



2024-2027

# THE TOWN OF ARNPRIOR

2024-2027 Municipal Strategic Plan



Presented To  
Town of Arnprior

Presented by  
Town Hall Consulting Inc

# Executive Summary

The Town of Arnprior's Strategic Plan (2024 - 2027) is a collaborative endeavour that outlines our vision, mission, values, and key priorities to guide our community's growth and development. In creating this plan, we engaged residents, businesses, community partners, and Town Council & Staff to ensure it reflects our collective aspirations.

Our **Vision** is to become a sustainable and welcoming community that respects its rich history while actively building a brighter future together. Our **Mission** is to inspire, support, and serve a thriving and progressive community by creating opportunities, offering support, and delivering quality services for both today and tomorrow. Rooted in these principles, our core **Values**, encapsulated by the acronym FAIR (Forward-thinking, Accountable, Inclusive, Respectful), will serve as our compass, both within our organization and throughout our community.

The plan covers a five-year timeframe and focuses on **five key priority areas**:

1. **Community Well-being and Culture:** Enhancing well-being and cultural vibrancy within our community is a shared objective.
2. **Corporate Efficiencies & Financial Sustainability:** Ensuring the financial health and sustainability of the town is a top priority.
3. **Economic Development:** Our commitment to fostering economic growth and prosperity underpins our strategy.
4. **Environment:** Environmental sustainability and responsible stewardship are at the forefront of our goals.
5. **Growth and Asset Management:** Managing our growth and assets effectively is essential to meet the evolving needs of our expanding community.

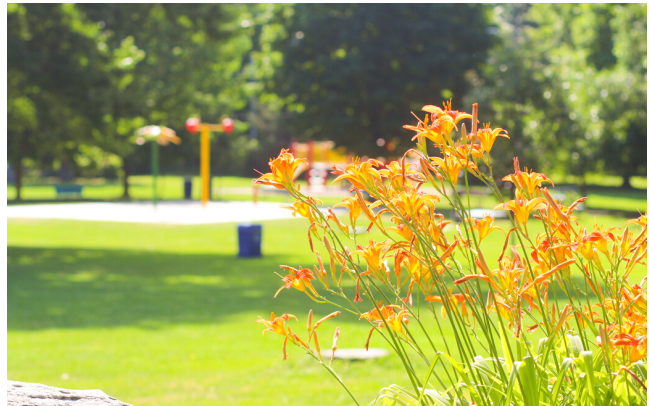
This strategic plan involves diverse stakeholders, including residents, businesses, community groups, and our dedicated Council and Staff, to create a collective vision for the Town of Arnprior's future. Within the plan, we've outlined specific **strategic objectives** for each priority area, along with a comprehensive set of key initiatives and suggested actions. We've also established performance measures to ensure that our progress can be effectively monitored and assessed.

The development of this plan has been a collaborative journey, involving public engagement to capture the essence of what matters most to our community. Through this process, we've redefined our mission, vision, and values and set forth ambitious objectives and key initiatives that chart the course for the Town of Arnprior's future.

This executive summary offers a glimpse into the core components and objectives of our municipal strategic plan. In the full document, you will find a comprehensive exploration of our Vision, Mission, Values, and Key Priorities, laying the groundwork for a sustainable and welcoming Town of Arnprior that respects its heritage while forging ahead into a brighter future.

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# Message from the Mayor

Dear Arnprior Residents,

I'm delighted to share our strategic plan for the future of our wonderful community. This plan embodies our shared vision, showcasing our collective commitment to making the Town of Arnprior an even better place to call home.

Our strategic plan acts as our guiding compass, charting the course for our town's future and ensuring we move forward with focus and determination. It represents our commitment to building a stronger, more vibrant community for all of us. As we work together on this shared vision for the Town of Arnprior, I am confident that we can build a future that honours our past while embracing new opportunities and challenges.

I look forward to collaborating with our dedicated town council, local businesses, community organizations, and, most importantly, our residents. Your input, support, and active participation will be invaluable as we move forward on this exciting journey.

Let us make Arnprior a town we are all proud of, a town that continues to shine as a welcoming, prosperous, and sustainable community.

Sincerely,

*Lisa McGee*

Mayor, Town of Arnprior





# Town Council



The Town of Arnprior council worked collaboratively in the process of designing this community strategic plan. We listened and learned from the business and community partners about what matters most to them and together we re-established our mission, vision, and values. With a forward-looking perspective, determined the community objectives and key initiatives for this term and beyond.

**Lisa McGee** | Mayor  
**Dan Lynch** | County Councillor  
**Tom Burnette** | Councillor  
**Chris Toner** | Councillor  
**Lynn Cloutier** | Councillor  
**Billy Denault** | Councillor  
**Chris Couper** | Councillor

# Importance of A Strategic Plan

A Municipal Strategic Plan acts as a dynamic guiding beacon, illuminating the path toward a municipality's envisioned future. This comprehensive blueprint outlines strategic priorities, objectives, and action-oriented initiatives, carefully shaping the community's development over the next 4 years. It captures the municipality's commitment to the well-being of its residents, businesses, and the overall vitality of the community.

At its core, this strategic plan reflects a set of strategic priorities that deeply resonate with the community's needs. The inclusive approach of this Strategic Plan ensures that it embraces a diverse range of voices and perspectives from within the municipality. It's a shared vision, collective wisdom, and drive towards progress.

Simultaneously, the plan benefits from the crucial role of municipal leadership, represented by the current members of council.

They deeply understand what the people of this community care about and want for their municipality. Their goals and vision for the community guide the way, helping to set the strategic direction and bringing together the ideas of both the community and the elected leaders.

By providing clear direction and well-defined initiatives, the plan aligns the collective efforts of municipal staff with the broader vision, thus elevating efficiency and effectiveness in public service delivery. In essence, a Municipal Strategic Plan is not just a static blueprint but a living testament to a municipality's unwavering commitment to progress and the well-being of its community. It embodies the collective wisdom of the community, the vision of its elected leaders, and the dedication of its municipal workforce. In doing so, it serves as a vital compass, ensuring that the path forward is not just well-informed but also purposeful, ultimately leading to a better and more prosperous future for the municipality and its cherished residents.



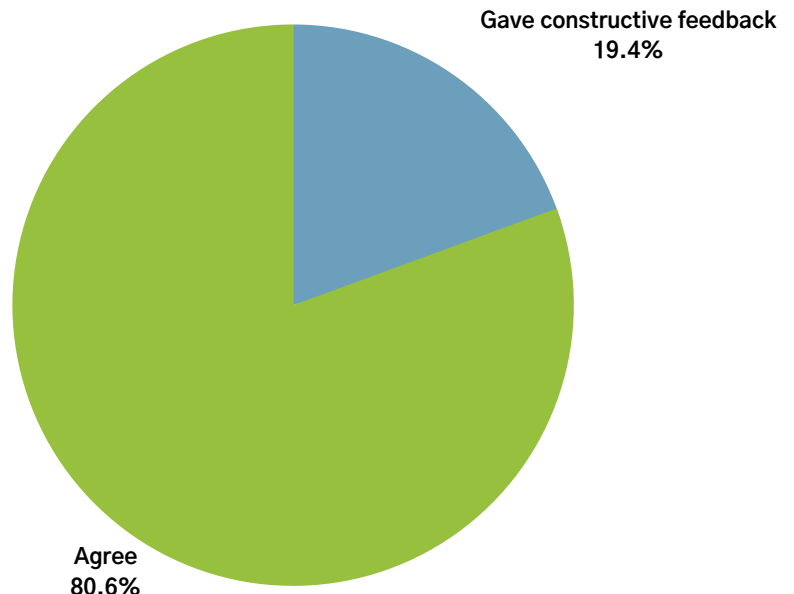
# Community Engagement

We believe that a thriving community is one where every voice is heard. During the strategic planning process, we conducted a comprehensive survey to gather your valuable feedback because we understand that your input is the cornerstone of our decision-making process.

We are absolutely thrilled with the overwhelming response and the insightful feedback we received from our incredible community. Your ideas, concerns, and suggestions play a crucial role in shaping the future of our municipality. Together, we can work towards building a better, more inclusive, and vibrant community that we can all be proud of.

We are thrilled to report that over **80% of participants expressed their agreement** with our strategic vision, mission, values, and priorities. What's even more remarkable is the incredible, constructive feedback we received. Your insights have played a pivotal role in fine-tuning our strategic plan, making it even stronger.

Thank you for your invaluable contributions to our shared vision for the future.





# Mission and Vision

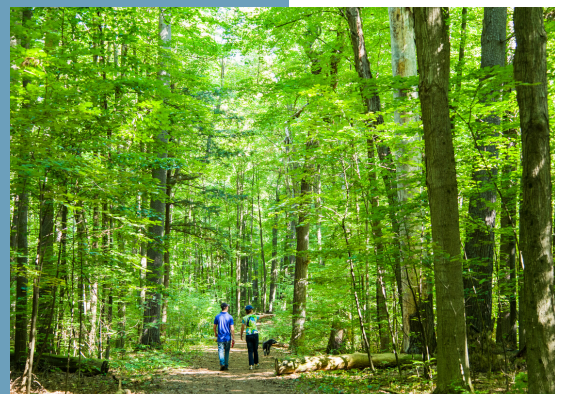


## Vision

To be a sustainable and welcoming community by respecting our history and building our future together.

## Mission

To inspire, support, and serve a thriving and progressive community by creating opportunities, being supportive and providing quality services for today and tomorrow.



# Vision



*To be a sustainable and welcoming community by respecting our history and building our future together.*

The Town's Vision statement encapsulates a commitment to creating a community that is both sustainable and inclusive. It signifies a dedication to preserving the town's rich history while actively planning for a prosperous future built on unity.

**Sustainable:** This aspect highlights the town's commitment to responsible environmental stewardship and resource management. It means

safeguarding the natural beauty of the area for generations to come, ensuring that the town remains a desirable and healthy place to live.

**Welcoming:** The vision emphasizes an open and inclusive community where everyone, regardless of their background or origin, feels welcome and valued. It underscores the belief that diversity enriches the community and contributes to its vibrancy.

**Respecting Our History:** This part underscores the importance of cherishing and learning from the town's past. It signifies a commitment to preserving historical landmarks and traditions that make the town unique and special.

**Building Our Future Together:** The vision is not just about today but about tomorrow as well. It reflects a collective effort to plan for a brighter and more prosperous future, one that is achieved through cooperation and unity among community members.

In summary, the Town's Vision statement conveys a commitment to creating a sustainable, inclusive, and historically rich community. It underscores a shared dedication to preserving the town's natural beauty, fostering inclusivity, cherishing history, and actively working together to build a brighter future for all residents.

# Mission

*To inspire, support, and serve a thriving and progressive community by creating opportunities, being supportive and providing quality services for today and tomorrow.*

The Town's mission statement encapsulates a multifaceted commitment to the betterment of its community. It signifies a pledge to inspire, support, and serve the residents in ways that promote a thriving and forward-looking environment.

Firstly, it underscores the importance of **inspiration**, highlighting the Town's role in motivating its community members to pursue

their aspirations, fostering innovation, and encouraging a sense of purpose. By providing an environment where creativity and ambition are nurtured, the Town aims to empower individuals and groups to reach their full potential.

Secondly, the mission emphasizes **support** as a cornerstone of its approach. This means offering assistance, guidance, and resources to individuals and organizations within the community. It signifies a commitment to standing by residents during challenges, ensuring that no one is left behind, and promoting inclusivity.

Lastly, the mission underscores the delivery of **quality services** as a means to enhance the community's well-being. This entails not only meeting the current needs of residents but also planning for the future. By focusing on tomorrow's requirements, the Town ensures that its services remain relevant and valuable over time.

Ultimately, the Town's mission statement reflects a holistic dedication to community growth, prosperity, and sustainability. It underscores the importance of long-term planning, innovation, inclusivity, and quality service delivery as essential elements in building a resilient and progressive community.





# Values

Forward-thinking - Accountable - Inclusive - Respect



## Forward-thinking

Striving for solutions and a vision for the community that is progressive and innovative.



## Accountable

A commitment to transparency, responsibility, and integrity in governance and decision-making for the community's needs.



## Inclusive

We will work with residents, businesses and community organizations regardless of background, abilities, and circumstances, in a collaborative fashion, always striving to be inclusive in all our decisions and actions.



## Respectful

We strive to ensure that all interactions are positive and respectful. We will value the role that each resident, staff member, business and organization plays in making our community great.

# Strategic Priorities

PRIORITY 1   PRIORITY 2   PRIORITY 3   PRIORITY 4   PRIORITY 5



Over the course of the 2024-2027 term, the municipality has outlined five strategic priorities that will be the focal points of its efforts. These priorities encompass a comprehensive approach to community development.

These strategic priorities collectively signify the municipality's commitment to a well-rounded approach to development, blending economic advancement, environmental responsibility, efficient governance, and a flourishing community to create a promising and sustainable future for all residents.



# Community Wellbeing & Culture



Above all, the well-being of our residents is at the heart of our mission. We want Arnprior to be more than just a place to reside; we aim to create a vibrant community where everyone feels safe, healthy, and deeply connected to their neighbours. Our commitment extends beyond the basics of a well-functioning town; it is about fostering a sense of belonging and fulfillment among our residents. Our goal is to create a supportive environment that encourages healthy lifestyles, stimulates cultural growth, and strengthens the social fabric of our town.

We are dedicated to nurturing a community where individuals and families can thrive and create lasting memories. We envision the Town of Arnprior as a place where dreams are pursued, talents are nurtured, and the quality of life is continually elevated, making it a town where residents not only live but truly flourish.



# Community Wellbeing & Culture

**INITIATIVES:**

- 1. WATERFRONT MASTER PLAN**
- 2. CULTURE PLAN**
- 3. INCLUSIVITY, DIVERSITY, EQUITY, ACCESSIBILITY**
- 4. RECREATIONAL MASTER PLAN**

OBJECTIVES	ACTIONS	MEASURES OF PROGRESS
<b>1.1</b> Waterfront Master Plan	<b>1.1.1</b> Undertake the recommendations including the implementation of projects	A revitalized waterfront
<b>1.2</b> Culture Plan	<b>1.2.1</b> Undertake a Cultural Plan	Implement the Culture Plan recommendations
<b>1.3</b> Inclusivity, Diversity, Equity, Accessibility	<b>1.3.1</b> Develop a strategy including addressing accessibility & other barriers	Implement the strategy
<b>1.4</b> Recreational Master Plan	<b>1.4.1</b> Undertake a Recreation Master Plan	Implement the recommendations of the Master Plan

# Corporate Efficiencies & Financial Sustainability



To achieve our vision, we understand the critical importance of being fiscally responsible and efficient in our operations. It is the cornerstone of our commitment to delivering the best possible services to our community. We recognize that responsible financial stewardship is the key to ensuring our town's continued growth and prosperity.

Our focus is firmly fixed on enhancing the efficiency of our municipal services, not only to optimize our operations but also to maximize the value we provide to our residents. We believe that by streamlining processes and embracing innovative solutions, we can deliver services that are not just cost-effective but also of the highest quality.

Financial sustainability is not just a goal; it's a fundamental principle that guides our decision-making. We aim to manage our resources in a manner that ensures long-term stability and growth for the Town of Arnprior.



# Corporate Efficiencies & Financial Sustainability

INITIATIVES:

1. COMMUNICATION STRATEGY
2. CUSTOMER SATISFACTION
3. BECOME 'EMPLOYER OF CHOICE'
4. IT IMPROVEMENTS/ ONLINE INITIATIVES
5. DEBT MANAGEMENT AND PAY-AS-YOU-GO MODEL TO ENSURE FINANCIAL SUSTAINABILITY
6. GRANT MANAGEMENT PROGRAM

OBJECTIVES	ACTIONS	MEASURES OF PROGRESS
<b>2.1</b> Communication Strategy	<b>2.1.1</b> Implement communication initiatives including community engagement from the Strategy	Implementation of strategy recommendations
<b>2.2</b> Customer Satisfaction	<b>2.2.1</b> Establish a Customer satisfaction standard and process for measuring customer feedback & appropriate staff training	Report annually on customer satisfaction results
<b>2.3</b> Become 'Employer Of Choice'	<b>2.3.1</b> Develop/Review Retention Policy & Succession Plan	Policy & plan in place including annual staff satisfaction survey
<b>2.4</b> IT Improvements/ Online Initiatives	<b>2.4.1</b> Continue with IT improvements and initiatives	Implementation of the improvements & initiatives
<b>2.5</b> Debt Management and Pay - As -You-Go model to ensure Financial Sustainability	<b>2.5.1</b> Continue to implement Debt management and Pay-As-You-Go model	Implementation of the model
<b>2.6</b> Grant Management Program	<b>2.6.1</b> Investigate grant programs and resources	Implement a grant plan

# Economic Development



The Town of Arnprior is dedicated to advancing economic development as a cornerstone of our community's progress. We are committed to supporting sustainable growth that not only strengthens our local economy but also preserves our natural resources and cultural heritage. Our proactive approach aims to attract and retain a wide spectrum of businesses, fostering innovation and entrepreneurship in our region. By doing so, we strive to create meaningful employment opportunities for our residents and cultivate a dynamic, resilient economy. Through collaboration and forward-thinking strategies, Arnprior is poised to be a thriving hub for economic growth and innovation, ensuring the prosperity of our community for generations to come.



# Economic Development



**INITIATIVES:**

1. FIND INDUSTRIAL AND TOURISM OPPORTUNITIES
2. ENSURE THERE ARE ADEQUATE RESOURCES FOR ECONOMIC DEVELOPMENT, AND REVIEW APPROPRIATE MODELS.

OBJECTIVES	ACTIONS	MEASURES OF PROGRESS
<p><b>3.1</b> Find industrial and tourism opportunities</p>	<p><b>3.1.1</b> Undertake an Industry and Tourism Gap Study</p>	<p>Implement recommendations</p>
<p><b>3.2</b> Ensure there are adequate resources for Economic Development, and review appropriate models.</p>	<p><b>3.2.1</b> Complete an Economic Development service delivery review.</p>	<p>Resources are put in place with a new service delivery model</p>

# Environment



The beauty of Arnprior lies in its natural surroundings, and we are steadfast in our commitment to preserving and enhancing our environment. With our pristine rivers and lush green spaces, our environment is a valuable asset. We will work to protect it, taking measures to ensure sustainable practices and maintaining the natural charm that sets Arnprior apart.

The preservation of our environment is not just a responsibility, but a privilege that we embrace with open arms. Together, we can ensure that Arnprior remains a beacon of natural beauty, a place where both the present and future generations can thrive and connect with the wonders of the outdoors.



# Environment



**INITIATIVES:**

- 1 CLIMATE ACTION STRATEGY**
- 2. WASTE MANAGEMENT STRATEGY**

OBJECTIVES	ACTIONS	MEASURES OF PROGRESS
<b>4.1</b> Climate Action Strategy	<b>4.1.1</b> Develop a climate action strategy	Implementation of the climate action strategies
<b>4.2</b> Waste Management Strategy	<b>4.2.1</b> Develop Waste Management Strategy	Implementation of the strategy recommendations



# Growth & Asset Management



The Town of Arnprior is dedicated to fostering sustainable growth and implementing effective asset management practices that enhance the quality of life for our residents and preserve the unique character of our community

We aim to foster sustainable development that enhances our community's prosperity while preserving our natural resources and heritage. Our commitment to growth and asset management is rooted in a vision that embraces economic progress, environmental stewardship, and the well-being of our residents.

# Growth & Asset Management

**INITIATIVES:**

1. AFFORDABLE HOUSING INITIATIVES
2. TRANSPORTATION MASTER PLAN
3. ASSET MANAGEMENT PLAN
4. WATER/WASTEWATER MASTER PLAN

OBJECTIVES	ACTIONS	MEASURES OF PROGRESS
5.1 Affordable housing initiatives	5.1.1 Build a strategy to increase affordable housing units in the community	Implement strategic recommendations
	5.1.2 Investigate initiatives such as Community Improvement Plan, Housing Accelerator Fund	Implement initiatives
5.2 Transportation Master Plan	5.2.1 Develop Transportation Master Plan	Implement recommendations
5.3 Asset Management Plan	5.3.1 Upkeep and meet required milestones	Meeting the Provincial deadlines set in legislation.
5.4 Water/Wastewater Master Plan	5.4.1 Undertake a Water/Wastewater Master Plan	Implement the recommendations from the Water/Wastewater Master Plan and include the required projects in long-range budget planning



# For inquiries, contact us.



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

[clerks@arnprior.ca](mailto:clerks@arnprior.ca)  
[www.arnprior.ca](http://www.arnprior.ca)  
[@arnpriorlife](https://www.instagram.com/arnpriorlife)

