations fundraising plans for the current year and upcoming years. (If Applicable)</p>
<p>Does your organization raise enough money through fundraising to cover its expenses? If not, indicate your organizations plan to pay these expenses. (If Applicable)</p>
<p>Indicate if you received funding or are seeking funding from sources other than the municipality.</p>

Funding provided must benefit the residents of the Town of Arnprior. Please indicate how the funding would be used to benefit the residents of Arnprior.

In what way is your organization working on becoming self-sufficient?

What effect would the denial of all or a part of this request have on your organization and/or the event/activity/program/service you are applying for?

Has your participation been greater, less or more than last year? (If Applicable)

Part B (cont'd)

Projected Budget	
Please fill out the projected budget for your organization's festival/event/initiative/project below.	
<u>Revenue Description</u>	<u>Budget Amount</u>
Grants – Federal and/or Provincial	\$
Grants – Town of Arnprior	\$
Donations/Sponsorships	\$
Earned Income	\$
Applicant Contribution	\$
User Fees	\$
Membership Fees	\$
Fundraising Efforts	\$
Other (please specify)	\$
Other (please specify)	\$
Other (please specify)	\$
Other (please specify)	\$
Total Revenue	\$

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<u>Expenses Description</u>		<u>Budget Amount</u>
Salaries and Benefits		\$
Advertising and Promotion		\$
Entertainment		\$
Administration		\$
Facilities Rental		\$
Prizes and Awards		\$
Other (please specify)		\$
Other (please specify)		\$
Other (please specify)		\$
Other (please specify)		\$
Total Expenses		\$
Please attach the listed documentation to your completed application.	Most recent financial statements Financial statement from previous year or previous festival/event Budget for program, service, festival/event Proof of incorporation, if applicable Proof of insurance (required if funding is approved)	
_____ (initial)	I hereby acknowledge that the Town of Arnprior requires any successful applicant to provide a follow-up report, as described in the Municipal Grants Policy.	

Conditions of Assistance

- a) Any Grant funding provided by the Town of Arnprior must be applied to current expenses associated with the approved project, and not be used to subsidize any other project of the applicant, or to reduce or eliminate accumulated deficits.
- b) The Town of Arnprior must be notified in writing of any significant changes and/or purpose of the supported activity or event. In the event that the activity or event is not completed, or does not move forward, the Town of Arnprior reserves the right to request the return of any grant funding provided.
- c) Receipt of a grant does not guarantee funding the following or any subsequent year.
- d) The applicant acknowledges and agrees that the Town of Arnprior shall not be liable for any incidental, indirect, special or consequential damages, injury or any loss of use, revenue or profit of the organization arising out of or in any way related to the approved program/event/ service.
- e) Where applicable, the Town of Arnprior must be acknowledged on promotional materials related to the funded activities/event, including but not limited to brochures, print ads, programs, posters, signage and media releases, as well as websites, e-newsletters, and social media campaigns, where possible. The Marketing and Economic Development Officer will require information from the applicant, in advance on what materials/ electronic formats the Town's logo will be included on to ensure compliance with the Town's brand guidelines.
- f) The Town of Arnprior reserves the right to an onsite presence, or formal role, at Festivals and Events. Failure to acknowledge the Town's support may result in the inability of an organization to obtain grant support in future years.

<hr/> <p>(initial)</p>	<p>I acknowledge that I have read and understand the Condition of Assistance for receipt of Town of Arnprior Municipal Grants. I also acknowledge that I have read and agree to follow the Town of Arnprior's Municipal Grants Policy.</p>
------------------------	--

2021-22 Income Statement

As at Jun 30, 2022

Cash on Hand \$13,347.33

July 1, 2021 - June 30, 2022



INCOME

Membership Fees	\$6,235.00
ACC Concert: Ticket Sales	
VCB Concert: 1/2 Gate	
Choir Workshop	\$0.00
Senators Hockey Gig	
Miscellaneous Revenue & Donations	\$500.00
Choir Socials & Dinners	
Sales: Scarves	
Sales: Music Bags	
Float	
Total Income	\$6,735.00

Choir Workshop
Net: **-\$380.00**

EXPENSES

Membership Refunds	
Ticket Refunds	
Returned NSF Cheques	
Choir Workshop Expenses	\$380.00
Senators' Hockey Gig	
Services: Director Accompanist Fill-ins	\$8,237.84
Music Library Purchases & Expenses	\$2,417.71
Venue Rental: Rehearsals	\$850.00
Venue Rental: Concerts	
Sound Technician	
Publicity Advertising Printing	
Soloists Performers Accompanists	
Professional Development	
Gifts Cards Flowers	\$129.55
Concert Reception	
Choir Socials & Dinners	
Choirs Ontario	
Website: Maintenance Domain Name	
Equipment & Service	
Insurance: Event & Library	\$150.00
Purchase: Scarves	
Purchase: Music Bags	
In Memorium for Choir Members	
Scholarships	\$600.00
Miscellaneous Expenses	\$140.00
Float	
Bank Fees	\$48.00
Total Expense	\$12,953.10

NET INCOME

-\$6,218.10

2020-21 Income Statement

As at Jun 30, 2021

Cash on Hand \$18,089.34

July 1, 2020 - June 30, 2021



INCOME

Membership Fees	\$7,676.00
ACC Concert: Ticket Sales	\$0.00
VCB Concert: 1/2 Gate	\$750.00
Choir Workshop	\$0.00
Senators Hockey Gig	\$0.00
Miscellaneous Revenue & Donations	\$0.00
Choir Socials & Dinners	\$0.00
Sales: Scarves	\$0.00
Sales: Music Bags	\$0.00
Float	\$0.00
Total Income	\$8,426.00

Choir Workshop
Net: **-\$366.00**

EXPENSES

Membership Refunds	\$0.00
Ticket Refunds	\$0.00
Returned NSF Cheques	\$0.00
Choir Workshop Refunds	\$366.00
Senators' Hockey Gig	\$0.00
Services: Director Accompanist Fill-ins	\$7,087.50
Music Library Purchases & Expenses	\$1,371.02
Venue Rental: Rehearsals	\$1,275.00
Venue Rental: Concerts	\$0.00
Sound Technician	\$0.00
Publicity Advertising Printing	\$0.00
Soloists Performers Accompanists	\$0.00
Professional Development	\$0.00
Gifts Cards Flowers	\$158.81
Concert Reception	\$0.00
Choir Socials & Dinners	\$0.00
Choirs Ontario	\$0.00
Website: Maintenance Domain Name	\$230.77
Equipment & Service	\$0.00
Insurance: Event & Library	\$0.00
Purchase: Scarves	\$0.00
Purchase: Music Bags	\$0.00
In Memorium for Choir Members	\$0.00
Scholarships	\$1,200.00
Miscellaneous Expenses	\$162.60
Float	\$0.00
Bank Fees	\$48.00
Total Expense	\$11,899.70

*

NET INCOME

-\$3,473.70

* Late refund cheques for workshop from previous term.

2019-20 Income Statement

As at Jun 30, 2020

Cash on Hand \$19,759.04

July 1, 2019 - June 30, 2020



INCOME

Membership Fees	\$10,380.00
Sales: Concert Tickets	\$11,693.50
Choir Workshop	\$1,254.00
Senators Hockey Gig	\$0.00
Miscellaneous Revenue & Donations	\$35.00
Choir Socials & Dinners	\$0.00
Sales: Scarves	\$120.00
Sales: Music Bags	\$0.00
Float	\$900.00

Total Income \$24,382.50

Choir Workshop
Net: \$522.00

EXPENSES

Membership Refunds / NSF Cheques	\$170.00
Ticket Refunds	\$0.00
Choir Workshop	\$732.00
Senators' Hockey Gig	\$0.00
Paid Services: Director, Accompanist & Fill-ins	\$9,712.75
Music Library Purchases & Expenses	\$4,440.56
Venue Rental: Rehearsals	\$550.00
Venue Rental: Concerts	\$500.00
Sound Technician	\$300.00
Publicity/Advertising/Printing	\$296.33
Paid Soloists/Performers/Accompanists	\$800.00
Professional Development	\$199.00
Gifts/Flowers	\$127.17
Concert Reception	\$49.95
Choir Socials & Dinners	\$127.39
Choirs Ontario	\$0.00
Website: Maintenance/Domain Name	\$0.00
Equipment and Service	\$197.97
Insurance: Event & Library	\$264.00
Scarves (Purchase)	\$327.44
Music Bags (Purchase)	\$0.00
In Memorium for Choir Members	\$0.00
Scholarships	\$600.00
Miscellaneous Expenses	\$215.18
Float	\$900.00
Bank Fees	\$129.05

Total Expense \$20,638.79

NET INCOME

\$3,743.71



Town of Arnprior Staff Report

Subject: Proclamation – National Day of Truth and Reconciliation (Orange Shirt Day) – September 30, 2022

Report Number: 22-09-12-06

Report Author and Position Title: Maureen Spratt, Town Clerk

Department: Client Services

Meeting Date: September 12, 2022

Recommendations:

That Council proclaim September 30, 2022 as National Day of Truth and Reconciliation (Orange Shirt Day) in the Town of Arnprior.

Background:

In June of 2021, the passage of Bill C-5 led to the establishment of the National Day for Truth and Reconciliation, which addresses action number 80 from the 94 [calls to action](#) from the Truth and Reconciliation Commission of Canada.

This day seeks to understand the intergenerational harm that residential schools have caused to Indigenous families and communities and to honour First Nations, Inuit and Métis survivors, their families, and communities who have been affected by this injustice.

Discussion:

The Town of Arnprior is committed to reconciliation and ensuring that the tragic history and ongoing legacy of residential schools are never forgotten. September 30 provides an opportunity for every Canadian to recognize the impact of the residential school system, learn more about their lasting legacy, and reflect on how we can move forward, together.

In late 2021 the newly formed Inclusivity and Diversity Committee (IDAC) recommended permanent commemoration of a bench, to increase awareness and commemorate the history and legacy of residential schools. In turn, Mayor Stack consulted with Chief Jocko, Algonquins of Pikwakanagan First Nation, who fully supported the commemoration, and advised Council of the support.

A proclamation has been prepared to recognize and commemorate September 30th as National Truth and Reconciliation Day (Orange Shirt Day) in Arnprior with a flag raising event. The event is scheduled for Monday, September 26th, to support and promote education and awareness leading up to September 30th. The flag will be lowered to half-staff on September 30 for the National Day of Truth and Reconciliation (Orange Shirt Day).

During the flag raising event, a plaque will be unveiled to acknowledge and honor the bravery and resilience of residential school survivors, their families and their communities. The plaque will be installed on the bench outside the Town Hall, at the corner of Elgin and Madawaska Street. The bench will provide a space for rest and reflection and to ensure that we recall and never forget the tragedies and atrocities that happened to Indigenous communities through the residential school program.

The proclamation encourages Council, staff and residents to wear orange as the orange shirt symbol originated in the experience of Phyllis (Jack) Webstad of the Stswecem'c Xgat'tem First Nation, who shared her story of how her new orange shirt was taken away from her on her first day at St. Joseph Mission Residential School, leaving her with feelings of worthlessness and insignificance.

The proclamation is attached for consideration of Council.

Options:

N/A

Policy Considerations:

Bill C-5 responds to Call to Action 80 of the Truth and Reconciliation Commission, which calls "upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation"

Financial Considerations:

There will be a nominal fee for the installation of the commemorative plaque and the painting of the bench which will be covered under Council's 2022 operating budget account 1-5-1110-5820.

Meeting Dates:

Inclusivity and Diversity Advisory Committee Meeting – November 4, 2021

Council Meeting – November 22, 2021

Inclusivity and Diversity Advisory Committee Meeting – December 2, 2021

Consultation:

Inclusivity and Diversity Advisory Committee (IDAC)

Documents:

Proclamation – National Day of Truth and Reconciliation (Orange Shirt Day) – September 30, 2022.

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



Town of Arnprior Proclamation

National Day of Truth and Reconciliation

September 30, 2022

Whereas the Federal Government announced September 30th, 2021, as the first National Day for Truth and Reconciliation to honour residential school survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process; and

Whereas each year, September 30 marks the National Day for Truth and Reconciliation; and

Whereas this day builds on Orange Shirt Day, an Indigenous-led grassroots commemorative day intended to raise awareness of the individual, family and community inter-generational impacts of residential schools, and to promote the concept of “Every Child Matters”. The orange shirt is a symbol of the stripping away of culture, freedom and self-esteem experienced by Indigenous children over generations; and

Whereas to publically commemorate this history and legacy of residential schools and the resilience of residential school survivors, a bench located at the Town Hall will be painted orange to honour lost indigenous children, and provide a space for healing and reflection, and provide a permanent commemoration being a vital component of the reconciliation process; and

Whereas a Flag Raising Ceremony will be held on Monday, September 26, 2022, to raise awareness for National Day of Truth and Reconciliation on September 30, 2022; and

Now Therefore Be It Resolved That I, Walter Stack, Mayor of the Town of Arnprior hereby recognize September 30th, 2022, as National Day of Truth and Reconciliation (Orange Shirt Day) in the Town of Arnprior and encourage all Members of Council, staff and residents wear orange as a sign of respect and to honour the thousands of Survivors of residential schools.

Walter Stack
Mayor

The Corporation of the Town of Arnprior

By-law Number 7329-22

A by-law to Appoint a Joint Compliance Audit Committee

Whereas Section 88.37 of the Municipal Elections Act, 1996 requires municipalities to appoint a Compliance Audit Committee regarding election campaign finances before October 1 in an election year; and

Whereas the Township of McNab/Braeside, Admaston/Bromley, Greater Madawaska and Horton together with the Town of Arnprior deem it expedient to establish a Joint Compliance Audit Committee.

Therefore, the Council of the Town of Arnprior enacts as follows:

1. **That** the Corporation of the Town of Arnprior establishes a Joint Compliance Audit Committee, for the 2022-2026 Term of Council.
2. **That** the term of the 2022-2026 Joint Compliance Audit Committee shall be from November 15, 2022 to November 14, 2026.
3. **That** the Joint Compliance Audit Committee shall consist of the following individuals to deal with each compliance audit request in accordance with the Terms of Reference attached hereto, as Schedule A, and forming part of this by-law.
 - Town of Arnprior – Donna Anderson
 - Township of McNab/Braeside – Barbara Darlow
 - Horton Township – Dan Duguay
 - Township of Admaston/Bromley – Derek Chapman
 - Township of Greater Madawaska – David Stewart
4. **That** this By-law shall come into force and effect on the day of its passing.
5. **That** By-law Number 6866-18 and any other by-laws, resolutions or parts of by-laws and or resolutions inconsistent with the provisions contained in this by-law are hereby repealed.

Enacted and passed this 12 day of September, 2022.

Signatures:

Walter Stack, Mayor

Maureen Spratt, Town Clerk

Term of Reference – Joint Compliance Audit Committee

Town of Arnprior, Township of McNab/Braeside, Township of Greater Madawaska, Township of Admaston/Bromley, and Horton Township

1.0 Mission

The Joint Compliance Audit Committee, herein referred to as the “Committee”, has full delegation of the authority set out in section 88.37 of the Municipal Elections Act, as amended, to address applications requesting an audit of a candidate’s or third-party advertiser’s election campaign finances. This authority includes, but is not limited to, the following:

- Review applications and grant or reject audit requests.
- Where an audit is granted, to appoint an auditor and review the audit report.
- Where indicated, decide whether legal proceedings shall be commenced.

2.0 Background

The Municipal Elections Act, authorizes Council to delegate its responsibilities for conducting a compliance audit on a municipal election candidates and third party advertiser campaign finances.

3.0 Objectives

To ensure that the provisions of the Municipal Elections Act, Section 88.37 are not contravened, and to follow the necessary steps to ensure compliance. The Committee will abide by any terms and conditions, which may be set out by the member municipality’s Solicitor, Auditor and/or Insurer for any activities relating to Committee business.

4.0 Composition

The Committee shall be comprised of five members of the public, being one member of each municipality. Each individual municipality’s Council shall appoint the committee members by By-Law. Ideally, Committee members will have a financial/accounting background and be familiar with the Municipal Elections Act.

The Committee shall appoint such executive positions, as it deems necessary and shall, as a minimum, appoint a Chair and Vice-Chair. The Clerk, and/or his/her designate, of the member municipality, shall act as Secretary to this Committee.

In accordance with the Municipal Elections Act, members of the Council, Town employees, officers of the Town, candidates running for office, or registered third-party advertisers, in each municipality, in the 2022 municipal election for which the Committee is established, are prohibited from being appointed to this Committee. Members of the public affiliated with any candidates/ third party advertisers are also prohibited from being appointed to this Committee.

Should an appointed Member accept employment with any of the member municipalities or register as a candidate/ third-party advertiser with any of the member municipalities, their appointment will be terminated.

All Committee Members must agree in writing that they will not work for or provide advice to any candidate running for municipal office, or third party advertisers within the member's municipalities.

Anyone who has participated as a candidate/ third-party advertiser in the member municipality's elections, or who have conducted audits or provided financial advice in respect of such campaigns, would be disqualified from participation on the Committee.

5.0 Term of Appointment

Members will be appointed for the time frame to deal with applications received for a compliance audit for the 2022 Municipal Elections. This Committee shall be dissolved at the conclusion of the requirements noted in Section 88.37 of the Municipal Elections Act. The Term of Committee is parallel with Council.

6.0 Resources and Costs

Staff from the applicable member's municipality shall provide administrative support to the committee. The Clerk of the member's municipality will act as a resource to the Committee. The member's municipality requiring the service of the Committee shall be responsible for all associated expenses.

7.0 Timing of Meetings

- Within 30 days of receipt of an application requesting a compliance audit, the Committee shall consider the compliance audit application and decide whether it should be granted or rejected.
- If the application is granted, the Committee will appoint an auditor to conduct a compliance audit of the candidate's/ third party advertiser's election campaign finances.
- The Committee will review the auditor's report within 30 days of receipt and decide whether legal proceedings should be commenced.
- If the auditor's report indicates that there were no apparent contraventions and if there appears there were no reasonable grounds for the application, the Committee shall advise Council accordingly.

The first meeting will be called by the Clerk, of the member's municipality, upon receipt of an application to conduct a compliance audit. The date and time of the meeting will be determined by the Clerk of the member's municipality and communicated directly to the Committee members.

- The five-member committee called to hear a request for compliance audit shall select one of its Members to act as a Chair at the first meeting. A Vice Chair will also be selected at the first meeting.

Subsequent meetings will be held at the call of Chair. All time frames established in the Municipal Elections Act, 1996 and regulations shall be adhered to.

8.0 Meeting Procedures

Committee activity shall be determined primarily by the number and complexity of applications for compliance audits that may be received. The frequency and duration of Committee meetings, to review applications received, will be determined by the Committee in consultation with the Clerk of the member's municipality.

The Chair shall cause notice of the meetings, including the agenda for the meetings. The agenda will be provided to members of the Committee a minimum of three (3) business days prior to the date of each meeting. Quorum for meetings shall consist of a majority of the members of the Committee.

Meetings of the Committee shall be governed by the member municipality's Procedural By-Law. If this By-Law does not cover any proceedings, then the most current edition of Robert's Rules of Order and Legislation will govern.

The Committee may, upon affirmative vote of majority of its members present at a meeting, determine to hold any meeting or part of a meeting as a closed session in order to discuss sensitive personal issues or legal matters. If the Committee elects to hold a closed session, all persons not entitled to vote (with the exception of the staff liaison, if any, and all persons excepted by the members) shall vacate the premises where the meeting is taking place. A closed meeting can only be held in accordance with Section 239 of the Municipal Act.

9.0 Reports

The Committee will conduct the compliance audit in accordance with the Municipal Elections Act, as amended. The Clerk of the member's municipality will act as the main contact between the Committee and Council and will report on Committee activity as required to the appropriate individuals and Council.

10.0 Records

The records emanating from the Joint Compliance Audit Committee shall be retained and preserved by the municipality requesting the services of the Committee in accordance with that member municipality's Record Retention By-Law.

11.0 Administration

Any responsibilities not clearly identified within these Terms of Reference shall be in accordance with Section 88.37 of the Municipal Elections Act, as amended.

12.0 Conflicts of Interest

Members shall abide by the rules outlined within the Municipal Conflict of Interest Act and shall disclose the pecuniary interest to the Secretary of the meeting and absent themselves from meetings for the duration of the discussion and voting (if any) with respect to the matter. To avoid any potential conflict of interest, applicants with accounting or auditing backgrounds must agree in writing that they will not offer their services to any municipal election or third-party advertiser candidates.

13.0 Errors and Omissions

The accidental omission to give notice of any meeting of the Committee to its members, or the non-receipt of any notice by any members or the public, or any error in any notice that does not affect its substance, does not invalidate any Resolution passed or any proceedings taken at the meeting.

14.0 Meeting Attendance

Any member of the Committee, who misses three consecutive meetings, without being excused by the Committee, may be removed from the Committee. The Committee must make recommendation, by a report to Council of all five municipalities, for the removal of any member. The appointment by-law of each municipality would then require amendment if a member is removed from the Committee.

15.0 Location of Meetings

The location of the meetings will be established by the Committee, pending the municipality(s) where the investigation/ meeting is required.

16.0 Budget

The expenses of this Committee shall be the responsibility of the Clerk of the member municipality under the Election Budget, or as deemed by the Treasurer of the member municipality.

17.0 Remuneration

Members of the Committee shall be paid \$175.00 per meeting plus mileage to and from meetings, at current CRA Mileage Rate.

18.0 Expulsion of Member

The Committee and/or Clerk of the member municipality, may recommend to Council, of all five municipalities, the expulsion of a member for reasons as listed, but not limited to, the member being in contravention of the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Provincial Offences Act, the Municipal Conflict of Interest Act and the Municipal Elections Act; disrupting the Work of the Committee or other legal issues.

**The Corporation of the
Town of Arnprior**

By-Law No. 7330-22

Being a By-Law to amend By-Law No. 6187-13, as amended by By-law No. 6524-15 to revise Policy No. FS-BR-06 Water and Wastewater Billing and Collection.

Whereas the *Municipal Act, 2001*, S.O. 2001, c. 25, Sections 9, 11 and 391 allow municipalities to pass By-laws governing public utilities and permitting the setting of fees and charges related to the supply of water and wastewater services to the public; and

Whereas the *Municipal Act, 2001*, S.O. 2001, c.25, Sections 79 and 80, allow a municipality to have reasonable access to buildings and land supplied with water and to maintain the system; and

Whereas the *Municipal Act, 2001*, S.O. 2001, c.25, Section 81, allows a municipality to shut off the supply of a public utility served by the municipality to land if fees or charges payable by the owners or occupants of the land for the supply of the public utility to the land are overdue and recover all fees and charges payable despite shutting off the supply of the public utility; and

Whereas Council deems it expedient to make certain rules and regulations concerning the said waterworks and wastewater system, in accordance with the *Municipal Act, 2001*, S.O. 2001, c.25; and

Whereas the Corporation of the Town of Arnprior passed By-law No. 6625-16, being a by-law to enact rules and regulations for the installation, repair, maintenance and access to water meters and related appurtenances including penalties for offences;


Therefore the Council of the Corporation of the Town of Arnprior hereby enacts as follows:

1. **That** By-law No. 6187-13 be further amended replacing Policy No. FS-BR-06 Water and Wastewater Billing and Collection with a revised policy attached as Appendix "A" to this By-law; and
2. **That** any by-laws and/or resolutions inconsistent with the provisions herein are repealed.
3. **That** this by-law comes into full force and takes effect on its passing.

Enacted and Passed this 12th day of September, 2022

Mayor Walter Stack

Maureen Spratt, Town Clerk

	The Corporation of the Town of Arnprior Corporate Policies and Procedures Manual	
	Section: Client Services - Finance Branch	Policy # FS-BR-06
Policy Name: Water and Wastewater Billing and Collection		
Effective Date: January 28, 2013	Revised Date: September 12, 2022	Coverage: Client Services and Public Works

1.0 POLICY

This is a policy of the Town of Arnprior to establish clear guidelines with respect to the billing and collection of water and wastewater services.

2.0 PURPOSE

To establish clear procedures for effective and efficient water and wastewater billing and collection while ensuring that ratepayers are treated fairly and equitably. This policy also identifies the responsibilities for water and wastewater billing and collection and outlines the parameters and costs for connections and disconnections.

3.0 WATER AND WASTEWATER BILLING

- 3.1 All properties connected to the drinking water system shall be metered.
- 3.2 Every owner of land connected to the Town of Arnprior water works shall pay water and wastewater charges based on metered water consumption and fixed charges at the rates specified in the User Fees and Charges By-law 6066-12, as amended.
- 3.3 All low consumption properties (i.e. properties with a meter size of 1.0" or less) water and wastewater bills will be calculated and billed based on bimonthly meter readings.
- 3.4 All high consumption properties (i.e. properties with a meter size of 1.5" or greater) water and wastewater bills will be calculated and billed based on monthly meter readings.

- 3.5 In the event of a dispute, the reading of the meter register shall be the sole evidence of the quantity of water and wastewater supplied to a property owner unless the meter is proven to be defective through a meter test conducted by the Town.
- 3.6 In instances where there is a discrepancy between the meter register and the remote reading device, the reading taken from the meter register will be deemed to be correct.
- 3.7 If a meter fails to register or a read is not collected for any other reason, the customer shall be charged on the basis of a reasonable estimate as determined from previous consumption at the property where available.
- 3.8 All water and wastewater accounts will be registered in the name of the property owner. The property owner shall be fully responsible for all charges incurred and applied to the account for the provision of water and wastewater services.

4.0 FINAL BILLING

- 4.1 When property owner proposes to vacate the property supplied by water and wastewater he or she shall request a final reading at least five days before vacating the property.
- 4.2 A property owner or their agent may request a certificate showing the amount of water and wastewater charges outstanding against the property, if any and the period for which they apply, at any time.
- 4.3 A property owner or their agent, who commences to occupy a property provided with water and wastewater services shall notify the Town so a new account can be created.
- 4.4 If the final billing of the previous occupant remains outstanding, such charges are a lien on the land and shall be transferred to the property tax account in accordance with the provisions of the *Municipal Act, 2001* SO. 2001 c. 25, as amended.

5.0 WATER AND WASTEWATER COLLECTION

- 5.1 The property owner is responsible for all amounts incurred and billed, including services provided to an occupant (tenant) until such time as the Land Registry office advises the Municipality of new ownership.
- 5.2 It is the responsibility of the property owner to inform the Municipality of any change of address for billing and notification purposes.
- 5.3 Charges for water and wastewater supply connection or disconnection including those initiated by the Municipality due to collection action, will be charged in accordance with the rates specified in the User Fees and Charges By-law, as amended
- 5.4 A penalty charge of 15% per annum (1.25% per month) shall be imposed on all bills not paid by the specified due date on the first day following the due date.
- 5.5 The Municipality may take collection action deemed necessary under the circumstances including but not limited to bailiff or collection services and disconnection of services.
- 5.6 Prior to a disconnection for outstanding arrears on an account, written notice will be provided to the property owner not fewer than seven (7) calendar days prior to the proposed shut off.
- 5.7 Properties that require disconnections will be authorized by the General Manager, Client Services/Treasurer or Manager of Finance and work orders will be submitted to the Public Works Department for action.
- 5.8 After a disconnection, before water is turned back on, the account in arrears must be paid in full or a payment plan and approved by the General Manager, Client Services/Treasurer or Manager of Finance. If a customer has defaulted on prior payment plans, payment in full is required.
- 5.9 Any outstanding water arrears are a lien on the land and can be transferred to the property tax account by the Town in accordance with the provisions of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended. Under section 398 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended in the case of fees and charges for the supply of a public utility, unpaid fees and charges may be added to the tax roll of the property to which the public utility was supplied and is to be collected in the same manner as municipal taxes.

6.0 REFERENCES AND RELATED POLICIES

By-Law No. 6802-18, as amended, outlines the rules and regulations for the installation, repair, maintenance and access to water meters and related appurtenances, including penalties for offences.

**The Corporation of the
Town of Arnprior**

By-Law Number 7331-22

A by-law to authorize the Corporation of the Town of Arnprior to enter into a Contribution Agreement with Her Majesty the Queen in right of Canada, for the transfer of funds for a Digital Access to Heritage – Museum Assistance Program Grant

Whereas the Federal Museums Assistance Program (MAP) supports heritage institutions and workers in the preservation and presentation of heritage collections in Canada; and

Whereas the Town of Arnprior has applied to the Government for funds to assist the in carrying out a Digital Access to Heritage – Museum Assistance Program for the proposed Digitization of the Arnprior and District Museum Collection Project entitled “The Next Steps to Accessibility”;

Whereas the Agreement sets out the terms and conditions upon which Grant funds, up to the Maximum Funds, will be provided to the Town of Arnprior for carrying out the Project.

Therefore, the Council of the Corporation of the Town of Arnprior hereby enacts as follows:

1. **That** the Mayor and Clerk are hereby authorized for and in the name of the Corporation of the Town of Arnprior to execute and to affix the seal of the Corporation to the agreement in the form attached hereto as Appendix A, between the Corporation of the Town of Arnprior and Her Majesty the Queen in right of Canada.
2. **That** the agreement attached hereto and annotated as Appendix “A” is hereby deemed to be a term of this by-law.
3. **That** this By-law shall come into force and effect on the day of its passing.

Enacted and **Passed** this 12th day of September, 2022.

Walter Stack, Mayor

Maureen Spratt, Clerk

CONTRIBUTION AGREEMENT

BETWEEN: **HER MAJESTY THE QUEEN IN RIGHT OF CANADA**
as represented by the Minister of Canadian Heritage (hereinafter called “the Minister” and including any person duly authorized to represent him).

AND: **CORPORATION OF THE TOWN OF ARNPRIOR – ARNPRIOR AND DISTRICT MUSEUM,**
a municipal government duly incorporated under the laws of the province of Ontario, having its head office at Arnprior, represented by the **Town Clerk** hereinafter referred to as the “Recipient”.

The “Minister” and the “Recipient” are referred to individually as a “Party” or collectively as the “Parties”

WHEREAS the Minister is responsible for the Program entitled “Museums Assistance Program”, hereinafter called the “Program”;

WHEREAS the Recipient has submitted to the Minister a proposal for the funding of a Project called “The Next Steps to Accessibility” which qualifies for support under the Program; and

WHEREAS the Minister wishes to provide financial assistance to support the Project.

THEREFORE, in consideration of their respective obligations set out below, the parties agree to the following:

1. PURPOSE OF CONTRIBUTION

The Minister agrees to enter into this Contribution Agreement hereinafter referred to as “the Agreement”, in order to grant financial assistance to the Recipient solely for the purpose of implementing the Project/Programming described in Annex A of this Agreement entitled *Project/Programming Description, Specific Conditions and Budget*.

2. MAXIMUM AMOUNT OF CONTRIBUTION BY THE MINISTER

Subject to all terms and conditions indicated in this Agreement being met, the Minister agrees to contribute lesser of **\$187,958** or 70% toward the eligible expenditures incurred by the Recipient, for carrying out the Project/Programming described in Annex A.

3. TERM

- 3.1 The present agreement will take effect on the date when all parties will have signed and will cease, subject to its termination on a prior date, one year (365 days) after the expiration of the activity period as indicated in clause 3.2.
- 3.2 Subject to termination, the Agreement covers the activities described in Annex A of this Agreement for the period commencing on **May 1, 2022** and ending on **March 31, 2024**. Unless otherwise pre-authorized by the Minister, only goods and services rendered within this time period shall be considered as eligible expenses.
- 3.3 All obligations of the Recipient herein shall, expressly or by their nature, survive termination or expiry of this Agreement, until and unless they are fulfilled or by their nature expire.

4. OBLIGATION TO INFORM THE PUBLIC

The Recipient hereby agrees that a public announcement with respect to this Agreement may be made by the Minister in the form of a press release, press conference or otherwise and that all reasonable and necessary assistance in the organization of the public announcement, as the Minister sees fit, shall be provided.

5. PUBLIC ACKNOWLEDGMENT OF FINANCIAL SUPPORT

The Recipient must publicly acknowledge, in French and in English, the financial support received from the Government of Canada, in all communication materials and promotional activities related to the Agreement, such as advertising, promotional and program materials, public announcements, speeches, website, social media, etc., as stated in Annex E of this Agreement. However, the Minister may deem advisable to withdraw the requirement for recognition of the federal funding by the Recipient.

The Department’s *Guide on the Public Acknowledgment of Financial Support* will assist the Recipient in complying with the requirements stated in Annex E of this Agreement. The Guide can be found at the following address: <https://www.canada.ca/en/canadian-heritage/services/funding/acknowledgement-financial-support.html>).

6. NOTICE

Any notice, information or document required under this Agreement shall be deemed given if it is delivered, sent by facsimile, email or mail. Any notice delivered in person shall be deemed to have been received upon delivery; any notice sent by facsimile or email shall be deemed to have been received one working day after it is sent; any notice that is mailed shall be deemed to have been received eight (8) working days after being mailed.

All notices must be sent to the following addresses:

To the Recipient	To the Minister:
Town of Arnprior	Department of Canadian Heritage
105 Elgin Street W.	180 Queen Street West, 9 th Floor
Arnprior ON	Toronto, Ontario
K7S 0A8	M5V 3X3
Attention:	Attention:
Robin Paquette	John Bell
Chief Administrative Officer	Program Manager
Tel: (613) 613-1827	Tel: (647) 620-2612
Email: rpaquette@arnprior.ca	Email: johnw.bell@pch.gc.ca

7. DESCRIPTION OF THE AGREEMENT

This Agreement, including the following annexes that form an integral part of this Agreement and subsequent amendments to them, constitutes the entire agreement between the parties and supersedes all previous agreements, documents, representations, negotiations, understandings and undertakings related to its subject matter. The Recipient acknowledges having read the Agreement and agrees with the contents. In the event of conflict or inconsistency between Annex A and Annexes B and C, Annex A will prevail.

Annex A	PROJECT/PROGRAMMING DESCRIPTION, SPECIFIC CONDITIONS AND BUDGET
Annex B	FINANCIAL CONDITIONS
Annex C	GENERAL TERMS AND CONDITIONS
Annex D	INTERIM OR FINAL ACTIVITY/RESULTS REPORT
Annex E	PUBLIC ACKNOWLEDGMENT OF FINANCIAL SUPPORT

IN WITNESS WHEREOF, the parties hereto have signed this Agreement through duly authorized representatives.

Recipient	Recipient	The Minister
<div>Walter Stack</div> <div>Name (Print)</div>	<div>Maureen Spratt</div> <div>Name (Print)</div>	<div>John Bell</div> <div>Name (Print)</div>
<div>Mayor</div> <div>Position</div>	<div>Town Clerk</div> <div>Position</div>	<div>Program Manager</div> <div>Position</div>
<div></div> <div>Signature</div>	<div></div> <div>Signature</div>	<div></div> <div>Signature</div>
<div></div> <div>Date</div>	<div></div> <div>Date</div>	<div></div> <div>Date</div>

ANNEX A

PROJECT DESCRIPTION, SPECIFIC CONDITIONS AND BUDGET

1. DESCRIPTION OF THE RECIPIENT'S PROJECT OR PROGRAMMING

Through its project “The Next Step to Accessibility” the Arnprior and District Museum, owned and operated by the Corporation of the Town of Arnprior, will purchase the Argus Collections Management system, which also enables online public access to its collection records and images. The Museum will migrate existing object records to Argus and retain contract employees to digitize 7,000 collection items in a standardized, bilingual format, including Indigenous languages for their Indigenous collection. The goal of the project is to digitize the museum's entire collection to make it publicly available. This project will allow the Arnprior and District Museum the opportunity to assess their collections and implement conservation practices while digitizing, in line with their collections policy.

As the leading member of their local heritage community, the Arnprior Museum will share knowledge, training, and best practices with the many small heritage organizations in its large rural network. The project will run from May 1, 2022, until March 31, 2024.

2. DESCRIPTION OF ACTIVITIES PROPOSED BY THE RECIPIENT

- Purchase Argus Collections Management licenses.
- Migrate existing object records to the new system.
- Retain two full-time project personnel to digitize 7,000 collection items and create system records.
- Work with local Indigenous communities to determine what information and artifacts that can be made publicly accessible through digitized content.

3. EXPECTED OUTCOMES/RESULTS AND HOW THEY WILL BE MEASURED

- Migrate existing digitized collections records to Argus.
- Staff and over 60 volunteers trained on the new system.
- Summer students and Algonquin College Applied Museum Studies interns will gain valuable collections management and digitization experience.
- Creation of 7,000 new digitized collections records and images.
- As a consequence of the digitization of the collection and the need to move and document objects, collections will be rationalized for storage and items will be identified for conservation treatment or deaccessioning.
- Client will share processes and learning with 23 collecting institutions comprising the Renfrew County Museum Network.
- Online accessibility will increase participation on the museum's digital channels by 80%.

4. OFFICIAL LANGUAGES REQUIREMENTS

The Recipient must identify the Project clientele and take necessary measures to communicate and provide Project related services to this clientele in French and in English as the case may require. It is mandatory under MAP's Digital Access to Heritage component to do the following:

- i. Ensure that acknowledgement of the Department's support for the project (covered by Section 5 of the Agreement and Annex E) is expressed in both English and French.
- ii. Ensure that all public-facing materials and digital content are provided in both English and French, including signage, labels, associated websites, database records, educational materials, apps, and film products.

5. SPECIFIC CONDITIONS RELATED TO A PROGRAM

5.1 Eligible expenditure categories that are limited:

5.1.1 Travel:

Travel expenses that are eligible under the terms and conditions of the Program will be reimbursed up to a maximum of the amount (if specified) in the Budget and must not exceed the rates permitted in the Government of Canada's Travel Directive. The Recipient must maintain appropriate original verifiable travel

documentation on file. (Reference: <https://www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html>).

5.1.2 Administration Expenses:
Eligible administration expenses will be reimbursed up to the lesser of the amount (If specified in column 4 of budget) or 15% of total eligible expenses.

6. EVALUATION OF ENVIRONMENTAL EFFECTS

Recipient’s General Obligation

The Recipient shall ensure that all activities and objectives subject to this Agreement comply with all federal, provincial/territorial and municipal laws and regulations and related laws or guidelines with respect to environmental matters. All other applicable legislative, regulatory and constitutional requirements still must be fulfilled.

7. BUDGET BREAKDOWN AND ELIGIBLE EXPENDITURES

2022-2023 Revenues:

Source of Funding	Amount
Museums Assistance Program	\$102,208
Applicant Contribution	\$54,148
Total Revenues:	\$156,356

Expenditures:

Column 1	Column 2	Column 3	Column 4
Expenditures by Category	Total Cost	Eligible Expenditures Yes or No (Note 1)	Amount Approved
Permanent Staff: Curator, Admin assistant, Collections Coordinator	\$31,658	Yes – up to \$26,326	\$0
Consultant Fees: Elders; Migration to Argus; Digitization Manager; Digitization Assistant	\$99,500	Yes	\$99,500
Supplies and Materials	\$7,235	Yes	\$0
Minor Capital and Equipment	\$6,471	Yes	\$0
Marketing and Promotion	\$5,012	No	\$0
General Administration	\$480	Yes	\$0
Software Purchase - Argus software licenses	\$6,000	Yes	\$2,708
Total Expenditures:	\$156,356		\$102,208

Note 1: Transfer of funds between eligible expenditures categories is only permitted under the conditions set out in section 5 of Annex B.

2023-2024 Revenues:

Source of Funding	Amount
Museums Assistance Program	\$85,750
Applicant Contribution	\$66,228
Total Revenues:	\$151,978

Expenditures:

Column 1	Column 2	Column 3	Column 4
Expenditures by Category	Total Cost	Eligible Expenditures Yes or No (Note 1)	Amount Approved
Permanent Staff: Curator, Admin assistant, Collections Coordinator	\$37,029	Yes – up to \$30,229	\$0
Consultant Fees: Elders; Migration to Argus; Digitization Manager; Digitization Assistant	\$85,750	Yes	\$85,750
Minor Capital – Adobe photoshop	\$44	No	\$0
Marketing and Promotion	\$6,385	No	\$0
General Admin	\$480	Yes	\$0
Software Purchase - Argus Canadian based software	\$6,240	Yes	\$0
Catalogue and Interpretation	\$1,050	No	\$0
Other - Translation	\$15,000	Yes	\$0
Total Expenditures:	\$151,978		\$85,750

Note 1: Transfer of funds between eligible expenditures categories is only permitted under the conditions set out in section 5 of Annex B.

ANNEX B

FINANCIAL CONDITIONS

1. MAXIMUM AMOUNT OF CONTRIBUTION

- 1.1 Disbursements of the contribution to the Recipient will not exceed the amount(s) below for the applicable fiscal year(s) or 70% of the total eligible expenses for the Project, as per the payment breakdown and eligible expenses that will be incurred by the Recipient.

Federal Government Fiscal Year **2022-2023:** **\$102,208**

Federal Government Fiscal Year **2023-2024:** **\$85,750**

- 1.2 The federal government’s fiscal year starts on April 1st and ends on March 31st of the following calendar year. For each individual fiscal year, only the goods and services received by the Recipient between April 1st and March 31st of the following calendar year are eligible for the funding allocated for the applicable fiscal year.
- 1.3 The Recipient must confirm, in writing, expenses to be incurred for the government’s current fiscal year and according to clauses 1.1 and 1.2 above, no earlier than 60 days prior to the end of the federal government’s fiscal year. In the event that the Recipient forecasts to incur fewer expenses than anticipated, the Minister will consider any request to adjust the following fiscal year’s contribution allocation accordingly but the Minister will have no obligation to do so.

2. REDUCTION/TERMINATION OF THE AGREEMENT

- 2.1 Any payment made under this Agreement is subject to the appropriation of funds by the Parliament of Canada and to the maintenance of current and forecasted program budget levels. Funding under this Agreement may be reduced or terminated at the Minister’s discretion in response to the government’s annual budget, a parliamentary, governmental or departmental spending decision, or a restructuring or re-ordering of the federal mandate and responsibilities that impact on the Program under which this Agreement is made.
- 2.2 In the event of a proposed reduction or termination of the funding of the Program under clause 2.1 above, the Minister may, upon giving the Recipient written notice of ninety (90) days, reduce the funding or terminate this Agreement. Subject to the terms and conditions of this Agreement, in the event that funding is terminated under the Program, the Minister shall reimburse the Recipient for any eligible costs incurred up to the end date of that notice period. The funding obligations of the Minister shall cease at the end of the notice period.

3. SURPLUS

- 3.1 The Recipient acknowledges having disclosed to the Minister, as part of its application for funding under the Program, all proposed sources of funding, including cash and/or in-kind amounts from all levels of government and anticipated expenditures, for any activity or objective within the scope of the Project/Programming. These proposed sources of funding and anticipated expenditures are set out in the Budget attached in Annex A. The Recipient further acknowledges that the Minister’s approval of funding for the Project was based in part on the representations set out in the Budget.
- 3.2 When submitting progress reports as required under section 6 of this Annex, the Recipient shall also declare any changes to the proposed sources of funding or expenditures for the Project/Programming.
- 3.2.1 If total federal, provincial and municipal government funding of the activities and objectives set out in the Project/Programming exceeds *100 per cent of the total eligible costs*, unless the Minister requires the recipient to adjust its activities/results accordingly, the Recipient shall repay any excess to Canada. Until repaid to Canada, the excess amount constitutes a debt owing to Her Majesty.
- 3.3 Notwithstanding 3.2.1 above, in the event that a surplus is realized at the end of the Project/Programming, the Minister may recover its share of the surplus based on its pro-rata share of the funding.

4. DESCRIPTION OF ELIGIBLE EXPENDITURES

- 4.1 The Recipient agrees that the Minister’s contribution will be applied to only those eligible cash expenditures described in Annex A of this Agreement.
- 4.2 Eligible in-kind expenditures will not be reimbursed, however they will be considered for the calculation of:
- 4.2.1 The government stacking limit.
- 4.2.2 The Minister’s maximum percentage share (identified in clause 1.1 of this Annex) towards eligible expenditures.

5. TRANSFER OF FUNDS BETWEEN EXPENDITURE CATEGORIES

- 5.1 The Recipient may transfer funds amongst approved eligible expenditure categories without prior approval, except for those categories that are limited in clause 5.1 in Annex A of this Agreement.
- 5.2 The Recipient may transfer funds from one eligible item to another within the same expenditure category without the Minister’s authorization.
- 5.3 Transfers of funds between eligible expenditure categories must not change the nature of the funded project/programming.

6. PAYMENT CONDITIONS

6.1 The Minister shall pay, to the Recipient, the contribution described in clause 1.1 of this Annex as follows:

6.1.1 The Recipient must submit the reports indicated in the schedule below. Payments are conditional upon receipt and acceptance, by the Minister, of these reports and upon compliance with previous conditions.

6.1.2 Advance payments are based upon the Recipient’s Cash Flow requirements and cannot exceed 100% of the financial assistance awarded for each fiscal year, **except for the last fiscal year covered by the Agreement where advances are issued to a maximum of 95% of the financial assistance for the final year.**

6.1.3 Payments to the Recipient will be adjusted for any difference between previous advance payments and actual eligible expenditures incurred.

6.1.4 Fiscal Year 2022-2023

Recipient Reporting Obligations			Payment
Due Date	Required Documents	Required Information	
Upon signature of agreement	Signed Agreement Cash Flow	Forecast: May 1, 2022 to March 31, 2024	Advance for the period of: May 1, 2022 to December 31, 2022
December 1, 2022	Cash Flow Interim Activity Report	Actual: May 1, 2022 to September 30, 2022 Forecast: October 1, 2022 to March 31, 2024 May 1, 2022 to September 30, 2022	Advance for the period of: January 1 , 2023 to March 31, 2023
February 15, 2023	Written confirmation of expenditures to be incurred by March 31, 2023 as per clause 1.3 of Annex B	Certification of expenditures to be incurred by March 31, 2023 or If fewer expenditures are forecasted, a revised Cash Flow: Actual: May 1, 2022 to December 31, 2022 Forecast: January 1, 2023 to March 31, 2024	No advance to be issued
	Note to Recipient: Cash Flow for 2023-24 due March 15, 2023 (see 2023-24 Reporting Obligations below)		

6.1.5 Fiscal Year 2023-2024

Recipient Reporting Obligations			Payment
Due Date	Required Documents	Required Information	
March 15, 2023	Cash Flow Interim Activity Report	Actual: May 1, 2022 to December 31, 2022 Forecast: January 1, 2023 to March 31, 2024 May 1, 2022 to December 31, 2022	Advance for the period of: April 1, 2023 to March 31, 2024

February 15, 2024	Written confirmation of expenditures to be incurred by March 31, 2024 as per clause 1.3 of Annex B	Certification of expenditures to be incurred by March 31, 2024 or If fewer expenditures are forecasted, a revised Cash Flow: Actual: May 1, 2022 to December 31, 2023 Forecast: January 1, 2024 to March 31, 2024	No advance to be issued
	Note to Recipient: Cash Flow for 2024-25 due March 15, 2024 (see 2024-25 Reporting Obligations below)		

6.2 The Recipient must submit the following final reports indicated in the schedule below. The reports must be **certified by a person duly authorized by the Recipient:**

Recipient Reporting Obligations		
Due Date	Required Documents	Required Information
June 30, 2024	Final Financial Report	Actual: May 1, 2022 to March 31, 2024
	Final Activity / Results Report	May 1, 2022 to March 31, 2024

6.3 The reports required for the purpose of this article are the following ones:

- 6.3.1 Cash Flow as described in clause 7.1
- 6.3.2 Interim or Final Activity/Results Report as described in Annex D

7. FINANCIAL REPORTS

7.1 Cash Flow:

For the purpose of this Agreement, the Cash Flow shall include all actual and forecasted cash receipts and cash disbursements, as well as in-kind revenues and expenses (as may be applicable), for the completion of the Project. This report must provide a breakdown as per the categories set out in the budget included under Annex A, on a quarterly or monthly basis, for the funding period. Any other sources of revenues or expenditures added to the Project after the Agreement is signed shall also be included. At the end of the Project and the government fiscal year however, the expenditures for goods and services received shall be reflected in the Cash Flow even if the payment has not yet been made by the Recipient.

8. ADVANCE PAYMENTS

- 8.1 Where the terms of the Agreement permit advance payments to be made, such advance payments shall be considered debts owing to Her Majesty until such time as the Recipient has accounted for the said advance payments in accordance with the terms of the Agreement and to the Minister’s satisfaction.
- 8.2 The Minister may withhold the payment of an advance or holdback pending the completion of any audit of the Recipient’s books and records conducted by auditors appointed by the Minister, as set out in section 11 of this Annex.

9. TAX CREDIT

The Minister does not reimburse the tax paid by the Recipient for goods and services for which the Recipient is entitled to tax credit or reimbursement.

10. OVERPAYMENT

- 10.1 Where, for any reason, the Recipient is not entitled to the contribution or the Minister determines that the amount of the contribution disbursed exceeds the amount to which the Recipient is entitled, any such amount is a debt owing to Her Majesty and is recoverable as such.
- 10.2 When the Recipient’s final financial report on revenues and expenditures is completed and an overpayment is identified, the Recipient shall forward a reimbursement check to the Department for the amount of the overpayment, payable to the Receiver General for Canada. The due date for the reimbursement shall be the date of the submission of the final financial report and the final activity/ result report to the Minister.

- 10.3 When the Minister or its agents performs a financial analysis or an audit of the financial statements of the Recipient and an overpayment is identified, the overpayment shall be repaid to Her Majesty no later than 30 days after the date of the notice by the Minister.
- 10.4 Where any amount owing to Her Majesty has not been repaid, an amount equal to the amount due may be retained by way of deduction from or set-off against any sum of money that may be due or payable to the Recipient.

11. AUDIT

- 11.1 The Minister reserves the right to audit or cause to have audited the accounts and records of the Recipient for a period of up to five years after the end of this Agreement to ensure compliance with the terms and obligations of the Agreement. The scope, coverage and timing of such an audit shall be determined by the Minister and, if conducted, may be carried out by employees of the Department or its agent(s). The Recipient shall make available to auditors, in a timely manner, any records, documents and information that the auditors may require.
- 11.2 The Recipient acknowledges that, pursuant to clause 7.1 of the *Auditor General Act*, R.S.C. (1985), c. A-17 (Reference: <http://laws-lois.justice.gc.ca/eng/acts/a-17/page-2.html>), the Auditor General of Canada may, at his or her own cost, conduct compliance audits or performance evaluations with respect to this Agreement. The Recipient shall cooperate with the Minister and his representatives or agents relative to any such compliance audit or performance evaluation and shall grant same access to the Recipient's documents, records and premises as required by the Minister or his representatives or agents for purposes of such audit or evaluation. The auditor may, at his or her discretion, discuss any concerns raised in such compliance audit or performance evaluations with the Recipient and with the Minister. The results may be reported to Parliament in a report of the Auditor General.
- 11.3 The Recipient agrees to adhere to generally accepted accounting practices and principles and shall keep and make available to the Minister's representatives for examination and audit its books, accounts and registers of all revenues and expenditures in relation to the Project/Programming funded under this Agreement.

12. INTEREST

- 12.1 Any overpayment remaining owing and unpaid shall carry interest calculated and compounded monthly at the average Bank of Canada rate, within the meaning of such expression as contained in the *Interest and Administrative Charges Regulations*, SOR/96-188 (Reference: <http://laws-lois.justice.gc.ca/eng/regulations/SOR-96-188/>), plus three per cent (3%), from the due date to the settlement date.

13. LATE CLAIMS

The Minister will not be held to pay bills or other expenditures after the end date of the agreement as indicated in clause 3.1 (see first page of the agreement).

ANNEX C

GENERAL TERMS AND CONDITIONS

1. REPRESENTATIONS AND WARRANTIES BY THE RECIPIENT

The Recipient represents and warrants:

- 1.1 that it has the capacity and authority to enter into this Agreement to carry out the Project/Programming; that it knows of no reason, fact or event, current, imminent or probable, that would diminish this capacity and authority; and that it has obtained all permits, licenses, consents and other authority necessary to carry out the Project/Programming;
- 1.2 that it holds sufficient intellectual property rights for the conduct of the Project/Programming or the exploitation of any intellectual property resulting thereof;
- 1.3 that it, for the duration of this Agreement, has no interest, pecuniary or otherwise, in any matter that would put it in an actual or apparent conflict of interest;
- 1.4 that the description of the Project/Programming in Annex A accurately reflects what it intends to do, that the information contained therein is accurate, and that all relevant information has been disclosed;
- 1.5 that it will declare any amount owing to the federal government under legislation, contract or contribution agreements during the term of this Agreement and that it recognizes that amounts due to the Recipient may be withheld to offset amounts owing to the Government; and
- 1.6 that no current or former public servant or public office holder who is not in compliance with the provisions of the *Conflict of Interest Act*, S.C. 2006,c.9 (Reference: <https://ciec-ccie.parl.gc.ca/en/publications/Pages/CoIA-LCI.aspx>), with the *Values and Ethics Code for the Public Sector* and the *Policy on Conflict of Interest and Post-Employment* (Reference: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049> and <https://www.canada.ca/en/treasury-board-secretariat/services/values-ethics/conflict-interest-post-employment/application-guide-post-employment-under-policy-conflict-interest-post-employment.html>, member of the House of Commons or senator who is not in compliance with the *Conflict of Interest Code for Members of the House of Commons* (Reference: <https://ciec-ccie.parl.gc.ca/en/publications/Pages/Code.aspx>) or the *Conflict of Interest Code for Senators* (Reference: <https://seo-cse.sencanada.ca/en/code/ethics-and-conflict-of-interest-code-for-senators>), or anyone else bound by other values and ethics codes applicable to government or specific recipients, shall derive a direct benefit from this Agreement, unless the provision or receipt of the benefit is in compliance with the legislation or codes.

2. OBLIGATIONS OF THE RECIPIENT

- 2.1 During the term of this Agreement, the Recipient shall:
 - 2.1.1 take all necessary actions to maintain itself in good standing, to preserve its legal capacity and to inform the Minister without delay of any failure to do so;
 - 2.1.2 upon the written request of the Minister and without delay, provide any information as the Minister may require concerning this Agreement;
 - 2.1.3 take measures conducive to creating a workplace free from harassment, abuse and discrimination;
 - 2.1.4 disclose to the Minister, without delay, any fact or event that would or might compromise the Project/Programming's chances of success or the Recipient's ability to carry out any of the terms and conditions of this Agreement, either immediately or in the long term, including but not limited to, harassment, abuse or discrimination in the workplace, pending or potential lawsuits and audits;
 - 2.1.5 ensure access by the Minister, his authorized representatives and by the Auditor General of Canada to its premises at all reasonable times and upon not less than two weeks' notice for audit and evaluation purposes;
 - 2.1.6 ensure access by the Minister or his authorized representatives to any of the recipient's real property under the ownership or control of the Recipient where any part of the Project/Programming is being carried out, at any time and during reasonable hours, to monitor Project/Programming implementation. The Recipient shall provide to the Minister or to his authorized representatives all necessary assistance and documentation as may be necessary for the carrying out of this monitoring function;
 - 2.1.7 where practicable, adopt a competitive process for procurement of goods and services for the Project/Programming that enhances access, transparency, competition and fairness and results in best value. The Recipient agrees to ensure that a reasonable number of suppliers are given an opportunity to bid and should avoid situations where there may be a bias toward awarding a contract for goods or services for the Project/Programming to a specific person or entity; and
 - 2.1.8 ensure that during the term of this Agreement, any persons engaged in the course of carrying out the Agreement shall conduct themselves in compliance with the principles of the *Values and Ethics Code for the Public Sector*. Should any such interest be acquired during the life of the Agreement

that would cause a conflict of interest or seem to cause a departure from the principles, the Recipient shall declare it immediately to the Minister's representative.

- 2.1.9 Act in compliance with applicable statutes, laws, bylaws, regulations, orders, codes, standards, directives and guidelines governing the activities for which funding is being sought, including those related to public health and safety due to the COVID-19 pandemic.

3. CERTIFICATION - CONTINGENCY FEES

- 3.1 The Recipient certifies that it has not directly or indirectly paid or agreed to pay and agrees that it will not directly or indirectly pay a contingency fee for the solicitation, negotiation or obtainment of this Agreement to any person.
- 3.2 All accounts and records pertaining to the payment of fees or other compensation for the solicitation, obtainment or negotiation of the Agreement shall be subject to the audit provisions of the Agreement (Annex B, section 11).
- 3.3 If the Recipient certifies falsely under this section or is in default of the obligations contained therein, the Minister may either terminate this Agreement for default or recover from the Recipient, by way of reduction of the contribution or otherwise, the full amount of the contingency fee.

4. APPLICABLE LEGISLATION

- 4.1 The Recipient must ensure that the Project/Programming is carried out in compliance with all applicable statutes, regulations, orders, standards and guidelines and shall ensure that any project sub-contractor is subject to the same obligations.
- 4.2 This Agreement shall be governed by and interpreted in accordance with the applicable laws of the Province of residence of the Recipient or main place of business.
- 4.3 Any person lobbying on behalf of the Recipient shall be registered pursuant to the *Lobbying Act*, R.S.C., 1985, c. 44 (4th Supp.).

5. CONFIDENTIALITY, ACCESS TO INFORMATION AND RECORDS TO BE KEPT

- 5.1 The Recipient agrees that,
- (a) any information of a confidential nature related to the Program under which this Agreement is made (the Program) to which the Recipient or its employees or agents become privy shall be treated as confidential, shall be adequately protected against unauthorized use or disclosure and shall not be disclosed to third parties, unless such disclosure is in accordance with the spirit and intent of the *Access to Information Act*, R.S.C., 1985, c. A-1, and is in accordance with applicable law;
 - (b) any personal information related to the Program to which the Recipient or its employees or agents become privy shall be adequately protected against unauthorized use or disclosure and shall not be disclosed to third parties, unless such disclosure is in accordance with the spirit and intent of the *Privacy Act*, R.S.C., 1985, c. P-21 and is in accordance with applicable law.
- 5.2 The Recipient acknowledges that the Minister is subject to the *Access to Information Act*, R.S.C. 1985, c. A-1, and the *Privacy Act*, R.S.C., 1985, c. P-21 and acknowledges that the Department of Canadian Heritage (PCH) may be required to disclose information under those Acts.
- 5.3 The Recipient consents to the public disclosure by PCH of the following information: this Agreement itself, amounts advanced as eligible expenditures, the criteria for calculating payments, data showing the activities supporting such payments and any analysis, audit, reports and evaluations relating to the Program. The Minister shall ensure that any public disclosure respects all requirements to protect personal information and third-party information.
- 5.4 Unless otherwise agreed to by the Parties, the Recipient shall keep all records, information, databases, audit and evaluation reports, and all other documentation related to activities and associated expenditures and costs for a period of five (5) years from the expiration or termination of this Agreement and, at the request of the Minister, permit reasonable access by PCH representatives to such records and documentation during the same period, for the purpose of verifying the use of the grant and compliance with the terms and conditions of this Agreement.

6. ASSETS DISPOSAL (applicable only if the Agreement allows reimbursement of capital expenditures)

For any asset purchase (furniture, equipment, vehicles, immovable assets, etc) that has a cost of over \$2,000, the Recipient shall:

- 6.1 Subject to 6.3, preserve and maintain the assets acquired with contribution funds and use them for the purposes of the funded activities during the term of this Agreement unless;
- 6.1.1 written exemption from this requirement is obtained from the Minister;
 - 6.1.2 the Minister authorizes the disposition of the asset;

- 6.1.3 replacement of assets subject to wear is necessary; or
- 6.1.4 assets that have become outdated require replacement.
- 6.2 Subject to 6.3, the Recipient agrees that, at the end of the Project/Programming or upon termination of this Agreement, if earlier, and if directed to do so by the Minister, any assets referred to in 6.1 that have been preserved by the Recipient shall be:
 - 6.2.1 sold at fair market value and the funds realized from such a sale applied to the eligible cost expenditures of the Project/Programming to offset the Minister's contribution to the eligible cost expenditures of the Project/Programming;
 - 6.2.2 turned over to another organization or person designated or approved by the Minister; or
 - 6.2.3 disposed of in such other manner as may be determined by the Minister.
- 6.3 The Recipient agrees to preserve and maintain the immovable assets acquired with contribution funds and use them for the purpose for which they were acquired for a period of ten years after the term of this Agreement, or after its termination, if earlier, unless written exemption from this requirement is obtained from the Minister. If directed to do so by the Minister, any such immovable assets that are to be disposed of by the Recipient shall be:
 - 6.3.1 sold at fair market value and funds realized from such a sale reimbursed to Her Majesty based on a pro-rata share of the funding toward the immovable assets. Until repaid to Her Majesty, the excess amount constitutes a debt owing to Her Majesty. Where any amount due to Her Majesty has not been repaid, an amount equal to the amount due may be retained by way of deduction from or set-off against any sum of money that may be due or payable to the Recipient;
 - 6.3.2 turned over to another organization or person designated or approved by the Minister; or
 - 6.3.3 disposed of in such other manner as may be determined by the Minister.

7. LIABILITY

- 7.1 The Minister and his employees and agents shall not be held liable for any injury, including death to any person, or for any loss or damage to property of the Recipient or for any obligation of the Recipient or anyone else, incurred or suffered by the Recipient or its employees, agents or voluntary workers in carrying out the Project/Programming, including where the Recipient has entered into loans, capital leases or other long term obligations in relation to this Agreement.
- 7.2 Where the Recipient is entering into a loan, a capital lease or other long-term obligation in relation to the activity or deliverable for which Minister's Contribution is disbursed, the Recipient shall not incur any obligation on behalf of the Minister and shall ensure that any agreement in respect thereof expressly relieves the Minister of any liability for non-performance by the Recipient or damages caused by the Recipient.
- 7.3 Where the Recipient is an unincorporated organization, it is agreed by the representatives of the Recipient signing this Agreement on behalf of the Recipient, that they shall be personally, jointly and severally liable for all obligations, covenants, promises, liabilities and expenses assumed by the Recipient under this Agreement.

8. INDEMNIFICATION

- 8.1 The Recipient shall indemnify and save harmless the Minister and his employees and agents from and against all claims, losses, damages, costs and expenses (including reasonable solicitor/client fees, administrative fees and disbursements); and all claims, demands, actions and other proceedings made, sustained, brought, prosecuted, or threatened to be brought or prosecuted in any manner, based upon, occasioned by, or attributable to an injury to a person, the death of a person, an environmental effect, damage to (or loss of) property, whether arising directly or indirectly, or due to the result of a willful or negligent act or delay, on the part of the Recipient, its employees, agents or voluntary workers in carrying out the Project/Programming. The Minister shall not claim indemnification, under this clause, to the extent that the injury, loss or damage has been caused by the Minister or his employees or agents.
- 8.2 In the event that either the Minister or the Recipient is named in an action or a proceeding relating to this Agreement or relating to activities undertaken pursuant to or as a result of this Agreement in which liability is at issue, the Party or Parties named shall notify the other Party, and the named Party may defend the action or proceeding in its own name and at its own cost. If the named Party believes that the other Party has administration or control of any material having potential evidentiary value in such action or proceeding, the named Party may request access to such material for purposes of the litigation. The un-named Party may, however, refuse such access, if it is of the view that disclosure of the material would be contrary to its interest or its obligations under the law. The un-named Party shall refrain from any extra-judicial conduct which would prejudice the successful conclusion of the action or proceeding.

9. INSURANCE

The Recipient agrees to purchase, provide, and maintain adequate comprehensive public liability insurance against injury, death, or other loss or damage resulting from the actions of the Recipient in connection with the activities funded under this Agreement.

10. DEFAULT AND REMEDIES

10.1 The following constitute events of default:

- 10.1.1 the Recipient becomes bankrupt or insolvent or is placed in receivership or takes the benefit of any statute relating to bankrupt and insolvent debtors;
- 10.1.2 an order is made or a resolution is passed for the winding-up of the Recipient or the Recipient is dissolved;
- 10.1.3 in the Minister's opinion, there is a change in risk that would jeopardize the success of the Project/Programming;
- 10.1.4 the Recipient, either directly or through its representatives, makes or has made a false or misleading statement or representation in respect of any matter related to this Agreement other than in good faith to the Minister;
- 10.1.5 in the Minister's opinion, a term, condition, commitment or obligation provided for in the Agreement has not been respected or complied with; and
- 10.1.6 the Recipient is no longer eligible under the "Eligibility Criteria" of the Program.

10.2 Where there is a default or where, in the Minister's opinion, there is likely to be a default under this Agreement, the Minister may reduce the contribution level, suspend any payment, make arrangements under particular terms and conditions so that the Project/Programming will be completed or continued by another Recipient, rescind this Agreement and immediately terminate any financial obligation arising out of it and require repayment of amounts already paid.

10.3 The fact that the Minister refrains from exercising a remedy or any right herein shall not be considered to be a waiver of such remedy or right and, furthermore, partial or limited exercise of a remedy or right conferred on her/him shall not prevent her/him in any way from later exercising any other remedy or right under this Agreement or other applicable law.

10.4 Notwithstanding anything else provided for in this section, the Minister may not terminate this Agreement unless he has served written notice to the Recipient of the event of default and the Recipient has failed to remedy the default within a period of thirty (30) days from the date that the written notice was served. At the expiration of the thirty (30) days, the Minister may terminate this Agreement and rely on any remedy provided for under this Agreement if he deems that the Recipient has not remedied the event of default in a satisfactory manner. The Minister shall reimburse the Recipient for any Eligible Costs incurred to the effective date of termination.

11. EVALUATION

11.1 The Minister and the Recipient agree on the importance of assessing what has been accomplished in terms of the defined objectives and expected results outlined in this Agreement.

11.2 The evaluation of the Agreement is a joint concern of the Minister and the Recipient. To this end, the Recipient agrees:

11.2.1 that it shall provide activity reports in a way that shows progress in relation to the defined objectives and expected results of the Project/Programming and participate in any evaluation of the Project/Programming as required and as mutually agreed upon; and

11.2.2 that the Minister reserves the right at any time during the term of the Agreement and for a period of up to five years after the end of this Agreement to make an evaluation to ensure compliance with the terms and conditions of the Agreement.

12. PARTNERSHIP

12.1 The Parties acknowledge that this Agreement does not constitute an association for the purpose of establishing a partnership or joint venture and does not create an agency relationship between the Minister and the Recipient, and that it in no way implies any agreement or undertaking to conclude any subsequent agreement.

12.2 The Recipient shall not represent itself as being a partner, co-contractor, employee or agent of the Minister in carrying out the Project/Programming referred to in this Agreement.

13. ASSIGNMENT AND SUBCONTRACTORS

The Recipient shall not assign this Agreement or any part thereof or any payments to be made there under without the written permission of the Minister, but nothing shall preclude the Recipient from enlisting the assistance of others in carrying out the obligations under this Agreement.

14. DISPUTE RESOLUTION

In the event of a dispute arising under the terms of this Agreement, the parties agree to make a good-faith attempt to settle the dispute. The Parties agree that nothing contained in this provision shall affect, alter or modify the rights of the Minister under the Default and Remedies provision of this Agreement.

15. AMENDMENTS

This Agreement may be amended by the mutual written consent of the Parties hereto. To be valid, any amendment to this Agreement shall be in writing and shall be signed by the Parties hereto or by their duly authorized representatives, while this Agreement is in effect.

16. INTELLECTUAL PROPERTY

Any intellectual property developed as a result of the Project/Programming shall belong to the Recipient.

17. SUCCESSORS

This Agreement is binding upon the parties and their respective administrators and successors.

ANNEX D
REPORTING REQUIREMENTS
INTERIM OR FINAL ACTIVITY/RESULTS REPORT

Required Interim and Final Activity/Results Reports are mandatory. A paper version of the Interim and Final Activity/Results Reports template is included under the same cover as the agreement. An electronic version of the report template is available through regional Museum Assistance Program (MAP) offices or on the Department of Canadian Heritage website.

The template enables the recipient to account for the following elements of the project: how the project unfolded, objectives, activities, target audiences reached, results achieved, challenges, successes, lessons learned as well as short-, medium- or long-term impacts.

For any question regarding the completion of the Interim and Final Activity/Results Report forms, please contact MAP staff in your region.

ANNEX E

PUBLIC ACKNOWLEDGMENT OF FINANCIAL SUPPORT

1. GENERAL

- 1.1. The “Department” as referenced in this Annex means the Department of Canadian Heritage over which the Minister of Canadian Heritage and Official Languages presides.
- 1.2. The “Project” as referenced in this Annex means any activity for which the Recipient has been funded either in whole, or in part, by the Department.
- 1.3. The “Acknowledgement Guide” as referenced in this Annex is the *Guide to public acknowledgment of financial assistance received*, which are incorporated by reference into and form part of this Agreement.
- 1.4. The “Wordmark” as referenced in this Annex means the “Canada” Wordmark. The style and use of the Wordmark are outlined in the Acknowledgement Guide.
- 1.5. The Acknowledgement “Text” as referenced in this Annex is: “This project has been made possible in part by the Government of Canada.” , “*Ce projet a été rendu possible en partie grâce au gouvernement du Canada*”. Other acceptable variations of the Text are indicated in the Acknowledgement Guide.
- 1.6. The requirements listed in this Annex apply equally to a final recipient who receives funds from the government of Canada through a third party. These requirements must be included in all agreements between the third party and the final recipient.
- 1.7. Recipient is encouraged to contact the Department of Canadian Heritage for questions regarding items in this Annex.

2. EQUAL ACKNOWLEDGEMENT

- 2.1. Recipient must acknowledge the Government of Canada’s support in at least equal prominence, proportion and duration as any other funding party, supporter or sponsor who has made a similar financial or in-kind contribution to the Recipient in support of the funded project.
- 2.2. The requirement to acknowledge Government of Canada support as set out in this Annex applies to media or public activities undertaken by the Recipient that are related to promoting the project that has been funded either in whole, or in part by the Government of Canada. This requirement is applicable for the duration of the project. However, the Department may deem advisable to withdraw, either in whole or in part, the requirement for acknowledgement of federal funding by the Recipient.

3. OFFICIAL LANGUAGES

Recipient must acknowledge the Government of Canada’s support in English and in French, according to the conditions set out in this Annex.

4. THEME (NOT APPLICABLE)

5. ACKNOWLEDGEMENT AND VISIBILITY PLAN (NOT APPLICABLE)

6. ACKNOWLEDGEMENT ACTIVITIES

6.1. Printed materials, promotional items, clothing

Recipient must display the Wordmark and, where space allows, the Text on all printed materials, marketing materials, public reports, publications and media products (including news or media releases, backgrounders, media kits and media advisories) issued in any format including print and electronic. Where materials are online, the Wordmark will link to the Government of Canada website at <http://www.canada.ca>;

In cases where a published document is the funded project (e.g. publication of a magazine), the acknowledgement must be prominently displayed in the masthead or an acknowledgement page at the front of the publication regardless of where the logos of other sponsors, supporters or funding parties are displayed;

Recipient must display the Wordmark on any promotional items related to the funded project if the logos of other sponsors, supporters or funding parties are to be displayed;

Recipient must display the Wordmark on uniforms or clothing related to the funded project. Acknowledgement on clothing must be pre-approved by the Department (if applicable).

6.2. Social media

In order to allow the Department to share or retweet information about the funded project, including photos and videos, the Recipient must provide the Department with the address of all social media accounts (Twitter, Facebook, YouTube, Flickr or others) in which the recipient publishes information related to the funded project, if applicable. Recipient must send its list of social media accounts via email at this address: PCH.mediassociaux-socialmedia.PCH@canada.ca.

The Recipient must follow Canadian Heritage on social media by subscribing to the Twitter account [@CdnHeritage](https://twitter.com/CdnHeritage) or [@SportCanada_en](https://twitter.com/SportCanada_en) and Facebook page at <http://www.facebook.com/CdnHeritage>, and is invited to share content of interest with its own subscribers, if applicable.

6.3. Funding announcement

The Recipient must, upon the request of, and at a time agreed to by the Department, hold a funding announcement to announce the approved funding. Such announcement may be combined with other events or activities planned by the Recipient, and as agreed to by the Department. The Recipient must maintain the confidentiality of this agreement until the funding announcement.

6.4. Milestone events

The Recipient must provide the Department with an opportunity to participate in milestone events related to the funded project and must inform the Department of the proposed activities planned for these events at least 28 days in advance.

6.5. Press Releases

The Recipient must acknowledge the Government of Canada's support in all media releases that refer to funding sources for the funded project. The recommended sentence is: « This project has been made possible in part by the Government of Canada », « *Ce projet a été rendu possible en partie grâce au gouvernement du Canada* ».

6.6. Websites and applications

Recipient must display the Wordmark and Text on the page or section where other sponsor, supporter or funding party logos are displayed for all Recipient-controlled public facing websites and applications (apps) related to the funded project. Where materials are electronic, the Wordmark must link to the Government of Canada's website at <http://www.canada.ca>.

6.7. Advertisements, public service announcements (if applicable)

Except in circumstances where acknowledgement would infringe upon the rights of a specific sponsorship arrangement or where contractual obligations preclude such acknowledgement, the Recipient must acknowledge the Government of Canada's support in every advertisement and advertorial (including paid or free placements and public service announcements), in any format including but not limited to print, electronic, and video, using the Wordmark if the logos of other sponsors, supporters or funding parties are to be displayed;

Recipient must also provide the Government of Canada an opportunity to include its own message if similar messaging is to be included by any other sponsor, supporter or funding party. Space allocated for such messaging will be at least of equal size, duration and prominence of that of any other sponsor, supporter or funding party.

The Recipient must provide space for a Public Service Announcement (a half page to one full page) or a Minister's message in any program guide, user guide, activity guide or insert for distribution to the public for the project event or activity. These publications can be in printed, electronic or any other format. For a Minister's message, Recipient must contact the Department at least 20 business days in advance of the printing date.

6.8. Advertising space for purchase from Recipient (not applicable)

6.9. Interviews (not applicable)

6.10. Photos and videos (not applicable)

6.11. Use of logos, intellectual property (not applicable)

7. ACKNOWLEDGEMENT FOR SPECIAL EVENTS

Recipients who receive program funding from the Department must acknowledge Government of Canada support during public events such as, but not limited to championships, tournaments, conferences, trade shows, and stage productions undertaken by the Recipient which were included in the operational budget as a line item to be funded either in whole, or in part, by the Government of Canada.

7.1. Signage on event site(s) (not applicable)

7.2. Signage before event (not applicable)

7.3. Signage during event (not applicable)

7.4. Verbal acknowledgement

Recipient must acknowledge the Government of Canada's support verbally during any speaking opportunities at media events or activities related to the funded project (including milestone events, media interviews, etc.), before, during and after the funded project;

Such acknowledgement must be made by either the Recipient or by the most senior representative of a Recipient organization in attendance. Sample verbal acknowledgement texts are available in the [Acknowledgement Guide](#).

7.5. Speaking role (if applicable, otherwise write "not applicable")

The Recipient must provide the Department with a speaking role of duration at least equivalent to that of other sponsors, supporters or funding parties before, during and after any funded project event or activity or at any related public or media event;

The speaking order of participants will be determined by the Table of Precedence of Canada or other precedent by agreement of the Department at the time of the event;

Recipient must provide 15 business days' notice of activities or events where a speaking role is to be provided.

7.6. Tickets and invitations (not applicable)

7.7. Electronic billboards, signs and screens (not applicable)

7.8. Video messages (not applicable)

7.9. Pavilion or kiosk

The Recipient must provide the Department with the first right of refusal to purchase or rent, at its own cost from the Recipient, any space that the Recipient purchases, rents, contracts or otherwise holds control over during or prior to the event to use as a pavilion or kiosk space during a funded event if such space is offered to any other sponsor, supporter or funding party. Any such space offered to the Department must be at least of equivalent size, value, quality and price to that offered to any other sponsor, supporter or funding party.

7.10. Distribution of promotional material

The Recipient must, upon request, assist the Department with the distribution of Government of Canada promotional materials to the public in attendance at a funded event. If requested by the Department, the Recipient must provide access passes and space at the event site for Department's staff to undertake such distribution.

8. ACKNOWLEDGEMENT FOR CAPITAL PROJECTS (NOT APPLICABLE)