



Town of Arnprior

Regular Meeting of Council Agenda

Date: Wednesday, December 3, 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. Awards / Delegations / Presentations**

Delegations

- a) [Arnprior & McNab/Braeside Archives](#) (Page 1-12)
 - b) [Seniors Active Living Centre](#) (Page 13-25)
 - c) [Arnprior Regional Health Foundation](#) (Page 26-58)
 - d) [Physician Recruitment Committee](#) (Page 59-93)
 - e) Other Public Feedback
- 7. Confirmatory By-law**
By-law No. 7641-25 to confirm the proceedings of Council

8. 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. 1818. The Agenda and Agenda items will be prepared in an accessible format upon request.

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



2026 Municipal Budget Consultations

Sara MacKenzie & Brian Gilhuly
AMBA Board of Directors



*We are the keepers of memory...
preserving documents, photographs,
and stories that capture the heritage
of Arnprior and McNab/Braeside.*

*By making documentary heritage
accessible and engaging, we help
people discover their roots, share
the stories that shaped us, and
preserve the evidence of how our
communities lived, worked, and
grew—informing the future through
the lessons of the past.*

About us



- Established by volunteers in 1993, our mandate is to acquire, preserve, and make accessible vital historical documents, photographs, maps, and records that capture the unique heritage of Arnprior and McNab/Braeside
- We are open weekdays between 1:00 - 3:30 pm (by appointment or walk-in)
- We employ an archivist (32 hours/week) and an admin (10 hours/week)
- We provide a direct service to both municipalities we serve by taking corporate records to help preserve how governments operated and made decisions
- We manage a dynamic website making our collections and stories searchable and accessible to the public, including researchers, students and genealogists
- We were awarded the 2021 Archives Association of Ontario Institutional Award

Highlights



- AMBA Archivist presentation at International Archives Congress trip to Spain
- Fall Volunteer Showcase and vault tours
- New online exhibit: Charles Macnamara, Arnprior's Citizen Scientist
- McNab/Braeside Bicentenary: historical maps and research
- Notable new acquisitions: Women's Institute scrapbooks, photos/prints from museum, family histories, McLachlin accrual
- Volunteer projects: Downtown buildings research, Macnamara collection digitization, Handford Studio display
- Arnprior Villa - Photography for display in corridors
- Support to ADHS Grade 11 students researching WWI
- Participation at Arnprior's Cultural Night Market

By the numbers *

- Volunteers: 23
- Volunteer hours: 1,637 (in 2024)
- Records described: 300
- Research requests by email: 80
- In-person research requests (walk-in & appointments): 35
- Hours of audio tapes transferred: 24
- Hours of VHS transferred to digital: 15
- Website: 13,737 visitors; 33,108 pageviews; 16,751 searches; 11,213 downloads
- Facebook Followers: 1,800
- Hours completed by co-op student: 105

* To date (January to November 2025) unless otherwise specified

Challenges

Availability of operating vs. project funding

- Provincially, the Heritage Organizations Development Grant (HODG) has been unchanged for years and the annual maximum of \$1,545 has been static. 230K supports 160 heritage organizations
- Federal grants and other provincial grants are for time-limited projects linked to priorities, usually cover a portion of the cost, and cannot be used for operations

Volunteer Base

- Committed, passionate volunteers but many are aging, and some are reducing their time or retiring
- When volunteerism declines, that affects our service capacity and puts pressure on sustainability
- Recruitment and retention is a sector-wide issue with overall volunteerism declining

Collection management

- Availability and affordability of proper climate-controlled storage to prevent deterioration
- Digitization time and costs
- Cost of future technology upgrade to move to cloud for backups and remote access

Priorities for 2026

Sustainability

- New strategic plan to be developed
- Community fundraising event
- Networking for partnerships, learning and funding opportunities

Collection management

- Expanding our storage capacity; moving some collection to new storage at the Diefenbunker
- Continue digitization and making more of the collection accessibility to public

Visibility

- Working with Valley Heritage Radio
- Outreach (i.e. Seniors Club presentation, Cultural Night Market)
- Macnamara exhibit in the community (i.e. museum, Town Hall)

Volunteerism

- Series of digital skill building / genealogy workshops with new equipment
(*pending grant from Gov't of Canada, New Horizons for Seniors*)
- Ongoing volunteer recruitment and recognition

Replenished reserve

- 2024/25 has seen unprecedented levels of donations, doubling our reserve fund to \$15,000
- With supplementary support from the municipalities, we end 2025 with a reserve of at least \$24,000
- Benefits of a healthy reserve:
 - We can apply for grants requiring a financial commitment
 - We can develop more accurate operating budgets
- For 2026 we have done both

Two annual budgets going forward

- For 2026, the Operating Budget has been tightened up, and we request the same operating grants as 2025: **\$32,500 from each municipality.**
- The Operating Budget includes all planned income and expenditures, with the operating grants from Town and Township.
- The new Contingency Budget includes possible income and related expenditures from new projects and sources. It does not include municipal grants.
- AMBA's contribution to these will be drawn from our reserve in 2026 and recovered as appropriate in the 2027 operating budget.

Proposed 2026 Operating Budget

		Actual	Budget	Forecast	Proposed
		2024	2025	2025	2026
Revenues					
Carry-forward from previous year		\$ 15,538	\$ 18,690	\$ 19,582	\$ 3,347
Municipal Grant - Arnprior		\$ 26,225	\$ 28,045	\$ 32,500	\$ 32,500
Municipal Grant - McNab/Braeside		\$ 27,025	\$ 27,817	\$ 32,500	\$ 32,500
Provincial Grant - for Heritage Organizations		\$ 1,545	\$ 1,545	\$ -	\$ 1,545
Federal Grant - Canada Summer Jobs		\$ -	\$ 5,000	\$ -	\$ -
Earned Income		\$ 1,372	\$ 1,350	\$ 1,600	\$ 1,800
Donations		\$ 2,605	\$ 1,500	\$ 7,500	\$ 1,500
HST Rebate		\$ -	\$ 4,591	\$ -	\$ 5,000
Insurance Claim		\$ 1,488	\$ -	\$ -	\$ -
Total Revenue		\$ 75,798	\$ 88,538	\$ 93,682	\$ 78,192
Expenses					
Professional Fees (Archivist, Admin.)		\$ 42,261	\$ 63,608	\$ 58,500	\$ 61,000
Communications (Web Hosting, Telephone, Internet)		\$ 5,776	\$ 6,114	\$ 6,114	\$ 6,430
Office Supplies, equipment, & maintenance		\$ 898	\$ 1,500	\$ 2,750	\$ 3,500
Archival Supplies		\$ 1,493	\$ 1,000	\$ 1,000	\$ 1,200
Insurance		\$ 1,666	\$ 1,750	\$ 1,811	\$ 1,900
Memberships		\$ 250	\$ 300	\$ 300	\$ 300
Volunteers		\$ 350	\$ 600	\$ 600	\$ 600
Off-Site Storage		\$ 2,717	\$ 3,000	\$ 2,717	\$ 2,500
Petty Cash Expenses		\$ 400	\$ 500	\$ 500	\$ 600
Transfer to Reserve		\$ 405	\$ -	\$ 16,043	\$ -
Total Expenses		\$ 56,216	\$ 78,372	\$ 90,335	\$ 78,030
Operating Loss/Gain	Page 10	\$ 19,582	\$ 10,166	\$ 3,347	\$ 162

Proposed 2026 Contingency Budget



	Potential 2026
<u>Revenues</u>	
Federal Grant - Canada Summer Jobs	\$ 4,225
Project Grant - New Horizons Project	\$ 11,575
Project Grant -Young Canada Works	*
Total Potential Revenue	\$ 15,800
<u>Expenses</u>	
Assistant Archivist (summer)	\$ 6,825
New Horizons Project	\$ 14,925
Archivist extra hours (only if NO New Horizons)	(2000)
Young Canada works Project	*
Upgraded Web Hosting	\$ 2,000
Maximum Potential Expenses	\$ 23,750
Potential Remainder	-\$ 7,950
To be funded as needed from Reserve, subject to recovery in the 2027 Operating Budget	

* Young Canada Works application cycle opens in January



www.adarchives.org



Update & 2026 Grant Request

December 3rd ,2025



What is SALC?

- Provides programs and services to promote the physical, emotional and social well-being of seniors over the age of 55
- A partnership of:
 - Ministry of Seniors and Accessibility
 - Arnprior Regional Health
 - Town of Arnprior
 - Township of McNab/Braeside
- 1 of 400 SALC's across the province and 1 of 14 in Renfrew-Nippissing-Pembroke.



Legislative Requirements and Guidelines

- The Ministry for Seniors and Accessibility has oversight of the Seniors Active Living Centre Act, 2017 (SALCA) and SALC programs delivered across Ontario
- Municipalities are key partners in the delivery of SALC programs
- Under SALCA, SALC funding from the ministry is contingent on receiving at least 20% funding from municipal/community sources
- Municipal contributions must be used to support SALC program delivery
 - Municipal contributions can be in cash or in-kind; or a combination thereof
- SALC operators must comply with mandatory interim and final reporting to ministry on an annual basis

SALC Advisory Committee

- The Advisory committee meets monthly and provides advice to SALC leadership on programming and supports information sharing and consultation
- The Committee is comprised of representatives from the following:
 - SALC staff
 - Member/Community representative
 - Seniors at Home
 - Town of Arnprior
 - Township of McNab/Braeside
 - Arnprior Regional Health



SALC Programs

- Pilates
- Seniors yoga (chair and mat)
- Shuffleboard
- Carpet Bowling
- Community Gardens
- Bridge
- Pickleball
- SALC Brass Band
- Swimming
- Day trips
- Educational Workshops



NOVEMBER



77B Madawaska Street
Side door
(613) 296-1906
Monday to Friday, 9am - 3pm
salc@arnpriorhealth.ca

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
3 9:00 F. Fitness 11:00 C. Bowling 1:00 Open Gym 2:00 Yin Yoga 3:15 SALC Band	4 9:00 Chair yoga 10:10 Mat yoga 11:10 Line Dance 12:00 Fun Fit Dance 1:00 Cards/Bridge 3:00 School Program	5 9:00 Yogalates 10:00 Walk Club 10:30 C. Bowling 1:00 SALC Band	6 9:00 Chair Yoga 10:00 Pilates 11:20 Balance 1:00 Tote-ally You Workshop	7 10:15 Ukulele 1:00 Song Circle	8 10am Blackbird Medicine Presentation
10 9:00 F. Fitness 11:00 C. Bowling 1:00 Open Gym 2:00 Yin Yoga 3:15 SALC Band	11 CLOSED Remembrance Day	12 9:00 Yogalates 10:00 Walk Club 10:30 C. Bowling 1:00 SALC Band	13 9:00 Chair Yoga 10:00 Pilates 11:20 Balance 1:00 Art with Saba	14 10:15 Ukulele 1:00 "Lets Talk Retirement Living" with Bev	15 10am Woodshop Workshop
17 9:00 F. Fitness 11:00 C. Bowling 1:00 Open Gym 2:00 Yin Yoga 3:15 SALC Band	18 9:00 Chair yoga 10:10 Mat yoga 11:10 Line Dance 12:00 Fun Fit Dance 1:00 Cards/Bridge 3:00 School Program	19 9:00 Yogalates 10:00 Walk Club 10:30 C. Bowling 1:00 SALC Band	20 9:00 Chair Yoga 10:00 Pilates 11:20 Balance 1:00 EnviroCentre Home Energy Seminar	21 10:15 Ukulele 1:00 Song Circle	22
24 9:00 F. Fitness 11:00 C. Bowling 1:00 Open Gym 2:00 Yin Yoga 3:15 SALC Band	25 9:00 Chair yoga 10:10 Mat yoga 11:10 Line Dance 12:00 Fun Fit Dance 1:00 Cards/Bridge 3:00 School Program	26 9:00 Yogalates 10:00 Walk Club 10:30 C. Bowling 1:00 SALC Band	27 9:00 Chair Yoga 10:00 Pilates 11:20 Balance 1:00 LIVE MUSIC!	28 10:15 Ukulele	29 10am Woodshop Workshop

OFF-SITE ACTIVITIES
SALC Swims Tues & Thurs 11:00am at the Nick Smith Centre
Nov.9th - NAC Mrs.Doubtfire Bus Trip
Shuffleboard @ the JAG Mon. & Thurs. 10:00 - 11:30 am

FITNESS CLASSES

ANNOUNCEMENTS & INFORMATION

*Any events listed in black and red are included in membership fee's
Events listed in green requires registration in person



Ontario



www.facebook.com/salcseiorsactive

FOLLOW US ON FACEBOOK!



Programming cont'd

- Introducing weekend programming.
- Partnering with Town of Arnprior for after school programming on Tuesdays
- Held SALC Seniors Fair in collaboration with Town of Arnprior – had 16 vendors and over 308 in attendance.
- Continuing to look for opportunity's to collaborate with other community groups and programs.



SALC Benefits

- SALC provides a place for seniors to go – eliminates social isolation.
- Promotes active living
- Improves mental health and overall wellness

Health risks associated with loneliness¹ can include depression, anxiety, increased risk of suicide and other chronic health risks. Studies have shown that for certain people, factors like social isolation, loneliness and poor social relationships are associated with increased risk of:

- Premature death.
- Dementia.
- Heart disease.
- Stroke

Key Numbers

- 40 – \$ Annual membership fee (+HST)
- 380 – number of active SALC members
- 750 – attendance days per month (on average)





2025/26 Q2 (Sept) YTD Operating Results

	Amount
Provincial Grant	\$25,000
Municipal Grants (Incl. in kind revenue)	\$19,250
Membership fees	\$5,896
ARH Grant	\$5,000
Program fees and other	\$31,476
Total Revenue	\$86,622
Staff compensation	\$50,116
Program expenses and supplies	\$22,520
Rent	\$11,400
Total Expense	\$84,036
Net Surplus (Deficit)	\$2,586

- Represents the 6 month period from April 1 to Sept 30, 2025
- Staff are forecasting a balanced position for the 12 month period ending March 31, 2026

2026/27 Proposed Budget

	Amount
Provincial Grant	\$50,000
Municipal Grants	\$43,000
Membership fees	\$15,000
ARH Grant	\$10,000
Program fees and other	\$54,000
Total Revenue	\$172,000
Staff compensation	\$109,000
Program expenses and supplies	\$40,000
Rent	\$23,000
Total Expense	\$172,000
Net Surplus (Deficit)	\$ -

- Municipal grants include cash and in-kind contributions from the Town of Arnprior and Township of McNab/Braeside

Our Request



- \$500 increase requested to cash contribution
- ✓ Cash contribution - \$14,000
- ✓ In-kind contribution - \$7,500
- Total contribution - \$21,500



Scope for Hope

– Helping Us See What Matters Most –



Presented to the Town of Arnprior Council – 2025

Benjamin Gardiner, Executive Director

Who We Are: Arnprior Regional Health Foundation

The Arnprior Regional Health Foundation raises funds to ensure that Arnprior Regional Health (Arnprior Hospital, Grove Nursing Home, Community Programs and Services) have the tools, technology, and facilities needed to deliver high-quality healthcare close to home. We exist because of community investment and the support of caring partners like The Town of Arnprior.



Grateful Recognition: Support from The Town of Arnprior



- The Grove Redevelopment Campaign – \$5M raised; 36 new long-term care beds added.

- CT Scanner Campaign – \$2.2M raised; advanced diagnostics now available locally.



Together, we've built a healthier, stronger Arnprior.

Successes and Past Partnerships



Introducing the Next Chapter: Scope for Hope

Campaign Goal: \$800,000 to modernize endoscopy services.
Over 2,100 procedures performed annually at ARH.



“When my doctor suspected something, the endoscope at ARH gave them the answers they needed – and it saved my life.” – Grateful Patient

Why Endoscopy Matters

Endoscopy: a safe procedure to diagnose and sometimes treat digestive system conditions.

Detects colon cancer, Crohn's disease, ulcers, and internal bleeding.

Upgrading equipment ensures accuracy, safety, and faster results.



The Need at Arnprior Regional Health

Demand is growing; current tools are reaching their limits.
Like smartphones and computers, medical technology must be refreshed to remain effective.
Investing now helps us reduce wait times and stay ahead of demand.



Campaign Progress

Funds Raised to Date: \$430,693 (54% of goal) as of November 1, 2025.
Upcoming: Public thermometer unveiling spotlighting Pillar 5 Pharma.
Holiday Direct Mail Launch (Nov 19) with a \$30,000 matching gift.

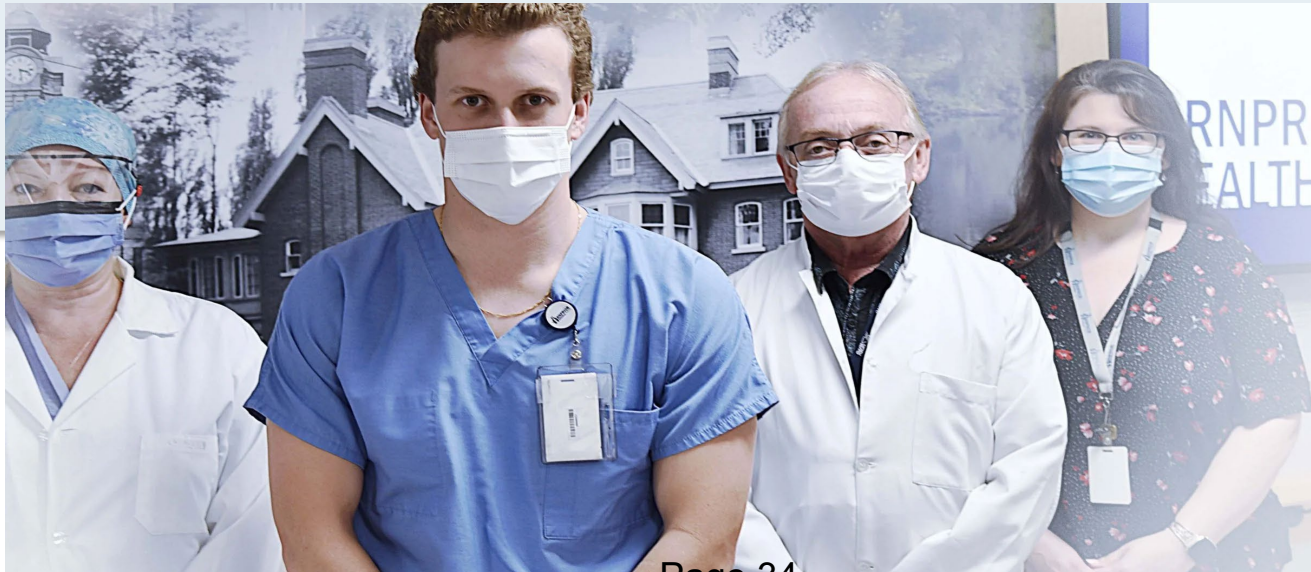


Our Community's Opportunity

Your past support transformed care for generations.

Now, together, we can ensure faster diagnoses and peace of mind for every resident.

We invite the Town of Arnprior to once again play a leadership role in this community-driven initiative by investing \$25,000 towards the Scope for Hope Campaign – to ensure healthcare stays Close to Home for our residents.



Thank You



Together, we help our community see what matters most.

Benjamin Gardiner, Executive Director
bgardiner@arnpriorhealth.ca | (613) 299-5783
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Submission to the Town of Arnprior Council – 2026 Municipal Funding Request

Brief Description of the Organization and its Programs/Services

The Arnprior Regional Health Foundation (ARHF) is a registered charitable organization dedicated to enhancing local healthcare by raising funds for vital medical equipment, facility improvements, and patient care initiatives at Arnprior Regional Health (ARH)—which includes both the Arnprior & District Memorial Hospital, The Grove Nursing Home, Community programs and Services. Our mission is to ensure that residents of Arnprior and surrounding communities have access to exceptional, high-quality healthcare close to home. Through strong community partnerships, corporate philanthropy, and municipal support, we help ARH meet its most urgent and emerging healthcare priorities.

Previous Grant Support and Community Impact

The Town of Arnprior's support has been instrumental in helping our Foundation deliver major healthcare advancements that continue to benefit residents every day.

- The Grove Redevelopment Campaign successfully raised \$5 million, allowing for the expansion and modernization of The Grove Nursing Home, adding 36 new long-term care beds and improving the comfort and safety of our senior residents.
- The CT Scanner Campaign raised \$2.2 million, bringing the first-ever CT scanner to Arnprior Regional Health and transforming local diagnostic capabilities. Patients now have access to advanced imaging close to home—reducing travel, wait times, and stress for thousands of families.

Looking ahead, any generous support from the Town of Arnprior through the 2025 grant program will directly contribute to our current Scope for Hope Endoscopy Campaign. This \$800,000 initiative will replace aging equipment in our Endoscopy Department with new, state-of-the-art technology—improving diagnostic precision, reducing wait times, and enhancing patient outcomes.

Our 2025/2026 Annual Operating Plan, submitted alongside this request, provides a comprehensive outline of our strategic goals, fundraising targets, and timelines. It details how we plan to successfully complete the Scope for Hope Campaign while continuing to address ARH's ongoing capital equipment needs.

Plan for 2026

The Foundation's 2026 focus is twofold:

1. Complete the Scope for Hope Campaign, culminating in the installation of the new Endoscopy equipment at Arnprior Regional Health.
2. Investing in staff development and retention through our Education and Bridging Bursary Programs, designed to help healthcare workers enhance their skills, pursue further education, and build rewarding careers within our local healthcare system.

In addition, we will continue to strengthen our annual giving programs, community events, and corporate partnerships to build sustainable funding for future healthcare needs.

The Arnprior Regional Health Foundation remains deeply grateful for the Town of Arnprior's ongoing leadership and support. Together, we are ensuring that access to high-quality healthcare remains a proud and lasting cornerstone of our community.

Respectfully submitted,

Benjamin Gardiner

Executive Director

Arnprior Regional Health Foundation

bgardiner@arnpriorhealth.ca | www.arnpriorregionalhealthfoundation.ca

2025-2026

ANNUAL OPERATING PLAN/BUDGET



PREPARED BY BENJAMIN GARDINER

EXECUTIVE DIRECTOR,

As approved:

March 26, 2025

TABLE OF CONTENTS

- 2025/2026 REVENUE BUDGET
- 2025/2026 EXPENSE BUDGET
- VISION/MISSION STATEMENTS – As approved May 29, 2024
- STRATEGIC THEMES/GOALS
- FUNDRAISING CODE OF ETHICS
- ANNUAL BOARD MEETING SCHEDULE
- BOARD MEMBER LISTING/DIRECTORY
- STAFF LISTING and CONTACT INFORMATION
- 2025/2026 OPERATING PLAN
- MARKETING AND COMMUNICATIONS PLAN / GOALS / TACTICS
- BOARD OF DIRECTORS GOALS / TACTICS

2025/2026 REVENUE BUDGET

By Program:

Direct Response	\$	150,000
Monthly Giving	\$	70,000
Third Party, Special & Owned Events	\$	350,000
Tribute Giving	\$	80,000
Major Gifts/Campaign	\$	500,000
Pledge Redemption	\$	365,000
Planned Giving	\$	140,000
Unsolicited / Anonymous	\$	30,000
Interest / Investment Income	\$	115,000
2025/26 Overarching Revenue Goal:	\$	1,800,000

2025/2026 EXPENSE BUDGET

Expense	2025/2026 Budget	% of total costs	Narrative
ARH Administration Expense	\$20,640.00	3.4%	As per agreement with ARH
Advertising, Marketing and Communication - 6700000	\$1,500.00	0.25%	Holiday messaging, board recruitment - \$750 MISC Advertising - \$750
Audit Fees - 6502000	\$7,300.00	1.2%	Prorated fee used as an accrual accounting tool by ARH (no cash out) – paid upon invoice (Fee + HST with rebates included) Budget = Audit fee + HST + contingency
Bank Fees and transaction charges - 6301000	\$10,000.00	1.8%	Bank fees (RBC) \$15 X 12 = \$500.00 Pay Safe Fees \$200 X 12 = \$3,000.00 AMEX Fees \$200 X 12 = \$2,000.00 Stock transfers = \$5,300.00
Board Development and Education -4951001	\$2,000.00	0.33%	Board Training, celebration and socials = \$2,000
Cell phone - 6102300	\$1,600.00	0.27%	Monthly charge for 2 Phones + HST
Contracted Professional Support - 6509000	\$30,800.00	5.13%	Interim Support, Branding, Design, Marketing & Communications, Direct Mail Support,
Direct mail - 6101010	\$21,000.00 *(\$0.18 to raise a dollar)	3.50%	Plan for 3 direct mailings: Early Spring - \$6,500.00 (print, postage) Fall (Water Bill) - \$4,500.00 (Print only) Holiday (Match / Ask) - \$10,000.00 (Print, postage, Mailing)
Donor Recognition - 690010	\$12,000.00	2.00%	CT Scan Campaign Donor Wall, Recognition Opportunities
Event Expense - 6900040	\$160,460.00 *(\$0.47 to raise a dollar)	26.74%	<u>Split the Pot Lottery</u> = TOTAL - \$1,000.00 <u>Jeep Lottery</u> Decals - \$1,000 Marketing / Advertising - \$2,500

			Ascend (Platform Management fees) - \$12,000 AGCO - \$2,000 Misc Advertising and Point of Sale Machines - \$1,000 Grand Prize = \$50,000 Total = \$68,500 Valley Has Heart Golf Tournament - \$14,000 Penny Stashick Ugly Sweater Walk - \$5,000 Themed Event - \$22,000 Knight in The Maritimes - \$22,000 Catch the Ace - \$25,000
IT - 6900030	\$4,500.00	0.75%	New Web Page Design, Development & Constant Contact
Legacy Giving - 6101001	\$500.00	0.08%	Will/Estate Planning sessions, Brochure Print
Legal Fees	\$1,000.00	0.17%	
Office and General Supplies - 41000000	\$6,000.00	1.00%	Printing, Stationary, MISC, Computer
Salaries and Benefits	\$298,000.00	50.0% <i>*57% is the Sector Standard</i>	-Executive Director (1.0 FTE) -Fundraising Admin. (0.5 FTE) -Event Coordinator (0.5 FTE) -Annual Giving Officer (1.0 FTE) Rates include 3% COLA and an inflation factor, as per ARH Finance projection
Software Licenses and Support - 7102200	\$9,000.00	1.50%	Donor Perfect - \$440/month X 12 months + HST, Annual Data Cleanup
Staff Learning and Growth - 6103000	\$6,500.00	1.08%	AFP Membership X 1 = \$405.00 AHP Membership X 1 = \$800.00 Professional Development Training/ Course/Conference: \$5,300
Stewardship, Postage and Courier- 6101003	\$6,000.00	1.00%	Postage
Travel and Mileage- 6240000	\$1,200.00	0.20%	\$1,200.00
Total	\$600,000.00		

NET REVENUE

Gross Revenue \$1,800,000.00

Gross Expense \$600,000.00

Net Revenue over Expense for transfer **\$1,200,000.00**

\$0.33 to raise a dollar - The National Charities Information Bureau allows a \$0.40 per dollar raised – so we are within the acceptable range. I feel like we have a good plan in place and therefore, should we follow our plan, we will achieve/exceed an acceptable standard.

ANNUAL LIABILITIES

Annual Life-Saving Equipment Contribution: \$215,000 **(APPROVED)**

Come Home to Great Care Campaign Disbursal: \$70,000 (as requested)

CT Scan Campaign Disbursal: \$290,000 (as requested)

Endoscopy Campaign Disbursal: \$650,000 (as requested)

Annual Education Bursary: \$10,000

Annual Bridging Program: \$20,000

Annual Spend Down Agreement Disbursement: \$85,000

TOTAL TO BE DISBURSED: \$1,340,000 (MAXIMUM)

STRATEGIC PLAN

2024-2030

INVESTING IN OUR FUTURE

VISION

Every member of our community is a proud and passionate supporter of Arnprior Regional Health.

MISSION

We raise funds for Arnprior Regional Health in a culture of fun, accountability, and inclusivity.

VALUES

Connectiveness & Collaboration
Gratitude
Impact & Effectiveness
Exceptional healthcare Close to Home



STRATEGIC PRIORITIES



Invest in Our People

1

Develop top level competence in our staff and volunteers through investment in targeted training, support and recruitment.

We will maximize our potential by ensuring we have the right compliment of skill sets, and that our staff and volunteers are fulfilled and valued so that we can attract and retain the best from our community.



Leverage Technology

2

Achieve high proficiency with our CRM (Donor Perfect) to enhance productivity and accuracy, deliver personalized communications, leveraging our technology to enable informed, real-time decision making, thereby increasing overall efficiency, boosting productivity and increasing revenues.



Strengthen Collaboration and Connectedness

3

Better know our diverse and growing community, fostering collaborations, connections, increasing our reach, dialogue and build deeper relationships.

Through impact reporting and storytelling, we will earn trust and credibility among our partners and stakeholders.



Adopt Best Practices in Fundraising

4

Use the most effective channels to reach and engage our target audience.

Strategically combine combination of online and offline platforms such as social media, email marketing, content marketing, search engine optimization (SEO), and more.

FUNDRAISING CODE OF ETHICS

<https://afpglobal.org/sites/default/files/attachments/2019-03/CodeofEthics.pdf>

ANNUAL BOARD MEETING SCHEDULE

As approved (November 13th, 2020), the board will have meetings the third Wednesday Bi-Monthly, constituting in 6 meetings and 1 AGM annually. Meetings will begin at 5:15 PM and end no later than 8:15 PM. The schedule for the 2024/2025 Fiscal year is as follows:

- March 18, 2026 – **Approval of 2024/2025 Q3 Finances**
- June 4, 2025 - **Approval of 2024/2025 Q4 Finances (in advance of AGM)**
- June 25, 2025 - **Annual General Meeting**
- September 17, 2025 – **Approval of 2025/2026 Q1 Finances**
- November 19, 2025 – **Approval of 2025/2026 Q2 Finances**
- January 21, 2026 – **Presentation of 2025/2026 Annual Operating Plan**

BOARD MEMBER LISTING/DIRECTORY

BOARD OF DIRECTORS*				
No.	Name	Location	APPOINTED	TERM ENDING
1	Mark L'Abbe	Braeside	June, 2020	June, 2026
2	Terry Wright	White Lake	June 2020	June 2026
3	Kevin Rampton	McNab	June 2023	June 2026
4	Nas Mohamed	Kinburn	June, 2022	June 2025
5	Katherine Lockett	Woodlawn	November 16, 2022	June 2025
6	Fay Kolpin	White Lake	June, 2019	June, 2025
7	Cole van Wyk	Arnprior	November 15, 2023	June 2027
8	Jake Dunn	Arnprior	November 15, 2023	June 2027
9	Jayne Coady	Kinburn	June 2021	June 2027
10	Karen Murdoch	White Lake	June 26, 2024	June 2027
11	Adrian Taylor	Arnprior	June 26, 2024	June 2027

STAFF LISTING

- Ben Gardiner, Executive Director – Email: bgardiner@arnpriorhealth.ca Phone: (613) 623-3166 X 532
- Fundraising Administrator / Event Coordinator - Email: VACANT Phone: (613) 623-3166 X 362
- Amber Campbell, Annual Giving Officer - Email: acampbell@arnpriorhealth.ca Phone: (613) 623-3166 X 517

FUNDRAISING GOALS BY PROGRAM(S)

DIRECT RESPONSE - REVENUE GOAL \$150,000

Program's Annual Focus Area(s)

- Design quality messaging that articulates case for support effectively
- Expand the reach of the direct mail letters to fully cover the ARH catchment area(s)
- Spotlight front-line staff stories and/or key grateful patients who connect well to those in the community
- Leverage our database and send personalized direct mail letters using professional direct mail consultants
- Grow our database by sending personalized direct mail letters to recent patients of ARH.

The Arnprior Regional Health Foundation will run three direct mail appeals this fiscal year:

2025 Spring Campaign

- Theme: Support the purchase of Endoscopy equipment for the Operating Department to Put life-saving tools in the hand of the staff.
- Signatory; Grateful patient and/or relevant front-line staff
 - Advocating for the Needs that exist in our community and encouraging more people to give
 - Personalizing mailing using addressees taken directly from our database

2025 Late Summer / Early Fall Campaign – 2,950 addressees

(subject to Town of Arnprior List AS WELL AS replicating for McNab/Braeside and/or other communities within the catchment area)

- Theme: Thank you to community, Foundation Update and soft ask for support of life-saving Endoscopy Equipment
- Signatory – Spotlight on front-line staff who can connect well with the community
 - Purpose to educate and reinforce the ongoing needs that exist locally

2025 Holiday Appeal

- Theme: Matched Gift to fund the purchase of Endoscopy Equipment for the Operating Department
- Signatory; Grateful patient story and/or Donor Recognition
- Personalizing mailing using addressees taken directly from our database
- Continue the success of the Holiday Direct Mail appeal

KPI's

Building on the observations and outcomes of last fiscal year (2024/2025), the objectives for this fiscal will include:

- Achieve growth with an annual revenue goal of \$150,000
- Consistency (ensure 3 mailings on schedule and/or adjusted according to local environment)
- Integration of key messages into social platforms
- Reintroduce the use of personalization so that addressees are recognized and named specifically multiple times. By leveraging our database, we are able to send direct mail letters to people with an established affinity for healthcare locally.
- Utilize the Town of Arnprior's "water bill" to build on the success of last years' mailing as well as replicating the letter for other communities within the catchment area.
- Achieve the sector standard average for Direct Mail which is approximately **\$0.60 to raise a dollar** (Acquisition: \$1.00, Renewal: \$0.20). Therefore, the Foundation will ensure that each Direct Mail Letter AND the Direct Mail Program remains within (and exceed) the acceptable standard.
- For each Direct Mail Campaign, a detailed report will be included (after an appropriate period) to share the performance that was achieved through this public appeal
- Identify and record metrics for program Key Performance Indicator tracking and analysis by contrasting year-over-year results;
 - **Exact Number of Letters Sent,**
 - **Average Gift size,**
 - **Response Rate,**
 - **Return on Investment,**
 - **Total expense**
 - **Total revenue**
 - **Net Profit.**

MONTHLY GIVING PROGRAM - REVENUE GOAL \$ 70,000

Program's Annual Focus Area(s)

- Grow, Celebrate and honor the commitment of our ongoing monthly donors publicly via social media (should they be willing and open)
- Spotlight front-line staff who give back to a cause that is so close to their heart as part of the Social Media promotion.
- Reinforcing monthly donor's "why they give" via social media and promoting the excellence that ARH Staff exhibits on a daily basis

Targeted tactics to be undertaken this year include:

1. Refresh the presentation about why we exist, how we contribute and how ARH Staff can be included is critical to promote payroll deduction as an easy way to make an impact during ARH Staff orientations
2. Continue to send Heart of Gold Club Welcome Packages to all new monthly donors
3. Communicate with, and steward monthly donors who have designated their continuing support to the Come Home to Great Care Campaign AND CT Scan Campaign as well as highlight the ongoing healthcare needs in our community. Transitioning these donors to designate their monthly support to "Foundation General" is ideal and will keep them involved by supporting healthcare, right here at home.
4. New donors received via our direct mail appeals to receive a timed letter and Heart of Golf Club brochure with an ask to become a monthly donor.

Key performance indicators for this fiscal year include:

- Acquisition of 15 new Heart of Gold Club members for a total revenue increase of \$15,000 annually from 2024/2025 results
- Launch Quarterly (4 times annually) social posts to encourage donors to join the Heart of Gold Club will take place as a strategy to develop this funding source and allow donors to give back more easily and in a meaningful way.
- Segment data and create giving circle for 5 years + donors and host appreciation breakfast with certificates

THIRD PARTY, SPECIAL & OWNED EVENTS - REVENUE GOAL \$350,000

Program's Annual Focus Area(s)

- Maximize the success of the Signature in person events where the Foundation excels
- Pare down our event activity to ensure that our charitable organization is not dependent solely on transactional relationships
- Steward community members who participate in events – with the goal of transitioning them into philanthropic partners and maximizing efficiency
- Actively steward third-party coordinators/organizers in person to ensure that they know how grateful we are for their support AND the impact they make for our community
- Celebrate and honor the commitment of our Third-Party Events publicly via social media (should they be willing and open)
- Encourage others to transition their ideas, concepts and events to support the Arnprior Regional Health Foundation

Actions and strategies embedded into this year's plan include:

- Effective and timely communication with all owned event participants and the Jeep Adventure Lottery buyers by direct thank you letters / emails (where accessible)
- Promote and advertise lottery initiatives efficiently and effectively to maximize success
- Report on all Events to outline the cost to raise a dollar achieved, lessons learned, total gross revenue, net revenue and expenses
- Continue to keep a progressive lens and innovate when possible
- Ensure that all established, new and annual owned events achieve the acceptable standard of \$0.50 of gross dollars raised
- Create pre and post event engagement strategies for each large event

Calendar of Events (at time of planning)

- 2025/2026 Knight in the Maritimes Event (Goal: \$55,000)
- Split the Pot and/or Catch the Ace Lottery – over 2025 / 2026 Fiscal Year - (Goal: \$60,000)
- 2025/2026 Jeep Adventure Lottery (Goal: \$100,000)
- 2025/2026 Themed Event (Goal: \$25,000) *****
- 2025/2026 Tim Horton's Smile Cookie Campaign (Goal: \$20,000)
- Funding Innovation Partnership (Goal: \$4,000)
- 2025/2026 Valley Has Heart Golf Tournament (Goal: \$50,000)
- 2025/2026 Penny Stashick Ugly Sweater Walk (Goal: \$28,000)
- Other Unknown Third-Party Event Opportunities (Goal: \$8,000)

TRIBUTE GIVING - REVENUE GOAL \$80,000

Program's Annual Focus Area(s)

- Continue to increase awareness and inspire donor motivation through this fundraising vehicle - with the ultimate objective of increasing Tribute Giving revenue
- Expand the source of Tribute Gifts to frame it as an effective way to honour or celebrate a special occasion, a milestone, person or event, as well as reinforcing In-Memoriam gifts as a way to honor loved-ones by grieving family members
- Spotlight Angel Awards publicly via social media to promote this program and share stories that are important to community members who had a great experience at our local hospital

Tactics to include this year:

- Deliver “refreshed” In-Memoriam cards regularly
- Continue with the delivery of personal signed sympathy cards to the bereaved when possible and appropriate
- Recognize at least 12 (Twelve) Angel Award recipients in this fiscal year
- Deliver Angel Program Brochures that will provide information to patients, clients and residents about how excellent care and compassion from ARH Staff can be recognized.

CAPITAL CAMPAIGN AND/OR MAJOR GIFTS – REVENUE GOAL \$500,000

Program's Annual Focus Area(s)

- Develop and Articulate a Case for Support for Upcoming Campaign to support the needs of ARH
- Design and Develop the CT Scan Campaign Donor Wall to recognize those who have been instrumental in bringing this life-saving equipment to our community
- Spotlight a community story to reinforce the need for life-saving equipment locally.

To support major gift acquisitions this year the following tactics will be completed:

- Deliver collaterals to encourage support of Arnprior Regional Health and life-saving equipment.
- Source recognition opportunities for the CT Scan Campaign and/or life saving equipment Major Donors (Donor Wall Research and Concept design, Cheque Presentation and Community Spotlight Opportunities)
- Deliver case for support information for life-saving equipment effectively in-person, via email and in proposal format, where appropriate.
- Celebrate the completion of the CT Scan Campaign tastefully and after achieving the appropriate milestone according to best practices

PLEDGE REDEMPTION - REVENUE GOAL \$365,000

Program's Annual Focus Area(s)

- Conduct effective stewardship to support 96%+ pledge redemption. Share timely pledge reminders issued a month in advance of installment due date (with personal note where possible)
- Utilize the Pledge Calendar (internal document) to plan proactively and identify concerns/risks
- Report Quarterly on the Pledges Redeemed, Delinquent and At Risk to ensure appropriate redemption takes place
- Thank you calls made from staff when pledge installments are made

At the time of this Annual Operating Plan Design, the designation of Pledges for the 2025 / 2026 Fiscal Year are as follows:

Come Home to Great Care Campaign -	\$70,000
CT Scan Campaign -	\$295,000

PLANNED GIVING - REVENUE GOAL \$140,000

Program's Annual Focus Area(s)

- Ensure that our Foundation is top of mind with the appropriate professionals who may encourage community members to put our Foundation in their plan to provide a legacy for them and their families
- Identify a Legacy Giving family / donor and share their story publicly (should they be willing and open)
- Spotlight the Legacy Giving process as a worthwhile, easy and impactful way to give back to something that is close to everyone's heart. Ideally, this will encourage more people to name our Foundation as the charitable recipient and create a Legacy for the person / family.

Pertinent tactics will include:

- Collaborate with Islandview and/or Seniors Active Living Centre to identify and deliver 2 (TWO) Legacy Planning speaking opportunities and execute for the 2025/26 fiscal year
- Steward and Support key contacts locally (Funeral Home Director, Accountant, Lawyer etc) and ensure that we have the appropriate skillsets that are pertinent to the Planned Giving knowledge and understanding
- Deliver a refreshed Legacy Giving Brochure to the appropriate partners

STRATEGIC PRIORITIES

COMMUNICATIONS AND MARKETING PLAN, GOALS AND TACTICS

It is important to note that the following tactics are the priorities for the Arnprior Regional Health Foundation team in the 2025 / 2026 Fiscal year. The purpose of this is to follow the Strategic Plan, as guided by the Foundation Board:

- Review/Update Terms of References for board committees
- Research and Select Board Management Platform, allowing Board Members to better collaborate, gain access to governance documents, easily review, edit, and simplifies board material management and facilitates effective planning.
- Refreshed Key Performance Indicators (KPI's) and Fundraising targets
- Donor Perfect Data Base 'Clean Up' and midyear maintenance check
- Participate in ongoing webinars as part of Staff Development
- Use Donor Perfect generated reports for real time and accurate reports and measures
- Utilize the stand-alone website for the foundation
- Become engaging story tellers and post quarterly (aligned with annual campaign messaging)
- Identify 4 segments to raise our profile (service clubs, community groups, special interest groups) – speak at their events – bring story tellers – no ask – awareness only
- Create best practice Stewardship matrix ensuring EVERY gift counts!
- Create pre and post event engagement strategies for each large event
- Outsource program support where necessary

The following tactics are proposed to support the fundraising programs as outlined above. It should be noted that Marketing and Communications activities are not limited only to the tactics outlined, but further strategies will be designed and implemented as they are needed throughout the 2025/2026 fiscal year:

- Social Media – Continue the “Did You Know Wednesday” Education Component that was launched in the 2021/2022 fiscal year to share posts weekly that inform the public about upcoming initiatives that are pertinent to them, ARH and the Foundation
- Social Media – Continue the “Thank You Thursday” series of social media posts, as launched in 2023/2024 to honor donors, sponsors and partners who have enhanced Foundation impact
- Social Media – Take number of ARHF Facebook followers from 2,600 to 2,800
- Social Media – Take total number of Instagram Followers from 310 to 330
- Continue to send Welcome Package to new Monthly Donors as they join
- Craft, Review and Provide feedback for 3 Direct Mail Appeals
- Design, Deliver and support lottery needs and any Third-Party and Owned “events” that are launched
- Continue and build on the success of the Arnprior Regional Health Foundation’s Angels Program to recognize ARH Staff Performance (Grateful patient)
- Delivery of pre/post media releases for events
- Other Marketing and Communications tasks as they arise

BOARD OF DIRECTORS GOALS AND TACTICS

In the past four fiscal years, our Board has grown and evolved to become intermediaries between the Foundation and the public in a high-level governance role. As influential characters in our community, this ensures that the Board's time is spent efficiently and effectively while the Annual Operating Plan directs staff on charitable activity. The focus for the upcoming 2025/2026 Fiscal Year will be to "Maximize Board Engagement" and belongingness. It is our intention to host opportunities that further engage, involve and enhance the Board of Director role, as leaders.

A key tactic is to involve Board of Directors in the stewardship of donors. This has been done in the past, and the feedback from Board of Directors AND donors was positive. This will be a tactic in the 2025/2026 Fiscal year to involve governance AND thank those who support our Foundation. Through conscious involvement, planning and celebrating various achievements, Board Members will feel a greater connection to the cause and value the impact that they make as Foundation representatives. In turn, this will enhance our profile and position the Board of Director role(s) as a sought-after professional position in our community.

The Arnprior Regional Health Foundation Board has consciously reviewed the Skills Gap and the following skills gaps of the roster have been identified:

- Understanding of Compliance and Regulatory Issues
- Legal Expertise
- CEO / Executive Management
- Strategic Development and Implementation and Evaluation
- Communications/Marketing

For the upcoming fiscal year (2025/2026) it is proposed that our Board further address these gaps by recruiting new, local and connected Board members to join our team, **if and only if it is needed and/or their skillset fits the group dynamic**. In doing this, our Board will ensure that succession planning is conducted and the Foundation does not have extended periods without a full and complimentary roster as well as staggering the terms appropriately from year to year.

To continue the momentum from the last four years, it is important that our Board of Directors' continue to articulate the value our Foundation provides for healthcare effectively. Having this narrative become part of each members' internal dialogue and sharing it through word of mouth is a great way to position our Board as a sought-after role.

Additionally, ensuring that ARH and the Foundation's board continues to work collaboratively for the advancement of healthcare is important moving forward. This is achieved through

consistent communication with partners, local businesses and Arnprior Regional Health by cross promoting of upcoming initiatives, news and celebrating achievements publicly.

Building Sustainable Primary Care in Arnprior



Family Health Organization



Arnprior & District
Family Health Team



Date: December 3, 2025

Presenters:

Mark Nibourg, PRC Chair
Physician Lead: Dr. Aya Suzuki & Dr. Diego Garcia

Support:

Arnprior & District Family Health Team
Arnprior Regional Health

Purpose of Today's Presentation

Request Funding to Address the Need to Recruit and Retain more Family Physicians to McNab/Braeside & Arnprior



Why Now?

Growing population demand in Arnprior and surrounding areas. More families and seniors are seeking long-term primary care.

The #1 need and community concern is access to a family physician.

Over 6,700 people are currently waiting for access to a family physician on our local waitlist, and the list continues to expand.

The average wait time for unattached patients to access primary care through temporary means (walk-in, ER, locum) exceeds 6months.

Crisis – Shortage of Family Physicians:

- Physician Retirement & Competitive Incentives in Region

“Research shows that people who do not have a primary care provider have worse health and higher rates of preventable diseases.” -CIHI (October 2024). Higher rates of ED visits and premature admissions.

What - Our Physician Recruitment Goal



6 new family physicians required
in the next 3 years.



Good news: 1 physician
recruited in 2025 (5 more to go).

Barriers to Recruitment



Competing communities offer attractive incentives.



Physicians prefer joining well-equipped group practices.



Modernized facilities are crucial for attracting new talent.

Solution 1: Renovation of the Primary Health Care Centre (PHCC)

The Primary Health Care Centre (PHCC) is a key facility in our community for recruiting and supporting family physicians. The goal is to recruit six new family physicians over the next two years. The number one barrier to recruitment is the lack of Group Practice clinical space

The proposed PHCC renovation will expand clinic capacity, creating a Group Practice model which will enable us attract and retain physicians while enhancing local access to primary healthcare.

Item	Estimate / Value
Total Project Cost (Class D)	~\$2.0M Construction Costs pending detailed tender ~\$0.5M FFE Furniture & Finishings ~\$0.7M Loan interest over 10 years ~\$0.3M Revenues loss from vacancy
Construction Start (target)	Spring/Summer 2026
Return on Investment	\$2.5M investment = 6 new physicians × avg. \$1.2M annual practice revenue = \$7.2M in local economic activity annually
Funding Proposal	Arnprior \$0.6M McNab/Braeside \$0.6M ARH \$0.6M Community Fundraising \$0.5M PRC \$0.2M (reserve)
Loan Options via ARH	10-yr loan → \$120K/yr (\$60K each) 15-yr loan → \$80K/yr (\$40K each)
In-Kind Offsets	Arnprior can contribute via waived permit fees, property tax relief, or naming rights sponsorship.

* See Appendix slide 35: HPCC Revenues & Risk / Impact if not funded Page 64

Solution 2



Offer financial incentives to attract and retain family physicians - \$10,000 per year for four years per physician



Fund a dedicated Physician Recruitment Coordinator - \$40,000 annual salary



Participate in career fairs and host local recruitment events/activities - approximately \$15,000/year

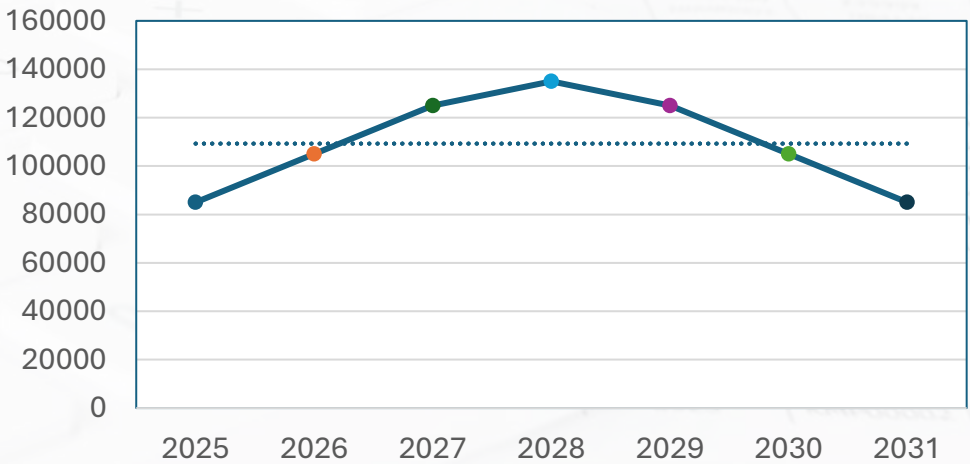


Advertise on physician job boards to increase Arnprior's visibility - approximately \$10,000/year

Physician Incentive Plan

	2025 (\$)	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)	2031 (\$)
Physician 1	10,000	10,000	10,000	10,000			
Physician 2		10,000	10,000	10,000	10,000		
Physician 3		10,000	10,000	10,000	10,000		
Physician 4			10,000	10,000	10,000	10,000	
Physician 5			10,000	10,000	10,000	10,000	
Physician 6				10,000	10,000	10,000	10,000
Total	10,000	30,000	50,000	60,000	50,000	30,000	10,000

Total Annual Cost



ASK #1

PHCC Renovation Funding Partnership

Requested Amount: \$60,000 annually from the Township of Arnprior, committed over 10 years (starting 2026).

(Same Commitment from McNab/Braeside)

Use of Funds:

- Design & Construction: Build shared offices, exam rooms, reception, and washrooms.
- Infrastructure - Upgrade HVAC, plumbing, accessibility, and staff spaces.
- Equipment & Furnishings - Add modern medical tools and furniture..
- Group Practice Setup - Create shared workspace for care teams.
- Project Management - Cover engineering, permits, and compliance.

ASK #2

Ongoing PRC Program Funding Request

Requested Amount: \$40,000 annually from the Township of Arnprior (\$40,000 from the Municipality of McNab/Braeside)

Use of Funds:

- **\$30,000** - Physician Incentive to support onboarding, relocation, and community integration.
- **\$40,000** - Physician Recruitment Coordinator salary to ensure long-term, stable access to primary care for residents.
- **\$10,000** – To support recruitment events/activities, job postings and other administrative expenses

Thank YOU

We appreciate your continued partnership and commitment to community health. Together, we ensure Arnprior families have access to care when they need it.





Appendices

WHAT IS THE PHYSICIAN RECRUITMENT COMMITTEE (PRC)?

- The Physician Recruitment Committee (PRC) is a collaborative partnership ensuring every Arnprior resident has access to quality primary healthcare.
- Members include the Town of Arnprior, Township of McNab/Braeside, Arnprior Regional Health (ARH), Arnprior & District Family Health Team (ADFHT), local physicians, and community members.
- Together, we address physician shortages, strengthen retention, and ensure sustainability of family medicine across our region.



About Us

We work to ensure access to healthcare for all Arnprior residents by addressing physician shortages and supporting long-term sustainability.

About Arnprior & District Family Health Team (ADFHT)

- A community-based primary care organization serving over 15,400 residents with 15 physicians.
- 14 Full-Time Equivalent (FTE) staff supporting physicians
- Operates in close partnership with Arnprior Regional Hospital (ARH)
- Approximately 68% of rostered patients live within the Arnprior and McNab/Braeside catchment, with others coming from across the Ottawa Valley
- Interdisciplinary team-based care that ensures patients receive coordinated, preventative, and long-term care.
- Interdisciplinary team consists of:
 - Nurse practitioners
 - Registered Practical Nurses
 - Social Workers
 - Dietitian
 - Respiratory Therapist
 - Psychology Services
 - Psychiatry Services





Our Mandate & Vision

The mandate of the PRC is to:

- Ensure that every local resident has the opportunity to be connected to a family physician.
- Strengthen primary care to reduce hospital strain and prevent ER overuse.
- Build a sustainable healthcare workforce for Arnprior's growing community.
- Promote a collaborative, community-based approach to accessible healthcare.

Why the PRC Exists

- Arnprior is one of the fastest-growing communities in Eastern Ontario, with population growth of 8.1% in four years and up to 7,000 new residents projected by 2031 across Arnprior and McNab/Braeside
- Family physicians are the foundation of community health. Rural geography limits access to walk-in or after-hours services, making family doctors the first and only point of care for many.
- Physician shortages are growing across Ontario, especially in small and rural communities.
- Physicians are retiring, relocating, or reducing clinical hours, with 6 new family physicians needed by 2029.
- Waitlist is up to 6,711 patients
- Without action, Arnprior could face a care gap for 8,000+ residents by 2030.
- Without a coordinated recruitment strategy, the community risks:
 - Longer waitlists
 - More residents without a doctor
 - Strain on hospital resources
 - Poor Health Outcomes for Patients
- Recruiting and retaining a single family physician can contribute \$1.5-\$2 million annually in local economic activity through jobs, service use, and patient access.
- Local recruitment prevents costly patient displacement to Ottawa-area providers and keeps healthcare dollars circulating in Arnprior.

Therefore: The PRC ensures Arnprior stays competitive in attracting and retaining physicians.

Goals of the PRC



Primary Goals:

The primary goal is to recruit and retain physicians and nurse practitioners to provide primary care for the Arnprior area.



Community & Academic Goals:

Develop partnerships within the community to provide unique recruitment and retention opportunities.

Establish and foster partnerships with medical schools and their Post Graduate programs, Rural Ontario Medical Program (ROMP) and Ontario Health Teams. This may include assisting with Community Week, Lunches with Interns, etc.



Promotional Goals:

Assist in the promotion of the area as a desirable community with a high quality lifestyle and professional environment for candidates and their families.

Provide relocation support to new recruits



Strategic Recruitment Approach

- Increased advertising and job postings on national and international recruitment platforms, including Canada and the U.S., to attract qualified family physicians from across North America and overseas.
- Introduced learners, residents, and locums to Arnprior through Community Week, mentorship, and word-of-mouth engagement, helping them connect early with our community and healthcare culture.
- Collaborate with ARH and ADFHT to modernize clinic space for new practitioners.
- Engage the community to support physician integration and retention.

2025 RECRUITMENT ACTIVITIES

Medical Training & Placements:

- 10 medical students and 10 residents completed rotations with our local physicians
- 3 first-year UOttawa students and 3 Queen's students supported for their Community Week.

Community Engagement:

- Enhanced student support and integration in Arnprior.

Celebration of Doctors Day in May





2025 RECRUITMENT ACTIVITIES CONTINUED

Organized the annual Doctors' Dining Duel in April



2025 RECRUITMENT ACTIVITIES CONTINUED

Recruitment Events:

- Participation in University of Ottawa Job Fair (October 2025)



Our Achievements

Key Achievements

- 17 family physicians successfully recruited to Arnprior since the PRC was formed.
- Over 6,000 residents connected to a family physician through coordinated recruitment and attachment efforts.
- Supported four physician retirements by ensuring new providers were recruited in advance, preventing waitlist surges.
- Developed a strong physician recruitment pipeline, hosting medical students and residents from University of Ottawa and Queen's University.
- Raised \$32, 226 from Doctors' Dining Duel
- Built Arnprior's reputation as a supportive, collegial practice environment for new physicians and their families.
- Successfully engaged the community in recruitment support, increasing awareness and partnership.

Recent Milestones / Use of 2025 Grant Funds

- One new family physician was recruited this year, expanding primary care access for Arnprior residents. \$10,000 provided as incentive to the new physician.
- Invested over \$5,000 in online job postings and marketing across multiple physician recruitment platforms.
- Attended uOttawa Career Fair in October 2025.
- Hosted 12 medical students, 9 residents and 1 fellow in local rotations, plus 6 first-year students from University of Ottawa and Queen's University during Community Week.
- Partnered with ARH to increase the Physician Recruitment Coordinator's hours to two days per week, by sharing the position with ARH

- Community celebrated Doctors Day and hosted medical recruitment events.
- Strengthened Regional Collaboration by being an active member of the Ottawa Valley Ontario Health Team Recruiter Community of Practice, enhancing networking and shared recruitment strategies.
- Funded Doctors Day celebrations, medical students hospitality, and community engagement efforts to increase awareness of Arnprior's healthcare opportunities.
- The PRC is currently collaborating with Arnprior Regional Health (ARH) and ADFHT to:
 - Renovate and expand family health team clinic space
 - Create capacity for additional physicians to join in the coming years
 - Improve clinical workflow and patient experience within the care environment



Our Physicians' Commitments

Our physicians are deeply committed to providing comprehensive, compassionate care for every Arnprior and McNab/Braeside resident. They are more than clinicians; they are community builders and mentors.

- Serve on PRC and ADFHT committees, helping shape recruitment strategy and patient access improvements.
- Participate in community events, health fairs, and outreach programs to strengthen public health education.
- Invest personal time and resources to mentor new physicians and integrate them into Arnprior's healthcare system.
- Provide emergency coverage, surgical assists, anesthesia, inpatient, and obstetric support at Arnprior Regional Health.
- Actively teach and mentor medical students and residents from the University of Ottawa and Queen's University.



Partnering for Future Growth

- The PRC, ADFHT and ARH are collaborating to renovate and expand the Primary Health Care Centre (PHCC) to create a group practice space for new physicians.
- New group practice space will support collaborative practice models and physician retention.
- Facility updates will improve patient experience and service efficiency.
- Clinic modernization ensures that recruitment gains translate into long-term sustainability.

Project Overview: PHCC Renovation

Purpose: Renovate and expand the Primary Health Care Centre (PHCC) to create a Group Practice environment essential for attracting and retaining family physicians.

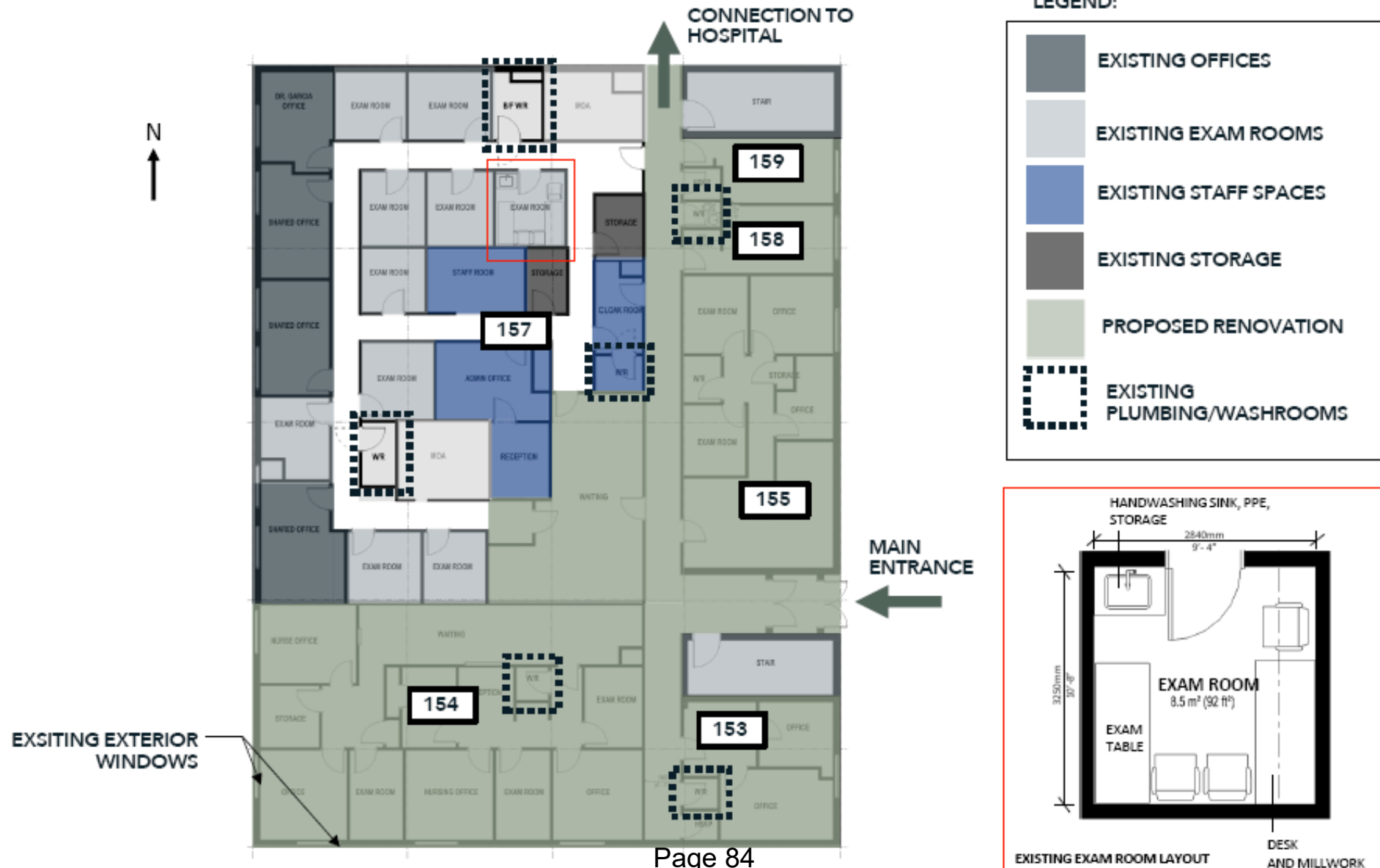
Barrier: Limited group practice space.

Goal: Recruit 6 new family physicians within two years to serve Arnprior and surrounding communities.

Existing PHCC Limitation: The current footprint doesn't support group practice and can only accommodate up to 3 full-time physicians. The renovation expands functional capacity to accommodate six, with shared offices and twelve exam rooms.

Target Start: Spring/Summer 2026, pending funding approval.

Existing Floor Plan



Proposed Design



LEGEND:

	EXISTING CLINIC TO REMAIN
	PROPOSED RENOVATION

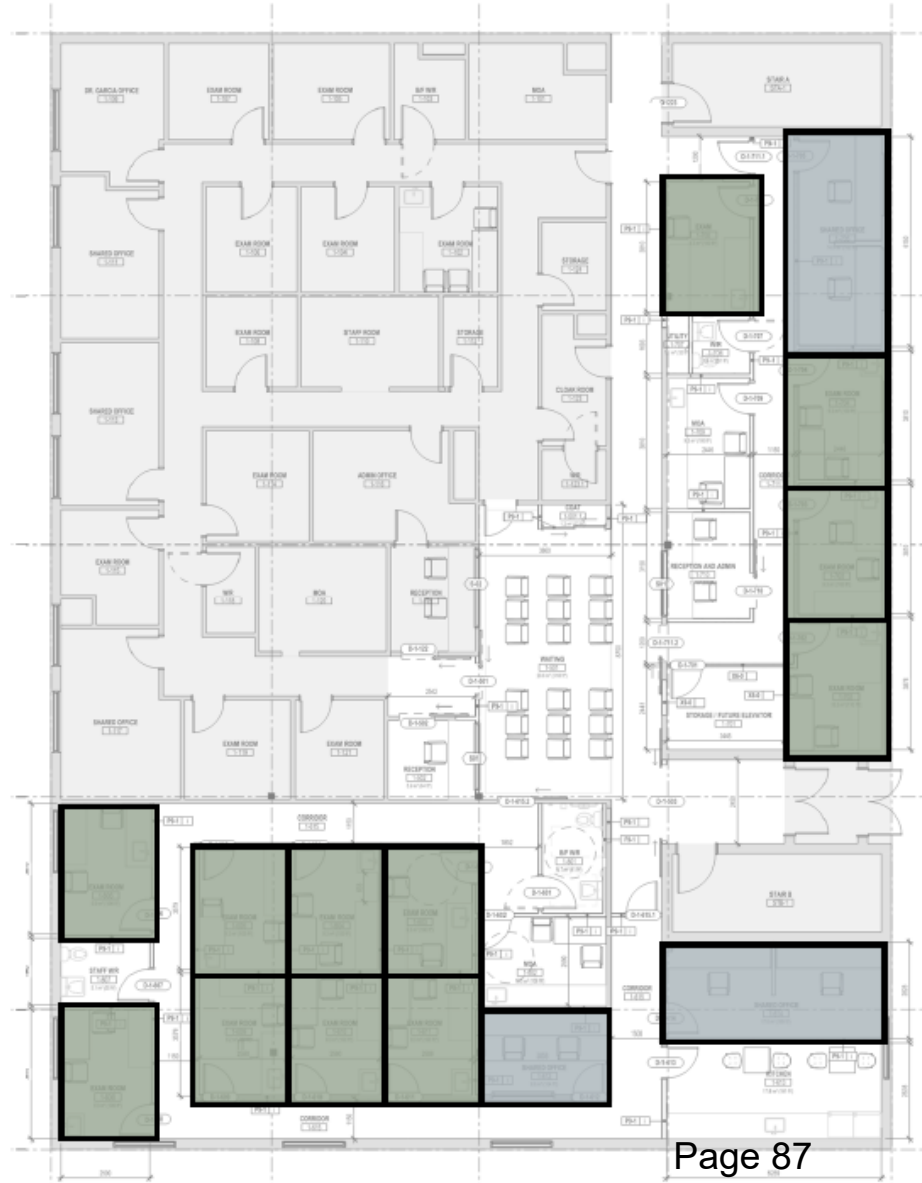
DISCUSSION:

#Physician Exam Rooms (New)	<ul style="list-style-type: none">12 (6 Physicians)
#Office Spaces (New)	<ul style="list-style-type: none">3 (Shared) to accommodate 6 physicians
Additional Spaces	<ul style="list-style-type: none">Central WaitingMultiple Reception PointsCoat ClosetFuture Elevator/StorageAccessible W/RStandard W/RStaff W/RMOA (x2)Office ManagerKitchen




Proposed Design - Circulation



Proposed Design - Exam Rooms and Offices



LEGEND:

	EXISTING CLINIC TO REMAIN
	PHYSICIAN EXAM ROOM
	PHYSICIAN OFFICES (SHARED)

DISCUSSION:

#Physician Exam Rooms (New)	<ul style="list-style-type: none"> 12 (6 Doctors)
#Office Spaces (New)	<ul style="list-style-type: none"> 3 (Shared) to accommodate 6 physicians

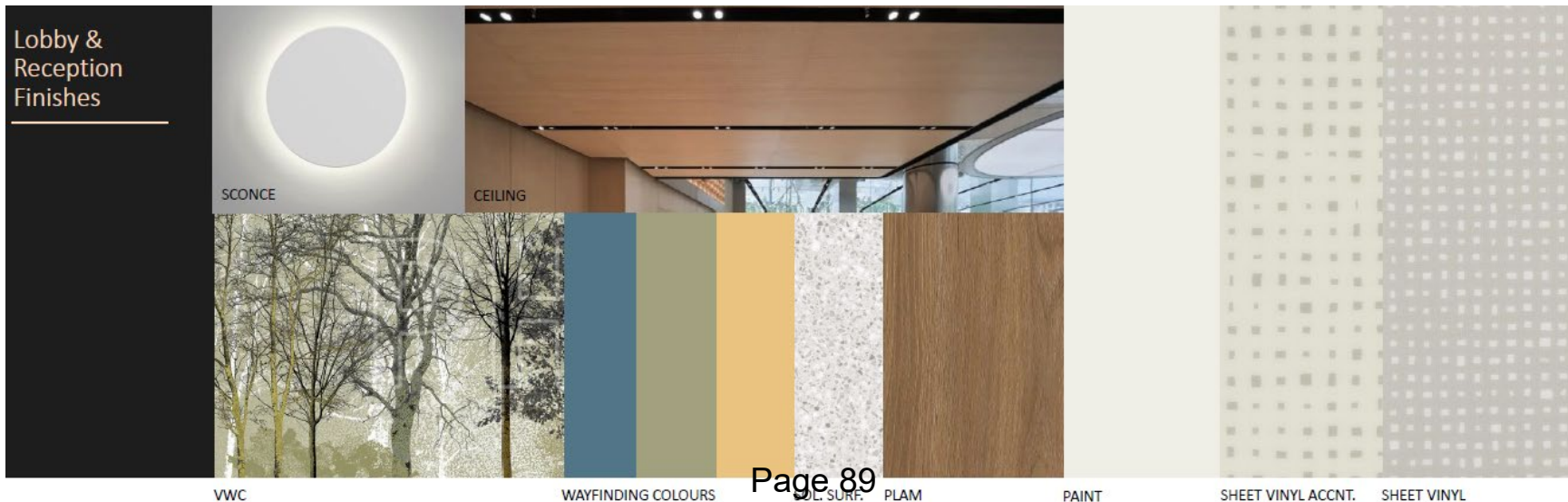
Design Concepts - Inspiration

Local Inspiration

Arnprior is a quaint town along the Ottawa River built out of the need for lumber from the British Royal Navy in the early 1800s. Today, it's a cozy community that's growing, and known for its charming vintage and antique shops, bakeries, parks, museum, and white pine forest. The town also hosts Priorpalooza – a free yearly music festival to showcases local musicians from across Eastern Ontario.



Design Concepts - Lobby and Reception

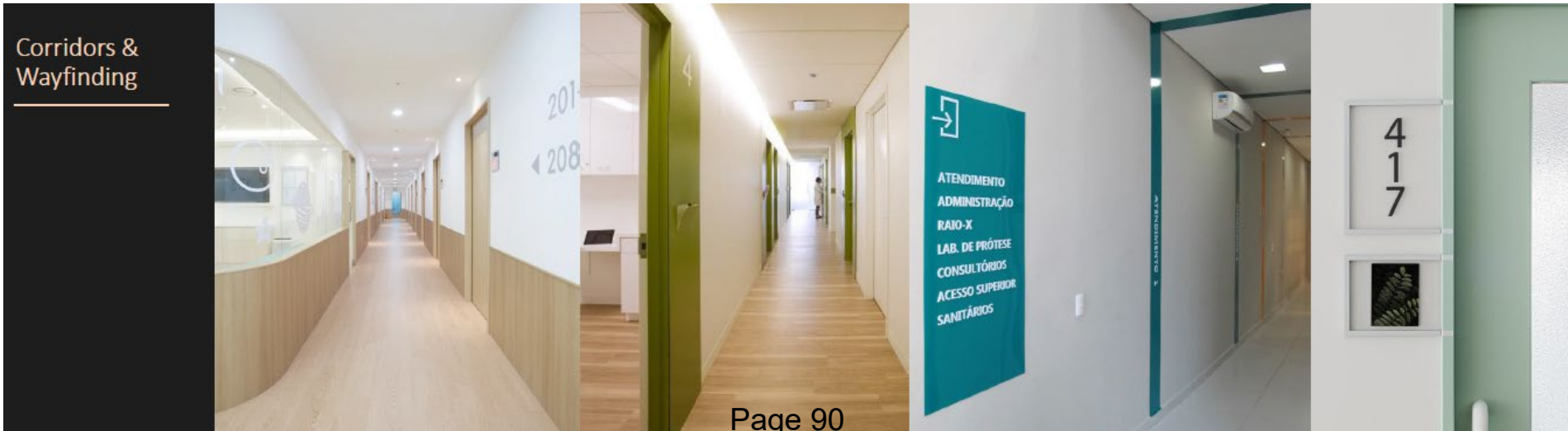


Exam, Offices & Corridors

Exam &
Offices



Corridors &
Wayfinding



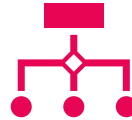
Economic and Community Impact



Access to Care: Six new physicians = up to 9,000 residents attached to primary care.



Emergency Department Relief: Expected 12-15% reduction in non-urgent ER visits (≈2,000 fewer visits/year).



Local Job Creation: Each physician supports 1-2 allied health or admin roles → 6-12 new jobs.



Economic Spin-Off: Estimated \$1.5-2M annual indirect economic benefit through housing, local services, and retail.



Community Confidence: Reinforces Arnprior's position as a regional healthcare hub, strengthening appeal for families and employers.

Project Timeline

Q1 2026: Funding approvals.



Q2 2026: Design finalization & tendering.



Q3 2026: Construction start.



Q1 2027: Completion & occupancy.



2027–2028: Physician recruitment integration.

HPPC Rental Revenues

The revenues the hospital make from PHCC are used to cover the costs of operating and maintaining the PHCC. In the past, the PHCC operated at a loss as the hospital subsidized the cost to ensure the physicians provided coverage to the inpatient unit patients. By moving the rents to market rates, a fully occupied PHCC will be self-sustaining and no longer be a drain on hospital resources. It is also important to note that the Ministry does not fund hospital capital equipment and only funds 85% of operating costs. Hospitals must raise funds to purchase replacement equipment and to cover the unfunded 15% of operating costs of running the hospital.

Risk / Impact if not funded

The risk and impact if we don't find funding:

- We'll not be able to proceed with the renovations
- If ARH is required to get approval from Board and Ministry to fully fund the renovations - we'll be required to increase rents to pay off the debt.