



ARNPRIOR

**Town of Arnprior**

**Regular Meeting of Council Agenda**

**Date: Monday, February 24<sup>th</sup>, 2025**

**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 – February 10<sup>th</sup>, 2025** (Page 1-13)
8. **Awards / Delegations / Presentations**
9. **Public Meetings**
10. **Matters Tabled / Deferred / Unfinished Business**
11. **Notice of Motion(s)**
12. **Staff Reports**
  - a) **Business Retention and Expansion Study**, Alix Jolicoeur, Manager of Community Services / Planner and Kelley Jaros, A/Marketing & Economic Development Officer (Page 14-91)

- b) **Updates to the Licencing By-Law (Market Vendors)**, Kelley Jaros, A/Marketing & Economic Development Officer and Kaila Zamojski, Town Clerk (Page 92-102)
- c) **Procurement of Backhoe**, Patrick Foley, Engineering Officer (Page 103-105)
- d) **User Group and Public Space Use – Nick Smith Centre Arena Revitalization Project**, Graeme Ivory, Director of Recreation (Page 106-110)
- e) **Annual Statement of Council Remuneration**, Jennifer Morawiec, General Manager, Client Services/Treasurer (Page 111-114)

### **13. Committee Reports and Minutes**

- a) **Mayor's Report**
- b) **County Councillor's Report**
- c) **Committee Reports and Minutes**

### **14. Correspondence & Petitions**

- a) **Correspondence**
  - i) Correspondence Package I-25-FEB-04
  - ii) Correspondence Package A-25-FEB-03

### **15. By-laws & Resolutions**

- a) **By-laws**
  - i) **By-law No. 7565-25** – Procurement of backhoe from J.R. Brisson Equipment (Terapro Construction) (LAS Buying Program) (Page 115-116)
- b) **Resolutions**
  - i) **Women's Sexual Assault Centre Renfrew County – May Sexual Assault Awareness Month** (Page 117)
  - ii) **Resolution of Support (Town of Hanover) – United States of America Imposition of Tariffs on Canada** (Page 118)
  - iii) **Resolution of Support (County of Renfrew) – Canada Post & the Industrial Inquiry Commission** (Page 119-120)

**16. Announcements**

**17. Media Questions**

**18. Closed Session**

**19.** One (1) matter pursuant to Section 239 (2) (b) and (f) to discuss a personal matter about an identifiable individual, including municipal or Local Board employees and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Staff Matter)

**20. Confirmatory By-law**

By-law No. 7566-25 to confirm the proceedings of Council

**21. Adjournment**

Please Note: Please see the [Town's YouTube channel](#) 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. 1840. 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

Email to: Metroland Media; Oldies 107.7/My Broadcasting Corporation; Valley Heritage Radio



## ARNPRIOR

### Minutes of Council Meeting February 10<sup>th</sup>, 2025 6:30 PM

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

#### Council and Staff Attendance

##### Council Members Present (In-Person):

Mayor Lisa McGee  
County Councillor Dan Lynch  
Councillor Lynn Cloutier  
Councillor Tom Burnette  
Councillor Chris Toner  
Councillor Chris Couper

##### Council Members Present (Electronic):

None

##### Council Members Absent:

Councillor Billy Denault

##### Town Staff Present:

Jennifer Morawiec, General Manager,  
Client Services / Treasurer  
Kaila Zamojski, Town Clerk  
Graeme Ivory, Director of Recreation  
Lucas Power, Program & Events  
Supervisor  
Alix Jolicoeur, Manager of Community  
Services / Planner  
Kaitlyn Wendland, Client Services  
Coordinator

#### 1. Call to Order

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

#### 2. Roll Call

The roll was called, with all Members of Council being present except Councillor Billy Denault.

#### 3. Land Acknowledgement Statement

Mayor Lisa McGee 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 034-25  
Moved by Chris Couper  
Seconded by Tom Burnette

**Be It Resolved That** the agenda for the Regular Meeting of Council dated Monday, February 10<sup>th</sup>, 2025 be adopted.

Resolution Carried

**5. Disclosures of Pecuniary Interest**

None

**6. Question Period**

None

**7. Adoption of Minutes of Previous Meeting(s)**

Resolution Number 035-25

Moved by Dan Lynch

Seconded by Lynn Cloutier

**That** the minutes of the Regular Meeting of Council listed under Item 7 (a) (Regular Meeting of Council – January 27<sup>th</sup>, 2025) and Item 7 (b) (Special Meeting of Council – February 3<sup>rd</sup>, 2025) on the Agenda be adopted.

Resolution Carried

**8. Awards/Delegations/Presentations**

**a) Presentations**

**i. Arnprior Fire Department Retirements (Dwayne Lalonde and Mark L'Abbe)**

Mayor McGree noted the following:

This evening Council would like to recognize the retirement of two (2) volunteer members of our Fire Department, both of whom have had a lengthy career serving and protecting our community through their contributions and service.

Mark L'Abbe Joined the Arnprior Fire Department on Nov 2, 1988, while also working as the Town's Chief Building Official. Mark quickly made many friends and developed a passion for the fire service, leading him to a career change to a full-time position with the City of Gloucester and later after amalgamation the City of Ottawa. Mark was promoted to Captain in the year 2000 and has held that position until his retirement, providing leadership and knowledge to others through training. Mark also became involved with the Ontario Fire College. It should also be noted that during Marks time as a volunteer member of the Arnprior Fire Department he put in countless hours organizing the departments once well attended and successful Charity Hockey Tournament raising money for Muscular Dystrophy and served as a member of the Executive of the Arnprior Fire Departments Fundraising Committee. We thank Mark for his 36 years of service to the Arnprior Fire Department and our Community and wish him a healthy and happy retirement.

Dwayne Lalonde joined the Arnprior Fire Department on Jan 7, 2004. There may have been some influence or encouragement from some neighbours living on their own street growing up, who were volunteer firefighters themselves, to consider joining the department. Dwayne's knowledge of building construction and hard work ethics helped him to flourish into a great asset to the department. He too soon developed a passion for the fire service and sought to pursue a career as a firefighter in a full-time capacity. Dwayne was the first member of our department to complete the Ontario Firefighter Standards modules and certification program as a volunteer firefighter. His efforts towards this accomplishment led Dwayne to be successful in being hired full-time with the City of Ottawa. Dwayne was promoted to the position of Captain in 2014 and has proven to be a strong leader in that role. Through his experiences Dwayne's development of knowledge and skills in firefighting have been an asset to the Arnprior Fire Department at both instances of fire emergencies that he has attended and in training of other members of the department. We thank Dwayne for his 20 years of service to the Arnprior Fire Department and our Community and wish him well in his future.

Mayor McGee, Members of Council and the Fire Chief presented both Mark L'Abbe and Dwayne Lalonde with a token of appreciation from the Town of Arnprior for their many years of service to our community.

**ii. Exemplary Fire Service Awards (David Wiggins and Graeme Wyatt)**

Mayor McGee further noted, this evening, Council also has the pleasure of recognizing two (2) other members of our Fire Department who are being recognized by the Governor General of Canada, Her Excellency the Right Honorable Mary Simon for the Fire Services Exemplary Service Medal.

The Fire Services Exemplary Service Medal, created on August 29, 1985, honors members of a recognized Canadian fire service who have completed 20 years of service, ten years of which have been served in the performance of duties involving potential risks. Exemplary service is characterized by good conduct, industry, and efficiency.

Firefighter David Wiggins and Captain Graeme Wyatt both began their service with the Arnprior Fire Department in 2002 and continue to actively serve their community. Congratulations to both David and Graeme for this recognition and thank you for your continued service to our community.

Mayor McGee, Members of Council, and the Fire Chief presented the Fire Services Exemplary Service Medals to David Wiggins, who was in attendance, and passed on their congratulations and gratitude to the Chief to relay to Graeme Wyatt who was unable to be in attendance this evening.

**iii. Program and Events Winter/Spring Update**

The Recreation Program supervisor provided a presentation to Council, as included in the package, and responded to questions.

**9. Public Meetings**

None

**10. Matter Tabled/ Deferred/ Unfinished Business**

None

**11. Notice of Motion(s)**

None

**12. Staff Reports**

**a) Private Streets – Recommended Official Plan Amendment No. 10 & Implementing Zoning By-law Amendments – Manager of Community Services/Planner**

Resolution Number 036-25

Moved by Chris Couper

Seconded by Chris Toner

**That** Council passes a By-law to adopt town-initiated OPA No. 10 to amend the Official Plan policies to permit private streets and to set policies for their use and directs staff to forward said by-law to the County of Renfrew for approval; and

**Further That** Council passes a By-law to amend Comprehensive Zoning By-law 6875-18, as amended, to implement the policy changes outlined in OPA No. 10, which will not be in full force and effect until the County of Renfrew approval of OPA No. 10 is received; and

**Further That** Council has considered all written and oral submissions received on these amendments, the effect of which has helped Council make an informed decision.

Resolution Deferred

Discussion ensued among Members of Council resulting in the Resolution Number 036-25 being deferred:

Resolution No. 037-25

Moved by Lynn Cloutier

Seconded by Dan Lynch

That Council defer Resolution Number 036-25 - Item No. 12 (a) Private Streets – Recommended Official Plan Amendment No. 10 & Implementing Zoning By-law - Amendments, pending staff's further consultation with development community.

Resolution Carried

**b) Zoning By-law Amendment 1/25 – Manager of Community Services/Planner**

Resolution Number 038-25

Moved by Chris Toner

Seconded by Dan Lynch

**That** Council receives an application for an amendment to Zoning By-law 6875-18 for land legally described as Plan 231 Lots 247 to 262; Part of Lots 246 & 263, and part of Lot 3; Concession C, shown as Part 1 49R-8580, Arnprior Ontario, to:

- permit a parking area in the front yard along Fourth Avenue;
- permit an increase in the maximum height within 75 m of Fourth Avenue from 14 m (4-storey) to 14.3 m (4- storey);
- permit an increase in the maximum height permitted without a wind study from 14 m (4-storeys) to 14.3 m (4-storeys);
- permit an accessory building or structure closer to the front lot line than the main building; and
- permit an increase in the maximum number of accessory buildings and structures in a residential zone from 3 to 7 to allow for covered parking with solar panels and covered bicycle parking to allow development of a 4-storey 203-unit apartment building with accessory buildings.

**Further That** pursuant to Section 34(12) of the Planning Act, Council holds a public meeting on March 10th, 2025, regarding the proposed amendment, to allow for public review and comment.

Resolution Carried

Mayor McGee vacated her seat at the Council table at 8:03 pm and resumed her seat at 8:04 pm.

**c) Arnprior Municipal Marina – Transient Docking – Director of Recreation**

Resolution Number 039-25

Moved by Chris Couper

Seconded by Lynn Cloutier

**That** Council direct staff to eliminate user fees for daily transient docking and provide four slips on Pier 6 for this purpose.

Resolution Carried

The General Manager, Client Services/Treasurer noted that Schedule K of the User Fees and Charges By-law, included on the Agenda this evening, will need to be voted on “as amended”, to remove the user fees currently included, for daily transient docking at the Marina.



**d) Proclamation for Rare Disease Day (February 28, 2025) – Town Clerk**

Resolution Number 040-25  
Moved by Chris Couper  
Seconded by Lynn Cloutier

**That** Council proclaim February 28th, 2025 as Rare Disease Day in the Town of Arnprior.

Resolution Carried

The Town Clerk read the proclamation:

**Whereas** Rare Disease Day was established in 2008 and is coordinated by EURORDIS and 65+ national alliance patient organization partners; and

**Whereas** Rare Disease Day is the globally coordinated movement on rare diseases, working towards equity in social opportunity, healthcare, and access to diagnosis and therapies for people living with a rare disease; and

**Whereas** Rare Disease Day has played a critical part in building an international rare disease community that is multi-disease, global, and diverse, but united in purpose; and

**Whereas** there are more than 6,000 known rare diseases, including over two hundred rare cancer types; and

**Whereas** up to 5.9% of the population has a rare disease with 79% of these diseases being classified as genetic disorders; and

**Whereas** Rare Disease Day takes place on the 28<sup>th</sup> of February each year and is recognized globally; and

**Whereas** the colours of Rare Disease Day are blue, green, pink, and purple and various monuments around the world are lit up in these colours on the last day of February each year to show support for individuals living with rare diseases.

**Now Therefore** Council of the Town of Arnprior, does hereby proclaim February 28<sup>th</sup>, 2025 as Rare Disease Day in the Town of Arnprior and note that the Arnprior and District Museum's clock tower will be lit up with the colours of blue, green, pink and purple to show our support.

## e) Proclamation for Wear Red Canada Day (February 13, 2025) – Town Clerk

Resolution Number 041-25  
Moved by Dan Lynch  
Seconded by Tom Burnette

**That** Council proclaim February 13th, 2025 as Wear Red Canada Day in the Town of Arnprior.

Resolution Carried

The Town Clerk read the proclamation:

**Whereas** heart disease is the number one killer of women worldwide and the leading cause of premature death for Canadian women, a fact unknown to many women and their healthcare providers; and

**Whereas** globally, cardiovascular diseases affect one out of three women, yet women everywhere are under-studied, under-diagnosed, under-treated, and under-aware when it comes to their cardiovascular health; and

**Whereas** the Canadian Women's Heart Health Alliance is an organization of volunteer health professionals and patients working hard to improve women's heart health; and

**Whereas** Wear Red Canada Day is celebrated annually to raise awareness for all Canadians, but especially Canadian women, to be mindful, curious, and proactive in the management of their heart health and wellness; and

**Whereas** we want to see better prevention, diagnosis, care, and fewer women dying prematurely from heart disease;

**Now Therefore** Council of the Town of Arnprior does hereby proclaim February 13, 2025 as “Wear Red Canada Day” in the Town of Arnprior and encourage all local residents to wear red to recognize heart disease and its impacts on our communities, and to commit to increase their own personal awareness of heart health.

## 13. Committee Reports and Minutes

### a) Mayor’s Report

Mayor Lisa McGee made the following announcements:

- Committee of Adjustment meeting which Councillor Couper and Mayor McGee attended. Staff led a wonderful presentation for the community and it was followed by comments by the applicant and a question period from those in attendance who shared their observations and comments.
- Received many calls regarding by-law tickets from the Nick Smith Centre. Encourages anyone attending the Nick Smith Centre to give themselves plenty of time to either wait for a space or to find parking on the nearby

streets. Good news is that we are becoming so busy and so popular, but it means people will need to plan accordingly.

- Phone meeting with Cavanagh Communities following the Committee of Adjustment meeting, who emphasized that they were there, and they heard of community concerns. This was a quick touch base but want to be transparent about the discussion.
- President Cup Challenge Curling Bonspiel will be hosted by the Arnprior Curling Club March 7<sup>th</sup> to March 9<sup>th</sup>. This is an annual event rotating between Almonte, Arnprior, Richmond and Carp.
- Exciting news to share, that the details cannot be shared yet, but get excited for the week of April 30<sup>th</sup> to May 5<sup>th</sup>. We will share details as soon as we can. Fantastic opportunity for residents and businesses to highlight the Town and the things that make the community special.

#### **b) County Councillor's Report**

County Councillor Lynch reported the following from the County of Renfrew:

- Last Thursday the County of Renfrew held its 2025 Budget Workshop and passed a 5.56% County Levy.
- The 2025\2026 Taste of the Valley Schedule has been created.
  - 2025
    - July 26, 2025 - Eganville Arena, Township of Bonnechere Valley
    - August 23, 2025 - Alice & Fraser Recreation Centre, Township of Laurentian Valley
    - September 20, 2025 - Calabogie Community Hall & Rink, Township of Greater Madawaska
    - October 18, 2025 - Cobden Fairgrounds, Township of Whitewater Region
    - December 13, 2025 (Holiday edition) - Germania Club, City of Pembroke
  - 2026
    - August 8, 2026 - Barry's Bay Railway Station, Township of Madawaska Valley
    - August 22, 2026 - Douglas Recreation Complex, Township of Admaston/Bromley
    - September 19, 2026 - Civic Centre, Town of Petawawa
    - October 17, 2026 - Cobden Fairgrounds, Township of Whitewater Region
    - December 12, 2026 (Holiday edition) - Renfrew Armouries, Town of Renfrew
- Next County Council meeting is this Wednesday, February 12, 2025.

### **c) Committee Reports and Minutes**

Councillor Chris Toner reported on the following:

- Seniors Active Living Centre (SALC) Advisory Meeting from February 3<sup>rd</sup>, 2025:
  - SALC is continuing to see momentum and full participation despite the absence of the program coordinator who has taken a leave. Volunteers, ARH staff and Erica, the program assistant, have stepped in to deliver all scheduled programming and events.
  - January has been a busy month at the centre, approx. 650 swipes into the centre (although this number is higher as some participants forget to swipe in).
  - Winter workshops included Heart Health clinic for women and an MTO workshop on road safety and being aware of other road users. Another MTO workshop on winter driving has been scheduled for October 2025.
  - Live Music Fridays is going strong and moving forward a light lunch will be provided sponsored by Island View Retirement Residence.
  - Chartwell Quail Creek have also sponsored \$300 worth of chair yoga classes. This covers the fee for five participants during the 8-week session. Members will be entered into a draw for the five free spots.
  - Functional Fitness continues to be very popular. Members are wanting a second weekly session added, which is challenging as the centre schedule is full. The advisory group have brainstormed on accommodating the request, including keeping the centre open later or at different venues.
  - Upcoming workshops and special meetings include; drop in socials, budget friendly cooking, HEAR Canada clinic, managing medications, one on one tech classes (with potential funding from Rotary club).
  - March and April calendars are completely full. Working on collaborating with Renfrew on spring and summer bus trips.
  - Funding application has been submitted. Ontario is also planning to double the number of SALC across the province.

## **14. Correspondence & Petitions**

### **a) Correspondence Package No. I-25-FEB-03**

Resolution Number 042-25

Moved by Chris Couper

Seconded by Dan Lynch

**That** Correspondence Package Number I-25-FEB-03 be received as information and filed accordingly.

Resolution Carried

County Councillor Dan Lynch noted the following items

- Page 22: Want to be a carpenter? The Ontario government is investing nearly \$27 million to train an additional 2,600 carpenters through two funding streams to help train more skilled carpentry workers across the province. In addition, the other good news the training facility is in Ottawa.
- Page 29: Ontario has begun flowing up to 75.5 million to municipalities to help them wind down encampments in public spaces by creating more emergency shelter spaces and affordable housing units. Of note, only the County of Renfrew is receiving \$216,000 of this 75.5 million.
- Page 32: The Ontario government is investing \$1.8 billion to connect two million more people to a publicly funded family doctor or primary care team within four years, which will achieve the government's goal of connecting everyone in the province to a family doctor or primary care team.
- Page 90: Nice to get the occasional letter of thanks. Thank you, Arnprior Special Olympics who are celebrating their 25 Anniversary.

## 15. By-laws & Resolutions

### a) By-laws

Resolution Number 043-25  
Moved by Chris Couper  
Seconded by Tom Burnette

**That** the following by-law be and is hereby enacted and passed:

- i. By-Law No. 7558-25 – Adopt 2025 Operating and Capital Budget Estimates

Resolution Carried

Resolution Number 044-25  
Moved by Chris Toner  
Seconded by Lynn Cloutier

**That** the following by-law be and is hereby enacted and passed:

- ii. By-Law No. 7559-25 – Adopt 2024 Works-In-Progress (WIP)
- iv. By-Law No. 7561-25 – Adopt Water and Wastewater Rates Study
- v. By-Law No. 7562-25 – Appointment of Council Member to Committee of Adjustment (County Councillor Lynch)
- vi. By-Law No. 7563-25 – Appointment of Council Member to Arnprior & Area Physician Recruitment Committee (Councillor Cloutier)

Resolution Carried

Resolution Number 045-25  
Moved by Dan Lynch  
Seconded by Lynn Cloutier

**That** the following by-law be and is hereby enacted and passed:

- iii. By-Law No. 7560-25 – Adopt 2025 User Fees and Charges By-Law  
Resolution Carried as Amended

vii. **Resolutions**

i. **2026-2045 Long-Range Capital Forecast**

Resolution Number 046-25  
Moved by Dan Lynch  
Seconded by Lynn Cloutier

**Whereas** the Long-Range Capital Forecast is a snapshot in time of known future budget pressures, relies on master plan and asset management data, is subject to various changing factors and is set on a twenty-year timeframe to align with the nature and longevity of municipal infrastructure; and

**Whereas** the 20 Year Long Range Capital Forecast (2026-2045) was presented to Council on January 13, 2025 and further discussed on February 3, 2025;

**Therefore Be It Resolved That** Council approve the 20 Year Long Range Capital Forecast (2026-2045) as a financial planning tool, to be used to inform the annual budget process, as well as other financial planning processes and documents; and

**Further That** staff continue to update the Long-Range Capital Forecast as part of the annual budget process.

Resolution Carried

ii. **Seniors Active Living Centre (SALC) – In-Kind Contribution**

Resolution Number 047-25  
Moved by Lynn Cloutier  
Seconded by Chris Toner

**Whereas** Council of the Town of Arnprior, at their budget meeting of December 4, 2024 received a request for \$7,500 of in-kind support from the Seniors Active Living Centre (SALC) for 2025; and

**Therefore Be It Resolved That** the Council of the Corporation of the Town of Arnprior authorize \$7,500 of in-kind support for services including staff time and facility use of the Nick Smith Centre.

Resolution Carried

## 16. Announcements

Councillor Chris Couper made the following announcement:

- I would like to take a minute to congratulate the Arnprior McNab Ringette Association Devils for their wonderful performance over the past month. We can look forward to many new banners going up at the arena. They have had many medal winning performances in tournaments in the last month across Ontario. The girls played with heart, and I was very proud to watch them play. Ringette is alive in Arnprior, and our teams are making us proud.

## 17. Media Questions

None

## 18. Closed Session

Resolution Number 048-25 (9:01PM)

Moved by Chris Couper

Seconded by Tom Burnette

**That** Council move into Closed Session to discuss one (1) matters pursuant to Section 239 (2) (b) to discuss a personal matter about an identifiable individual, including Municipal or Local Board Employees (Striking Committee – Council Remuneration).

Resolution Carried

Resolution Number 049-25 (9:13 PM)

Moved by Dan Lynch

Seconded by Chris Couper

**That** Council resume to Open Session.

Resolution Carried

Resolution Number 050-25

Moved by Lynn Cloutier

Seconded by Tom Burnette

**That** Council direct staff to proceed as directed in closed session.

Resolution Carried

## 19. Confirmatory By-Law

Resolution Number 051-25

Moved by Dan Lynch

Seconded by Tom Burnette

**That** By-law No. 7564-25, being a By-law to confirm the proceedings of the Regular Meeting of Council held on February 10<sup>th</sup>, 2025, be and is hereby enacted and passed.

Resolution Carried

## **20. Adjournment**

Resolution Number 052-25  
Moved by Lynn Cloutier  
Seconded by Chris Couper

**That** this meeting of Council be adjourned at 9:13 PM.

Resolution Carried

## **Signatures**

Lisa McGee, Mayor

Kaila Zamojski, Town Clerk





## Town of Arnprior Staff Report

**Subject:** Business Retention and Expansion Study

**Report Number:** 25-02-24-01

**Report Author and Position Title:** Kelley Jaros, Acting MEDO

**Department:** Community Services Branch

**Meeting Date:** February 24, 2025

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### **Recommendations:**

**That** Council receive the Business Retention and Expansion Study (BR&E) as information and use the Study as a long-range planning tool to guide and inform future decisions of Council and implementation by staff.

### **Background:**

The Town of Arnprior's Strategic Plan for 2024-2027 identified Economic Development as a Key Priority and included undertaking an Industry and Tourism Gap Study as part of the actions towards finding industrial and tourism opportunities. The BR&E focuses on industrial and tourism opportunities and will directly inform the Town's economic development strategy moving forward.

The BR&E, prepared by Shore Tanner & Associates and Fotenn Planning + Design, was designed to assist in strengthening the local and regional economy by providing strategic direction on retaining and growing our current businesses resulting in increased jobs and investment in our community.

### **Discussion:**

The attached BR&E outlines the process, approach taken, consultation and review of information performed. The study undertook five (5) successive steps: Business Surveys; Resident Surveys; In-depth interviews; Socio-Demographic & Economic Review; Recommendations and Summary Report.

The study categorized recommendations into four (4) "Recommendation Themes" being Tourism, Marketing, and Promotion; Town Planning, Recreation and Infrastructure; Business Collaboration and Networking; and Workforce Development and Recruitment. The recommendations from the BR+E, categorized by theme, have been listed below:

## **1. Tourism, Marketing and Promotion**

- a.** Promote Arnprior as a Destination; The Town should support the development of a tourism strategy for the Town to support the growth of this sector, including an Arnprior tourism brand.
- b.** Boost Advertising and Marketing Efforts; Support expansion of marketing campaigns to promote Arnprior, its businesses and local events, including targeted advertising on platforms like radio and social media targeting visitors from outside of Arnprior.
- c.** Expand Awareness of Arnprior's Business Opportunities; Raise awareness of Arnprior's business benefits, emphasizing its proximity to Ottawa, strong tax regime, and supportive community to attract more businesses.
- d.** Increase Local and Global Brand Awareness; Enhance visibility of Arnprior Businesses and Industry through marketing efforts, business, and government outreach.
- e.** Consider future separation of the role of Economic Development from Marketing and Communications Officer; This would allow a staff person to be dedicated to economic development initiatives, and to focus on implementing the recommendations in this report.

## **2. Town Planning, Recreation and Infrastructure**

- a.** Continue to Improve Downtown Infrastructure and Beautification Efforts; Consider expanding pedestrian and multi-modal connections between Town attractions
- b.** Tourism and Waterfront Development; Continue improving Town-owned waterfront assets, increase marina access for visitors, and encourage the development of a high-quality hotel and/or event centre.
- c.** Enhance and Promote Sullivan Industrial Park; Improve signage, landscaping along streets, and infrastructure for Sullivan Industrial Park.
- d.** Shuttle Service; Work with the business community to study the feasibility of a shuttle service or limited transit operation within the Town of Arnprior
- e.** Business Outreach and Assistance; Encourage Town staff to continue to support businesses who require assistance with accessing Town, provincial and federal initiatives and grant programs.

## **3. Business Collaboration and Networking**

- a.** Foster Business Engagement and Execution; Strengthen local business collaboration and focus on actionable ideas.

- b. Host Recurring Business Event(s) and Networking Opportunities.
- c. Support Partnerships between Local Businesses and Major Employers.
- d. Establish a Mayor's Taskforce on Economic Development; strong, visionary leadership and structured collaboration are critical to fostering Arnprior's economic growth over the next decade.
- e. Support Eventual Development of a Business Improvement Area (BIA) and/or an Economic Development Corporation (EDC).

#### 4. Workforce Development and Recruitment

- a. Support for Skilled Labour Recruitment; Support development of strategies to connect existing partners.
- b. Support Employers and Retailers to Collaborate on a Welcome Package for New Employees; to support the attraction and retention of employees considering moving to or working in Arnprior.
- c. Affordability; Collaborate to explore affordable housing solutions for employees, especially lower-paid positions.
- d. Support General Marketing of Recruitment Efforts; Use traditional and social media marketing to promote Arnprior businesses and job opportunities.

The BR+E outlines an action plan of top initiatives to begin working on (Section 6). Some of the recommendations can be implemented by staff without the need for further direction from Council, once the BR+E is accepted. Initiatives which will have budget implications beyond operating expenses, would require further approval from Council.

#### **Options:**

Council could choose to not accept the BR&E as a planning document to help guide the future planning for meeting the economic development needs of the residents and businesses of Arnprior. Staff do not recommend this option as the document provides actionable items for consideration.

#### **Policy Considerations:**

The Town of Arnprior's Strategic Plan for 2024-2027 identified Economic Development as a Key Priority. Objective 3.1 was to "Find Industrial and Tourism Opportunities" by undertaking an Industry and Tourism Gaps Study. The BR&E was undertaken to identify opportunities to support the retention and expansion of industry and tourism businesses in Arnprior. The next step will be to begin implementing recommendations.

## **Financial Considerations:**

There are no financial considerations at this time. Recommendations which have financial impacts in moving forward based on the BR&E would be included for Council's consideration in future budget exercises.

## **Meeting Dates:**

N/A

## **Consultation:**

- Public Consultation: as outlined in the BR&E

## **Documents:**

1. Business Retention & Expansion Study, 2024 prepared by Shore Tanner & Associates, and Fotenn Planning + Design.

## **Signatures**

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# Business Retention & Expansion Study



Town of Arnprior  
2024

Prepared for the Town of Arnprior.

This project is funded in part by the Ontario Ministry of Agriculture, Food and Rural Affairs.

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## 1.0 Introduction

The Business Retention + Expansion (BR+E) program is a structured, action-oriented business and economic development approach designed by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). It promotes job growth by helping the Town of Arnprior learn about issues and opportunities for local businesses. It also allows municipalities to prioritize how they address community needs and encourages job retention and growth.

Shore-Tanner & Associates (Shore-Tanner) and Fotenn Planning + Design (Fotenn) were engaged to conduct the BR+E including the following main tasks to inform the findings of the BR+E:

1. Created and conducted two online surveys;
  - a. One business owner-focused survey emailed to registered business owners; and,
  - b. One resident and shopper survey that was publicly distributed.
2. Visited businesses and conducted interviews with senior management or owners; and,
3. Carried out a high-level socio-demographic, housing and economic review.

### Why Undertake a BR+E

Undertaking a BR+E provides the Town with a deeper understanding of the existing business community and improves awareness of local opportunities and constraints. More specifically, the BR+E provides the following benefits:

- Collects business and market data to support local economic development planning;
- Improves local business climate through strategic planning, policy review, and business communications regarding existing resources and support programs;
- Provides a platform for the business community to communicate their opinions to the Town;
- Fosters and enhances an environment for business development;
- Identifies underlying issues in the business community;
- Identifies potential opportunities for the Town to support existing businesses and their future growth; and
- Identifies potential opportunities for the business and tourism communities to expand.

### Key Areas of Focus

The Business Retention and Expansion study focuses on the tourism, employment and manufacturing sectors.



Key areas of recommendation are divided into four categories:

- ***Tourism, Marketing and Promotion:*** to promote the Town various industries, and various retail businesses, services and activities to residents and visitors;
- ***Town Planning, Recreation and Infrastructure:*** to improve the experience and opportunities for residents, employees and visitors to live, work and play in Arnprior;
- ***Business Collaboration and Networking:*** to support business networking, connections and growth for a strong economy; and
- ***Workforce Development and Recruitment:*** to support residents, employees and employers with essential services, employment opportunities and quality of life in the Town.

### Next Steps

The BR+E report, with its suggested recommendations, is one of the documents that should be considered when finalizing a municipal economic development strategy and annual work plans. When developing a strategy, consideration should be given to future trends and opportunities, available resources, and partnerships.

### Methodology

#### **Stage 1 – Preparation**

This first phase focused on setting goals, understanding the project's scope, establishing a work plan, preparing the survey and interview questions, and establishing the standards for data collection. The questions were adapted from OMAFRA's recommendations and condensed into the shorter questionnaires to drive engagement based on the Town's identified study goals.

#### **Stage 2 – Collect & Analyze**

Stage 2 focused on collecting data through online surveys and in-person interviews. Separate teams conducted the online surveys and in-person interviews, then collectively analyzed them to determine if similar trends emerged from the varied engagement methods.

A media release and posts on social media were published to communicate the project and invite businesses to participate. Businesses were also contacted at random by the team, keeping in mind the distribution of businesses by community and industry.

Raw data and notable trends were presented to municipal key staff and stakeholders in April 2024 for review before transitioning into Stage 3.

### Stage 3 – Recommendation Development

In-person surveys were conducted among the business community and analyzed prior to developing preliminary and revised recommendations. Priorities were discussed and categorized into the four key areas identified in this report.

### Stage 4 – Implementation

The final BR+E report was then compiled. The Town should create an action plan to develop community-based economic development strategies based on the recommendations.

The Town of Arnprior should implement the action items subject to Council approval, where required.



Figure 1: Directional Signage for Arnprior Visitors

## 2.0 Survey Highlights

Two online surveys were conducted over a three-week period. One survey aimed to gather the localized experience of business owners or general managers. These surveys were emailed to registered business owners. The secondary survey was publicly posted on the Town website and aimed to engage residents and shoppers.

The BR+E surveys were adapted from the long-form template designed by the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA). They were reduced to allow participants to complete the survey in five to ten minutes.

### Business Survey

Business owners or operators were asked to share their views on the Town's business climate and workforce, business development supports and community development needs, and their businesses' outlook. The survey was open to business owners for three weeks. During this period, a total of 63 businesses completed the survey. The key findings of the survey are:

- 97% (61) of businesses were locally owned and operated businesses, providing rich Arnprior-specific data. The two franchised business responses were businesses with an Ontario headquarters, including one in Pembroke.
- Business owners responded with a range of employee numbers from 1 to 40, with 35 of these businesses having 5 or fewer employees, and 11 were sole proprietorships without additional employees.
- Approaches to business plans were varied across the respondents; 49% stated their business had an operational day-to-day business plan, 44% said they had a long-term business plan, and 25% said they had no type of business plan. Of the respondents, 22% answered their business had both a day-to-day and a long-term business plan.
- Facebook and business websites were the most popular methods to promote local business, with 84% and 75% of respondents, respectively. Instagram was the second most popular social media platform, with 59% of respondents.
- Respondents repeatedly mentioned their promotional methods were primarily word of mouth or referrals.
- 75% of respondents rated Arnprior as an excellent (29%) or a good (46%) place to do business.
- 81% of respondents stated their industry outlook was growing (43%) or stable (38%).
- 38% of respondents rated employees as 'hard to find,' further text entries revealed that many businesses found shortages of potential employees.

- 87% of respondents did not identify as a member of a specific equity group.

### Shopper and Resident Survey

The publicly available Shopper and Resident Survey was completed 296 times. The survey sought to understand the commercial and recreation behaviour of respondents and what they wish to see in the future.

The following provides a summary of the responses:

- 81% of respondents were Arnprior residents.
- The top commercial services in Arnprior used by respondents were:
  - / personal services such as haircuts and pharmacy visits, etc., (91%)
  - / dining (89%); and
  - / shopping (85%).

Residents and shoppers were asked what types of businesses, services, or activities they would like to see in Arnprior.

- 85% of respondents answered they wished for more grocery stores. This response was echoed in the short-form answers, in which respondents characterized their grocery shopping habits as most commonly occurring outside of Arnprior at nearby big box stores. A lack of grocery store options and competition was repeated throughout the survey's responses.
- 50% of respondents answered they wished to see more clothing stores
- 40% indicated a desire for more restaurants
- 31% identified other business types they want to see more of in Arnprior including:
 

/ Gyms;	/ Bars;
/ Recreation centres;	/ More commercial storefronts;
/ Big box stores;	/ Health care clinics; and,
/ Affordable housing;	/ Other types of gathering areas with a focus on teenagers and seniors.
/ Senior homes;	
/ Fenced dog parks;	



Residents and shoppers were also asked to identify the top perceived challenge(s) facing businesses, and answered with the with following assumptions:

- Rising rents for storefronts (68%)
- Not enough commercial opportunities (39%); and
- Lack of available parking (36%)

It should, however, be noted that business owners did not raise rising rents for store fronts or not enough commercial opportunity as challenges. However, lack of parking during peak times was noted by some of the business owners and major employers.



Figure 2: View of Elgin Street looking Southeast

## 3.0 In-Person Interview Highlights

In 2023 and 2024, 39 interviews were conducted with business owners, managers, and public employees in-person at their place of business or virtually online.

Of these, 35 were business owners or senior managers, and 4 were public employees (Town of Arnprior, Arnprior and District Museum, and Arnprior Public Library). The types of businesses whose owners or managers were interviewed consisted of:

<b>Business Type</b>	<b>Number of Respondents</b>
Retail (various)	16
Automotive	2
Public facility manager	4
Hotels	2
Cinema	1
Other	4
Manufacturing / Technology	6

- Five of the employers interviewed have 100 or more employees.
- Most business owners utilize social media, website, TV, and/or radio advertising.
- Some retail owners have a strong and dynamic online presence and customer base that is supported with the physical retail space in the Town.
- Of business respondents, 80% indicated that their customers chose to shop with them first for their customer service and secondly the specific products they offer.
- 47% of businesses stated up to 35% of their annual sales come from outside Arnprior, while 20% predicted up to 10% of their sales were external to Arnprior.
- The remaining respondents estimated close to or more than 50% of sales are from outside Arnprior.
- Most of those interviewed indicated their business outlook was very good, with 33.3% planning to modestly expand, and 16.7% plan to make improvements and minor changes to their existing business model.
- Approximately 80% of interviewees indicated they would attend meetings hosted by the Town of Arnprior supporting the business community, provided the meetings had a focused agenda and were outcome oriented.

## Stakeholder Interview Themes and Suggestions

### **Employment and Manufacturing Sector**

Arnprior is home to larger employers with 200 to 400 employees, who operate technical and/or highly skilled operations. These employers forecast a stable to strong outlook for their products and services. These generate numerous jobs within Arnprior, Ontario, Canada, and internationally. Common themes from the in-person interviews included:

- Stakeholders stressed the need for more opportunities to connect local businesses, manufacturers, and retailers. Annual events, networking breakfasts, and industry meetups were suggested to strengthen ties, share resources, and bridge gaps between sectors like retail, manufacturing, and health care.
- Rising housing costs are impacting employee retention, especially for lower-wage positions. Collaborating with stakeholders to identify affordable housing solutions was noted as a key priority to make Arnprior more appealing for its workforce.
- Transportation emerged as a recurring challenge, with suggestions to introduce shuttle services, improve road infrastructure, and explore modest transit options for employees, residents, and visitors. This would not only ease commuting but also attract skilled workers and increase accessibility for patients to the hospital, customers to storefronts, and employees to places of work and restaurants.
- Major employers noted recruitment difficulties, especially for specialized or skilled roles. Suggestions included partnerships with schools, offering relocation incentives, and enhancing marketing to reach job seekers. Additionally, strategies to attract and retain staff, like career growth opportunities and desirable local amenities, were highlighted.
- Several recommendations focused on continued downtown revitalization, and signage, and amenities to attract businesses and customers. Improving and promoting the Sullivan Business Park, the Arnprior Airport, and in one specific case, assistance with brownfield remediation were identified as critical steps for economic growth.

### **Retail and Tourism Related Businesses**

Arnprior has a variety of existing businesses which serve both the local population and a wider tourism sector that attract visitor from nearby municipalities, like McNab Braeside, Renfrew and Ottawa, as well further away. The major themes from the in-person interviews included:

- Retail business owners emphasized the importance of marketing Arnprior's unique assets, such as its high-quality stores, trails, waterfront, and cultural sites, to attract more visitors. Effective signage, collaborative marketing campaigns, and well-planned events were highlighted as critical strategies.

- The waterfront is seen as a valuable but underutilized resource. Enhancing waterfront development through accommodations (e.g., hotels) and attractions (e.g., trails, marina access) to boost tourism and support local businesses.
- Several recommendations also focused on continued downtown revitalization, signage, and amenities to attract businesses and customers.

### **All Respondents**

- There were some common themes from in-person interviews across both the tourism and the employment and manufacturing sector: The Arnprior Airport was identified as a unique but underutilized asset with water frontage. Stakeholders recommended preserving the airport, adding community-focused and tourism amenities (e.g., walking trails, playgrounds), and positioning it as a hub for aviation and local business growth.
- Encouraging collaboration between businesses, the Town, and major employers like Arnprior Regional Health was a common theme. Joint initiatives, such as shop-local campaigns or employee incentive programs, were seen as opportunities to support the local economy.
- Lastly, many of those interviewed commented on the need for tangible results and outcomes from this BR+E study. To paraphrase a few respondents, “we are often asked to attend meetings, fill out surveys and provide input, however, nothing really gets done.” This was not a criticism of the Town but of the general business community. A need for skilled leadership was noted to manage the different personalities and keep collaborative initiatives focused and results oriented.



Figure 3: Arnprior Regional Health



## 4.0 Arnprior: Key Features and Opportunities

The Town of Arnprior, located at the confluence of the Madawaska and Ottawa Rivers, boasts a unique blend of natural amenities, vibrant downtown life, and a well-connected location. With its proximity to Highway 417 and just 25 minutes from Kanata and 35 minutes from downtown Ottawa, Arnprior serves as a gateway between small town charm and urban convenience.

This section highlights the Town's most prominent features and opportunities while encouraging exploration through the [Town of Arnprior website](#), which offers comprehensive resources for residents, visitors, and businesses.

### Community Services and Recreation

Arnprior excels in delivering coordinated community services and recreational activities. Key facilities include:

- **Nick Smith Recreation Centre:** Featuring two ice rinks, an indoor pool, a fitness center, and multipurpose spaces.
- **Arnprior Public Library and Arnprior & District Museum:** Providing cultural enrichment and community programming.

The Town also connects to the region through the Algonquin Trail, a 296-km multi-use corridor ideal for hiking, cycling, skiing, and motorized activities, fostering regional recreation. Additional trails include:

- Macnamara Nature Trail
- Gillies Grove and Trail (home to Ontario's tallest tree)
- McLachlin Trail
- Heritage Trail (exploring downtown history)

For water enthusiasts, the Madawaska River marina and two beaches—Robert Simpson Park Beach and Maclean Avenue Beach—offer access to swimming, kayaking, and waterfront leisure.

### Events and Activities

Arnprior's events generate economic growth and community engagement:

- Dragon Boat Festival, Cultural Night Market and local music shows are expanding, drawing tourists and boosting local businesses.

- Cycling events, such as the Bushtukah Gravel Cup and Wendigo Fatbike Ultra, visiting a local business in 2025, align with Arnprior's recreational strengths, offering potential for further growth.

## Economic Development and Business Opportunities

Arnprior benefits from a diversified economy with contributions from manufacturing, institutions, and small businesses. Due to its proximity to Ottawa, Arnprior is a regional hub for housing and tourism while maintaining its local economic stability.

Key highlights include:

- **Strong Manufacturing Sector:** The Town is home to Sullivan Industrial Park and large manufacturers with sales extending nationally and internationally.
- **Mainstreet and Arterial Business sectors:** A vibrant business sector that supports Town residents, Renfrew County residents and visitors and tourists coming to Arnprior or passing through to other destinations.
- **Arnprior Regional Hospital:** Meeting growing regional healthcare demands, including overflow from Ottawa hospitals.
- **Arnprior Airport:** Home to Champion Aviation (flight lessons) and Parachute Ottawa (skydiving experiences).

Businesses benefit from access to Highway 417 and the Ottawa business community, though stronger economic connections and advocacy for trade relations could further enhance Arnprior's competitiveness. Many local businesses, with significant sales across Canada and the U.S., must proactively address potential trade challenges.

## Support for Local Businesses

Arnprior is well-positioned to collaborate with regional organizations to foster growth and innovation. Notable business and employment support organizations include:

- Renfrew County Community Futures Development Corporation (<https://rccfdc.org/>)
- Labour Market Group of Renfrew Lanark (<https://labourmarketgroup.ca/>)
- Ontrac Employment Resource Services (<https://www.getontrac.ca/>)
- Local Immigration Partnership (LIP) Lanark & Renfrew (<https://liplanarkrenfrew.ca/>)
- Enterprise Renfrew County (<https://www.enterpriserenfrewcounty.com/>)
- County of Renfrew Economic Development (<https://www.countyofrenfrew.on.ca/en/business-and-development/economic-development.aspx>)
- Upper Ottawa Valley Chamber of Commerce (<https://upperottawavalleychamber.com/>)
- PARO Centre for Women's Enterprise (<https://paro.ca/>)
- Ottawa Valley Tourist Association (<https://ottawavalley.travel/>)
- ACFO Champlain (<http://acfo-champlain.org/>)

These partnerships can strengthen the Town's business ecosystem, ensuring long-term prosperity

## Looking Ahead: Building on Strengths

Arnprior's vibrant downtown, waterfront, trails, and unique events form a strong foundation for branding itself as a premier destination for visitors and residents. Continued investment in recreation, infrastructure, and business connections will ensure the Town's growth aligns with its strategic vision for sustainability and community well-being.



Figure 5: Manufacturing Innovations at MetaLigna Modular Inc.



Figure 4: View of Pillar5 Pharma on Madawaska Blvd.

## Population and Housing Growth

We expect Arnprior to continue to experience above average population and housing growth over the next decade. Ranges for new housing units can fluctuate substantially when examining permits and units-built year over year. Recent studies have used a long-term average of 100 to 150 units per year for Arnprior and up to 650 units per year for Arnprior, McNabb/Braeside and Mississippi Mills combined. Considering housing and population growth from the City of Ottawa, the economic spin offs of housing development for Arnprior further strengthen the Town's position.

These points highlight the significant economic and employment benefits of housing development for Arnprior and its surrounding areas.

- **Housing Development as an Economic Driver:**
  - / Housing construction generates significant employment, with up to 60% of jobs in construction and the rest in related industries (e.g., appliances, furnishings, and housing services).
- **Projected Housing Growth in Arnprior:**
  - / Over the next decade, Arnprior is expected to see 100–150 new housing units added annually, contributing to regional housing growth.
  - / Across the broader region (including Arnprior), 6,500 new housing units are expected over ten years, supporting an estimated 4,000 employees during this period.
- **Economic Contributions from Housing Workers:**
  - / Workers in housing-related industries boost the local economy by spending on gasoline, restaurants, bars, retail, and other businesses.
  - / Jobs created span various sectors, including real estate services, retail sales and service, postal services, household maintenance (e.g., household repairs, snow removal and household cleaning).
- **Population Growth Driving Demand:**
  - / Arnprior continues to experience above-average population growth and housing construction.
  - / Growth in the City of Ottawa (projected to add 402,000 people by 2046) and adjacent regions will further drive demand for housing, retail, and tourism in Arnprior.



## 5.0 Recommendations

The Town Arnprior offers a rich combination of innovative industry, major employers, a dynamic and growing retail sector, major amenities with trails and waterfront access, an airport with tourist and business operations in a supportive and growing community. However, like any growing community, it faces challenges that require thoughtful planning, collaboration, and investment. Through conversations with business leaders, stakeholders, and local organizations, several themes have emerged as critical to supporting economic retention and growth, improving quality of life, and ensuring a sustainable and vibrant future for the Town of Arnprior.

This section provides 19 recommendations that reflect the Town's priorities and opportunities. From enhancing its infrastructure to fostering business collaboration and addressing workforce challenges, these themes offer actionable insights that align with the community's shared vision.

By addressing these areas, Arnprior can strengthen its identity as a destination, a workplace, and a home for its residents and businesses. The Town should prioritize result-driven initiatives that can deliver tangible outcomes, using these successes to inform and shape a broader strategy in the future.

In response to the collected data and local trends, a series of recommendations have been identified and categorized into the following four themes:

1. Tourism, Marketing and Promotion
2. Town Planning, Recreation and Infrastructure
3. Business Collaboration and Networking
4. Workforce Development and Recruitment

### Tourism, Marketing and Promotion

1. **Promote Arnprior as a Destination:** Highlight the Town's unique assets—high-quality stores, local products, trails, waterfront, beaches, airport, and museum—through better signage, marketing, and well-executed events. The Town should support the development of a tourism strategy for the Town to support the growth of this sector, including an Arnprior tourism brand.
2. **Boost Advertising and Marketing Efforts:** Support expansion of marketing campaigns to promote Arnprior, its businesses and local events, including targeted advertising on platforms like radio and social media targeting visitors from outside of Arnprior.

3. **Expand Awareness of Arnprior's Business Opportunities:** Raise awareness of Arnprior's business benefits, emphasizing its proximity to Ottawa, strong tax regime, and supportive community to attract more businesses.
4. **Increase Local and Global Brand Awareness:** Enhance visibility of Arnprior Businesses and Industry through marketing efforts, business, and government outreach. Explore partnerships with organizations such as the Upper Ottawa Valley Chamber of Commerce, County of Renfrew Economic Development, and Renfrew County Community Futures Development Corporation (RCCFDC).
5. **Consider Future Separation of Roles of Economic Development and Marketing and Communications Officer:** Arnprior has a diverse and vibrant mix of businesses, including retail, services, tourism, and large manufacturers. While larger employers are often affected by provincial, national, and international legislative changes, smaller retailers are primarily focused on reaching regional markets and meeting local needs in areas such as shopping, services, tourism, and recreation. Consideration should be given to separating the Marketing and Economic Development Officer (MEDO) role into a dedicated Economic Development Officer role and Marketing and Communications Officer role. This would allow a staff person to be dedicated to economic development initiatives, and to focus on implementing the recommendations in this report without negatively impacting the growing communications needs. It should be noted that tourism-related marketing could be a shared responsibility, as tourism is both a component of economic development and benefits significantly from effective marketing. In the absence of a BIA or Chamber of Commerce, appointing a dedicated Economic Development Officer would help provide structure, strengthen connections, and offer leadership to support the Town's economic growth and development.

### Town Planning, Recreation and Infrastructure

6. **Continue to Improve Downtown Infrastructure and Beautification Efforts:** Continue downtown revitalization efforts and expansion of pedestrian features and sidewalks connecting the downtown to the waterfront(s) and the Ottawa Valley Trail. Provide landscaping in the downtown to improve the pedestrian retail experience and strengthen the identity of John Street and other connecting streets. Consider expanding pedestrian and multi-modal connections between Town attractions such as the Downtown Main Street area, the Algonquin Trail, the Arnprior Airport, Macnamara Trail, Robert Simpson Park and trail and other waterfront access and amenities.
7. **Tourism and Waterfront Development:** Continue improving Town owned waterfront assets, increase marina access for visitors, and encourage the development of a high-quality hotel and/or event centre.

8. **Enhance and Promote Sullivan Industrial Park:** Support the promotion and marketing of the Sullivan Industrial Park and Arnprior businesses more broadly outside of Arnprior. Improve signage, landscaping along streets, and infrastructure for Sullivan Industrial Park.
9. **Shuttle Service:** Work with the business community to study the feasibility of a shuttle service or limited transit operation within the Town of Arnprior and/or connecting to the City of Ottawa. Review transit operations in jurisdictions of a similar size, such as the Town of Bridgewater, NS or on-demand transit service such as in the City of Cobourg, ON. It has been noted that Arnprior completed a Transit feasibility study in 2022 which provides a detailed analysis and recommendations regarding traditional transit, specialized or alternative options, and conventional and specialized options to and from Ottawa.
10. **Business Outreach and Assistance:** Encourage Town staff to continue to support businesses who require assistance with accessing town, provincial and federal initiatives and grant programs. This can also be achieved by connecting local business to agencies that promote economic development identified in Section 4. Create a list of organizations and services that they provide and make it available on the Town's website. Such tools can also be utilized by the Town's Economic Development Officer to strengthen connections between business, organizational and government stakeholders.

#### Business Collaboration and Networking

11. **Foster Business Engagement and Execution:** Strengthen local business collaboration and focus on actionable ideas. Encourage business-to-business connections through networking events or industry meetups.
12. **Host Recurring Business Event(s) and Networking Opportunities:** Host events such as the "annual Mayor's business breakfast" or meet-and-greet events to strengthen ties between manufacturers, retailers, government representatives and other stakeholders. Support the creation of more business activities and networking opportunities to foster collaboration and build bridges between different business sectors, creating a stronger sense of community.
13. **Support Partnerships between Local Businesses and Major Employers:** Support employers and businesses in developing incentives, such as discounts at gyms and restaurants, through partnerships with larger employers to engage employees with local businesses throughout Arnprior.

- 14. Establish a Mayor’s Taskforce on Economic Development:** Strong, visionary leadership and structured collaboration are critical to fostering Arnprior's economic growth over the next decade. Establishing a Mayor’s Taskforce on Economic Development, spearheaded by the Mayor and Chief Administrative Officer (CAO), can provide the political and administrative leadership necessary to advance key strategic initiatives effectively.

The taskforce can serve as a catalyst for economic development by:

- Collaborating with regional and provincial agencies to align efforts and resources.
- Developing actionable strategies that address immediate opportunities and long-term goals.

By leveraging the taskforce’s leadership and partnerships, Arnprior can position itself to attract investment, support local businesses, and build a robust, sustainable economy for the future.

- 15. Support the Development of a Business Improvement Area (BIA) and/or an Economic Development Corporation (EDC):** Consider establishing a BIA, an EDC, or both as alternative governance structures to deliver economic development and traditional BIA services. An EDC could enable collaboration between the Town and the business community, potentially funded through a special services levy like that of a BIA. Alternatively, a BIA could focus on supporting retail and downtown businesses, while an EDC could address the needs of major employers, the industrial park, and the airport. However, this should be approached as a long-term initiative to ensure sustainability, as similar organizations in the past have disbanded.

In the meantime, the focus should be on the Mayor’s Task Force and separating the Economic Development Officer role from Marketing and Communications for the Town.

## Workforce Development and Recruitment

- 16. Support for Skilled Labour Recruitment:** Support development of strategies to connect existing partners such as Ontrac Employment Resources, and partnerships with schools and workforce programs. Apprenticeships and enhanced training programs, to attract and retain talent, should also be explored.
- 17. Support Employers and Retailers to Collaborate on a Welcome Package for New Employees** to support the attraction and retention of employees considering moving to or working in Arnprior. An example could be a Welcome Package that provides information on Town Services, amenities, and local business information. Business



and retailers could choose other incentives to include and have new employees feel welcome in the Town while supporting local businesses.

- 18. Affordability:** Collaborate to explore affordable housing solutions for employees, especially lower-paid positions, and continue to promote the need for another major grocery retailer to enter the market to potentially provide more options for affordable groceries. Like other towns and cities, renter households in Arnprior will experience more housing constraints as monthly rents continue to increase. The Town of Arnprior can consider different affordable housing options and programs through collaboration with the Provincial Service Manager for Housing, Renfrew County, and Canada Mortgage Housing Corporation. Arnprior's Strategic Plan also recommends a Community Improvement Plan (CIP) for Affordable Housing.
- 19. Support General Marketing of Recruitment Efforts:** Use traditional and social media marketing to promote Arnprior businesses and job opportunities. Support businesses in improving recruitment through workshops with partner organizations such as job fairs and other venues that promote Arnprior business and employment opportunities. The Town can support businesses and residents by connecting them with Ontrac, integrating website links from the Town's website, hosting job fairs and promoting employment opportunities at Arnprior Town Hall, Schools, Library and Museum.

## 6.0 Action Plan

Through the interviews and survey responses, we observed a strong sense of goodwill, enthusiasm, and innovation from Arnprior’s business community. While excellent leadership is apparent within Arnprior’s boardrooms and businesses, many of these individuals are, naturally, focused on the success of their own organizations and the well-being of their employees. Short term initiatives should focus on strengthening existing relationships, creating new networks between business and government stakeholder, and promoting Arnprior as a destination.

### Summary of Top Actions

Tourism, Marketing and Promotion
<p><b>Promote Arnprior as a Destination (Recommendation 1)</b></p> <p>Highlight the Town’s unique assets—high-quality stores, local products, trails, waterfront, beaches, airport, and museum—through better signage, marketing, and well-executed events. The Town should support the development of a tourism strategy for the Town so that we can support the growth of this sector, including an Arnprior tourism brand.</p> <p><b>Rationale:</b> Strengthen Arnprior’s Tourism, Retail, and Service Sectors and attract more visitors to the Town.</p>
<p><b>Consider Future Separation of the Role for Economic Development from Marketing and Communications (Recommendation 5)</b></p> <p>Separating Economic Development from Marketing and Communications would allow staff to focus on implementing strategic initiatives while sharing tourism-related marketing efforts, as tourism supports both areas.</p> <p><b>Rationale:</b> A dedicated Economic Development Officer can support the Mayor and CAO’s leadership and provide structure, implement initiatives, and strengthen connections, particularly in the absence of an Arnprior focussed BIA or EDC.</p>

## Town Planning, Recreation and Infrastructure

### **Continue to Improve Downtown Infrastructure (Recommendation 6)**

Continue downtown revitalization efforts and expansion of pedestrian features and sidewalks connecting the downtown to the waterfront(s) and the Algonquin Trail. Provide landscaping in the downtown to improve the pedestrian retail experience and strengthen the identity of John Street and other connecting streets. Consider expanding pedestrian and multi-modal connections between Town attractions such as the Downtown Main Street area, the Algonquin Trail, the Arnprior Airport, Macnamara Trail, Robert Simpson Park and trail and other waterfront access and amenities.

**Rationale:** A focus on the Town's key features and connections between them is essential to improve connectivity and to ensure that different business and services outside the downtown are represented in other initiatives and strategies.

## Business Collaboration and Networking

### **Host Recurring Business Event(s) and Networking Opportunities: (Recommendation 12)**

Host events such as the "annual Mayor's business breakfast" or meet-and-greet event to strengthen ties between manufacturers, retailers, government representatives and other stakeholders. Support the creation of more business activities and networking opportunities to foster collaboration and build bridges between different business sectors, creating a stronger sense of community.

**Rationale:** Networking and collaboration were top priority for all senior management among major employers and local retailers.

### **Establish a Mayor's Taskforce on Economic Development (Recommendation 14)**

Establishing a Mayor's Taskforce on Economic Development, led by the Mayor and CAO, will provide the leadership and collaboration needed to drive Arnprior's strategic growth initiatives. This taskforce will act as a bridge to develop actionable strategies and partnerships until a formal economic development organization is in place.

**Rationale:** The Taskforce is recommended to provide the immediate leadership, coordination, and strategic direction essential for driving Arnprior’s economic growth while laying the groundwork for a formal economic development organization.

## Workforce Development and Recruitment

### Support General Marketing and Recruitment Efforts (Recommendation 19)

Use traditional and social media to promote Arnprior businesses and job opportunities. Support businesses in improving recruitment through workshops with partner organizations such as job fairs and other venues that promote Arnprior business and employment opportunities. The Town can support businesses and residents by connecting them with Ontrac, integrating website links from the Town’s website, hosting job fairs and promoting employment opportunities at Arnprior Town Hall, schools, library and Museum.

**Rationale:** Town staff can build these tools and connections between employers and residents seeking jobs. This is a practical initiative that will also strengthen the relations between Town staff and local businesses.

## 7.0 Conclusion

The Town of Arnprior is committed to retaining and supporting established businesses and growing the tourism sector. This report’s recommendations seek to support the Town’s growth goals while helping to create new jobs and economic growth opportunities. Economic growth is generated by the interaction of population characteristics, employment, businesses, use of technology, tourism, quality-of-life, growth potential, and the provision of proper planning and infrastructure.

Through the interview and survey process, it was identified that business owners and residents have plentiful ideas on how Arnprior can improve their business community to benefit residents and business owners. The recommendations all require investments in staff time and economic resources of the Town and the business community. Some recommendations can be funded through the Town and business community while others will require County, Provincial, or Federal grants.

The short-term recommendations in the Action Plan all focus on enhancing different aspects of economic connections and situating the Town in the centre of facilitating and guiding the business community forward.



Figure 6: Arnprior Economic Action Plan - Building Connections

The Town of Arnprior has a remarkable combination of built and natural features including the multiple waterfronts, trails, a vibrant downtown, many activities and services, large employers, a business park and close access to other markets and population centres. Furthermore, the business community is interested in working together and supporting each other. The Town of Arnprior Mayor, Council and staff are well positioned to support collaboration, leadership and the infrastructure that residents, business owners and visitors' desire.

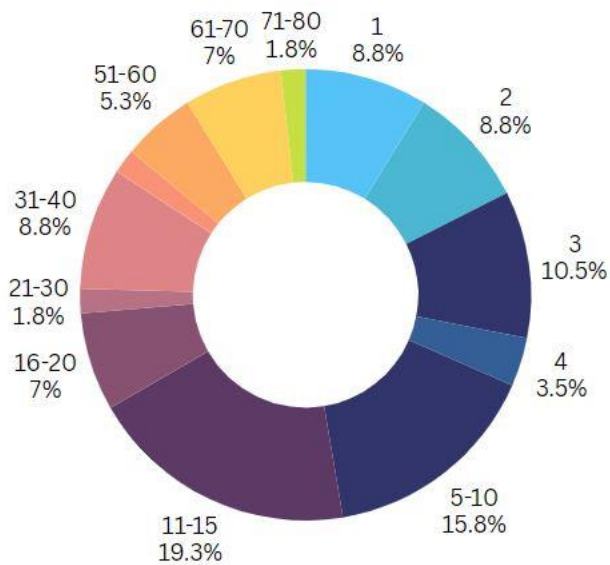
## **8.0** **Appendices**

## Appendix A: Business Survey Information

Question 1 and 2 collected business names and business typologies. A summary of the business typologies is as follows:

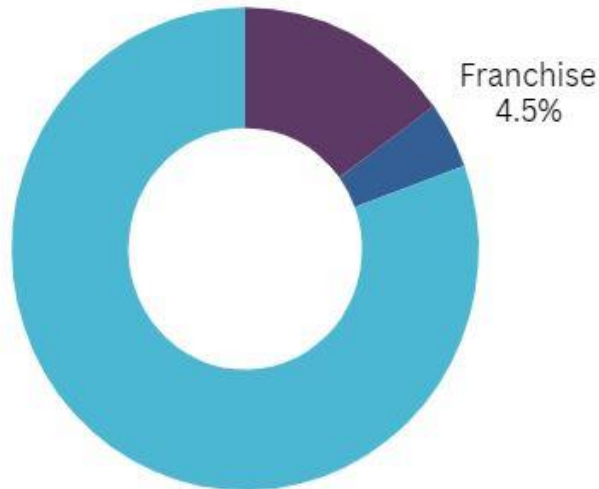
Auto sales, parts, and serving
Recreation services
Retail storefronts
Restaurants
Tourism outfitters
Arts and culture providers
Banks and insurance providers
Construction and labourers
Healthcare providers
Industrial manufacturers

3. How many years has your business been in Arnprior?



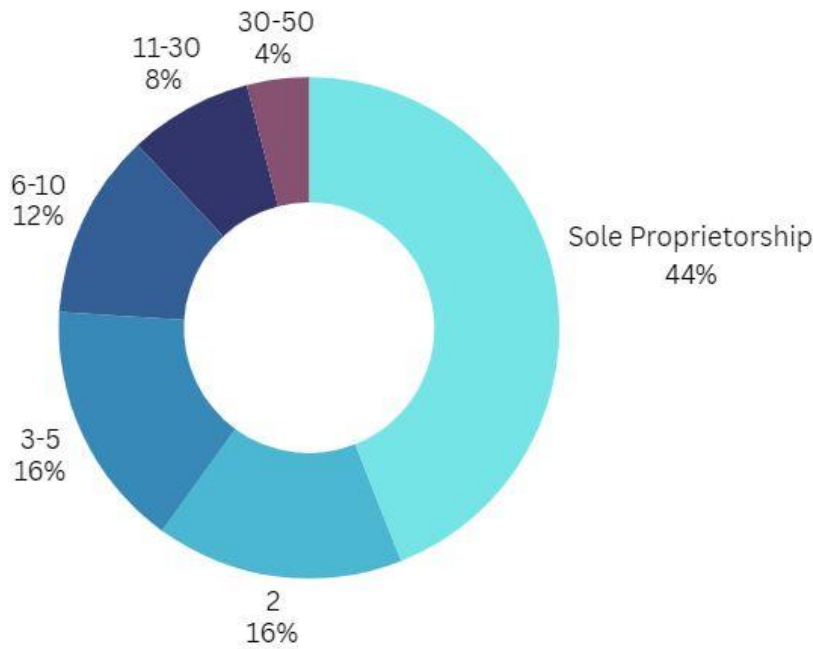
4. This question asks about your business ownership model. Is your business:

Locally Owned and Operated (More than 1 Location)  
14.9%



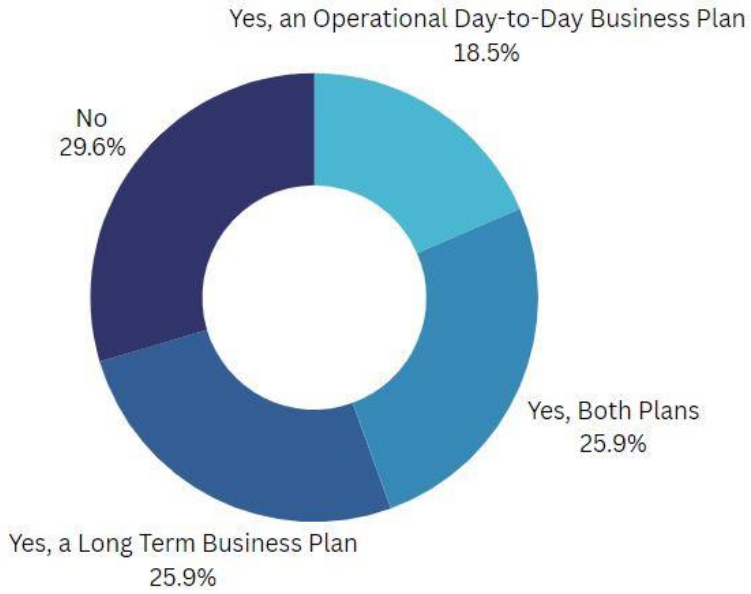
Locally Owned and Operated (1 Location)  
80.6%

5. Including owner(s), how many employees work at this location?

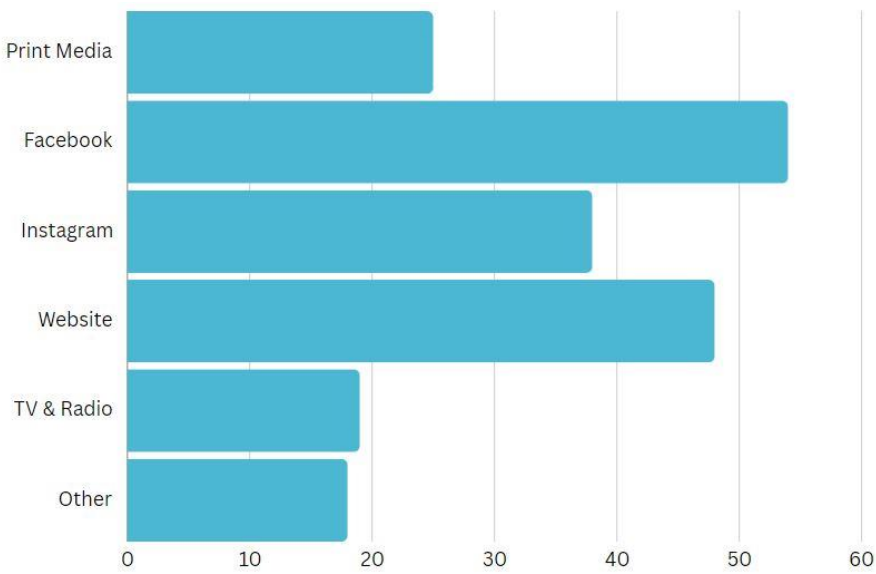




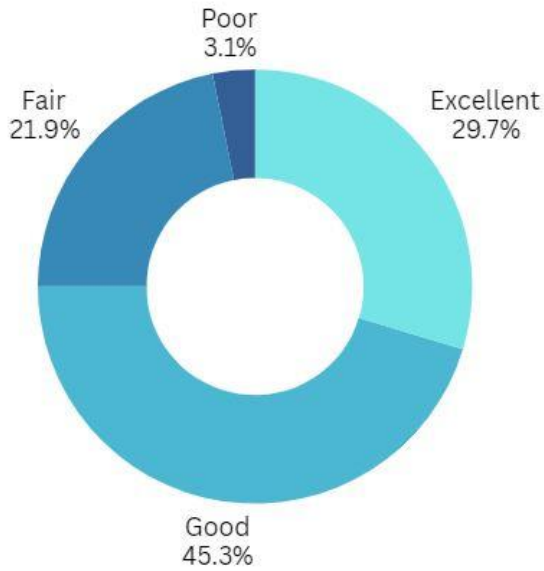
6. Does your business have a business plan?



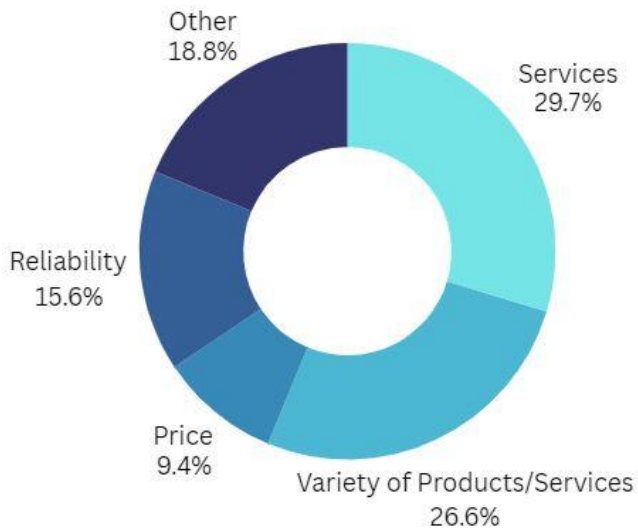
7. What methods do you use to promote your business? (Select all that apply)



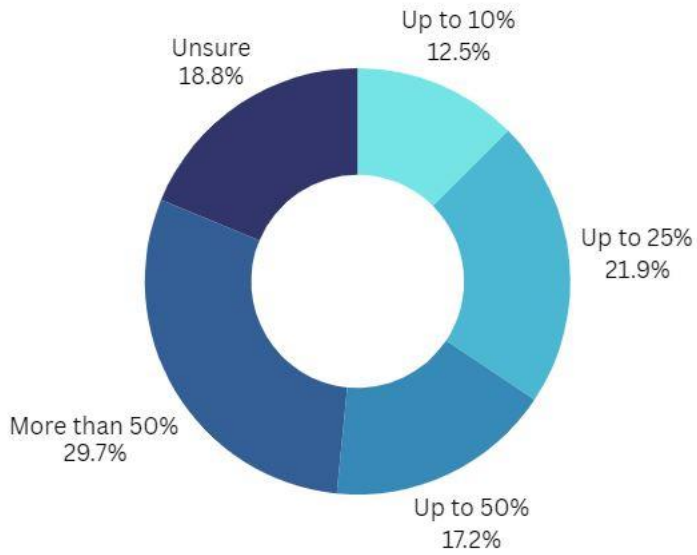
8. What is your general impression of Arnprior as a place to do business?



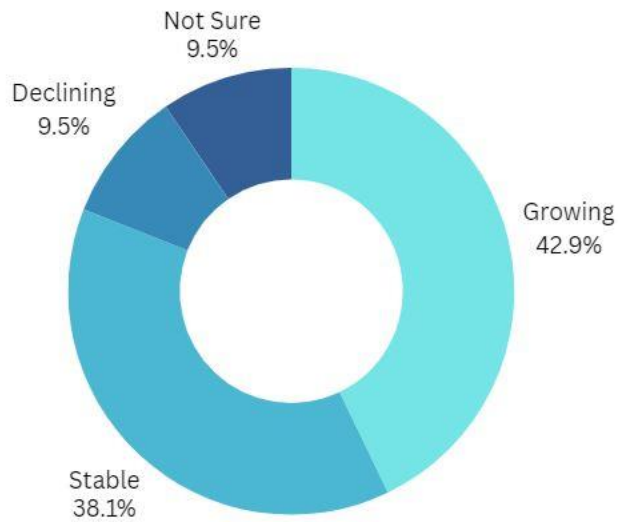
9. What do you think your customers like most about your business?



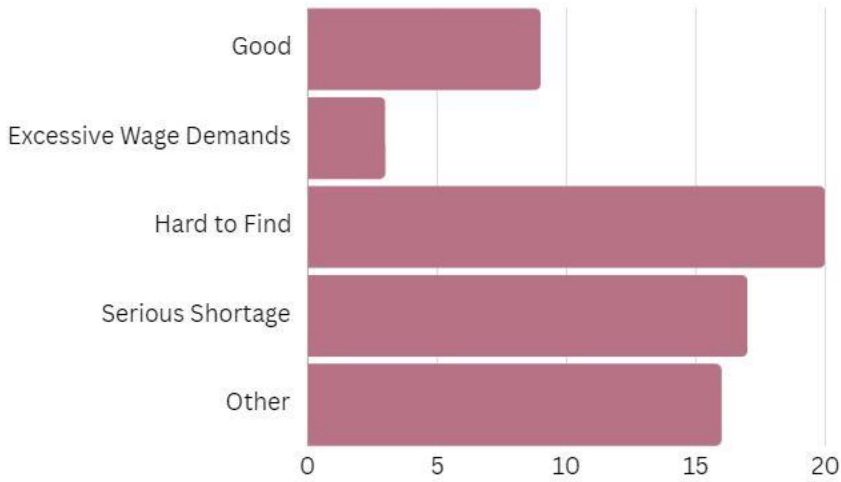
10. What percentage of your annual sales come from outside Arnprior?



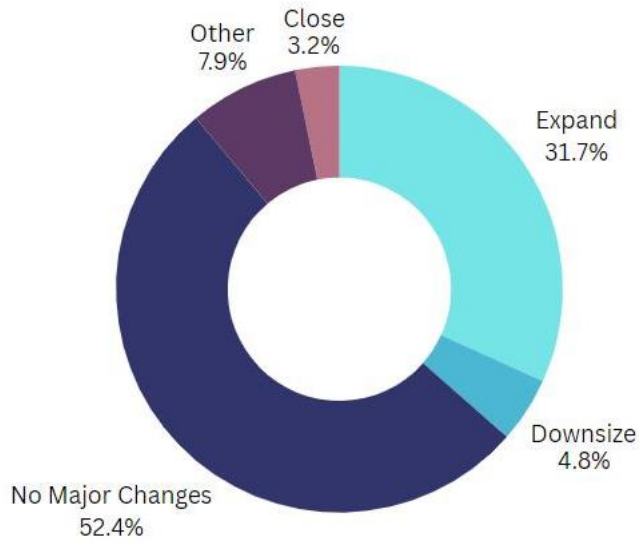
11. What is your outlook for your industry in general?



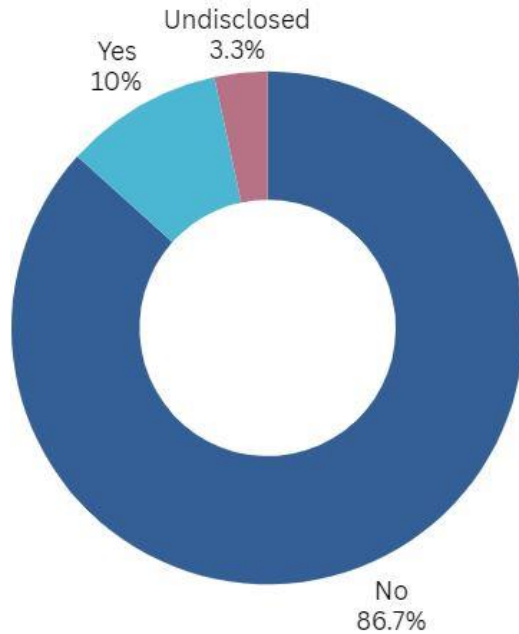
12. How would you rate the availability of employees in Arnprior?



13. Within the next 18 months, what plans do you have for your business?



14. As a business owner, do you identify yourself as a being a member of a specific group such as a newcomer to Canada, a person with a disability, or a young person under 29 years of age, or any other minority group?



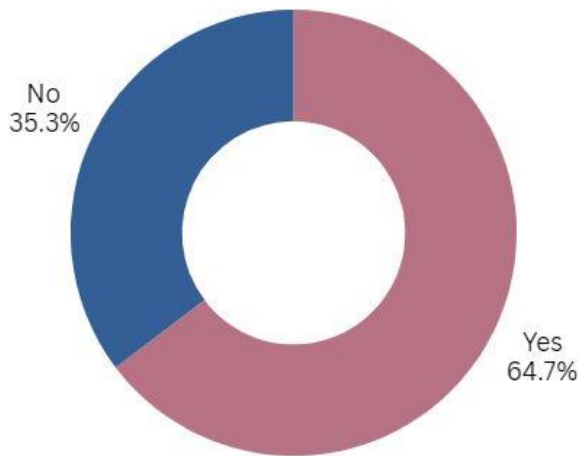
15. Do you have any other comments or suggestions regarding how to assist and increase the business community in Arnprior?

Summary of responses:

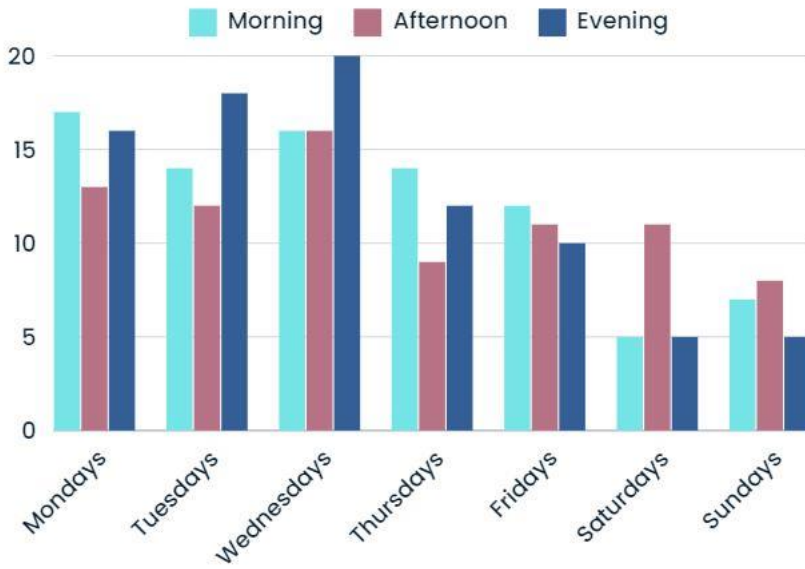
Increase support to non-downtown businesses
Increase communication to the business community
Provide business owner networking opportunities
Plan events where businesses outside of the downtown core are invited to participate.
Bring new affordable chain store to town
Attract new industrial uses
Improve river frontage land uses
More opportunities to learn from each other
Broader range of funding assistance programs
New sign bylaw to allow businesses to promote themselves
Promote the attraction of visiting Arnprior and its unique marketplace
Increase stock of affordable housing
Increase commercial spaces for businesses
Continue to grow by allowing all types of housing

Grow the celebrations and recognition of businesses through community events
Provide free training workshops for small businesses
Promote shopping local
Prepare a tourism promotion strategy
Prepare a business development strategy and engage business owners and residents in the preparation of the strategy
Lower the property taxes
Promote winter tourism
Increase business hours on Sundays and Mondays
Keep vendor fees low for markets and events
Promote the arts and culture of Arnprior
Create a wayfinding map for trails

16. Are you interested in participating in a 30-minute interview with members of the BR+E team to discuss how to attract more business to Arnprior? This interview seeks to gather in-depth information about the state of the Arnprior business environment and will be vital in the preparation of the report’s recommendations. The interview would be held this spring.

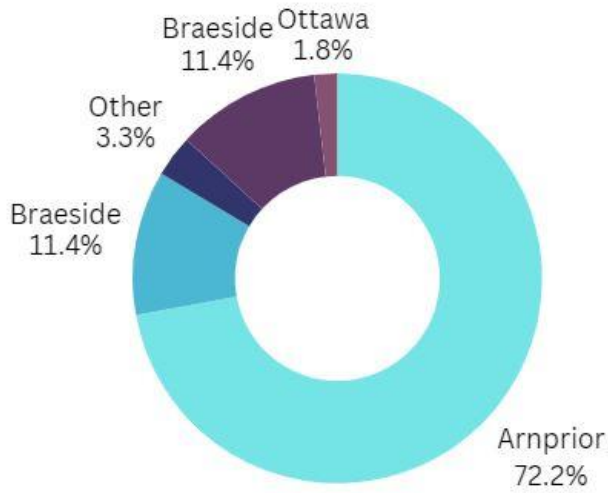


17. What days and timeframes work best for you as a business owner to attend future public engagement sessions or workshops hosted by the town? (Select all that apply)

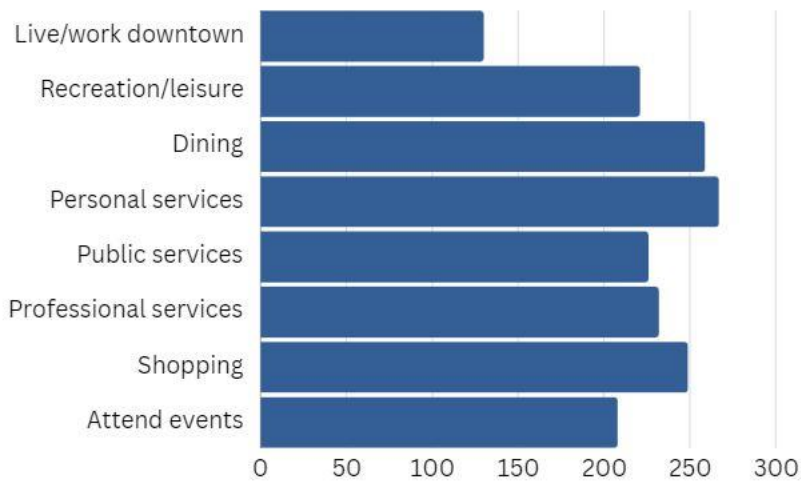


Appendix B: Resident & Shopper Survey Information

1. What municipality do you live in?

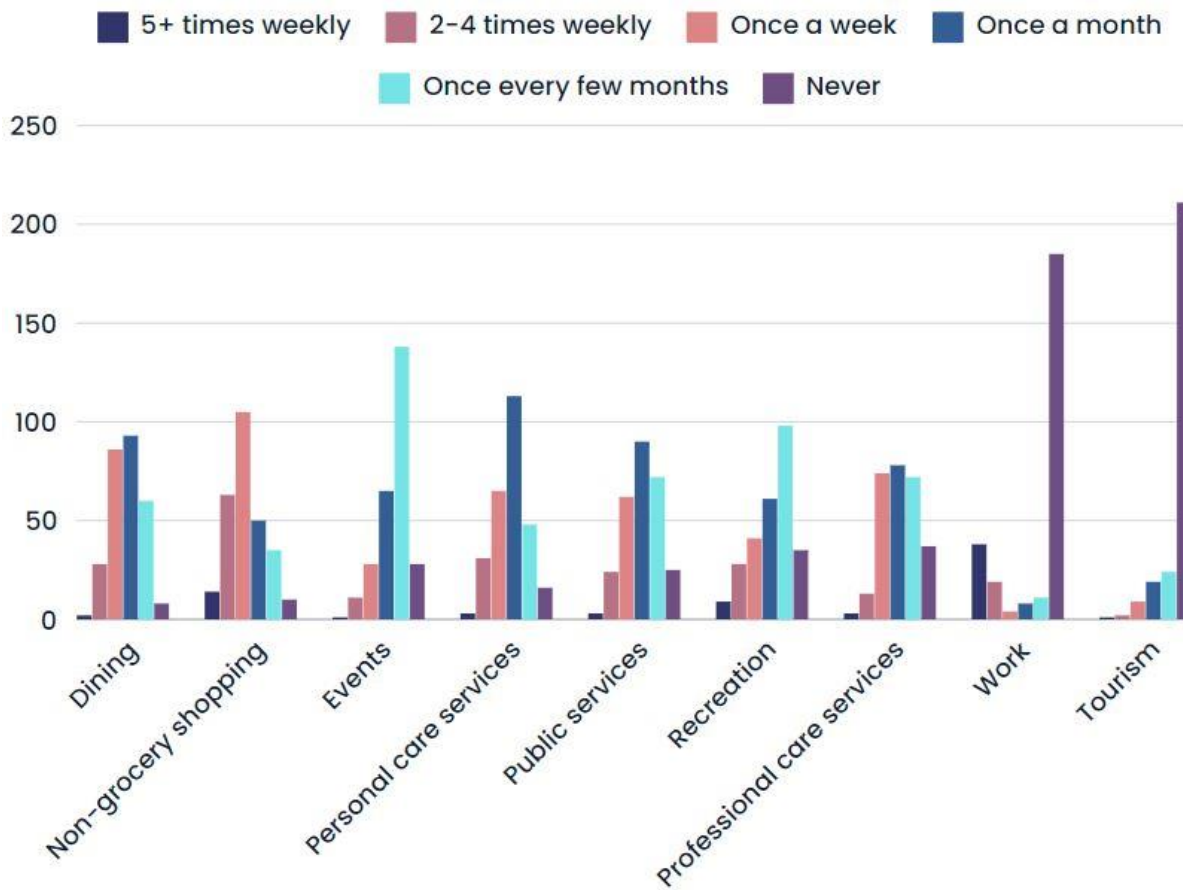


2. In Arnprior, what types of activities do you participate in?

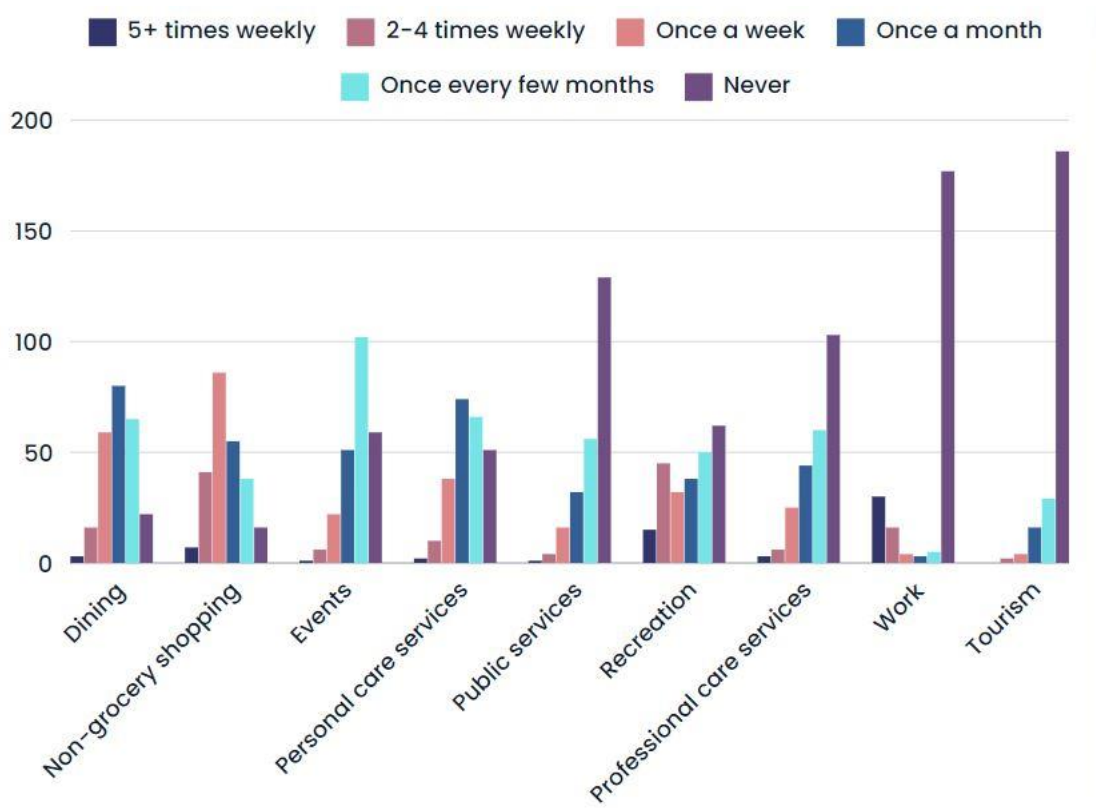




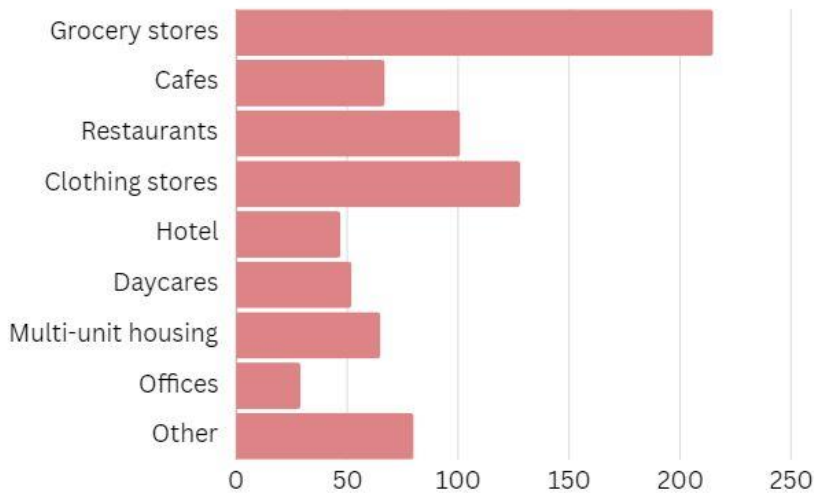
3. How often do you come to downtown Arnprior for the following?



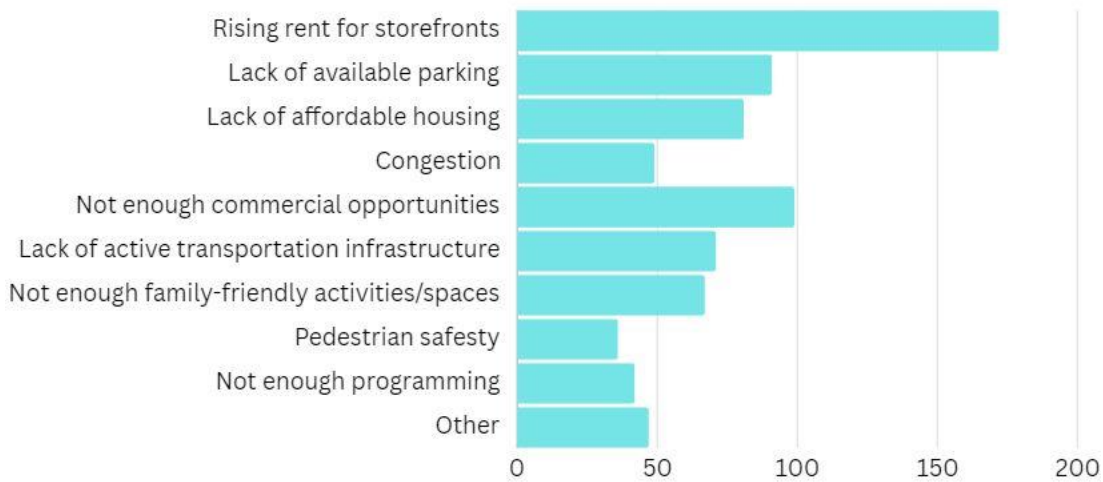
4. Outside of the downtown core, how often do you come to participate in the following?



5. What types of businesses, services or activities would you like to see in Arnprior? (choose your top three)



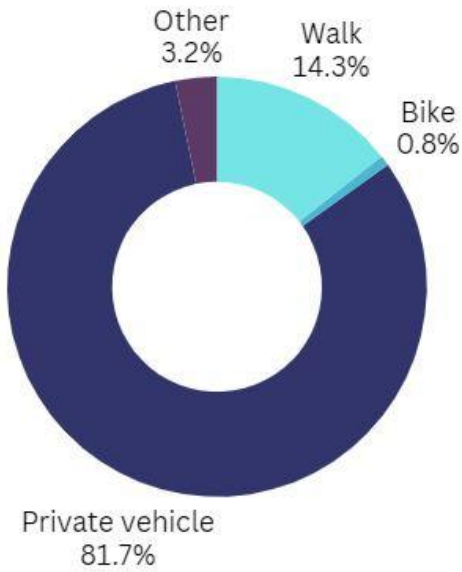
6. What are the top challenges facing business in Arnprior in your opinion? (choose your top three)



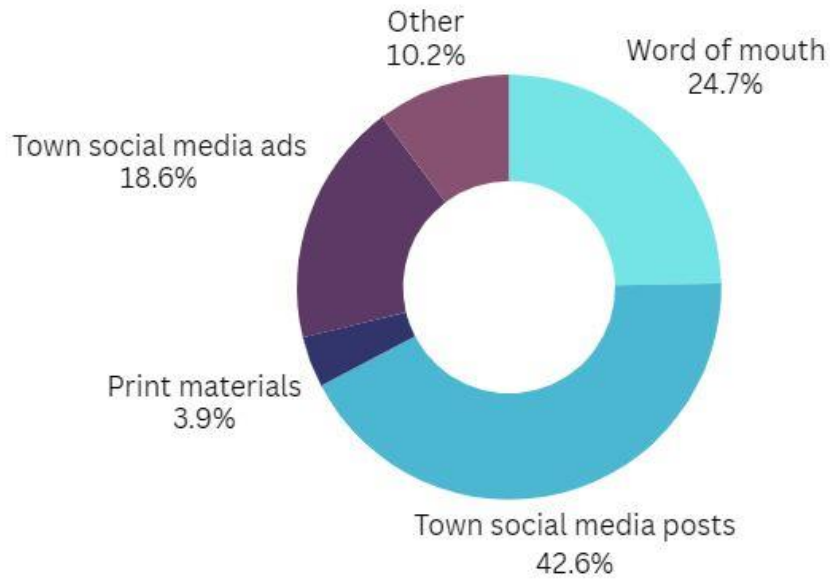
7. What would you consider the most important priority to improve shopping and tourism in Arnprior?



8. What mode of transportation do you most commonly use to get around Arnprior?



9. How do you learn about events happening in Arnprior?



10. What community assets and/or features would you like to see developed or expanded upon in Arnprior?

Summary of responses:

Grocery stores, specifically affordable grocery retailers
Crosswalk at the OVT where it crosses Daniel Street
Improvement of Madawaska Boulevard for pedestrian safety and beautification
More diverse good quality restaurants
Longer store hours
Fenced dog park
Transportation
BIA
Bike lanes and biking infrastructure
Public transportation
Sidewalk snow clearing
Waterfront restaurant
Increased retail
Expand the waterfront trail to cross Madawaska Boulevard and go along the river
Ride share options
Maintain public access to the waterfront
Retirement home
Pickleball and tennis courts
Sidewalks improvements
Free community events
Pathways network expansion
Fenced-in dog park
Commercial land near Highway 417 for future larger retailers
Youth-oriented activity or play spaces
Increasing utilization of the Nick Smith Center
Affordable housing
Increased traffic calming measures
Recreation rental company along the waterfront
Increased taxi service
Indoor recreations spaces e.g. gym, pool, skating
Public washrooms at trailheads
Playgrounds and parks
Amenities and businesses catered to local consumer needs
Increase walkability and commercial opportunities of Madawaska Boulevard east of the bridge
Attract new industrial businesses
Increased advertising for events

Performing arts spaces
New hotel
Expand and enrich the downtown core carefully
Pickleball and tennis courts
Increased library funding for more programming
Expanded night market
Daycare
Transportation

11. Based on your personal experience, what do you feel is the draw to shopping in Arnprior?

Summary of responses:

Boutique and unique shops
Charming and historic downtown
Walkability of downtown
Convenience
Non-chain stores, local business owners representing the community
Friendly community atmosphere
Arnprior Market hosted downtown
Variety
Easy to find and free parking
Desire to support local businesses
Proximity to Highways 17 and 417
Less congestion
Organized and clean town
Cross promotion of stores
Some nice unique shops
Small town feel
Supporting Local
Close to home
Do not have a draw to shopping in Arnprior

12. Based on your personal experience, what do you feel is the draw for tourists to come visit Arnprior?

Summary of responses:

Beauty and charm of the downtown core
Unique stores, many selling local goods
Waterfront and beach
Walkability of downtown
Availability of quality cafes, restaurants, and breweries
Robert Simpson Park
The eventfulness of the town
Family oriented lifestyle
Museum
No crowds
Free parking
Outdoor recreation opportunities
Proximity to Ottawa for daytrips
Walking and ATV trails
Unsure of the tourism draw to Arnprior

## Appendix C: In-Person Interview Information

### Survey Development

Another important component of this study is in-person interviews with Arnprior businesses and organizations. We first designed a survey for this purpose and finalized it based on comments from the Town staff. A copy of the final survey (i.e., interview questions) appears in Appendix E.

Next, the study team and the Town staff provided the names of more than 30 businesses and several institutional and government branches in Arnprior. Individuals from 39 businesses and institutions were interviewed.

### General Findings

Some of the characteristics of the participants are:

- A total of 19 females and 20 males.
- A total of 34 business owners, one manager from Arnprior Regional Hospital and 4 public officials (town employees, museum and library directors).
- The representatives of 4 of the businesses indicated 100% of their sales are from outside Arnprior. One of them has 200 and the others have 100 employees or more.

### Responses to Questions

Number of years in business	
Less than 5 years	4
5–10 years	10
11–15 years	2
16–20 years	1
Longer than 20 years	22

Business ownership	
Locally owned and operated	28
Franchises	9



<b>Other (Partnership)</b>	2
----------------------------	---

<b>Number of employees</b>	
1	3
2–5	9
6–10	7
11–15	2
16–20	3
21–25	3
26–30	1
Over 30	6
<b>Over 100</b>	5

<b>Business plan adoption</b>	
Yes: operational day-to day	5
Yes: long term	8
No	26

<b>Methods of business promotion</b>	
Print media	10
Facebook	17
Instagram	11
Website	11
TV & radio	11
Social media	15
Other (flyers, TikTok, newspapers,	7

trade shows, golf course)	
Print media	10

<b>Impressions of Arnprior as a place to do business:</b>	
Excellent	9
Good	13
Fair	10
Poor	4
Other (Could be more proactive, too much of a sleepy town, businesses should be more active to grow)	3

<b>What consumers like most about the businesses:</b>	
Service	21
Variety	9
Quality	5
Price	6
Reliability	4
Highly special products	7
Other (location, history, oversees products)	4

<b>Percent of sales from outside Arnprior</b>	
Up to 10%	6
Up to 25%	13
Up to 50%	3
More than 50%	11
100%	4
Unsure of %	2

<b>Industry outlook</b>	
Growing	18
Stable	21
Declining	–
Not sure	–
Other	–

<b>Availability of employees in Arnprior</b>	
Good	26
Hard to find	7
Serious shortage	–
Excessive wage demands	2
Other (average, no need, do not stay long enough)	4

<b>Business plans within the next 18 months</b>	
Expand	14
Downsize	–
Sell	–
Close	–
No major changes	19
Other (relocate, further growth, do not know, adding more programs and events (library), depends on the economy)	6

<b>Interest in attending a business meeting</b>	
No	6
Yes	33

<b>Preferred time for the business meeting</b>			
Time	Total	Female	Male
Morning	14	9	5
Afternoon	4	1	3
Evening	10	6	4
Flexible	6	3	3

## Comments and Analysis

- A. Those interviewed were glad to provide feedback on the surveys, however, many had busy schedules, and it was difficult to find consistent times among them to conduct the interviews.
- B. Key responses were largely positive regarding the Town of Arnprior, with a top priority identified to increase business networking opportunities and promote Arnprior more outside the Town and region.
- C. Business owners reflected on specific instances where Town staff assisted with accessing employment and grant programs. Many also said they felt welcomed by Town staff and Council when they established their businesses.
- D. A few negative issues were raised during the interviews regarding disagreement over use of funds from the dormant BIA and the loss of visitors from the marina.
- E. Several of the businesses interviewed operate complex manufacturing operations and services with 100% of their sales taking place nationally or internationally (outside of Arnprior).
- F. Several of these businesses have many employees, with a couple exceeding 200 persons, which adds to the number of residents who may shop in restaurants and local stores or access services such as physiotherapy, pharmacies etc., in the area, thus creating more jobs in Arnprior and the region.
- G. A common theme from the manufacturers and larger employers was the need for more networking opportunities in the Town. The importance of establishing relationships with other smaller business owners, Town of Arnprior Mayor, Council and staff, and other levels of government was emphasized. This was for two reasons, the first wanting to support local businesses and secondly, because their markets are both national and international in nature and having Arnprior more active in networking was thought to be important for their present and future operations.
- H. The theme for networking, improved event space and a better-quality hotel were frequently mentioned as many business guests stay in City of Ottawa.
- I. Larger employers mentioned transportation and transit as being issues for some employees and suggested shuttle pilot or partnership.

- J. Attracting more grocery store competition and affordable housing were desired for employees.
- K. The museum and library are popular, attracting tourists, in addition to serving many residents in Arnprior, as well as from McNab-Braeside. The library has had the highest per capita events in Ontario; offering many programs, and resources for all age groups.
- L. The library attracts approximately 10,000 clients annually. In 2023, the library offered 614 events for children, and had 42,140 books taken out, which is quite large for a town the size of Arnprior.
- M. The Arnprior Museum is not only popular with the locals, but also with residents of the nearby areas, including from the City of Ottawa. It has already developed a strategic plan, is active with other museums, and attracts customers from Kingston, Montreal and other cities. In 2023, an estimated there were an estimated 7,000 visits to the museum, and this number is growing.
- N. Both the museum and the library need more staff and other resources due to their growth. Digital equipment, monitors, recording equipment and graphic design services are also needed by both the museum and library.
- O. The Town of Arnprior has been hosting numerous activities, the number of attendees has been increasing year after year, and the future seems quite encouraging.
  - a. In 2022, a Dragon Boat Festival with 25 teams attracted approximately 500 participants (the majority were from outside Arnprior).
  - b. Canada Day festivities are a major annual event. In 2023, a minimum of 2,500 participated in the events, and an estimated 700 of them were from outside Arnprior.
  - c. On the first Saturday in June the town offers a Bluegrass music festival, Priorpalooza, and family event.
  - d. The above and more are being planned by Town staff, for both the residents and nearby towns and villages.
  - e. Fall Fest, hosted by downtown businesses, is another festivity for both the locals and outsiders.
  - f. Several cultural activities were offered in 2023, attracting more than 1,000 from within and outside Arnprior.

- g. Other outdoor activities and events hosted by local business and groups are also attracting visitors to Arnprior.

## Interviewee List

List of Arnprior Business Owners Interviewed				
Interview Number	Business Typology	Gender of Interviewee		Number of Employees
		Female	Male	
1	Industrial	√		100
2	Tourism	√		1
3	Retail		√	100
4	Healthcare services	√		3
5	Professional services	√		9
6	Tourism and recreation			2
7	Tourism and recreation	√		1
8	Tourism and recreation	√		3
9	Retail		√	35
10	Automotive sales and services		√	2
11	Retail		√	200
12	Retail	√		7
13	Tourism and recreation	√		9
14	Retail		√	21
15	Professional services		√	7
16	Retail		√	9
17	Automotive services	√		20
18	Retail	√		5
19	Tourism and recreation		√	6
20	Retail	√		5
21	Retail	√		4
22	Retail	√		2
23	Library	√		4
24	Retail		√	4
25	Retail		√	20
26	Town employee		√	50
27	Professional services		√	20
28	Retail		√	24
29	Restaurant	√		3
30	Restaurant		√	10
31	Retail	√		13
32	Manufacturing		√	240
33	Manufacturing		√	25
34	Manufacturing		√√	102
35	Retail		√	4

36	Tourism and recreation	√		20
37	Tourism and recreation		√	50
38	Retail		√	4
39	Retail		√	3



## Appendix D: Socio-Demographic & Economic Review

In the last ten years, the Town of Arnprior's population has increased significantly. More residential developments are planned, and its population is expected to continue to grow. To provide more employment opportunities, businesses, products, services, and prosperity for the present and future residents, the Community Services Branch of the Town of Arnprior has taken the initiative to conduct this study.

### Context

This study was started in 2023 and completed in 2024. During this time, there have been many economic and political changes and uncertainties. In addition to inflation, there have been rapid increases in interest rates, supply chain issues almost worldwide, and economic impacts from global uncertainties and conflicts. The timing of the study considers the following:

- Western countries' economies periodically experience major growth and significant decline at different times.
- Despite the global uncertainties, the long-term demand for new products, services, and various quality-of-life initiatives are expected to continue.
- While interest rates rapidly increased from March 2022, the Bank of Canada has introduced reductions as inflation has been steady.
- Due to various factors, including average wage increases of more than 5% in Canada in 2022 and 2023, consumers are still adjusting to higher prices for goods and services.
- While some house prices have declined since the summer of 2022, rental rates, food, gasoline, and many other products and services have increased significantly.

Based on the above, the research for this study, and our knowledge of economic fluctuations, we believe that there are actions Arnprior can take to assist the business community with addressing challenges.

### Town of Arnprior

The subject municipality for this study is the Town of Arnprior, however, some of the demand in Arnprior for employees, retail products, new housing, and services is generated from the adjacent and nearby towns and villages and the broader region, including McNab/Braeside, Mississippi Mills and the City of Ottawa.

## Summary of Socio-Demographic Findings

The total population of the Town of Arnprior increased by an average of 167 people or 1.9% annually from 8,795 in 2016 to 9,629 in 2021.

1. By 2033, we estimate an average annual increase of 240 or 2.4% in Arnprior to 12,500.
2. For retail products, office, and industrial space, the effective catchment population of 34,000 in 2023 will increase to 41,500 by 2033.
3. Arnprior and nearby areas are family-oriented, and the average household size was 2.39 people in 2021.
4. The total number of working residents (i.e., labour force) was 15,625 in 2021 consisting of:

Arnprior	4,320
McNab/Braeside	4,010
Mississippi Mills	7,295

5. The employment participation rate, proportion of a population that is actively engaged in the labor market, is an important economic factor. For these areas, the average 2021 participation rate was 50.1%, consisting of:

Arnprior	44.9%
McNab/Braeside	52.8%
Mississippi Mills	49.5%

6. The top 5 largest occupations by sector in 2021 were:

Retail	2,240	(14.3%)
Construction	2,230	(14.3%)
Healthcare	2,000	(12.8%)
Government	1,600	(10.2%)
Manufacturing	1,150	(7.4%)
Total	9,220	(59%)

7. In 2021, the average incomes were \$88,800 (Arnprior) to \$117,900 (McNab/Braeside).

## Sources of Economic Growth

It is accepted that economic growth depends on the following three factors:

1. Population growth;
2. Education; and
3. Technological advances.

With population growth, the number of potential employees in a community also grows. Together, population and labour force growth creates demand for many products, services and, of course, jobs.

Housing development requires numerous products, services, and employees. Based on the research for this study and the *Housing Needs Assessment* of August 2023 by Re/fact Consulting, many more housing units will also be needed annually in Arnprior. More housing units will also be required in McNab/Braeside, Mississippi Mills, and the rest of Renfrew and Lanark Counties. Housing development alone, therefore, will generate a wide range of architectural, manufacturing, office-based, financial, plumbing, electrical, carpentry, and construction related jobs and ongoing maintenance of the housing supply.

Population growth requires more retail products, educational, healthcare, governmental, leisure, and other products and services. Education and technical advances, in turn, increase efficiency and wealth in the products, services, and jobs mentioned above.

With the estimated growth, many types of jobs and services will emerge to support the population including but not limited to the following classifications:

- A. Office (e.g., Financial, information technologies)
- B. Industrial (e.g., manufacturing, construction), Institutional (e.g., healthcare, education, government); and
- C. Retail and Services (e.g., appliances, sports, groceries).

The boundaries of Arnprior, McNab/Braeside, Mississippi Mills, Renfrew, and Lanark Counties are more political than economic. Residents in any of these areas may work, shop, or socialize throughout the broader region. Therefore, many of this study's findings apply to any of these areas to a large extent.

It should also be noted that the City of Ottawa is potentially a significant source of growth for Arnprior. Arnprior is an attractive location because it is a small town with access to housing, services, amenities and nature, and is home to a vibrant downtown and manufacturing sector. To expand on this point, more residents are considering living outside of Ottawa, with more than 3,000 Ottawa residents moving to Renfrew or Lanark County in 2020 alone.

## **Industrial Business Opportunities**

Due to Arnprior's location at the Highway 417 interchange, we believe the following uses are potentially market-viable:

1. Inclusion of information technology/digital industries in office buildings on industrial lands.
2. Various small to medium manufacturing, assembly, repair, and other businesses (e.g., beer manufacturing, laboratories etc.).
3. Storage facilities for households, cottage owners, boats, and other leisure products (e.g., bicycles, skis and ski-doos).
4. A major commercial storage-delivery facility like the two Amazon facilities in Ottawa.
5. High technology, specifically AI industries, have proliferated in the last 5 years, and their future growth prospects are favourable. Ottawa is one of the three cities in Canada where these modern industries have been growing fast.
6. Nokia, one of the leading international AI companies, plans to build a large modern technology campus near its existing one in Kanata. Several hundred new employees and a development budget of \$350 million have been announced for this new campus. Arnprior is in an advantageous position to attract some of these employees and their families. Most of Nokia's new facilities would include new modern industries, which may spin off related industries that would be attracted to Arnprior as a place to do business. In addition, employees may prefer to live in Arnprior and commute to Kanata.

## **Retail Business Opportunities**

1. The Town of Arnprior has approximately 700,000 sq. ft. of retail floor space, including 70,000 sq. ft., or 10% vacant as of February 2023.
2. The total increase in the retail sector over the last ten years has been approximately 50,000 sq. ft.
3. Close to half of Arnprior's existing retail floor space is at the Highway 417 interchange node.
4. Many of the clients at this node's retail businesses are travelers. Many residents of McNab/Braeside and other villages and towns also shop at these nodes' businesses.
5. Arnprior may have enough stores for its residents (excluding survey demand for more affordable grocery stores) and nearby areas. Based on population growth, these food and other necessity businesses will continue to grow for the next ten years.
6. Destination businesses would perform quite well in Arnprior.

## Office Business Opportunities

1. The existing office buildings in Arnprior are small and occupied chiefly by resident-serving insurance, legal, financial, and healthcare businesses.
2. In general, the major types of office buildings/users are the following:
  - Government
  - Corporate
  - Professional
  - Business

The ones in Arnprior fall into the categories of Professional and Business.

3. Demand for Professional and Business office space will continue to increase slowly as Arnprior's population grows. The population increase in the nearby villages and towns is another growth factor for Arnprior's office sector.
4. Growth in various IT/digital industries would require significant additional office space.
5. Arnprior is suitable for developing a significant, modern digital-age office node.
6. Access to Arnprior is quick and convenient, IT/digital professionals value natural amenities, and housing is affordable compared to larger urban centres.
7. The future growth of IT/digital, health care, and other modern industries remains an opportunity. Ottawa is a major centre for these industries, and Arnprior is about 20 to 40 minutes' drive from different parts of Ottawa.
8. Based on points 4–7 above, effort to attract IT/digital industries may prove successful.

## Office-Based Businesses

In 2021, an estimated 3,629 or 23.2% of the Market Area's (Arnprior, McNabb Braeside, Mississippi Mills) labour force worked office-based jobs (Table 3.10). Due to the well-established trends regarding the growth of information technology, we expect an increasing percentage of jobs to be office based.

At the 2021 percent of 23.2, we estimate that 114 (490 x 23.2%) of the new market area labour force for the region will need 37,500 sq. ft. of additional office floor space by 2033. Furthermore, The Town of Arnprior is in the best position among the three towns to attract this the new office space in the future, partly due to the Highway 417 interchange.

### **Institutional Businesses**

As population and employment increase, so does the demand for healthcare, education, government and other institutions. In 2021, the number of employees in these businesses was 3,604 or 23.1% of the total labour force.

Arnprior already has a hospital and is in a good position to expand and attract employees. For the next ten years, an estimated 1,130 additional employees will be needed in the Market Area (Arnprior, McNab/Braeside/Mississippi Mills) to work at various institutions, including healthcare.

### **Industrial Businesses**

In recent years, demand for industrial land and floor space has seen an unprecedented increase across Canada. Industrial land and floor space have been rapidly absorbed in the City of Ottawa. About 5 years ago, the overall vacancy rate for industrial floor space in Ottawa was 7%, and as of October 2023, it had declined to under 2%. Land prices and built space rental rates have increased so much that more and more industrial businesses have moved to areas within up to 2 hours drive from Ottawa. However, these areas are less desirable for employees to live and work as they are further from the City and related services and amenities.

We expect this trend to continue, and with access to two Highway 417 interchanges, Arnprior is in a favourable position to attract new industrial businesses from Ottawa.

### **Other Businesses**

There are numerous services and other types of jobs in every economy. Some may consist of a single self-employed person, and others may be family-owned and operated. Restaurants usually have 2–10 employees. These businesses are important and contribute significantly to the attractiveness of the Town and City. Their growth and health depend on the variety and success of other businesses, population growth, employment, and residents' support.

### **Conclusions**

Data in Tables 3.1–3.16 provide additional information about the Arnprior, McNab/Braeside/Braeside and Mississippi Mills residents. The conclusions regarding these three areas are:

1. Population, employment, incomes and the natural amenities in the area are within a 25-to-40-minute drive from Ottawa
2. Our research indicates many potentially market-viable additional businesses can be attracted to the Town of Arnprior.
3. Promotional activities must also be conducted to attract future growth.

4. Substantial population and household growth occurred from 2016 to 2021, and still larger growth rates are predicted 2023 to 2033.
5. Most of the households (78.4%) own their houses, most of which are singles, semis and towns.
6. Growing areas, especially with young populations, generate strong demand for additional retail and service businesses, office space, industrial businesses, residential developments, schools and parks, to name just a few.
7. The market area is geographically large, and residents prefer to shop at businesses close to them and to work at offices and other places that are not too far away.
8. Industrial businesses tend to be land-intensive, require quick access to major highways, and serve large areas with populations well over 100,000. Their products are often unique, produced on-site and delivered to customers.
9. With access to two Highway 417 interchanges Arnprior is in an excellent position for attracting a variety of commercial, industrial and office uses and is favourable to attract modern industrial growth
10. Arnprior's proximity to Ottawa is another advantage: its population of 1.3 million, over 12 million annual tourists, four colleges and universities, over 100,000 federal government employees, several hospitals, and over 100 foreign embassies and consulates provide many opportunities for growth and tourism in Arnprior.

Area	2016	2021	Average Annual Change: 16–21	
			No.	%
Arnprior	8,795	9,629	167	1.9
McNab/Braeside/Braeside	7,178	7,591	83	1.2
Mississippi Mills	13,163	14,740	315	2.4
<b>Total</b>	<b>29,136</b>	<b>31,960</b>	<b>565</b>	<b>1.9</b>
Renfrew County	102,394	106,365	794	0.8

Source: Shore-Tanner & Associates based on the census of 2016 and 2021.

Age Groups	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No.	%
Under 19	1,930	20.0	765	10.1	2,905	19.7	5,600	17.5	22,055	20.7
20–39	2,115	22.0	2,756	36.3	2,880	19.5	7,751	24.2	25,080	23.6
40–59	2,195	22.8	1,565	20.6	3,745	25.4	7,505	23.5	25,735	24.2
60–74	2,200	22.8	1,805	23.8	3,665	24.9	7,670	24.0	23,210	21.8
75 & Older	1,185	12.3	700	9.2	1,545	10.5	3,434	10.7	10,285	9.7
<b>Total</b>	<b>9,629</b>	<b>100.0</b>	<b>7,591</b>	<b>100.0</b>	<b>14,740</b>	<b>100.0</b>	<b>31,960</b>	<b>100.0</b>	<b>106,365</b>	<b>100.0</b>
<b>Average Age (years)</b>	<b>46.0</b>	<b>–</b>	<b>44.5</b>	<b>–</b>	<b>46.3</b>	<b>–</b>	<b>45.8</b>	<b>–</b>	<b>44.1</b>	<b>–</b>

**For comparison purposes, the following are selected statistics for the City of Ottawa in 2021:**

Under 19 22.3%

75 & Older 9.5%

Average Age 40.9 years

**Notes:**

1. In many places in Canada, the population of villages, towns, and small cities was traditionally older than that of cities until about 10 years ago.
2. In the above areas and others within a two-hour drive from Ottawa, population growth has increased at higher rates than in Ottawa. New housing units in these areas have been primarily family-type, attracting young couples and families with young children.
3. As a result, we expect population growth and younger overall populations in these areas in the coming months and years.

Source: Shore-Tanner & Associates based on the 2021 census.



Mother Tongue	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No.	%
English	8,600	89.3	7,105	93.6	13,225	89.7	28,930	90.5	100,000	94.0
French	380	3.9	235	3.1	580	3.9	1,195	3.7	4,965	4.7
All Others	649	6.7	251	3.3	935	6.3	1,835	5.7	1,400	1.3
<b>Total</b>	<b>9,629</b>	<b>100.0</b>	<b>7,591</b>	<b>100.0</b>	<b>14,740</b>	<b>100.0</b>	<b>31,960</b>	<b>100.0</b>	<b>106,365</b>	<b>100.0</b>
<b>Average Age (years)</b>	<b>46.0</b>	<b>-</b>	<b>44.5</b>	<b>-</b>	<b>46.3</b>	<b>-</b>	<b>45.8</b>	<b>-</b>	<b>44.1</b>	<b>-</b>

**Notes:**

1. In Ottawa, languages other than English and French accounted for 30.0% of its population.
2. Diversity of language and ethnicity generates economic growth.

Source: Shore-Tanner & Associates based on the 2021 census.

Educational Achievements	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No.	%
Trade Diploma <sup>1</sup>	2,485	25.8	1,225	16.1	3,475	23.6	7,185	22.5	28,720	27.0
College Diploma <sup>1</sup>	1,255	13.0	715	9.4	2,925	6.3	4,895	15.3	23,525	22.1
Degrees Below Bachelor	2,895	30.1	1,855	24.4	4,480	30.4	9,230	28.9	31,085	29.2
Bachelor's Degree	1,260	13.0	715	9.4	2,080	14.1	4,055	12.7	12,770	12.0
Master's Degree	205	2.1	150	2.0	545	3.7	900	2.8	2,330	2.2
Ph.D. Degree	30	0.3	25	0.5	100	0.7	155	0.5	570	0.5
<b>Total</b>	<b>7,720</b>	<b>80.2</b>	<b>4,685</b>	<b>61.7</b>	<b>13,605</b>	<b>92.3</b>	<b>26,420</b>	<b>82.7</b>	<b>99,000</b>	<b>93.1</b>
<b>Total Population</b>	<b>9,629</b>	<b>100.0</b>	<b>7,591</b>	<b>100.0</b>	<b>14,740</b>	<b>100.0</b>	<b>31,960</b>	<b>100.0</b>	<b>106,960</b>	<b>100.0</b>

<sup>1</sup> There is some overlap between these two items.

Source: Shore-Tanner & Associates based on the 2021 census.

Year	Arnprior	McNab/ Braeside	Mississippi Mills	Total	Renfrew County
2016	8,795	7,178	13,163	29,136	102,394
2021	9,629	7,591	14,740	31,960	106,365
<b>Annual Change</b>	<b>167</b>	<b>83</b>	<b>315</b>	<b>565</b>	<b>794</b>
2023	10,100	8,800	15,100	34,000	107,200
2026	10,800	9,200	16,200	36,000	109,300
2031	12,000	9,800	17,800	39,600	112,600
2033	12,500	10,000	19,000	41,500	115,500
<b>Average Annual Change: 2023–2033:</b>					
Numeric	240	120	390	750	830
%	2.4	1.4	2.6	2.2	0.8

Source: Shore-Tanner & Associates based on the census of 2016 and 2021.

Household Size (persons)	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No	%
Single Person	1,445	33.6	575	18.9	1,455	24.1	3,475	26.0	13,065	29.1
Two Persons	1,645	38.2	1,335	44.0	2,580	42.7	5,560	41.5	17,620	39.0
Three Persons	555	12.9	500	16.5	800	13.2	1,855	13.6	6,210	13.8
Four & Larger	660	15.3	625	20.6	1,210	20.0	2,495	18.6	8,060	17.9
<b>Total</b>	<b>4,305</b>	<b>100.0</b>	<b>3,035</b>	<b>100.0</b>	<b>6,040</b>	<b>100.0</b>	<b>13,385</b>	<b>100.0</b>	<b>44,955</b>	<b>100.0</b>
Average Size	2.24	–	2.50	–	2.44	–	2.39	–	2.30	–
1 & 2 Persons Combined	3,090	71.8	1,910	62.9	4,035	66.7	9,035	67.5	30,685	68.2
3 & Larger Combined	1,215	28.2	1,125	37.1	2,010	33.2	4,350	32.5	14,270	31.7

**Notes:**

1. With an average household size of over 2.0, all four areas are family-dominated.
2. Between 6.3 and 7.2 percent of the households consist of only one or two persons.
3. Considering the small town and rural characteristics of the above three areas and the population ages, it is concluded that:
  - a. The population of McNab/Braeside is, overall, the youngest of the three areas.

*b. In the coming years, many 2-person households in all four areas will be young families with children. As a result, we expect the demand for housing units, retail stores, and services to increase.*

*4. Most of those who live in rental housing consist of single and two-person households.*

Source: Shore-Tanner & Associates based on the 2021 census.

Occupations	Arnprior		Renfrew County	
	No.	%	No.	%
Primary <sup>1</sup>	45	1.0	1,675	3.4
Utilities	50	1.1	705	1.4
Construction	515	11.9	4,800	9.8
Manufacturing	335	7.7	3,035	6.2
Retail Trade	660	15.3	6,630	13.5
Transportation & Warehousing	110	2.5	1,145	2.3
Information & Culture	40	0.9	465	0.9
FIRE <sup>2</sup>	170	3.9	1,360	2.8
Professional & Scientific	375	8.7	3,835	7.8
Administration	230	5.3	2,145	4.4
Education	265	6.1	3,105	6.3
Healthcare	595	13.8	6,840	13.9
Arts, Entertainment	75	1.7	625	1.3
Accommodation & Food	215	5.0	2,805	5.7
Governments (all)	420	9.7	8,190	16.7
Other	202	5.1	1,754	3.6
<b>Total</b>	<b>4,320</b>	<b>100</b>	<b>49,115</b>	<b>100</b>

<sup>1</sup> Agriculture, Forestry, Fishing & Mining

<sup>2</sup> Finance, Insurance & Real Estate

Source: Shore-Tanner & Associates based on the 2021 census.

Area	Total Population	Total Labour Force	Employment Participation Rate (%)
Arnprior	9,629	4,320	44.9
McNab/Braeside	7,591	4,010	52.8
Mississippi Mills	14,740	7,295	49.5
<b>Sub-Total</b>	<b>31,163</b>	<b>15,625</b>	<b>50.1</b>
Renfrew County	106,365	49,115	46.2

Source: Shore-Tanner & Associates based on the 2021 census.

Table 3.9 Household Income Distributions: 2021				
Income Class (\$)	Arnprior		Renfrew County	
	No.	%	No.	%
Under 50,000	1,515	35.2	12,265	27.3
50,000–69,999	755	17.5	6,670	14.8
70,000–89,999	680	15.8	6,465	14.4
90,000–99,999	270	6.3	2,765	6.1
<b>100,000 &amp; over</b>	<b>1,085</b>	<b>25.2</b>	<b>16,790</b>	<b>37.3</b>
100,000– 124,999	500	11.6	5,660	12.6
125,000– 149,999	260	6.0	4,055	9.0
150,000 & over	325	7.5	7,075	15.7
<b>Total</b>	<b>4,305</b>	<b>100.0</b>	<b>44,955</b>	<b>100.0</b>
Average (\$)	88,800	–	94,600	–
Median (\$)	75,500	–	80,000	–

- 1. The overall average household income of \$88,800, the median household income of \$75,500, and 1 in 4 households with incomes of over \$100,000 in 2021, combined with an average annual population growth of 915 or 2.7% (Table 3.2), indicate a strong and growing demand for various retail products, housing, cars, electronic products, industrial land and floor space and numerous other products and services in the next ten years and beyond.*
- 2. Renfrew County is large, and much of its land is agricultural. The need for farm equipment, repairs, and other farming-associated machinery and services is also expected to increase.*

Source: Shore-Tanner & Associates based on the 2021 census.

Occupations	No. of Employees	No. Working In Office	
		%	No.
Primary <sup>1</sup>	440	0	0
Utilities	220	2.2	5
Construction	2,230	2.0	45
Manufacturing	1,150	1.0	11
Retail Trade	2,240	1.0	22
Transportation & Warehousing	385	1.0	5
Information & Culture	240	2.0	5
FIRE <sup>2</sup>	540	80.0	432
Professional & Scientific	1,340	50.0	670
Administration	720	90.0	648
Education	885	5.0	45
Healthcare	2,000	20.0	400
Arts, Entertainment	285	5.0	14
Accommodation & Food	675	2.0	13
Governments (all)	1,600	80.0	1,280
Other	687	5.0	34
<b>Total</b>	<b>15,625</b>	<b>23.2</b>	<b>3,629</b>

<sup>1</sup> Agriculture, Forestry, Fishing & Mining

<sup>2</sup> Finance, Insurance & Real Estate

Source: Shore-Tanner & Associates based on the 2021 census.

Institutions	Market Area	
	No.	%
Information & Culture	216	1.4
Education	708	4.5
Healthcare	1,400	9.0
Governments (all levels)	1,280	8.2
<b>Sub-Total</b>	<b>3,604</b>	<b>23.1</b>
All Jobs Combined	15,625	100.0
	5	

Source: Shore-Tanner & Associates based on the 2021 census.

Occupations	No. of Employees	No. Working In Industrial Jobs	
		%	No.
Primary <sup>1</sup>	440	2	9
Utilities	220	80	176
Construction	2,230	70	1,561
Manufacturing	1,150	80	920
Retail Trade	2,240	5	112
Transportation & Warehousing	385	80	308
Information & Culture	240	0	0
FIRE <sup>2</sup>	540	0	0
Professional & Scientific	1,340	50	120
Administration	720	0	0
Education	885	5	44
Healthcare	2,000	10	200
Arts, Entertainment	285	0	0
Accommodation & Food	675	5	34
Governments (all)	1,600	10	160
Other	687	20	137
<b>Total</b>	<b>15,625</b>	<b>24.2</b>	<b>3,781</b>

Source: Shore-Tanner & Associates based on the 2021 census.

Year	Population	Employed Percentage	Number of Working Residents (Labour Force)
2021 (actual)	31,960	50.1	15,625
2023	34,000	50.3	17,102
2026	36,000	51.0	18,360
2031	39,600	52.5	20,800
2033	41,500	53.0	22,000
<b>Average Annual Change: 2023–2033:</b>			
Numeric	750	0.27	490
%	2.2	0.5	2.9

*With an average population increase of 750 per year, the Market Area is estimated to generate 490 new employees (i.e., labour force) per year.*

Source: Shore-Tanner & Associates based on the 2021 census.

Area	Owned Units		Rented Units		Total	
	No.	%	No.	%	No.	%
Arnprior	2,730	63.4	1,575	36.6	4,305	100
McNab/Braeside/Braeside	2,740	90.3	295	9.7	3,035	100
Mississippi Mills	5,030	83.2	1,015	16.8	6,043	100
<b>Total</b>	<b>10,500</b>	<b>78.4</b>	<b>2,885</b>	<b>21.6</b>	<b>13,385</b>	<b>100</b>
Renfrew County	33,640	74.8	11,310	25.2	44,950	100.0

Source: Shore-Tanner & Associates based on the 2021 census.

Unit Type	2019	2020	2021	2022	2023 (by Nov. 2)	Total	
						No.	%
Singles	8	27	77	26	16	154	18.2
Semis	38	12	94	2	32	178	21.1
Rows	59	61	151	–	31	302	35.7
Secondary Units	–	–	11	4	1	16	1.9
Apartments	14	2	178	1	–	195	23.1
<b>Total</b>	<b>119</b>	<b>102</b>	<b>511</b>	<b>33</b>	<b>80</b>	<b>845</b>	<b>100</b>

Source: Shore-Tanner & Associates based on data provided by the Town of Arnprior.

Type	No.	% of Total
Singles	31.9	18.2
Semis	36.8	21.1
Rows	62.5	35.7
Secondary Units	3.3	1.9
Apartments	40.4	23.1
<b>Total</b>	<b>175</b>	<b>100</b>

Source: Shore-Tanner & Associates based on data provided by the Town of Arnprior.

Rental Affordability			Arnprior Rental Market (2021) - Ranges of Avg. Rents		
Derived Deciles	2021 Income (Renter HH)	Max Affordable Price	One-Bedroom (\$857-\$918)	Two-Bedroom (\$881-\$1331)	Three or More Bedrooms (\$1900+)
Low Income Deciles 1-3 (Less than \$40,702)	\$17,077	\$356	NO	NO	NO
	\$29,512	\$738	NO	NO	NO
	\$40,701	\$1,018	YES	MAYBE	NO
Moderate Income Deciles 4-6 (From \$40,703 to \$77,179)	\$52,503	\$1,313	YES	MAYBE	NO
	\$64,505	\$1,613	YES	YES	NO
	\$77,180	\$1,929	YES	YES	NO
High Income Deciles 7-9 (From \$40,703 to \$77,179)	\$93,073	\$2,327	YES	YES	YES
	\$103,468	\$2,587	YES	YES	YES
	*	*	-	-	-

*Adapted from Town of Arnprior Housing Needs Assessment (2023)*

*Source: Household income data from Statistics Canada Community Profiles, 2016; CMHC Rental Market Survey, 2021; Income deciles estimated based on renter household income distribution counts*



## Appendix E: Survey Questions

### Business Owner Survey

The Town has contracted Fotenn Planning + Design and Shore-Tanner & Associates to complete a Business Retention and Expansion (BR&E) Study with a focus on local employment and tourism. The Study aims to provide the Town with updated economic development data for growth and attraction efforts. This survey seeks the informed opinions of business owners in Arnprior.

This survey will take approximately 5-10 minutes to complete.

Thank you for your participation.

18. What is the name of your business?

19. What type of business do you own?

20. How many years has your business been in Arnprior?

21. This question asks about your business ownership model. Is your business:

- Locally owned and operated with one location?
- Locally owned and operated with more than one location? If yes, how many locations?

- A franchise? If yes, where is the headquarters located?

22. Including owner(s), how many employees work at this location?

23. Does your business have a business plan?

- Yes, an operational day-to-day business plan
- Yes, a long-term business plan
- No

24. What methods do you use to promote your business? (Select all that apply)

- Print media
- Facebook
- Instagram
- Website
- TV and radio
- Other:

25. What is your general impression of Arnprior as a place to do business?

- Excellent

- Good
- Fair
- Poor

26. What do you think your customers like most about your business?

- Services
- Variety of products/services
- Price
- Reliability
- Other:

27. What percentage of your annual sales come from outside Arnprior?

- Up to 10%
- Up to 25%
- Up to 50%
- More than 50%
- Unsure of percentage

28. What is your outlook for your industry in general?

- Growing
- Stable
- Declining
- Not sure

29. How would you rate the availability of employees in Arnprior?

- Good
- Hard to find
- Serious shortage
- Excessive wage demands
- Other:

30. Within the next 18 months, what plans do you have for your business?

- Expand
- Downsize
- Sell
- Close
- No major changes
- Other:

31. As a business owner, do you identify yourself as a being a member of a specific group such as a newcomer to Canada, a person with a disability, or a young person under 29 years of age, or any other minority group?

- Yes
- No
- Undisclosed

32. Do you have any other comments or suggestions regarding how to assist and increase the business community in Arnprior?

33. Are you interested in participating in a 30-minute interview with members of the BR+E team to discuss how to attract more business to Arnprior? This interview seeks to gather in-depth information about the state of the Arnprior business environment and will be vital in the preparation of the report’s recommendations. The interview would be held this spring.
- Yes. If yes, please provide your preferred email address or phone number for the team to schedule your interview.
  - No

34. What days and timeframes work best for you as a business owner to attend future public engagement sessions or workshops hosted by the town? (Select all that apply)

	Morning	Afternoon	Evening
Mondays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesdays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesdays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursdays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fridays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturdays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sundays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your participation.

The Economic Department of Arnprior will make the study results available in the summer of 2024.

### Shopper & Resident Survey

The Town has contracted Fotenn Planning + Design and Shore-Tanner & Associates to complete a Business Retention and Expansion (BR&E) Study with a focus on local employment and tourism. The Study aims to provide the Town with updated economic development data for growth and attraction efforts. This survey seeks the informed opinions of shoppers and residents in Arnprior.

This survey will take approximately 5 minutes to complete.

Thank you for your participation.

13. What municipality do you live in?
- Arnprior
  - Braeside
  - Renfrew

- Ottawa
- Other:

14. In Arnprior, what types of activities do you participate in?

- Live/work in downtown Arnprior
- Recreation/leisure purposes
- Dining
- Personal services (e.g. haircut, pharmacy, etc.)
- Public services (e.g. post office, library, etc.)
- Professional services (e.g. bank, accountant, etc.)
- Shopping
- Attend events

15. How often do you come to downtown Arnprior for the following?

	5 or more times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never
Non-grocery retail shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal care services (e.g. haircut, pharmacy, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public services (e.g. post office, library, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation (e.g. museum, movies, fitness, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional care services (e.g. bank, accountant, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting as a tourist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Outside of the downtown core, how often do you come to participate in the following?

	5 or more times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never
Non-grocery retail shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal care services (e.g. haircut, pharmacy, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public services (e.g. post office, library, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation (e.g. gym, park, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional care services (e.g. bank, accountant, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting as a tourist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. What types of businesses, services or activities would you like to see in Arnprior? (choose your top three)

- Grocery stores
- Cafes
- Restaurants
- Clothing stores
- Hotel
- Daycares
- Multi-unit housing
- Offices
- Other:

18. What are the top challenges facing business in Arnprior in your opinion? (choose your top three)

- Rising rent for storefronts
- Lack of available parking
- Lack of affordable housing
- Congestion
- Not enough commercial opportunities
- Lack of active transportation infrastructure

- Not enough family-friendly activities of spaces
- Pedestrian safety
- Not enough programming
- Other:

19. What would you consider the most important priority to improve shopping and tourism in Arnprior?

- Attracting new business
- Beautification
- Longer business hours
- Development of a new Business Improvement Area (BIA) to support business owners
- Other:

20. What mode of transportation do you most commonly use to get around Arnprior?

- Walk
- Bike
- Private vehicle
- Other:

21. How do you learn about event happening in Arnprior?

- Word of mouth
- Town social media posts
- Town social media advertisements
- Print material
- Other:

22. What community assets and/or features would you like to see developed or expanded upon in Arnprior?

23. Based on your personal experience, what do you feel is the draw to shopping in Arnprior?

24. Based on your personal experience, what do you feel is the draw for tourists to come visit Arnprior?

Thank you for your participation.

The Economic Department of Arnprior will make the study results available in the summer of 2024.



## Town of Arnprior Staff Report

**Subject:** Updates to the Licencing By-Law (Market Vendors)

**Report Number:** 25-02-24-02

**Report Author and Position Title:** Kelley Jaros, A/ Marketing and Economic Development Officer and Kaila Zamojski, Town Clerk

**Department:** Community Services and Client Services

**Meeting Date:** February 24, 2025

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### Recommendations:

**That** Council receive Report No. 25-02-24-02 as information; and

**Further That** Council direct staff to bring forward an amending by-law at the March 10<sup>th</sup>, 2025 Regular Meeting of Council to revise Schedule VI (Market Vendor) of Licencing By-Law No. 6769-17 to reflect the proposed changes as outlined in this staff report.

### Background:

The Town of Arnprior has a Licencing By-Law No. 6769-17, which regulates various businesses and processes in Arnprior, including Market Vendors, at the Town’s Seasonal Sunday Market.

Through the Marketing and Economic Development Officer and their Marketing Assistant summer student, the Town of Arnprior has hosted the Arnprior Sunday Market annually since 2017 (except 2020 and 2021). The Sunday Market has continued to grow to fill the entire market space with a waiting list for several weeks during the 2024 season.

**Table 1: Total Number of Market Vendors (by market season)**

2017	2018	2019	2022	2023	2024
35	38	35	37	58	61

**Table 2: Highest Number of Vendors (per market date)**

2017	2018	2019	2022	2023	2024
31	32	34	20	38	38

Due to the significant increase in vendor interest, staff have undertaken a review of Schedule VI (Market Vendor) to implement new provisions that aim to increase the availability and accessibility of booth spaces for vendors throughout the season.

**Discussion:**

Town staff have reviewed Schedule VI (Market Vendor) of the Licencing By-Law to identify areas for improvement, of this section, and to ensure the by-law reflects current best practices and addresses concerns / opportunities that have arisen over the last few years. All proposed changes to Schedule VI (Market Vendor) of the Licencing By-Law have been highlighted in yellow for additions and red text with strikethrough for deletions. It is important to note that staff have made an effort to simplify the schedule to remove more varying Market operations and make the language of the schedule clearer to the overall regulation of the Market Vendors and their Licencing requirements.

**(a) Community and Youth Booth(s)**

Due to growing interest in these booth options and the desire to maintain a full market on a weekly basis, provisions have been added to permit more than one (1) community booth and/or youth booth at each market date. This will continue to be at the discretion of the Market Coordinator based on available space and any themes that may be offered (i.e. Pride Market, Fall Fest, etc.).

The Town's priority is to create a vibrant outdoor market that offers opportunity for local vendors and artisans to share their unique wears with other residents and visitors to our community. This includes providing venues for aspiring young entrepreneurs to experience operating a market stand as well as offering community organizations with the opportunity to share their programs and services with the community.

**(b) Vendor Cancellations and Late Arrivals**

Concerns have been raised regarding vendor cancellations after licences are issued and/or prior to the market date as well as vendors who may be late arriving to the market. Staff have proposed the addition of clear language with respect to cancellations and tardiness with appropriate consequences.

Regarding lateness, it is proposed that vendors who arrive over thirty (30) minutes after the market start time receive a warning letter. Should this happen on three (3) separate occasions, the Market Coordinator and Issuer of Licences would be able to dismiss the vendor from the market and revoke their licence (barring extenuating circumstances). Each situation will be examined on a case-by-case basis, with extenuating/uncontrollable circumstances being considered



when making any decisions around revoking a licence. This process will also include consultation with the appropriate Department Head and CAO, should a licence be required to be revoked during a Market Season.

For cancellation, it is proposed that a tiered approach be taken whereby vendors who cancel before the Wednesday prior to the market date would be eligible for a full refund. Those who cancel after licence issuance, but before 11:59 PM the Thursday before the market date, are ineligible for a refund, but would not receive a warning letter. Those who cancel after this time would not be eligible for a refund and would be issued a warning letter.

Similarly to the current provisions, vendors that are issued warning letters for cancellation or who miss two (2) market dates without notice may forfeit their booth and their licence may be cancelled with no refund at the discretion of the Market Coordinator and Issuer.

### **(c) Housekeeping Amendments**

Small housekeeping amendments have been made to the by-law to reflect the current market schedule (June to October) and to clarify booth locations are not guaranteed.

Language has also been added to ensure vendors understand that political campaigning or religious proselytizing are not permitted activities and could result in a vendor being dismissed from the event.

In addition, provisions have been added to prevent applicant misrepresentation in terms of their products or activities that they intend to undertake at the Town event.

All proposed changes to Schedule VI (Market Vendor) of the Licencing By-law have been highlighted in yellow for additions and red text with strikethrough for all deletions.

### **Options:**

Council could choose not to implement the proposed changes to Schedule VI of the Licencing By-Law; however, this is not recommended as these changes are aimed to improve the market experience for vendors and clients alike.

### **Policy Considerations:**

In Council's [2024-2027 Strategic Plan](#), Economic Development is identified as one of the key strategic priorities aimed at supporting the local economy and regional tourism. The Arnprior Sunday Market provides a draw for visitors to our community with at least 30% of market attendees being from outside of the local area in 2024. Furthermore, by being hosted in the Downtown Core, it provides an opportunity to drive foot traffic into local businesses.

In accordance with the Public Notice By-Law, notice will be provided on the Town's website at least ten (10) days before the amending by-law is brought forward for final consideration and passing.

**Financial Considerations:**

None

**Meeting Dates:**

None

**Consultation:**

N/A

**Documents:**

1. Draft By-Law

**Signatures**

**Reviewed by Department Head:** Alix Jolicoeur, Manager of Community Services/Planner

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

**CAO Concurrence:** Robin Paquette

**Workflow Certified by Town Clerk:** Kaila Zamojski

**The Corporation of the  
Town of Arnprior**

**By-law Number 75XX-25**

A by-law to amend Licencing By-Law No. 6769-17, being a by-law to provide for regulating and governing of certain trades, callings, and businesses in the Town of Arnprior (Market Vendor).

**Whereas** Part IV of the Municipal Act, 2001, S.O. 2001, c.25, as amended, (hereinafter referred to as the Municipal Act) gives a municipality powers to provide for a system of licencing; and

**Whereas** Council of the Corporation of the Town of Arnprior deems it necessary for the municipality to regulate specific businesses in the Town of Arnprior through a licencing system; and

**Whereas** Council adopted By-Law No. 6769-17 to regulate specific types of businesses within the municipality and staff have conducted a review related to the Arnprior Sunday Market;

**Therefore Be It Resolved That** the Council of the Town of Arnprior enacts as follows:

1. **That** Schedule VI of Licencing By-Law No. 6769-17 be repealed and replaced with a revised Schedule VI (Market Vendor) attached as Appendix "A" to this By-Law.
2. **Further That** any by-law or resolution or parts thereof that are inconsistent with the provisions of this by-law are hereby repealed.
3. **Further That** this By-law shall come into force and effect on the day of its passing.

**Enacted and Passed** this 10<sup>th</sup> day of March, 2025.

**Signatures:**

Lisa McGee, Mayor

Kaila Zamojski, Town Clerk

## SCHEDULE 'VI' - Market Vendor

<b>Applicable To</b>
All <del>Daily and Seasonal</del> Market Vendors.
<b>Exemptions</b>
None
<b>Licence Fee</b>
As per the Town of Arnprior User Fees and Charges By-law, as amended.
<b>Mandatory Licencing Application Requirements</b>
<ul style="list-style-type: none"><li>a) Complete a Market Vendor Licence Application Form</li><li>b) Provide a copy of approved government issued identification</li><li>c) Provide proof of General Liability Insurance, and name the Town as an additional insured (see Section 3(b)(iv) of the By-law)</li><li>d) Provide a Health Unit Certificate of Approval (if applicable)</li><li>e) Have historic compliance with all by-laws and applicable legislation prior to renewal</li><li>f) Pay the corresponding licence fee, as outlined in the Town of Arnprior User Fees and Charges By-law, as amended.</li></ul>

## Special Conditions – Market Vendor

### a) Booth Location and Size

- i. All Market Vendors will be assigned a booth location by the Market Coordinator. ~~Seasonal Vendors will have the opportunity to request their booth location for the season at the time of applying for their licence on a first come, first serve basis.~~ Vendors locations are not guaranteed, and booth placement is at the discretion of the Market Coordinator.
- ~~ii. Daily Vendors must apply for their licenses at the latest by noon local time on the Friday prior to the market~~
- ~~iii. Daily Vendors will be assigned a booth location determined by the Market Vendor Coordinator.~~
- iv. Booth sizes will be 10'x10', whereas Vendors are required to keep all products and signage within their booth limits. Additional spaces must be purchased if more room is required.
- v. Tents must be 10' x 10' and tent poles, spikes or any other device or product cannot penetrate asphalt or any other Town or privately owned lands and must touch the curbside to create a single, unified line.

### b) Market Setup and Take Down

- i. ~~Market Vendors may set up anytime between 7:00 am and 8:45. All vehicles must be removed from the Market Area no later than 8:45 am.~~ Market Vendor set-up and take down instructions will be outlined in advance of the Market Season by the Market Coordinator. Market Vendors shall adhere to the set up and take down instructions provided.
- ii. Vendors' vehicles must be parked in area specified by the Market Coordinator.
- iii. Vendors must be present a minimum of fifteen (15) minutes ~~before opening~~ prior to market start and must be completely set up by ~~9:00 am the~~ designated Market start time. Exceptions will need to be approved in advance by the Market Coordinator for extenuating circumstances.
- i. Vendors are not permitted to begin set-up earlier than ~~8:00 am~~ two hours prior to market start or to breakdown before the market closes ~~at 2:00 pm.~~

- ii. Vendor breakdown and clean-up must be completed ~~by 3:00 pm~~ **one hour post market end** to allow for the roadway to be re-opened to traffic.
- iii. Vendors are responsible for providing all display and set-up materials (displays, tables, chairs, tent weights etc.) and setting up and tearing down any displays. Vendors must remove all of their garbage from the Market and dispose of it off site.
- iv. Booths should have an attractive and professional appearance, enhanced by good presentation and cleanliness. Vendors will be asked that unsightly, inappropriate or unsafe materials be removed.

**c) General Market Provisions**

- i. The Arnprior Market will run weekly on Sundays **from June to October, as set by the Market Coordinator in consultation with the Chief Administrative Officer,** ~~between 9:00 am and 2:00 pm from the first weekend in June to the last weekend in September~~ on John Street **North.**
- ii. All vendor licences must be applied for in advance and paid for **in full prior to a licence being issued.** ~~by cash, cheque or debit.~~
- iii. Selling or subletting of space is not permitted.
- iv. A polite and respectful attitude towards other vendors, the public and the market is to be maintained at all times.
- v. No hawking, calling attention to products, or selling products in an aggressive manner is permitted.
- vi. Behaviour which is threatening, abusive or harassing behaviour shall constitute a violation of the market policies and is grounds for immediate dismissal from the Market at the discretion of the Market Coordinator **and revocation of the licence at the discretion of the Issuer.**
- ~~vii. Vendors will be asked to donate a prize to a draw basket (once per season). The public will receive a ballot from every vendor purchased from. Draws will be done at the end of the last market of the month excluding May.~~
- viii. A complimentary "Community Booth" will be reserved for ~~one~~ Charitable/Non-Profit/Community Organizations each week and the schedule will be coordinated by the Market Coordinator. The use of the table for political campaigning or religious proselytizing is deemed inappropriate. All Arnprior Market rules and regulations will apply. The person applying for the community table on behalf of their organization will be held responsible for the booth and ensuring it is staffed. ~~The Town will provide a table and a tent~~

~~upon request.~~ Depending on available equipment, the Town may provide a table and a tent upon request.

- ix. A Complimentary “Youth Booth(s)” will be reserved for ~~one~~ Youth, under the age of 18, each week to sell items and the schedule will be coordinated by the Market Coordinator. All Arnprior Market rules and regulations will apply. The guardian applying for the Youth Booth on behalf of the youth will be held responsible for the booth and must accompany the youth if they are under 13 years old. ~~The Town will provide a table and a tent upon request.~~ Depending on available equipment, the Town may provide a table and a tent upon request.
- ~~x. Vendors will provide at least 48 hours’ notice to the Market Coordinator if unable to attend a specific market date and give full permission to the Town to rent out their space for that date only. Vendors that miss two market days without proper notice will forfeit their booth and their licence will be cancelled with no refund.~~
- xi. Seasonal vendors must attend 75% of the scheduled market dates. Vendors that miss more than 25% of the days will forfeit their booth and their licence will be cancelled with no refund. The Market Coordinator reserves the right to approve additional missed dates in extenuating circumstances.
- xii. Market Vendors, including Community Booths and Youth Booths, are not permitted to utilize their market booth for political campaigning or religious proselytizing as this is deemed inappropriate. This may include campaigning for or against a political candidate, religious doctrine and/or policy position. Such behaviour may be considered as grounds for immediate dismissal from the Market at the discretion of the Market Coordinator and revocation of the licence at the discretion of the Issuer.
- xiii. Applicant or product misrepresentation in the Market Vendor Licence Application Form and related correspondence with staff may be grounds for immediate dismissal from the Market at the discretion of the Market Coordinator and/or revocation of the licence at the discretion of the Issuer.

#### **d) Vendor Cancellations**

- i. Vendors who would like to cancel one (or more) of their market dates shall abide by the following notice periods:
  - a) Cancellations received by 8:00 AM the Wednesday before the market date shall be entitled to a full refund of their licence fee.

- b) Cancellations received after a licence has been issued on the Wednesday before the market date are not entitled to a refund of their licence fee; however, no warning letter will be issued.
- c) Cancellations received after 11:59 PM the Thursday before the market date are not entitled to a refund of their licence fee and may be subject to a warning letter as determined by the Issuer in consultation with the Market Coordinator.

**e) Late Arrival**

- i. Vendors who arrive more than 30 minutes after the market start time may receive a warning letter(s) for tardiness at the discretion of the Issuer in consultation with the Market Coordinator.

**f) Dismissal due to Warning Letters**

- i. Vendors who receive warning letters may be subject to dismissal from the Market and revocation of the licence at the discretion of the Issuer in consultation with the Market Coordinator in the following situations:
  - a) Two (2) warning letters under Section d(i)(c)
  - b) One (1) warning letter under Section d(i)(c) and two (2) warning letters under Section e(i)
  - c) Three (3) warning letters under Section e(i)
- ii. Vendors that miss two (2) market dates without notice will forfeit their booth and their licence will be cancelled with no refund at the discretion of the Issuer in consultation with the Market Coordinator.

**g) Extenuating Circumstances**

- i. While considering whether to issue a warning letter, the Market Coordinator and Issuer may consider extenuating circumstances outside the control of the vendor in making their determination.

**h) Products for Sale**

- i. It is the intent of the Market to offer a diversified selection of commodities. All products to be offered for sale must be listed on your Market Vendor Licence Application Form and approved to ensure that they are of a high quality and provide for a broad selection of products to enhance the success of the market.



- ii. The Market Coordinator reserves the right to refuse acceptance of any applicant or product that is not in keeping with the rules, regulation or standards of the Arnprior Market both prior to or during the Market.
- iii. Vendors selling products must provide cash and carry items at their booth.
- iv. Vendors are not permitted to sell garage or junk sale type items and products.
- v. All items for sale must not be offensive in nature (as determined by the Market Coordinator) and shall have prices prominently and clearly displayed. Vendors are responsible for collection and reporting of applicable taxes.
- vi. Vendors are responsible for clearly advertising city of origin for all consumable items.
- vii. Vendors are not permitted to re-package resale produce and false or misleading information on any label, package or master container of produce, in any advertisement for produce or in a retail display sign is prohibited.

**i) Regulatory Agencies**

- i. Vendors are responsible for obtaining all permits required in the production and sale of their goods.
- ii. Compliance with both Provincial and Federal Sales Tax is the responsibility of the Vendor.
- iii. All Vendors must abide by and all products must comply with federal and local regulations governing health, packaging, labeling, etc. and adhere to the highest standards in safe food production and handling.
- iv. If applicable, any pre-made food must be approved by the Renfrew County & District Health Unit before they are able to be sold at the Arnprior Market. For more information about obtaining approval, please contact : ~~1-800-465-5000~~. **the Renfrew County & District Health Unit.**



## Town of Arnprior Staff Report

**Subject:** Procurement of Backhoe

**Report Number:** 25-02-24-03

**Report Author and Position Title:** Patrick Foley, Engineering Officer

**Department:** Operations

**Meeting Date:** February 24, 2025

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### Recommendations:

That Council enact by-laws to:

- a) Award the Purchase of One Case 580SNWT with accessories to J.R. Brisson Limited, for a total of \$177,800.40 (plus HST); and
- b) Authorize the CAO to execute the agreements, and related documents with J.R. Brisson Equipment (Terapro Construction), to supply and deliver the equipment.

### Background:

As part of the 2025 capital budget, the replacement of the existing backhoe was approved by Council. The existing backhoe has exceeded its estimated useful life and the Town can no longer rely on this piece of machinery for critical tasks.

Late in 2024, staff began investigating options for replacing the existing backhoe in the Town's fleet.

### Discussion:

In December 2024, after evaluation of various comparable backhoes, the Case 580SNWT was determined to be the most appropriate for Town needs. Town operators test drove the model to ensure that it would be the best fit for town operational needs.

A representative from Brisson Equipment came on site to evaluate the existing 2014 Cat 430F backhoe to determine trade in pricing. Values are outlined in the Finance section of this document but are considered to be representative of market rates.

A proposal was received from Brisson Equipment on January 21, 2025, through the Local Authority Service (LAS) CANOE program which offers a 28% discount on commercial pricing of the backhoe itself. This cooperative purchasing program is a permitted procurement pathway within the Town's procurement policy.

The quote has been reviewed by staff to ensure that it matches the Town's requirements. It has been verified that, at this time, the backhoe would not be subject to any additional tariffs from the ongoing Canada/US trade disputes.

### **Options:**

Council may choose not to award, however the pricing received was obtained through a third party competitive bid process and is representative of current equipment costs. Further, should Council direct staff to pursue an alternative means of procurement, there may be additional costs due to uncertainty around tariffs and importing from the United States.

### **Policy Considerations:**

Section 6.7 of the Town of Arnprior's Procurement Policy # FS-AD-01 states that Department Heads may participate with other governments, agencies or public authorities in co-operative ventures or contracts where the best interest of the Town would be served.

The LAS Municipal Group Buying Program is a partnership with municipal associations in Ontario, Alberta, Saskatchewan, Manitoba, and Newfoundland, providing economies of scale to give great pricing. Combined, this purchasing group is open to more than 1600 municipal governments, or approximately 40% of Canada's municipalities.

All products under the Capital Purchasing offering of the LAS Municipal Group Buying Program are procured through Sourcewell, North America's leader in municipal cooperative procurement. All offerings have undergone a formal competitive bid process, ensuring compliance with purchasing bylaws and trade agreements.

### **Financial Considerations:**

The total budget for the procurement of this piece of equipment is \$220,000.00. The total quoted cost totals \$180,929.69 (incl. net HST) for procurement and delivery of the equipment and requested attachments. This leaves an overall net budget surplus of \$39,070.31 or 17.8% as outlined below. This procurement is funded entirely from the Capital Expenditure Reserve Fund (CERF).

New Backhoe Cost	\$ 247,374.00
Less: CANOE Discount	\$( 69,264.72)
Attachments & Warranty	\$ 49,691.12
Less: Trade-in for existing backhoe	\$( 50,000.00)
Net HST	<u>\$ 3,129.29</u>
Total	\$ 180,929.69
Budget	<u>\$ 220,000.00</u>
Budget Surplus	\$ 39,070.31

This procurement has come in under budget partially due to the lower pricing from the CANOE program. Budgetary values were also based on a larger unit but after discussions with various vendors and test drives, it was determined that the Case 580 would meet Town operational requirements. The 2014 backhoe that is being replaced is at the end of its useful life.

**Meeting Dates:**

N/A

**Consultation:**

N/A

**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:** Kaila Zamojski



## Town of Arnprior Staff Report

**Subject:** User Group and Public Space Use – Nick Smith Centre Arena Revitalization Project

**Report Number:** 25-02-24-04

**Report Author and Position Title:** Graeme Ivory, Director of Recreation

**Department:** Recreation

**Meeting Date:** 24 February 2025

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### **Recommendations:**

That Council receive report 25-02-24-04 as information.

### **Background:**

As part of the design option process for the Nick Smith Centre Arena Revitalization project, staff met and consulted with our primary user groups to discuss facility and space needs. During those discussions, most user groups were excited by the new design, additional storage space and comfortable with not having a dedicated office space if they would continue to have access to space for things like meetings and tournaments.

The Arnprior Packers did communicate they would prefer to maintain their own office space. The Packers brought a delegation to the December 9, 2024, Regular Meeting of Council to discuss their operations and highlight their desire for their own office space. The Packers have noted that they would be willing pay a fair rate for the space and wished that to be part of their lease agreement. They indicated that they have camera equipment currently stored in their office space and that they often hold important meetings with scouts, etc., in this space.

The following charts provides a breakdown of existing space allocation followed by the proposed space allocation when this project is completed.

Table 1. Storage Space Allocation

Location	Existing Space (Square Feet)	New Space (Square Feet)
<b>Storage Space</b>		
Minor Hockey Storage (1.5 Rooms)	318	280
Arnprior McNab Ringette Storage (1.5 Rooms)	169	232
Arnprior Packers Storage	212	230
Arnprior Figure Skating Storage Room	N/A	229
Arnprior Rivermen Storage Room	N/A	227
Town of Arnprior Storage Room	N/A	313
<b>TOTAL STORAGE SPACE</b>	<b>699</b>	<b>1,511</b>

Table 2. Office / Meeting Room Space Allocation

Location	Area (Square Feet)
<b>Current Space Allocation</b>	
Arnprior Minor Hockey Office	268
Arnprior Packers Office	331
Arnprior Figure Skating Office (Note: Used as storage space also)	219
Arnprior McNab Ringette Office	N/A
Arnprior Rivermen Office	N/A
Town of Arnprior Office Space	N/A
<b>TOTAL STORAGE SPACE</b>	<b>808</b>
<b>New Space Allocation</b>	
Lower Level Meeting Room	241
Lower Level Staff Office (TOA)	243
Upper Level Meeting Room #1	393
Upper Level Meeting Room #2	254
Upper Level Mezzanine	1320
<b>TOTAL OFFICE SPACE</b>	<b>2,451</b>

As part of the Recreation and Parks Master Plan, deficiencies in public meeting space and programmable space were identified. Through the Nick Smith Centre Arena Revitalization Project, new spaces will support both the needs of the general public and the requirements of our primary user groups and special events.

The intention of these new spaces would be as follows:

- Storage rooms (5) will be allocated to our primary user groups (Arnprior Figure Skating Club, Arnprior McNab/Ringette Association, Arnprior Minor Hockey Association, Arnprior Packers Hockey Club, Arnprior Rivermen). Lease agreements would be in place for these areas and fees have been set in the User Fees and Charges By-Law.
- The Public Mezzanine would be available for general use throughout the day, but can be booked for private use and Town programs that do not conflict with game days or

tournaments. Fees for this space have been outlined in the User Fees and Charges By-Law. Ensuring free access to user groups during their rental periods would be outlined in their User Agreement with the Town of Arnprior.

- The Meeting Rooms would be available for booking by the public as well as the operation of Town programs. Fees for these spaces have been outlined in the User Fees and Charges By-Law. Ensuring free access to user groups for board meetings, special events and tournaments would be outlined in their User Agreement with the Town of Arnprior.

## **Discussion:**

The Nick Smith Centre Arena Revitalization project presents an opportunity to provide an enhanced, accessible and equitable user experience on and off ice. Off the ice, this project will provide varying degrees of flexible space for meetings, programming, events, storage and improved public viewing areas.

With several primary user groups that require access to various facility amenities, the growth in Town programming and the anticipated growth of user groups and the general population, it is important that we consider the broader needs of all groups and the general operations of the Nick Smith Centre. The new amenities that this project will deliver should ensure that all groups can equally benefit and have access to them, as needed.

To adequately assess the request of the Arnprior Packers Hockey Club, staff have reviewed the agreements and operations that other municipalities have in place with their respective Junior A and/or Junior B hockey clubs.

As evident from this review, every team has varying arrangements with their municipal facility, and many are contributing through leases and/or capital investments into the facility.

Staff feel confident that the additional storage space being provided to the Packer organization can accommodate their storage needs, and if not, would consider installing secure storage within meeting space in the future. Furthermore, again, staff are confident that meetings required to be held by the organization can be accommodated in the meeting space provided at their convenience. Available, accessible space for all organizations is the goal.

Some risks to consider regarding exclusive access to any of our facility assets include:

- Setting a precedence. Other user groups could also request a dedicated office space.
- Loss of sponsorship revenue.
- Loss of rental revenue.
- Loss of programmable space
- Loss of accessible space for other user groups / public groups.
- Loss of direct control of a Town amenity.

Ensuring that the needs of our user groups are accommodated can be achieved through non-exclusive access to a dedicated meeting room which could also provide heated space for the safekeeping of any technology or small items. This approach ensures equitable access to all our current and future user groups that could also extend beyond our ice users

to groups such as the Arnprior Bluefish Swim Club, as well as other frequent facility users like the Army Cadets and Special Olympics.

**Next Steps:**

- (1) Storage Space: Lease agreements will be prepared for User Groups outlined in Table 1 for dedicated storage space. Rental rates for storage space are included in the User Fees and Charges By-Law.
- (2) Office / Meeting Room: User agreements will be prepared for User Groups for non-exclusive access to meeting rooms to meet user needs based on continued consultation.

Exclusive use of office / meeting space for one group is not recommended as it would directly impact the available space to other User Groups and the public and is not equitable. While this will be a change for some user groups, the volume of new space will provide flexibility to meet their needs. Staff will continue to monitor usage and needs as the new facility becomes operational and over the 2025-2026 seasons.

**Options:**

Exclusive office space could be considered for specific user groups however this is not recommended. Ongoing discussions with all user groups will establish a full baseline of needs which can be included in user agreements to allow flexibility without impacting access for others and the public.

**Policy Considerations:**

Encouraging maximum use of these spaces aligns with the Town’s strategic plan priority area for Community Well-being and Financial Sustainability by providing amenities that encourage healthy lifestyles and is fiscally responsible.

Section 8.0 (Priority Use Allocation) for the Recreation Facility Use policy outlines the priority sequence when allocating facilities. That order is included in the chart below:

<b>Order</b>	<b>Organization/User</b>
1	Town operated programs, activities and events
2	Registered Minor Organizations
3	Junior Sports Programs (competitive)
4	Registered Adult Organizations
5	Registered Community Organizations
6	Previous Year Users (Local)
7	Local Residents
8	Local Schools/Schools Boards



Order	Organization/User
9	For Profit/Commercial
10	Non-Local Residents

### **Financial Considerations:**

The User Fees and Charges By-law includes fees for storage rentals and meeting room rentals. Revenues from these rentals from user groups and the public will help offset the operational cost of the Facility. Additionally, Nick Smith Centre meeting rooms are available to be sponsored at \$900.00 per year with a minimum commitment of 5 years.

Providing exclusive use of meeting room space to a specific group (not recommended) would result in lost rental and sponsorship funds. While a lease fee would help offset, there would likely still be lost revenues. Additionally, community groups that are looking for locations for meetings will have one less option for an affordable location.

### **Consultation:**

As part of the design process of the Nick Smith Centre Revitalization Project, staff met with our primary user groups (AMHA, AMRA, AFSC, Arnprior Packers, Arnprior Rivermen) to discuss design options and user group needs.

### **Documents:**

N/A

### **Signatures**

**Reviewed by Department Head:** Graeme Ivory

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

**CAO Concurrence:** Robin Paquette

**Workflow Certified by Town Clerk:** Kaila Zamojski



## Town of Arnprior Staff Report

**Subject:** 2024 Statement of Remuneration and Expenses paid to Council and Local Boards

**Report Number:** 25-02-24-05

**Report Author and Position Title:** J. Morawiec, GM Client Services/Treasurer

**Department:** Client Services

**Meeting Date:** February 24, 2025

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### Recommendations:

That Council receives as information the attached 2024 Statement of Remuneration and Expenses paid to Council and Local Boards.

### Background:

The Province of Ontario, through the Municipal Act, delegates the Council of the Town of Arnprior to set its remuneration. The Municipal Act, Sec. 284(1), requires the Treasurer to provide to Council, before March 31<sup>st</sup>, an itemized statement on remuneration and expenses paid in the previous year to each member of council and each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.

### Discussion:

Section 284(2) of the Municipal Act stipulates that municipalities identify the By-Law under which the remuneration or expenses were authorized to be paid. Salary, expenses and benefits paid to Members of Council in 2024 were authorized by the following:

- Resolution 122-17 – COLA Adjustment
- Resolution 376-17 – Council Remuneration
- By-Law 7294-22 – Council Remuneration for the 2022-2026 Term
- By-Law 6398-14, as amended – Council Conferences, Training and Functions Policy
- By-law 6496-15 – Council Expense Policy

Benefits provided to members of Council include:

- Employer CPP costs

- Employer WSIB costs
- Employer EHT costs
- Accidental Death and Dismemberment
- Extended Health Benefits
- Dental Benefits
- Health Care Spending Account
- Employee Assistance Program

Conference and Other Expenses paid to Council members include reimbursement for:

- Mileage
- Telephone
- Internet
- Conferences, training and functions within Ontario
- Per diems for out-of-town events

The 2024 Statement of Remuneration and Expenses paid to Council and Local Boards that are appointed by Council are itemized in “Appendix A”.

The statement does not include any expenses paid to Council members by other associations, nor does the statement include any remuneration or expenses paid to the County’s representative (County Councillor) by the County of Renfrew.

**Options:**

The Statement of Remuneration is an annual requirement under the Municipal Act.

**Policy Considerations:**

As set out in this report.

**Financial Considerations:**

Remuneration and expenses for all members of Council and Local Boards are within the 2024 approved operating budget.

**Meeting Dates:**

N/A

**Consultation:**

N/A

**Documents:**

Appendix A – 2024 Statement of Remuneration and Expenses paid to Council and Local Boards

## **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:** Kaila Zamojski

## Appendix A

### 2024 Statement of Remuneration and Expenses Paid to Council and Local Boards

In accordance with the Municipal Act 2001, S.O. 2001, c.25, Section 284, the following is a statement of remuneration, as authorized by Council Resolution 122-17, 376-17, By-law 6398-14, By-law 7294-22 and By-law 6496-15, and expenses as authorized by Council paid to each member of Council for the 2024 year:

Members of Council	Remuneration	Benefits	Conference & Other Expenses
Mayor McGee	\$50,833.92	\$3,856.08	\$2,334.01
County Councillor Lynch	\$20,333.52	\$440.38	\$3,601.37
Councillor Cloutier	\$20,333.52	\$4,822.70	\$1,347.21
Councillor Burnette	\$20,333.52	\$6,629.74	\$1,347.21
Councillor Toner	\$20,333.52	\$1,442.02	\$1,347.21
Councillor Couper	\$20,333.52	\$1,442.02	\$3,270.51
Councillor Denault	\$20,333.52	\$1,442.02	\$3,175.89

The above expenses reflect remuneration paid to Members of Council for 2024, the second year of the term of council 2022-2026.

Committee of Adjustment	Remuneration
Murray Chown	\$375.00
Bradley Samuel	\$375.00
Peter Anas	\$225.00
Ted Strike	\$450.00

## **The Corporation of the Town of Arnprior**

### **By-law Number 7565-25**

A by-law to procure a Case 580SNWT backhoe from J.R. Brisson Equipment (Terapro Construction) through the LAS Municipal Group Buying Program.

**Whereas** Section 8 of the Municipal Act, 2001, S.O. 2001, c.25 provides broad authority on municipalities to enable municipalities to govern their affairs as considered appropriate and to enhance the municipality's ability to respond to municipal issues, and;

**Whereas** on February 10th, 2025 Council passed By-law 7558-25 to adopt the 2025 Capital Budget which included the purchase of one backhoe with a budget of \$220,000.00; and

**Whereas** Section 6.7 of the Town of Arnprior's Procurement Policy # FS-AD-01 states that Department Heads may participate with other governments, agencies or public authorities in co-operative ventures or contracts where the best interest of the Town would be served; and

**Whereas** the LAS Municipal Group Buying Program is a partnership with municipal associations in Ontario, Alberta, Saskatchewan, Manitoba, and Newfoundland, providing economies of scale to give great pricing. Combined, this purchasing group is open to more than 1600 municipal governments, or approximately 40% of Canada's municipalities; and

**Whereas** all products under the Capital Purchasing offering of the LAS Municipal Group Buying Program are procured through Sourcewell, North America's leader in municipal cooperative procurement; and

**Whereas** all offerings under the LAS Municipal Group Buying Program have undergone a formal competitive bid process, ensuring compliance with purchasing bylaws and trade agreements; and

**Whereas** J.R. Brisson Equipment (Terapro Construction) submitted a proposal to the Town of Arnprior through their Sourcewell Contract to supply a new Case 580SNWT backhoe complete with attachments and inclusive of a trade-in for the existing unit for a total price of \$177,800.40 + HST.

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

1. **That** Council awards the purchase of a Case 580SNWT to J.R. Brisson Equipment (Terapro Construction) in the amount of \$177,800.40 (plus HST); and
2. **That** the CAO is authorized to issue a purchase order to J.R. Brisson Equipment (Terapro Construction), as well as execute such documentation as may be necessary to proceed with the purchase.
3. **That** any by-laws, resolutions or parts of by-laws or resolutions inconsistent with this by-law be hereby repealed.
4. **That** this By-law shall come into force and effect on the day of its passing.

**Enacted and passed** this 24<sup>th</sup> day of February, 2025.

**Signatures:**

Lisa McGee, Mayor

Kaila Zamojski, Town Clerk



ARNPRIOR

## **Request for Support – Women’s Sexual Assault Centre Renfrew County (Sexual Assault Awareness Month)**

**That** the Council of the Corporation of the Town of Arnprior receive the correspondence from the Women’s Sexual Assault Centre of Renfrew County; and

**Whereas** the Women’s Sexual Assault Centre of Renfrew County is continuing to work on a Status of Women Canada Project, creating a rural model for female survivors of sexual abuse/assault with the hope of sharing this model across Canada; and

**Whereas** one of the components of the completed model will be a yearly campaign entitled “We Stand with Survivors”, with this year being the 7<sup>th</sup> annual event; and

**Therefore Be It Resolved That** Council agrees to hang the “We Stand with Survivors” banner for the month of May 2025 in the municipality; and

**Further That** Council direct the CAO to work with Town staff to find the most suitable location to hang this banner; and

**Further That** this resolution be forwarded to the Status Project Coordinator of the Women’s Sexual Assault Center Renfrew County.





## **Resolution of Support – Town of Hanover (United States Imposition of Tariffs on Canada)**

**That** the Council of the Town of Arnprior receives the correspondence from the Town of Hanover; and

**Whereas** United States President Donald Trump, issued executive orders to impose tariffs on imports from Canada; and

**Whereas** these tariffs will have a significant detrimental impact on the economic stability in both countries; and

**Whereas** federal and provincial leaders are encouraging Canadians to buy Canadian; and

**Whereas** municipalities have significant purchasing power through capital and infrastructure programs; and

**Whereas** according to data from the Association of Municipalities of Ontario, Ontario municipalities are expected to spend \$250 to \$290 billion on infrastructure in the next 10 years; and

**Whereas** municipalities have traditionally been prevented by trade agreements and legislation from giving preference to the purchase of Canadian products and services; and

**Whereas** municipalities can assist in the effort to combat tariffs and support businesses in the procurement for capital and infrastructure programs;

**Therefore Be It Resolved That** the Council of the Town of Arnprior endorses the federal and provincial call to action to buy Canadian where and when possible; and

**That** the federal and provincial governments work with municipalities on measures to protect Canadian consumers and businesses; and

**That** Council of the Town of Arnprior calls on the Federal and Provincial government to remove any impediments to municipalities preferring to engage Canadian companies for capital projects and supplies when appropriate and feasible; and

**That** this resolution be forwarded to the Prime Minister Justin Trudeau, Premier Doug Ford, the Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM), and the Town of Hanover.



## **Resolution of Support – County of Renfrew (Canada Post and the Industrial Inquiry Commission)**

**That** the Council of the Town of Arnprior receive the correspondence from the County of Renfrew; and

**Whereas** the Canada Industrial Relations Board, as instructed by the Federal Minister of Labour, Steven MacKinnon, ordered the end to the postal strike and the resumption of mail service at Canada Post on December 17, 2024, under Section 107 of the *Canada Labour Code*; and

**Whereas** the Federal Minister of Labour, Steven MacKinnon created at *Industrial Inquiry Commission* under Section 108 of *Canada Labour Code*, led by William Kaplan, that will work with the Canadian Union of Postal Workers (CUPW) and Canada Post to examine the future of the public post office, including possible changes to the *Canadian Postal Service Charter*; and

**Whereas** Canada Post is, first and foremost, a public service; and

**Whereas** the *Commission* has been tasked with reviewing the obstacles to negotiated collective agreements between CUPW and Canada Post, the financial situation of Canada Post, Canada Post's expressed need to diversify and/or alter its delivery models in the face of current business demands, the viability of the business as it is currently configured, CUPW's negotiated commitments to job security, full-time employment, and the need to protect the health and safety of workers; and

**Whereas** the *Commission* only has until May 15, 2025, to submit its final report to the government and make recommendations about the future structure of Canada Post; and

**Whereas** while there is room for written input, the *Commission* process is not widely publicized, nor equivalent to a full and thorough public service review of Canada Post's mandate allowing for all stakeholder input, as has been undertaken by previous governments; and

**Whereas** it will be crucial for the *Commission* to hear out views on key issues, including maintaining Canada Post as a public service, the importance of maintaining the moratorium on post office closures, improving the *Canadian Postal Service Charter*, home mail delivery, parcel delivery, keeping daily delivery, adding postal banking, greening Canada Post, EV charging stations, food delivery, improving delivery to rural, remote and Indigenous communities, and developing services to assist people with disabilities and help older Canadians to remain in their homes for as long as possible – and at the same time, helping ensure Canada Post's financial self-sustainability; and



**Therefore Be It Resolved That** the Town of Arnprior support the County of Renfrew in their written submission to the *Commission*; and

**Therefore Be It Resolved That** the Town of Arnprior will share this support resolution with the County of Renfrew, Federal Minister of Labour, Steven MacKinnon, and the Federal Minister of Public Services and Procurement Canada, Jean-Yves Duclos, who is responsible for Canada Post, to demand that no changes be made to the *Canada Post Corporation Act*, Canada Post's mandate or the *Canadian Postal Service Charter* without a full, thorough, public review of Canada Post, including public hearings, with all key stakeholders, in every region of Canada.