

Town of Arnprior Strategic Plan 2020—2023

Core Values

**Honesty + Integrity | Teamwork + Collaboration | Open + Transparent
Respect, Inclusivity + Accessible | Accountability, Dependability + Reliability**

Visions for 2023

- ◆ A **vibrant healthy economy** with robust, sustainable growth and good jobs and opportunities in all sectors
- ◆ **Sustainable financial model** with sound fiscal responsibility and accountability to create efficiencies and synergies, balance tax and non-tax revenue, and manage debt effectively
- ◆ **Built infrastructure** to support future development and protect the environment with increased access to **transportation options**
- ◆ Be known for open, exceptional and highly **effective customer service delivery** where our residents feel included in the process and decisions being made
- ◆ Have access to the services and supports that **promote well-being**, health and safety, providing a superior quality of life through recreation and cultural amenities, sufficient health care and community services for all ages
- ◆ All residents are provided the four A's of **housing options** - accessible, affordable, appropriate and available

Key Priorities 2020-2023

Economic Development	Asset Management	Community Well Being	Operational and Financial Efficiencies	Affordable, Accessible Housing Options	Transportation Options
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Strategic Initiatives

Attraction Initiatives	Asset Management Planning	Community Support Initiatives	On-line Initiatives	Affordable, Accessible, Appropriate and Available Housing Options	Transit Planning
Retention Initiatives	Road/Linear Assets Rehabilitation	Arts and Culture Initiatives	Modernization Initiatives		
Marketing Initiatives	Fleet Management	Recreational and Leisure Initiatives	Grant Applications		
	Facility Maintenance		Debt Management		
			Communication Improvements		

Please see appendices for the Strategic Initiative Action Plans.



Appendix A

Key Priority: Economic Development

Strategic Initiative	Action Plan	Timeframe	Progress Indicator
Attraction Initiatives	Website Updated – Economic Development focus	2020	Update completed
	Airport Land Use Study	2020	Study completed, OP updated
	Industry Gap Analysis/ Attraction Strategy	2022	Strategy in place
Retention Initiatives	Small Business Support Workshops	2020	Workshops completed
	Digital Mainstreet Project	2020	Project completed
Marketing Initiatives	Tourism Strategy	2021	Strategy in place

Appendix B

Key Priority: Asset Management

Strategic Initiative	Action Plan	Timeframe	Progress Indicator
Asset Management Planning	Water and Waste Water Model Updates	Yearly	Model Updated
	New Asset Management Plan	2020	New Plan adopted
	Road Surface Evaluation	2020	Evaluation completed
	Brownfield Strategy	2020	Develop Strategy
	AMP - Develop Risk & Lifecycle Activities (O.Reg 588/17)	2020	Developed
	AMP - Develop Levels of Service – Core Assets (O.Reg 588/17)	2021	Developed
	AMP - Develop Levels of Service – All Assets (O.Reg 588/17)	2023	Developed
	Water and Waster Water Study	2023	Study completed
Road/Linear Assets Rehabilitation	Alicia Street Reconstruction	2020-2021	Complete
	Rolling Road Rehabilitation	2020-2023	Complete
	Craig Street Reconstruction	2021	Complete
	Hugh Street Reconstruction	2022	Complete
	400mm River Crossing	2022	Complete
	Daniel St Watermain Upsize	2023	Complete
Fleet Management	Implementation of fleet lifecycle replacement per TCA Policy and AMP Policy.	2020-2023	Implemented
Facility Maintenance	NSC Remediation Project	2020	Completed
	Implementation of Building Condition Assessments for aging buildings including: 1.Town Hall BCA 2.Museum BCA 3.NSC BCA/Working Group	2020-2023	Implemented

Appendix C

Key Priority: Community Well-Being

Strategic Initiative	Action Plan	Timeframe	Progress Indicator
Community Support Initiatives	Community Safety and Well-Being Plan Creation	2020	Plan adopted
	Municipal Grants to Organizations – SALC, Physician Recruitment, Grove Redevelopment, Archives, Library, in-kind and partnership	2020	Monitor Grant Requests
	Ad-hoc Poverty Committee - recommendations	2020	Received by Council
	Accessibility Plan Implementation	2020-2023	Reviewed Annually
	Age-Friendly Community Plan Implementation	2020-2023	Reviewed Annually
Arts and Culture Initiatives	Establish Arts and Culture Committee	2020	Established
	Museum Strategic Plan Implementation	2020-2023	Implemented
Recreational and Leisure Initiatives	Waterfront Master Plan	2020	Completed
	Dog Park Feasibility	2020	Report to Council
	Recreation Master Plan / NSC Working Group Implementation	2020-2023	Implemented

Appendix D

Key Priority: Operational and Financial Efficiencies

Strategic Initiative	Action Plan	Timeframe	Progress Indicator
On-line Initiatives	Roll Out Phase II and III of Perfect Mind – Recreational On-line Booking Software	2020	Perfect Mind fully implemented
	Vender EFT Payments	2020	Implemented
	Vadim On-line – Viewing Tax and Water/WW bills, payroll, PO Module	2020	Implemented
Modernization Initiatives	IT Security Review	2020	Review completed
	Shared Service Delivery Review	2020	Review Completed
	Implement IT Security Recommendations	2020-2022	Implemented
Grant Applications	Grant Monitoring & Applications	Annually	Grants applied for
Debt Management	Debt Management Policy	2020	Policy adopted
	Continue PAYG Model	Annually	Implemented
Communication Improvements	Communication Strategy	2020	Strategy in place
	Implement Communication Strategy	2021-2022	Implemented
	Live Stream Council Meetings	2020	Implemented
	Full Agendas published on Website	2020	Agendas are published on website

Appendix E

Key Priority: Affordable, Accessible Housing Options

Strategic Initiative	Action Plan	Timeframe	Progress Indicator
Affordable, Accessible, Appropriate and Available Housing Options	Ad-hoc on Poverty – report to Council	2020	Receive report from Ad-hoc Committee
	Housing Needs Study	2021	Needs Study Completed
	Collaborate with County on 10-Year Housing and Homelessness Plan Update	2020	County adopts updated Plan

Appendix F

Key Priority: Transportation Options

Strategic Initiative	Action Plan	Timeframe	Progress Indicator
Transit Planning	Investigate Ride Share Programs	2020	Report to Council
	Transit Needs Study	2021	Needs Study completed