

Town of Arnprior

Community Improvement Plan Update

Final Background Report

November 2021





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Town of Arnprior

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1 Introduction

1.1 What is a Community Improvement Plan?

A CIP is a planning and economic development tool for municipalities to promote community revitalization. A CIP often serves as a catalyst for achieving goals related to economic development, community planning and desirable revitalization. Municipalities use CIPs to enable a wide range of policies and financial incentive programs that encourage private investment, and support strategic municipal initiatives. Effective CIPs are responsive to local needs, priorities and opportunities within designated community improvement areas. They can provide a range of benefits for a community, including:

- Stimulating private sector investment in targeted areas through grants and loans provided by the Town;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of brownfield sites;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility; and
- Improving energy efficiency and other green development strategies.

The Town of Arnprior adopted a CIP in 2011. Since the adoption of this CIP, there have been a number of changes to provincial planning legislation and policy, as well as municipal conditions. The Town of Arnprior has grown significantly since the completion of the 2011 CIP. Growth, coupled with sustained positive economic development outcomes such as new business and investment in infrastructure signals an opportunity to revisit and update the CIP.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting private landowners. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Municipalities may establish incentives that offer grants or loans to landowners or tenants to pay for eligible costs, and property tax assistance for environmental remediation purposes.

A municipality's Official Plan must establish policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a CIP project area. Under Section 28 of the Planning Act, once an area has been designated a Community Improvement Project Area (CIPA), a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the costs of improvements to eligible properties.

A key component of a CIP is the eligibility criteria for its grant or loan programs, which are tailored to the municipality and establish the conditions by which an application for a financial incentive will be evaluated. By applying these eligibility criteria to applications for financial incentive programs, the CIP can advance a wide range of planning, urban design, and economic development objectives.

Municipalities may also incorporate a “municipal leadership strategy” into a CIP to identify other actions, programs, capital projects, and policies that may assist in revitalizing target areas. A municipal leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g., changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

The success of a CIP will require a strong marketing strategy, a monitoring program, and periodic reviews of the financial incentive programs to determine their continued relevancy and any required adjustments to better meet current and anticipated economic conditions and trends.



Image Source: Town of Arnprior

1.2 Purpose of this Report

The purpose of this Background Report is to outline the framework on which to develop the Town of Arnprior’s CIP update. This report is intended to facilitate discussion and to assist the business community and residents in providing feedback to inform the details of the CIP. The CIP will include input and recommendations received from Council, the Town’s Marketing and Economic Development Officer, the Community Development Advisory Committee, the public, and other interested parties received through written comments and engagement events. The preparation of the CIP will be based on the information contained herein, although the CIP may be refined beyond the preliminary recommendations identified in this report.

This Background Report is organized as follows:

- **Section 1** outlines the legislative, policy, and regulatory framework for the preparation of the CIP update;

- **Section 2** presents a summary of the community engagement completed to date;
- **Section 3** presents an overview of the current Arnprior CIP, including its implementation to date;
- **Section 4** presents a vision for the Town's updated CIP and its goals;
- **Section 5** presents the potential Project Area and precincts;
- **Section 6** presents potential changes to update the Town Leadership Programs;
- **Section 7** summarizes potential program options, including financial incentive programs;
- **Appendix A** includes a summary of the Community Survey results.
- **Appendix B** includes a summary of the Business Survey results.

1.3 Community Profile

The Town of Arnprior is located in the County of Renfrew at the confluence of the Madawaska River and the Ottawa Rivers. It is approximately 67 km West of Ottawa, and on Highway 417 as illustrated in **Figure 1-1**. Highway 417 was expanded to Arnprior in 2012. Arnprior hosts a wealth of trails, parks and waterfront. The municipality can be described as the 'gateway to the Ottawa Valley'.

Geographically, the Town occupies a total land area of 13.07 km² (Statistics Canada, 2016). According to the 2016 Census (Statistics Canada), the population of the Town of Arnprior was 8,795, which represents an increase of 8.4% from the year 2011. The Arnprior 2015 Official Plan anticipates growth by the 2036 planning horizon to a population of 8,795 to 11,733 (Arnprior Official Plan, 2017).

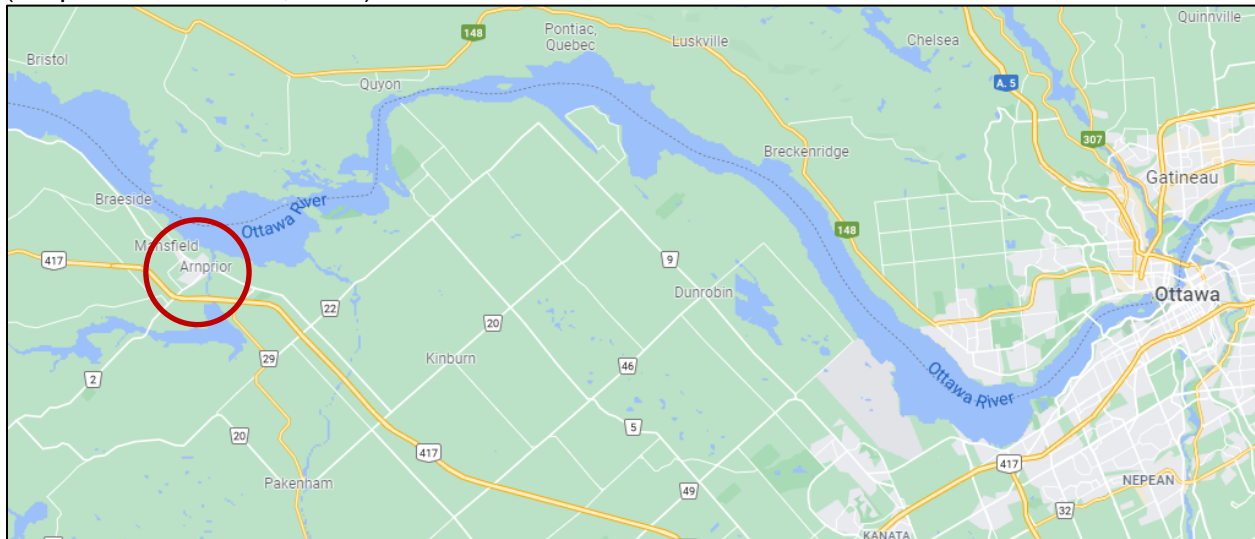


Figure 1-1: Town of Arnprior, in relation to Ottawa (Google Maps, 2021)

1.4 Planning Act

The Planning Act outlines the tools, methods and processes that municipalities can use to plan for and regulate the use of land and buildings in Ontario. The Act also outlines the powers that municipalities can exercise through a Community Improvement Plan.

Section 28 (1) of the Planning Act defines community improvement as:

“...the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

Section 28 of the Planning Act allows municipalities whose Official Plans contain provisions regarding community improvement to prepare and adopt Community Improvement Plans for designated Community Improvement Project Areas (Section 28 (2)).

A Community Improvement Project Area is the area to which the Community Improvement Plan applies, and is passed as a by-law of Council (Section 28 (3)). The area can be designated based on criteria, including:

“...age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons.”
(Section 28 (1))

The broad nature of the definition provides municipalities with the flexibility to address specific local community improvement issues, such as downtown or main street revitalization, as well as issues that are more generally present in a municipality at large, such as the presence of brownfield sites.

Where a by-law designating a community improvement project area has been passed, Council may adopt a plan in accordance with certain subsections of Section 17 of the Planning Act. Section 17 outlines the statutory process for adopting the document, including the provision of at least one public meeting, which must be held no earlier than 20 days after publishing the notice of the public meeting and making the Community Improvement Plan publicly available for review. Under Section 17(15) of the Planning Act, the Ministry of Municipal Affairs and the upper-tier municipality, if applicable, must be consulted during the preparation of a Community Improvement Plan.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to help pay for eligible costs. “Eligible costs” are broadly defined to include:

“costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities” (Section 28(7.1)).

Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)). The Planning Act also contains provisions that allow the municipality to enter into agreements concerning any grants or loans it may issue, and permit the municipality to register the agreement against the title of the land (Section 28(11)).

Once Council is satisfied that a Community Improvement Plan has been carried out, Council may pass a by-law to dissolve the Community Improvement Project Area. Following the dissolution of the project area, any previously effected Community Improvement Plans are rendered non-applicable (Section 28(13)).

1.5 Municipal Act

The Municipal Act prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (Section 106(1)). Prohibited actions include:

- a) giving or lending any property of the municipality, including money;
- b) guaranteeing borrowing;
- c) leasing or selling any property of the municipality at below fair market value; or
- d) giving a total or partial exemption from any levy, charge or fee. (Section 106(2))

Section 106(3) of the Municipal Act provides an exception to the above, indicating that a municipality may exercise powers under Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act.

By providing an exception to Section 106(1), the Municipal Act grants a municipality powers and tools for community improvement. These include tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (e.g., a former gas station). Section 365.1 of the Municipal Act enables municipalities to provide property tax assistance to eligible properties to offset all or part of the remediation costs. The Municipal Act also grants municipalities the authority to cancel or defer the municipal portion of property taxes on eligible properties.

It is noted that this section of the Municipal Act does not specifically address the provision of financial assistance to residential properties. Typically, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for specific types of residential properties (e.g., to help maintain historic residential properties or create new residential units).

Municipalities may also apply to the province to match the municipal tax rebate with the education portion of the property tax through its Brownfields Financial Tax Incentive Program (BFTIP). The program allows the province to cancel all or part of the education property taxes of a property for up to three years. However, program applicants must obtain approval from the Minister of Finance, and there must be a Community Improvement Plan in place for the property before they may apply. Municipalities interested in the BFTIP program should be aware that the application process can be complex and the turnaround time for a decision from the province can be considerable. However, the program should be considered for inclusion in the Community Improvement Plan. To understand if a BFTIP is functional for the Town, a BFTIP could be pursued by the Town on behalf of a landowner in a “trial run” and, if the process is too onerous, cease to use the program.

Section 107 of the Municipal Act outlines a municipality’s powers to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in Section 106. Additional powers include:

- Selling or leasing land for nominal consideration, or granting land;
- Providing land owned and occupied by the municipality for use by anyone, upon terms established by council; and
- Selling, leasing, or disposing of any municipal property at a nominal price, or by way of a grant, to provide for the use of the property on terms established by council.

Additionally, the Municipal Act permits municipalities to provide tax relief to owners of eligible heritage properties (Section 365.2). Municipalities may pass a by-law to establish a local program that provides tax reductions or refunds to owners of eligible heritage properties. To be eligible, properties must be designated under Part IV of the Ontario Heritage Act, or part of a Heritage Conservation District designated under Part V of the Ontario Heritage Act, or subject to a separate heritage conservation agreement between the owner and the municipality.

1.6 Ontario Heritage Act

The Ontario Heritage Act is relevant to the preparation of a CIP, as it may support heritage conservation through financial incentives or municipal leadership programs. Under Section 39(1) of the Ontario Heritage Act, municipalities may pass by-laws to implement separate grant or loan programs to help owners of heritage properties designated under Part IV of the Act to pay for alterations to the property, in accordance with the terms established by the by-laws.

The downtown core in Arnprior is designated as a Heritage Conservation District under Part V of the Ontario Heritage Act. The objective of the designation is to conserve and enhance the historical and architectural character of the district. The Heritage Conservation District Plan identifies 49 buildings within the district.

1.7 Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act (AODA) establishes the framework for the development of province-wide, mandatory accessibility standards in all areas of daily life. It guides building design through amendments to the Ontario Building Code, as well as the design of public spaces that are considered to be “new construction” or are undergoing major changes to existing features. Revitalization and redevelopment efforts supported by the CIP will need to consider AODA standards.

1.8 Provincial Policy Statement (2020)

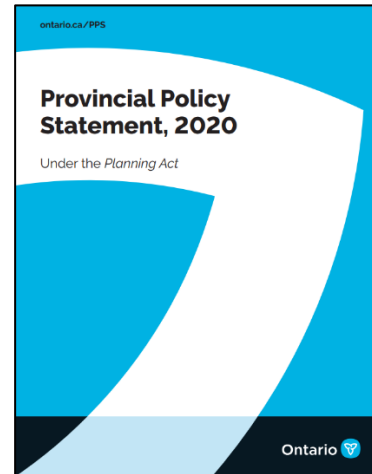
Since the previous Arnprior CIP (2011), there have been two updates to the Provincial Policy Statement, most recently in 2020. The 2020 Provincial Policy Statement (PPS) outlines the province’s policies regarding community planning in Ontario. Though the PPS does not explicitly reference Community Improvement Plans, it supports the revitalization of Ontario’s urban areas through specific policies.

Policy 1.1.3 promotes the regeneration of settlement areas. Policy 1.1.3 states that planning authorities are to identify locations and promote opportunities for intensification and redevelopment, including brownfield redevelopment. The PPS defines brownfield sites as:

“Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.”

Healthy, livable and safe communities should be promoted through various means including the improvement of accessibility for persons with disabilities and older persons, by identifying, preventing, and removing land use barriers which restrict their full participation (Policy 1.1.1(f)).

Policy 1.7 promotes long-term economic prosperity, which is to be supported by the revitalization of downtowns and main streets (Policy 1.7.1(d)), and the promotion of brownfield site redevelopment (Policy 1.7.1 (f)), among other means.



The PPS also promotes the provision of affordable housing. Policy 1.4.3 requires that planning authorities provide an appropriate range and mix of housing types and densities to meet current and future demand by “establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households.”

Policy 2.6 of the PPS requires the conservation of cultural heritage resources. Specifically, Policy 2.6.1 states that “Significant built heritage resources and significant cultural heritage landscapes shall be conserved.” Additionally, proponents of development and site alteration on lands adjacent to protected heritage resources must demonstrate that the heritage attributes of the protected property will be conserved (Policy 2.6.3).

In summary, the PPS supports the maintenance and revitalization of the Town of Arnprior through measures that could include the use of a Community Improvement Plan to:

- Promote the economic viability of the commercial core and other potential project areas;
- Improve accessibility of the built environment for persons with disabilities;
- Improve the availability of affordable housing;
- Promote opportunities for intensification and redevelopment, including brownfield sites, where they exist; and
- Help conserve and improve cultural heritage resources.

1.9 County of Renfrew Official Plan (2020)

The Official Plan for the County of Renfrew (OP) was initially adopted by Council on March 27, 2002 and most recently underwent a 5-year review which received approval from the Ministry of Municipal Affairs and Housing in March 2020. The OP provides a policy framework for growth and development in the County to guide future development to the year 2038 and helps to coordinate planning objectives amongst the twelve Townships and five Towns located in the County, including the Town of Arnprior.

The OP sets out a series of objectives, including to “maintain and enhance the quality of the natural, built, and human environments in the county,” “strengthen and diversify the County’s economic base within municipal servicing limitations,” and “to direct the majority of projected

residential growth to Urban and Village and Community areas” within the lower-tier municipalities. The OP also recognizes that additional policies, in the form of Official Plans, may be prepared for local municipalities such as the Town of Arnprior. As the Town has its own detailed OP, the policies specific to Urban Communities and Local Plans are those which are most relevant to Arnprior and the development of the CIP.

The OP recognizes that the Town of Arnprior, along with the other four Towns in the County, represent important service centres for residents both in the Town and in the surrounding rural areas. The following objectives and policies under Sections 2.2, 3.2 and 3.3 of the OP are particularly relevant to the CIP:

- General Development Policy (1)(c): “Encouraging housing forms and densities designed to be affordable to moderate and lower income households.”
- General Development Policy (4)(n): “The design of new and re-developed buildings shall meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).”
- Urban Community Objective (2): “to provide opportunities for an adequate supply and diversity of housing to satisfy the varied needs of a growing community.”
- Urban Community Objective (3): “to provide the opportunity for an adequate supply and diversity of commerce and industry to serve the needs of a growing community.”
- Urban Community Objective (5): “to encourage steady, economic growth in a carefully controlled manner to provide employment.”
- Urban Community Objective (6): “to encourage economically viable and physically attractive central business districts.”
- Urban Community Policy (3): “The local Official Plans for Urban Communities should contain, at a minimum, general development and land use policies dealing with the following issues:
 - [...]
 - Community Improvement;
 - Economic Development;
 - Growth management, including policies that focus growth to settlement areas;
 - [...].”

A number of these general development policies and community objectives directly support the development of a CIP.

1.10 Town of Arnprior Official Plan (2017)

The Official Plan for the Town of Arnprior (OP) was adopted on June 26, 2017. The OP sets out a policy framework to guide the Town’s development. It describes land use policies to ensure that future planning and development meets the needs of the Town of Arnprior while protecting natural spaces. The Plan identifies a series of objectives and provides direction regarding growth and development in the Town, including policies for the following land use designations: Downtown; Mixed Use Residential / Commercial; Mixed Use Commercial / Employment, Established Residential; Low / Medium Density Residential; Employment; Airport; Parks and Open Space; Environmental Protection; Environmental Protection – Wetlands. Major land use designations are illustrated in **Figure 1-2**.

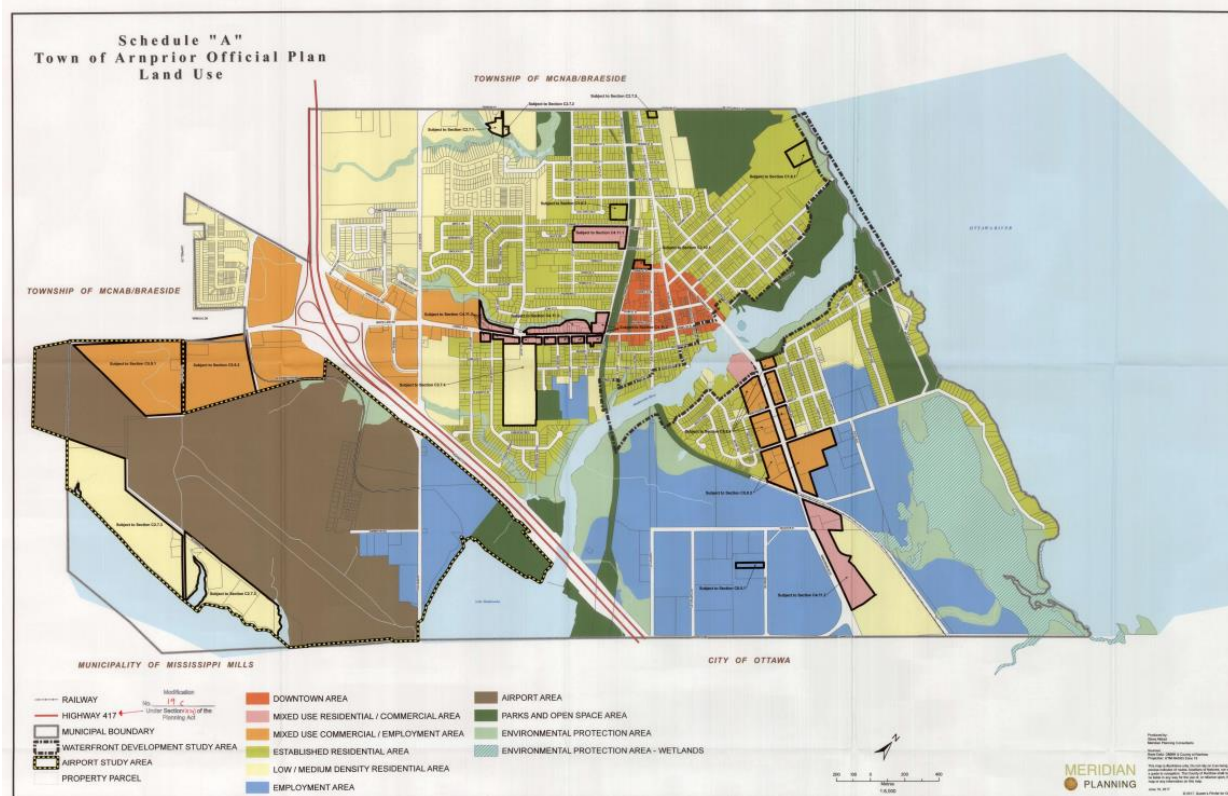


Figure 1-2: Arnprior Official Plan Schedule 'A' (2017)

The OP also contains policies for related planning considerations including natural heritage resources, transportation, and growth management. The OP includes large stretches of lands within the Mixed Use Residential / Commercial and Mixed Use Commercial / Employment designation along Daniel Street and Madawaska Street. This area includes large format retail uses, and commercial uses of varying size.

Section A1 of the OP identifies a vision for the Municipality, in which Arnprior is:

- A community that provides the benefits of larger urban centres while maintaining a small town feel;
- A place that cherishes its natural and cultural resources which contribute to the scenic value of our community while providing a link to our past, such as the 'Grove', the Madawaska River, the Ottawa River and the Arnprior & District Museum;
- A Town that welcomes population and employment growth provided that growth continues to support the creation of a complete, healthy and sustainable community. This means that Arnprior believes that there should be a range of housing options available to all incomes and ages, educational and employment choices to encourage residents to learn and work in the community, and recreational facilities and opportunities to support a healthy community; and,
- A community that believes in local investment and innovation to revitalize our downtown, support local businesses, and improve hard and soft services.

The development of the CIP supports the Vision of the OP. The following OP Objectives (Section A3), supporting the Vision are particularly relevant to the CIP:

- Objective A3.5 (k) seeks to “Provide greater business support to entrepreneurs and small business operations”
- Objective A3.8 (b) seeks to “Assist in the achievement of residential intensification and affordable housing by encouraging opportunities for mixed-use development in appropriate locations that support the other objectives of this Plan”
- Objective A3.9 (a) seeks to “Enhance the character of the Town by protecting and maintaining the municipality’s cultural heritage resources and rich heritage for future generations”

1.10.1 Community Improvement Plans

Section F5 of the Town’s Official Plan (2017) identifies several objectives for identifying Community Improvement Project Areas. This includes the following objectives (F5.1):

1. To encourage the efficient provision and maintenance of physical infrastructure, public service facilities to serve present and future needs on a local and regional scale;
2. To promote opportunities for economic development and community investment-readiness and job creation;
3. To provide opportunities for sustainable and diversified tourism, including leveraging historical, cultural, and natural assets;
4. To assist in the provision of an appropriate range and mix of housing types and densities required to meet projected requirements of current and future residents of the regional market area;
5. To retain and provide for the expansion of existing businesses;
6. To ensure the maintenance and renewal of older housing stock;
7. To foster redevelopment, reuse and/or maintenance of existing brownfield sites and/or current industrial sites;
8. To maintain and, where possible, enhance the vitality and viability of downtowns and mainstreets;
9. To encourage a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes; and,
10. To promote energy efficiency and sound environmental design.

Section F5.2 Implementation states that:

“Town Council under the Planning Act may choose to designate Community Improvement Project Areas. Identifying a Community Improvement Project Area shall be carried out through a by-law designating the whole, or any part of the local municipality as a Community Improvement Project Area. Background studies shall first be completed and made available to the public outlining the need for the Community Improvement Project Area.”

By identifying that Council may designate the whole or a portion of the Town as a CIP Project area, the Official Plan provides flexibility in terms of the CIP’s geographic scope. There are no specific tools identified for use in the CIPs. The policies are not prescriptive, or limiting, in terms of the types of programs that the Town may offer. As such, the policies of the Official Plan permit either a town-wide or area-specific CIP and allow for a full range of potential CIP programs to be developed.

1.11 Town of Arnprior Zoning By-law (Consolidation, August 4, 2021)

The Town of Arnprior Zoning By-law (October 9, 2018, Consolidation: August 4, 2021) identifies permitted land uses and sets out requirements concerning lot sizes and dimensions, building heights and locations, and parking, among other provisions to guide development within the Town. It contains a set of general provisions that apply to all lands within the Town, as well as specific provisions that apply to individual zones. The Zoning By-law establishes the following zones:

- Residential One (R1);
- Residential Two (R2);
- Residential Three (R3);
- Residential Four (R4);
- Downtown Commercial / Residential (D-CR)
- Mixed Use Residential / Commercial (MU-RC));
- Mixed Use Commercial / Employment (MU-CE)
- Employment (EMPL)
- Institutional (I);
- Airport Development (A-D);
- Environmental Protection (EP);
- Open Space (OS);
- Future Development (FD).

The Zoning By-law sets out a full range of zone categories, including three mixed use commercial zones. The zone categories, as established by the Zoning By-law, could be used in developing eligibility criteria for the CIP programs. For example, properties may be required to be zoned as “Downtown Commercial/ Residential (D-CR)” in order to be eligible for a building façade improvement grant.

1.12 Other Local Planning Considerations

1.12.1 Town of Arnprior Property Standards By-law (2016)

The Town of Arnprior Property Standards By-law (2016) prescribes the standards for maintenance and occupancy of properties. All properties in Arnprior are required to be maintained in accordance with the By-law. Specifically, the By-law includes provisions addressing such matters as lawn and yard maintenance, sewage and drainage, parking areas and loading areas, accessory buildings and structures, garbage disposal, signs, and building condition.

1.12.2 Town of Arnprior Strategic Plan (2020)

The Town of Arnprior recently completed a Strategic Plan for the years 2020-2023. The Strategic Plan identifies the following vision statements:

- A vibrant healthy economy with robust, sustainable growth and good jobs and opportunities in all sectors
- Sustainable financial model with sound fiscal responsibility and accountability to create efficiencies and synergies, balance tax and non-tax revenue, and manage debt effectively
- Built infrastructure to support future development and protect the environment with increased access to transportation options

- Be known for open, exceptional and highly effective customer service delivery where our residents feel included in the process and decisions being made
- Have access to the services and supports that promote well-being, health and safety, providing a superior quality of life through recreation and cultural amenities, sufficient health care and community services for all ages
- All residents are provided the four A's of housing options - accessible, affordable, appropriate and available

The Strategic Plan addresses key priorities of economic development; asset management; community wellbeing; operational and financial efficiencies; affordable, accessible housing options; and transportation options. The first vision statement of “A vibrant healthy economy with robust, sustainable growth and good jobs and opportunities in all sectors” is closely connected to the CIP.

2 Community and Business Engagement

This section summarizes the CIP's community engagement approach, as well as the findings of the community and business surveys. The feedback received through two surveys, one targeted towards businesses and the other for the broader community, provides insight on the community's vision for Arnprior and how the CIP can be improved to meet the needs of the community. This section further seeks to distill the feedback collected through these surveys into actionable direction that will inform the update and implementation of the CIP.

2.1 Engagement Overview

The CIP's engagement approach focuses on connecting with residents, visitors and business owners to identify the most important local issues and assets. Comments from the community will inform the update of CIP so that it reflects a renewed vision, values and goals for Arnprior's future development.

At the time of this Report, public health measures to protect against COVID-19 restrict in-person engagement activities. The Town has been able to connect with members of the public through social media, the Town website, and local news outlets to encourage participation in the discussion about the CIP Update project.



2.2 Community Survey

An online Community Survey was made available via the Town's website between September 17, 2021 and October 4, 2021. A total of **88 responses** to the online Community Survey were received. A detailed summary of the results of the Community Survey is included in **Appendix A**.

The Community Survey sought public comments regarding Arnprior today, a vision for the Town's future, how the CIP could be used to benefit the community, and identification of specific locations where improvements are desired.

Table 2-1: Percentage of Community Survey Respondents that Ranked Current CIP Goals as "1 - very important" versus "3 – least important"

Current CIP Goal	Percentage of Respondents Ranked as "1 – very important"	Percentage of Respondents Ranked as "3 – least important"
Goal #1: Inadequate municipal services and facilities in Arnprior are upgraded to an acceptable standard.	62%	3%
Goal #4: To encourage the cleanup and redevelopment of brownfield properties (former industrial or contaminated sites).	52%	11%
Goal #3: The visual appearance and aesthetics of the built environment are improved.	47%	11%
Goal #2: Parking, access and traffic circulation are improved.	39%	18%

2.2.3 Importance of CIP Benefits

The CIP has the potential to result in many benefits for the community, including improving the attractiveness of commercial building facades and preserving the Town's heritage and character. Respondents were asked to rank the following CIP benefits (1 - very important, 2 - somewhat important, 3 - least important), as shown in **Table 2-2**.

Table 2-2: Percentage of Community Survey Respondents that Ranked CIP benefits as "1 - very important" versus "3 – least important"

CIP Benefit	Percentage of Respondents Ranked as "1 – very important"	Percentage of Respondents Ranked as "3 – least important"
Attracting new businesses to the community	75%	0%
Preserving Downtown Arnprior's heritage and character	70%	6%
Improving energy efficiency and climate resilience	61%	13%

CIP Benefit	Percentage of Respondents Ranked as "1 – very important"	Percentage of Respondents Ranked as "3 – least important"
Improving the accessibility of commercial buildings	51%	11%
Redevelopment of former industrial or contaminated sites ("brownfields")	47%	16%
Improving the attractiveness of commercial building façades, landscaping, and signage	41%	15%

Respondents also voiced other important benefits of the CIP including the promotion of waterfront development and the creation of more public green space and parks.

2.2.4 Areas in Need of Community Improvement

The Community Survey sought Respondents' feedback on what areas of Town are in most need of community improvement activities. Respondents were asked to rank the level of need for the following areas (1 - Very Needed, 2 - Somewhat Needed, 3 – Not Needed).

- Downtown Arnprior;
- Daniel Street Gateway Corridor;
- Madawaska Boulevard Commercial Corridor;
- Waterfront Areas, including public land next to the Madawaska and Ottawa Rivers; and
- Highway 17 Gateway (area around the White Lake highway overpass).

The percentage of Community Survey Respondents that ranked the areas as "1 – very needed" is shown in **Figure 2-2**.

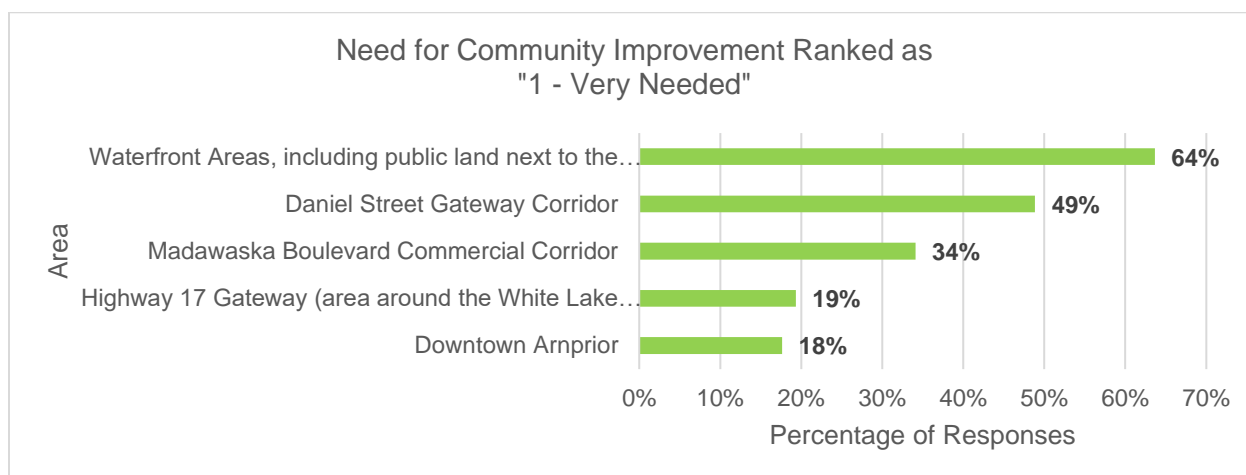


Figure 2-2 Areas where community improvement is "1 - very needed" according to Community Survey Respondents

Waterfront Areas were identified as being most in need of improvement while Downtown Arnprior was viewed as being the least in need of improvement.

2.2.5 Other Incentive Programs

Besides financial incentive programs, such as grants, the Town can consider supporting community improvement and revitalization in other ways (e.g., streetscaping, signage, wayfinding, etc.). Respondents were asked for suggestions for other actions or improvements that the Town could undertake. The most common suggestions were streetscaping improvements, public facility upgrades and the encouragement of more shopping opportunities throughout the Town.

2.3 Business Survey

An online Business Survey was made available via the Town's website between September 17, 2021 and October 4, 2021. Past applicants or businesses that had previously inquired about CIP incentive programs were invited to respond to the survey via email. Hard copies of the survey were also distributed to businesses in Downtown Arnprior. A total of **6 responses** to the online Business Survey were received. A detailed summary of the results of the Business Survey is included in **Appendix B**.

The Business Survey was aimed specifically at local business owners and sought input on opportunities to improve the CIP program application process and the incentive programs the Town can offer to support the local business community.

2.3.1 Business Survey Results

The business survey sought feedback on a range of topics, including incentives and barriers for applying for CIP funding. The top incentives for applying for CIP funding were a straightforward application process with a clear list of requirements and only requiring a single quote for work being undertaken.

The top barriers to applying for CIP funding were identified as the extra need for multiple quotes, the length of time that it takes to receive funding approval and uncertainty regarding the funding amounts. To improve the CIP application process, Respondents suggested removing the requirement for multiple quotes in recognition that there are limited contractors who can perform the work.

As part of the CIP Update, the Town is considering revisions to the available financial incentive programs. The most Business Survey Respondents indicated that of the Current CIP programs, they would be most likely to apply for the Façade and Property Improvement Program (67% of Respondents). Respondents were least likely to apply for the Brownfields Financial Tax Incentive Program with 80% of Respondents selecting "3 – Not Likely to Apply".

New financial incentive programs that the business owners/operators would be interested in included funding for accessibility improvements, signage improvements, landscaping area and parking improvements and energy efficiency upgrades.

3 Current Community Improvement Plan

This section will describe the current Arnprior CIP, including the current financial incentive programs, and results of the CIP to date.

3.1 Current Arnprior CIP

The Arnprior Community Improvement Plan (“Current CIP”) was adopted by Town Council in June 2011. This was the Town’s first CIP and was created with the intention to support economic improvement throughout the Town. To ensure the CIP responded to the needs of the local community, the Current CIP was prepared in consultation with Town staff, Council, the public and stakeholders. The Current CIP includes a description of the Community Improvement Project Area, Town Leadership Program and set of Financial Incentive Programs.

3.1.1 Current Community Improvement Project Area and Precincts

In order to direct investment to the areas of the Town with the highest need for community improvement, five “precincts” were identified. These precincts make up the Community Improvement Project Area. The precincts guide the location of Town Leadership Program activities and which properties are eligible for Financial Incentive Program funding.

There are currently five precincts identified:

1. **Downtown Arnprior:** When the Current CIP was prepared in 2011, Downtown Arnprior was recognized as area that would benefit highly from a range of community improvement programs. Downtown Arnprior was prioritized in the Current CIP because of the potential for revitalization of the Downtown properties.
2. **Daniel Street Gateway Corridor:** The location of the Daniel Street Corridor as a key gateway into Downtown Arnprior and the existence of opportunities for property, façade and municipal streetscaping improvements made the area an ideal location for community improvement activities.
3. **Madawaska Boulevard Commercial Corridor:** As a key route into the Downtown, the Madawaska Boulevard Commercial Corridor was envisioned as having opportunities for façade, property and gateway improvements through and private and public investment.
4. **Waterfront Areas:** This precinct includes public land next to the Madawaska and Ottawa Rivers. The Current CIP recognized the value in waterfront areas as community improvement precincts because of the opportunities to improve access and connectivity to public lands. The inclusion of waterfront areas also provided opportunities to improve public amenities in those areas.
5. **Highway 17 Gateway:** The Highway 17 Gateway is an important entry point into the Downtown that was recognized for as potentially benefiting from improvements to properties, facades and municipal signage.

3.1.2 Current Town Leadership Program

The Town Leadership Program consists of a set of Town-led strategies that empower the Town's leadership to take an active role in community revitalization and make specific improvements to streetscapes, waterfront areas, trails and parks. The current Town Leadership Program has five components:

1. **Community Improvement Plan Review Panel:** This initiative is focused on the establishment of a Community Improvement Plan Review Panel (the "Review Panel") by Council to administer, monitor, and evaluate the implementation of the CIP. The purpose of the Review Panel is to support the implementation of the CIP.

Following the adoption of the Current CIP, the Review Panel was established and currently consists of the Town Economic Development Officer, Town Planner and the Building Permit Official.

2. **Marketing, Communications and Promotion Strategy:** The intent of this strategy is to enable the Review Panel to undertake the completion of marketing and promotional materials to promote the use of financial incentive programs within the CIP. Activities that may be taken as a result of this strategy includes the development of a CIP website, the preparation and distribution of educational and promotional materials (brochures, flyers, mail-outs, etc.), and consultation with potential applicants and stakeholders.
3. **Streetscape Plan and Improvements Program:** The Streetscape Plan and Improvements Program is intended to support the Town in the preparation of Streetscape Plan. This program allows the Town to undertake improvements to streetscape aesthetics and pedestrian amenities in Downtown Arnprior and along commercial corridors. The Streetscape Plan and subsequent improvements are intended to help the Town achieve a high-quality, unified public realm.
4. **Waterfront Areas and Open Space Improvement Program:** This program is intended to empower the Town to undertake improvements to its waterfront areas, trails and open spaces. Areas of improvement along the waterfront are intended to enhance connectivity to waterfront assets, promote and celebrate the importance of the Madawaska River and the Ottawa River, improve pedestrian amenities and enhance the recreational experience. This program may include activities such as preparing a long-term vision for waterfront areas and open space, improving waterfront amenities such as washrooms and changing facilities, and improving wayfinding and signage around the waterfront areas and trails.
5. **Waste Management Improvement Program:** The Waste Management Improvement Program relates to improving waste management in Downtown Arnprior. This program includes potential solutions to address this issue, including the funding of more frequent pick-up service in Downtown Arnprior, preparing and distributing waste management educational materials and providing additional waste management bins in the Downtown Area for Downtown landowners.

3.1.3 Current Financial Incentive Programs

The Current CIP includes six financial incentive programs. The financial incentive programs are intended to help stimulate private investment in the community and contribute to the overall improvement of in the aesthetics and built form of the Town.

The current financial incentive programs are:

1. **Façade and Property Improvement Program:** The purpose of the Façade and Property Improvement Program is to encourage aesthetic improvements to buildings and properties, and support continued maintenance and upkeep of building stock. This program is geared towards commercial, mixed-use and industrial buildings.

Program Value: A grant may be awarded for up to 50% of project costs to a maximum of \$5,000. An interest rebate may be given to cover the cost of interest on a loan taken out up to a maximum of \$2,500. The maximum total incentive value is \$7,500.

Applicable Precinct(s): Downtown Arnprior, Madawaska Boulevard Commercial Corridor, Highway 17 Gateway and Daniel Street Gateway Corridor.

2. **Heritage Property Improvement Program:** Arnprior has a rich inventory of heritage assets that are valuable to the Town's identity and character. This program is intended to provide financial assistance for the restoration, repair, rehabilitation and preservation of designated heritage buildings and properties. The program is also intended to help fund the undertaking of feasibility studies to determine the viability of restoring a designated heritage building or a design study in relation to restoring a heritage building or property.

Program Value: A grant may be awarded for up to 50% of project costs to a maximum of \$7,500. An interest rebate may be given to cover the cost of interest on a loan taken out up to a maximum of \$2,500. The maximum total incentive value is \$10,000.

Applicable Precinct(s): All Precincts

3. **Downtown Housing Improvement Program:** The Downtown housing grant is intended to support the rehabilitation of residential space or the conversion of non-residential space to residential space. This program was developed to encourage the provision of new housing stock in Downtown Arnprior. In particular, the program is intended to improve the condition of existing upper-storey residential units in Downtown Arnprior.

Program Value: A grant may be awarded for up to 50% of project costs to a maximum of \$7,500 per unit to a maximum of three units, never exceeding 50% of total construction costs. An interest rebate may be given to cover the cost of interest on a loan taken out up to a maximum of \$2,500. The maximum incentive value is \$10,000 per unit, up to a maximum of three units.

Applicable Precinct(s): Downtown Arnprior

4. **Tax Increase-Based Equivalent Rebate Program:** This program is intended to encourage property owners to improve their properties by providing a rebate on the municipal tax increase as a result of community improvement activities. This program covers the Town's portion of the property tax increase for a period of approximately ten years.

Program Value: The rebate is paid annually over ten years. 100% of the municipal property increase is rebated in the first year then the rebate decreases by 10% of total tax increment cumulatively for the next nine years.

Applicable Precinct(s): Downtown Arnprior and Daniel Street Gateway Corridor

5. **Application and Building Permit Fees Refund Program:** In recognition that Town application and permit fees are potential barriers to investment in Downtown Arnprior, this program was created to assist with the costs of application and building permits. The refund structure of this program requires that Town fees be paid in full prior to the refund being issued. This program is intended to reduce the barriers for major investments, such as the development of new housing units.

Program Value: A grant may be awarded for 50% of application fees or \$5,000, whichever is lesser.

Applicable Precinct(s): Downtown Arnprior and Daniel Street Gateway Corridor

6. **Brownfields Financial Tax Incentive Program (BFTIP):** The BFTIP is intended to support the remediation of brownfield sites in the Town that are suspected of contamination. In particular, this grant is focused on the remediation of brownfield sites to improve the aesthetics of gateway routes and provide opportunities for intensification. The program works by allowing the Town to defer or cancel all or a portion of the municipal property taxes in which the brownfield site is being remediated or redeveloped.

Program Value: Program is awarded on a case-by-case basis

Applicable Precinct(s): Downtown Arnprior, Madawaska Boulevard Commercial Corridor and Daniel Street Gateway Corridor.

3.2 Results of the CIP (March 2014 to July 2021)

In March 2014 the Town received its first application for CIP funding. Between March 2014 and July 2021, the Town has received 34 applications, as shown in **Figure 3-1**.



Figure 3-1: Number of CIP Applications Received from March 2014 to April 2021

In total, the Town has issued \$85,194 in funding across 50 separate grants with a total estimated project costs of \$1,015,682, as shown in **Figure 3-2**.

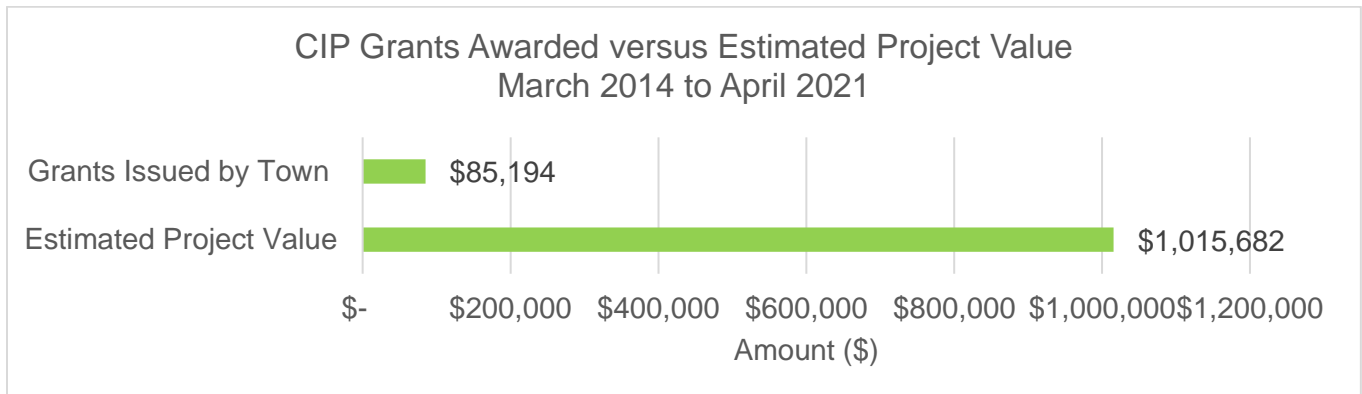


Figure 3-2: CIP Funding Issued versus Estimated Project Value (March 2014 to April 2021)

Of the available financial incentive programs, the Façade and Property Improvements Program is the most popular program with 29 grant applications having been awarded, as shown in **Figure 3-3**. The second most popular program is the Application and Building Fees Permit Program with 11 grants awarded in total. The least popular programs are the Tax Increase-Based Equivalent Rebate Program and the Brownfields Financial Tax Incentive Program, which have received one or zero grants awarded. These statistics align with the findings of the Business Survey that was conducted, where Respondents indicated the most interest in the Façade and Property Improvement program.

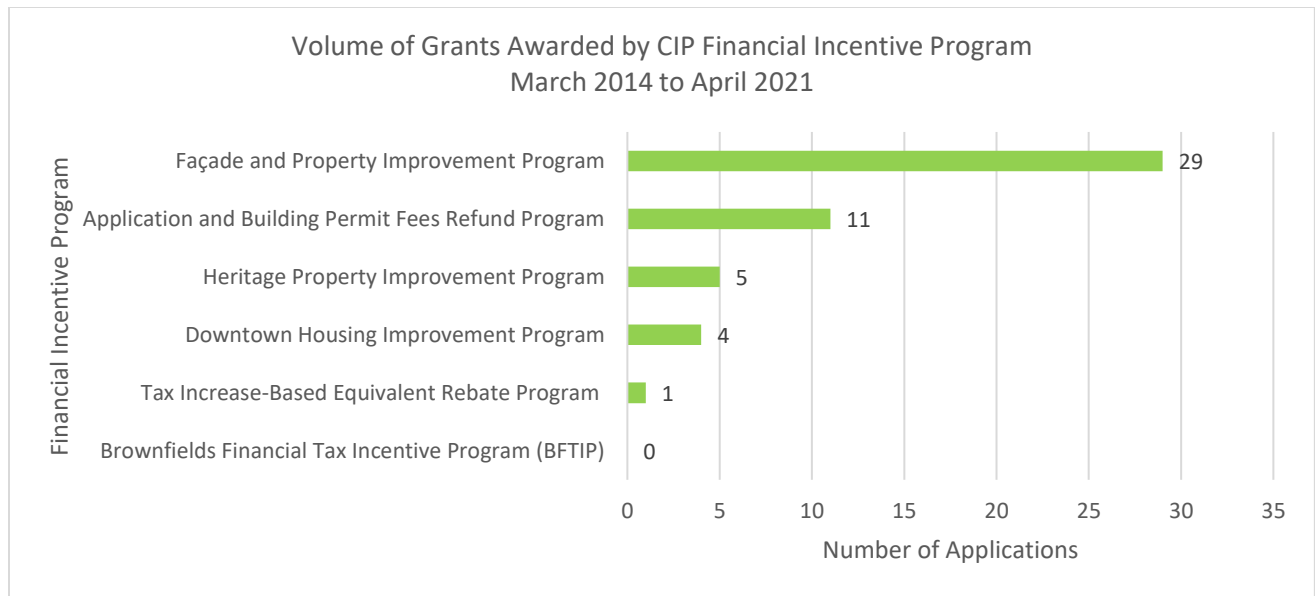


Figure 3-3: Volume of CIP Grants Awarded by Financial Incentive Program (March 2014 to April 2021)

These results, combined with the findings of the Community and Business Surveys, can be used to evaluate which Financial Incentive Programs should remain in the updated CIP and which programs should be considered for removal.

4 CIP Vision Statement

A Vision Statement is a formal, aspirational statement that identifies what is important to a community, now and in the future. It provides a foundation for establishing the specific goals of the CIP.

In the CIP Community and Business Surveys, respondents identified key ideas for Arnprior's future and opportunities to encourage local economic development. These components were combined into a suggested Vision Statement for the CIP. The final Vision Statement for the CIP will be subject to consultation with Town Council, staff, Community Development Advisory Committee, and the public.

The vision statement:

Arnprior will be a vibrant and complete community that retains its small-town historic character while offering residents and visitors exceptional services and opportunities, accessible to all people.

4.1 Goals

In order to implement the Vision Statement, a series of goals are identified below based on key inputs received through the Community and Business Survey responses.

- 1 Provide municipal services and facilities at a high standard.
- 2 Promote the development of new and expanded businesses in the CIPA.
- 3 Support the revitalization and beautification of the community, including existing businesses.
- 4 Encourage the cleanup and redevelopment of brownfield properties, as well as increase sustainability of commercial and residential properties.

Current Goal	Objective	Recommended New Goal	Explanation
Inadequate municipal services and facilities in Arnprior are upgraded to an acceptable standard.	<ul style="list-style-type: none"> To repair sidewalks and update lighting and other pedestrian facilities in a manner that is consistent with Arnprior's historic character To provide improved pedestrian amenities in the Downtown, including street furniture and waste receptacles To improve pedestrian comfort by providing trees and vegetation for shade and wind dampening To improve connectivity of the Downtown to waterfront amenities and parks, and to improve the range and quality of amenities offered in public parks and waterfront areas 	<p>Goal: Provide municipal services and facilities at a high standard.</p> <ul style="list-style-type: none"> To improve the quality and quantity of amenities available at the waterfront. To provide accessible pedestrian facilities to all users. To provide improved pedestrian amenities in the CIPA, including street furniture and waste receptacles that are consistent with Arnprior's character. 	<ul style="list-style-type: none"> Waterfront development was listed as important to residents and the area most in need of improvement. It is also part of the Arnprior tomorrow vision statement. Many participants highlighted public facilities upgrades as a priority. Accessibility is a requirement for municipalities and invites more visitors and residents to utilise services present. Connects to Strategic Plan by providing access to services and supports that promote well-being & recreation / cultural amenities
Parking, access and traffic circulation are improved	<ul style="list-style-type: none"> To improve accessibility to Downtown Arnprior through improved wayfinding signage and parking information To encourage improvement of site access and parking, including physical resurfacing and landscaping, and to encourage the upkeep of existing parking and access routes in Downtown Arnprior 	<p>Goal: Promote the development of new and expanded businesses in the CIPA</p> <ul style="list-style-type: none"> To support sustainable expansion of existing businesses. To encourage businesses to re-use and improve existing commercial sites. To provide incentives for new businesses to locate in the Arnprior CIPA 	<ul style="list-style-type: none"> Participants cited this current goal as least important. It is thus important to revise to address new community priorities. Attracting new businesses was identified as 'very important' to residents Supports vision of Official Plan and Strategic Plan.
The visual appearance and aesthetics of the	<ul style="list-style-type: none"> To increase the number of planters 	<p>Goal: Support the revitalization and</p>	<ul style="list-style-type: none"> Preserving the character of Arnprior

Current Goal	Objective	Recommended New Goal	Explanation
built environment are improved	<p>and trees in Downtown Arnprior</p> <ul style="list-style-type: none"> To improve the signage and façades which are not compatible with Arnprior's historic character, and encourage maintenance of existing historic façades and signage To support the desirable development and improvement of Downtown Arnprior's built form and respect for historic building patterns, including the maintenance of pedestrian-oriented streetscapes and storefronts. To increase the number and quality of gateway features into Downtown Arnprior To create a unified approach to streetscapes, in which street furniture, planters and sidewalk treatments are coordinated and are compatible with Arnprior's historic character To increase the number and quality of housing units in Downtown Arnprior, through the reuse, rehabilitation and maintenance of upper storey units 	<p>beautification of the community, including pre-existing businesses</p> <ul style="list-style-type: none"> To increase the amount of street trees and planters throughout the CIPA To increase the number and quality of housing units in the CIPA through the reuse, rehabilitation and maintenance of residential units, including upper units To improve signage and facades throughout the CIPA in a manner that is compatible with Arnprior's historic character To increase the number and quality of gateway features and street furniture in the Waterfront precinct 	<p>was listed as important to residents and business owners alike.</p> <ul style="list-style-type: none"> Business survey respondents most likely to apply to Façade and Property Improvement program and there has been a large uptake of this program to date. This will support improving appearance to attract visitors. Increasing attractive and accessible housing is a priority in Official Plan and Strategic Plan.
To encourage the cleanup and	<ul style="list-style-type: none"> To engage landowners and develop an 	<p>Goal: To encourage the cleanup and redevelopment of</p>	<ul style="list-style-type: none"> Based on results of the survey and 2011 CIP uptake,

Current Goal	Objective	Recommended New Goal	Explanation
redevelopment of brownfield properties	understanding of the barriers to redeveloping brownfields, particularly on Daniel Street and in Downtown Arnprior	brownfield properties, as well as increase sustainability of commercial and residential properties. <ul style="list-style-type: none"> • To support the installation of energy efficient upgrades • To encourage landowners and developers to clean up and redevelop brownfield sites. 	residents / business owners are very unlikely to use program; however, the low uptake may be addressed through additional education / outreach and increase in eligible areas. <ul style="list-style-type: none"> • Energy efficient upgrades should also be encouraged through this objective.

5 CIP Project Area and Precincts

As discussed in **Section 1.1**, the Town is required to establish through municipal by-law a CIP Project Area, which can include the entire municipality, or a more targeted area.

The Current CIP Project Area is composed of a series of five precincts:

1. Downtown Arnprior;
2. Daniel Street Gateway Corridor;
3. Madawaska Boulevard Commercial Corridor;
4. Waterfront Areas; and
5. Highway 17 Gateway.

These five precincts include various areas in and around Downtown Arnprior. When the Current CIP was being developed in 2011, the revitalization of the Downtown was a main priority for the Town. Since the Current CIP was adopted June 2011, Downtown Arnprior has undergone a transformation, which can be partially attributed to the investment stimulated by the Current CIP. Downtown Arnprior has become a destination with a thriving business community and a complete range of commercial services and amenities.

The level of need for community improvement activities in the Downtown Arnprior area is perceived to be low based on the Community Survey conducted in fall 2021. Respondents to the Community survey were asked to rank the level of need for community improvement in the current precincts and just 18% of answered “Very Needed” for Downtown Arnprior. In comparison, 64% of Respondents ranked the level of need for community improvement in waterfront areas as “Very Needed”. These findings are testament to the success of the initiatives to be taken to focus improvement in Arnprior’s Downtown.

Based on discussions with Town staff, and the results of the Business and Community surveys, it is recommended that the Current CIP precincts be retired and that the entire Town of Arnprior be designated as the Community Improvement Project Area, as shown in **Figure 5-1**.

By designating the entire Town as a Community Improvement Project Area, eligible projects will not be required to be located in a specific location to be eligible for CIP funding. This approach presents an

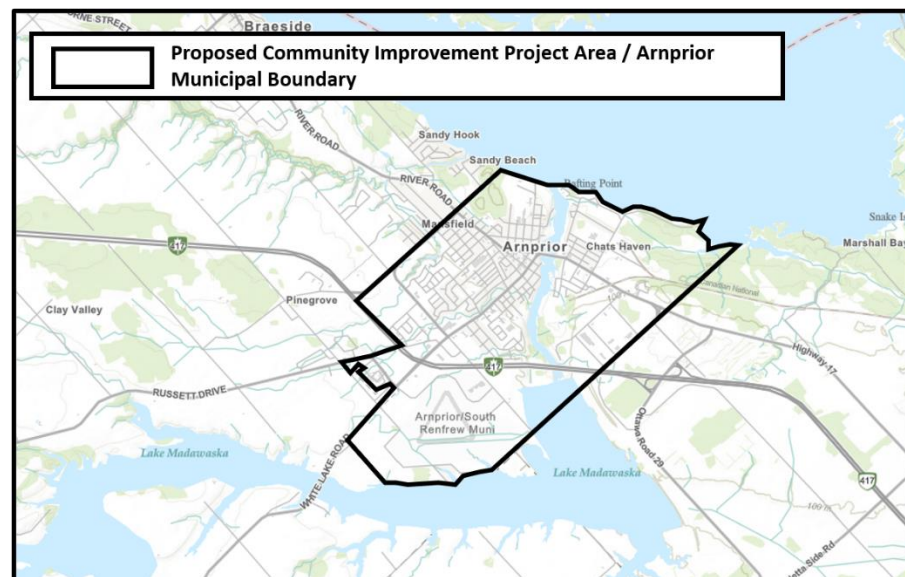


Figure 5-1 Recommended Community Improvement Project Area
(Map Source: County of Renfrew)

opportunity to encourage investment outside of the Downtown in areas that may have been previously overlooked. For example, brownfield sites that are not located Downtown Arnprior, Madawaska Boulevard Commercial Corridor or the Daniel Street Gateway Corridor may become eligible for CIP funding.

While the entire Town of Arnprior would be designated as a community improvement area, the CIP's eligibility criteria could control what types of land uses or buildings qualify for funding. The CIP's eligibility criteria will be updated using the land use designations established in the Town's Official Plan or zones established in the Zoning By-law. For example, in order to be eligible for the Façade and Property Improvement program, a property may be required to be located within a commercial zone.

6 Recommended Town Leadership Program

This section summarizes the recommended Town Leadership Program. The Town Leadership Program is a set of Town-led initiatives and strategies that can support the implementation, goals and vision of the CIP. As part of the CIP Update, an updated Town Leadership Program is recommended. The updated Town Leadership Program is intended to build on the successes of the current Leadership Program while introducing new ideas to further advance the goals and vision of the CIP. The following opportunities for Town leadership programs have been identified and may be included as recommendations for future initiatives to be undertaken by the Town as part of the CIP.

6.1.1 Current Town Leadership Programs Recommended for Inclusion

1. **Community Improvement Plan Review Panel:** The Community Improvement Plan Review Panel (“the Review Panel”) is important to the successful implementation of the CIP. The Review Panel ensures that fair consideration is given to each CIP application and works as a team to administer, monitor and evaluate the implementation of the CIP. It is recommended that the Review Panel continue its role in the implementation of the CIP.
2. **Marketing, Communications and Promotion Strategy:** The Marketing, Communications and Promotion Strategy is key to advertising the CIP to the community and engaging with the local business community. It is recommended that the Marketing Strategy continue to be used to promote the use of the financial incentive programs.
3. **Streetscape Plan and Improvements Program:** This program is important to support the Town in the creation of a future Streetscape Plan and the undertaking of any subsequent streetscaping improvements along commercial corridors. Streetscaping improvements benefit the overall appearance of the Town and should continue to be considered in the design and development of the public realm. It is recommended that the Streetscape Plan and Improvements Program be included in the updated Town Leadership Program so that the Town may continue to work towards better streetscaping across Arnprior.
4. **Waterfront Areas and Open Space Improvement Program:** Based on the findings of the Community Survey, improvements to waterfront areas and open space should continue to be a priority as Arnprior continues grow. Improvements to waterfront areas and open space enhance the livability of the Town for residents and visitors. It is recommended that this program be included in the updated Town Leadership Program so that the Town may continue to work towards its goals for improving waterfront amenities and enhancing the recreational experience. Improvements to waterfront areas will be addressed with the completion and implementation of the Town’s Waterfront Master Plan which was recently completed in March 2021.

6.1.2 Current Town Leadership Programs Recommended for Retirement

It is important for the Town Leadership Program to evolve with the vision and goals of the Town and the CIP. This includes the consideration for the retirement of programs which may no longer be considered a priority for the Town to lead.

1. **Waste Management Improvement Program:** The Waste Management Improvement Program was created to address specific waste management issues present within Downtown Arnprior. Since the adoption of the Current CIP in 2011, there has been significant investment (approximately \$10.8 million) channelled into Downtown Arnprior through the Town's Downtown Revitalization Strategy (2015). The revitalization plan included improvements municipal infrastructure including roads, sewers, watermains and sidewalks.

As part of the revitalization of the Downtown, waste management is no longer considered to be a priority issue to be addressed through the CIP. This sentiment is reflected in the Community Survey results where 32% of Respondents ranked the level of need for improvement in Downtown Arnprior as "not needed", more than any other existing CIP precinct. Therefore, it is recommended that this Program be retired from the Town Leadership Program.

6.1.3 Town Leadership Program Options

To build upon the successes of the current Town Leadership Programs, a series of new Town Leadership Programs are recommended:

- **Urban Design Guidelines Program:** An Urban Design Guidelines program is recommended to support the establishment of a comprehensive and consistent set of urban design policies. It is recognized that Community Design Guidelines for the Current CIP exist. However, there is a need to create a unified set of urban design guidelines which has been identified in the Town of Arnprior Official Plan (2017) as Objective 10. Through the creation of Town-wide urban design guidelines, the Town can encourage a high standard of urban design for development and redevelopment. These guidelines could address a range of design considerations, including preferred façade treatments, building massing and the creation of linkages between sites for development throughout the Town.
- **Public Art Initiative:** The creation of a public art initiative could promote the uniqueness, sense of place and community identity in Arnprior. The Town could support the establishment of public art to contribute to Arnprior's unique cultural identity and add unique design features on public properties. Examples of public art include the sculptures shown in **Figure 6-1** which are located adjacent to a gateway feature in Petawawa. The public art initiative also presents an opportunity to work with local artisans to help showcase the Town's natural assets, such as open spaces along waterfront areas. Public art



Figure 6-1: Public art in Petawawa
(Source - WSP)

initiatives have already been adopted in other municipalities such as the Town of Petawawa and the Municipality of Leamington.

7 Potential Financial Incentive Programs

This section summarizes the potential financial incentive program options that may be included in the updated CIP. These potential programs are based off the implementation results of the Current CIP, the CIP update surveys and the recommended Vision and Goals.

These programs are not intended to be a definitive list and will be further discussed and refined through ongoing conversations with the business community, Town staff, members of the public and Council. In the context of finite resources, it will be important for the CIP to prioritize programs which are most likely to result in a positive economic impact for the Town, have the highest uptake among applicants, and achieve the CIP's Vision.

7.1 Financial Incentive Programs

7.1.1 Incentive Types - Grants and Loans

As discussed in **Section 1.4** of this Report, Section 28 of the Planning Act sets out two basic types of financial incentives that can be provided to owners or tenants within a CIP Project Area: grants and loans. The difference between grants and loans is as follows:

- **Grants** are financial awards that are provided by the municipality to an individual, business or institution for the singular purpose of furthering the execution of a project that will be beneficial to the improvement of the community. Funding received through grants does not have to be repaid to the municipality. Funding for grants typically comes from an allocated budget set aside by the municipality. Grants are relatively easy for municipalities to administer because they provide applicants with a single injection of funding that does not need to be repaid.
- **Loans** are money that is borrowed from the municipality and is required to be paid back after a set period of time. In addition to repayment for the base amount, loans can accrue interest over time. The benefit of loans is that because the municipality gets paid back, loans can be provided for higher amounts while not significantly impacting the municipality's financial position. Loans issued under a CIP are typically set at a favourable (low) or zero percent interest rate. Since loans need to be paid back over time, they are considered to be more complex from an administration perspective.

Loans can be attractive to applicants as they can provide initial capital funding which the applicant might not already have. By contrast, grants typically work best when the applicant has amassed a certain amount of the resources/funding for their project (since grants rarely cover full eligible costs).

In the Current CIP, grants are the only incentive type offered in the form of grants, rebates and refunds depending on the financial incentive program. As part of the CIP update, the Town may consider updating this grant structure or including options for loans. The addition of a loan option could entail the providing 0% interest loads or very competitive rates to further incentivize landowners / tenants. This practice is common in Ontario where loans are offered as part of the CIP.

7.1.2 Current Incentive Programs to be Included

- **Application and Building Fee Permit Fees Refund Program:** to refund Town planning and building permit fees. The fee refund program removes a barrier for new development by reducing the costs associated with undertaking a development project. In the past, there has been a positive uptake of the program with it being the second most popular financial incentive program among Applicants (the Façade and Property Improvement Program is the most popular financial incentive program).
- **Brownfields Financial Tax Incentive Program (BFTIP):** to encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the Town. The current BFTIP focuses on brownfield sites located in Downtown Arnprior, the Madawaska Boulevard Commercial Corridor and the Daniel Street Gateway Corridor. There are opportunities to increase the uptake of this program by revising the eligible areas to include locations where there are more brownfield sites with the redevelopment potential. Town staff have also received inquiries in the past for the BFTIP program to be expanded to include properties outside of the existing Precincts. Additionally, in the Community Survey, 47% of Respondents ranked the redevelopment of brownfields as “very important”.
- **Façade and Property Improvement Program:** to stimulate private investment in the existing commercial areas of the Town and to promote a more attractive commercial streetscape. Since the Current CIP was adopted in 2011, the Façade and Property Improvement Program has been the most popular financial incentive program. Of the 52 CIP applications that the Town has approved, approximately 56% or 29 applications have been for the façade and property improvement program. **Figure 7-1** features an example from the 137 John Street North in Downtown Arnprior illustrating a building before and after a Façade and Property Improvement grant.



Figure 7-1: Example of before (left) and after (right) a façade and property improvement grant awarded in 2019 for 137 John Street North in Downtown Arnprior (Source – WSP and FindFurnitureStores.com)

- **Heritage Property Improvement Program:** to encourage the restoration, repair, rehabilitation or preservation of heritage buildings and architectural or design studies for designate heritage buildings. Based on the Community Survey, preserving Downtown Arnprior’s heritage and character is high priority with 70% of Respondents ranking that

benefit of the CIP as “very important”. There has also been positive uptake of the Heritage Property Improvement Program, with the program making up approximately 10% of the grants issued.

7.1.3 Current Financial Incentive Programs Recommended for Retirement

As part of the CIP update, the following financial incentive programs are recommended to be retired. These programs have been selected based on current Town priorities and needs.

- **Downtown Housing Improvement Program:** to encourage the creation of new residential units in the Downtown Area through rehabilitation of residential space or new space. This program is recommended to be removed because there is decreased need to focus community improvement activities in Downtown Arnprior. Over the last decade, Downtown Arnprior has flourished and has undergone a significant revitalization. In the Community Survey, the provision of housing in Downtown Arnprior was not identified as key to the future of Arnprior. Additionally, there have only been four applications for the Downtown Housing Improvement Program since the adoption of the Current CIP. In lieu of the Downtown Housing Improvement Program, a new Affordable Housing Program is being proposed which would focus on creating affordable housing throughout the Town.
- **Tax Increment Equivalent Program:** to help offset the costs for property owners undertaking redevelopment where the property assessment increases as a result of development, redevelopment, or major improvement, and there is a subsequent increase in municipal property taxes. This program is recommended to be retired because of the implementation challenges. Before the grant can be awarded, the value of the municipal tax increase must be calculated by the Municipal Property Assessment Corporation (MPAC). Obtaining this value from MPAC can be difficult to obtain which causes delays in issuing the program payment. Additionally, the Tax Increment Program has had low uptake among Applicants with only one grant being issued for the program since the CIP’s adoption in June 2011.

7.2 Financial Incentive Program Options

A review of other CIPs from municipalities in the Ottawa Valley and across Ontario was conducted to help inform the selection and development of financial incentive programs as part of the Town of Arnprior CIP Update, specifically:

- Township of Laurentian Valley CIP (July 2020);
- City of Pembroke CIP (August 2020);
- Town of Renfrew CIP (December 2015);
- Town of Hawkesbury CIP (2021);
- Town of Leamington CIP (2020);
- Township of Cavan Monaghan CIP (2018); and
- Town of Petawawa CIP (October 2021, currently under 20-day appeal period).

The following financial incentive programs are included as options for addition to the pre-existing financial programs. They were developed in consideration of the results of the survey and in reviewing best practices from CIPs across Ontario.

- **Accessibility Grant Program:** to assist businesses in improving the accessibility of their buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.

Improvements could include ramps, automatic door openers, etc. In the past, a Business Accessibility Incentive Grant Program was temporarily available through the Town's Downtown Revitalization Strategy to assist with the construction of accessible storefronts in the Downtown. The program is no longer offered and since then, interest has been expressed by the business community accessibility improvement funding to be made available for properties located outside of the Downtown. Accessibility improvements to commercial buildings in particular are valued, as shown in the Community Survey feedback where 41% of responses ranked them as "very important."

- **Affordable Housing Grant Program:** to assist property owners with financing the construction of new residential units through redevelopment and / or expansion of existing buildings. This can help contribute to affordable housing options and intensification of CIP area. This program is recommended to replace the current Downtown Housing Improvement Program
- **Business Location, Expansion & Start Up Grant Program:** to provide financial assistance to property owners for projects that involve business planning and undertaking market studies to support and inform retail / commercial / industrial opportunities, through the expansion of existing businesses or the establishment of new businesses. Attracting a mix of new businesses was identified by Community and Business respondents as an outcome that would benefit Arnprior's residents and business community.
- **Landscaping and Parking Area Improvement Grant Program:** to encourage property and / or business owners to improve their property and contribute to the beauty of the municipality. Examples include landscaping, parking areas, pedestrian connections, and patio improvements.
- **Public Art Grant Program:** to encourage the inclusion of art programming within the defined CIP area, contributing to the public realm and identity of the Town. The grant has the opportunity to benefit both the area and local artists. Wellington North is an example of a Municipality that has successfully implemented this program.
- **Sidewalk Café Grant Program:** to assist property and / or business owners with financial assistance to design and construct a temporary sidewalk in place of on-street public parking spaces to allow for a sidewalk café or patio on the right-of-way in order to enhance eating establishments and encourage street-level pedestrian activity. Many municipalities and regions have established this grant, including the Town of Tecumseth. It is recognized that the addition of sidewalk cafes is an eligible cost under the current Façade and Property Improvement program. However, the creation of a dedicated program could encourage more sidewalk café projects in the Town.
- **Signage Improvement Grant Program:** to allow businesses to undertake improvements related to signage, including the installation of permanent signs. Signage improvements are currently eligible costs under the current Façade and Property Improvement Program to encourage signage improvements as part of an overall improvement. Adding a dedicated signage grant would support CIP funding applications where only funding for signage is sought. A signage improvement grant positively contributes to the appearance of the surrounding area and the overall aesthetics of the

Town. In the Community and Business surveys Respondents indicated interest in signage improvement opportunities.

7.2.1 Program Administration and Implementation

Once the CIP financial incentive programs have been selected, the details of the new programs' administration will be established to ensure smooth implementation. This includes determining eligibility criteria for the financial incentive programs and developing a monitoring and evaluation program. For current CIP financial incentive programs that are recommended to be included in the updated CIP, the structure and details will need to be updated to be consistent with the direction of the updated CIP.

Updated Financial Incentive Program Eligibility Criteria

The CIP will need to include updated criteria to assess applications for the financial incentive programs.

In addition to existing Town policies and by-laws such as the Town of Arnprior Official Plan, Zoning By-law and Property Standards By-law, the following eligibility criteria should also be considered:

- Does the proposal support new or existing commercial or mixed-use development?
- Is the land currently vacant or underutilized?
- Does the proposal contribute to the goals of the CIP?

8 Conclusion and Next Steps

This Background Report is intended to set out the baseline information upon which to inform discussion and guide update of the Town's Community Improvement Plan. The options provided for potential incentive programs and Town leadership programs will be the focus of additional public engagement that will shape the Draft and Final CIP documents.

Next Steps

The next steps for the development of the Community Improvement Plan are as follows:

- Prepare Draft Community Improvement Plan and Circulate to Council, Staff and Public: Mid-November 2021

The Final Community Improvement Plan is anticipated to be adopted by late-January 2022.

9 References

County of Renfrew. 2020. County of Renfrew Official Plan.

Ontario Ministry of Municipal Affairs. 2020. Provincial Policy Statement.

Town of Arnprior. August 4, 2021. Corporation of Town of Arnprior Zoning By-law No. 6875-18

Town of Arnprior. 2020. Town of Arnprior Strategic Plan.

Town of Arnprior. 2017. Official Plan of the Town of Arnprior.

Statistics Canada. 2016. Focus on Geography Series, 2016 Census, Arnprior, City (CSD) – Ontario.

WSP Canada. 2015. Town of Renfrew Community Improvement Plan.

WSP Canada. 2011. Arnprior Community Improvement Plan.

APPENDIX



A Community Survey Results

Q1 Describe Arnprior as you know it today in 1 or 2 key words (what it offers and what characterizes the Town – good or bad).

Answered: 84 Skipped: 4

#	RESPONSES	DATE
1	Beautiful natural surroundings. A bit run-down.	10/3/2021 7:54 PM
2	community minded	10/2/2021 5:32 PM
3	Friendly, rivers	10/2/2021 4:29 PM
4	Rivers, litter.	10/1/2021 2:12 PM
5	Friendly town Growth	10/1/2021 8:15 AM
6	Small, boring, expensive taxes	10/1/2021 7:25 AM
7	Old school	10/1/2021 2:00 AM
8	Friendly, quiet	9/30/2021 8:19 PM
9	Dated	9/30/2021 7:43 PM
10	sleepy	9/30/2021 7:43 PM
11	Beautiful	9/30/2021 5:06 PM
12	Beautiful	9/30/2021 1:12 PM
13	Beautiful setting, caring community and proud history	9/30/2021 12:53 PM
14	Beautiful setting, caring community and proud history	9/30/2021 12:53 PM
15	Location. Waterfront.	9/30/2021 12:11 PM
16	Too much building with not enough roads	9/30/2021 11:00 AM
17	run down	9/30/2021 9:56 AM
18	Beautiful bedroom town	9/30/2021 9:38 AM
19	Beautiful bedroom town	9/30/2021 9:37 AM
20	Classic heritage	9/30/2021 9:19 AM
21	Surrounded by beautiful waters!♥	9/30/2021 8:50 AM
22	Limited selection of services and shopping	9/30/2021 8:44 AM
23	Charming but outdated	9/30/2021 8:41 AM
24	Great town	9/30/2021 8:31 AM
25	charming town with friendly people.	9/30/2021 8:25 AM
26	Unique and convenient.	9/30/2021 8:02 AM
27	No place to rent and the ones that are for rent are behind the reach for many ,and the new aptments going up are also to expensive.	9/30/2021 7:45 AM
28	Community strong	9/30/2021 7:23 AM
29	Growing, busy.	9/30/2021 7:20 AM
30	Welcoming, growing community	9/30/2021 7:13 AM
31	Turning into a bedroom community	9/30/2021 7:12 AM

Town of Arnprior Community Improvement Plan Update Community Survey

32	Friendly Many public amenities	9/30/2021 7:12 AM
33	Good	9/30/2021 7:06 AM
34	Family	9/30/2021 7:06 AM
35	losing small-town	9/30/2021 7:01 AM
36	Quiet, peaceful	9/30/2021 6:57 AM
37	Limited access	9/30/2021 6:48 AM
38	Bedroom community only	9/30/2021 6:44 AM
39	Quaint downtown. Much improved.	9/30/2021 3:12 AM
40	Growing.	9/30/2021 3:01 AM
41	Lost our small town feel! Houses are plunked in every open shape there is available. Stick your arm out the window, you are able to touch your neighbours. No privacy in these new developments whatsoever Losing our green space, losing our trees, losing our wildlife! BAD!	9/30/2021 12:26 AM
42	Charming Revitalized	9/29/2021 11:07 PM
43	Community Poverty	9/29/2021 10:37 PM
44	Growing fast	9/29/2021 10:06 PM
45	Inviting and eclectic	9/29/2021 9:58 PM
46	Community Friendly	9/29/2021 9:49 PM
47	Charming. Growing.	9/29/2021 9:35 PM
48	Bedroom community	9/29/2021 9:06 PM
49	Outdated and not functional.	9/29/2021 4:19 PM
50	Outdated, lacks vision	9/26/2021 3:19 PM
51	Welcoming, almost there	9/26/2021 1:56 PM
52	Bedroom community for Ottawa and little manufacturing or industrial development.	9/24/2021 2:32 PM
53	Small town charm	9/24/2021 11:19 AM
54	Charm - Potential for more downtown development	9/24/2021 7:53 AM
55	Opaque council Friendly people and growing diversity	9/23/2021 9:38 PM
56	Bedroom community of Ottawa	9/23/2021 4:42 PM
57	Corrupt.	9/23/2021 3:39 PM
58	downtown much improved during the past year	9/23/2021 3:23 PM
59	Friendly, beautiful	9/22/2021 8:48 PM
60	Car-centred	9/22/2021 7:49 PM
61	Small town feel, friendly.	9/22/2021 12:53 PM
62	Good	9/22/2021 12:45 PM
63	Friendly, beautiful	9/21/2021 8:28 PM
64	An age friendly community	9/21/2021 4:13 PM
65	Beautiful downtown, however would be helpful to have some box stores, not everyone can afford to shop at boutiques	9/21/2021 11:23 AM
66	The town requires more parks, a dog friendly walking trail and better traffic control. It has not kept up with the community growth	9/20/2021 7:17 AM
67	Fair	9/19/2021 9:35 PM

Town of Arnprior Community Improvement Plan Update Community Survey

68	Sleepy	9/19/2021 9:35 PM
69	Old and boring	9/19/2021 9:23 PM
70	Friendly, growing	9/19/2021 9:08 PM
71	Friendly, welcoming, businesses go extra mile to provide great service.	9/19/2021 5:16 PM
72	Friendly	9/19/2021 4:42 PM
73	situated in a scenic area in the valley	9/19/2021 2:32 PM
74	Friendly and welcoming.	9/19/2021 2:14 PM
75	Positively growing and developing	9/19/2021 12:20 PM
76	Low industrial	9/19/2021 12:11 PM
77	Community- minded Entrenched	9/19/2021 12:09 PM
78	Downtown shops Accessible sideways Walking trails	9/19/2021 11:58 AM
79	Outdated	9/19/2021 11:44 AM
80	Beautiful downtown area	9/19/2021 11:34 AM
81	Small town feel . A place that people want to visit on the weekends.	9/19/2021 8:42 AM
82	Friendly, stuck	9/19/2021 8:30 AM
83	Lovely, fast-growing town.	9/19/2021 3:49 AM
84	Progressive and calming	9/17/2021 12:25 PM

Q2 Describe what you would like Arnprior to be in the future in 1 or 2 words (what it will offer; what will excite people; what will be new; and what will shape the Town).

Answered: 83 Skipped: 5

#	RESPONSES	DATE
1	Better shopping, services, hours of operation, infrastructure.	10/3/2021 7:54 PM
2	historical sites	10/2/2021 5:32 PM
3	Quaintness, waterfront activities	10/2/2021 4:29 PM
4	Cleaner everywhere	10/1/2021 2:12 PM
5	Needs activities for children/youth Needs more commercial business' to sustain the growth	10/1/2021 8:15 AM
6	More diverse, better shopping	10/1/2021 7:25 AM
7	Vibrant	10/1/2021 2:00 AM
8	Waterfront development	9/30/2021 8:19 PM
9	Youthful	9/30/2021 7:43 PM
10	progressive	9/30/2021 7:43 PM
11	Small town feel	9/30/2021 1:12 PM
12	Arnprior has the potential to be a gem in the Ottawa Valley if it expands its outdoor recreational space and focuses on attracting young, active families that contribute to and care about the community and value the natural resources that the area has to offer. Expanding the railway trail to include cross country ski trails, opening up new hiking paths in an environmentally sustainable way, building a skate and bike park and expanding accessibility for kayak and SUP enthusiasts are all ways that will help to contribute to this vision and will pay itself off tenfold for the town.	9/30/2021 12:53 PM
13	Arnprior has the potential to be a gem in the Ottawa Valley if it expands its outdoor recreational space and focuses on attracting young, active families that contribute to and care about the community and value the natural resources that the area has to offer. Expanding the railway trail to include cross country ski trails, opening up new hiking paths in an environmentally sustainable way, building a skate and bike park and expanding accessibility for kayak and SUP enthusiasts are all ways that will help to contribute to this vision and will pay itself off tenfold for the town.	9/30/2021 12:53 PM
14	Add a yacht or canoe club, clay tennis courts.	9/30/2021 12:11 PM
15	Quiet, peaceful	9/30/2021 11:00 AM
16	More historic buildings/replicas.	9/30/2021 9:56 AM
17	More stores stores	9/30/2021 9:38 AM
18	More stores stores	9/30/2021 9:37 AM
19	known for outdoor entertainment and local culture. Water activities.	9/30/2021 9:19 AM
20	Vibrant, Opportunities	9/30/2021 8:50 AM
21	More shops and services available	9/30/2021 8:44 AM
22	We need more amenities. Specialty shops are nice but large stores/restaurants are where people shop.	9/30/2021 8:41 AM
23	New businesses	9/30/2021 8:31 AM

Town of Arnprior Community Improvement Plan Update Community Survey

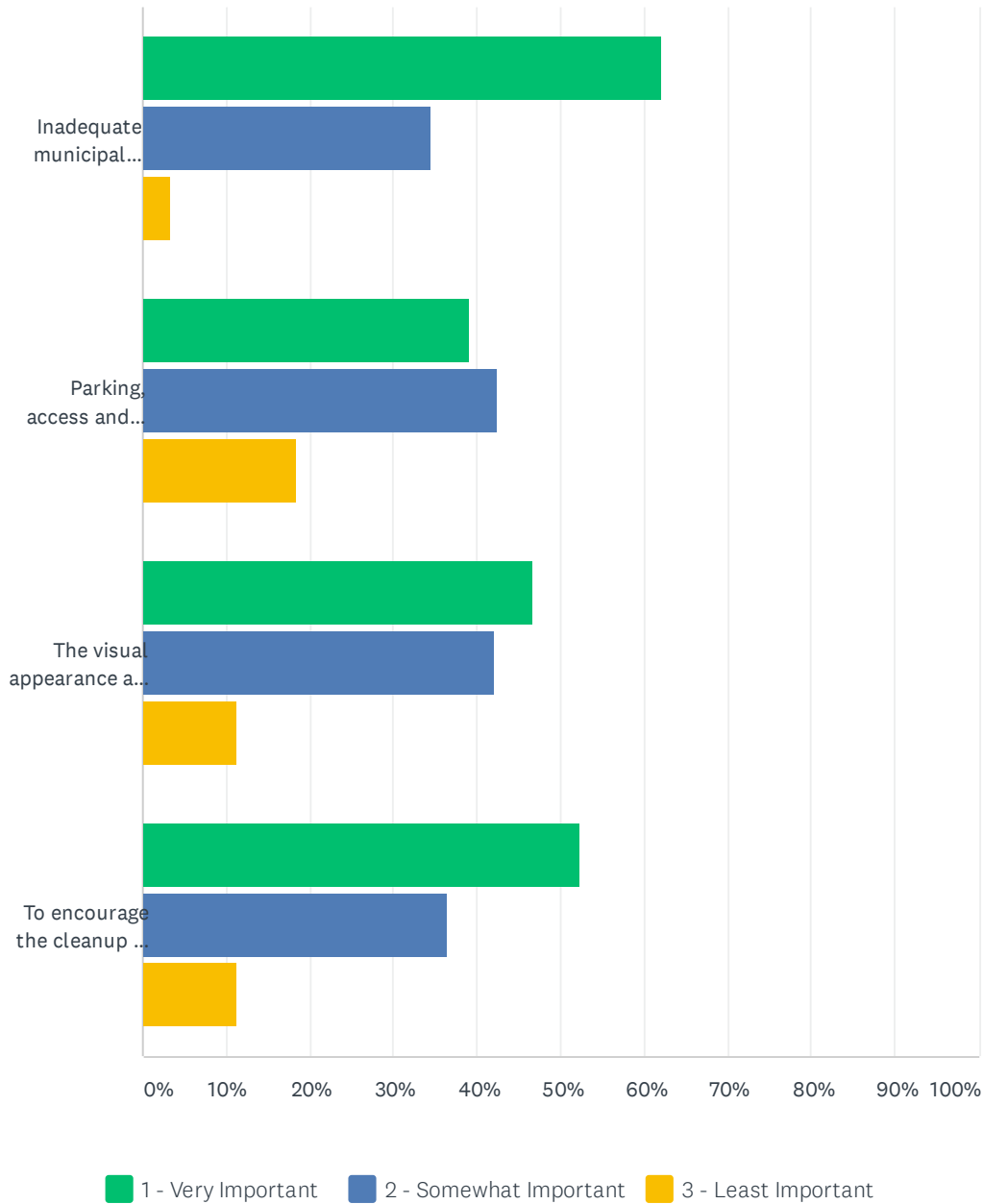
24	more for teenagers	9/30/2021 8:25 AM
25	Variety, thoughtfulness	9/30/2021 8:02 AM
26	help the homeless	9/30/2021 7:45 AM
27	Inclusive	9/30/2021 7:23 AM
28	Another grocery store, fenced off leash dog park	9/30/2021 7:20 AM
29	Vibrant, community centred	9/30/2021 7:13 AM
30	I wish it maintained the small town feel. Greenspace is disappearing and new developments are seen as property tax potential without services to support especially stores (grocery etc).	9/30/2021 7:12 AM
31	Slow, thoughtful housing development -continue programming for children and youth	9/30/2021 7:12 AM
32	Better roads	9/30/2021 7:06 AM
33	More for our youth to do. Ie. Skatepark	9/30/2021 7:06 AM
34	friendly & fun	9/30/2021 7:01 AM
35	Unique, independent, valley	9/30/2021 6:57 AM
36	More shopping	9/30/2021 6:48 AM
37	A place where you don't have to leave town to work or play	9/30/2021 6:44 AM
38	Continue blending new and 'quality' old.	9/30/2021 3:12 AM
39	Destination	9/30/2021 3:01 AM
40	Why is there a need for a consulting company?? Wasted money, surely there are enough educated citizens in this town, who are quite capable of taking on this task and would be happy to do so!	9/30/2021 12:26 AM
41	Day trip destination- lunch, shopping, outdoor activity Small town charm preserved	9/29/2021 11:07 PM
42	Acceptance Community	9/29/2021 10:37 PM
43	Recreation and cultural activities	9/29/2021 10:06 PM
44	More liberal	9/29/2021 9:58 PM
45	More growth Shopping restaurant grocery	9/29/2021 9:49 PM
46	Retain the charm but more shopping/grocery options	9/29/2021 9:35 PM
47	Vibrant community	9/29/2021 9:06 PM
48	Stores and dog friendly places.	9/29/2021 4:19 PM
49	Expansive, Growth	9/26/2021 3:19 PM
50	Vibrant , energized	9/26/2021 1:56 PM
51	Vibrant downtown core and revitalize the Nick Smith Center and Robert Simpson Park.	9/24/2021 2:32 PM
52	Pedestrian and cycle friendly	9/24/2021 11:19 AM
53	Sense of community, small town feel embracing change most especially in equality, diversity and inclusion	9/24/2021 7:53 AM
54	Connectivity in quality trails for bicycle and pedestrian use (Active Living).	9/23/2021 9:38 PM
55	Job opportunities	9/23/2021 4:42 PM
56	Fair.	9/23/2021 3:39 PM
57	a relaxing town with programs to help troubled youth	9/23/2021 3:23 PM
58	Better waterfront	9/22/2021 8:48 PM
59	Walkable and cyclable	9/22/2021 7:49 PM

Town of Arnprior Community Improvement Plan Update Community Survey

60	Waterfront restaurants and shopping More shopping	9/22/2021 12:53 PM
61	Ammenities. Shopping, restaurants	9/22/2021 12:45 PM
62	Better waterfront	9/21/2021 8:28 PM
63	Another grocery store preferably on the other side is the bridge to service the Avenues, new housing developments, a men's store, affordable rental apartments.	9/21/2021 4:13 PM
64	Retain the heritage downtown, festivals that attract people job creation	9/21/2021 11:23 AM
65	Programs , resources and safety	9/20/2021 7:17 AM
66	Grocery store out across bridge.	9/19/2021 9:35 PM
67	Destination	9/19/2021 9:35 PM
68	Progressive and fun	9/19/2021 9:23 PM
69	Continue encouraging small businesses in downtown, there are many now and it would be great to see even more!	9/19/2021 9:08 PM
70	To develop our waterfront as two rivers is our motto.	9/19/2021 5:16 PM
71	Better grocery stores	9/19/2021 4:42 PM
72	shopping at better stores rather than travel out of town	9/19/2021 2:32 PM
73	To grow but ideally maintain that neighbourly small town vibe.	9/19/2021 2:14 PM
74	Popular event music, markets, sports	9/19/2021 12:20 PM
75	Tourism	9/19/2021 12:11 PM
76	Open minded- responsive	9/19/2021 12:09 PM
77	Easy to access on foot	9/19/2021 11:58 AM
78	Expanded	9/19/2021 11:44 AM
79	Nice to waterfront Festivals More grocery stores to choose from More stores Waterway restaurants docks for boaters. To enjoy Nice restaurant in hotel with docks	9/19/2021 11:34 AM
80	Cleaned up a little . Businesses and homes	9/19/2021 8:42 AM
81	Diverse, open minded	9/19/2021 8:30 AM
82	A town that offers residents to stay here to shop as well as live. Also, a town that has increased road safety on its major roads, with a significant increase in traffic lights to slow and control traffic.	9/19/2021 3:49 AM
83	Settled and open to all	9/17/2021 12:25 PM

Q3 The current Arnprior CIP establishes four goals for the CIP. How would you rank the importance of these goals? (1 - very important, 2 - somewhat important, 3 - least important)

Answered: 88 Skipped: 0



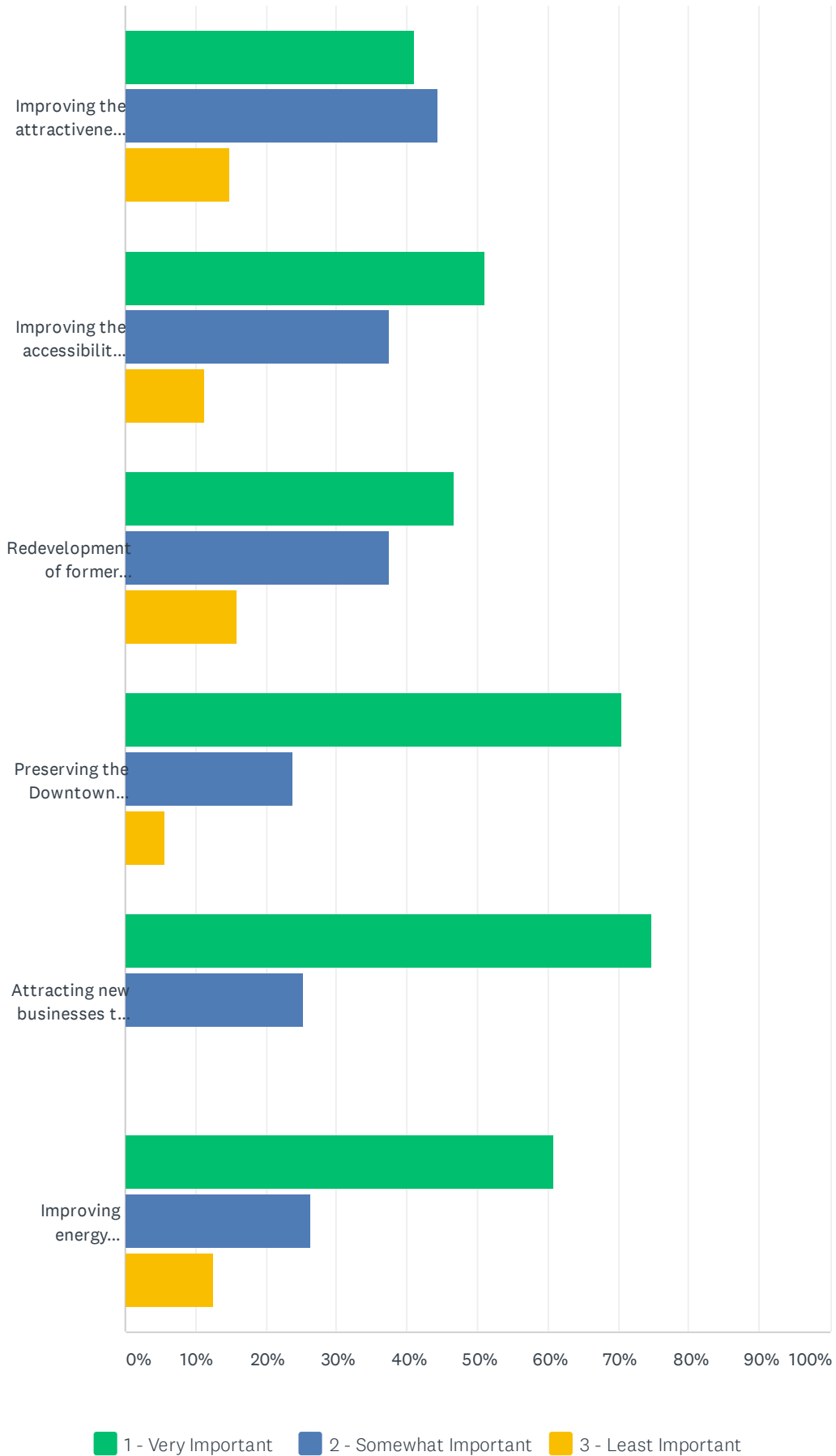
Town of Arnprior Community Improvement Plan Update Community Survey

	1 - VERY IMPORTANT	2 - SOMEWHAT IMPORTANT	3 - LEAST IMPORTANT	TOTAL
Inadequate municipal services and facilities in Arnprior are upgraded to an acceptable standard.	62.07% 54	34.48% 30	3.45% 3	87
Parking, access and traffic circulation are improved.	39.08% 34	42.53% 37	18.39% 16	87
The visual appearance and aesthetics of the built environment are improved.	46.59% 41	42.05% 37	11.36% 10	88
To encourage the cleanup and redevelopment of brownfield properties (former industrial or contaminated sites).	52.27% 46	36.36% 32	11.36% 10	88

Q4 CIPs can be used to help achieve many community benefits. How would you rank the importance of these topics? (1 - very important, 2 - somewhat important, 3 - least important)

Answered: 88 Skipped: 0

Town of Arnprior Community Improvement Plan Update Community Survey



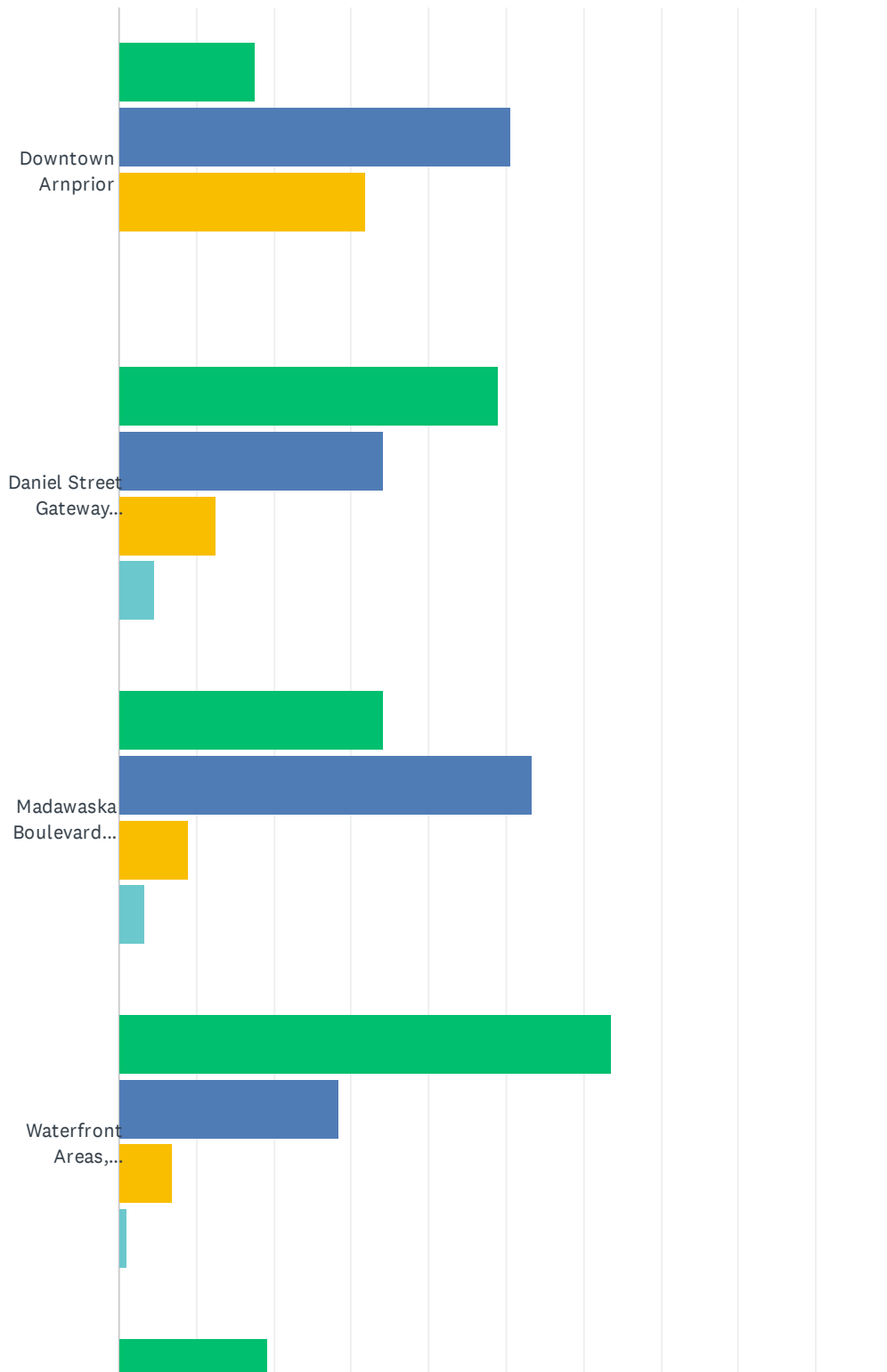
Town of Arnprior Community Improvement Plan Update Community Survey

	1 - VERY IMPORTANT	2 - SOMEWHAT IMPORTANT	3 - LEAST IMPORTANT	TOTAL
Improving the attractiveness of commercial building façades, landscaping, and signage	40.91% 36	44.32% 39	14.77% 13	88
Improving the accessibility of commercial buildings	51.14% 45	37.50% 33	11.36% 10	88
Redevelopment of former industrial or contaminated sites ("brownfields")	46.59% 41	37.50% 33	15.91% 14	88
Preserving the Downtown Arnprior's heritage and character	70.45% 62	23.86% 21	5.68% 5	88
Attracting new businesses to the community	74.71% 65	25.29% 22	0.00% 0	87
Improving energy efficiency and climate resilience	60.92% 53	26.44% 23	12.64% 11	87

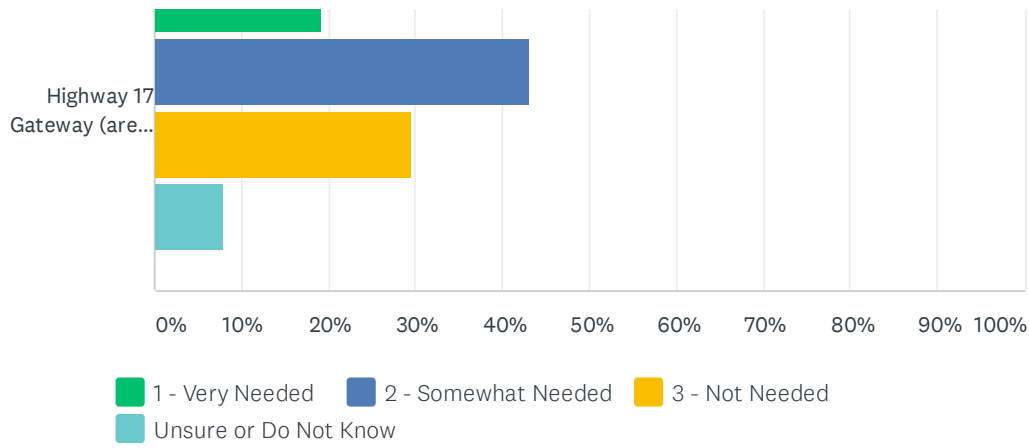
#	OTHER (PLEASE SPECIFY):	DATE
1	affordable housing, permanent shelters	10/2/2021 5:32 PM
2	More trash cans, town workers cleaning litter.	10/1/2021 2:12 PM
3	Focus on waterfront as a main attraction.	9/30/2021 12:11 PM
4	Housing to be made to aesthetically match the history of the town now cookie cutter buildings	9/30/2021 9:56 AM
5	Build a skatepark to provide a healthy place for youth	9/30/2021 8:25 AM
6	All of these are critical to community improvement. Are we supposed to be choosing a direction over another?	9/30/2021 8:02 AM
7	Youth friendly places.	9/30/2021 7:06 AM
8	more, good neighborhood parks for kids	9/30/2021 7:01 AM
9	Ensuring medical and educational services keep pace with population growth	9/30/2021 3:12 AM
10	More spaces for youth over the age of 10 to enjoy	9/29/2021 10:37 PM
11	Preserving green space	9/29/2021 9:58 PM
12	Better planning/less residential	9/29/2021 9:06 PM
13	Proper environmental assessments based upon legislation	9/24/2021 2:32 PM
14	Pedestrian and cycle friendly, more mini parks and trees.	9/24/2021 11:19 AM
15	Replace ditch system with sewers in Industrial section.	9/23/2021 3:39 PM
16	Improve Arnprior mall. Canadian Tire poorly planned, You have to walk by garages to access interest. You should be able to go from mall to ct, and the metro through walkways.	9/22/2021 12:45 PM
17	Need a box store like Walmart where everything is available	9/21/2021 11:23 AM
18	Safety on roads	9/20/2021 7:17 AM
19	Adding adult recreation and socials to meet neighbours to continue the welcoming culture of Arnprior	9/19/2021 9:08 PM
20	Waterfront development	9/19/2021 5:16 PM
21	better facilities for younger families. Arnprior is more focused on older groups	9/19/2021 8:30 AM

Q5 The current Arnprior CIP identifies five areas as having a need for community improvement activities. How would you rank the level of need for each of these areas?(1 - very needed, 2 - somewhat needed, 3 - not needed)

Answered: 88 Skipped: 0



Town of Arnprior Community Improvement Plan Update Community Survey



	1 - VERY NEEDED	2 - SOMEWHAT NEEDED	3 - NOT NEEDED	UNSURE OR DO NOT KNOW	TOTAL
Downtown Arnprior	17.65% 15	50.59% 43	31.76% 27	0.00% 0	85
Daniel Street Gateway Corridor	48.86% 43	34.09% 30	12.50% 11	4.55% 4	88
Madawaska Boulevard Commercial Corridor	34.09% 30	53.41% 47	9.09% 8	3.41% 3	88
Waterfront Areas, including public land next to the Madawaska and Ottawa Rivers	63.64% 56	28.41% 25	6.82% 6	1.14% 1	88
Highway 17 Gateway (area around the White Lake highway overpass)	19.32% 17	43.18% 38	29.55% 26	7.95% 7	88

Q6 Which other sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Answered: 61 Skipped: 27

#	RESPONSES	DATE
1	restore the railway corridor and bring back rail transit	10/2/2021 5:32 PM
2	Skatepark!	10/2/2021 4:29 PM
3	The skate park at the Nick Smith Centre. The marina.	10/1/2021 2:12 PM
4	Nick Smith Centre - skate park	10/1/2021 8:15 AM
5	None	10/1/2021 7:25 AM
6	The town needs to be more inclusive, I would like to see a sidewalk dedicated to the people with drug addiction	10/1/2021 2:00 AM
7	The skatepark	9/30/2021 7:43 PM
8	skateboard park, cycling infrastructure	9/30/2021 7:43 PM
9	Skatepark	9/30/2021 5:06 PM
10	The skate park for kids/teens	9/30/2021 1:12 PM
11	The Avenues. The empty land in that area would be perfect for the installation of a bike/skate park that would further contribute to the development of that section of the waterfront, provide recreational opportunities and attract tourists and encourage residential and commercial development along the Madawaska corridor.	9/30/2021 12:53 PM
12	The Avenues. The empty land in that area would be perfect for the installation of a bike/skate park that would further contribute to the development of that section of the waterfront, provide recreational opportunities and attract tourists and encourage residential and commercial development along the Madawaska corridor.	9/30/2021 12:53 PM
13	Residential areas neighbouring downtown extending to the waterfront. The marina.	9/30/2021 12:11 PM
14	Water front fair grounds DT More green space and parks in the new developments	9/30/2021 9:19 AM
15	Nick Smith Centre	9/30/2021 8:50 AM
16	Skate Park needs to be built	9/30/2021 8:44 AM
17	Skateboard park	9/30/2021 8:31 AM
18	Daniel and madawaska need some attention to make the areas safe for pedestrians, convenience for traffic, and attractive for all.	9/30/2021 8:02 AM
19	There will be to many apt buildings going up.	9/30/2021 7:45 AM
20	Nick smith centre needs to be updated, especially bathrooms and swimming change rooms. Skate park needs an overhaul	9/30/2021 7:23 AM
21	Pedestrian safe cross walk with improved traffic flow where the Algonquin trail crosses Daniel street, improved traffic flow and sidewalks on baskin drive to allow safer traffic with the elementary schools (including the new French school)	9/30/2021 7:13 AM
22	Area of waterfront at baseball diamonds could be better utilized	9/30/2021 7:12 AM
23	Daniel street	9/30/2021 7:06 AM
24	Parks	9/30/2021 7:06 AM
25	add playgrounds in neighborhood, better skate park, better trail access to businesses, new trail	9/30/2021 7:01 AM

Town of Arnprior Community Improvement Plan Update Community Survey

from Arthur/Charles st neighborhood by river

26	No idea.	9/30/2021 6:48 AM
27	The dangerous dam needs to be turned into a white water park. Restore the Madawaska to a wild river that attracts river recreation.	9/30/2021 6:44 AM
28	Elgin towards Division	9/30/2021 3:12 AM
29	Waterfront. "Where the rivers meet" but limited access, visibility, public use.	9/30/2021 3:01 AM
30	We have more than enough new developments, building more houses needs to STOP! Revitalize the older more established areas of our town, grants should be available to citizens to upgrade their older homes. These developments chuck as many houses as possible on these pieces of land, I believe it is called greed! In a few years they will look like huge eyesores!	9/30/2021 12:26 AM
31	Arnprior Skatepark Accessibility at Beach and waterfront Former rail station location on Algonquin trail	9/29/2021 11:07 PM
32	The skatepark!	9/29/2021 10:37 PM
33	Nick smith centre	9/29/2021 10:06 PM
34	More industry in the industrial park	9/29/2021 9:58 PM
35	Need a grocery store on the other side of town near county road 29/ PJs	9/29/2021 9:35 PM
36	Landfill	9/29/2021 9:06 PM
37	Arnprior Shopping Mall, expand retail	9/26/2021 3:19 PM
38	Robert Simpson Park and Bell Park	9/24/2021 2:32 PM
39	2 lane Jack Street in front of Islandview Residence, and further construction is now a choke point for ambulances, fire trucks etc. Was it intended to have parking on it? Or several new points of entry?	9/24/2021 11:19 AM
40	I love what has been done on John Street, the side walks, flower beds, etc... expanding that to create a larger downtown core	9/24/2021 7:53 AM
41	All streets in industrial area and agricultural area need to stop sending untreated water at Spruce Cres and then dumped into Madagascar River.	9/23/2021 4:42 PM
42	Stop dumping industrial and agricultural runoff straight into the Madawaska River from Industrial Area ditches and flooding Seniors and Young Families on Edward Vince Evans Court. Arnprior has most likely contributed to a Walleye killoff several years ago because of this. How did Campanale Homes get permission to build over a holding pond and then dump the untreated water straight into the Madawaska River, less than 2 kms from the Ottawa River? How is this not fixed and why does current council hide this issue?	9/23/2021 3:39 PM
43	Sidewalks are in bad condition or absent in almost all residential areas.	9/22/2021 7:49 PM
44	Waterfront...need restaurants to attract people and have boating slips near the restaurant. Daniel street should be widened or at the very least traffic lights at James st for the nick smith traffic	9/22/2021 12:53 PM
45	Waterfront. Why not have revenue streams. Eg. Year round restaurant for boaters, ski doos, etc. A public dock.	9/22/2021 12:45 PM
46	Marinas	9/21/2021 4:13 PM
47	Around the Mall, in back	9/21/2021 11:23 AM
48	Near aj school	9/20/2021 7:17 AM
49	Accessibility	9/19/2021 9:35 PM
50	Assistance in maintaining the older homes (along John St towards the R.S. Park), to help preserve the buildings and minimise the need to tear-down and rebuild the old homes	9/19/2021 9:08 PM
51	Old liquor store	9/19/2021 5:16 PM

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52	Paving Victorua Street, Albert Street, Landrigan to MacDonald Streets.	9/19/2021 2:14 PM
53	More parking for Robert Simpson park Develop a new skate board park in new location Develop beach area by ball park with change rooms, bathrooms, rentals for water sports	9/19/2021 12:20 PM
54	Water supply/pipe delivery	9/19/2021 12:11 PM
55	Small parks: Caruso Street	9/19/2021 11:58 AM
56	Madawaska st	9/19/2021 11:44 AM
57	Need more commercial development madawaska blv Grocery store etc More attractions for recreational snowmobiling atv etc	9/19/2021 11:34 AM
58	Simpson park needs improvement to accept more visitors. A little more parking . More areas (pavilions)	9/19/2021 8:42 AM
59	The whole town just need WAY more trees and greenery. some areas on residential areas (think Daniel street) are like parking lots and are not resilient to climate change either	9/19/2021 8:30 AM
60	Madawaska Boulevard area currently offers no essential shopping (grocery, pharmacy). Also badly in need of several traffic lights.	9/19/2021 3:49 AM
61	Older neighborhoods may respond to financial help to clean up properties	9/17/2021 12:25 PM

Q7 Beyond financial incentive programs, such as grants, what other actions or improvements should the Town consider to support community improvement and revitalization? For example, streetscaping, signage and wayfinding, branding, or facilities improvements.

Answered: 51 Skipped: 37

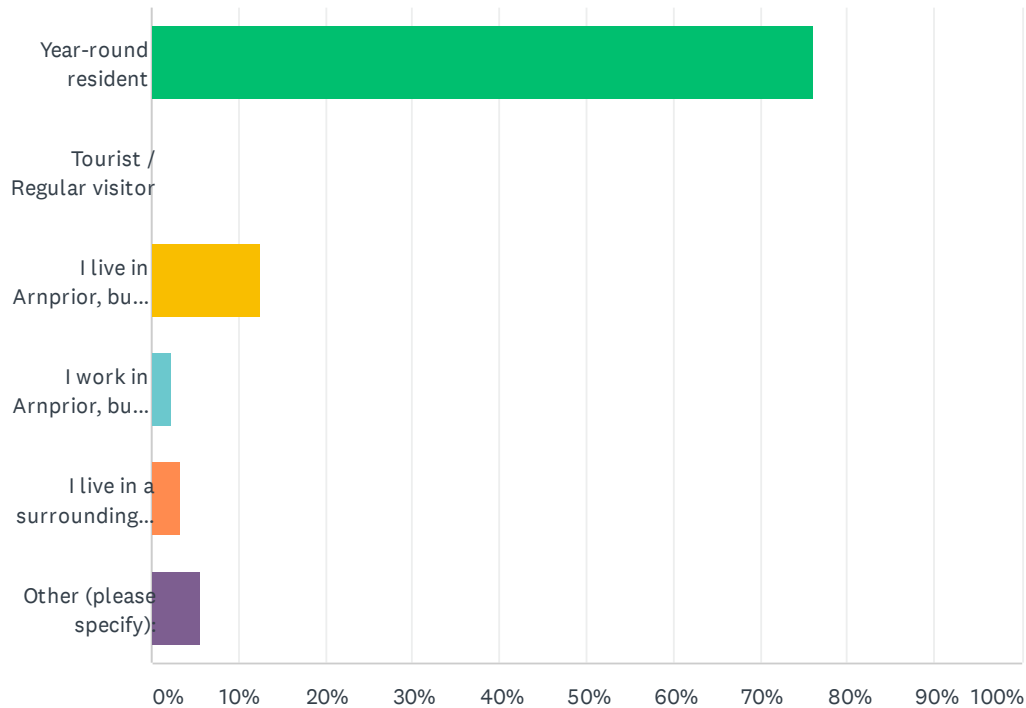
#	RESPONSES	DATE
1	local bus routes especially for seniors to get to stores, activiites, church etc.	10/2/2021 5:32 PM
2	Hire town workers to clean up litter. Create a off leash dog park.	10/1/2021 2:12 PM
3	Branding, marketing of our town, better BIA	10/1/2021 8:15 AM
4	None	10/1/2021 7:25 AM
5	New business to create additional jobs, more shopping (big box)	10/1/2021 2:00 AM
6	Signage and facilities improvement	9/30/2021 8:19 PM
7	Skatepark	9/30/2021 7:43 PM
8	Fix the streets!	9/30/2021 1:12 PM
9	Community draws/raffles. Community events with ticket sales.	9/30/2021 12:53 PM
10	Community draws/raffles. Community events with ticket sales.	9/30/2021 12:53 PM
11	Landscaping for a common look and feel (fence style, plantings, Canadian flags, etc.). As above, build a yacht or canoe club, have a boat share program, lessons, etc.	9/30/2021 12:11 PM
12	Branding, town hall addition looks like a prison - could use a facelift.	9/30/2021 9:56 AM
13	yes, makes the more town attractive	9/30/2021 9:19 AM
14	Input from the youth of Arnprior.	9/30/2021 8:50 AM
15	No idea that's what you guys are for	9/30/2021 8:44 AM
16	Not sure. Money truly drives most change.	9/30/2021 8:02 AM
17	Not sure	9/30/2021 7:23 AM
18	Facility improvements	9/30/2021 7:12 AM
19	developers must include greenspace/playgrond. develop some gree. lots into play area (ie back corner of Nick Smith center. wideb Daniel st to 3-4 lanes from rexall to Arthur	9/30/2021 7:01 AM
20	Streetscaping, widen sidewalks on Daniel and Madawaska.	9/30/2021 6:57 AM
21	No idea.	9/30/2021 6:48 AM
22	Facilities improvement	9/30/2021 6:44 AM
23	Branding and advertising as a destination for shopping and food.	9/30/2021 3:01 AM
24	Older homes need to be updated, signage doesn't make properties look any better. We will certainly be in need of a new or extended pollution plant, in it's present capacity it will not be sustainable for much longer, too many new builds! Not a cheap undertaking that's for sure. Up go the taxes!	9/30/2021 12:26 AM
25	Upgrade Nick Smith and surrounding area	9/29/2021 10:06 PM
26	Continue with fabulous flower beds,	9/29/2021 9:58 PM

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27	All of the above.	9/29/2021 9:06 PM
28	Streetscaping	9/26/2021 3:19 PM
29	Night lighting. Internal trails need upgrading (maintenance issues, increase visible appearance with interesting points of interest)	9/26/2021 1:56 PM
30	Getting involvement and input from the local service clubs. Create sub committees.	9/24/2021 2:32 PM
31	Protection to the fragile pond area behind Wolf Crescent and Edward Vince Evan's Ct. ATVs are tearing through all hours. There's broken glass, needles, trash etc More nature friendly small parks would help. LOVE the downtown flowers!	9/24/2021 11:19 AM
32	Insist on documenting capital and O&M budgeting with business plans including risk assessment, measurable goals and ongoing publicly reported performance of allocations. (as not seen for the Algonquin Trail for example)	9/23/2021 9:38 PM
33	Apply for infrastructure grants to "build back better" so Arnprior is not known in the future as the town that dumps into the 2 rivers. Ditches in industrial area need to be replaced with sewer and Arnprior has to stop flooding Seniors and Children.	9/23/2021 4:42 PM
34	Listen to Arnprior residents instead of letting the Mayor insult them.	9/23/2021 3:39 PM
35	RE-OPEN ROLL LANE as a town lane like ROCK LANE	9/23/2021 3:23 PM
36	Planners who work for the community, not the developers	9/22/2021 7:49 PM
37	With the rapidly growing population, Arnprior needs more shopping. People should not have to go to Kanata or Renfrew. We will never have a costco, but not many choices for clothing or furniture.	9/22/2021 12:45 PM
38	Everything seems good after the downtown revitalization was done, streets were made way to narrow for parking in the winter.	9/21/2021 11:23 AM
39	Accessibility	9/19/2021 9:35 PM
40	With the increasing population, need to reconsider the waste management practices- more options for yard waste and bulk items disposal.	9/19/2021 9:08 PM
41	Robert Simpson park	9/19/2021 5:16 PM
42	housing that is affordable throughout the town	9/19/2021 2:32 PM
43	Social media	9/19/2021 12:20 PM
44	N/A	9/19/2021 12:11 PM
45	Improving facilities More confident, more directive signage	9/19/2021 12:09 PM
46	Bylaws and enforcement	9/19/2021 11:58 AM
47	No	9/19/2021 11:44 AM
48	Trees are cheap . Plant more ! The area needs more parks with better equipment for kids . The area needs to "control " the building of new homes and apt buildings to balance the amount of " green space " . Once you take away the green space , it is gone . Grants and help for small business will keep the small town feel . I'd rather see improvements to current businesses than see them close down due to a Walmart .	9/19/2021 8:42 AM
49	Install trees. Actually enforce by laws (unruly ATV's and off leash dogs etc)	9/19/2021 8:30 AM
50	Monthly "night shopping" in the downtown core. Perhaps a small business co-op location with booth-type rental for our many local artisans such as is happening in many other communities.	9/19/2021 3:49 AM
51	Awards for improved sites. Publication of winners provincially if not nationally	9/17/2021 12:25 PM

Q8 Which best describes you? Select all that apply.

Answered: 88 Skipped: 0



ANSWER CHOICES	RESPONSES	
Year-round resident	76.14%	67
Tourist / Regular visitor	0.00%	0
I live in Arnprior, but work elsewhere	12.50%	11
I work in Arnprior, but live elsewhere	2.27%	2
I live in a surrounding community	3.41%	3
Other (please specify):	5.68%	5
TOTAL		88

#	OTHER (PLEASE SPECIFY):	DATE
1	I live in a surrounding community but have a rental property in Arnprior	9/29/2021 11:07 PM
2	Raised in Arnprior and come back often.	9/24/2021 2:32 PM
3	Lifelong, year round resident.	9/19/2021 2:14 PM
4	I spend time in Arnprior many times a week . Live 7 minutes away .	9/19/2021 8:42 AM
5	We were residents until September, now live in Braeside but are in town frequently and kids are in school	9/19/2021 8:30 AM

Q9 Do you have any other comments or concerns about the CIP Update or the process?

Answered: 42 Skipped: 46

#	RESPONSES	DATE
1	No.	10/1/2021 2:12 PM
2	I was upset one business got a large amount of money rather than money being distributed around. Makes it seem as though there is a conflict. Bee Savy should pay some back.	10/1/2021 7:25 AM
3	Thank you for your work to make this town so livable!	9/30/2021 12:53 PM
4	Thank you for your work to make this town so livable!	9/30/2021 12:53 PM
5	Would love for Arnprior to have more of an Edgartown, Massachusetts vibe, while paying homage to its Algonquin and lumber town roots.	9/30/2021 12:11 PM
6	Arnprior is a beautiful city that needs to preserve its DT heritage as well as grow the community. More green parks and recreation facilities should be considered. A more inviting waterfront with a beer garden and ability for kids bands to play music for the community.	9/30/2021 9:19 AM
7	There is a lot for children and adults in the community. Love the Nick Smith Centre and programs offered.	9/30/2021 8:25 AM
8	Glad to see this work is a priority! Good luck. Any updates are always a good move. Let's continue to focus on keeping the small town charm with unique and convenient options for dining, shopping, working, etc.	9/30/2021 8:02 AM
9	No	9/30/2021 7:23 AM
10	Let's make Arnprior more walkable and create more destinations to walk-to (or drive) that are family friendly and promote access to local businesses	9/30/2021 7:13 AM
11	Preserve character of the community by being thoughtful in commercial and residential growth	9/30/2021 7:12 AM
12	We need another grocery store with all these buildings going up. The youth need places to go to keep our growing community .	9/30/2021 7:06 AM
13	look into joining with Ottawas compost program; consider s home energy loan program.	9/30/2021 7:01 AM
14	Arnprior should remain as independent as possible from neighbouring Ottawa. We are already a bedroom community and continue to use up all available space to jam more homes (mostly semi-detached) wherever they'll fit with no vision for how this will impact our small town feel. Any community improvement should focus on maintaining that small town feel.	9/30/2021 6:57 AM
15	I have to do most shopping in Kanata due to limited operational hours & selection of shops here. Not to mention the parking lot at the mall is terrifying.	9/30/2021 6:48 AM
16	Keep up the good work	9/30/2021 3:12 AM
17	Arnprior has lost it's small town charm, it has become a bedroom community. Folks work and shop in Ottawa, come home to sleep! Sad!	9/30/2021 12:26 AM
18	There is a need for a cultural space for performing arts and other exhibitions. Library should be prioritized for continued excellent programming.	9/29/2021 10:06 PM
19	Questions could have been more specific. Concern for Arnprior growing too big too fast.	9/29/2021 9:58 PM
20	Adopt it and apply it	9/29/2021 9:06 PM
21	I believe the city waste too much time and taxpayers' money with non-essential features. For example, painting the water tower. Also, we have so little dog/family fridge parks. The city could start changing her mindset to the 21st century. We have a lot of young families moving here and the city should recognize that. Thank you.	9/29/2021 4:19 PM

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22	Arnprior needs to expand its retail portfolio to meet the growing demands of population growth. It is too limited to appeal to growing families and retiring people as it currently offers limited in town shopping and way too many restaurants for the population. Town is very limited by a population governed by "its needs this or that but not in my backyard" attitude. Property taxes way exceed the amenities that it has to offer which will limit its growth and detract from any positive attributes it does have to offer. As much as there is a constant whine from the population of this town it will die without growth.	9/26/2021 3:19 PM
23	CIP should be limited to facade improvements not general maintenance or redecorating.	9/26/2021 1:56 PM
24	Why is this survey not known to the general population?	9/24/2021 2:32 PM
25	Treasure and protect the charm and natural beauty in and around Arnprior...once it's gone, you can't get it back. Maintain our Library, also a true gem!	9/24/2021 11:19 AM
26	I look forward to learning of progress. I am concerned by the narrowness of responses invited. Is governance and community development to be considered?	9/23/2021 9:38 PM
27	Tons mayor and councillors need conflict of interest rules. It is beyond believe the mayor can be friends and accept money from campanile homes and interfere in every file involving campanile homes and the mayor will not help to stop the annual flooding of Seniors and Children to protect his friend and payments.	9/23/2021 4:42 PM
28	I came across this by luck reading the news. No one knows about this. I will send out to a few people but this survey is not known about.	9/23/2021 3:39 PM
29	I have heard many positive comments from guests at my home and visitor to my store about the attractiveness of downtown Arnprior and friendliness of the community	9/23/2021 3:23 PM
30	Having the old feel downtown is great with the local specialty shops but people need places to buy cloths and housewares and decor. Not from low end stores.	9/22/2021 12:53 PM
31	The cip could be updated after each census, using that information as a baseline.	9/22/2021 12:45 PM
32	Not at this time.	9/21/2021 4:13 PM
33	With all the new housing and more people/families moving to Arnprior, there should be more focus on facilities that can entertain young people. We desperately need geared to income housing for seniors, a senior cannot afford the rent in Arnprior considering the total amount received is less than market rent	9/21/2021 11:23 AM
34	The pool needs to be updated to reflect modern standards and community programs need to have classes to accommodate for the grown community	9/20/2021 7:17 AM
35	If there are opportunities to volunteer and assist with the project, please make it known to the residents. My household would be interested in getting involved.	9/19/2021 9:08 PM
36	I do not know what has to be said or done to get people in authority to realize that affordable housing is the most important thing that this town needs for families and seniors	9/19/2021 2:32 PM
37	Stop putting stop signs and or traffic lights every 5 feet. Advance left turn lights at John and Elgin Street traffic lights.	9/19/2021 2:14 PM
38	No	9/19/2021 12:20 PM
39	N/A	9/19/2021 12:11 PM
40	Good initiative	9/19/2021 11:58 AM
41	I hope the views of those who don't have time to hang out on Facebook and give their comments are considered. Young and working families don't have as much time to fill these surveys out and the loud minority tend to get their way. This is a beautiful town and improvements should be planned to consider all needs.	9/19/2021 8:30 AM
42	It has had a positive impact so being improved restructured may give it a boost or new life.	9/17/2021 12:25 PM

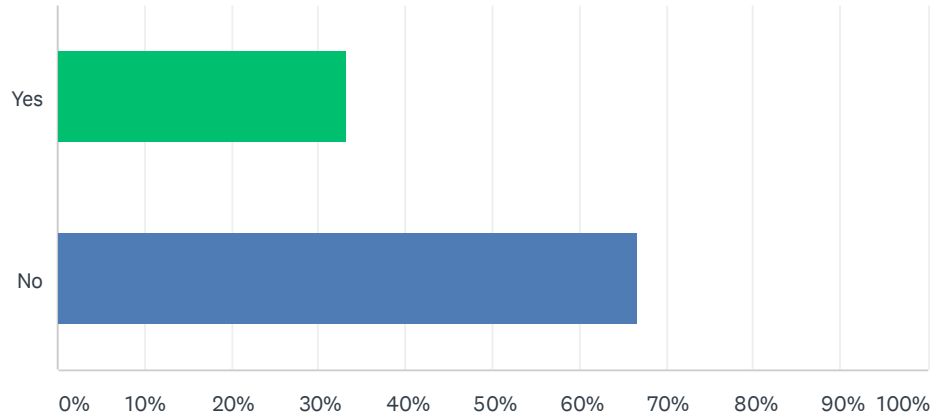
APPENDIX



B Business Survey Results

Q1 Have you ever submitted an application for CIP program funding or inquired about CIP funding?

Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	66.67%	4
TOTAL		6

Q2 What are the top 3 incentives for you as a business owner/operator to apply for CIP program funding? (For example, easy application, single quote, guaranteed funding % or amount, etc.)

Answered: 6 Skipped: 0

ANSWER CHOICES	RESPONSES
1)	100.00% 6
2)	83.33% 5
3)	83.33% 5

#	1)	DATE
1	financial assistance with bettering your business	9/27/2021 10:33 AM
2	Fee approval process should not required before permitting process or start of work. Approval should be able to be made at any point in the process. Invest meant in the downtown is still being made which is good for the town.	9/23/2021 9:52 AM
3	ease of applying - outline of what's accepted	9/21/2021 3:14 PM
4	knowing about the program, never heard of it	9/20/2021 11:43 AM
5	Single quote — most contractors dont respond to requests	9/19/2021 1:44 PM
6	Less restrictive application	9/19/2021 11:47 AM
#	2)	DATE
1	easy application	9/27/2021 10:33 AM
2	single quote	9/21/2021 3:14 PM
3	easy application	9/20/2021 11:43 AM
4	Ease of application	9/19/2021 1:44 PM
5	NA	9/19/2021 11:47 AM
#	3)	DATE
1	single quote	9/27/2021 10:33 AM
2	guaranteed funding amount /percent	9/21/2021 3:14 PM
3	funds available worth the effort	9/20/2021 11:43 AM
4	See #1	9/19/2021 1:44 PM
5	NA	9/19/2021 11:47 AM

Q3 What are the top 3 barriers for you as a business owner/operator to apply for CIP program funding? (For example, the requirement for multiple quotes, length of time for approval, unknown funding amounts, etc.)

Answered: 6 Skipped: 0

ANSWER CHOICES	RESPONSES
1)	100.00% 6
2)	66.67% 4
3)	66.67% 4

#	1)	DATE
1	multiple quotes	9/27/2021 10:33 AM
2	Timing- excluded because building process was underway and CIP was taken off the table	9/23/2021 9:52 AM
3	all of the above	9/21/2021 3:14 PM
4	bureaucracy	9/20/2021 11:43 AM
5	Multiple quotes	9/19/2021 1:44 PM
6	Multiple quotes	9/19/2021 11:47 AM

#	2)	DATE
1	unknown funding amounts	9/27/2021 10:33 AM
2	iefficiency	9/20/2021 11:43 AM
3	See #1	9/19/2021 1:44 PM
4	The time that it takes to get approved	9/19/2021 11:47 AM

#	3)	DATE
1	length of time for approval	9/27/2021 10:33 AM
2	misogny...is it open to female entrepreneurs or only male business owners?	9/20/2021 11:43 AM
3	Inability to start any work before the application is approved	9/19/2021 1:44 PM
4	No idea how much to plan on getting.	9/19/2021 11:47 AM

Q4 How could the Town improve the CIP program application process for business owners/operators?

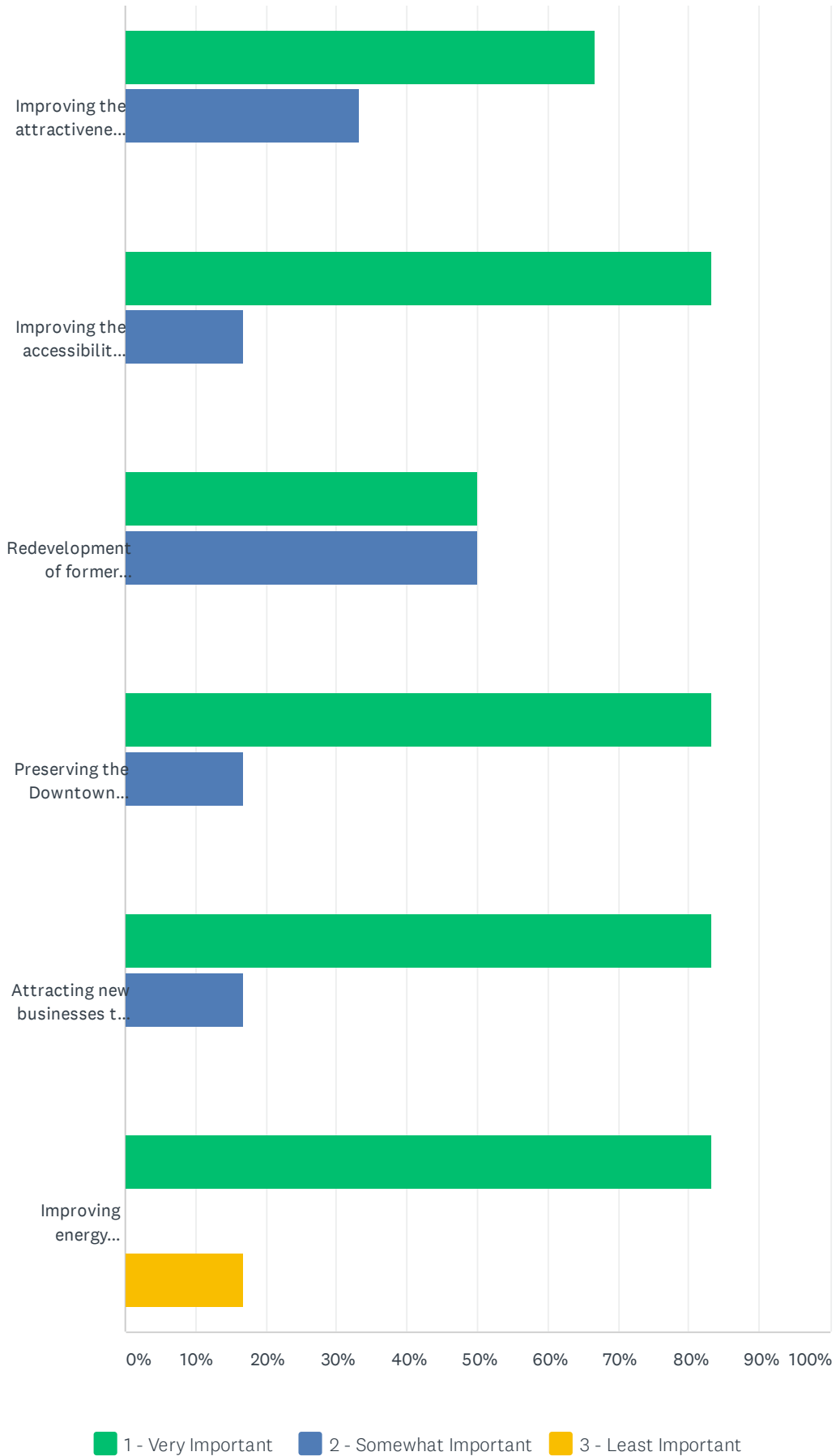
Answered: 3 Skipped: 3

#	RESPONSES	DATE
1	single quote, quicker application	9/27/2021 10:33 AM
2	simplify it	9/21/2021 3:14 PM
3	I understand wanting multiple quotes to make sure the job cost isn't being inflated, but if you find a contractor or any labourer to actually do the work, you use them. I would prefer if the Building Inspector look at the plans and give a basic assessment for how much it should cost them dole out the money based on that assessment so the grant money is fairly allocated. I would also say the amount should be based to a certain extent on how bad the facade is in the first place since businesses that have been maintained by previous owners are allocated less money since less work theoretically needs to be done.	9/19/2021 1:44 PM

Q5 CIPs can be used to help achieve many community benefits. How would you rank the importance of these topics? (1 - very important, 2 - somewhat important, 3 - least important)

Answered: 6 Skipped: 0

Town of Arnprior Community Improvement Plan Update Business Survey

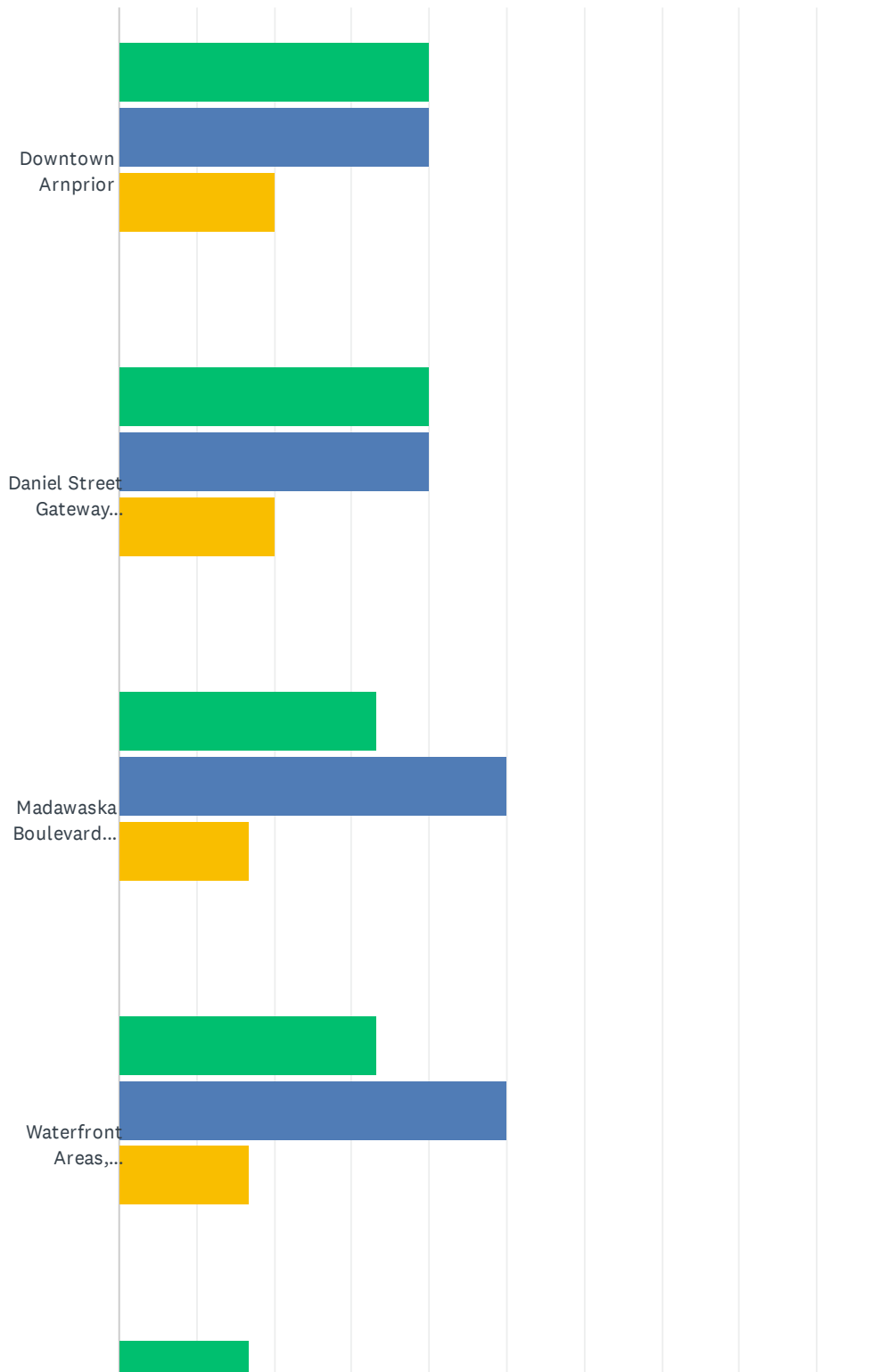


Town of Arnprior Community Improvement Plan Update Business Survey

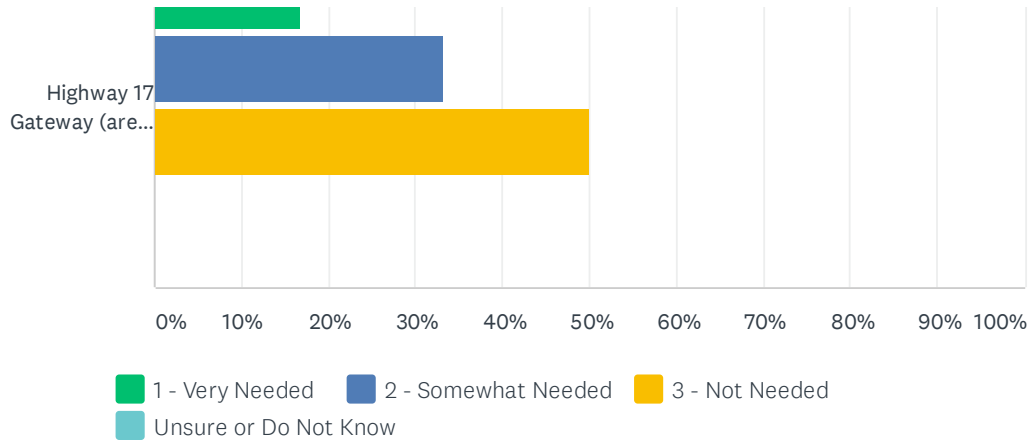
	1 - VERY IMPORTANT	2 - SOMEWHAT IMPORTANT	3 - LEAST IMPORTANT	TOTAL
Improving the attractiveness of commercial building façades, landscaping, and signage	66.67% 4	33.33% 2	0.00% 0	6
Improving the accessibility of commercial buildings	83.33% 5	16.67% 1	0.00% 0	6
Redevelopment of former industrial or contaminated sites ("brownfields")	50.00% 3	50.00% 3	0.00% 0	6
Preserving the Downtown Arnprior's heritage and character	83.33% 5	16.67% 1	0.00% 0	6
Attracting new businesses to the community	83.33% 5	16.67% 1	0.00% 0	6
Improving energy efficiency and climate resilience	83.33% 5	0.00% 0	16.67% 1	6

Q6 The current Arnprior CIP identifies five areas as having a need for community improvement activities. How would you rank the level of need for each of these areas?(1 - very needed, 2 - somewhat needed, 3 - not needed)

Answered: 6 Skipped: 0



Town of Arnprior Community Improvement Plan Update Business Survey



	1 - VERY NEEDED	2 - SOMEWHAT NEEDED	3 - NOT NEEDED	UNSURE OR DO NOT KNOW	TOTAL
Downtown Arnprior	40.00% 2	40.00% 2	20.00% 1	0.00% 0	5
Daniel Street Gateway Corridor	40.00% 2	40.00% 2	20.00% 1	0.00% 0	5
Madawaska Boulevard Commercial Corridor	33.33% 2	50.00% 3	16.67% 1	0.00% 0	6
Waterfront Areas, including public land next to the Madawaska and Ottawa Rivers	33.33% 2	50.00% 3	16.67% 1	0.00% 0	6
Highway 17 Gateway (area around the White Lake highway overpass)	16.67% 1	33.33% 2	50.00% 3	0.00% 0	6

Q7 Which other sites or locations in the Town do you think are in most need of improvement, redevelopment or revitalization?

Answered: 2 Skipped: 4

#	RESPONSES	DATE
1	empty fenced in lot at corner of Elgin and Daniel- could be used for extra parking would love to see that for the downtown	9/27/2021 10:33 AM
2	Both Daniel and Madawaska have great potential for needed businesses, but there is also plenty of room for improvement on Madawaska Street to carry the weight of our Downtown traffic, although I don't know how many of these buildings are mixed use.	9/19/2021 1:44 PM

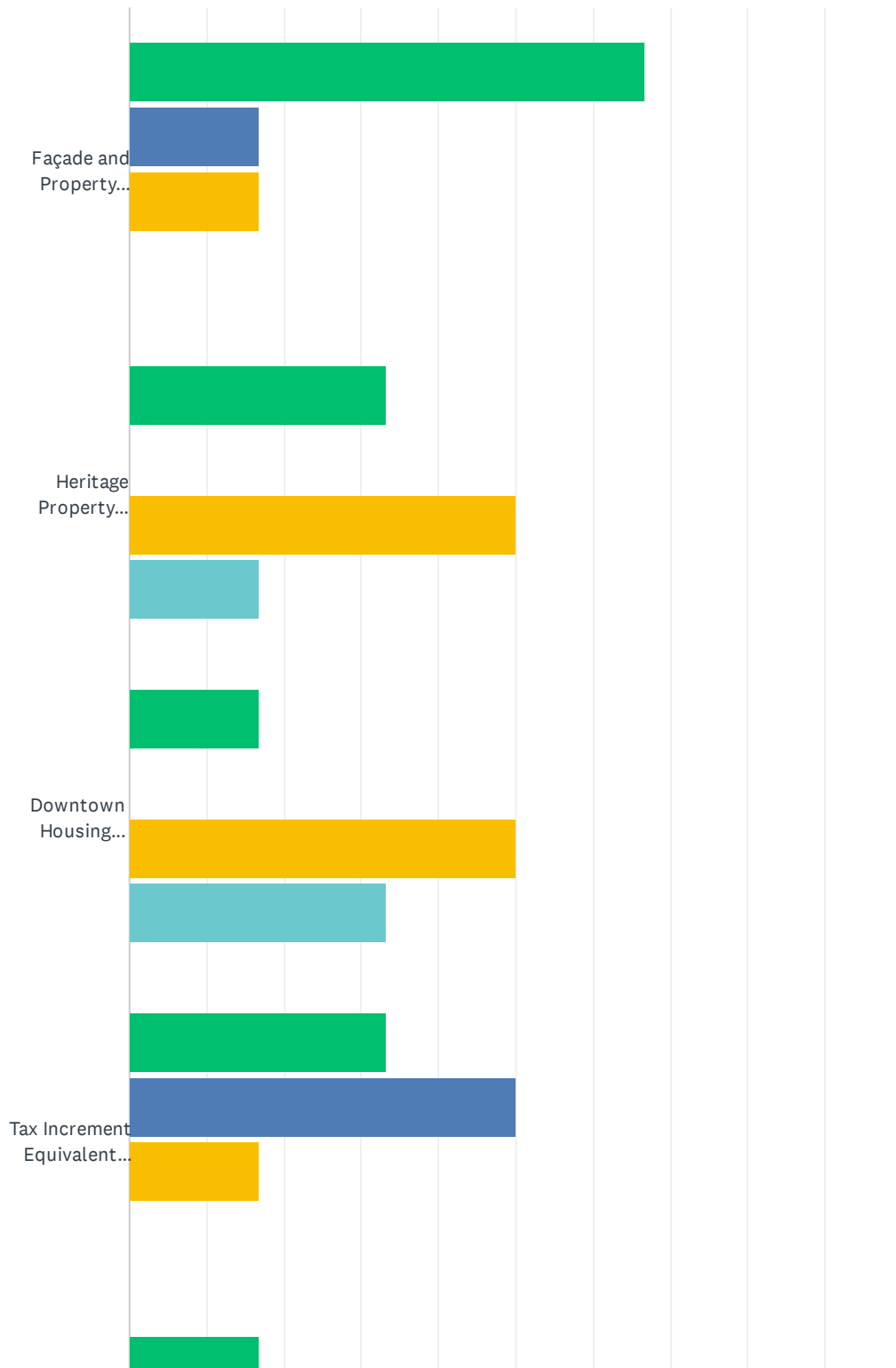
Q8 What opportunities do you see in Arnprior, that could encourage local economic development and growth?

Answered: 3 Skipped: 3

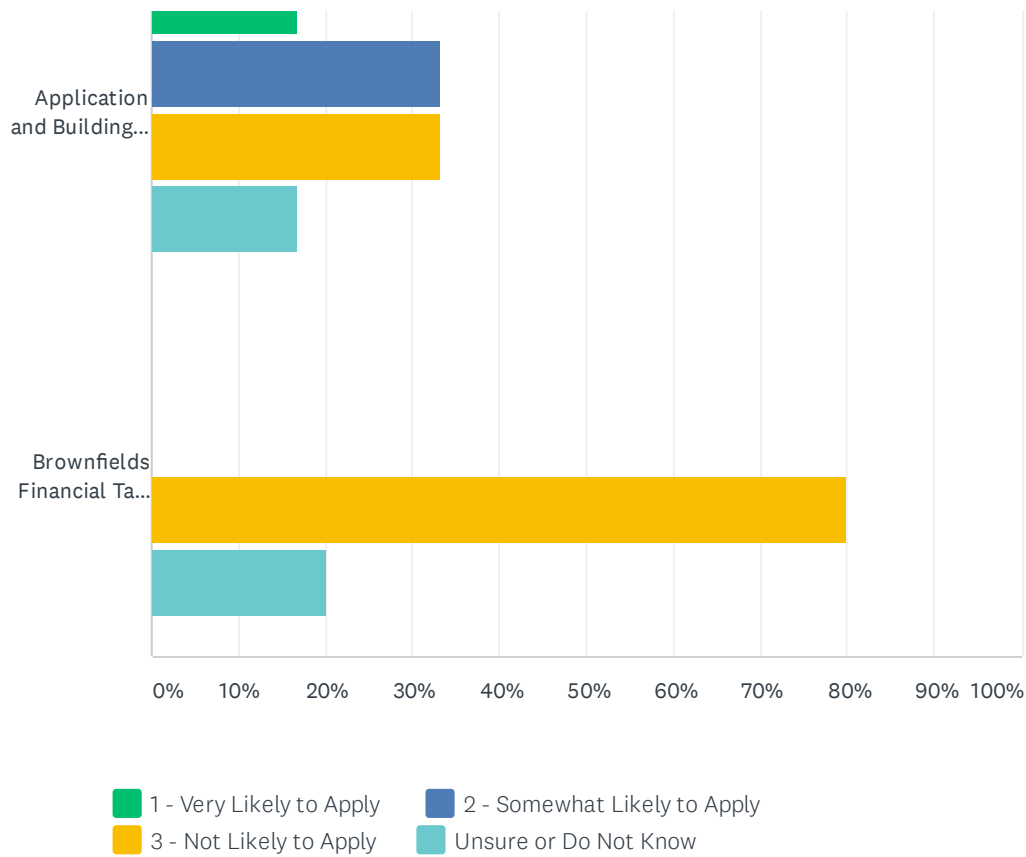
#	RESPONSES	DATE
1	see above	9/27/2021 10:33 AM
2	I think the community focusing on smaller businesses is great, since our local economy benefits greatly from them vs big box stores, however there are constantly pitchforks about people needing to go to Kanata or Renfrew for certain things — finding a way to bridge the two, flourishing small shops and more accessible products without the Big Box effect would be nice. It's difficult when downtown can't be open late because of lack of traffic but also people complaining things close to early. With more housing it might improve.	9/19/2021 1:44 PM
3	None. We have way to many homes and not enough businesses to cater to them. There should be an active attempt by council to bring in more employers and shopping.	9/19/2021 11:47 AM

Q9 The current Arnprior CIP offers six different incentive programs. As a business owner/operator, how likely are you to apply for the following incentive programs?(1 – very likely to apply, 2 – somewhat likely to apply, 3 – not likely to apply)

Answered: 6 Skipped: 0



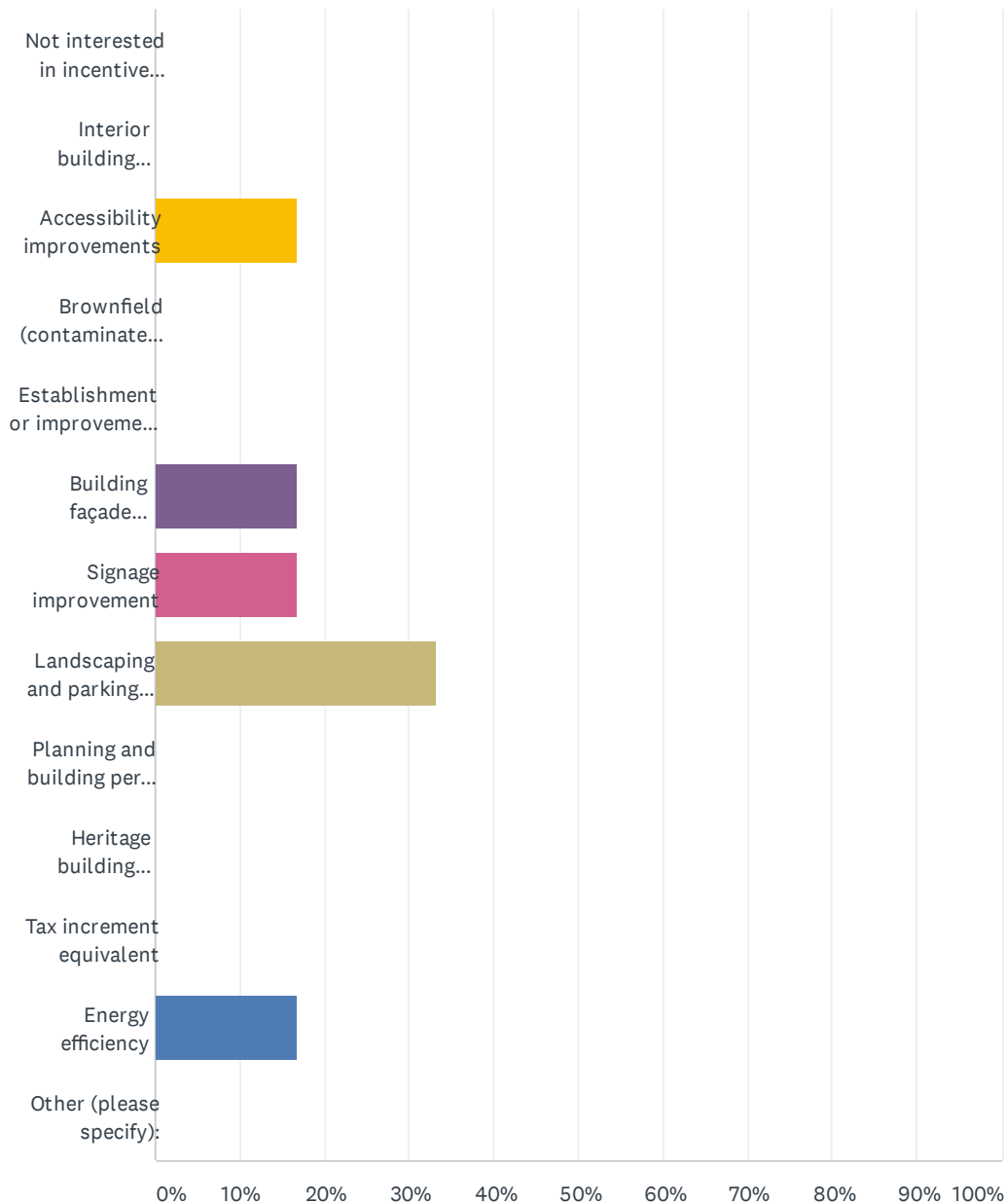
Town of Arnprior Community Improvement Plan Update Business Survey



	1 - VERY LIKELY TO APPLY	2 - SOMEWHAT LIKELY TO APPLY	3 - NOT LIKELY TO APPLY	UNSURE OR DO NOT KNOW	TOTAL
Façade and Property Improvement ProgramDescription: Applies to the front, rear or sidewall improvement, and to other commercial, mixed-use commercial or industrial buildings.	66.67% 4	16.67% 1	16.67% 1	0.00% 0	6
Heritage Property Improvement ProgramDescription: Applies to the restoration, repair, rehabilitation or preservation of heritage buildings and architectural or design studies for designated heritage buildings.	33.33% 2	0.00% 0	50.00% 3	16.67% 1	6
Downtown Housing Improvement Program Description: To encourage the creation of new residential units in the Downtown Area through rehabilitation of residential space or new space.	16.67% 1	0.00% 0	50.00% 3	33.33% 2	6
Tax Increment Equivalent GrantDescription: Rebates for municipal property tax increase as a result of community improvement activities.	33.33% 2	50.00% 3	16.67% 1	0.00% 0	6
Application and Building Permit Fees Refund ProgramDescription: Refund on planning and building fees.	16.67% 1	33.33% 2	33.33% 2	16.67% 1	6
Brownfields Financial Tax Incentive ProgramDescription: Deferral or cancelation of all or a portion of municipal taxes during the period in which the Brownfield site is being cleaned up or redeveloped.	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5

Q10 As part of the Community Improvement Plan Update process, the Town will be revisiting its existing incentive programs that can be offered to businesses to achieve the CIP's objectives. As a business owner/operator, which of the following potential incentive programs would be of interest to you? Please select all that apply.

Answered: 6 Skipped: 0



Town of Arnprior Community Improvement Plan Update Business Survey

ANSWER CHOICES	RESPONSES	
Not interested in incentive programs	0.00%	0
Interior building improvements	0.00%	0
Accessibility improvements	16.67%	1
Brownfield (contaminated or potentially contaminated lands) clean-up and redevelopment	0.00%	0
Establishment or improvement of accessory residential units	0.00%	0
Building façade improvement	16.67%	1
Signage improvement	16.67%	1
Landscaping and parking area improvement	33.33%	2
Planning and building permit application fee refunds	0.00%	0
Heritage building improvements	0.00%	0
Tax increment equivalent	0.00%	0
Energy efficiency	16.67%	1
Other (please specify):	0.00%	0
TOTAL		6

#	OTHER (PLEASE SPECIFY):	DATE
	There are no responses.	

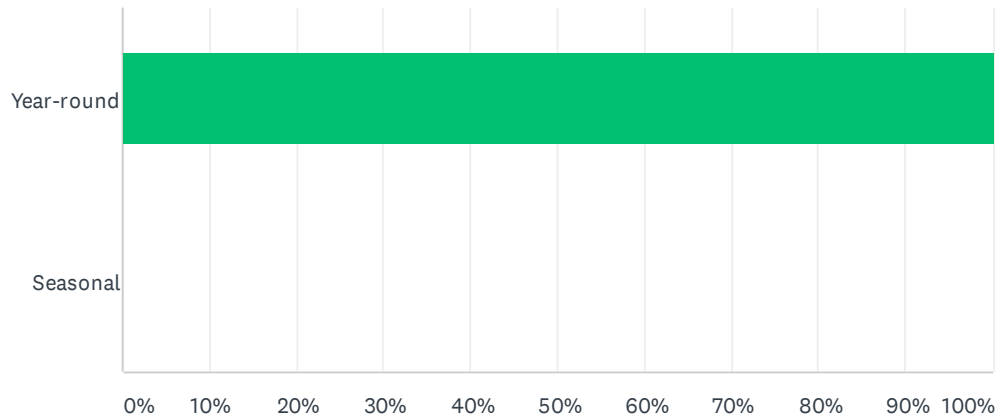
Q11 How many years have you had your business in Arnprior?

Answered: 6 Skipped: 0

#	RESPONSES	DATE
1	40 plus years	9/27/2021 10:33 AM
2	5	9/23/2021 9:52 AM
3	16 years	9/21/2021 3:14 PM
4	1	9/20/2021 11:43 AM
5	One	9/19/2021 1:44 PM
6	5	9/19/2021 11:47 AM

Q12 Do you operate a year-round or seasonal business?

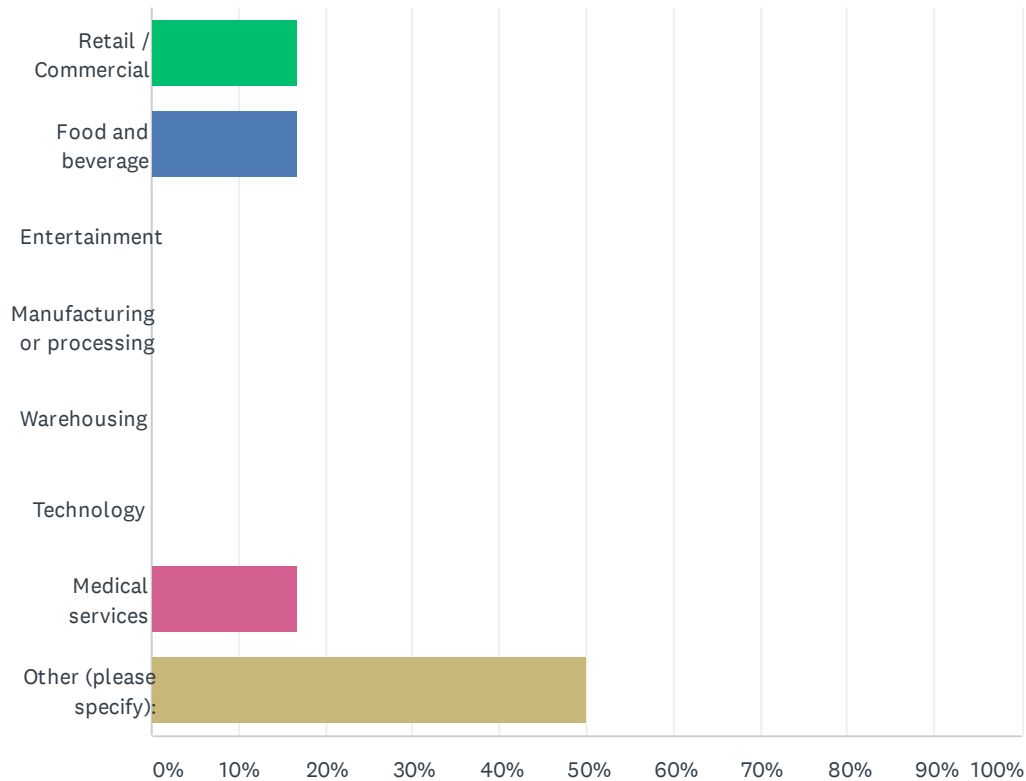
Answered: 6 Skipped: 0



ANSWER CHOICES		RESPONSES	
Year-round		100.00%	6
Seasonal		0.00%	0
TOTAL			6

Q13 What type of business do you operate?

Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Retail / Commercial	16.67%	1
Food and beverage	16.67%	1
Entertainment	0.00%	0
Manufacturing or processing	0.00%	0
Warehousing	0.00%	0
Technology	0.00%	0
Medical services	16.67%	1
Other (please specify):	50.00%	3
TOTAL		6

#	OTHER (PLEASE SPECIFY):	DATE
1	Plumbing, heating and retail store	9/27/2021 10:33 AM
2	music & arts school	9/21/2021 3:14 PM
3	NA	9/19/2021 11:47 AM

Q14 Do you have any other comments or concerns about the CIP Update or the process?

Answered: 1 Skipped: 5

#	RESPONSES	DATE
1	Thanks for reassessing the process! I love the grant opportunities and I'm very happy the town is so pro-improvement and pro-small business.	9/19/2021 1:44 PM



Town of Arnprior

Community Improvement Plan Update

Final Background Report

November 2021

