

Arnprior 2010

Strategic Plan



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with the assistance of the
Arnprior Community

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Executive Summary

“Strategic Planning is a way of managing our future, by determining where we are now, where we want to be in the future, and how we are going to get there”

Early in 2001, the Council of Arnprior took a bold step into the future by deciding to undertake a Community Strategic Plan, and engaged the assistance of *McSweeney & Associates Consulting Inc.* to facilitate this work. Council was clear in its direction to the consultant that a wide consultation process should take place, that as many people as possible should be involved, and that non-traditional consultation processes should be used. Thus a wide variety of community groups and organizations, business people, and individuals were consulted. Over 500 people took advantage of the opportunity to make their views known on the preparation of a strategic plan for Arnprior. Their observations form the foundation of this strategic plan.

WHERE ARE WE NOW?

Participants were asked to identify Arnprior’s strengths and weaknesses, and were asked to suggest what opportunities and threats face Arnprior. Clearly one of the strengths was the site of Arnprior on the Madawaska and Ottawa rivers, a naturally beautiful location. Arnprior, according to many, is a friendly, caring, active community, with a strong volunteer base. The town has a strong, diverse industrial base and has excellent recreational facilities.

Lack of appropriate housing options, especially for seniors was a weakness. People are disappointed with the physical appearance of the downtown area, and it does not provide some types of services desired by residents. There is little industrial growth, growing apathy, and a feeling that there is a leadership vacuum.

Opportunities were plentiful, such as development of the waterfronts and revitalizing the downtown, not only as potential tourist attractions, but more importantly to become vibrant, interesting places for townfolk as well. People were clear, though, that they wished Arnprior to be a self-sufficient small town in terms of employment, and not to become a bedroom community to their larger neighbour, the City of Ottawa.

It is customary for people to articulate threats as being from outside their community, but in Arnprior’s case, most of the perceived threats were from within. It was frequently mentioned that people are too negative, that there is a lack of long term planning or vision, or that there may be insufficient commitment from the community and Council to really see Arnprior develop its full potential as envisioned in this strategic plan.

WHERE DO WE WANT TO BE IN THE FUTURE?

Participants also articulated a clear and compelling vision for Arnprior to inspire and motivate the community and Council in their decision-making in the coming years.

Arnprior in the Year 2010

Situated at the picturesque convergence of the Madawaska and Ottawa Rivers, Arnprior's rich history, heritage and diverse culture are evident in its charming, vibrant downtown and in its captivating waterfronts. The downtown is a celebration of Arnprior's heritage, the home of varied and unique shops, and a gathering place of its proud townsfolk. The heart of Arnprior is linked to its renowned waterfronts, which draw tourists, boaters and residents alike to its captivating mix of special public and private spaces and amenities. Arnprior's strong economic base boasts world-class clean industries, a full range of businesses, services and shopping, and a steady supply of affordable housing, all at competitive tax rates.

Arnprior is the focal point of the valley's arts and cultural communities, as well being the region's four-season centre of recreation and sports. Arnprior attracts business and tourism visitors from afar with its enviable harmony of healthy lifestyle, bustling businesses, and small town charm, facts already well known to its highly skilled and diverse labour force. Through enlightened civic leadership, a strong community volunteer base and an engaged youth community, Arnprior has become the model small town others in Canada wish to emulate.

HOW WILL WE GET THERE?

To achieve the vision, the Arnprior community and Council must take progressive and incremental actions. The Town should set priorities, work with the community, invest its resources effectively, and review its progress and priorities from time to time.

There were a number of strategic themes that became evident during the strategic planning process, within which specific actions can be carried out to move towards achievement of the vision. The five themes are presented below, and the specific actions to be implemented are outlined in the strategic plan.

- *Revitalization, Development, & Investment*
- *Housing*
- *Transportation & Communications Infrastructure*
- *Activating the Community & Improving Quality of Life*
- *Promotion & Marketing*

The Strategic Plan recommends the following as the highest priorities for Arnprior:

- The revitalization of the downtown, exemplifying the history and heritage of Arnprior, and with strong connections to the waterfronts;
- The tasteful, high quality mixed-use (public/private) development of the waterfronts;
- That these two priorities be acted upon within the context of an overall theme that would: thematically link the development of the downtown, waterfronts, arts and culture, as well as other Town developments; and provide the basis for the future promotion of Arnprior's identity.

1 Introduction

The Town of Arnprior has long been the gateway to the upper Ottawa River Valley and the County of Renfrew. Located at the mouth of the Madawaska River, Arnprior has a long and glorious history. A central location for the logging and timber industry a century ago, the Town has grown and prospered. Over the past forty years, many industries made Arnprior their home providing a residential to business tax ratio that was the envy many towns across Ontario of similar size. Arnprior has kept its identity as an independent, well-organized and well-run municipality. Councils past have provided positive direction and again this Council wishes to provide leadership, through the strategic planning process, to establish a community vision that will move Arnprior forward into the future.

Municipal governments across Ontario are facing unprecedented challenges. Amidst increasing demands and expectations from taxpayers, many local governments face devolved responsibilities from the Ontario government, without the associated resources. Although inflation increases the costs of providing municipal services, local government ratepayers are intolerant of tax or user fee increases. Rapid economic, environmental, political and technological changes demand that local governments be capable of swift and continuous response and improvement – Arnprior included.

A major component of a successful strategic plan is strong leadership. If the community is to believe in and continue participating in the process, they must see that it is important to those who play a leading role in the community. Clearly, Arnprior Council provides this important lead role.

A community strategic plan should provide a practical, workable plan for the Town that is easy to understand by Council, Town staff and citizens. It should reflect the values of the community and should not favour one group over any other. The plan should provide guidance for Council deliberations for a period of at least five years and give the population at large some comfort with respect to the aspirations of the Town in the immediate future. Once the plan is complete, Council, staff and citizens should have a clear picture of the future development of their community. As well, everyone should also see clearly that they did indeed have an opportunity for dialogue and their suggestions were considered.

“Strategic planning is a way of managing our future, by determining where we are now, where we want to be in the future, and how we are going to get there”.

This strategic plan for the Town of Arnprior was subject to public and stakeholder input before being finalized and approved by Council. Council will make many important decisions in the coming few years, and it is therefore critical that the strategic plan provide sufficient direction to inform the direction of these Council decisions.

2 Where Are We Now?

The strategic planning process started with an examination of Arnprior's current situation. To develop a thorough understanding of Arnprior today, Council insisted upon encouraging every person, organization and business with an interest in the future of Arnprior to put forward his or her thoughts. In total, over 500 people contributed. Input was received from seniors, students, sports clubs, staff, politicians, businesses, service groups and more.

An easy way to describe "where we are now", is by answering the questions:

- What are Arnprior's strengths?
- What are Arnprior's weaknesses?
- What opportunities do you think the Arnprior community should take advantage of?
- What do you see as the greatest threats to Arnprior becoming the town you want it to be in 10 years from now? Are there any other issues you feel should be addressed in the future?

These in fact were the questions asked during the public participation process for the strategic plan. A brief overview of common responses is provided below. For a complete listing of all comments received, please refer to "Arnprior Strategic Plan: Compilation of Comments Received through the Community Consultation Process", which is available at the Library.

2.1 Strengths

One of the most frequently mentioned strengths was the fact that Arnprior is set in a location of natural beauty, being at the confluence of two rivers, with a third river nearby. Being close to Ottawa, and the extension of the Highway 417, were also frequently seen as positives (with potential negative impacts), making the City convenient and quick to travel to. Frequently mentioned was the fact that Arnprior is a friendly, caring community with a strong volunteer base. People enjoy its small town atmosphere, and appreciate its solid and diverse industrial base. Parks, the Civic Centre, diverse recreation and sports activities, as well as up to date sewage and water treatment facilities were seen as positive attributes of Arnprior. The quality of health care facilities and the hospital were viewed to be very positive contributions to the quality of life in Arnprior.

2.2 Weaknesses

Some of the most frequently mentioned weaknesses include the lack: of apartments; of rental housing stock; and of housing choices in general; accompanied by a concern about the limited land available for residential development. There is also serious concern about the ability of Arnprior to continue to be a home for its senior citizens. Arnprior lacks facilities to offer a full progression of care, with an acute shortage of long term care beds. While there have been some notably positive exceptions, people are generally disappointed with the physical appearance and what the downtown has to offer.

In addition, the lack of shopping choices (lack of product variety) and lack of fine restaurants in Arnprior were frequently mentioned. The conditions of roads, sidewalks, sewers, water pipes and rail crossings are also of concern. While having a good industrial base, the fact that the industrial base is not growing, as well as the lack of active promotion to help it grow, was often raised. While the volunteer base was seen as a strength, there is a feeling of growing apathy – that “nobody gets involved anymore”. It is felt that that community leadership is lacking, and that leaders who do step forward, do not get supported.

2.3 Opportunities

The development of the waterfronts and Robert Simpson Park, and improving the beaches were frequently mentioned as prime opportunities. The revitalization of the downtown, by keeping heritage buildings and enhancing the downtown’s historic character was viewed as a substantial opportunity. With the improvement of these assets (along with all the sports activities available), people thought that Arnprior would do very well promoting itself as a tourist destination. Additional residential land development in or nearby Arnprior was viewed as an opportunity, and one that must be planned and developed in co-operation with neighbouring municipalities. At the same time however, people did not want to lose the small town feel, and thought that the marketing and attraction of new industrial, commercial and high tech businesses were at least part of the answer to not simply becoming another bedroom community. There was a desire to more actively engage the youth of the community, and that the attraction of a variety of new businesses would also provide the job opportunities necessary for the youth to remain in Arnprior.

2.4 Threats

It is customary for people to articulate threats as being from outside their community. Interestingly most of the threats that people spoke of, were issues within the control of the Arnprior community, and many were related to people themselves (or their decisions). For example, it was common to hear that people are: too negative; always say no; live in the past; or lack a positive attitude. Or that Council may fail the community by a lack of long term planning and/or lack of vision. Other threats related to a lack of decision-making or commitment such as not resolving the residential land development issue or insufficient commitment to take full advantage of Arnprior’s prime location by revitalizing the downtown, the waterfronts and Robert Simpson Park. Inappropriate decisions could also result in faulty or inadequate infrastructure, expansion that is too rapid and without proper planning and control, or Arnprior becoming just another bedroom community. Lack of attention and resources from the County was viewed as a threat. Arnprior residents continuing to shop elsewhere hinder Arnprior’s economic viability. Meanwhile the threat of an economic downturn or industry closures also threaten Arnprior’s local economy.

3 Where Do We Want To Be In The Future?

A vision statement for Arnprior is a clear and compelling visual image of the Town, 8-10 years from now. It provides a concrete description of the ideal, yet realistic future of Arnprior, stated in the present tense. The vision must be both desirable and challenging, so that it inspires and motivates townspeople, staff and Council to work harmoniously to achieve Arnprior's full potential. The vision statement has been prepared with public input responding to the question "Describe the type of town you would like Arnprior to be in 10 years from now", and with the input of the volunteers who worked on the process.

Arnprior in the year 2010

Situated at the picturesque convergence of the Madawaska and Ottawa Rivers, Arnprior's rich history, heritage and diverse culture are evident in its charming, vibrant downtown and in its captivating waterfronts. The downtown is a celebration of Arnprior's heritage, the home of varied and unique shops, and a gathering place of its proud townsfolk. The heart of Arnprior is linked to its renowned waterfronts, which draw tourists, boaters and residents alike to its captivating mix of special public and private spaces and amenities. Arnprior's strong economic base boasts world-class clean industries, a full range of businesses, services and shopping, and a steady supply of affordable housing, all at competitive tax rates.

Arnprior is the focal point of the valley's arts and cultural communities, as well being the region's four-season centre of recreation and sports. Arnprior attracts business and tourism visitors from afar with its enviable harmony of healthy lifestyle, bustling businesses, and small town charm, facts already well known to its highly skilled and diverse labour force. Through enlightened civic leadership, a strong community volunteer base and an engaged youth community, Arnprior has become the model small town others in Canada wish to emulate.

4 How Will We Get There?

To achieve this vision, Arnprior must take steady and incremental steps, moving it closer and closer to the desired future state. The town must set priorities, and carefully invest its resources, and review its progress from time to time. There are a number of strategic themes that became evident during the strategic planning process, within which specific actions can be carried out to move towards achievement of the vision. The five themes are presented here, followed by specific actions to be implemented.

Revitalization, Development, & Investment Strategies:

These strategies will guide the physical and economic development of Arnprior as a Town, supported by investments from both the public and private sectors.

Housing Strategies:

These strategies support the development of residential housing to meet the needs of both current and future residents of Arnprior.

Transportation & Communications Infrastructure Strategies:

These strategies ensure the provision of transportation and communication infrastructure elements important to Arnprior's future.

Activating the Community & Improving Quality of Life Strategies:

These strategies encourage the community's participation in Arnprior's future, and seek to improve Arnprior's quality of life.

Promotion & Marketing Strategies:

These strategies seek to inform people and companies beyond Arnprior's boundaries, of all that Arnprior has to offer.

The Strategic Plan recommends the following as the highest priorities for Arnprior:

- The revitalization of the downtown, exemplifying the history and heritage of Arnprior, and with strong connections to the waterfronts;
- The tasteful, high quality mixed-use (public/private) development of the waterfronts;
- That these two priorities be acted upon within the context of an overall theme that would: thematically link the development of the downtown, waterfronts, arts and culture, as well as other Town developments; and provide the basis for the future promotion of Arnprior's identity.

4.1 Revitalization, Development, & Investment Strategies

The Downtown

Revitalization outcome we wish to achieve is:

A revitalized downtown that exemplifies the history and heritage of Arnprior. The downtown has strong connections with the nearby waterfront developments.

The actions we need to take:

1. That Council debate, and with community input and support, approve overall theme for Arnprior that would: thematically link the development of the downtown, waterfronts, and arts/cultural developments; and provide the basis for the future promotion of Arnprior's identity.
2. Council to approve the revitalization of the downtown as one of two top priorities in the strategic plan.
3. That Council establish a Downtown Revitalization Committee to plan and carry out revitalization initiatives to increase private (commercial and residential) and public investments in the downtown, and that Council supply the necessary resources to complete its tasks.
4. That Council consider designating the downtown as a Community Improvement Area under sections 28-33 of The Planning Act.
5. That Council and the Downtown Revitalization Committee consider a comprehensive series of initiatives similar in nature to those established in the City of Cambridge under the direction of their "Core Areas Revitalization Advisory Committee". These initiatives could include:
 - Setting standards for signage and façade revitalization;
 - River integration project;
 - DesignGuide, a grant program to fund a portion of architectural fees for the improvement/renovation/ restoration of facades;
 - Building Revitalization program, an interest free loan for 50% of costs to improve buildings;
 - Streetscape Improvement Program to improve publicly-owned property downtown;
 - Downtown parking strategy;
 - "Customer service orientation" information/seminars for retailers and their employees;
 - Development of key anchor entertainment and cultural facilities;
5. Town staff to work with the BIA to identify parking supply and to ensure that business owners and employees do not utilize on-street parking.
6. Council to approve the marking of parking spaces on downtown streets.
7. Council to consider angle parking on one side of John St. N.
8. That Council enforce the parking by-law.
9. That Council initiate and coordinate a redesign of the municipal lot with adjacent owners to integrate the entire parking lot for better access and efficiency.
10. That Council consider purchasing additional land for parking in the downtown.
11. Any other development incentives considered appropriate.

Revitalization, Development, & Investment Strategies

The *Waterfront Development* outcome we wish to achieve is:

The tasteful and high quality mixed-use development of the Ottawa and (both) Madawaska River frontages is a prime attraction in the Ottawa Valley for the enjoyment of residents, tourists, and boaters. The waterfronts are connected to the downtown through pedestrian linkages, heritage trails, open spaces and signage. Uses to include open space & parkland, beaches, marina, commercial & residential, and arts/cultural and sports/lifestyle venues.

The actions we need to take:

1. Council to approve the development of the waterfronts as one of two top priorities in the strategic plan, and to provide direction on the “theme” for its development (and perhaps theme for the town as a whole).
2. That Council engage the services of an experienced organisation to develop concept plans for waterfront development (the Carleton University School of Architecture is one example).
3. That Council establish a Waterfront Development Committee to ensure the comprehensive planning of the waterfronts, and to investigate initiatives to increase private and public investments in the waterfronts (including public-private partnerships), and that Council supply the necessary resources to complete its tasks.

The *Economic Development* outcome we wish to achieve is:

Arnprior is recognised as an economically self-sufficient small town through its successful efforts in developing and diversifying the local economy. Arnprior is not a bedroom community of Ottawa.

The actions we need to take:

1. That Council approve a permanent and professional economic development program responsible for encouraging and assisting in the development and diversification of Arnprior’s economy.
2. That Council:
 - a. recognise the airport as a potential engine of growth for Arnprior;
 - b. establish or re-affirm an airport development committee;
 - c. and provide the necessary support for the further development of the airport and the surrounding lands as recommended by the committee

Revitalization, Development, & Investment Strategies

The Infrastructure Investment outcome we wish to achieve is:

That the Town of Arnprior assertively plan for, and provide:

- The infrastructure required to support new growth;
- Investment in life cycle maintenance and replacement of existing infrastructure.

The actions we need to take:

1. That Council approve:
 - a. A long-term plan to support future development both within the current Arnprior boundary, as well as to the future development limits outside of the current Arnprior boundary;
 - b. That the planning for the development of lands currently outside of the Arnprior town limits be done jointly with neighbouring municipalities;
 - c. A capital asset renewal/replacement plan, schedule and budget;
 - d. Investigation of cost-effective and “state of the art” infrastructure alternatives.

4.2 Housing Strategies

The Affordable Housing Supply outcome we wish to achieve is:

A steady supply of affordable housing to reach a population of 10-12,000 by 2010.

The actions we need to take:

1. Council must actively encourage housing development.
2. Council and Town staff must work out infrastructure and services solutions to permit housing to be developed in immediately adjacent communities.
3. Council must be prepared to enter partnerships (public or private) to ensure housing development occurs.
4. Council must pursue a local government restructuring in the longer term.

The Housing Mix outcome we wish to achieve is:

A housing mix with a balance of rental to ownership, in the low, mid and upper price ranges.

The actions we need to take:

1. Council consider lobbying for changes to the present property tax assessment system that discourages the development of rental properties (ie. lower the multi-residential ratio).
2. After consulting the housing development industry, Council must take specific actions to assist in reducing the private sector risk associated with the provision of rental housing stock.
3. Ensure the Town Official Plan and zoning by-law encourage the desired housing mix.
4. After consulting the housing development industry, Council must take specific actions to encourage the provision of the desired housing mix.

Housing Strategies

The *Seniors Housing* outcome we wish to achieve is:

A variety of housing choices for seniors to accommodate the full range of needs.

The actions we need to take:

1. Council and Town staff to consult with private sector and senior governments to develop an action plan to ensure an adequate stock of seniors housing is provided (both in terms of quantity and to ensure the full range of care and needs are met).
2. Council to implement action plan.

The *Demographic* outcome we wish to achieve is:

A community capable of retaining its “under 40” population.

The actions we need to take:

1. Council to determine what the “under 40” Arnprior residents need and/or want in their community, and develop an action plan to address those needs.
2. Council to implement the action plan.

4.3 Transportation & Communications Infrastructure Strategies

The Highway 417 outcome we wish to achieve is:

The extension of the 417 past Arnprior will be complementary and supportive of the overall vision of Arnprior, without major negative impacts during or after construction. (This will be achieved by having a design that fully addresses the needs and concerns of all stakeholders.)

The actions we need to take:

1. Council to assign a lead role to someone with the time, skills, resources and long term commitment to see the project through to the end.
2. Contact all stakeholders and undertake a consultation process which:
 - Informs all stakeholders of current plans, timing, temporary roads, other issues, etc;
 - Encourages identification of issues and concerns;
 - Consolidates concerns/issues and works with MTO to address them;
 - Informs the community of final plans, timing, etc.
 - Addresses other issues as detailed in the Transportation/Communications Task Group's report.

The Rail Crossings outcome we wish to achieve is:

Arnprior has a limited number of well-maintained, signalized rail crossings protected with barriers.

The actions we need to take:

1. Council to work with CPR to reduce the number of crossings and improve the roadbed, signalization and barriers at each crossing.

Transportation & Communication Strategies

The *Internet Access & Cellular Communications* outcome we wish to achieve is:

Arnprior has high-speed/broadband internet access at competitive rates and an effective cellular communications network.

The actions we need to take:

1. Council to assign a lead role to investigate and take appropriate action.
2. Council to take any appropriate actions required to support the introduction of high-speed/broadband affordable internet access, and to improve the quality of cellular phone communications in the area.

The *Commuter Rail* outcome we wish to achieve is:

Arnprior is connected to Ottawa by rapid rail transit when there is sufficient market demand.

The actions we need to take:

1. That Council carefully consider the impact of commuter rail on Arnprior, particularly on the desire not to become a “bedroom community” of Ottawa. That if Council deems pursuit of this outcome to be desirable, that it first reviews any previous commuter rail usage projections and feasibility reports. If there appears to be sufficient market feasibility, the following actions should be taken:
 - Council to assign a lead role to someone with the time, skills, resources and long term commitment to see the project through to the end.
 - The person with the lead role is to establish a working group of stakeholders with a mandate to research, confirm or determine the feasibility, and subsequently to develop a business plan to establish a rapid rail transit system to Ottawa.
 - Council to support the working group with the funding and resources required to achieve the above actions.

4.4 *Activating the Community & Quality of Life Strategies*

The *Communications* outcome we wish to achieve is:

Townspople consider themselves to be well-informed and actively engage in dialogue on community issues and aspirations, as well as actively participate in all aspects of the community.

The actions we need to take:

1. That Council establish a communications mandate responsible for gathering and presenting information in an informative and effective manner;
2. That Council provide the necessary resources to carry out the mandate (part-time communications officer).

The *Public Involvement* outcome we wish to achieve is:

Increase public involvement, the flow of ideas, networking and commitment to support and participate in the overall development of Arnprior as suggested in this Strategic Plan. Community input is valued and considered.

The actions we need to take:

1. Councillors and influential community leaders must inspire people by personal presentation of the convincing visionary objectives of the strategic plan.
2. That Council support/sponsor leadership development programs, and regularly recognise volunteer efforts.
3. The Town to build a critical mass of support for directions of the Strategic Plan by encouraging networking and consensus building across a number of organizations and businesses
4. Clear consistent communication to all community leaders regarding strategic plan implementation.
5. A Strategic Plan, and its implementing actions must be measured and monitored to ensure achievement.
6. Community leadership with Town support, to provide children's programming and facilities, thereby developing a sense of safety and belonging to the Town.
7. Community leadership with Town support, to utilize inspiring programmes and facilities to serve, and to encourage service from teens and young adults.
8. Provide information to the aging population to help them with social, volunteer and leisure aspirations within Arnprior.

Activating the Community & Quality of Life Strategies

The Arts & Cultural outcome we wish to achieve is:

A greater awareness and appreciation for the development of a unique “small town” cultural life in Arnprior.

The actions we need to take:

1. That the Town and community support an annual Arnprior appreciation event to celebrate Arnprior’s heritage and history
2. That Council establish a Arts Facility Committee with a mandate to:
 - a. Raise awareness that broad cultural expression requires an appropriate facility in Arnprior, just as ice sports and swimming require an appropriate facility;
 - b. Build broad community consensus on the desire for such a facility and to prepare potential funding schemes;
 - c. Investigate the development of an arts facility as part of a downtown or waterfront development project;
 - d. Secure funding sources for this facility;
 - e. Ensure the completion of the project and that an appropriate management structure is in place once built.

The Environmental outcome we wish to achieve is:

A greater awareness and appreciation for the environment in Arnprior.

The actions we need to take:

1. That the Town, organizations, businesses, and industries make the public aware of special precautions to preserve the environment.
2. That the Town decisions related to cleaning, maintenance, repairs or beautification should attempt to model responsibility, care and ownership, perhaps by involving the community where feasible.
3. That wherever possible, the Town should assist in strengthening the joint efforts of the community and the police force.
4. The Town should ensure that as many useful, well cared for recreational spaces as possible are available year round.

4.5 Promotion & Marketing Strategies

The Promotion & Marketing outcome we wish to achieve is:

Arnprior is well-known beyond its boundaries as the friendly small town with quality of lifestyle, business opportunities and amenities for all. More specifically, Arnprior is known for its “theme”, supported by a unique combination of the following (once the product is ready):

- A charming and vibrant downtown;
- Captivating, interesting and active waterfronts;
- A diverse base of businesses and employment opportunities;
- Being the home of a well-developed arts and cultural communities;
- Being the four-season centre of sports and recreation;
- Being a home for all ages of actively engaged people.

The actions we need to take:

1. That Council actively seek public input on the development and approval of an Arnprior “theme” for future development.
2. The theme would provide the basis for promoting and marketing those aspects of Arnprior considered most positive and attractive:
 - a. Appropriate information is gathered that is of interest and value for designated targeted groups;
 - b. Preparing professional information packages to market Arnprior as a product;
 - c. Promote a niche market, tourist attraction or lifestyle highlight, that complements the advantages and resources of Arnprior, and which also furthers the vision of Arnprior (from bulleted list at left for example);
 - d. Disseminating the information and undertaking a targeted marketing campaign.

5 How will we measure our progress?

To achieve the Town’s vision will take time and effort. To gauge how we are progressing towards that vision, this section provides a number of progress measurements for each of the outcomes in this strategic plan.

Revitalization, Development, & Investment Strategies:

Outcome	Progress Measures
<p><i>Downtown Revitalization</i> A revitalized downtown that exemplifies the history and heritage of Arnprior. The downtown has strong connections with the nearby waterfront developments.</p>	<ol style="list-style-type: none"> 1. Council’s approval of a theme to provide direction to the Town’s development, particularly its downtown, waterfronts and other arts/cultural developments. 2. Council’s approval of downtown revitalization as a top priority. 3. Council’s approval of: <ol style="list-style-type: none"> a. A Downtown Revitalization Committee; b. Sufficient resources to complete the tasks. 4. Consideration by Council of the benefits of designating the downtown as an improvement area. 5. Number of: <ol style="list-style-type: none"> c. programs initiated to revitalize the downtown; d. number of improvements made as a result of these initiatives. 5. All on-street parking spaces are available for shoppers/visitors to downtown, with no employees/owners parking on-street. 6. Parking space markings completed. 7. Angle parking implemented. 8. On-going enforcement of time violations.
<p><i>Waterfront Development</i> The mixed-use development of the Madawaska and Ottawa River frontages is a prime attraction in the Ottawa Valley for the enjoyment of residents, tourists, and boaters.</p>	<ol style="list-style-type: none"> 1. Council’s approval of a “theme” and waterfront development as a top priority. 2. That concept plans for the mixed-use development of the waterfronts have been developed. 3. Council’s approval of <ol style="list-style-type: none"> a. A Waterfront Development Committee; b. Sufficient resources to complete the tasks.
<p><i>Economic Development</i> Arnprior is recognised as an economically self-sufficient small town through its successful efforts in developing and diversifying the local economy.</p>	<ol style="list-style-type: none"> 1. Council approval of a permanent and professional economic development program. 2. Council resolutions: <ol style="list-style-type: none"> a. recognising the airport as a potential engine of growth; b. establish or re-affirm an airport development committee; c. and approval of the necessary support as requested.

<p>Infrastructure Investment That the Town of Arnprior assertively plan for, and provide:</p> <ol style="list-style-type: none"> a. The infrastructure required to support new growth; b. Investment in life cycle maintenance and replacement of existing infrastructure. 	<ol style="list-style-type: none"> 1. Council approval of: <ol style="list-style-type: none"> a. An infrastructure servicing plan for development within and outside Arnprior (prepared jointly with neighbouring municipalities for land outside of Arnprior); b. A capital asset renewal/ replacement plan, schedule, and budget; 2. A report on cost-effective and “state of the art” infrastructure alternatives.
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Housing Strategies:

Outcome	Progress Measures
<p>Affordable Housing Supply A steady supply of affordable housing to reach a population of 10-12,000 by 2010.</p>	<ol style="list-style-type: none"> 1. Number of actions per year that are viewed by the general public as being a proactive encouragement to increase the housing supply. 2. Number of development areas outside of Arnprior that Council has entered into agreements for the provision of infrastructure and other municipal services. 3. Number of partnerships Council has entered into in order to increase the housing supply. 4. Number of positive steps taken towards municipal government re-structuring.
<p>Housing Mix A housing mix with a balance of rental to ownership, in the low, mid and upper price ranges.</p>	<ol style="list-style-type: none"> 1. Evidence of sustained Council actions to have the current system changed. 2. Council has consulted the housing development industry to determine how it can assist in reducing the risk and in increasing the supply of rental housing. 3. Amendments to Official Plan and zoning to encourage desired housing mix. 4. Number of Council actions taken after industry consultation.
<p>Seniors Housing A variety of housing choices for seniors to accommodate the full range of care and needs.</p>	<ol style="list-style-type: none"> 1. An action has been developed to provide a variety of housing choices for seniors, accommodating the full range of care and needs.
<p>Demographic Profile A community retaining its “under 40” population.</p>	<ol style="list-style-type: none"> 1. Action plan completed after survey/consultations. 2. All actions implemented.

Transportation & Communications Strategies:

Outcome	Progress Measures
<p>Highway 417 The extension of the 417 past Arnprior will be complementary and supportive of the overall vision of Arnprior, without major negative impacts during or after construction.</p>	<ol style="list-style-type: none"> 1. Appropriate person assigned by Council, with sufficient resources and support to carry out duties. 2. Consultation process is successfully completed as detailed, and the desired outcome is achieved.
<p>Rail Crossings Arnprior has a limited number of well-maintained, signalized rail crossings protected with barriers.</p>	<ol style="list-style-type: none"> 1. Reduced number of crossings with remaining crossings improved at the roadbed, and equipped with signals and barriers.
<p>Internet Access/Cellular Communications Arnprior has high-speed internet access at competitive rates, and effective cellular communications.</p>	<ol style="list-style-type: none"> 1. Lead role for internet service assigned by Council. 2. Arnprior has high-speed/broadband internet access at rates comparable to those available in Ottawa, and improved cellular communications.
<p>Commuter Rail Arnprior is connected to Ottawa by rapid rail transit.</p>	<ol style="list-style-type: none"> 1. Council has considered and debated the relative merits of commuter rail service to Ottawa. 2. If deemed to be in Arnprior’s best interests, that any feasibility and market studies were reviewed, and if there appears to be market feasibility, the following actions were taken: <ul style="list-style-type: none"> • Lead role for commuter rail assigned by Council. • The following work has been completed: <ul style="list-style-type: none"> ○ Working group established. ○ Research completed. ○ Feasibility report forwarded to Council and appropriate stakeholders. • If feasibility is confirmed, a business plan is forwarded to Council and appropriate stakeholders. • Working group had sufficient resources required to complete recommended actions.

Activating the Community & Improving Quality of Life Strategies:

Outcome	Progress Measures
<p>Communications Townspeople consider themselves to be well-informed and actively engage in dialogue on community issues and aspirations, as well as actively participate in all aspects of the community.</p>	<ol style="list-style-type: none"> 1. Council has approved the following: <ol style="list-style-type: none"> a. A communications mandate; b. The necessary resources to carry out the mandate.
<p>Public Involvement Increase public involvement, flow of ideas, networking and commitment to support and participate in the overall development of Arnprior as suggested in this Strategic Plan. Input is valued and considered.</p>	<ol style="list-style-type: none"> 1. Number of people that have been inspired the vision of the strategic plan as a result of the efforts of Councillors and influential community leaders. 2. Number of people participating in leadership development programs. 3. Number of volunteer recognitions by Council. 4. Broad community consensus on the strategic plan and commitment to its implementation. 5. Community leaders have a clear understanding of what is expected of them. 6. Actions taken to implement the strategic plan contribute to the achievement of the strategic plan vision. 7. Number of children’s programs and facilities supported by the Town and community leadership. 8. Number of programs and facilities supported by the Town and community leadership that serve, and encourage service from teens and young adults. 9. The % of senior citizens that feel they have received sufficient information to help them with social, volunteer and leisure aspirations in Arnprior.
<p>Arts & Culture A greater awareness and appreciation for the unique “small town” cultural life in Arnprior.</p>	<ol style="list-style-type: none"> 1. An annual Arnprior appreciation event is successfully organized. 2. That Council established an Arts Facility Committee with the appropriate mandate.
<p>Environmental A greater awareness and appreciation for the environment in Arnprior</p>	<ol style="list-style-type: none"> 1. Number of times per year that there is media coverage of special precautions to preserve the environment in Arnprior. 2. Number of times per year that the community is involved in cleaning, maintenance, repairs or beautification of public property. 3. Number of times per year that the Town directly supports joint efforts of the community and the police force.

Promotion & Marketing Strategies:

Outcome	Progress Measures
<p>Promotion & Marketing Arnprior is well-known beyond its boundaries as the friendly small town with a unique combination of quality of lifestyle, business opportunities and amenities for all.</p>	<ol style="list-style-type: none"> 1. A promotion and marketing programme is underway through the completion of: <ol style="list-style-type: none"> a. Council has approved a “theme” for the Town that is publicly supported, and which provides the basis for promoting Arnprior (the same theme that links the development of downtown, waterfronts and arts/cultural developments); b. Information gathering completed; c. Professional information packages have been prepared; d. Specific niche markets, attractions or lifestyle highlights are being marketed (when the “product” is considered ready); e. Information dissemination and targeted marketing is being carried out.