



Municipality of Casselman Strategic Plan 2023-2027

Interim Report No. 2 Stakeholder Engagement Activities



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Table of Contents

Introduction	1
Purpose of This Report	1
Online Survey	2
Background	2
Question 1: Ages of the Respondents	3
Question 2: Gender of the Respondents	4
Question 3: Status (Resident and Business Owner)	5
Question 4: Housing Status	6
Question 5: Language Spoken at Home	7
Question 6: Employment Status	8
Question 8: Children Under 21 in Households	10
Question 9: How Long Respondents Have Lived in Casselman	12
Question 10: Level of Satisfaction with Municipal Services	13
Question 11: Level of Importance of Municipal Services	16
Question 12: Three Most Important Municipal Services	19
Question 13: Quality of Life	22
Question 14: Overall Satisfaction	23
Question 15: Level of Taxation	24
Question 16: Our Strengths – Our Three Best Features	26
Question 17: Our Opportunities	28
Question 18: Our Challenges	31
Focus Groups	42
Public Meeting and Other Input	46
<i>Public Meeting</i>	46
<i>Other Public Input</i>	47
Facebook Submission	47
Email Submission No. 1	47
Email Submission No. 2	54
Email Submission No. 3	55
Email Submission No. 4	55
Email Submission No. 5	57
Planning Session	58
SWOT Analysis	59
Review of Exemplar Strategic Plans	60
Vision and Mission Statements	62
Strategic Priorities	63
Interviews with Municipal Managers	64

INTRODUCTION

PURPOSE OF THIS REPORT

This report provides the results of the stakeholder engagement activities.

External Stakeholder Engagement

The external stakeholder engagement activities included:

- An online survey open from August 14th to September 29th.
- Focus groups conducted September 19th and 20th
- Public meeting held on September 19th
- Correspondence from residents via email and social media from residents unable to attend other sessions

The external stakeholder engagement activities were conducted in a bilingual manner so that participants could use the language in which they felt the most comfortable.

Any communication received by the project team in French has been included in this report as it was received together with an English translation.

Internal Stakeholder Engagement

The internal stakeholder engagement activities included:

- A one-day planning session with members of Council and senior staff held on September 5th
- Interviews with managers of the Municipality of Casselman

ONLINE SURVEY

BACKGROUND

The online survey was available in both the French and English languages. This section of the report provides:

- the results of the French language survey
- the results of the English language survey
- the total results when the two surveys are combined
- observations when there is a significant variation in the responses from one survey to the other
- general observations about the responses

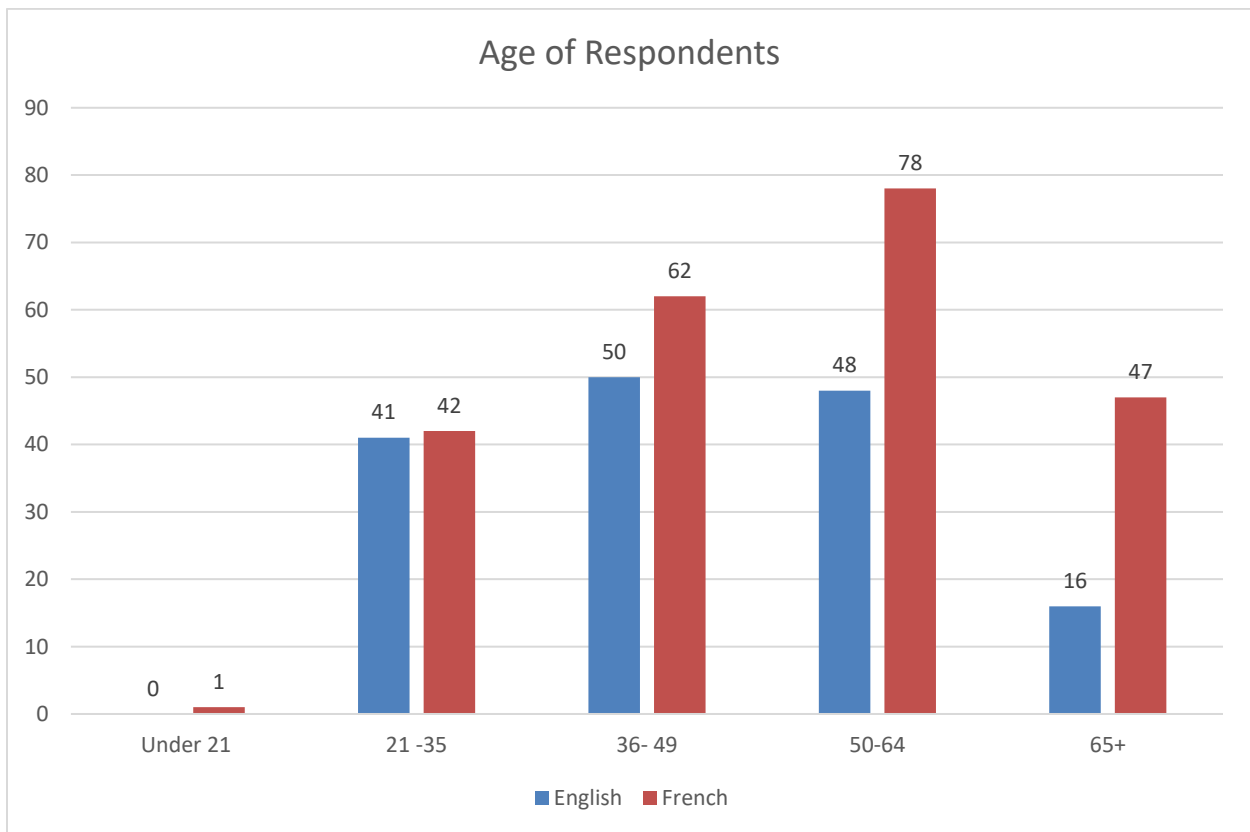
The response rate is considered high for a municipality the size of Casselman. This is due to the efforts that municipal staff took to promote the survey.

- 230 French responses
- 156 English responses
- 386 total responses

The number of responses for any question may be less than 386 as respondents were able to skip a question if they wished.

QUESTION 1: AGES OF THE RESPONDENTS

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
Under 21	0.00%	0	0.43%	1	0.26%	1
21 -35	26.45%	41	18.26%	42	21.56%	83
36- 49	32.26%	50	26.96%	62	29.09%	112
50-64	30.97%	48	33.91%	78	32.73%	126
65+	10.32%	16	20.43%	47	16.36%	63
Total		155		230		385

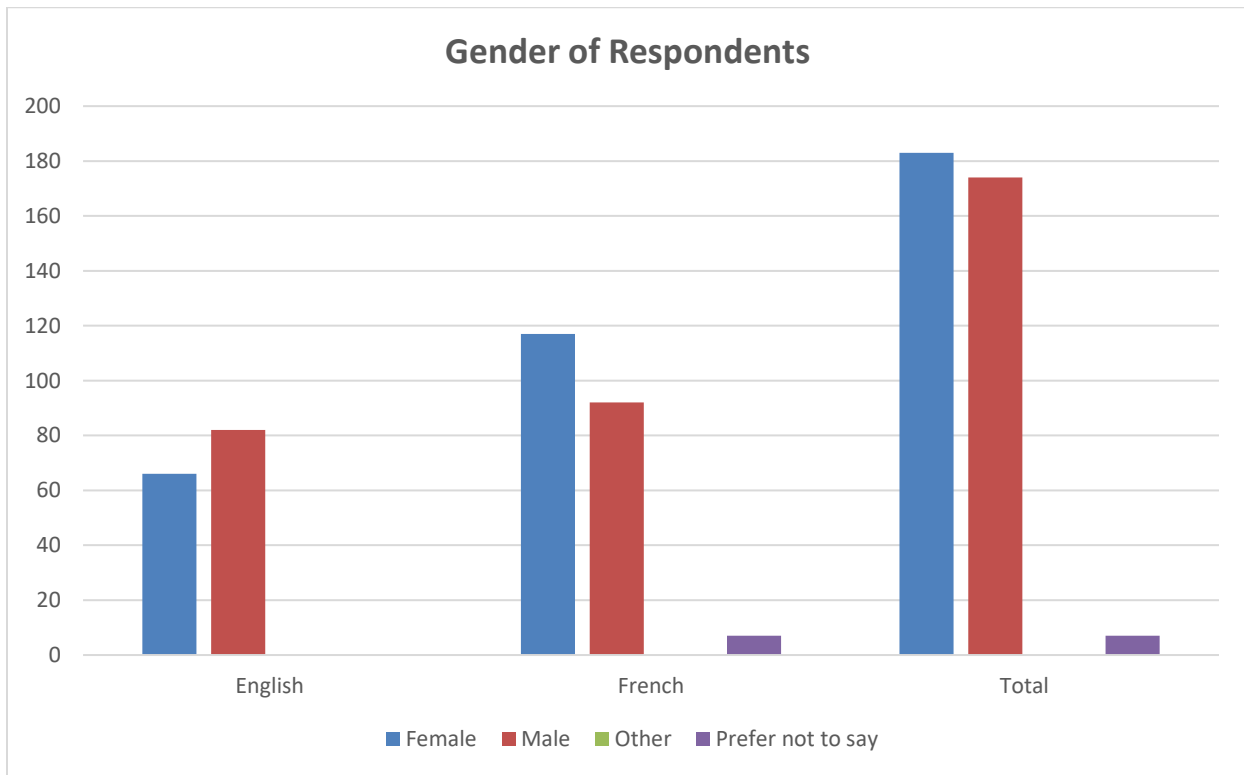


Observations:

- The number of responses by age cohort appear to be reasonably close to the actual population by age cohort. (It was assumed that the Under 21 age cohort would be unlikely to respond.) Thus the survey does not appear to have been skewed by any one age group.
- It is noteworthy that there were significantly more French responses than English responses for the older age cohorts.

QUESTION 2: GENDER OF THE RESPONDENTS

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
Female	44.23%	69	55.22%	127	50.78%	196
Male	55.77%	87	41.74%	96	47.41%	183
Other	0.00%	0	0.00%	0	0.00%	0
Prefer not to say	0.00%	0	3.04%	7	1.81%	7
Total		156		230		386

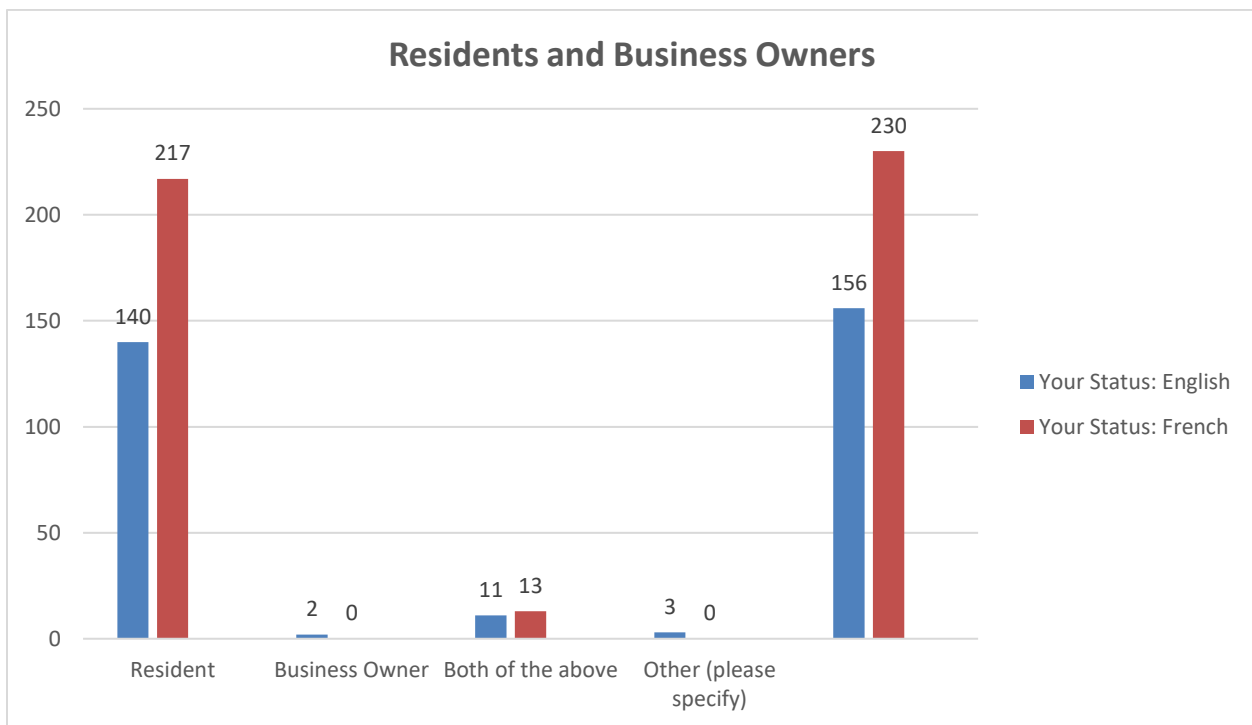


Observations:

- The total number of responses by gender was relatively close. However, the gender gap in the surveys individually was significant, with more males responding to the English survey and more females responding to the French survey.

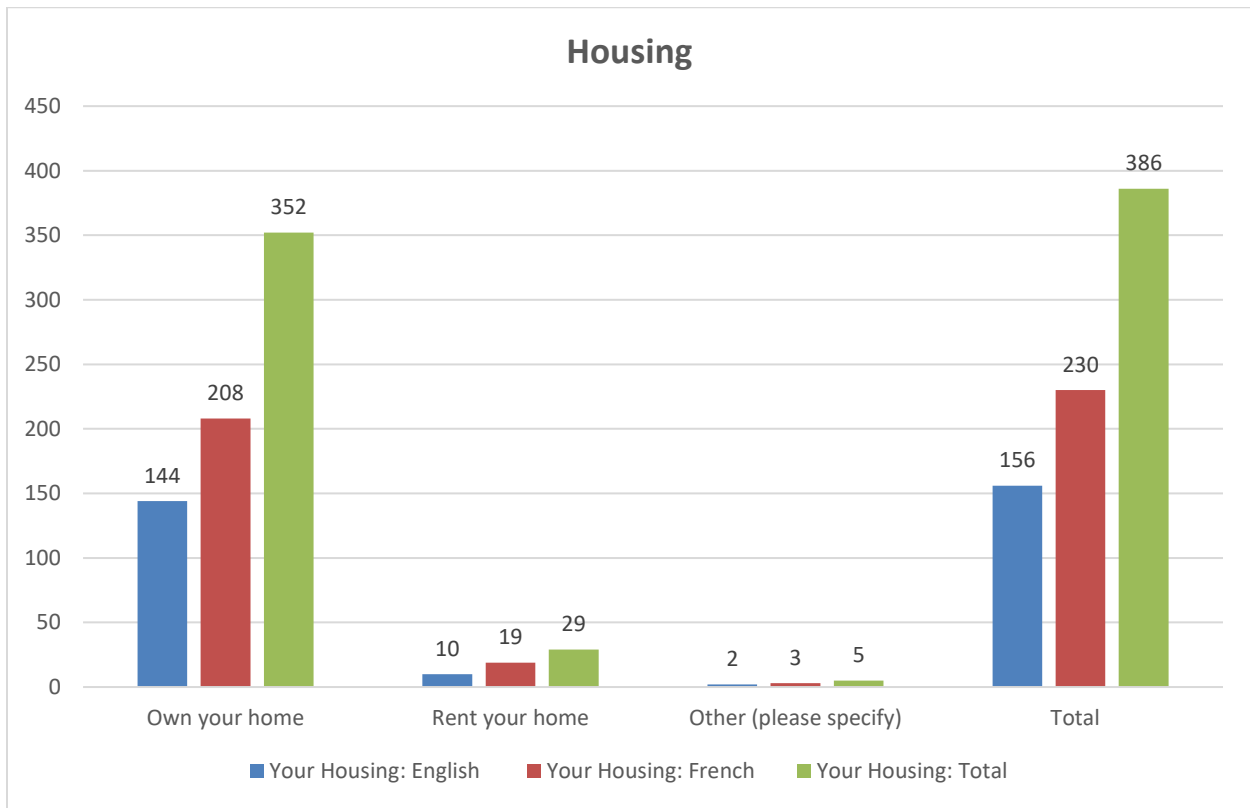
QUESTION 3: STATUS (RESIDENT AND BUSINESS OWNER)

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
Resident	89.74%	140	94.35%	217	92.49%	357
Business Owner	1.28%	2	0.00%	0	0.52%	2
Both of the above	7.05%	11	5.65%	13	6.22%	24
Other (please specify)	1.92%	3	0.00%	0	0.78%	3
Total		156		230		386



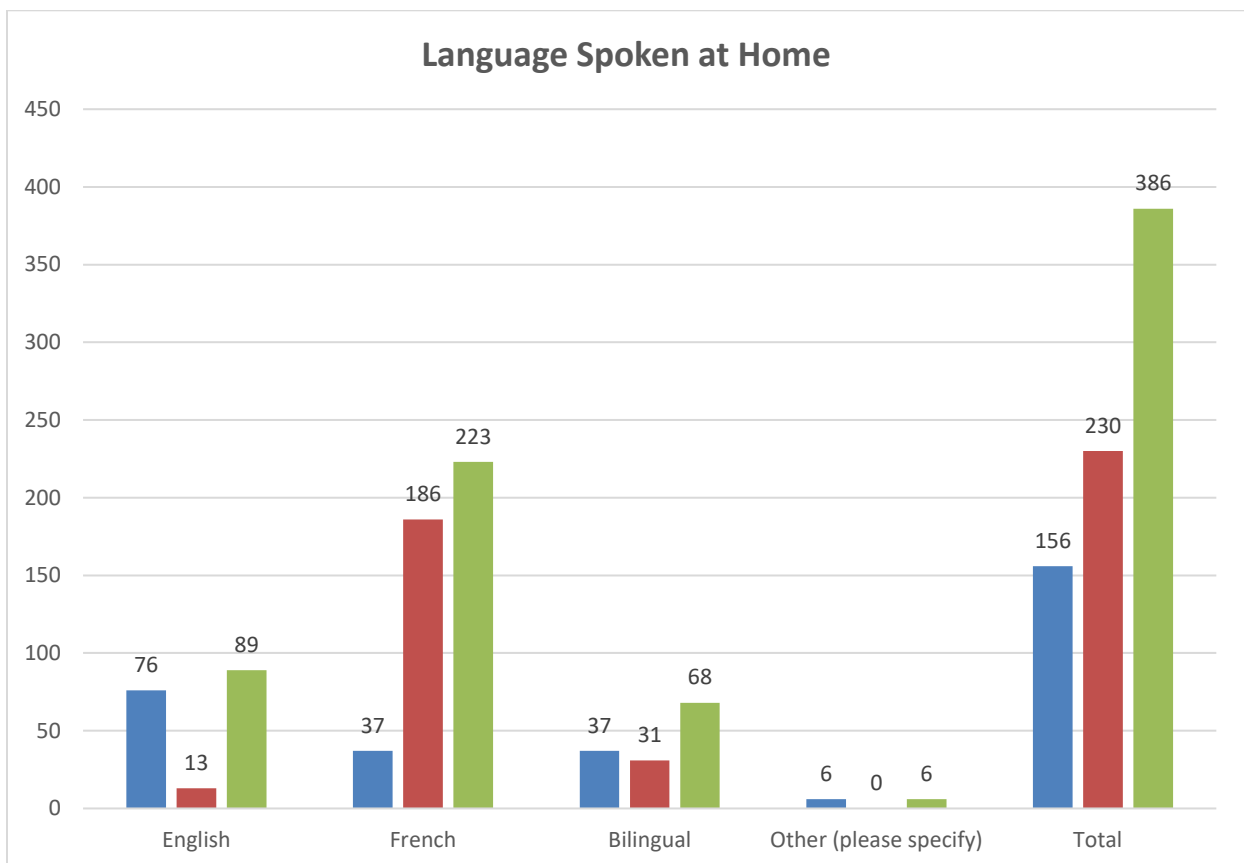
QUESTION 4: HOUSING STATUS

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
Own your home	92.31%	144	90.43%	208	91.19%	352
Rent your home	6.41%	10	8.26%	19	7.51%	29
Other (please specify)	1.28%	2	1.30%	3	1.30%	5
Total		156		230		386



QUESTION 5: LANGUAGE SPOKEN AT HOME

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
English	48.72%	76	5.65%	13	23.06%	89
French	23.72%	37	80.87%	186	57.77%	223
Bilingual	23.72%	37	13.48%	31	17.62%	68
Other (please specify)	3.85%	6	0.00%	0	1.55%	6
Total		156		230		386

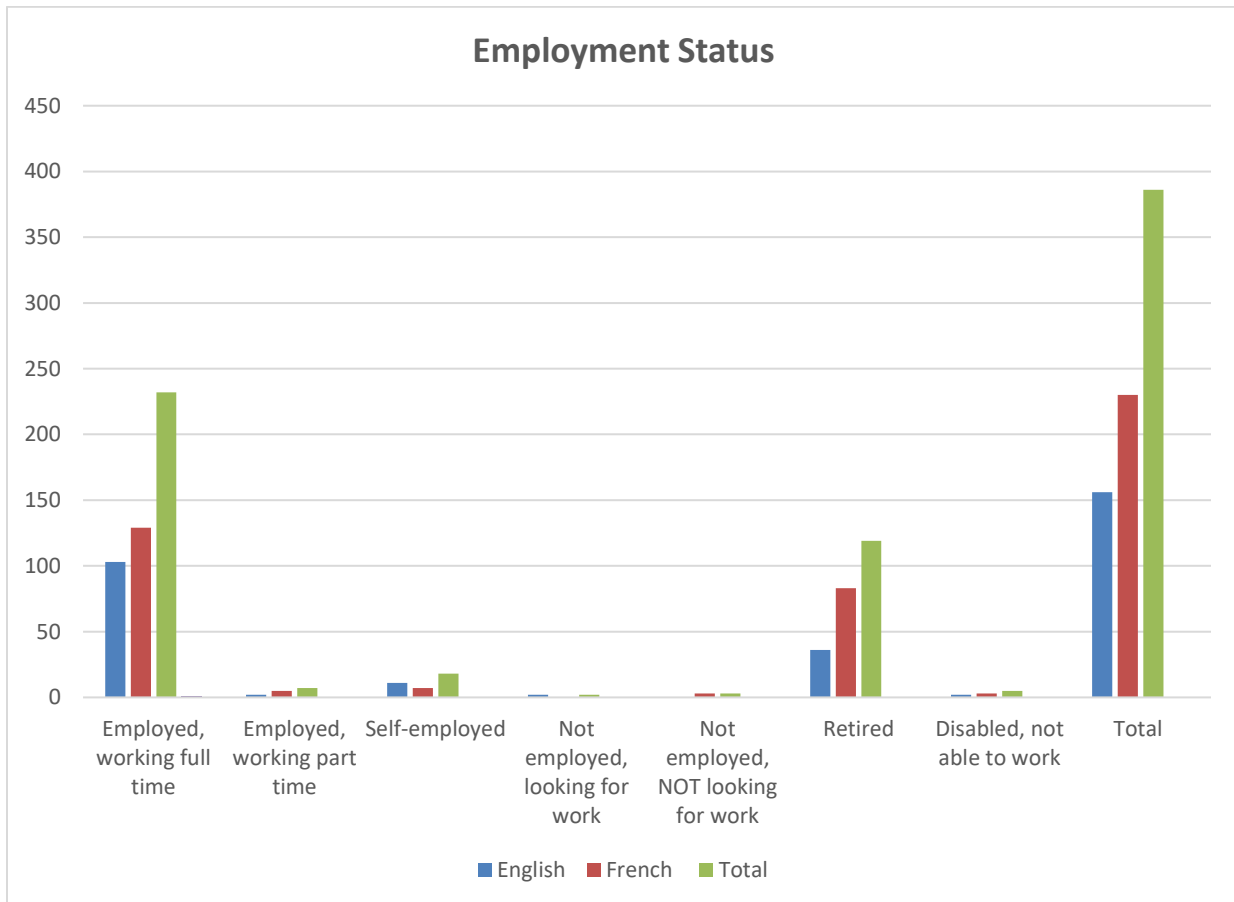


Observations

- For the respondents who chose to answer the survey in English:
 - approximately one-half speak English at home
 - approximately one-quarter have a bilingual home and one-quarter speak French
- For the respondents who chose to answer the survey in French:
 - over 80% speak French at home
 - 13.5% have a bilingual home and 5.5% speak English at home
- The six respondents who chose “Other” speak six different languages.

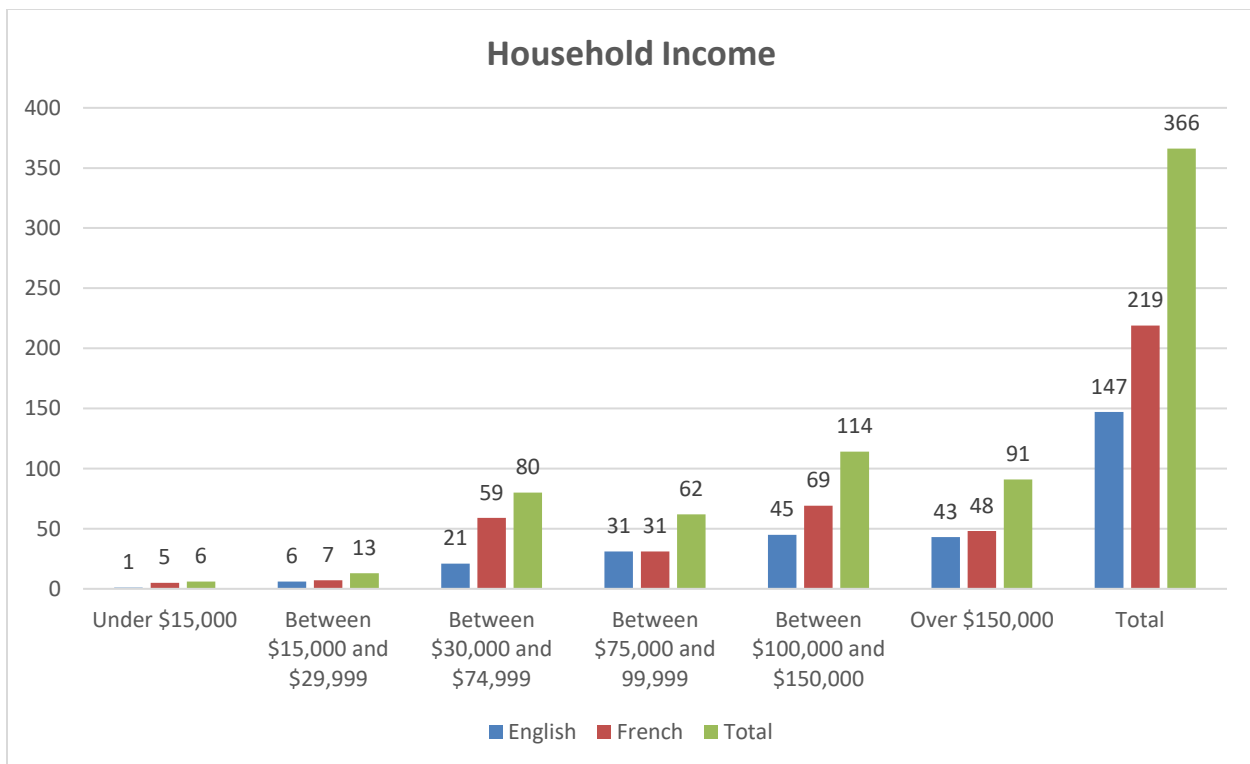
QUESTION 6: EMPLOYMENT STATUS

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
Employed, working full time	66.03%	103	56.09%	129	60.10%	232
Employed, working part time	1.28%	2	2.17%	5	1.81%	7
Self-employed	7.05%	11	3.04%	7	4.66%	18
Not employed, looking for work	1.28%	2	0.00%	0	0.52%	2
Not employed, NOT looking for work	0.00%	0	1.30%	3	0.78%	3
Retired	23.08%	36	36.09%	83	30.83%	119
Disabled, not able to work	1.28%	2	1.30%	3	1.30%	5
Total		156		230		386



Question 7: Household Income

Answer Choices	English Responses		French Responses		Total Responses	
	Percentage	Count	Percentage	Count	Percentage	Count
Under \$15,000	0.68%	1	2.28%	5	1.64%	6
Between \$15,000 and \$29,999	4.08%	6	3.20%	7	3.55%	13
Between \$30,000 and \$74,999	14.29%	21	26.94%	59	21.86%	80
Between \$75,000 and 99,999	21.09%	31	14.16%	31	16.94%	62
Between \$100,000 and \$150,000	30.61%	45	31.51%	69	31.15%	114
Over \$150,000	29.25%	43	21.92%	48	24.86%	91
Total		147		219		366



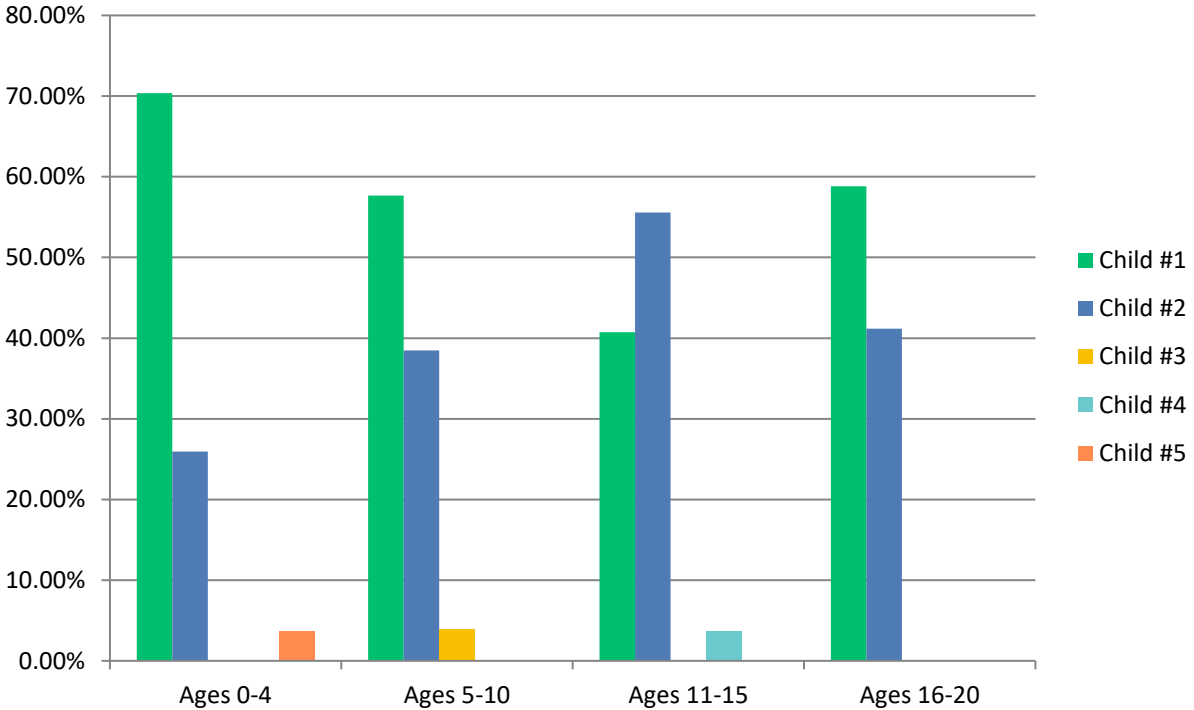
QUESTION 8: CHILDREN UNDER 21 IN HOUSEHOLDS

Please tell us the age of each child under the age of 21 living in your household. Proceed to question 9 if this question does not apply to you.											
English	Child #1		Child #2		Child #3		Child #4		Child #5		Total
Ages 0-4	70%	19	26%	7	0%	0	0%	0	4%	1	27
Ages 5-10	58%	15	38%	10	4%	1	0%	0	0%	0	26
Ages 11-15	41%	11	56%	15	0%	0	4%	1	0%	0	27
Ages 16-20	59%	10	41%	7	0%	0	0%	0	0%	0	17
Total		55		39		1		1		1	97
French	Enfant #1		Enfant #2		Enfant #3		Enfant #4		Enfant #5		Total
Âges 0-4	76%	19	48%	12	8%	2	0%	0	0%	0	25
Âges 5-10	71%	27	55%	21	11%	4	0%	0	0%	0	38
Âges 11-15	80%	28	37%	13	6%	2	6%	2	0%	0	35
Âges 16-20	72%	13	33%	6	11%	2	0%	0	0%	0	18
Total		87		52		10		2		0	116
Total	Child #1		Child #2		Child #3		Child #4		Child #5		Total
Ages 0-4	70%	38	26%	19	0%	2	0%	0	0%	1	52
Ages 5-10	58%	42	38%	31	4%	5	0%	0	0%	0	64
Ages 11-15	40%	39	56%	28	0%	2	4%	3	4%	0	62
Ages 16-20	59%	23	41%	13	0%	2	0%	0	0%	0	35
Total		142		91		11		3		1	213

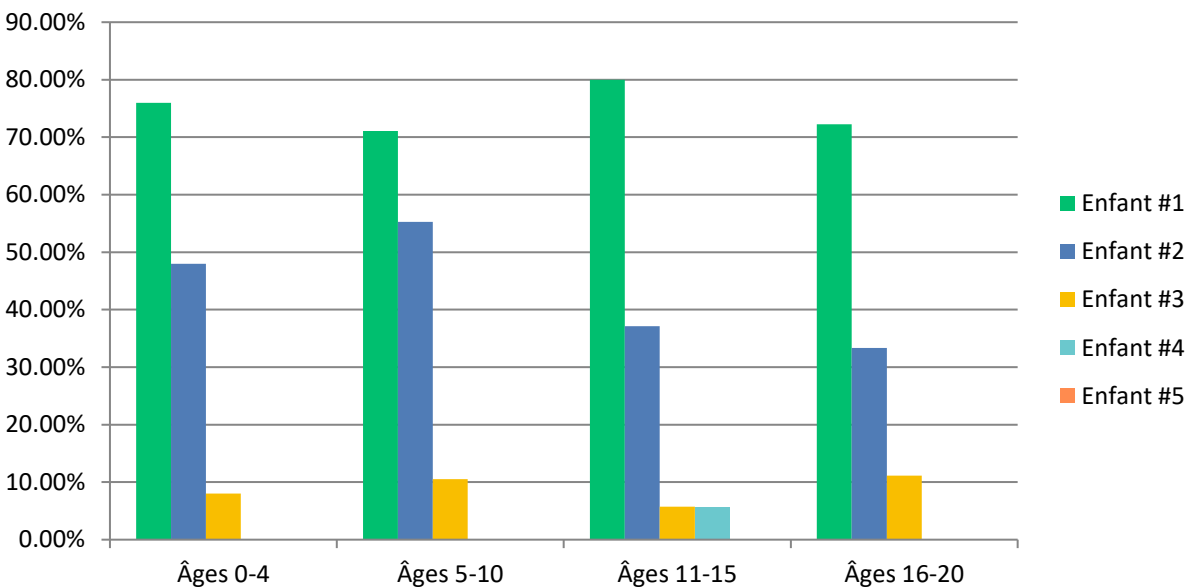
Observations

- Sixty-two percent of the respondents to the English survey, (97 of 156 total responses), have at least one child.
- Just over 50% of the respondents to the French survey, (116 of 230 total responses), have at least one child. This is consistent with a larger proportion of respondents to the French survey being retired.
- The vast majority of families, 96%, have one child or two children.

Please tell us the age of each child under the age of 21 living in your household. Proceed to question 9 if this question does not apply to you.

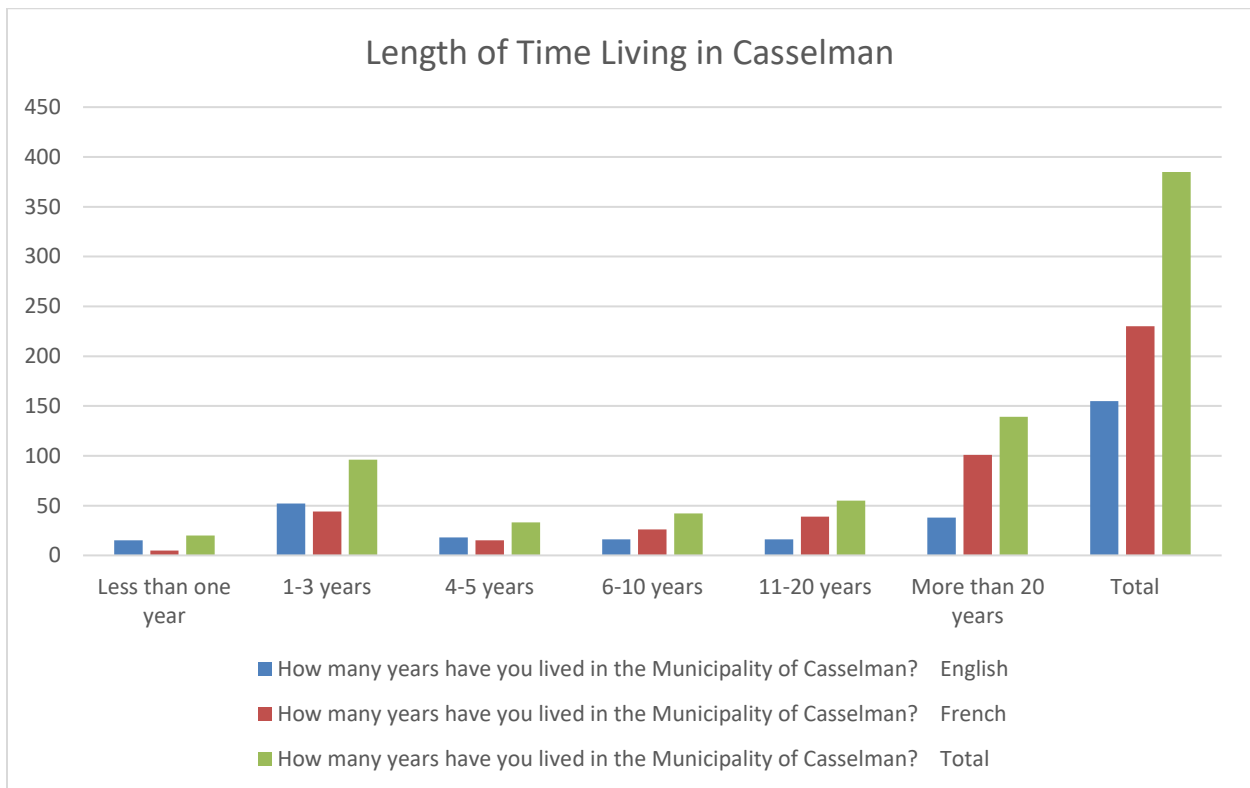


Veuillez indiquer l'âge de chaque enfant de moins de 21 ans habitant à votre domicile. Passez à la question 9 si cette question ne s'applique pas à vous.



QUESTION 9: HOW LONG RESPONDENTS HAVE LIVED IN CASSELMAN

How many years have you lived in the Municipality of Casselman?						
Answer Choices	English Responses		French Responses		Total Responses	
Less than one year	9.68%	15	2.17%	5	5.19%	20
1-3 years	33.55%	52	19.13%	44	24.94%	96
4-5 years	11.61%	18	6.52%	15	8.57%	33
6-10 years	10.32%	16	11.30%	26	10.91%	42
11-20 years	10.32%	16	16.96%	39	14.29%	55
More than 20 years	24.52%	38	43.91%	101	36.10%	139
Total		155		230		385



Observations

- A larger percentage of newcomers, i.e. less than six years, chose to answer the survey in English.
- The majority of residents who have lived for six years or more in the Municipality of Casselman, chose to respond to the survey in French.

QUESTION 10: LEVEL OF SATISFACTION WITH MUNICIPAL SERVICES

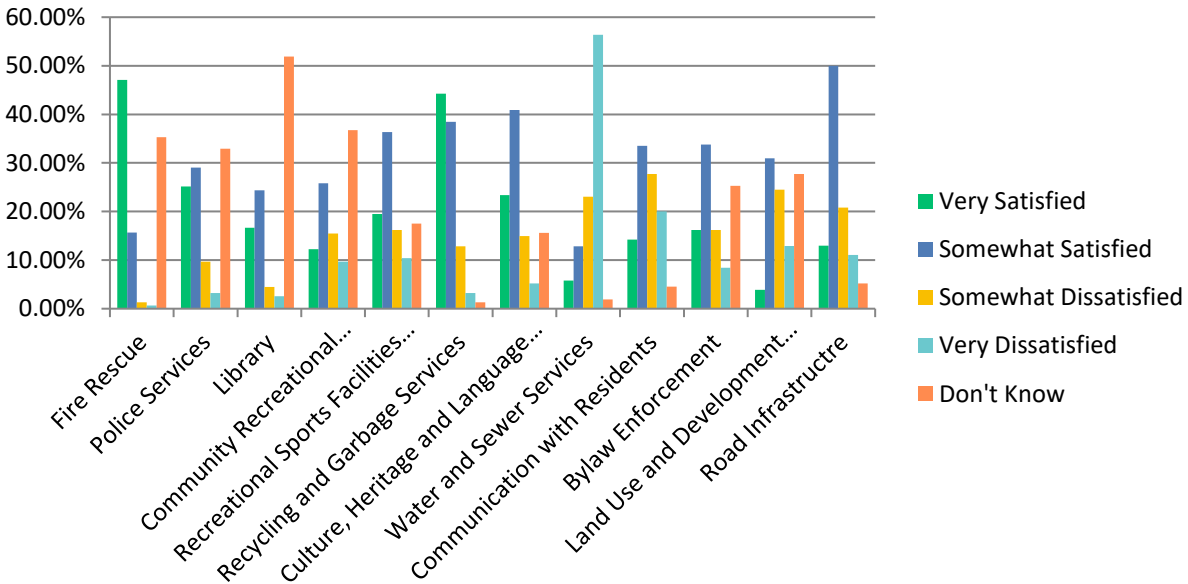
English Respondents	Very Satisfied		Somewhat Satisfied		Somewhat Dissatisfied		Very Dissatisfied	
	%	Count	%	Count	%	Count	%	Count
Fire Rescue	47%	72	16%	24	1%	2	1%	1
Police Services	25%	39	29%	45	10%	15	3%	5
Library	17%	26	24%	38	4%	7	3%	4
Community Recreational Programs	12%	19	26%	40	15%	24	10%	15
Recreational Sports Facilities	19%	30	36%	56	16%	25	10%	16
Recycling and Garbage Services	44%	69	38%	60	13%	20	3%	5
Culture, Heritage and Language Spoken	23%	36	41%	63	15%	23	5%	8
Water and Sewer Services	6%	9	13%	20	23%	36	56%	88
Communication with Residents	14%	22	34%	52	28%	43	20%	31
Bylaw Enforcement	16%	25	34%	52	16%	25	8%	13
Land Use and Development Planning	4%	6	31%	48	25%	38	13%	20
Road Infrastructure	13%	20	50%	77	21%	32	11%	17
French Respondents								
Service d'incendie et de secours	56%	120	19%	42	1%	3	0%	1
Police	26%	56	39%	84	11%	24	5%	10
Bibliothèque	29%	62	31%	67	6%	13	2%	5
Programmes récréatifs communautaires	10%	21	37%	79	21%	45	9%	19
Installations sportives récréatives	14%	30	49%	106	20%	43	7%	16
Service de recyclage et de collecte des déchets	40%	87	41%	88	12%	25	6%	13
Culture, patrimoine et langue parlée	17%	36	53%	114	18%	38	4%	8
Services d'eau et d'égouts	3%	7	17%	36	25%	55	53%	115
Communication avec les résidents	7%	14	44%	94	31%	67	13%	29
Application des règlements municipaux	8%	18	49%	106	14%	31	6%	12
Utilisation des terres et planification du développement	5%	10	29%	61	21%	44	9%	19
Infrastructure routière	9%	20	57%	122	22%	48	8%	17
Total Respondents								
Fire Rescue	55%	126	20%	47	1%	3	0%	1
Police Services	25%	58	39%	89	11%	26	5%	12
Library	30%	68	31%	71	6%	14	2%	5
Community Recreational Programs	10%	23	38%	86	21%	47	8%	19
Recreational Sports Facilities	14%	32	50%	114	20%	45	7%	16
Recycling and Garbage Services	39%	89	41%	95	13%	29	6%	13
Culture, Heritage and Language Spoken	17%	38	52%	119	18%	41	4%	10
Water and Sewer Services	3%	7	17%	40	26%	59	53%	121
Communication with Residents	7%	15	44%	100	31%	72	14%	31
Bylaw Enforcement	9%	20	48%	111	15%	35	5%	12
Land Use and Development Planning	4%	10	29%	66	21%	48	8%	19
Road Infrastructure	9%	21	56%	128	23%	53	7%	17

Observations

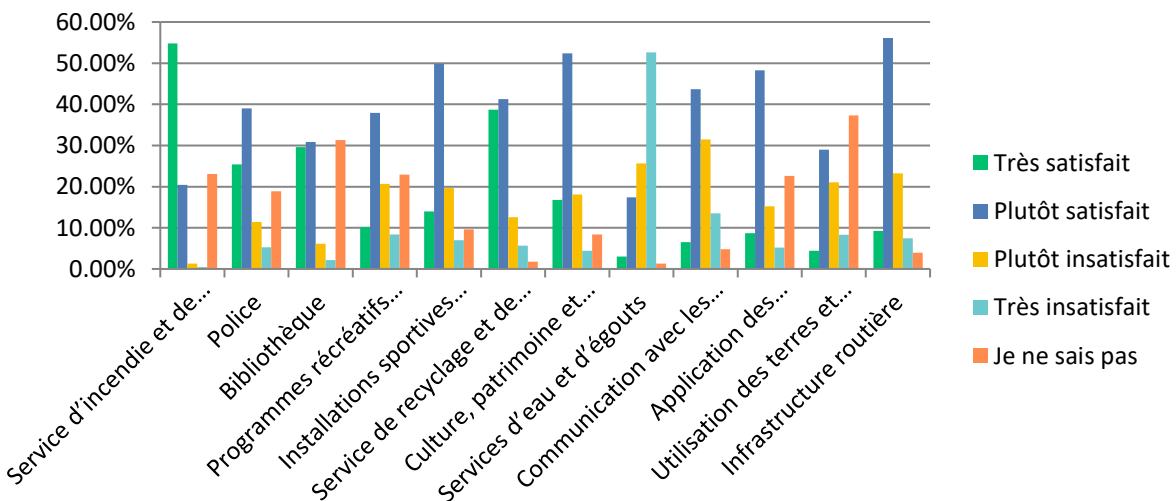
- Please note that respondents could respond, “Don’t Know”, to services which they do not use. Thus, the number of respondents for a service ranged from a high of 380 responses for Water and Sewer Services and for Recycling and Garbage Services to a low of 233 responses for Library Services.
- It is easier to evaluate the data by combining the “Very Satisfied” and “Somewhat Satisfied” into one category of “Satisfied” and similarly combining the “Somewhat Dissatisfied” and “Very Dissatisfied” into a second category.
- The tables below rank each service, first in order of the greatest number of respondents who are “satisfied” and then by the greatest number of respondents who are dissatisfied. Please note that the two rankings are not a mirror image of each other. For example, Road Infrastructure ranked fourth from the top in both categories.

Ranked in order of Satisfaction		
Total Respondents	Satisfied	Dissatisfied
Recycling and Garbage Services	313	67
Fire Rescue	269	7
Culture, Heritage and Language Spoken	256	82
Road Infrastructure	246	119
Recreational Sports Facilities (parks, arena, field)	168	105
Police Services	203	30
Bylaw Enforcement	208	85
Library	203	30
Communication with Residents	189	177
Community Recreational Programs	168	105
Land Use and Development Planning	130	125
Water and Sewer Services	76	304
Ranked in order of Dissatisfaction		
Total Respondents	Satisfied	Dissatisfied
Water and Sewer Services	76	304
Communication with Residents	189	177
Land Use and Development Planning	130	125
Road Infrastructure	246	119
Recreational Sports Facilities (parks, arena, field)	168	105
Community Recreational Programs	168	105
Bylaw Enforcement	208	85
Culture, Heritage and Language Spoken	256	82
Recycling and Garbage Services	313	67
Police Services	203	30
Library	203	30
Fire Rescue	269	7

Our Services: Please indicate how satisfied you are with each of the following services provided by the Municipality of Casselman.



NOS SERVICES : Veuillez indiquer votre niveau de satisfaction pour chacun des services suivants fournis par la Municipalité de Casselman.



QUESTION 11: LEVEL OF IMPORTANCE OF MUNICIPAL SERVICES

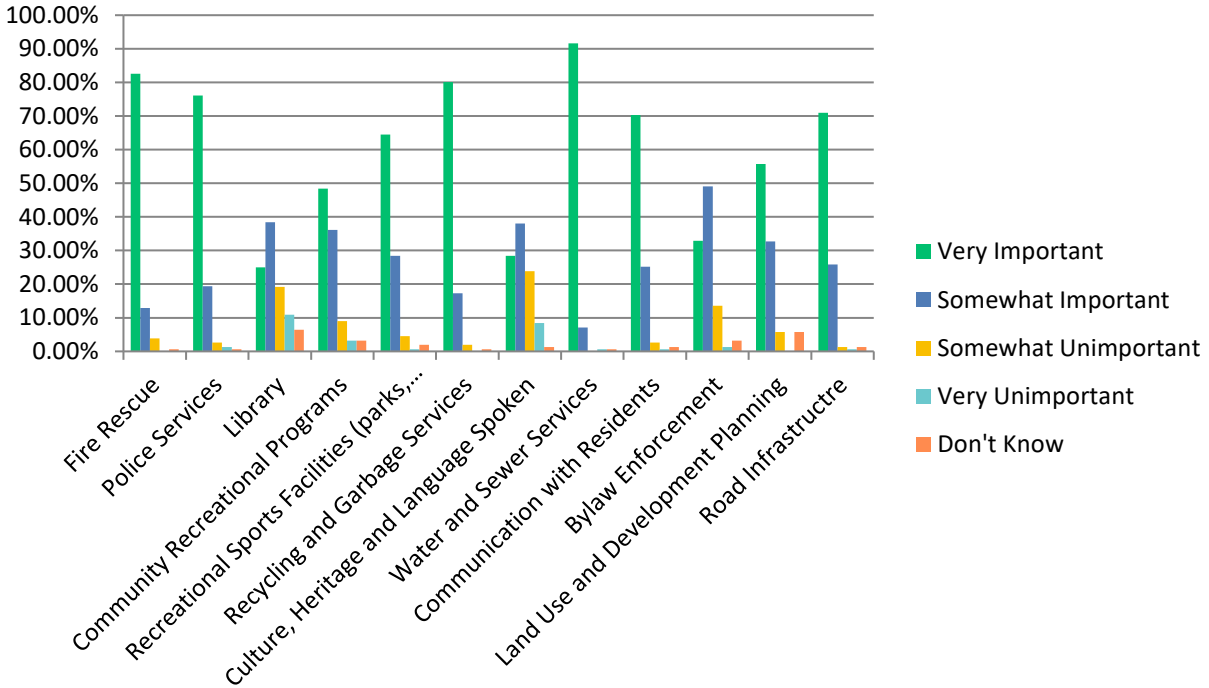
English Respondents	Very Important		Somewhat Important		Somewhat Unimportant		Very Unimportant	
	%	Count	%	Count	%	Count	%	Count
Fire Rescue	83%	128	13%	20	4%	6	0%	0
Police Services	76%	118	19%	30	3%	4	1%	2
Library	25%	39	38%	60	19%	30	11%	17
Community Recreational Programs	48%	75	36%	56	9%	14	3%	5
Recreational Sports Facilities	65%	100	28%	44	5%	7	1%	1
Recycling and Garbage Services	80%	125	17%	27	2%	3	0%	0
Culture, Heritage and Language Spoken	28%	44	38%	59	24%	37	8%	13
Water and Sewer Services	92%	142	7%	11	0%	0	1%	1
Communication with Residents	70%	109	25%	39	3%	4	1%	1
Bylaw Enforcement	33%	51	49%	76	14%	21	1%	2
Land Use and Development Planning	56%	87	33%	51	6%	9	0%	0
Road Infrastructure	71%	110	26%	40	1%	2	1%	1
French Respondents								
Service d'incendie et de secours	83%	189	16%	37	1%	3	0%	0
Police	72%	164	25%	56	3%	6	1%	2
Bibliothèque	21%	48	43%	97	26%	60	9%	20
Programmes récréatifs communautaires	40%	92	46%	106	9%	21	3%	6
Installations sportives récréatives	52%	118	38%	86	9%	21	1%	2
Service de recyclage et de collecte des déchets	68%	155	29%	66	3%	8	0%	0
Culture, patrimoine et langue parlée	46%	104	38%	87	13%	30	1%	3
Services d'eau et d'égouts	86%	197	13%	29	0%	0	0%	1
Communication avec les résidents	64%	148	33%	75	3%	6	0%	0
Application des règlements municipaux	42%	97	49%	113	7%	15	0%	1
Utilisation des terres et planification du développement	42%	96	41%	94	8%	18	1%	2
Infrastructure routière	54%	123	41%	93	2%	4	0%	1
Total Respondents								
Fire Rescue	83%	317	15%	57	3%	9	0%	0
Police Services	74%	282	22%	86	3%	10	1%	4
Library	23%	87	41%	157	23%	90	10%	37
Community Recreational Programs	44%	167	41%	162	9%	35	3%	11
Recreational Sports Facilities	58%	218	33%	130	7%	28	1%	3
Recycling and Garbage Services	74%	280	23%	93	3%	11	0%	0
Culture, Heritage and Language Spoken	37%	148	38%	146	19%	67	5%	16
Water and Sewer Services	89%	339	10%	40	0%	0	1%	2
Communication with Residents	67%	257	29%	114	3%	10	0%	1
Bylaw Enforcement	38%	148	49%	189	10%	36	1%	3
Land Use and Development Planning	49%	183	37%	145	7%	27	0%	2
Road Infrastructure	63%	233	33%	133	2%	6	1%	2

Observations

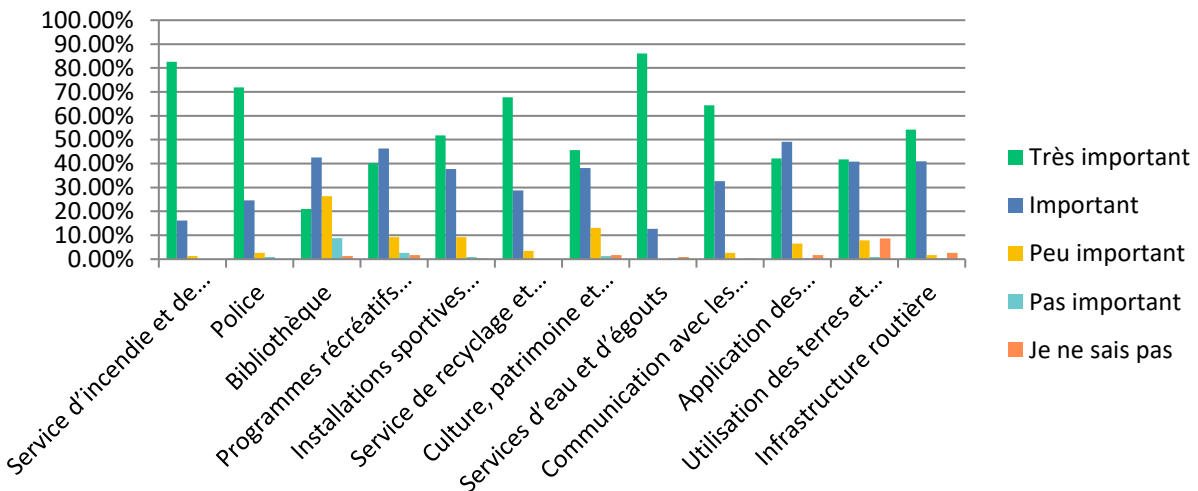
- Similar to the previous question, respondents could answer “Don’t Know” for some services.
- The “Very Important” and “Somewhat Important” answers have been combined as have the “Somewhat Unimportant” and “Very Unimportant” responses.
- There is a table ranking services in order of importance.
- Since practically all services, with the possible exception of the Library, are considered important, there is no need for the reverse table ranking services in order of unimportance.

Ranked in order of Importance		
Total Respondents	Important	Unimportant
Water and Sewer Services	379	2
Fire Rescue	374	9
Recycling and Garbage Services	373	11
Communication with Residents	371	11
Police Services	368	14
Road Infrastructure	366	8
Recreational Sports Facilities (parks, arena, field)	348	31
Bylaw Enforcement	337	39
Community Recreational Programs	329	46
Land Use and Development Planning	328	29
Culture, Heritage and Language Spoken	294	83
Library	244	127

Our Services: How important to you is each of the following services provided by the Municipality of Casselman?



NOS SERVICES : Dans quelle mesure chacun des services suivants fournis par la Municipalité de Casselman est-il important pour vous ?



QUESTION 12: THREE MOST IMPORTANT MUNICIPAL SERVICES

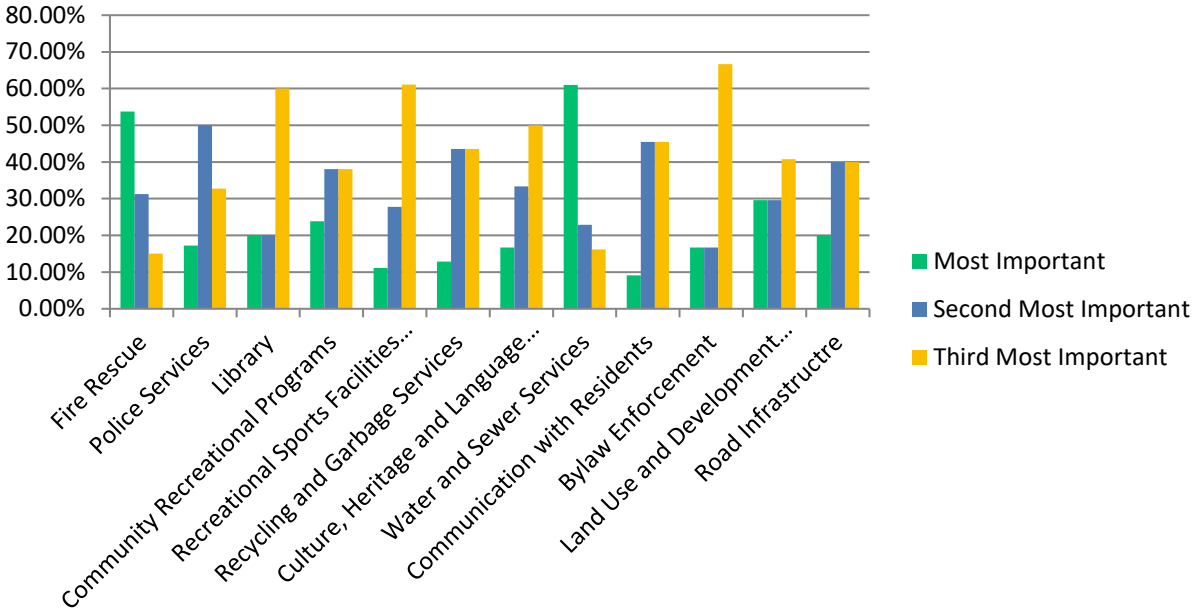
English Respondents	Most Important		Second Most Important		Third Most Important	
	%	Count	%	Count	%	Count
Fire Rescue	54%	43	31%	25	15%	12
Police Services	17%	10	50%	29	33%	19
Library	20%	1	20%	1	60%	3
Community Recreational Programs	24%	5	38%	8	38%	8
Recreational Sports Facilities	11%	4	28%	10	61%	22
Recycling and Garbage Services	13%	5	44%	17	44%	17
Culture, Heritage and Language Spoken	17%	1	33%	2	50%	3
Water and Sewer Services	61%	64	23%	24	16%	17
Communication with Residents	9%	1	45%	5	45%	5
Bylaw Enforcement	17%	1	17%	1	67%	4
Land Use and Development Planning	30%	8	30%	8	41%	11
Road Infrastructure	20%	5	40%	10	40%	10
French Respondents						
Service d'incendie et de secours	50%	66	33%	43	17%	23
Police	18%	17	56%	53	26%	25
Bibliothèque	25%	2	25%	2	50%	4
Programmes récréatifs communautaires	6%	2	41%	14	53%	18
Installations sportives récréatives	23%	14	35%	22	42%	26
Service de recyclage; de collecte des déchets	15%	7	42%	20	44%	21
Culture, patrimoine et langue parlée	42%	11	8%	2	50%	13
Services d'eau et d'égoûts	56%	89	22%	35	22%	35
Communication avec les résidents	23%	7	35%	11	42%	13
Application des règlements municipaux	8%	1	8%	1	83%	10
Utilisation des terres et planification du développement	27%	6	36%	8	36%	8
Infrastructure routière	25%	7	25%	7	50%	14
Total Respondents						
Fire Rescue	58%	153	22%	59	19%	52
Police Services	52%	109	32%	68	16%	35
Library	18%	27	53%	82	30%	44
Community Recreational Programs	17%	18	32%	32	52%	48
Recreational Sports Facilities	23%	12	33%	17	45%	24
Recycling and Garbage Services	14%	12	43%	37	44%	38
Culture, Heritage and Language Spoken	29%	12	21%	4	50%	16
Water and Sewer Services	28%	14	33%	16	39%	19
Communication with Residents	16%	8	40%	16	44%	18
Bylaw Enforcement	15%	7	40%	22	46%	26
Land Use and Development Planning	23%	3	23%	3	55%	7
Road Infrastructure	13%	2	13%	2	75%	14

Observations

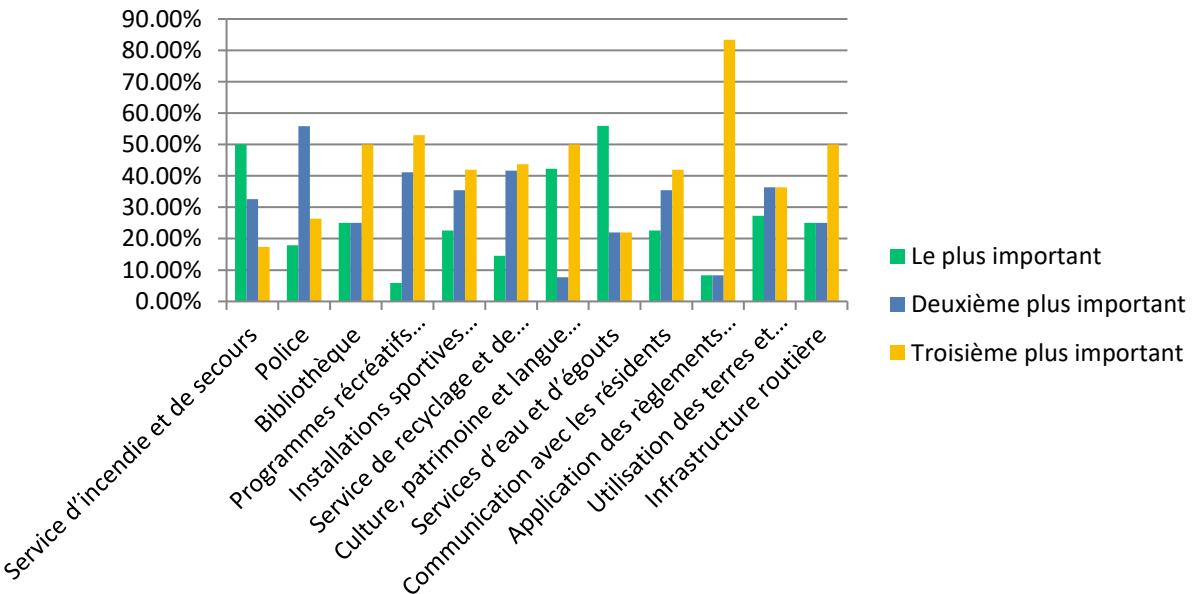
- The following tables have ranked the municipal services in two ways:
 - the most votes as the Most Important service
 - the most total votes as being mentioned as one of the top three services

Our Services: How important to you is each of the following services provided by the Municipality of Casselman?							
Ranked by Highest Number of Votes as Most Important							
	Most Important		Second Most Important		Third Most Important		Total
Water and Sewer Services	58%	145	22%	56	19%	50	251
Fire Rescue	52%	105	32%	66	16%	34	205
Police Services	18%	25	53%	76	30%	41	142
Recreational Sports Facilities (parks, arena, field)	18%	18	33%	31	49%	43	92
Road Infrastructure	23%	12	32%	16	45%	23	51
Recycling and Garbage Services	13%	11	42%	35	45%	38	84
Land Use and Development Planning	25%	11	34%	15	42%	19	45
Culture, Heritage and Language Spoken	29%	11	21%	4	50%	15	30
Communication with Residents	17%	8	40%	15	43%	17	40
Community Recreational Programs	16%	7	39%	21	46%	25	53
Library	23%	3	23%	3	55%	7	13
Bylaw Enforcement	15%	2	15%	2	71%	12	16
Ranked by Highest Number of Mentions							
	Most Important		Second Most Important		Third Most Important		Total
Water and Sewer Services	58%	145	22%	56	19%	50	251
Fire Rescue	52%	105	32%	66	16%	34	205
Police Services	18%	25	53%	76	30%	41	142
Recreational Sports Facilities (parks, arena, field)	18%	18	33%	31	49%	43	92
Recycling and Garbage Services	13%	11	42%	35	45%	38	84
Community Recreational Programs	16%	7	39%	21	46%	25	53
Road Infrastructure	23%	12	32%	16	45%	23	51
Land Use and Development Planning	25%	11	34%	15	42%	19	45
Communication with Residents	17%	8	40%	15	43%	17	40
Culture, Heritage and Language Spoken	29%	11	21%	4	50%	15	30
Bylaw Enforcement	15%	2	15%	2	71%	12	16
Library	23%	3	23%	3	55%	7	13

Our Services: How important to you is each of the following services provided by the Municipality of Casselman?



NOS SERVICES : Veuillez sélectionner les trois services les plus importants pour vous, par ordre d'importance.

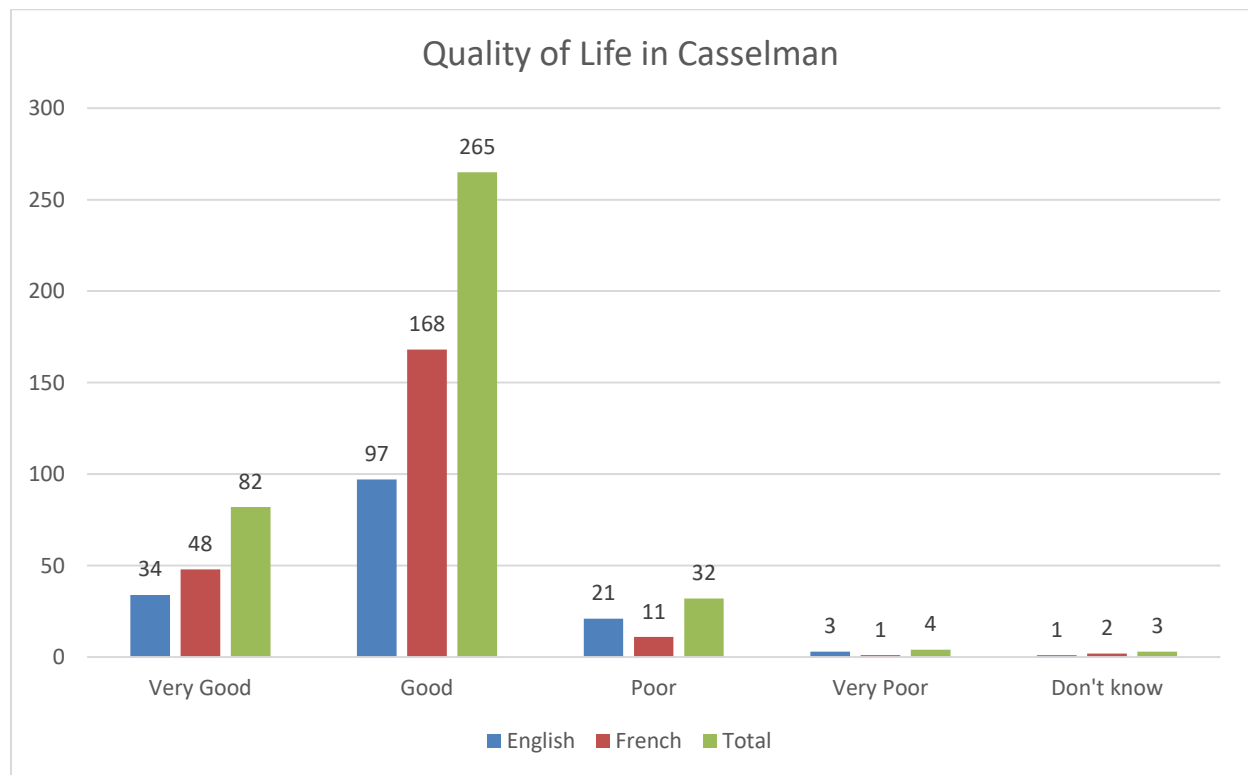


QUESTION 13: QUALITY OF LIFE

How would you rate the overall quality of life in the Municipality of Casselman?						
Answer Choices	English Responses		French Responses		Total Responses	
Very Good	21.79%	34	20.87%	48	21.24%	82
Good	62.18%	97	73.04%	168	68.65%	265
Poor	13.46%	21	4.78%	11	8.29%	32
Very Poor	1.92%	3	0.43%	1	1.04%	4
Don't know	0.64%	1	0.87%	2	0.78%	3
Total		156		230		386

Observations

- Ninety percent of respondents rated the quality of life as Very Good or Good. In our experience, this is exceptionally high.
- Almost 94% of respondents to the French survey rated it as Very Good or Good. This was 10 percentage points higher than respondents to the English survey.

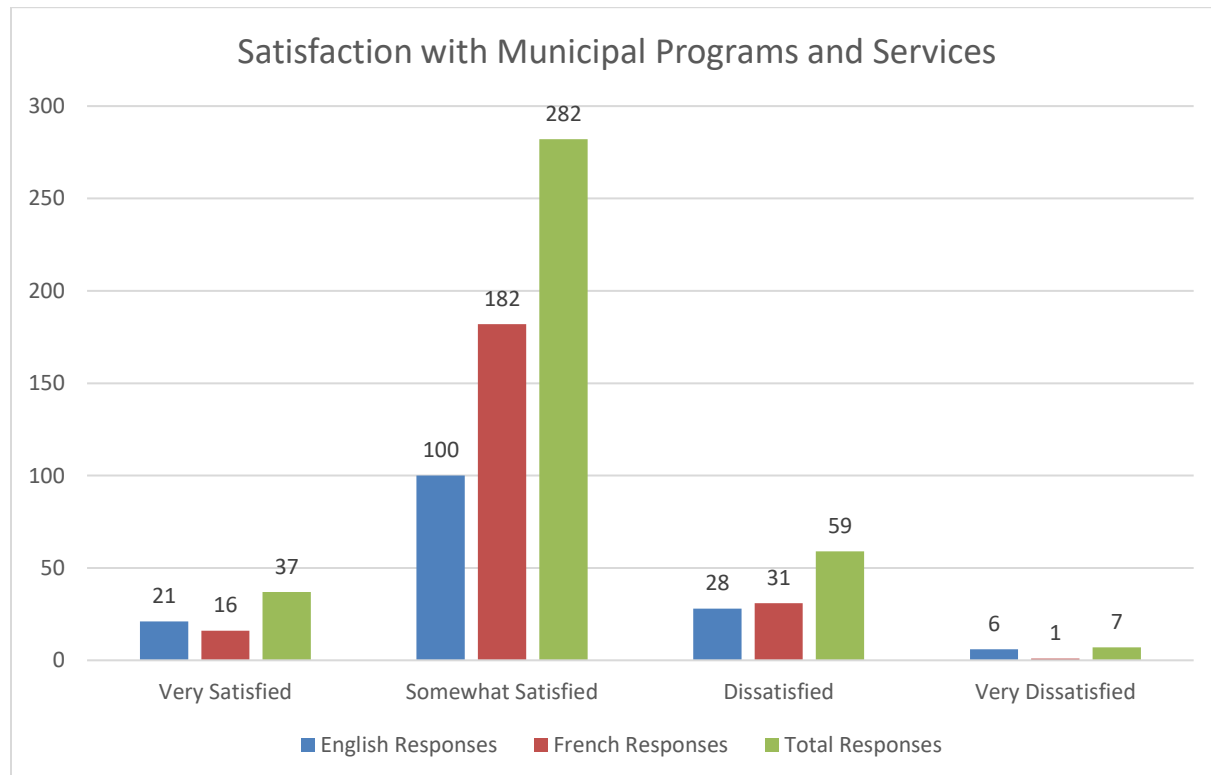


QUESTION 14: OVERALL SATISFACTION

Considering all the programs and services the Municipality of Casselman provides, please rate your overall satisfaction?						
Answer Choices	English Responses		French Responses		Total Responses	
Very Satisfied	13.55%	21	6.96%	16	9.61%	37
Somewhat Satisfied	64.52%	100	79.13%	182	73.25%	282
Dissatisfied	18.06%	28	13.48%	31	15.32%	59
Very Dissatisfied	3.87%	6	0.43%	1	1.82%	7
Total		155		230		385

Observations

- Approximately 83%% of respondents are Very Satisfied or Somewhat Satisfied with municipal programs and services. Again, in our experience, this is exceptionally high.
- The respondents to the French survey have higher rates of satisfaction than the respondents to the English survey, although 78% of the English respondents expressed satisfaction.



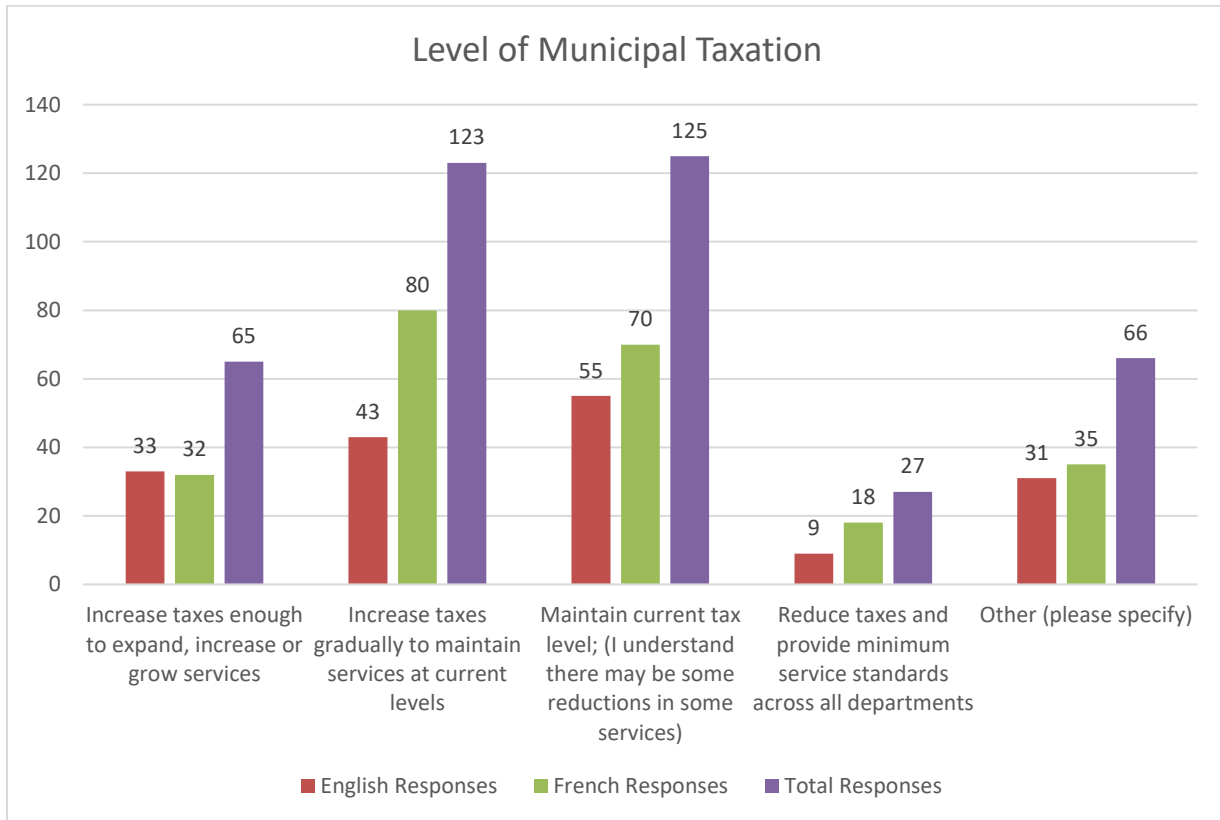
QUESTION 15: LEVEL OF TAXATION

Municipal property taxes are the primary source of funds used to provide services in Casselman. We must balance taxation and service delivery levels to deal with uncontrollable costs associated with maintaining current service levels. Which of the following four options would you most like the Municipality of Casselman to pursue to deal with this?						
Answer Choices	English Responses		French Responses		Total Responses	
Increase taxes enough to expand, increase or grow services	23.57%	33	16.00%	32	19.12%	65
Increase taxes gradually to maintain services at current levels	30.71%	43	40.00%	80	36.18%	123
Maintain current tax level; (I understand there may be some reductions in some services)	39.29%	55	35.00%	70	36.76%	125
Reduce taxes and provide minimum service standards across all departments	6.43%	9	9.00%	18	7.94%	27
Other (please specify)		31		35		66
Total		140		200		340

Observations

- For this question, there were significant variations between the responses to the French survey and the responses to the English survey.
- There were 66 “Other” responses. Many of the “Other” responses also selected one of the first four options and used the “Other” option as a way to provide more detail for their opinion. The majority of these respondents complained about the quality of water versus the level of taxation. Others complained that taxes are too high in comparison with other municipalities, including Ottawa.
- Overall, approximately 82% of respondents were in agreement with the current level of taxation, (understanding that there would be some reduction in services), or an increase in taxes to either maintain or improve services. It should be noted that across Canada many families are under financial stress because of inflation and concerned about further increases for any expense, including property taxes.

Municipal property taxes are the primary source of funds used to provide services in Casselman. We must balance taxation and service delivery levels to deal with uncontrollable costs associated with maintaining current service levels. Which of the following four options would you most like the Municipality of Casselman to pursue to deal with this?



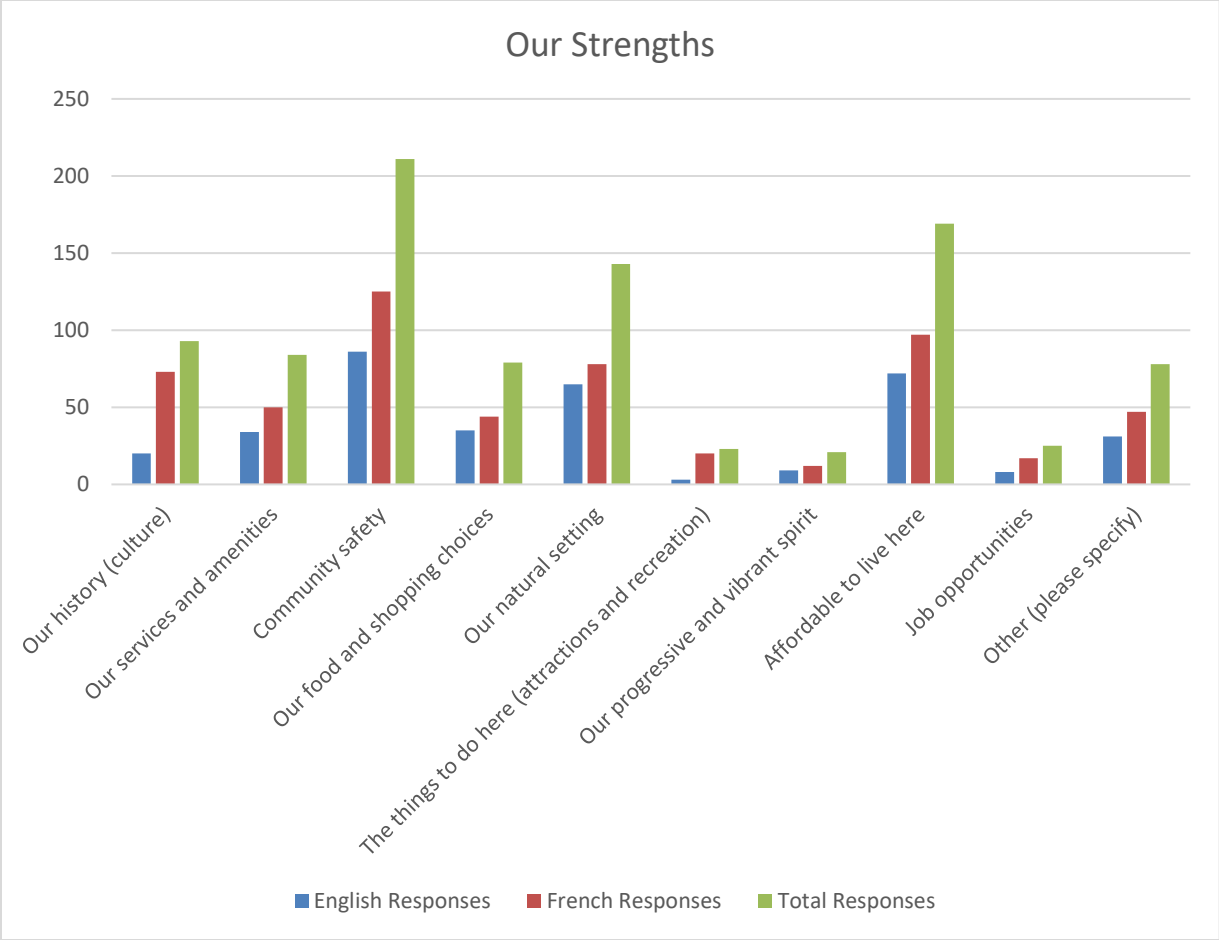
QUESTION 16: OUR STRENGTHS – OUR THREE BEST FEATURES

OUR STRENGTHS: If you were talking to someone from outside of the Municipality of Casselman, please select up to THREE things you would tell them that make our town a great place to live?						
Answer Choices	English Responses		French Responses		Total Responses	
Our history (culture)	13%	20	32%	73	24%	93
Our services and amenities	22%	34	22%	50	22%	84
Community safety	55%	86	54%	125	55%	211
Our food and shopping choices	22%	35	19%	44	20%	79
Our natural setting	42%	65	34%	78	37%	143
The things to do here (attractions and recreation)	2%	3	9%	20	6%	23
Our progressive and vibrant spirit	6%	9	5%	12	5%	21
Affordable to live here	46%	72	42%	97	44%	169
Job opportunities	5%	8	7%	17	6%	25
Other (please specify)	20%	31	20%	47	20%	78

Observations

- The table below ranks each feature in order of the most mentions.
- Twenty percent of respondents selected “Other”. The two most common responses, by far, were Casselman’s location, i.e. proximity to major cities and transportation routes, and the opinion that Caselman is a quiet community.

Answer Choices	English Responses		French Responses		Total Responses	
Community safety	55%	86	54%	125	55%	211
Affordable to live here	46%	72	42%	97	44%	169
Our natural setting	42%	65	34%	78	37%	143
Our history (culture)	13%	20	32%	73	24%	93
Our services and amenities	22%	34	22%	50	22%	84
Our food and shopping choices	22%	35	19%	44	20%	79
Other (please specify)	20%	31	20%	47	20%	78
Job opportunities	5%	8	7%	17	6%	25
The things to do here (attractions and recreation)	2%	3	9%	20	6%	23
Our progressive and vibrant spirit	6%	9	5%	12	5%	21



QUESTION 17: OUR OPPORTUNITIES

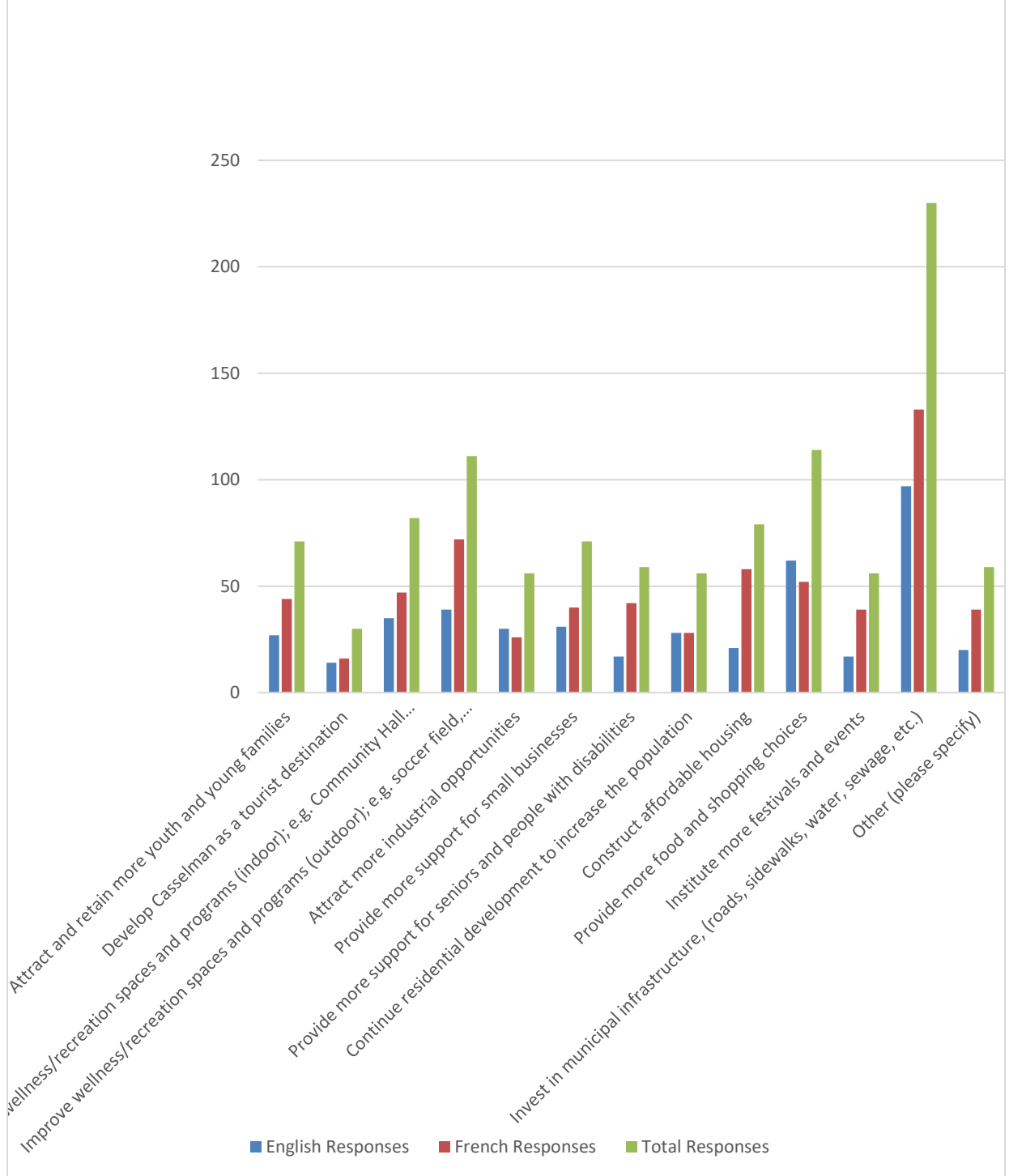
OUR OPPORTUNITIES: Please select up to THREE opportunities to make the Municipality of Casselman an even better place to live.						
Answer Choices	English Responses		French Responses		Total Responses	
Attract and retain more youth and young families	17%	27	19%	44	18%	71
Develop Casselman as a tourist destination	9%	14	7%	16	8%	30
Improve wellness/recreation spaces and programs (indoor); e.g. Community Hall improvements, Paint Night	22%	35	20%	47	21%	82
Improve wellness/recreation spaces and programs (outdoor); e.g. soccer field, community garden	25%	39	31%	72	29%	111
Attract more industrial opportunities	19%	30	11%	26	15%	56
Provide more support for small businesses	20%	31	17%	40	18%	71
Provide more support for seniors and people with disabilities	11%	17	18%	42	15%	59
Continue residential development to increase the population	18%	28	12%	28	15%	56
Construct affordable housing	13%	21	25%	58	20%	79
Provide more food and shopping choices	40%	62	23%	52	30%	114
Institute more festivals and events	11%	17	17%	39	15%	56
Invest in municipal infrastructure, (roads, sidewalks, water, sewage, etc.)	62%	97	58%	133	60%	230
Other (please specify)	13%	20	17%	39	15%	59

Observations

- This question also had some significant variations between the two surveys.
- The table below ranks the Answer Choices from high to low.
- Fifteen percent of respondents selected “Other”. The most common suggestions were for more opportunities for active transportation, e.g. walking trails, bike paths, and for more parks and landscaping.

OUR OPPORTUNITIES: Please select up to THREE opportunities to make the Municipality of Casselman an even better place to live.						
Answer Choices	English Responses		French Responses		Total Responses	
Invest in municipal infrastructure, (roads, sidewalks, water, sewage, etc.)	65%	96	59%	127	61%	223
Provide more food and shopping choices	41%	61	23%	49	30%	110
Improve wellness/recreation spaces and programs (outdoor); e.g. soccer field, community garden	24%	36	32%	70	29%	106
Improve wellness/recreation spaces and programs (indoor); e.g. Community Hall improvements, Paint Night	22%	32	21%	46	21%	78
Construct affordable housing	14%	20	26%	56	21%	76
Attract and retain more youth and young families	16%	24	20%	43	18%	67
Provide more support for small businesses	19%	28	16%	35	17%	63
Provide more support for seniors and people with disabilities	11%	16	18%	39	15%	55
Continue residential development to increase the population	19%	28	12%	26	15%	54
Institute more festivals and events	11%	16	17%	36	14%	52
Attract more industrial opportunities	19%	28	11%	24	14%	52
Other (please specify)	12%	18	16%	34	14%	52
Develop Casselman as a tourist destination	9%	13	7%	15	8%	28

Our Opportunities



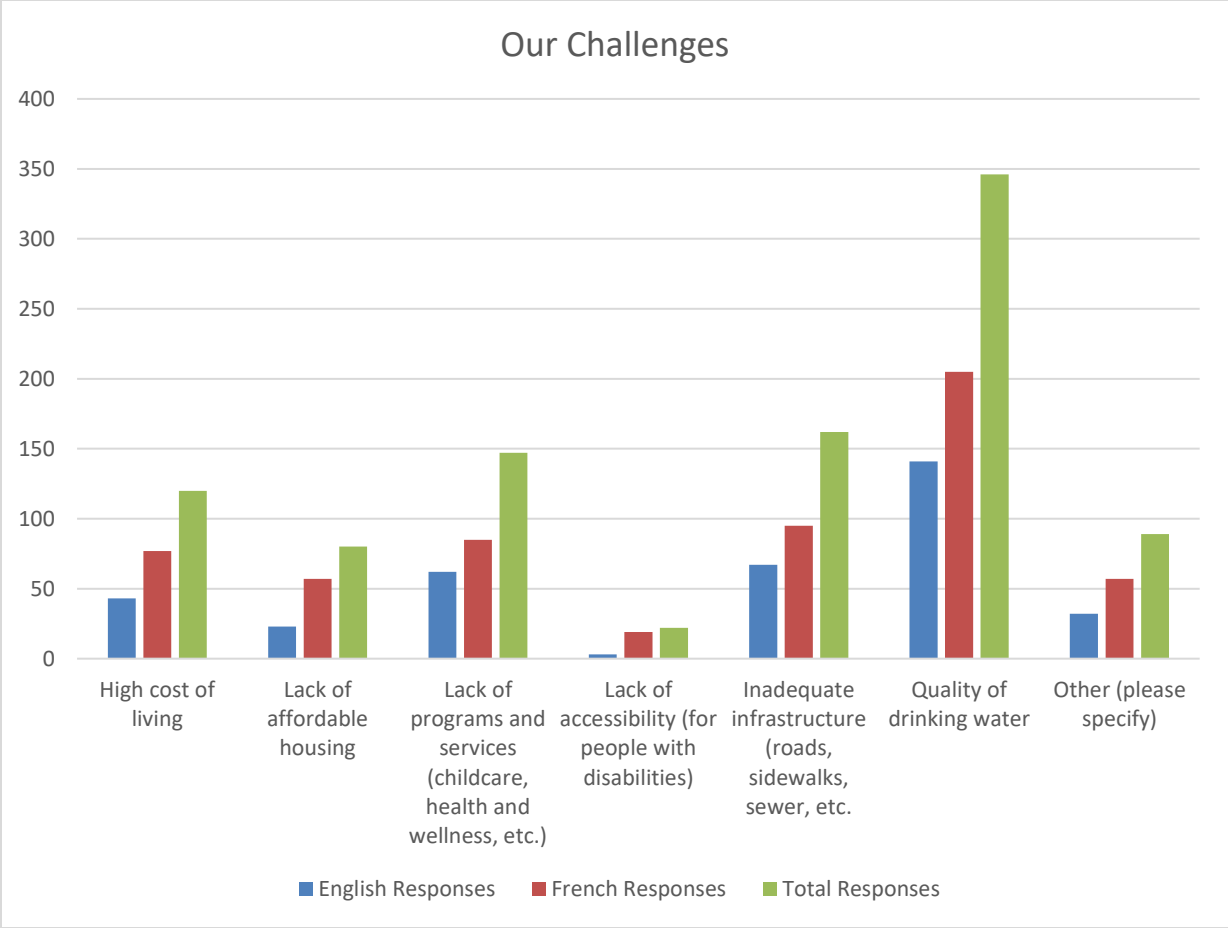
QUESTION 18: OUR CHALLENGES

Our Challenges: When you get together with neighbours and relatives, please select up to THREE things about the Municipality of Casselman that you most often say need to be improved.						
Answer Choices	English Responses		French Responses		Total Responses	
High cost of living	28%	43	33%	77	31%	120
Lack of affordable housing	15%	23	25%	57	21%	80
Lack of programs and services (childcare, health and wellness, etc.)	40%	62	37%	85	38%	147
Lack of accessibility (for people with disabilities)	2%	3	8%	19	6%	22
Inadequate infrastructure (roads, sidewalks, sewer, etc.)	43%	67	41%	95	42%	162
Quality of drinking water	90%	141	89%	205	90%	346
Other (please specify)	21%	32	25%	57	23%	89

Observations

- There are some significant variations in the responses from the two surveys.
- The table below ranks the Answer Choices from high to low.
- Twenty-three percent of respondents selected “Other”. There was a wide range of suggestions, but none that stood out. The one mentioned most frequently was more restaurants, stores and other shopping choices.

Our Challenges: When you get together with neighbours and relatives, please select up to THREE things about the Municipality of Casselman that you most often say need to be improved.						
Answer Choices	English Responses		French Responses		Total Responses	
Quality of drinking water	90%	141	89%	205	90%	346
Inadequate infrastructure (roads, sidewalks, sewer, etc.)	43%	67	41%	95	42%	162
Lack of programs and services (childcare, health and wellness, etc.)	40%	62	37%	85	38%	147
High cost of living	28%	43	33%	77	31%	120
Other (please specify)	21%	32	25%	57	23%	89
Lack of affordable housing	15%	23	25%	57	21%	80
Lack of accessibility (for people with disabilities)	2%	3	8%	19	6%	22



Question 18: Your Vision

Your Vision: What would you like to see in the Municipality of Casselman in the next 25 years?

Survey	Number of Responses to This Question	Total Number of Respondents	Percentage of Respondents to This Question
English	112	156	71.79%
French	171	230	74.35%
Total	283	386	73.32%

Analysis of the Responses to the English Survey

The responses in the English survey covered a wide range of topics and concerns, with an emphasis on improving services, infrastructure, and quality of life for all residents. The responses reflect a desire for growth and development while maintaining the unique character of the town.

Lower Taxes and Fiscal Responsibility: Several residents expressed their desire for lower taxes and raised concerns about the allocation of funds. They emphasized the need for a clear plan to address issues like high taxes and the quality of services.

Water Quality: Clean and safe drinking water was a recurring concern, with some residents expressing their intention to move if water quality issues are not resolved.

Economic Growth: Many residents called for the growth and development of Casselman, attracting more businesses, including both larger companies and small/medium-sized enterprises, to create jobs and provide more shopping options.

Recreation and Community Facilities: There were numerous requests for improved recreational and cultural amenities, including indoor and outdoor activities for children, sports facilities, walking trails, and parks. Some residents also mentioned the need for a community center with a pool.

Healthcare Services: The aging population prompted calls for better medical services, especially for seniors, and improved healthcare facilities.

Infrastructure: Residents highlighted the importance of infrastructure investments, such as road improvements, better sidewalks, and bike paths. Some also mentioned the need for noise barriers along Highway 417.

Diverse Cultural and Social Activities: Some residents emphasized the importance of diversity and cultural inclusivity, while others called for more social activities and events to help new residents integrate and make friends.

Affordable Housing: The need for affordable housing options for young families and newcomers was mentioned by several respondents.

Retail and Dining Options: Residents called for a greater variety of retail stores and dining options, as well as the attraction of larger retail chains.

Transportation: There were suggestions for better transportation options, including improved train services and more commuter-friendly alternatives between Casselman, Ottawa, and Montreal.

Community Engagement and Accountability: Some respondents emphasized the importance of citizen engagement in decision-making processes and holding elected officials accountable for their actions.

Environmental Concerns: A few residents mentioned environmental issues, including the need for more green spaces, the reduction of pesticide use, and the promotion of eco-friendly commuting options.

Cultural Preservation: Several residents mentioned the importance of preserving Casselman's cultural heritage and celebrating its bilingual identity.

Safety and Security: Safety concerns were raised regarding traffic congestion, especially around train crossings, and the need for more police presence.

Youth Engagement: Calls were made for more activities and opportunities for youth engagement and recreation.

Summary Table

Topic	Number of Mentions
Lower Taxes	9
Water Quality	8
Economic Growth	8
Recreation and Community Facilities	7
Healthcare Services	5
Infrastructure	5
Diverse Cultural and Social Activities	5
Affordable Housing	4
Retail and Dining Options	4
Transportation	3
Community Engagement and Accountability	3

Topic	Number of Mentions
Environmental Concerns	3
Cultural Preservation	2
Safety and Security	2
Youth Engagement	1

French Translation of Analysis of the Responses to the English Survey

Les réponses du sondage en anglais ont couvert un large éventail de sujets et de préoccupations, mettant l'accent sur l'amélioration des services, de l'infrastructure et de la qualité de vie pour tous les résidents. Les réponses reflètent le désir de croissance et de développement tout en préservant le caractère unique de la ville.

Taxes Inférieures et Responsabilité Budgétaire : Plusieurs résidents ont exprimé leur désir de taxes plus basses et ont soulevé des préoccupations concernant l'allocation des fonds. Ils ont souligné la nécessité d'un plan clair pour aborder des problèmes tels que les taxes élevées et la qualité des services.

Qualité de l'Eau : La propreté et la sécurité de l'eau potable étaient une préoccupation récurrente, certains résidents exprimant leur intention de déménager si les problèmes de qualité de l'eau ne sont pas résolus.

Croissance Économique : De nombreux résidents ont appelé à la croissance et au développement de Casselman, attirant davantage d'entreprises, y compris de grandes entreprises et des PME, pour créer des emplois et offrir plus d'options d'achats.

Loisirs et Installations Communautaires : Il y a eu de nombreuses demandes d'amélioration des équipements récréatifs et culturels, notamment des activités intérieures et extérieures pour les enfants, des installations sportives, des sentiers de randonnée et des parcs. Certains résidents ont également mentionné le besoin d'un centre communautaire avec une piscine.

Services de Santé : Le vieillissement de la population a incité à réclamer de meilleurs services médicaux, en particulier pour les personnes âgées, et des installations de santé améliorées.

Infrastructure : Les résidents ont souligné l'importance des investissements dans l'infrastructure, tels que l'amélioration des routes, des trottoirs et des pistes cyclables. Certains ont également mentionné le besoin de barrières antibruit le long de l'autoroute 417.

Activités Culturelles et Sociales Diversifiées : Certains résidents ont souligné l'importance de la diversité et de l'inclusivité culturelle, tandis que d'autres ont appelé à

d'avantage d'activités sociales et d'événements pour aider les nouveaux résidents à s'intégrer et à se faire des amis.

Logements Abordables : Le besoin d'options de logement abordable pour les jeunes familles et les nouveaux arrivants a été mentionné par plusieurs répondants.

Options de Commerce de Détail et de Restauration : Les résidents ont appelé à une plus grande variété de magasins de détail et d'options de restauration, ainsi qu'à l'attraction de grandes chaînes de vente au détail.

Transport : Il y a eu des suggestions pour de meilleures options de transport, notamment l'amélioration des services ferroviaires et des alternatives favorables aux navetteurs entre Casselman, Ottawa et Montréal.

Engagement Communautaire et Responsabilité : Certains répondants ont souligné l'importance de l'engagement citoyen dans les processus décisionnels et de la responsabilité des élus pour leurs actions.

Préoccupations Environnementales : Quelques résidents ont mentionné des problèmes environnementaux, notamment le besoin de plus d'espaces verts, la réduction de l'utilisation de pesticides et la promotion de modes de transport respectueux de l'environnement.

Préservation Culturelle : Plusieurs résidents ont mentionné l'importance de préserver le patrimoine culturel de Casselman et de célébrer son identité bilingue.

Sécurité : Des inquiétudes ont été exprimées concernant la sécurité, notamment la congestion routière, en particulier aux passages à niveau, et le besoin d'une présence policière accrue.

Engagement des Jeunes : Des appels ont été lancés en faveur de davantage d'activités et d'opportunités d'engagement et de loisirs pour les jeunes.

Sujet	Nombre de Mentions
Taxes Inférieures	9
Qualité de l'Eau	8
Croissance Économique	8
Loisirs et Installations Communautaires	7
Services de Santé	5
Infrastructure	5
Activités Culturelles et Sociales Diversifiées	5
Logements Abordables	4
Options de Commerce de Détail et de Restauration	4

Sujet	Nombre de Mentions
Transport	3
Engagement Communautaire et Responsabilité	3
Préoccupations Environnementales	3
Préservation Culturelle	2
Sécurité	2
Engagement des Jeunes	1

Analysis of the Responses to the French Survey

Voici un résumé des principales préoccupations et demandes :

Amélioration de l'eau et des coûts d'égout : De nombreux résidents ont exprimé leur préoccupation concernant la qualité de l'eau et les coûts associés aux services d'égout. Ils souhaitent une amélioration de la qualité de l'eau potable et une réduction des coûts des services d'égout.

Infrastructure et services municipaux : Les résidents ont demandé une amélioration des infrastructures municipales, notamment des trottoirs, des pistes cyclables et des rues principales. Ils souhaitent également un meilleur déneigement en hiver.

Transparence et participation citoyenne : Certains résidents ont souligné la nécessité d'augmenter la transparence dans la gestion municipale. Ils ont proposé des mesures telles que des consultations indépendantes, la publication anticipée de l'ordre du jour des réunions du conseil et la prise en compte des préoccupations de la population dans les décisions.

Services récréatifs et culturels : Les résidents ont exprimé le besoin de plus d'activités récréatives et culturelles pour toutes les tranches d'âge, y compris les enfants, les adultes et les aînés. Ils souhaitent la création d'un centre récréatif, de piscines, de sentiers pédestres et de lieux de divertissement.

Amalgamation municipale : Certains résidents ont suggéré d'examiner la possibilité de fusionner la municipalité de Casselman avec la Municipalité de la Nation pour améliorer la prestation de services essentiels.

Promotion de la langue française : Les résidents ont exprimé le désir de préserver la langue française et de promouvoir la culture francophone dans la région. Ils ont souligné l'importance de l'affichage bilingue.

Commerce local : Les résidents souhaitent le développement de commerces locaux, de restaurants de qualité et de magasins pour répondre aux besoins de la communauté.

Qualité de l'eau : Plusieurs réponses ont insisté sur l'importance d'améliorer la qualité de l'eau, en réduisant la présence de calcaire, par exemple.

Gestion financière : Les résidents demandent une meilleure gestion financière pour maintenir ou améliorer les services sans augmenter excessivement les taxes.

Sécurité et infrastructures routières : Certains résidents ont évoqué des préoccupations liées à la sécurité, notamment la nécessité de réduire la vitesse sur certaines routes et d'améliorer les infrastructures routières.

Services de santé : Les résidents souhaitent l'accès à des services médicaux de qualité, y compris la radiographie, ainsi que des installations de santé adaptées aux besoins des aînés.

Environnement : Certains résidents ont exprimé leur préoccupation concernant l'environnement, notamment la gestion des déchets, le compostage et les énergies renouvelables.

Diversité d'activités : Les résidents veulent plus d'activités de loisirs pour toutes les tranches d'âge, y compris les jeunes et les aînés.

Réduction des taxes : Certains résidents demandent une diminution des taxes municipales pour rendre la vie plus abordable.

Bruit ferroviaire : Certains résidents se plaignent du bruit généré par le chemin de fer et suggèrent des mesures pour atténuer ce problème.

Développement résidentiel et commercial : Certains résidents souhaitent un développement résidentiel et commercial prudent et équilibré pour la région.

Transports : Les résidents souhaitent une meilleure connectivité, notamment un accès facile à la 417 et des services de transport public.

Accessibilité et sécurité routière : Les résidents demandent des routes bien planifiées et sécuritaires, ainsi que des mesures pour éviter les nids-de-poule.

Élimination des élections en ligne : Certains résidents préfèrent que les élections ne se déroulent pas en ligne.

Summary Table

Sujet	Nombre de Mentions
Amélioration de l'eau et des coûts d'égout	11
Infrastructure et services municipaux	11
Transparence et participation citoyenne	7
Services récréatifs et culturels	6
Amalgamation municipale	6
Promotion de la langue française	6
Commerce local	5

Sujet	Nombre de Mentions
Qualité de l'eau	5
Gestion financière	4
Sécurité et infrastructures routières	4
Services de santé	3
Environnement	3
Diversité d'activités	3
Réduction des taxes	3
Bruit ferroviaire	3
Développement résidentiel et commercial	3
Transports	2
Accessibilité et sécurité routière	2
Élimination des élections en ligne	1

English Translation of Analysis of the Responses to the French Survey

Here is a summary of the main concerns and requests expressed by the respondents to the French survey:

Improvement of Water and Sewer Costs: Many residents have expressed concerns about water quality and the associated costs of sewer services. They wish for improved drinking water quality and a reduction in sewer service costs.

Municipal Infrastructure and Services: Residents have called for improvements in municipal infrastructure, including sidewalks, bike lanes, and main roads. They also want better snow removal during the winter.

Transparency and Citizen Participation: Some residents have emphasized the need for increased transparency in municipal management. They have proposed measures such as independent consultations, the advance publication of council meeting agendas, and the consideration of citizens' concerns in decision-making.

Recreational and Cultural Services: Residents have expressed the need for more recreational and cultural activities for all age groups, including children, adults, and seniors. They wish for the creation of a recreational center, swimming pools, walking trails, and entertainment venues.

Municipal Amalgamation: Some residents have suggested examining the possibility of merging the Municipality of Casselman with the Municipality of the Nation to improve the delivery of essential services.

Promotion of the French Language: Residents have expressed a desire to preserve the French language and promote Francophone culture in the region. They have emphasized the importance of bilingual signage.

Local Commerce: Residents hope for the development of local businesses, quality restaurants, and stores to meet the community's needs.

Water Quality: Several responses have stressed the importance of improving water quality, including reducing the presence of limestone, for example.

Financial Management: Residents are requesting better financial management to maintain or improve services without excessive tax increases.

Safety and Road Infrastructure: Some residents have raised concerns about safety, including the need to reduce speed on certain roads and improve road infrastructure.

Health Services: Residents want access to quality medical services, including radiography, and facilities tailored to the needs of seniors.

Environment: Some residents have expressed concern about the environment, including waste management, composting, and renewable energy sources.

Diversity of Activities: Residents want more recreational activities for all age groups, including youth and seniors.

Tax Reduction: Some residents are requesting a reduction in municipal taxes to make life more affordable.

Railway Noise: Some residents are complaining about noise generated by the railway and suggest measures to mitigate this issue.

Residential and Commercial Development: Some residents hope for cautious and balanced residential and commercial development in the region.

Transportation: Residents want improved connectivity, including easy access to Highway 417 and public transportation services.

Accessibility and Road Safety: Residents are asking for well-planned and safe roads, as well as measures to prevent potholes.

Elimination of Online Elections: Some residents prefer that elections not be conducted online.

Summary Table

Topic	Number of Mentions
Improvement of water and sewer costs	11
Infrastructure and municipal services	11
Transparency and citizen participation	7
Recreational and cultural services	6
Municipal amalgamation	6
Promotion of the French language	6
Local businesses	5
Water quality	5
Financial management	4
Safety and road infrastructure	4
Health services	3
Environment	3
Diversity of activities	3
Tax reduction	3
Railway noise	3
Residential and commercial development	3
Transportation	2
Accessibility and road safety	2
Elimination of online elections	1

FOCUS GROUPS

Focus groups were conducted on September 19th and 20th, 2023. Residents were invited to participate in the following sessions:

- Business Community
- Seniors
- Newcomers
- Clubs and Social Groups
- Youth
- Families
- Vulnerable and Minority Groups

The sessions were conducted in a bilingual manner to ensure that all participants could contribute effectively, regardless of their language preference. The ideas and themes that emerged from the sessions are summarized below.

Overall Consensus:

Preservation of Franco-Ontarian Heritage: Attendees emphasized the importance of maintaining Casselman as the heart of the Franco-Ontarian region. They stressed the need for ongoing bilingualism and encouraged residents to make efforts to speak both French and English. Concerns were raised about community meetings increasingly being conducted in English, while historically they were held entirely in French.

Community Cohesion: Participants expressed a shared sense of pride in Casselman's kind and welcoming community, where residents know each other and communicate regularly. Preserving this close-knit community was a priority, with attendees stating, "Let's not lose our community."

Streamlining Municipal Processes: Concerns were raised regarding bureaucratic red tape and lengthy approval processes for construction, re-zoning, and new businesses. Attendees called for simplification to make it easier for new businesses to thrive.

Community Space: The need for accessible community space for local clubs and meetings was discussed, with inquiries about the possibility of using the old school building for nominal fees.

Accessibility and Safety: Attendees highlighted the challenges related to walking and cycling in Casselman due to the lack of sidewalks and deteriorating sidewalk conditions.

Collaboration with Neighboring Communities: Attendees suggested increased collaboration with neighboring communities, particularly "La Nation," and questioned why more joint efforts were not already underway.

Bilingual Signage Promotion: The promotion and enforcement of bilingual signs in the community were emphasized to ensure that all signage is in compliance with French language requirements.

Virtual Committee Meetings: The idea of making committee meetings accessible virtually was discussed to facilitate broader participation.

Implementation-Focused Planning: Attendees emphasized the need for an implementation plan rather than a purely strategic one, focusing on actionable steps.

Water Treatment and Sustainability: Concerns were raised about the investment in existing water treatment methods and the recommendation for exploring sustainable, long-term solutions such as drawing water from the Ottawa River.

Collaboration and Fundraising: Attendees proposed working with external organizations to secure funding through proposals and partnerships with non-profit organizations, businesses, and other government entities.

Incremental Progress: Attendees favored taking small, achievable steps rather than attempting large, ambitious leaps in development.

Casselman in 10-15 Years (Vision for the Future):

Unique Tourist Attraction: The community expressed a desire to create a unique tourist attraction that would draw visitors to Casselman. Ideas included leveraging the town's proximity to the river and developing walking paths.

Francophone Pit Stop: Casselman aims to remain a proud Francophone community with a strong Franco-Ontarian heritage, welcoming residents of all backgrounds and promoting inclusivity.

Accessible and Inclusive Community: Residents want Casselman to be known for its accessibility, inclusivity, and generosity, where people actively support one another and businesses offer services in both languages.

Community Communication: Attendees called for increased communication about events, services, and opportunities for involvement. They also considered ways to reach residents without internet access, suggesting weekly/monthly flyers and community billboards.

Sports and Recreation: A long-term vision included the potential for a sports dome to offer recreational facilities for all ages and the improvement of walking and cycling paths for safety.

Services for Businesses, Seniors, and the Community:

Supporting Local Businesses: Attendees proposed establishing a "welcome" and "how to establish in Casselman" process, encouraging residents to support local businesses, revitalizing the main street, and creating a business committee.

Engaging Youth: Youth expressed a desire to connect with local businesses and help promote them.

Services for Seniors: Suggestions included transportation for medical appointments, affordable and subsidized housing, accessible services, and the possibility of seniors assisting with afterschool activities.

Bringing the Community Together:

Seasonal Festivals: The idea of having seasonal festivals, such as a drive-in, ice fishing, fall/pumpkin-themed events, and mazes, was discussed.

Welcome Kit: Attendees suggested creating a "Welcome Kit" for new residents and businesses to help them integrate into the community.

Participation and Support: Encouraging local participation and support for events and initiatives, as well as installing more lights and garbage cans to address litter, were raised.

Food Bank Support: Attendees acknowledged the growing need to support the local food bank.

Overcoming Roadblocks:

Reducing Bureaucratic Barriers: Attendees stressed the need to reduce bureaucratic red tape to expedite processes for all, ensuring transparency and fairness.
Services in French for Autism and Other Exceptionalities:

Support and Promotion: Attendees emphasized the need to continue supporting organizations and businesses providing services for autism and other exceptionalities.

Health Care:

Accessible Health Care: Attendees discussed the need for accessible health care facilities, including the potential creation of a satellite health center linked to the Hawkesbury hospital.

The Arts:

Supporting Local Arts: The community expressed a desire to support local arts, including local theatre and the acquisition and maintenance of the Franco Monument.

Other Topics:

Animal Licensing and Outdoor Fires: Discussions included the absence of cat licensing, concerns about outdoor fires, and the need to respect "no dogs allowed" areas.

Sidewalks and Radon Program: Attendees highlighted the need for sidewalk repairs and expressed interest in a radon program.

PUBLIC MEETING AND OTHER INPUT

PUBLIC MEETING

A public meeting was held on September 19th, 2023, to allow all residents and other stakeholders to discuss their vision for the future of the town. The meeting was conducted in a bilingual manner to ensure that all participants could contribute effectively, regardless of their language preference.

During the meeting, the following ideas and themes were discussed:

Diverse Events: Participants expressed a strong desire for more community events, in addition to the existing "Christmas festival," to promote social cohesion and vibrancy.

Fair Grounds: The need for a dedicated "fair grounds" to host various events and activities was highlighted.

Active Living: Encouraging active living was emphasized, with suggestions such as developing walking paths to enhance physical well-being.

Volunteerism: The importance of fostering a culture of local volunteerism was discussed, emphasizing community engagement.

Community Website: Utilizing the town's website to connect residents with local activities and interests was seen as valuable.

Gymnastics Club: Residents expressed the need for a local gymnastics club, considering limited options currently available.

Bird Watching: The town's potential as a birdwatching destination was noted, and the desirability of attracting birdwatching enthusiasts as visitors was discussed.

Local Theatre and Markets: Residents showed interest in local theatre and a market, although a dedicated space for these activities was not deemed essential.

Scooters: The idea of promoting the use of scooters for both leisure and commuting purposes was mentioned.

Hub for the Arts: Establishing Casselman as a hub for artistic and cultural activities was suggested.

Complete Community: Residents expressed a vision of creating a "complete community" where all essential services and amenities are easily accessible.

Balanced Development: Concerns were raised about the impact of housing developments on Casselman's character and the need to avoid becoming a mere "bedroom community."

Improved Communications: Participants highlighted the necessity for enhanced communication channels between the municipality and its residents.

Town Hall Project and Water Issues: There was a perception that the municipality may be allocating resources unwisely to the town hall project while neglecting pressing water-related concerns.

Expansion of the Dump: Concerns were voiced regarding the expansion of the dump on Route 38 and its potential implications for Casselman's environment and well-being.

Regional Marketing: Participants discussed the possibility of collaborating with neighboring communities, such as The Nation, for regional marketing efforts to promote the town.

OTHER PUBLIC INPUT

Additional input was received through a variety of ways. These communications are provided below in their entirety, except for the removal of the names and addresses of the individuals who submitted them. For submissions submitted in French, an English translation has been provided.

FACEBOOK SUBMISSION

The following request was posted on Facebook:

- Indoor pool
- More activities
- 24/7 walk-in clinic
- More parks

EMAIL SUBMISSION No. 1

Présentation au conseil municipal de Casselman pour aider à l'élaboration du plan stratégique

Merci pour l'occasion de participer à ces discussions.

Pour moi, une communauté accueillante est un endroit sécuritaire où il fait bon vivre en santé peu importe qui sont nos voisins, peu importe où nous allons dans la municipalité. Elle se doit être un endroit sain où l'on peut rencontrer et interagir librement avec nos concitoyens.

La santé et la sécurité des citoyens devrait faire une partie intégrale de tout plan à court et à long terme de la municipalité. Cette valeur devrait être articulée clairement lors de la prise de décisions, dans tous les comités et devenir une partie intégrale au fonctionnement du conseil.

Nous voulons pouvoir boire une eau saine, agréable au goût et à l'oeil, une eau sur laquelle nous pourrions dépendre pour les prochaines vingt années, d'une source fiable et abondante. N'attendez pas pour agir qu'advienne une explosion d'algues bleues qui empoisonnera la rivière Nation aux cyanobactéries et forcera la fermeture de l'usine de traitement d'eau. Avec le réchauffement climatique en cours, il faut tout de suite trouver une autre source d'approvisionnement d'eau potable car ce type de problème est certain de survenir.

Nous voulons pouvoir s'asseoir dehors, sur notre propriété sans être boucané par la fumée émanant de la cour d'un voisin, soit de son feu de camp, de sa fournaise chauffée au bois qui sert uniquement à chauffer sa piscine, ou de son baril de 45 gallons où l'on y brûle des déchets.

Trop de foyers brûlent encore du bois de chauffage dans leur maison sans égard à la nuisance qu'ils imposent tout l'hiver à leurs voisins proches. Cet été nous avons tous été conscientisés aux graves dangers à la santé que présentent ces particules fines résultant de la combustion du bois de chauffage. La plupart des municipalités Ontariennes et d'ailleurs interdisent ce type de combustion pour la protection de la santé des citoyens et de l'environnement. J'aimerais pouvoir dire à un acheteur potentiel de ma résidence qu'il ne sera pas soumis à ce type de pollution parce que ma municipalité régleme en la matière et fait respecter ses règlements.

Lorsqu'on sort pour prendre une marche de santé, j'aimerais que tous les citoyens puissent continuer leur marche sans devoir céder le passage aux propriétaires de chien qui ne semblent pas comprendre que ce n'est pas tout le monde qui fait confiance à leur animal favori. De plus, encore un trop grand nombre de propriétaires de chiens ne ramassent les excréments que lorsqu'ils se sentent observés, pour plus tard envoyer le petit sac avec son cadeau dans la nature. La municipalité devrait périodiquement rappeler aux propriétaires les règles de bien-séance vis-à-vis leur animaux, et inscrire aux règlements une amende pour ceux qui ne sont pas responsables. Dernièrement, on peut voir de tels sacs mis à la disposition du public, une bonne chose. Il faudrait aussi fournir des poubelles pour la collecte de ces sacs à intervalles réguliers sur toutes les rues, comme on en voit sur la rue Principale, et voir à les vidanger durant toute l'année. Bien que les cours d'école soient des propriétés privées, nombre de citoyens ne peuvent jouir de ces pistes et grands espaces parce que plusieurs propriétaires s'en servent pour laisser courir librement leurs chiens bien que l'affichage leur en interdise l'accès. Il reste beaucoup d'éducation à faire par la municipalité pour corriger cette situation.

Parlant trottoirs, ceux-ci devraient être refaits aux endroits où la pente est trop abrupte pour y marcher. En effet, même en été, la dénivellation à certains endroits est telle qu'on doit marcher sur la rue pour ne pas perdre pied. C'est pire l'hiver lorsque la surface est rendue glissante par le verglas, la glace, ou trop de neige.

Le déneigement des trottoirs se fait souvent bien tard après que la tempête soit terminée. Aux nombreux endroits là où les trottoirs sont cassés, la charrue lève sa lame pour ne pas s'y frapper, et le niveau de neige restant rend la marche difficile. On voit beaucoup de gens marcher dans la rue parce que les trottoirs sont dangereux. Épandre des fondants au lieu de bien gratter les trottoirs n'est pas une solution. Que la municipalité corrige cette situation au profit de toute la population, quitte à allouer plus d'argent à ces contrats si nécessaire.

Le contrôle de la vitesse des véhicules demeure un problème dans certaines rues, la pire étant la rue St-Isidore, qui est aussi un chemin de compté (route 650) à la sortie du village. Aux heures de pointe surtout, le long du kilomètre ouest de ce chemin, la vitesse dépasse de beaucoup les 50 km/h, ce qui rend dangereux de tenter de traverser ce chemin qui est très large. Très peu de pancartes affichant la limite permise s'y retrouvent.

Lorsque le radar de vitesse y fut installé pendant quelques mois il y a deux ans, il y a eut un ralentissement temporaire des automobilistes, mais puisqu'il n'y avait pas de conséquences aux excès de vitesse, l'effet dissuasif n'a pas duré et on pouvait voir affiché des vitesses dépassant fréquemment les 70 km/h. Ces appareils sont capables d'enregistrer les données mesurées et celles-ci devraient être analysées afin de cibler les fautifs en demandant qu'une auto-patrouille de la PPO vienne aux heures les plus aptes à être productives en contraventions. C'est très rare qu'on voie un policier venir contrôler la vitesse sur cette route. Nous savons qu'il faut payer pour chaque demande à cet effet, mais il en va de la sécurité de tous.

Enfin, la municipalité pourrait rendre un grand service à la population en matière de santé publique si elle éduquait ses citoyens au sujet d'un tueur silencieux qui se cache dans nos maisons.

Il s'agit d'un gaz incolore, inodore et sans saveur, qui s'appelle RADON. Il n'est nullement décelable par les sens. Le radon est un gaz radioactif produit par la désintégration naturelle de l'uranium (radium) présent dans la croûte terrestre (sol, couches rocheuses, eau et béton).

Chez les fumeurs, le radon figure au deuxième rang des causes du cancer du poumon, loin derrière le tabagisme, mais il en est la principale cause chez les non-fumeurs. Il serait associé à environ 16 % des décès par cancer du poumon. Un non-fumeur exposé à des concentrations élevées de radon pendant toute une vie présente 5 % de risques d'avoir un cancer du poumon, comparativement à 33 % pour un fumeur. Le radon s'infiltré dans un milieu fermé, il peut s'y accumuler en fortes concentrations. Et comme le radon est plus lourd que l'air, il a tendance à se concentrer dans les parties les plus basses et les moins ventilées d'un bâtiment, notamment au sous-sol pendant l'hiver. Lorsqu'il s'infiltré dans un milieu fermé, il peut s'y accumuler en fortes

concentrations. On doit mesurer la présence de radon dans les endroits des caves occupés telles chambres à coucher ou salles familiales, bureau, etc.

On détecte le radon à l'aide d'un dosimètre. Il peut être obtenu dans les quincailleries pour une somme assez modique et doivent être installés pour plusieurs mois, de préférence l'hiver, et pour préférablement pour toute une année. Le dosimètre est ensuite retourné à un laboratoire pour analyser les résultats obtenus. Il existe aussi des appareils électroniques qui peuvent faire des mesures à court et à long terme. Les concentrations de radon varient beaucoup au cours d'une année, d'un mois à l'autre et même durant une semaine. D'où la nécessité de prendre des mesures à long terme. Les concentrations de radon varient beaucoup d'un emplacement à un autre. Une maison peut en avoir beaucoup et la maison voisine peu. Tout dépend de la construction de la maison, de son emplacement, du type de béton utilisé pour la cave ou la dalle du plancher, et maints autres facteurs. Des sondages faits dans la région de l'est de l'Ontario démontre que c'est une zone à plus forte concentration de radium dans le sol.

Il y a plusieurs façons de se débarrasser du radon dans sa maison, certaines ne sont pas coûteuses et peuvent être faites par le propriétaire lui-elle-même. Dans certains cas, il faudra avoir recours aux services d'un professionnel.

Le plus important pour la population est d'abord de connaître les risques pour la santé que représente le radon dans nos domiciles. Une fois informé des dangers, l'étape suivante est la détection du radon. Si problème il y a, la responsabilité de la correction à apporter demeure la responsabilité du propriétaire.

J'estime qu'il est du devoir de la municipalité en matière de santé publique d'informer la population au sujet du gaz radon et de ses dangers. Ceci pourrait être fait via le site web et aussi par un encart glissé dans les envois postaux de factures, ou par lettres envoyées à toutes les résidences.

Certaines municipalités ont distribué gratuitement des dosimètres à un échantillonnage de domiciles pour faire un sondage de la prévalence de ce gaz dans les limites du village et ont partagé les résultats avec les propriétaires participants.

D'autres municipalités ont acheté des dosimètres électroniques qui sont mis à la disposition des propriétaires qui désirent faire des mesures à moyen terme chez eux. S'il s'avère que ces mesures indiquent des niveaux assez élevées, il incombe alors au propriétaire de se procurer lui-même des dosimètres à long terme qui sont moins dispendieux, mais qui confirmeront les concentrations à long terme pour savoir si des correctifs au bâtiment s'imposent.

En plus d'informer nos citoyens aux dangers silencieux à la santé qu'est le gaz radon, la municipalité pourrait être avant-gardiste comme d'autres municipalités l'ont fait auparavant, et mettant à la disposition aux propriétaires intéressés les moyens de mesurer la présence et concentration de radon dans leurs demeures.

Références:

<https://poumonquebec.ca/sante-pulmonaire/environnement/radon/>

<https://www.caaquebec.com/fr/a-la-maison/conseils/outils-et-references/du-radondans-la-maison/quest-ce-que-le-radon/>

<https://www.canada.ca/fr/sante-canada/services/securite-et-risque-pour-sante/radiation/radon.html>

Merci de votre attention.

Presentation to the Casselman Town Council to assist in the development of the strategic plan

Thank you for the opportunity to participate in these discussions.

For me, a welcoming community is a safe place where one can live a healthy life, regardless of who our neighbors are or where we go within the municipality. It should be a healthy place where we can freely meet and interact with our fellow citizens.

The health and safety of citizens should be an integral part of any short-term and long-term plan for the municipality. This value should be clearly articulated when making decisions, in all committees, and should become an integral part of the council's operation.

We want to be able to drink clean and pleasant-tasting water, water that we can rely on for the next twenty years, from a reliable and abundant source. Don't wait for a blue-green algae explosion to poison the Nation River with cyanobacteria and force the closure of the water treatment plant. With ongoing climate change, we must immediately find another source of drinking water supply, as such a problem is likely to occur.

We want to be able to sit outside on our property without being smoked out by the smoke coming from a neighbor's yard, whether it's from their campfire, wood-burning furnace used solely to heat their pool, or their 45-gallon barrel where they burn waste.

Too many households still burn firewood in their homes without regard for the nuisance they impose on their close neighbors throughout the winter. This summer, we were all made aware of the serious health hazards posed by fine particles resulting from wood-burning. Most Ontario municipalities and elsewhere prohibit this type of combustion for the protection of citizens' health and the environment. I would like to be able to tell a potential buyer of my residence that they will not be subjected to this type of pollution because my municipality regulates it and enforces its regulations.

When going for a health walk, I would like all citizens to be able to continue their walk without having to yield the right of way to dog owners who do not seem to understand

that not everyone trusts their favorite animal. Furthermore, far too many dog owners do not pick up the waste unless they feel they are being watched, only to later discard the small bag with their "gift" in nature. The municipality should periodically remind owners of the rules of etiquette regarding their pets and include fines in the regulations for those who are not responsible. Lately, we can see such bags made available to the public, a good thing. Garbage bins for collecting these bags should also be provided at regular intervals on all streets, as seen on Main Street, and they should be emptied throughout the year. Although schoolyards are private property, many citizens cannot enjoy these tracks and open spaces because several owners use them to let their dogs run freely, even though signs prohibit access. There is still a lot of education to be done by the municipality to correct this situation.

Speaking of sidewalks, they should be redone in places where the slope is too steep to walk on. Even in summer, the unevenness in some places is such that one has to walk on the road to avoid losing one's footing. It's worse in winter when the surface becomes slippery due to ice, snow, or too much snow.

Snow clearing on sidewalks is often done long after the storm is over. In many places where the sidewalks are broken, the plow lifts its blade to avoid hitting them, and the remaining snow level makes walking difficult. Many people are seen walking on the road because the sidewalks are dangerous. Spreading salt instead of properly clearing the sidewalks is not a solution. The municipality should correct this situation for the benefit of the entire population, even if it means allocating more money to these contracts if necessary.

Speed control of vehicles remains a problem on certain streets, the worst being St-Isidore Street, which is also a county road (Route 650) leaving the village. During peak hours, especially along the west kilometer of this road, the speed far exceeds 50 km/h, making it dangerous to attempt to cross this very wide road. Very few signs indicating the permitted speed are found there.

When the speed radar was installed there for a few months two years ago, there was a temporary slowdown of motorists, but since there were no consequences for speeding, the deterrent effect did not last, and speeds exceeding 70 km/h were frequently posted. These devices are capable of recording the measured data, and this data should be analyzed to target offenders by requesting that an OPP patrol car come at the most productive times for issuing tickets. It is very rare to see a police officer coming to check the speed on this road. We know that a fee must be paid for each request for this purpose, but the safety of all is at stake.

Finally, the municipality could do a great service to the population in terms of public health by educating its citizens about a silent killer that hides in our homes.

This is a colorless, odorless, and tasteless gas called RADON. It is in no way detectable by the senses. Radon is a radioactive gas produced by the natural decay of uranium (radium) present in the earth's crust (soil, rock layers, water, and concrete).

In smokers, radon ranks second as a cause of lung cancer, far behind smoking, but it is the main cause in non-smokers. It is associated with about 16% of lung cancer deaths. A non-smoker exposed to high concentrations of radon throughout their life has a 5% risk of developing lung cancer, compared to 33% for a smoker.

Radon infiltrates a closed environment, and it can accumulate in high concentrations. Since radon is heavier than air, it tends to concentrate in the lower and less ventilated parts of a building, especially in the basement during the winter. When it infiltrates a closed environment, it can accumulate in high concentrations. Radon presence should be measured in occupied areas such as bedrooms, family rooms, offices, etc.

Radon is detected using a dosimeter. It can be obtained at hardware stores for a fairly modest sum and should be installed for several months, preferably in winter, and preferably for a whole year. The dosimeter is then returned to a laboratory to analyze the results obtained. There are also electronic devices that can make short-term and long-term measurements.

Radon concentrations vary greatly over the course of a year, from month to month, and even during a week. Hence the need for long-term measurements. Radon concentrations vary widely from one location to another. One house may have a lot, while the neighboring house has little. It all depends on the construction of the house, its location, the type of concrete used for the basement or floor slab, and many other factors. Surveys conducted in the eastern Ontario region show that it is an area with a higher concentration of radium in the soil.

There are several ways to get rid of radon in your home, some of which are not expensive and can be done by the owner. In some cases, it will be necessary to use the services of a professional.

The most important thing for the population is first to know the health risks posed by radon in our homes. Once informed of the dangers, the next step is to detect radon. If there is a problem, the responsibility for making the necessary corrections remains with the owner.

I believe it is the municipality's duty in the field of public health to inform the population about the radon gas and its dangers. This could be done via the website and also through an insert included in postal bill mailings or letters sent to all residences. Some municipalities have distributed dosimeters free of charge to a sample of homes to survey the prevalence of this gas within the village limits and have shared the results with participating owners.

Other municipalities have purchased electronic dosimeters that are made available to interested homeowners for medium-term measurements in their homes. If it turns out that these measurements indicate high levels, then it is up to the owner to obtain long-

term dosimeters themselves, which are less expensive but will confirm long-term concentrations to determine if building corrections are necessary.

In addition to informing our citizens about the silent health hazard that is radon gas, the municipality could be forward-thinking, as other municipalities have done in the past, by providing means for homeowners interested in measuring the presence and concentration of radon in their homes.

References:

<https://poumonquebec.ca/sante-pulmonaire/environnement/radon/>

<https://www.caaquebec.com/fr/a-la-maison/conseils/outils-et-references/du-radondans-la-maison/quest-ce-que-le-radon/>

<https://www.canada.ca/fr/sante-canada/services/securete-et-risque-pour-sante/radiation/radon.html>

Thank you for your attention.

EMAIL SUBMISSION No. 2

- 1) Les petites municipalités pourront difficilement répondre aux besoins des citoyens qui ont l'habitude de vivre dans les grandes villes et qui viennent s'établir dans des petites municipalités. Les gens qui déménagent à Casselman s'attendent à profiter des mêmes services qu'ils recevaient à Ottawa. S'ils ne reçoivent pas ces services, les citoyens deviendront très exigeants et la municipalité sera éventuellement très difficile à gérer.
- 2) Casselman va avoir des difficultés à réaliser des projets de plusieurs millions avec une population de 4 000 habitants. Une municipalité de 50 000 pourrait emprunter de plus gros montants et obtenir des subventions plus considérables pour réaliser à chaque année des projets de cet envergure.
- 1) Small municipalities will find it challenging to meet the needs of citizens who are accustomed to living in large cities and who move to small towns. People relocating to Casselman expect to have access to the same services they had in Ottawa. If they don't receive these services, citizens will become very demanding, and the municipality will eventually become very difficult to manage.
- 2) Casselman will face difficulties in implementing multi-million-dollar projects with a population of 4,000. A municipality with a population of 50,000 could borrow larger amounts and obtain more substantial grants to carry out projects of this magnitude each year.

EMAIL SUBMISSION No. 3

Les senteurs fréquentes et très désagréables venant de GFL (site d'enfouissement) au bout de la 138 (sortie Cornwall sur la 417). Nous espérons que les membres du conseil municipal sont inquiets de ces senteurs fréquentes et qui deviennent de plus en plus intenses.

La valeur immobilière de Casselman prendra un sérieux coup si ces senteurs continuent de nous venir et de nous infester.

GFL viennent d'avoir le OK d'étendre leur site pour plusieurs années à venir. C'est très inquiétant.

Merci

The frequent and very unpleasant odors coming from GFL (landfill site) at the end of Highway 138 (Cornwall exit on Highway 417). We hope that the members of the municipal council are concerned about these frequent and increasingly intense odors.

The real estate value of Casselman will take a serious hit if these odors continue to affect us.

GFL has just received approval to expand their site for several years to come. This is very concerning.

Thank you.

EMAIL SUBMISSION No. 4

Je ne peux pas me rendre au conseil pour soumettre mes opinions sur l'avenir du Conseil municipal. Les contribuables doivent avoir la possibilité de donner leur opinion par courriel sur l'avenir de la municipalité.

Voici certaines de mes réactions à vos questions.

- 1) Vous devez planifier à long terme l'approvisionnement d'eau pour les prochaines années.
- 2) Vous devez améliorer la communication avec les contribuables - sommaires des décisions importantes tous les deux ou trois mois.
- 3) L'absence de journaux exige que les municipalités communiquent aux contribuables, d'une façon simple, les projets de la municipalité.

- 4) De plus, je l'ai déjà mentionné, 50% des gens ne peuvent pas comprendre le vocabulaire utilisé dans les procès- verbaux et l'implication de ces décisions dans leur vie. Alors comment désirez-vous renseigner les contribuables?
- 5) La municipalité doit entreprendre des ententes avec les municipalités voisines dans le but de partager certains services récréatifs et administratifs pour les adultes et les enfants
- 6) La municipalité doit se préparer le plus rapidement possible à servir une population de plus en plus vieillissante et urbaine.
- 7) La municipalité de Casselman doit se préparer à favoriser une politique d'intégration avec les municipalités voisines. L'avenir des petites municipalités urbaines (Casselman sera bientôt une municipalité urbaine) favorisera l'amalgamation avec d'autres municipalités afin de répondre aux besoins de plus en plus importants de leurs contribuables.

I cannot attend the council meeting to submit my opinions on the future of the Municipal Council. Taxpayers should have the opportunity to provide their opinions via email regarding the future of the municipality.

Here are some of my responses to your questions:

- 1) You need to plan for long-term water supply for the upcoming years.
- 2) You must improve communication with taxpayers - summaries of significant decisions every two or three months.
- 3) The absence of newspapers requires municipalities to communicate their projects to taxpayers in a straightforward manner.
- 4) Additionally, as I've mentioned before, 50% of people may not understand the vocabulary used in minutes and the implications of these decisions in their lives. So, how do you intend to inform taxpayers?
- 5) The municipality should engage in agreements with neighboring municipalities to share certain recreational and administrative services for adults and children.
- 6) The municipality must prepare as quickly as possible to serve an increasingly aging and urban population.
- 7) The Municipality of Casselman should prepare to promote a policy of integration with neighboring municipalities. The future of small urban municipalities (Casselman will soon be an urban municipality) will favor amalgamation with other municipalities to meet the increasingly significant needs of their taxpayers."

EMAIL SUBMISSION No. 5

Les maires de PR semblent avoir des difficultés à comprendre que la circulation - transport ou autres - se fait et se fera de l'est à l'ouest. Si vous lisiez mes déclarations précédentes concernant la circulation des biens dans P-R vous comprendriez que mes observations ont été très souvent soumises au Conseil. Les gens favorisent le transport des personnes et des biens de l'est à l'ouest. Les maires doivent faciliter le déplacement des biens et des gens de l'est vers l'ouest - Ottawa est le pôle d'attraction et c'est à Ottawa et surtout dans les municipalités de l'ouest que les gens vont trouver des emplois.

Je l'ai déjà mentionné, Les décideurs de P-R doivent faciliter la circulation des biens et services en direction de l'ouest. Quand on a les deux pieds dans la même bottine, on ne comprend vraiment pas la situation économique et territoriale de PR. Le temps va faire son chemin.

Les nombreux exemples que l'on connaît en province nous démontrent que les populations sont de plus en plus attirées par les services offerts dans les grandes villes d'autant plus qu'Ottawa offre un très grand nombre d'emplois stables et de nombreuses institutions - écoles postsecondaires, hôpitaux de qualité supérieures, des emplois stables, de plus en plus d'emplois de gestionnaires etc...Les gestionnaires de P-R devraient dépenser des millions pour favoriser l'amalgamation avec les municipalités de l'est. Le problème serait réglé une fois pour toute.

Il est peut-être trop tard pour soumettre ces renseignements au Comité d'études. Faites un petit effort et soumettez ceci au comité.

The mayors of PR seem to have difficulties understanding that traffic - whether it's transportation or otherwise - currently flows and will continue to flow from east to west. If you were to read my previous statements regarding the movement of goods in PR, you would understand that my observations have been frequently presented to the Council. People favor the transportation of both goods and individuals from east to west. Mayors must facilitate the movement of goods and people from east to west, as Ottawa serves as the main attraction, and it is in Ottawa and especially in western municipalities that people find employment.

As I have mentioned before, decision-makers in PR must ease the flow of goods and services towards the west. When you have both feet in the same boot, you truly do not understand the economic and territorial situation of PR. Time will tell.

The numerous examples we know from the province demonstrate that populations are increasingly drawn to the services offered in larger cities, especially as Ottawa provides a significant number of stable jobs and numerous institutions - post-secondary schools, high-quality hospitals, stable employment, an increasing number of managerial positions, etc. PR's managers should be willing to spend millions to facilitate amalgamation with the eastern municipalities. This would solve the problem once and for all.

PLANNING SESSION

A full day planning session with all members of Council and Senior Administrators was conducted on Tuesday September 5th, facilitated by Capital Park Consulting Inc. The agenda for the session was:

Start	Duration	Description	Notes
3:00 PM	15 minutes	Introductions	Around the table
3:15 PM	15 minutes	Overview of the Project	Presentation
3:30 PM	30 minutes	Notes from Research, Document Review and Preliminary Online Survey Results	Presentation and discussion
4:00 PM	20 minutes	SWOT Analysis	Breakout groups
4:20 PM	20 minutes	SWOT Analysis	Plenary presentations & discussion
4:40 PM	20 minutes	What makes a great Strategic Plan?	Presentation
5:00 PM	45 minutes	Review of exemplar municipal strategic plans	Breakout groups & plenary presentations
5:45 PM	30 minutes	BREAK	
6:15 PM	15 minutes	Vision & Mission, - best practices	Presentation
6:30 PM	30 minutes	Validating and/or modifying Mission & Vision Statements	Working in pairs and plenary presentations
7:00 PM	10 minutes	Values Statements - best practices	Presentation
7:10 PM	10 minutes	Validating and/or modifying Values Statement	Working in pairs and plenary presentations
7:20 PM	10 minutes	Developing strategic priorities	Presentation
7:30 PM	30 minutes	Group development of strategic priorities	Breakout groups
8:00 PM	45 minutes	Strategic priorities presentations	Plenary presentations and discussion
8:45 PM	10 minutes	Contents of Casselman Strategic Plan	Discussion
8:55 PM	5 minutes	Wrap-up and next steps	

SWOT ANALYSIS

SWOT is an acronym for **strengths, weaknesses, opportunities and threats**.

- Strengths are the things that an organization does particularly well, or resources and assets that it has, that distinguish it from others.
- Weaknesses are internal attributes and resources that an organization lack.
- Opportunities are a set of external circumstances that, with the right decisions, can grow an organization or put it in a favourable strategic position.
- Threats are external forces that constitute a risk to an organization.

The PESTEL analysis provided in the first interim report was a useful starting point to conduct the SWOT analysis for Casselman . The results of the SWOT analysis, completed by the workshop participants, are shown below. It should be noted that an element, e.g. proximity to large urban centres, can be viewed as both a strength and a weakness and that a threat can often be turned into an opportunity.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Relatively young population • Small geographic area to service • Two school systems • Everyone is service-oriented • Shared sense of community • Location, close to large urban centres and major transportation networks • Tax rate is relatively low • Highest participation rate in Ontario • Infrastructure, (roads, arena, sewers), are in good shape • Bilingual • Nice commercial properties • High quality of life • Safe, comfortable and quiet community • Strong relationships with community partners • Dense development, making it easier to have a complete community 	<ul style="list-style-type: none"> • Amenities should be more diverse • Lack of affordable housing • Not enough municipal staff • Few volunteers (except for Fire Services) • Challenges with water quality • Landlocked • Fear of change; old habits die hard • Absence of commercial diversity • No “wow” destination opportunity or attraction

Opportunities	Threats
<ul style="list-style-type: none"> • To make partnerships with employers and developers for recreation programs and facilities • Zoning for commercial and industrial land • More tourism • Bird sanctuary will attract bird watchers • Opportunities for funding • Strong, private commercial base/businesses • Alternative energy • Railway station to enhance public transit • Proximity to two large cities • Future development land • Multitude of non-profit organizations • Electric charging stations for vehicles • Partnership with school boards • Beautify main street; Community Improvement Plan • Municipal staff • Jobs for youth; everything is within walking distance • Concentration of commercial space 	<ul style="list-style-type: none"> • Climate Change • Maxed out of water and wastewater capacity • Debt costs • Limited in-house expertise for engineering, legal, etc. • Only two ways in and out of town leads to congestion • Residents in habit of going to Ottawa for shopping, entertainment, etc. • Funding for infrastructure • Add representation to County Council • Official Plan does not permit high rises • Relationship with The Nation • Age of buildings in municipal inventory • Inflation

REVIEW OF EXEMPLAR STRATEGIC PLANS

The participants reviewed the Strategic Plans of seven municipalities and identified the features that they liked and want to emulate, as well as the features to be avoided.

These plans were selected for a variety of reasons, including:

- Some were from municipalities similar to Casselman .
- Others had interesting formats or design features.
- And others had intriguing content or wording for some aspects.

Likes	Dislikes
<i>Town of Banff</i>	
<ul style="list-style-type: none"> • The icons used are attractive • Branding was done well • Vibrant colours are appealing • Picture of Council • The circular graphic for Strategic Priorities is attractive 	<ul style="list-style-type: none"> • Some of the graphics are unappealing • Missing a one-page summary of Areas of Focus
<i>City of Cornwall</i>	
<ul style="list-style-type: none"> • Seems to indicate a united council supporting the plan • 	<ul style="list-style-type: none"> • Lack of creativity • Three years is too short a time frame • Goals are not “SMART” • Too vague, general and imprecise • No Key Performance Indicators • Hard to measure success of plan
<i>Town of Hinton</i>	
<ul style="list-style-type: none"> • Strategic Goals are realistic and precise 	<ul style="list-style-type: none"> • Tried to use strategic plan to solve operational issues • Mayor’s message is too political • Plan should be designed to last more than one term of Council • No picture of Council • SWOT analysis should not be included
<i>City of Port Moody</i>	
<ul style="list-style-type: none"> • Good visuals • Good articulation of goals • Nice balance between public information and accountability • Good presentation, icons and colours 	<ul style="list-style-type: none"> • Mayor’s message is too wordy • Last page, (“We use this plan to”) is unnecessary
<i>Township of North Glengarry</i>	
<ul style="list-style-type: none"> • “Strategic Focus” sections are well done 	<ul style="list-style-type: none"> • Too operational • Timelines poorly conceived; “long-term” is more than one to five years
<i>City of Quinte West</i>	
<ul style="list-style-type: none"> • Good look and feel • Nice icons and colour scheme 	<ul style="list-style-type: none"> • A bit too detailed
<i>City of Thunder Bay</i>	
<ul style="list-style-type: none"> • Considered the favourite of the options • Good motto, “One City, Growing Together” • Key Indicators are strong • Like the Strategic Questions 	<ul style="list-style-type: none"> • Duration is too short

VISION AND MISSION STATEMENTS

The participants:

- reviewed best practices for Vision, Mission and Value Statements
- examined examples of strong statements
- evaluated the current statements in Casselman 's most recent strategic plan

Vision Statements

What makes a great Vision Statement?	Sample Vision Statements
<ul style="list-style-type: none"> • Articulates the ideal future position, dream, grand purpose • Succinct and easily understood, remembered • Broad – covers all perspectives • Inspiring and uplifting • Requires “big thinking” – beyond what we can easily achieve 	<ul style="list-style-type: none"> • A just world without poverty (Oxfam) • A computer on every desk and in every home (Microsoft, 1980) • Best training. Healthy residents. Unparalleled care. (RDoC) • A better everyday life for the many people (IKEA) • Transportation that makes Canada safe, healthy and prosperous (TAC)

Casselma n 's Current Vision Statement

Casselma n, reconnue pour sa qualité de vie exceptionnelle et forte d'une francophonie ouverte aux autres cultures, est un carrefour régional de services reposant sur une économie diversifiée et durable.

The participants generally felt positive about the current Vision Statement but agreed that it could be modified to make it shorter and easier to remember. It was agreed that all participants would work on their own to develop some alternatives to discuss at the next planning session.

Mission Statements

What makes a great Mission Statement?	Sample Mission Statements
<ul style="list-style-type: none"> • Describes what the organization wants to do and why • Outcome oriented • Inclusive and broad enough to be relevant to all constituents • Inspiring and uplifting message from Cobourg's decision makers to all stakeholders • As succinct as possible (fit it on a t-shirt?) – not always possible 	<ul style="list-style-type: none"> • Celebrating animals, confronting cruelty (Humane Society) • To empower every person and every organization on the planet to achieve more (Microsoft) • To inspire lifelong learning, advance knowledge, and strengthen our communities (New York Library) • To spread the power of optimism (Life is Good) • Making every day matter (Tri-County Mennonite Homes)

Casselman 's Current Mission Statement

Casselman offre aux citoyens des services responsables, efficaces et innovateurs, favorisant la prospérité et la pérennité de la collectivité.

Similar to the Vision Statement, the participants generally felt positive about the current Mission Statement but expressed a desire for a modified statement that would be more inspiring and uplifting. It was agreed that all participants would work on their own to develop some alternatives to discuss at the next planning session.

STRATEGIC PRIORITIES

The best practices in developing strategic priorities include:

- They are action-oriented “baskets” into which organizational actions (projects, initiatives, plans) can be grouped
- Typically it is best to describe three to six of them; more than this and there tends to be priorities that are “on the cusp”
- Some organizations mix actions with concepts at this level of strategy in their strategic plan
- Other strategic plans add a separate level called “areas of focus” or “theme areas” to categorize their main paradigms; see the example below from the Transport Association of Canada)

The participants worked in small groups to develop a set of Strategic Priorities for the Municipality of Casselman . When the participants met in plenary session, the following concepts and ideas were suggested for Strategic Priorities or Areas of Focus:

- People – Choosing to Live Here for the Quality of Life
- Inclusion - Community Engagement
- Growth – Planning for Realistic Growth
- Innovation – Lead to Serve Better

- Comprehensive Approach to the Environment

- Complete Community – Grown, Live, Retire
 - Engage Community
 - Self-contained and autonomous
 - Green technologies
 - Environment
 - Infrastructure
 - Financially viable

- Service Excellence
- Community and Culture
- Economic Development
- Infrastructure Viability

INTERVIEWS WITH MUNICIPAL MANAGERS

Each manager for the Municipality of Casselman was interviewed with a focus on the following six questions:

- 1) What is your long-term vision, (approximately 20 years), for the Municipality?
- 2) What is your long-term vision for your department?
- 3) In your opinion, what will be required for the Municipality of Casselman and your department to achieve your vision? Please consider:
 - Facilities
 - Equipment
 - Human resources
 - Training
 - Technology
 - Etc.
- 4) For the next five years, what are your top three priorities for YOUR DEPARTMENT, ranked in order of priority?
- 5) For the next five years, what is your top priority for an initiative NOT IN YOUR DEPARTMENT?
- 6) Is there anything else that you would like to tell us?

The responses have been amalgamated in the rest of this section.

1) Long-Term Vision for Casselman Municipality (Approximately 20 Years):

The managers had a very clear vision for the long-term future of Casselman, including:

- Casselman will be a sought-after model among small urban municipalities.
- The Municipality will be recognized as the leading Francophone community in Ontario.
- Casselman will be a “complete community”, offering affordable housing, excellent healthcare, daycare, schools, parks, recreation facilities and programs, tourist attractions, and other amenities.
- The Municipality will be a leader in innovation and technology, particularly in the operations of the municipal government.

2) Long-Term Vision for Departments

The responses have been analyzed to identify the following themes:

- Several managers identified a need to modify the organizational structure of the Municipality to increase efficiency and improve customer service.
- There is significant progress being made in modernization, but there is still a great deal of opportunity for more improvements in innovation and use of technology.
- Of particular note was the need to embrace digitalization to reduce paper usage, streamline processes and enhance sustainability.
- Policies and procedures need to be updated.
- The reputation of Casselman was damaged with the bad publicity regarding the Municipality's drinking water. Staff must be mindful of the value of positive headlines to enhance the reputation and to maintain a reputation for political neutrality.
- Municipal staff recognize the importance of transparency, public engagement and progressive leadership.
- There was a consensus that there must be collaborative synergy across all departments, with each contributing to the vision for a thriving and sustainable future for Casselman.

3) Requirements for the Municipality to Achieve This Vision

Facilities and Equipment:

- The municipal offices are outdated and not appropriate for conducting business in a modern environment.
- The Municipality is not prepared for business continuity in the event of a disaster or emergency.
- Public Works is lacking reliable equipment, with appropriate spare parts, to prevent service disruptions.
- All departments are lacking the technology needed to become recognized as a leader in innovation and technology.

Human Resources and Training:

- Comprehensive training and orientation programs are required for new staff to enable them to be efficient at their jobs and to respond appropriately to service requests.
- Succession planning is required for all departments.
- Cross-training will prevent service gaps, ensure continuous support, and facilitate staff retention by increasing opportunities for promotion.
- Comprehensive continuity plans for key departments will enable smooth operations during transitions and emergencies.
- Additional municipal staff are required, particularly with professional and technical expertise, to reduce the reliance on external consultants and to improve customer service.
- The Municipality would benefit from a strategic approach to hiring that includes hiring staff from diverse backgrounds with a broad range of expertise.
- A talent pipeline must be established to involve students in various roles, recognizing their value as a workforce resource.

Technology:

- State-of-the-art technology is vital to facilitate 24/7 service access and to enhance transparency at council meetings.
- Integrating Artificial Intelligence will improve communication with the council and the public.
- Modernizing permit management software will enhance efficiency and transparency.
- Cybersecurity protocols must be rigorously followed to protect data and systems.

Top Priorities for the Next Five Years

Comprehensive Municipality Development Plan: Developing a comprehensive plan for overall municipal development, including water and sewer infrastructure, to ensure sustainable growth and infrastructure improvement.

Departmental Restructuring, Autonomy and Succession Planning: Restructuring to improve communication and collaboration among different departments. Establishing contingency and continuity plans across departments to foster independence and mitigate risks.

Enhanced Recreation Resources and Attractions: Prioritizing resource allocation to bolster recreational programs and activities. Optimizing public spaces within subdivisions, diversifying culinary offerings, revamping municipal regulations to bolster community initiatives, and promoting local products to showcase the Municipality's unique identity and heritage.

Standard Operating Procedures and SharePoint Implementation: Creating and maintaining SOPs for streamlined operations. Modernizing office processes and ensuring regulatory compliance.

New City Hall Construction: Undertaking the construction of a new City Hall facility. Establishing a cutting-edge Council Chamber with technology integration.

Human Resources: Developing a comprehensive onboarding process for new employees.