



**Municipality of Casselman
Strategic Plan 2023-2027**

**Interim Report No. 3
Planning Workshop Proceedings**



**Capital Park Consulting Inc.
9A Fairbairn Street
Ottawa, ON K1S 1T2**

Date: November 8th, 2023

Table of Contents

| | |
|---|----------|
| <i>Introduction</i> _____ | 1 |
| <i>Key Findings from Stakeholder Engagement Activities</i> _____ | 1 |
| Online Survey _____ | 1 |
| Focus Groups and Public Meeting _____ | 2 |
| <i>Vision Statement Revisited</i> _____ | 2 |
| <i>Mission Statement Revisited</i> _____ | 3 |
| <i>Values Statement Revisited</i> _____ | 5 |
| <i>Strategic Priorities Revisited</i> _____ | 5 |
| <i>Strategic Actions, Desired Outcomes and Targets</i> _____ | 6 |
| <i>Capacity to Deliver/Resources Required</i> _____ | 8 |
| <i>Next Steps</i> _____ | 8 |

INTRODUCTION

A planning workshop was held on Monday October 30th, 2023, with the members of the Municipality of Casselman Strategic Planning Committee and representatives from Capital Park Consulting Inc. The agenda included:

- Welcome
- Key Findings from Stakeholder Engagement Activities
- Vision Statement Revisited
- Mission Statement Revisited
- Values Revisited
- Strategic Priorities Revisited
- Strategic Actions
- Desired Outcomes and Targets
- Capacity to Deliver/Resources Required
- Next Steps

KEY FINDINGS FROM STAKEHOLDER ENGAGEMENT ACTIVITIES

The key findings from the stakeholder engagement activities were discussed to ensure that they would be considered when establishing the Strategic Priorities and Actions in the new plan.

ONLINE SURVEY

- There were 230 responses to the French survey and 156 responses to the English survey for a total of 386 responses. Since residents under the age of 21 are unlikely to participate in a survey of this nature, approximately 12.5% of the adult population completed the survey. This is an exceptionally high response rate and is due to the efforts taken by Council members and staff to promote the survey.
- Ninety percent of respondents rated the quality of life in the Municipality as either “Very Good” or “Good”. Eighty-nine percent expressed overall satisfaction with municipal services. Both of these rankings are considered exceptionally high.
- The greatest strengths identified by respondents all related to quality of life, including community safety, affordability and Casselman’s natural setting and history.
- The greatest opportunity, identified by 61% of respondents, was to invest in municipal infrastructure.
- Ninety percent of respondents believed that the quality of drinking water was the greatest challenge.

FOCUS GROUPS AND PUBLIC MEETING

The participants in the focus groups and public meeting identified the following priorities:

- Preservation of Franco-Ontarian Heritage and maintaining Casselman as the heart of the Franco-Ontarian region.
- Community cohesion
- Streamlining municipal processes
- Community space for local clubs and meetings
- Accessibility and safety for pedestrians and cyclists
- Increased collaboration with neighboring communities
- Promotion and enforcement of bilingual signs in the community
- Making municipal committee meetings accessible virtually
- The need for an implementation plan rather than a purely strategic plan
- Investment in water treatment
- Working with external organizations to secure funding
- Taking small, achievable steps rather than attempting large, ambitious leaps in development

VISION STATEMENT REVISITED

The participants in the planning workshop had been working on alternatives for the new Vision Statement. Suggestions included:

- Casselman, a dynamic crossroad of diversity and quality of life.
- In our municipality, we aspire to robust economic growth that promotes the development of local businesses while attracting new investments.
- We are committed to strategic planning that aims to preserve our natural heritage while promoting balanced and sustainable development.
- Our priority is to provide high quality resident services, with an emphasis on social inclusion and meeting community needs.
- We encourage innovation and support local entrepreneurial initiatives to stimulate employment and foster a dynamic local economy.
- We are proud of our French-speaking heritage, and we are committed to promoting it as a fundamental pillar of our cultural identity, while encouraging the development of our diverse and inclusive community.

- The municipality continues to improve. In 2027, at the heart of inhabited spaces, pedestrian areas host a diversity of services and cultural, sporting and recreational activities. A well-designed cycle path and well-maintained roads make travel easier. The living environment appeals to Casselman residents, who live there, work there and have fun there.
- Its cultural diversity and the accessibility of its services make Casselman a sought-after community. Thanks to its organizations and institutions well anchored in the territory, the community grows. Casselmaniens of all ages and from all backgrounds develop a strong feeling of solidarity and belonging. Concerned about the well-being of citizens and families, the community offers a safe living environment that allows everyone to achieve their potential.
- Enterprising by nature
- In 2027, Casselman will establish itself as the center of activities in Prescott-Russell. Strong in its creativity, its dynamism and the diversity of its economy, it stimulates entrepreneurship and attracts large companies. These organizations are inserted into the fabric social and contribute to its prosperity.
- Through its governance, the municipality encourages innovation and citizen participation, and it exercises agile, ethical and open management. Casselman, a committed municipal team

After significant discussion, the participants agreed on the following tentative Vision Statement:

“Bold decisions now for a better future”

MISSION STATEMENT REVISITED

The participants in the planning workshop had been working on alternatives for the new Mission Statement. Suggestions included:

- Improve the quality of life for our citizens by providing exceptional services and preserving our rich cultural heritage.
- Committed to offering efficient and responsible municipal services to proactively meet the needs of our community. Promoting balanced economic growth while preserving our natural heritage. Providing high-quality, inclusive services and encouraging local innovation to support a vibrant economy.

- Celebrate and promote our French-speaking heritage as the foundation of our cultural identity.
- Reconcile the qualities of the urban environment and those of the territory's natural environments from a sustainable perspective. Plan land use planning by focusing on its distinctive attributes: proximity to nature, agricultural space, the South Nation River.
- Responsible for the development of a lively and attractive city center and neighborhoods where life is good.
- Focus on urban developments and services that promote the connection between citizens and nature, consolidate the development of parks, the trail and the bird sanctuary.
- Focus on adequate infrastructure that allows moderate development to ensure the integration of new neighborhoods/buildings in a perspective that suits the structure of the municipality.
- To provide its citizens with a quality living environment by offering them efficient public services and actively contributing to the harmonious socio-economic development of Casselman.
- To offer, to the full potential of the available resources and possibilities of the organization, municipal services adapted to the needs and aspirations of its citizens, while sustainably and comprehensively improving their quality of life.
- My municipality wants to distinguish itself by providing quality infrastructure and services that allow its citizens to flourish in harmony with nature in a welcoming environment where life is good.
- The municipality has equipped itself with planning and governance tools offering it an innovative vision of the future and clear directions for its development. The mission and vision are reflected in its decisions, processes and actions.

After discussion, three alternatives were developed for further discussions in the future:

- 1) Enriching the lives of our diverse residents while preserving our Franco-Ontarian culture.
- 2) Enriching lives, demonstrating inclusivity, for a prosperous future.
- 3) Creating our best practices to enrich the lives of our residents.

VALUES STATEMENT REVISITED

The Values Statement in the previous strategic plan was reviewed and modified as follows:

- *Sustainability*: Committed to balanced development that preserves the natural environment for future generations.
- *Vitality*: Casselman assumes leadership in innovation, economic development and job creation. It stimulates the vitality of the community, cultural and sporting environment with its partners.
- *Innovation*: Encourages creativity and local entrepreneurship to stimulate economic growth and foster a vibrant local economy.
- *Cultural heritage*: Celebrates and preserves the French-speaking heritage as an essential foundation of the municipality's cultural identity.
- *Hospitality*: Casselman wants to be welcoming, open, respectful of all and concerned about the inclusion of its citizens in the development of the municipality. Included: equity, accessibility, openness, inclusion.
- *Transparency*: Commits to transparent and accountable management to earn the trust and satisfaction of residents and stakeholders.

STRATEGIC PRIORITIES REVISITED

The participants acknowledged that the Municipality of Casselman has several very large projects to complete in the next few years. It was agreed that it would be prudent to minimize the number of strategic priorities, as well as the number of strategic actions, to stay within the capacity of the Municipality to deliver. The following three strategic priorities were selected:

- Infrastructure
- Community Well-being
- Service Excellence

STRATEGIC ACTIONS, DESIRED OUTCOMES AND TARGETS

Strategic Actions, together with Desired Outcomes, were identified for each of the three Strategic Priorities.

It should be noted that some of the Desired Outcomes, especially for shared services, will require the agreement of other parties and are not within the control of the Municipality of Casselman.

| Strategic Priority | Strategic Actions | Desired Outcomes |
|-----------------------------|--|--|
| Infrastructure | <ul style="list-style-type: none"> • Complete the Master Plan for Water and Sewer Services, select best alternatives, and implement solutions that will last 40 years | <ul style="list-style-type: none"> • Secure water source • Enhanced water treatment plant • Efficient water distribution system |
| Community Well-being | <ul style="list-style-type: none"> • Invest in attractions that will improve quality of life for residents and visitors • Provide community spaces that enrich the lives and encourage active lifestyles for all ages • Encourage community groups to organize events and festivals that will promote Casselman’s heritage and culture • Develop a Health Hub in collaboration with the Canadian Mental Health Association, Alzheimer Society, Hawkesbury and District General Hospital and Emergency Medical Services | <ul style="list-style-type: none"> • Phase One of the trail and bird sanctuary project completed • Development of a Parks Master Plan; enhancement of existing spaces where citizens like to gather • More events and festivals; implementation of programs to encourage and recognize volunteerism • Seed funding for Stage One; “shovel in the ground” in five years |

| Strategic Priority | Strategic Actions | Desired Outcomes |
|---------------------------|--|---|
| Service Excellence | <ul style="list-style-type: none"> • Embrace new technologies that will improve customer service and increase efficiency • Streamline communications to promote stakeholder engagement and demonstrate inclusivity and accessibility • Investigate shared services and partnerships to improve customer service and increase efficiency • Preserve Franco-Ontarian culture while demonstrating inclusivity | <ul style="list-style-type: none"> • Develop a new website and complete the implementation of B-CITI • Commission a new Municipal Hall equipped with technology for citizen attendance and participation in virtual meetings • Delineation of the services provided by the three levels of government to improve citizen understanding • Potential outcomes include: <ul style="list-style-type: none"> ○ Amalgamation of Fire Services with The Nation and Rockland ○ Shared Bylaw Enforcement services with The Nation and Russell ○ Implementation of the recommendations in the Shared Services Delivery Review for the United Counties of Prescott and Russell • Staff trained in customer service standards, inclusivity and diversity |

After discussion, it was agreed that yearly targets for the Desired Outcomes should be included in the annual Operational Plans.

CAPACITY TO DELIVER/RESOURCES REQUIRED

There was a consensus that the proposed Strategic Actions are aggressive, particularly for the Infrastructure priority. However, this work is essential for the long-term future of the Municipality.

NEXT STEPS

- Capital Park will develop a preliminary draft of the new Strategic Plan, based on the direction received during the Planning Workshop
- Staff and Capital Park will revise the preliminary draft to develop a final draft for presentation to and review by Council.
- Staff will study the proposed Strategic Actions and advise Council of their position on their capacity to deliver
- Staff, with assistance from Capital Park, will develop a one-year Operational Plan which will include targets for the Desired Outcomes