



Business Retention & Expansion Study



Town of Arnprior
2024

Prepared for the Town of Arnprior.

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1.0 Introduction

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

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

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

Why Undertake a BR+E

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

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

Key Areas of Focus

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

Key areas of recommendation are divided into four categories:

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

Next Steps

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

Methodology

Stage 1 – Preparation

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

Stage 2 – Collect & Analyze

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

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

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

Stage 3 – Recommendation Development

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

Stage 4 – Implementation

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

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



Figure 1: Directional Signage for Arnprior Visitors

2.0 Survey Highlights

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

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

Business Survey

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

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

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

Shopper and Resident Survey

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

The following provides a summary of the responses:

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

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

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

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

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

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

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



Figure 2: View of Elgin Street looking Southeast

3.0 In-Person Interview Highlights

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

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

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

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

Stakeholder Interview Themes and Suggestions

Employment and Manufacturing Sector

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

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

Retail and Tourism Related Businesses

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

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

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

All Respondents

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



Figure 3: Arnprior Regional Health

4.0

Arnprior: Key Features and Opportunities

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

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

Community Services and Recreation

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

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

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

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

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

Events and Activities

Arnprior's events generate economic growth and community engagement:

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

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

Economic Development and Business Opportunities

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

Key highlights include:

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

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

Support for Local Businesses

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

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

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

Looking Ahead: Building on Strengths

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



Figure 5: Manufacturing Innovations at MetaLigna Modular Inc.



Figure 4: View of Pillar5 Pharma on Madawaska Blvd.

Population and Housing Growth

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

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

- **Housing Development as an Economic Driver:**

- / Housing construction generates significant employment, with up to 60% of jobs in construction and the rest in related industries (e.g., appliances, furnishings, and housing services).

- **Projected Housing Growth in Arnprior:**

- / Over the next decade, Arnprior is expected to see 100–150 new housing units added annually, contributing to regional housing growth.
- / Across the broader region (including Arnprior), 6,500 new housing units are expected over ten years, supporting an estimated 4,000 employees during this period.

- **Economic Contributions from Housing Workers:**

- / Workers in housing-related industries boost the local economy by spending on gasoline, restaurants, bars, retail, and other businesses.
- / Jobs created span various sectors, including real estate services, retail sales and service, postal services, household maintenance (e.g., household repairs, snow removal and household cleaning).

- **Population Growth Driving Demand:**

- / Arnprior continues to experience above-average population growth and housing construction.
- / Growth in the City of Ottawa (projected to add 402,000 people by 2046) and adjacent regions will further drive demand for housing, retail, and tourism in Arnprior.

5.0 Recommendations

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

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

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

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

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

Tourism, Marketing and Promotion

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

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

Town Planning, Recreation and Infrastructure

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

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

Business Collaboration and Networking

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

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

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

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

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

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

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

Workforce Development and Recruitment

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

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

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

6.0 Action Plan

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

Summary of Top Actions

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

Town Planning, Recreation and Infrastructure

Continue to Improve Downtown Infrastructure (Recommendation 6)

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

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

Business Collaboration and Networking

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

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

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

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

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

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

Workforce Development and Recruitment

Support General Marketing and Recruitment Efforts (Recommendation 19)

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

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

7.0 Conclusion

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

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

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



Figure 6: Arnprior Economic Action Plan - Building Connections

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

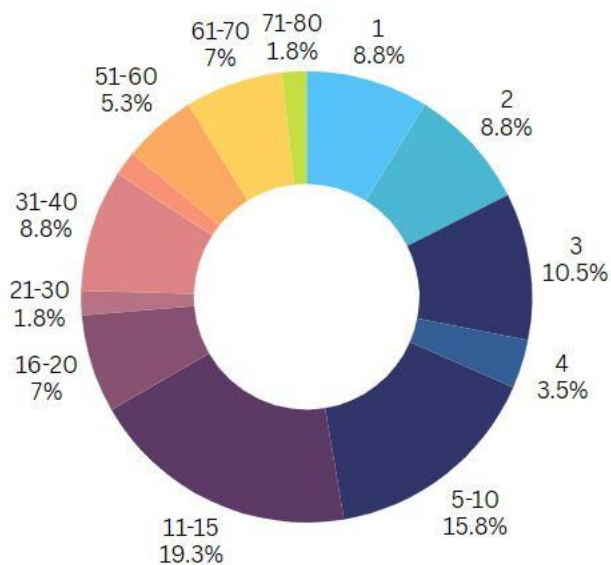
8.0 Appendices

Appendix A: Business Survey Information

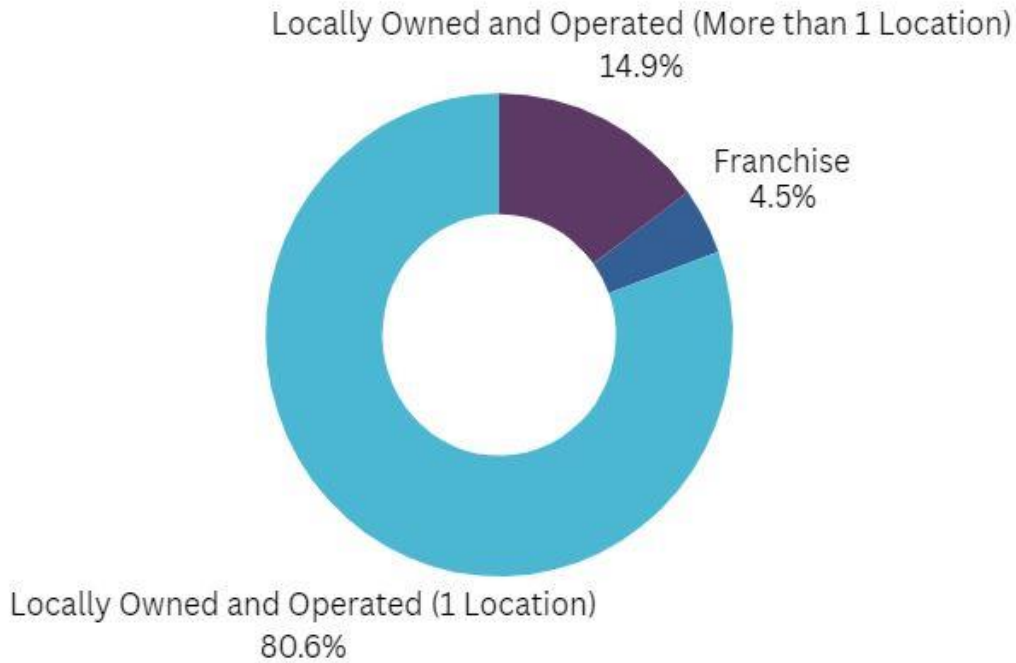
Question 1 and 2 collected business names and business typologies. A summary of the business typologies is as follows:

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

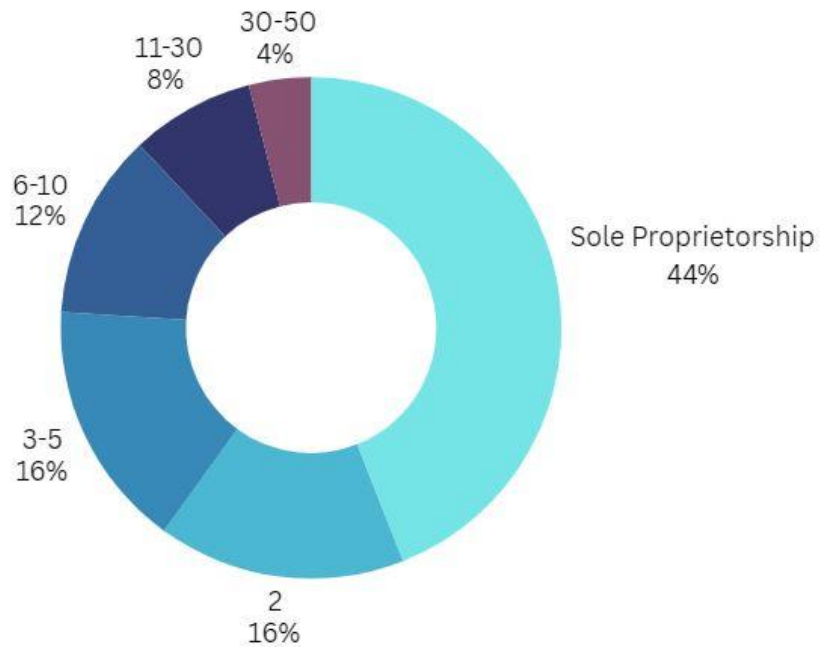
3. How many years has your business been in Arnprior?



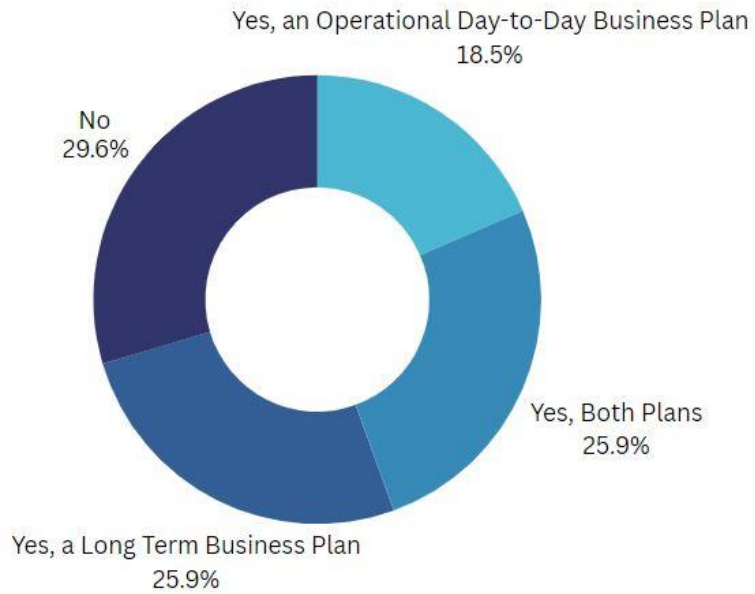
4. This question asks about your business ownership model. Is your business:



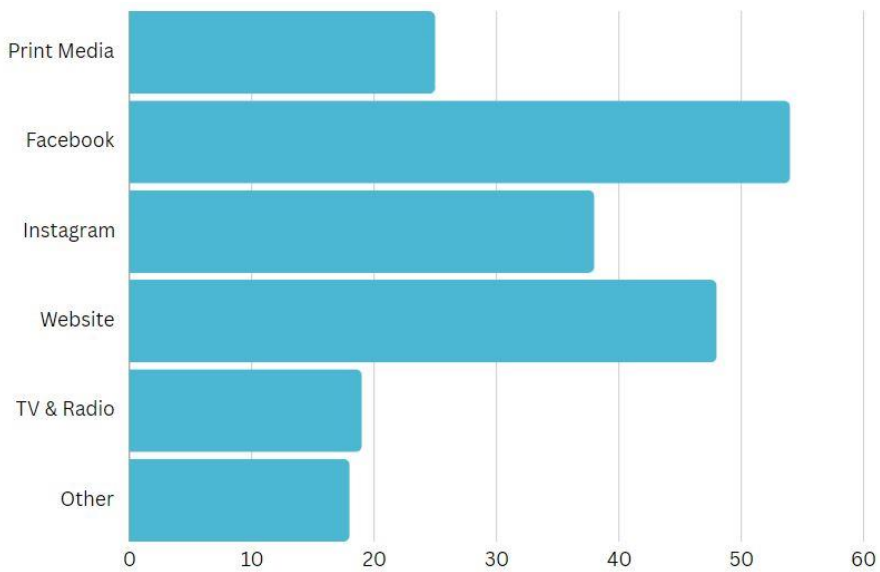
5. Including owner(s), how many employees work at this location?



6. Does your business have a business plan?



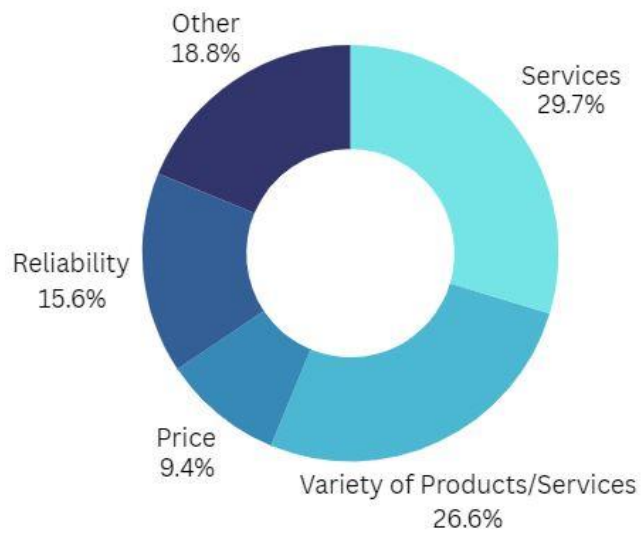
7. What methods do you use to promote your business? (Select all that apply)



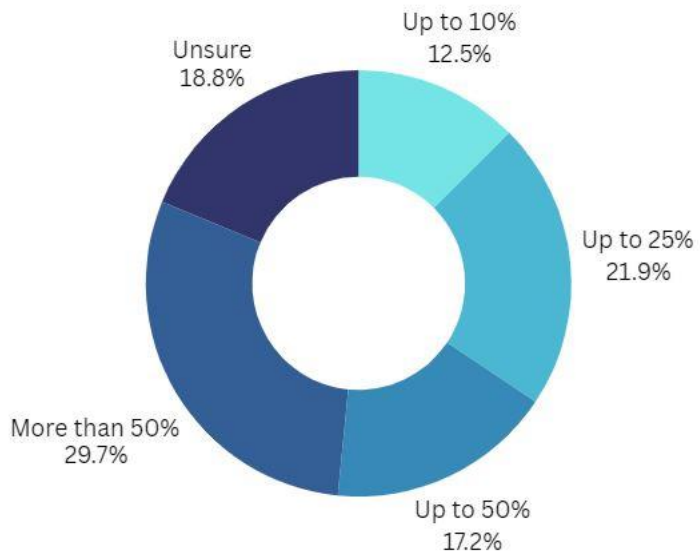
8. What is your general impression of Arnprior as a place to do business?



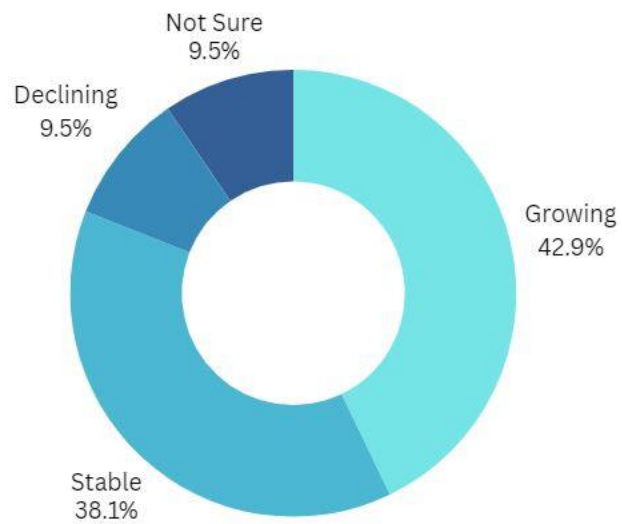
9. What do you think your customers like most about your business?



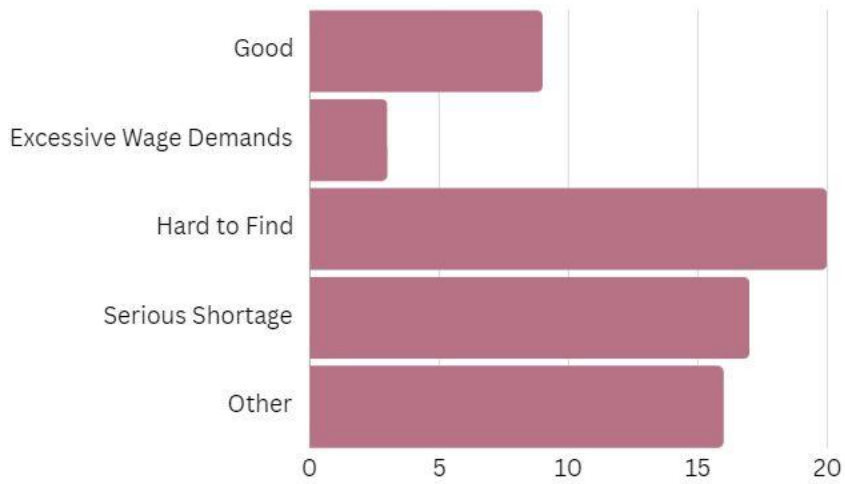
10. What percentage of your annual sales come from outside Arnprior?



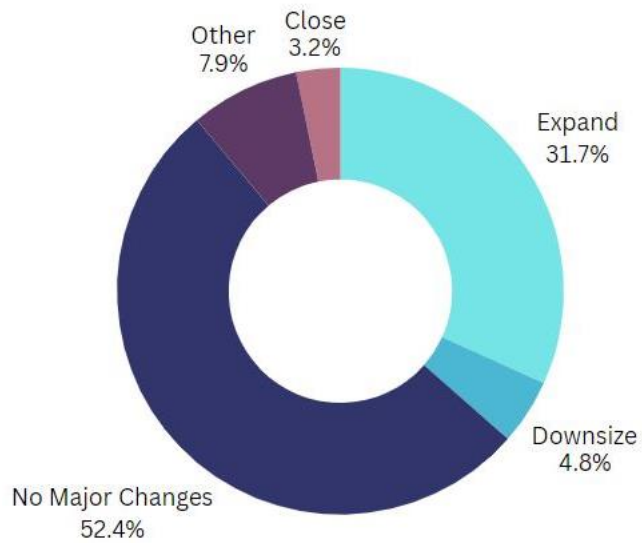
11. What is your outlook for your industry in general?



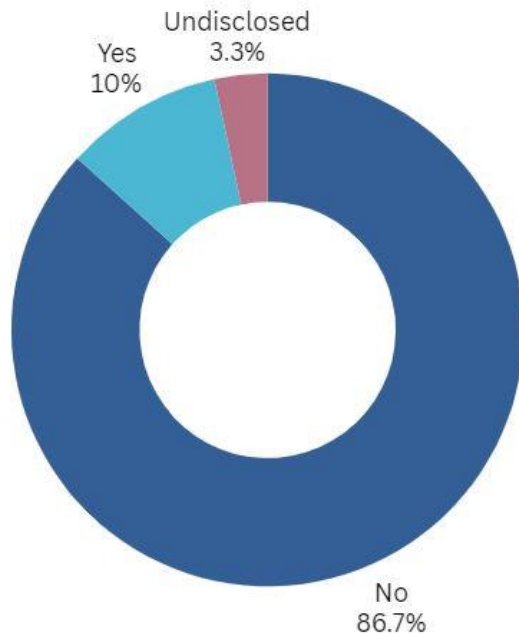
12. How would you rate the availability of employees in Arnprior?



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



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



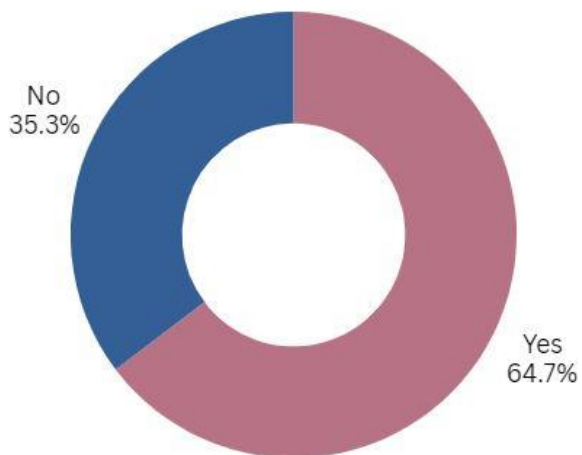
15. Do you have any other comments or suggestions regarding how to assist and increase the business community in Arnprior?

Summary of responses:

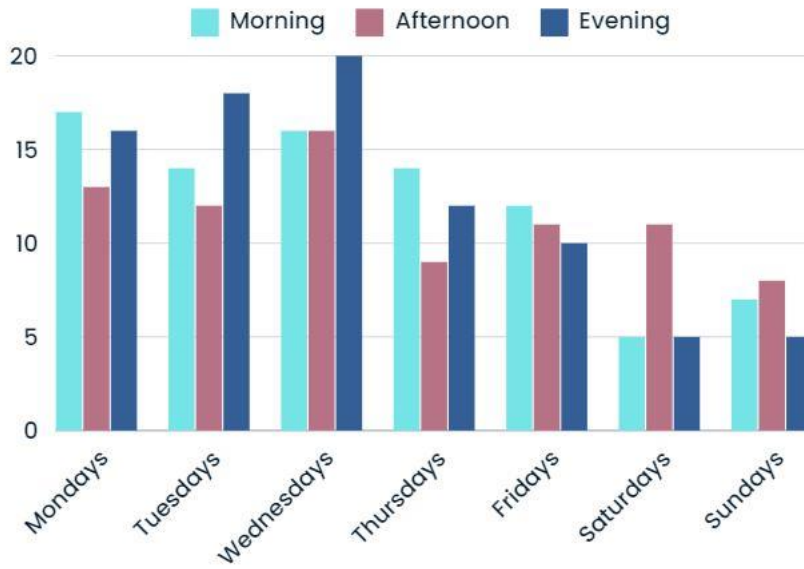
Increase support to non-downtown businesses
Increase communication to the business community
Provide business owner networking opportunities
Plan events where businesses outside of the downtown core are invited to participate.
Bring new affordable chain store to town
Attract new industrial uses
Improve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

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

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

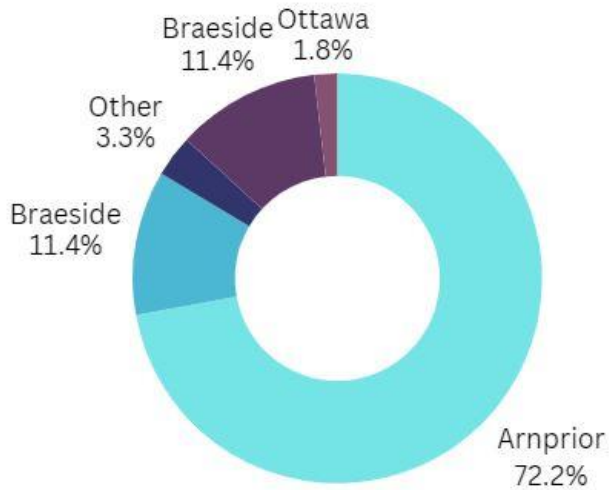


17. What days and timeframes work best for you as a business owner to attend future public engagement sessions or workshops hosted by the town? (Select all that apply)

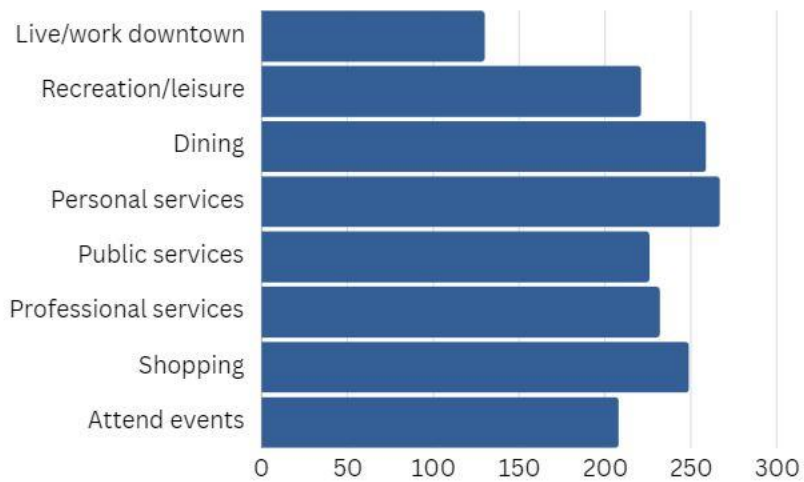


Appendix B: Resident & Shopper Survey Information

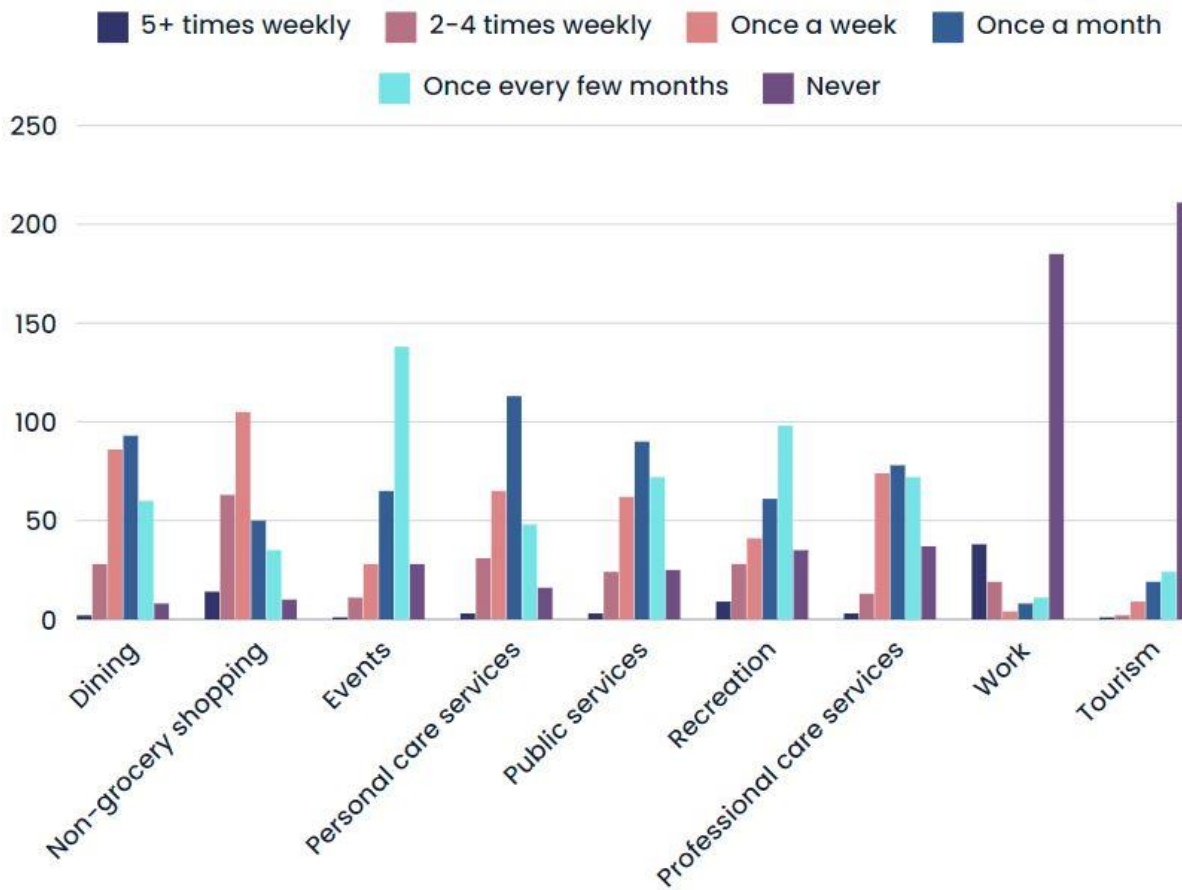
1. What municipality do you live in?



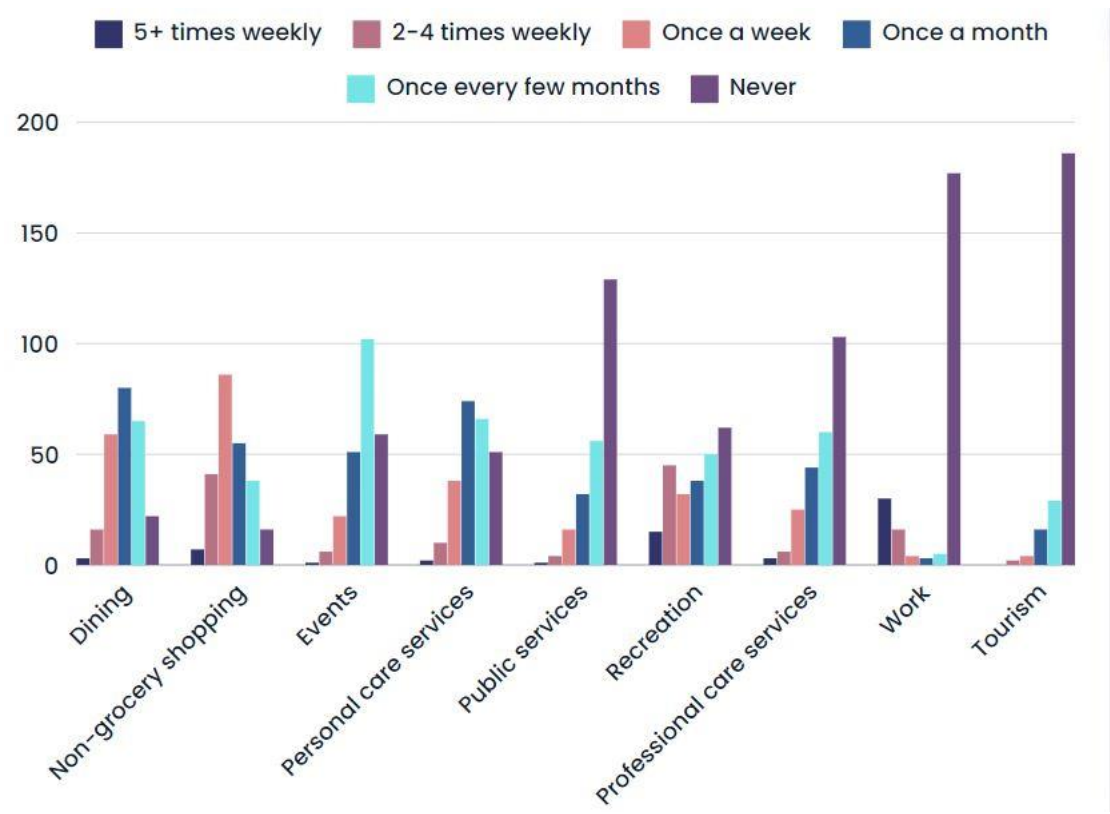
2. In Arnprior, what types of activities do you participate in?



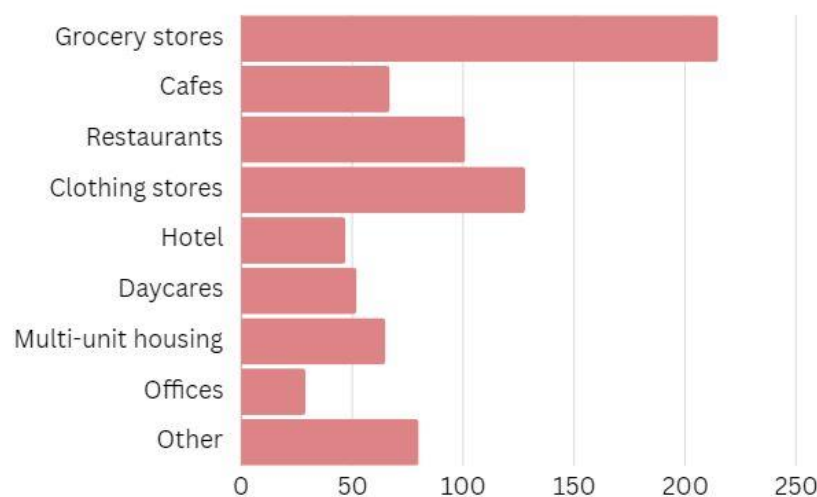
3. How often do you come to downtown Arnprior for the following?



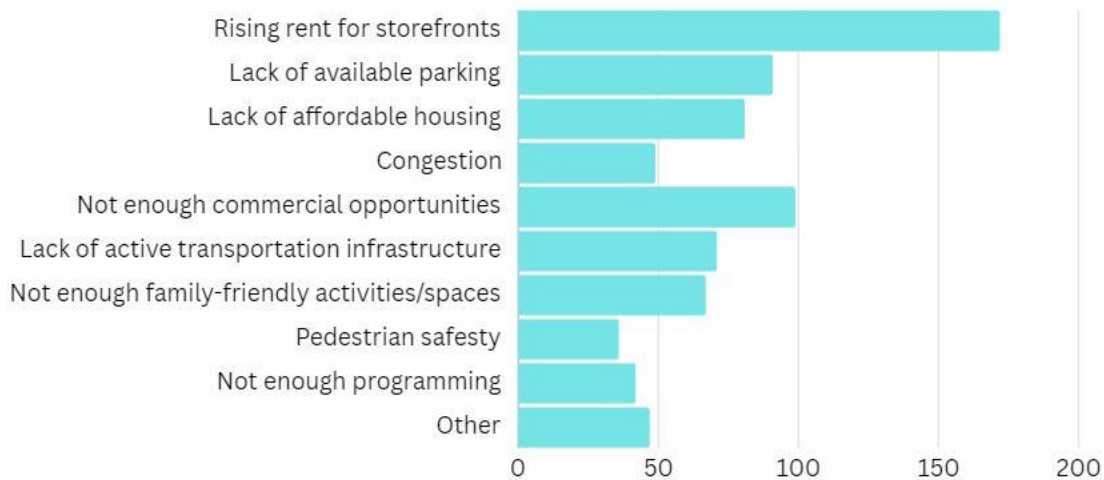
4. Outside of the downtown core, how often do you come to participate in the following?



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



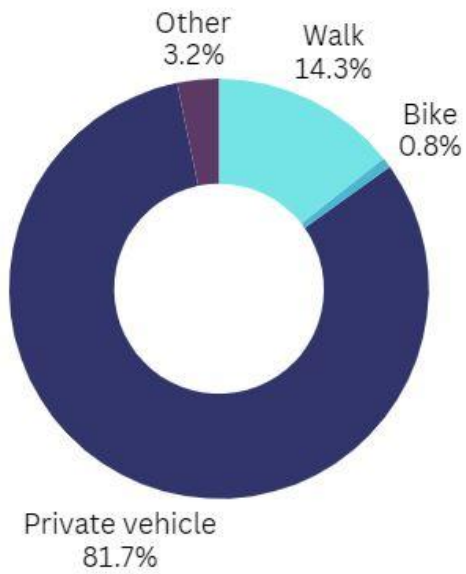
6. What are the top challenges facing business in Arnprior in your opinion? (choose your top three)



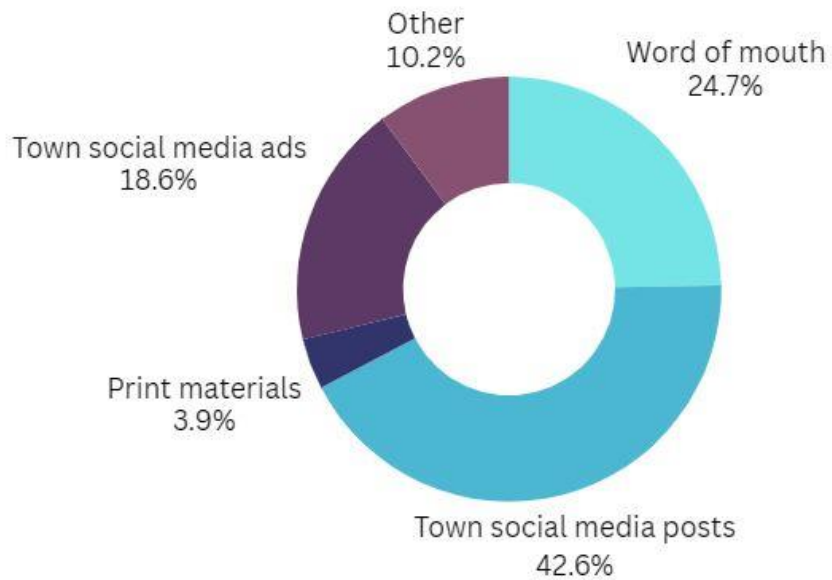
7. What would you consider the most important priority to improve shopping and tourism in Arnprior?



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



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



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

Summary of responses:

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

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

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

Summary of responses:

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

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

Summary of responses:

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

Appendix C: In-Person Interview Information

Survey Development

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

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

General Findings

Some of the characteristics of the participants are:

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

Responses to Questions

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

Business ownership	
Locally owned and operated	28
Franchises	9

Other (Partnership)	2
----------------------------	---

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

Business plan adoption	
Yes: operational day-to day	5
Yes: long term	8
No	26

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

trade shows, golf course)	
Print media	10

Impressions of Arnprior as a place to do business:

Excellent	9
Good	13
Fair	10
Poor	4
Other (Could be more pro-active, too much of a sleepy town, businesses should be more active to grow)	3

What consumers like most about the businesses:

Service	21
Variety	9
Quality	5
Price	6
Reliability	4
Highly special products	7
Other (location, history, oversees products)	4

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

Industry outlook	
Growing	18
Stable	21
Declining	–
Not sure	–
Other	–

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

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

Interest in attending a business meeting	
No	6
Yes	33

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

Comments and Analysis

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

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

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

Interviewee List

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

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

Appendix D: Socio-Demographic & Economic Review

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

Context

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

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

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

Town of Arnprior

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

Summary of Socio-Demographic Findings

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

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

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

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

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

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

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

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

Sources of Economic Growth

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

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

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

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

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

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

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

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

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

Industrial Business Opportunities

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

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

Retail Business Opportunities

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

Office Business Opportunities

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

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

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

Office-Based Businesses

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

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

Institutional Businesses

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

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

Industrial Businesses

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

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

Other Businesses

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

Conclusions

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

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

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

Table 3.1 Market Area Population				
Area	2016	2021	Average Annual Change: 16–21	
			No.	%
Arnprior	8,795	9,629	167	1.9
McNab/Braeside/Braeside	7,178	7,591	83	1.2
Mississippi Mills	13,163	14,740	315	2.4
Total	29,136	31,960	565	1.9
Renfrew County	102,394	106,365	794	0.8

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

Table 3.2 Population by Age Groups: 2021										
Age Groups	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No.	%
Under 19	1,930	20.0	765	10.1	2,905	19.7	5,600	17.5	22,055	20.7
20–39	2,115	22.0	2,756	36.3	2,880	19.5	7,751	24.2	25,080	23.6
40–59	2,195	22.8	1,565	20.6	3,745	25.4	7,505	23.5	25,735	24.2
60–74	2,200	22.8	1,805	23.8	3,665	24.9	7,670	24.0	23,210	21.8
75 & Older	1,185	12.3	700	9.2	1,545	10.5	3,434	10.7	10,285	9.7
Total	9,629	100.0	7,591	100.0	14,740	100.0	31,960	100.0	106,365	100.0
Average Age (years)	46.0	–	44.5	–	46.3	–	45.8	–	44.1	–

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

Under 19 22.3%
 75 & Older 9.5%
 Average Age 40.9 years

Notes:

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

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

Table 3.3 Residents by Mother Tongue: 2021										
Mother Tongue	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No.	%
English	8,600	89.3	7,105	93.6	13,225	89.7	28,930	90.5	100,000	94.0
French	380	3.9	235	3.1	580	3.9	1,195	3.7	4,965	4.7
All Others	649	6.7	251	3.3	935	6.3	1,835	5.7	1,400	1.3
Total	9,629	100.0	7,591	100.0	14,740	100.0	31,960	100.0	106,365	100.0
Average Age (years)	46.0	–	44.5	–	46.3	–	45.8	–	44.1	–

Notes:

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

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

Table 3.4 Residents by Highest Level of Education: 2021										
Educational Achievements	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No.	%
Trade Diploma ¹	2,485	25.8	1,225	16.1	3,475	23.6	7,185	22.5	28,720	27.0
College Diploma ¹	1,255	13.0	715	9.4	2,925	6.3	4,895	15.3	23,525	22.1
Degrees Below Bachelor	2,895	30.1	1,855	24.4	4,480	30.4	9,230	28.9	31,085	29.2
Bachelor's Degree	1,260	13.0	715	9.4	2,080	14.1	4,055	12.7	12,770	12.0
Master's Degree	205	2.1	150	2.0	545	3.7	900	2.8	2,330	2.2
Ph.D. Degree	30	0.3	25	0.5	100	0.7	155	0.5	570	0.5
Total	7,720	80.2	4,685	61.7	13,605	92.3	26,420	82.7	99,000	93.1
Total Population	9,629	100.0	7,591	100.0	14,740	100.0	31,960	100.0	106,960	100.0

¹ There is some overlap between these two items.

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

Table 3.5 Population Forecasts					
Year	Arnprior	McNab/ Braeside	Mississippi Mills	Total	Renfrew County
2016	8,795	7,178	13,163	29,136	102,394
2021	9,629	7,591	14,740	31,960	106,365
Annual Change	167	83	315	565	794
2023	10,100	8,800	15,100	34,000	107,200
2026	10,800	9,200	16,200	36,000	109,300
2031	12,000	9,800	17,800	39,600	112,600
2033	12,500	10,000	19,000	41,500	115,500
Average Annual Change: 2023–2033:					
Numeric	240	120	390	750	830
%	2.4	1.4	2.6	2.2	0.8

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

Table 3.6 Households by Size: 2021										
Household Size (persons)	Arnprior		McNab/ Braeside		Mississippi Mills		Total		Renfrew County	
	No.	%	No.	%	No.	%	No.	%	No	%
Single Person	1,445	33.6	575	18.9	1,455	24.1	3,475	26.0	13,065	29.1
Two Persons	1,645	38.2	1,335	44.0	2,580	42.7	5,560	41.5	17,620	39.0
Three Persons	555	12.9	500	16.5	800	13.2	1,855	13.6	6,210	13.8
Four & Larger	660	15.3	625	20.6	1,210	20.0	2,495	18.6	8,060	17.9
Total	4,305	100.0	3,035	100.0	6,045	100.0	13,385	100.0	44,955	100.0
Average Size	2.24	—	2.50	—	2.44	—	2.39	—	2.30	—
1 & 2 Persons Combined	3,090	71.8	1,910	62.9	4,035	66.7	9,035	67.5	30,685	68.2
3 & Larger Combined	1,215	28.2	1,125	37.1	2,010	33.2	4,350	32.5	14,270	31.7

Notes:

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

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

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

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

Table 3.7 Labour Force by Occupation: 2021				
Occupations	Arnprior		Renfrew County	
	No.	%	No.	%
Primary ¹	45	1.0	1,675	3.4
Utilities	50	1.1	705	1.4
Construction	515	11.9	4,800	9.8
Manufacturing	335	7.7	3,035	6.2
Retail Trade	660	15.3	6,630	13.5
Transportation & Warehousing	110	2.5	1,145	2.3
Information & Culture	40	0.9	465	0.9
FIRE ²	170	3.9	1,360	2.8
Professional & Scientific	375	8.7	3,835	7.8
Administration	230	5.3	2,145	4.4
Education	265	6.1	3,105	6.3
Healthcare	595	13.8	6,840	13.9
Arts, Entertainment	75	1.7	625	1.3
Accommodation & Food	215	5.0	2,805	5.7
Governments (all)	420	9.7	8,190	16.7
Other	202	5.1	1,754	3.6
Total	4,320	100	49,115	100

¹ Agriculture, Forestry, Fishing & Mining

² Finance, Insurance & Real Estate

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

Table 3.8 Labour Force and Total Population: 2021			
Area	Total Population	Total Labour Force	Employment Participation Rate (%)
Arnprior	9,629	4,320	44.9
McNab/Braeside	7,591	4,010	52.8
Mississippi Mills	14,740	7,295	49.5
Sub-Total	31,163	15,625	50.1
Renfrew County	106,365	49,115	46.2

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

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

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

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

Table 3.10 Estimates of Office Based Jobs: Market Area, 2021			
Occupations	No. of Employees	No. Working In Office	
		%	No.
Primary ¹	440	0	0
Utilities	220	2.2	5
Construction	2,230	2.0	45
Manufacturing	1,150	1.0	11
Retail Trade	2,240	1.0	22
Transportation & Warehousing	385	1.0	5
Information & Culture	240	2.0	5
FIRE ²	540	80.0	432
Professional & Scientific	1,340	50.0	670
Administration	720	90.0	648
Education	885	5.0	45
Healthcare	2,000	20.0	400
Arts, Entertainment	285	5.0	14
Accommodation & Food	675	2.0	13
Governments (all)	1,600	80.0	1,280
Other	687	5.0	34
Total	15,625	23.2	3,629

¹ Agriculture, Forestry, Fishing & Mining

² Finance, Insurance & Real Estate

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

Table 3.11 Institutional Jobs: 2021		
Institutions	Market Area	
	No.	%
Information & Culture	216	1.4
Education	708	4.5
Healthcare	1,400	9.0
Governments (all levels)	1,280	8.2
Sub-Total	3,604	23.1
All Jobs Combined	15,625	100.0

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

Table 3.12 Industrial Based Jobs: Market Area, 2021			
Occupations	No. of Employees	No. Working In Industrial Jobs	
		%	No.
Primary ¹	440	2	9
Utilities	220	80	176
Construction	2,230	70	1,561
Manufacturing	1,150	80	920
Retail Trade	2,240	5	112
Transportation & Warehousing	385	80	308
Information & Culture	240	0	0
FIRE ²	540	0	0
Professional & Scientific	1,340	50	120
Administration	720	0	0
Education	885	5	44
Healthcare	2,000	10	200
Arts, Entertainment	285	0	0
Accommodation & Food	675	5	34
Governments (all)	1,600	10	160
Other	687	20	137
Total	15,625	24.2	3,781

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

Table 3.13 Employment Forecasts: Market Area			
Year	Population	Employed Percentage	Number of Working Residents (Labour Force)
2021 (actual)	31,960	50.1	15,625
2023	34,000	50.3	17,102
2026	36,000	51.0	18,360
2031	39,600	52.5	20,800
2033	41,500	53.0	22,000
Average Annual Change: 2023–2033:			
Numeric	750	0.27	490
%	2.2	0.5	2.9

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

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

Table 3.14 Housing by Tenure: 2021						
Area	Owned Units		Rented Units		Total	
	No.	%	No.	%	No.	%
Arnprior	2,730	63.4	1,575	36.6	4,305	100
McNab/Braeside/Braeside	2,740	90.3	295	9.7	3,035	100
Mississippi Mills	5,030	83.2	1,015	16.8	6,043	100
Total	10,500	78.4	2,885	21.6	13,385	100
Renfrew County	33,640	74.8	11,310	25.2	44,950	100.0

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

Table 3.15 New residential Units: Town of Arnprior							
Unit Type	2019	2020	2021	2022	2023 (by Nov. 2)	Total	
						No.	%
Singles	8	27	77	26	16	154	18.2
Semis	38	12	94	2	32	178	21.1
Rows	59	61	151	–	31	302	35.7
Secondary Units	–	–	11	4	1	16	1.9
Apartments	14	2	178	1	–	195	23.1
Total	119	102	511	33	80	845	100

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

Table 3.16 Average New Units Per Year, 2019–2023: Town of Arnprior		
Type	No.	% of Total
Singles	31.9	18.2
Semis	36.8	21.1
Rows	62.5	35.7
Secondary Units	3.3	1.9
Apartments	40.4	23.1
Total	175	100

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

Table 3.19 Affordability Matrix by Renter Households and Average Rents					
Rental Affordability			Arnprior Rental Market (2021) - Ranges of Avg. Rents		
Derived Deciles	2021 Income (Renter HH)	Max Affordable Price	One-Bedroom (\$857-\$918)	Two-Bedroom (\$881-\$1331)	Three or More Bedrooms (\$1900+)
Low Income Deciles 1-3 (Less than \$40,702)	\$17,077	\$356	NO	NO	NO
	\$29,512	\$738	NO	NO	NO
	\$40,701	\$1,018	YES	MAYBE	NO
Moderate Income Deciles 4-6 (From \$40,703 to \$77,179)	\$52,503	\$1,313	YES	MAYBE	NO
	\$64,505	\$1,613	YES	YES	NO
	\$77,180	\$1,929	YES	YES	NO
High Income Deciles 7-9 (From \$40,703 to \$77,179)	\$93,073	\$2,327	YES	YES	YES
	\$103,468	\$2,587	YES	YES	YES
	*	*	-	-	-

Adapted from Town of Arnprior Housing Needs Assessment (2023)

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

Appendix E: Survey Questions

Business Owner Survey

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

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

Thank you for your participation.

18. What is the name of your business?

19. What type of business do you own?

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

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

- ☐ Locally owned and operated with one location?
- ☐ Locally owned and operated with more than one location? If yes, how many locations?
- ☐ A franchise? If yes, where is the headquarters located?

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

23. Does your business have a business plan?

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

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

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

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

- ☐ Excellent

- ☐ Good
- ☐ Fair
- ☐ Poor

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

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

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

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

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

- ☐ Growing
- ☐ Stable
- ☐ Declining
- ☐ Not sure

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

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

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

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

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

- ☐ Yes
- ☐ No
- ☐ Undisclosed

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

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

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

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

Thank you for your participation.

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

Shopper & Resident Survey

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

This survey will take approximately 5 minutes to complete.

Thank you for your participation.

13. What municipality do you live in?

- Arnprior
- Braeside
- Renfrew

☐ Ottawa

☐ Other:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Walk
- Bike
- Private vehicle
- Other:

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

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

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

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

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

Thank you for your participation.

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