



— GROUPE CONSEIL —
KSAR
— CONSULTING GROUP —

STRATEGIC PLAN

City of Clarence-Rockland

FINAL REPORT

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EXECUTIVE SUMMARY

The 2024-2028 Strategic Plan of the City of Clarence-Rockland's stands as a nuanced and comprehensive framework, reflecting the City's commitment to responsible governance, sustainable growth, and community well-being. By addressing the intricacies of balanced growth, high-quality services, and community cohesion, the plan positions the city for a future that encapsulates progress while preserving its distinctive character. With advice and support from the KSAR Consulting Group, the City developed its plan on the basis of a rigorous assessment of the trends, risks and opportunities that affect the city. The following summarizes key highlights of the Strategic Plan.

MISSION AND MANDATE

Provide for the well-being and quality of life of the community of Clarence-Rockland with high quality services delivered directly and through partnerships.

At its core, the mission and mandate of Clarence-Rockland reflect a commitment to providing high-quality services directly and through collaborative partnerships. The reference to "community" encompasses not only residents but also businesses, civil society organizations, and other stakeholders, recognizing their integral contribution to the City's fabric. This statement also underscores a dedication to setting and maintaining high standards in service delivery, recognizing that they play an essential role in fostering the well-being and quality of life of all.

VISION

Clarence-Rockland will continue to be a growing and prosperous community with an enduring small-town feel.

The envisioned future of Clarence-Rockland embraces growth while preserving the city's enduring small-town feel and benefits. Recognizing growth as a driving feature of its future, the City commits to steering this expansion in a manner that not only contributes to economic and social prosperity but also safeguards the city's cherished small-town character and community cohesion.

ASPIRATION

Clarence-Rockland deliberately shapes its growth and proactively adapts to its changing environment to meet the evolving needs of its community.

The aspiration emphasizes a careful and balanced approach to development, deliberately shaping growth, to meet the community's evolving needs. This approach underscores the City's commitment to growth and prosperity and to the well-being and quality of life of community members. The City acknowledges the dynamic nature of the community and emphasizes the importance of continuous adaptation to change and emerging needs.

VALUES

- **Community Centred**
- **Innovation**
- **Collaboration**
- **Fiscal Responsibility**
- **Environmental Stewardship**

The core values of the Strategic Plan establish a holistic and responsible framework to governance and decision-making. As such, they play an important role in guiding the City's Strategic Plan implementation.

STRATEGIES **The City identified three interrelated strategies to achieve its aspiration.**

BALANCED GROWTH

1

Balance residential, commercial, and industrial growth with community values, expectations, and quality of life.

- Leverage and integrate the City's authorities, plans and services to shape the growth of the municipality.
- Create opportunities for dialogue between the City, residents, and the private sector on major development initiatives.
- Support growth by evidence-based decision-making, regular progress monitoring and reporting.

This strategy ensures that residential, commercial, and industrial growth aligns with community values, expectations, and the overall quality of life. Leveraging the City's authorities, key plans, and policies, this approach emphasizes both a proactive role in managing the inevitable tensions that accompany growth, and the necessity of ensuring dialogue and collaboration among stakeholders.

HIGH-QUALITY SERVICES

2

Expand and improve the City's services and infrastructure to meet the evolving needs of Clarence-Rockland's residents, businesses, visitors, and community organizations.

- Match investments in the City's services and infrastructure to its growth and the changing needs of its residents.
- Continuously improve the City's capacity to deliver services effectively, efficiently, and in a timely manner.
- Explore avenues of collaboration with other municipalities for mutual support and benefit.

Centred on expanding and improving City services and infrastructure, this strategy responds to the evolving needs of residents, businesses, visitors, and community organizations. It calls essentially for the development of a Service Expansion and Improvement Plan, regular progress monitoring, and collaborative initiatives with other municipalities, reflecting a commitment to delivering efficient, effective, and timely services.

COMMUNITY COHESION

3

Strengthen community cohesion to ensure Clarence-Rockland remains a desirable place to live, do business, and visit.

- Consistently engage the community to keep the pulse of its needs and aspirations.
- Promote active citizenship to strengthen attachment and contribution to the community.
- Foster the growth of community organizations that bring about positive impacts in the community.

The third strategy aims to strengthen community bonds, ensuring Clarence-Rockland remains a desirable place to live, do business, and visit. The strategy emphasizes the City's role in fostering a strong sense of belonging among all citizens. This is achieved through consistent engagement, which will allow the City to keep abreast of citizens' needs and aspirations while promoting trust and participation, fostering the growth of community organizations through capacity development, in-kind assistance, and monetary support, and promoting active citizenship encouraging participation in public meetings, committees, and community fora.

PURPOSE

The purpose of this report is to identify the implications of the City's strategic choices and to present deeper insights into the Strategic Plan's content. The report will support the City in implementing the Plan in an informed and comprehensive manner. Finally, it serves to present the methodology employed, which is furnished in the appendix, and the results that emerged from the plan's intermediate steps, thus creating a reference for the City to consult when addressing future inquiries.

BACKGROUND

The City of Clarence-Rockland, a tier 2 municipality within the United Counties of Prescott and Russell, is situated on the Ottawa River, approximately 30 km East of the National Capital. With a current population of 26,500 residents, it is one of the fastest growing communities in Eastern Ontario, projecting a compound annual growth rate of 1.68% for the 2021-2036 period. This growth trajectory anticipates an overall population increase of 4,960 individuals (+18.2%) by the conclusion of this timeframe.

Characterized by a blend of rural and urban areas, Clarence-Rockland fosters a small-town ambiance coupled with a strong sense of community. Traditionally acknowledged as a bilingual and primarily Francophone community, there has been a notable rise in the proportion of English-speaking residents¹, currently constituting 26% of the total population. This linguistic transition stands as a notable demographic shift alongside an increase in the percentage of non-Canadian-born residents and an aging populace. While these demographic transformations align with broader trends, Clarence-Rockland is experiencing these changes at an accelerated pace compared to neighbouring communities. Thus, taking action to adapt to and actively influence its growth is a time-sensitive necessity for the municipality.

Economically, Clarence-Rockland stands as a prosperous community. It is characterized by high average and median household incomes, low unemployment rates, and decreasing poverty levels, with some exceptions such as an increase among households headed by individuals over 65 years of age. Serving as a net labour exporter, a substantial portion of the city's population is engaged in the public-sector workforce of the National Capital Region. The proximity to Ottawa remains a primary driver of population growth, which in turn is expected to drive Clarence-Rockland's anticipated job expansion in sectors such as retail, healthcare, education, and public services.

Considering the backdrop of social, economic, and demographic dynamics outlined above, Clarence-Rockland emerges as a growing and thriving community. However, in a rapidly changing environment, maintaining this advantage requires the municipality to continuously shape and adapt to its future.

It is thus against this backdrop that in Summer 2023 the City of Clarence-Rockland embarked on a strategic planning process with advisory support from the KSAR Consulting Group. The purpose of the Strategic Plan is for the City to make key choices to orient its future growth and development. It is an opportunity as well to reflect on internal and external forces and characteristics that are currently shaping or will shape the City and for the City to decide how to influence or adapt to them.

¹ The percentage of English-speaking only residents in Clarence Rockland grew by 23.5% between 2016 and 2021, while the percentage of bilingual and French-speaking only residents changed by, respectively, +5.7% and -14.8% in the same period.

APPROACH

The Strategic Plan has been developed by the City of Clarence-Rockland with support from the KSAR Consulting Group. The plan was prepared using a robust methodology articulated over three major phases: an environmental scan, a strategic diagnostic, and the development of the Strategic Plan itself. Throughout the whole strategic planning process, the City was the primary decision-maker, while the KSAR Consulting Group played an advisory role. Specifically, KSAR provided research support², facilitated discussions, and furnished the conceptual framework that was used by the City to develop its Strategic Plan.

ENVIRONMENTAL SCAN

The environmental scan revealed that Clarence-Rockland is a thriving community. First, its population is growing steadily as the city is one of the fastest growing communities in the United Counties of Prescott and Russell (plus 13% between 2021–2031). At the same time, economic and social indicators are positive: unemployment is low, household incomes are high and job growth is expected to keep pace with the growth of the community. Poverty rates are low and decreasing, except for some sub-populations, such as people aged 65 and over and single mothers. At a time of growing pressures on housing, the city's housing stock is also expected to keep pace with population growth. This does not mean that the city will not be affected by rising housing prices, which are driven by a wider provincial and national supply and demand mismatch, but that local dynamics should not exacerbate the situation.

At the same time, the community's growth brings some considerations to the fore. First, the consultations revealed that community members enjoy and want to preserve Clarence-Rockland's small-town feel, while maintaining and improving the city's quality of life, which, according to the citizens who participated in the consultations, involves expanding the city's leisure and entertainment options, finding a balance between development and environmental stewardship, and continuing to nurture a strong sense of belonging within the community. Meeting these expectations will require planning by the City, especially considering that the city's demographic composition is changing. It can be observed, in fact, that the linguistic composition of the city, which is traditionally Francophone, is changing, with more and more Anglophones choosing Clarence-Rockland as their home. At the same time, the city's population is aging and there is an increasing number of newcomers. While these trends are not unique to Clarence-Rockland, they are occurring at a rate that is faster than neighbouring municipalities, meaning that the City will have to carefully prepare for these changing circumstances.

² The KSAR Consulting Group led the environmental scan except for the consultations. The content and modality of the consultations, in fact, was developed by the city, with advice and feedback from KSAR, which only analyzed the results of the consultations themselves.

STRATEGIC DIAGNOSTIC

The results from the environmental scan have been used by the City to prepare a Strengths, Challenges, Opportunities, and Risks (SCOR) analysis. The results of the analysis are displayed in Figure 1.

SCOR ANALYSIS

STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> Committed and motivated staff, focused on continuous improvement. Geographic location of the city. Socio-economic conditions: high income, employment, projected growth, low poverty. Perceived as a safe and active community. Strong sense of community / small-town feel Bilingualism. Community and private sector organizations Attractive housing market. 	<ul style="list-style-type: none"> Changing demographics. Perceived weak community engagement and communications. Attracting new businesses, especially downtown, diversifying entertainment options Potential difficulties hiring qualified bilingual staff. Limited resources. Maintain level of services in accordance with growth and expectations from residents. Changing economic landscape for the coming years.
OPPORTUNITIES	RISKS
<ul style="list-style-type: none"> Population growth. Development of the waterfront. Good base of events on which to build. Interest in greater involvement of the City in the not-for-profit sector. Leverage the interest of the community and youth to volunteer. Access to provincial and federal funds. Opportunities for active lifestyle. Innovate. Vibrant community in the downtown core. Approach to residential development. 	<ul style="list-style-type: none"> Unmanaged growth: losing leadership in shaping the city's future. Ensuring services keep pace with growth. Losing green spaces to residential/commercial development. Managing shifting language dynamics. Not planning for threats on which the City has no influence. The status quo. Highway 17: damper on growth and influence on demography. Maintain our infrastructures. Adapt to impacts of climate change.

Table 1: SCOR Analysis

Reviewing the SCOR analysis reveals a few key insights. First, it shows that the development of the strategic plan will have to account for several driving forces that will have a significant impact on the city's evolution over the next few years. These are:

- Growth in the city's population, jobs, and housing.
- Change in the city's demographic and linguistic profile.
- The evolving expectations of a changing and growing community. Based on the consultations these will revolve around:
 - Enhanced quality of life, including access to green spaces, and growth in leisure and entertainment options.
 - Increased community participation and engagement.
 - Continued economic development.

At the same time, the analysis reveals several risks counterbalancing these driving forces:

- Unmanaged growth. All indicators point to the fact that Clarence-Rockland will keep growing regardless of what the City will do. If the City does not take leadership in shaping its future, it risks losing control of the direction of its growth, which might lead to negative outcomes such as loss of community attachment and environmental degradation.
- Gaps in services and infrastructure. Similarly, if the City's services and infrastructure do not keep up with the growth of the municipality, demand will quickly outpace supply which will negatively impact quality of life in the city.
- Rising tensions. The City's growth could give rise to, and be influenced by, competing interests, goals, and perspectives. The City will have to balance such tensions carefully, for instance, between commercial interests and residents' expectations, and between rising expenses and revenues.

Both the key drivers and major risks identified in the strategic diagnostic played a crucial role in informing the development of the Strategic Plan as well as the choices the City has made as to how it will shape the municipality's future.

THE CITY OF CLARENCE-ROCKLAND'S STRATEGIC PLAN

MISSION AND MANDATE

The mission and mandate express the City's fundamental purpose. Using the Municipal Act of Ontario as a base, the City of Clarence-Rockland has identified the following mission and mandate for itself:

Provide for the well-being and quality of life of the community of Clarence-Rockland with high quality services delivered directly and through partnerships.

In the statement above, the word community is employed to intentionally include not only the residents of Clarence-Rockland, but also the businesses, civil society organizations, and other stakeholders that make up the fabric of the city. Stating that the City will leverage the provision of high-quality services to contribute to the well-being and quality of life of the community not only sets a high standard for the City, but also recognizes that quality is required, both in terms of effectiveness and efficiency, to ensure that the City's services achieve the intended objectives. The notion of services is to be interpreted broadly so to include regular City services provided directly by the City, the development and implementation of plans and by-laws, and the services provided by partners with the support of the City. In that regard, the City's mission and mandate explicitly recognize that providing a full suite of services to contribute to the community and its quality of life, requires the participation of multiple stakeholders. Clearly, the City will continue to deliver many of these services directly and independently but, in recognizing the value of partnership, the City explicitly underpins collaboration as a key element of its work.

VISION

The vision articulates the state that the City wishes to achieve in the long term for the municipality, which is normally intended to be over the next 15 years. The City of Clarence-Rockland's vision states that:

Clarence-Rockland will continue to be a growing and prosperous community with an enduring small-town feel.

The vision recognizes that growth is and will continue to be an inevitable factor characterizing the municipality of Clarence-Rockland. However, the vision states that the City intends to safeguard what makes Clarence-Rockland an attractive place in which to live. In practice, this means ensuring that such growth will continue to contribute to the city's prosperity, economic and social, and that Clarence-Rockland will maintain its small-town feel and strong community cohesion. The notion of prosperity, in particular, is an evolving concept upon which the City will thus have to regularly reflect. Broadly speaking, it alludes to a condition in which indicators of social and economic well-being are high and are either improving or stable. On the other hand, it is also important to underline that maintaining the City's small-town feel in the context of growth means that the City needs to embrace change, not resist it, and direct it in such a way to preserve

a strong sense of community and belonging among its residents. Similarly, the City's administration will have to continue improving and becoming more sophisticated to ensure it meets the evolving needs of a growing municipality.

ASPIRATION

While the vision looks at the very long term, the aspiration states the goal that the City will pursue with its Strategic Plan in the short term, i.e. to 2028.

Clarence-Rockland deliberately shapes its growth and proactively adapts to its changing environment to meet the evolving needs of its community.

With this statement, the City expresses its commitment to take a purposeful and proactive role in its development, reflecting the changing character of its community. Further, the City's aspiration recognizes that there are forces influencing its growth to which the City will have to adapt. This approach will be founded in evidence stemming from the City's ongoing monitoring of the environment in which it operates. By staying ahead of events, shaping, and adapting to the forces influencing its future, the City of Clarence-Rockland will position itself to effectively meet the changing needs and aspirations of its community.

VALUES

Values are the beliefs and principles that shape the organizational behaviour of the City. They were selected as they are deemed necessary to enable the City to implement its strategic plan and successfully achieve its organizational aspiration. They serve as a lens through which to evaluate situations, decisions, and the impact of municipal actions. Regarding the implementation of the Strategic Plan, values therefore play an important role in the development of policies, initiatives, and collaborations. The values that the City of Clarence-Rockland selected for its Strategic Plan are:

Community centred

This value underscores the City's commitment to placing the well-being and interests of the community it serves at the forefront. In practical terms, this means that all decisions and initiatives are evaluated based on their alignment with an impact on Clarence-Rockland's residents, businesses, and community organizations.

Innovation

Clarence-Rockland's commitment to forward-thinking solutions stands as a driving force in implementing its Strategic Plan. This value encourages the City to explore new ideas, embrace technological advancements, and seek novel approaches to address challenges. By fostering a culture of innovation, the City of Clarence-Rockland aims to enhance the efficiency and effectiveness of its services and ensure that it remains adaptable and resilient.

Collaboration

Already in its mission and mandate, the City of Clarence-Rockland recognized the importance of promoting and leveraging collective efforts towards the achievement of its objectives. With this value of collaboration, the City expresses its dedication to building strong partnerships with its stakeholders, which include neighbouring municipalities, businesses, and community organizations. Further, collaboration means sharing resources, expertise, and collectively working towards common goals, fostering a sense of unity and shared responsibility.

Fiscal Responsibility

Fiscal responsibility underscores the City's commitment to prudent financial management and accountability. In the implementation of the Strategic Plan and all the City's operations and expenditures, this value guides decision-making to ensure that resources are allocated efficiently and transparently. It involves careful stewardship of public funds, responsible for budgeting, and a commitment to delivering value for money. By upholding fiscal responsibility, the City of Clarence-Rockland aims to maintain financial sustainability and build trust with its community.

Environmental Stewardship

The City recognizes its responsibility to protect the environment. It also acknowledges that access to nature significantly contributes to the quality of life of many of its residents. In practice, the City will have to account for environmental implications in its urban planning, infrastructure development, and daily operations. It is expected that balancing commercial interests with environmental stewardship will ultimately contribute to the prosperity of Clarence-Rockland and continue building a resilient and liveable community.

The City has chosen 5 values which must be taken into account to guide its actions and behaviour, depending on the context. For example, the City may rely more strongly on the values of fiscal responsibility and environmental stewardship in the context of managing riverside development while it focuses more on innovation for the development of new administrative practices. Thus, the City will have to exercise judgment based on context to guide decision-making that aligns with organizational values and its aspirations.

STRATEGIES

The City has identified three strategies that it will pursue to achieve its Aspiration.

BALANCED GROWTH

Balance residential, commercial, and industrial growth with community values, expectations, and quality of life.

- Leverage and integrate the City's authorities, plans and services to shape the growth of the municipality.
- Create opportunities for dialogue between the City, residents, and the private sector on major development initiatives.
- Support growth by evidence-based decision-making, regular progress monitoring and reporting.

The first strategy, "Balanced Growth," directly aligns with the City's Aspiration, connecting the concept of shaping the city's future with the pragmatic need to harmonize diverse objectives and interests. Emphasizing equilibrium among residential, commercial, and industrial growth, the strategy acknowledges the inherent tensions that accompany the city's expansion without creating a hierarchy of interests. Instead, it underscores the City's proactive role in managing these tensions, ensuring that growth aligns with both the City's Strategic Plan and the evolving needs and aspirations of its community. Further, the notion of balanced growth alludes to the challenges faced by community members living in pockets of poverty and contributing to ensure that growth benefits all residents. In this regard, the City has a role to play in poverty alleviation. First, it needs to ensure that its choices do not worsen the conditions in which economically disadvantaged people live. Second, it has the opportunity to contribute to improving the situation, for example, by supporting community organizations and initiatives creating new or better jobs.

The City possesses a range of tools to guide the pace and direction of its growth. These tools encompass specific instruments such as zoning rules and the City's official plan, as well as the City's role as an interest-bearing interlocutor in development decisions and a mediator between different groups. This function, in particular, is crucial to align the City's growth with its values and objectives, thus sustaining and expanding the municipality's prosperity while preserving the quality of life and sense of belonging that define its unique character.

Moreover, the City commits to anchoring its work in rigorous, credible evidence. This commitment serves a dual purpose. First, it ensures optimal decision-making outcomes and mitigates unintended consequences. Second, supporting discussions around development initiatives is more effective when grounded in robust evidence, thus solidifying the City's credibility, while also fostering trust. Strengthening the City's reporting system is equally vital, serving as a mechanism to enhance accountability and transparency.

HIGH QUALITY SERVICES

Expand and improve the City's services and infrastructure to meet the evolving needs of Clarence-Rockland's residents, businesses, visitors, and community organizations.

- Match investments in the City's services and infrastructure to its growth and the changing needs of its residents.
- Continuously improve the City's capacity to deliver services effectively, efficiently, and in a timely manner.
- Explore avenues of collaboration with other municipalities for mutual support and benefit.

The City's Strategic Plan underscores that Clarence-Rockland's growth should not compromise the quality of life and prosperity enjoyed by its residents. At the same time, the City's Mission and Mandate emphasize that the primary tools for maintaining and enhancing these aspects are the services that the City provides.

The effective implementation of the City's second strategy, "High-Quality Services," underlines the importance of investing in the City services and infrastructure. Adequate investment, in this context, implies maintaining a high level of satisfaction and quality in City services amid continued growth and evolution, all the while adhering to the principle of fiscal responsibility — one of the core values embraced by the City.

This strategy also articulates the City's vision for high-quality services and infrastructure. First, these services are meant to be effective, ensuring a positive impact. Second, they will remain responsive to the evolving needs of the community as it grows and transforms. Finally, they will be characterized by efficiency and timeliness, optimizing financial and human resources. Recognizing the integral role of its staff, the City commits to continue building its personnel's capacity to ensure high-quality services.

In alignment with its mission and mandate as well as with the value of collaboration, the City recognizes the potential for mutual benefits through cooperation and service delivery partnerships with other municipalities. While acknowledging the inherent promise of such partnerships, the City adopts a measured approach. It recognizes the importance of thorough exploration, assessing expected benefits and risks in detail. This reflects the City's commitment to evidence-based decision-making, underscoring the City's dedication to ensuring that collaborations align with its strategic goals and contribute positively to the community's well-being.

COMMUNITY COHESION

Strengthen community cohesion to ensure Clarence-Rockland remains a desirable place to live, do business, and visit.

- Consistently engage the community to keep the pulse of its needs and aspirations.
- Promote active citizenship to strengthen attachment and contribution to the community.
- Foster the growth of community organizations that bring about positive impact in the community.

A fundamental goal of the Strategic Plan is to uphold and enhance the city's quality of life. The insights gleaned from the strategic diagnostic show that community cohesion plays a pivotal role in achieving this objective, creating a community where all individuals can experience a sense of belonging and thrive.

Numerous elements contribute to ensuring Clarence-Rockland remains a cohesive community. Central to this is the nurturing of an active civil society sector, supporting organizations that drive positive change, such as supporting community groups whose aim is to alleviate poverty. This support extends beyond financial contributions, as the City, in alignment with its values of innovation, community centredness, and collaboration, commits to explore diverse avenues to fortify Clarence-Rockland's community organizations. This includes initiatives such as capacity development, in-kind support, financial assistance and amplifying their messages and communications.

Given Clarence-Rockland's ongoing growth and evolution, a dynamic understanding of the community's changing needs, demands, and expectations is crucial for the successful implementation of all strategies. Thus, consistently engaging with Clarence-Rockland's community is a strategic imperative, serving a dual purpose. It not only maintains the City's awareness of community needs and trends but also directly involves the community in influencing the city's trajectory, thus building trust and sense of belonging. This engagement aligns with the broader objective of fostering active citizenship among all community members. This latter objective can be actively pursued encouraging participation in committees, public meetings, and community organizations and is facilitated by improved communication and the establishment of confidence and trust in the system among citizens.

OUTCOME MEASUREMENT

Tracking progress towards the City's objectives is essential to ensure accountability. Although the City may not exert absolute control over every outcome measure, tracking these measures serves as a navigational tool, enabling course correction if certain aspects are not yielding the expected results. At the same time, these indicators can help identify emerging trends and forces that might not have been evident at the time the Strategic Plan was formulated.

The Strategic Plan of the City of Clarence-Rockland outlines outcome measures for each identified strategy and provides recommendations regarding the frequency and methodologies for measuring these indicators. It is advisable that baseline data be collected as soon as the Strategic Plan is launched and in certain cases this may involve the implementation of short surveys. To ensure meaningful comparisons over time, consistency in data collection methods across all indicators is imperative. This commitment to consistency enhances the robustness of the evaluation process, providing a clear understanding of the City's progress and facilitating informed decision-making.

BALANCED GROWTH

- Percentage of selected City plans and policies that have been updated to reflect the new Strategic Plan.

- Percentage of City Departments that have an annual business plan in place that includes elements of the Strategic Plan.
- Percentage of new City developments/initiatives that have included stakeholder dialogues.
- Progress reporting Key Performance Indicators (KPIs) to monitor and analyze key performance indicators.

To effectively implement its first strategy, the City needs to align its work with its intended growth direction. Thus, the identified outcome measures for this strategy focus on integrating the new Strategic Plan into the City's tools and instruments. These tools include key plans and policies, which, given their number, will have to be explicitly identified by the City to establish a baseline for measurement.

Additionally, the strategy involves the development of annual business plans for each City department, ensuring alignment with the Strategic Plan across all functions. This comprehensive approach aims to synchronize the City's internal functions with its growth objectives.

To gauge the success of fostering dialogue among stakeholders, the City will track the percentage of new developments and initiatives that include such dialogues. This reflects the commitment to engage the community and various partners in decision-making processes.

Finally, to uphold rigour in its work, the City will establish robust Key Performance Indicators (KPIs) for reporting requirements across functions and projects. This ensures clarity and consistency in monitoring progress.

The recommendation is to assess progress on each of these indicators annually, providing regular insights into the City's advancement in implementing the Balanced Growth strategy.

HIGH QUALITY SERVICES

- Development and progress in the implementation of a Service Expansion and Improvement Plan.
- Residents' satisfaction with City Services.
- Service delivery Key Performance Indicators (KPIs).
- Number of ongoing collaborative initiatives with other municipalities.
- Participation in committees and working groups in the United County of Prescott-Russell

Ensuring and enhancing service quality demands a comprehensive plan. Therefore, the first outcome measure for the City's second strategy focuses on the development of a Service Expansion and Improvement Plan. This indicator will be periodically updated to reflect the ongoing need to refine this plan over time. 3

3 The plan itself will have measures to track its implementation.

The next set of indicators captures measures of client satisfaction with City services and Service Delivery Key Performance Indicators (KPIs). Establishing baseline measures for both indicators is crucial to ensure consistent measurement methods over time for meaningful comparisons. As client satisfaction measurement requires external surveys and qualitative research, this outcome can be assessed every two years instead of annually.

Additionally, as the City explores collaborative opportunities with other municipalities in service delivery, the last two indicators quantify ongoing collaborations and the City's commitment to collaboration. Except for client satisfaction, all indicators will be monitored annually, providing regular insights into the City's progress in implementing the High-Quality Services strategy.

COMMUNITY COHESION

- Residents' satisfaction with City's engagement and communications.
- Residents' satisfaction with the quality of life offered by the City.
- Residents' sense of attachment to the community.

Measuring progress in achieving the City's third strategy relies on external research. As mentioned earlier, such research endeavours surveys can be conducted every two years, both to manage costs and to acknowledge that opinion indicators may change slowly. Consistency in data collection methods is essential to ensure maximum comparability across research cycles.

It's important to note that the City doesn't have complete control over these outcomes. Nonetheless, measuring resident satisfaction with the City's engagement, communications, quality of life, and sense of belonging is vital. These measures provide insights into the direction these indicators are moving and the underlying reasons. To enhance understanding, the research should include questions probing the factors and forces shaping residents' satisfaction with these aspects.

CONCLUSION

In summary, the Strategic Plan for the City of Clarence-Rockland reflects a thoughtful and pragmatic approach to municipal governance. This comprehensive roadmap, centred around community well-being, underscores the City's commitment to responsible growth, service excellence, and the cultivation of community bonds.

The intersection of balanced growth, high-quality services, and community cohesion demonstrate a nuanced understanding of the challenges facing Clarence-Rockland. By delving into the intricacies of these strategies, the City positions itself not just as an administrator but also as a steward of its residents' aspirations and quality of life.

Balanced Growth takes centre stage, acknowledging that growth is an inevitable trajectory for Clarence-Rockland. The City commits not just to growth but also to a mindful and intentional expansion that aligns with community values. By fostering collaboration among diverse stakeholders and proactively managing the tensions inherent in growth, the strategy represents a dynamic approach to development that safeguards the essence of the city.

High-Quality Services amplify the commitment to efficient, effective, and timely service delivery. The development of a Service Expansion and Improvement Plan reflects an understanding that quality services are integral to preserving the city's prosperity. Emphasis on collaboration with other municipalities underscores a regional perspective, recognizing that shared initiatives can enhance service delivery for the broader community.

Community Cohesion emerges as a key element, acknowledging that the essence of Clarence-Rockland lies in the bonds that tie its residents together. By prioritizing residents' satisfaction with engagement, communications, quality of life, and sense of attachment, the strategy captures the intangible elements that define the city's identity.

As the plan unfolds, it remains attuned to the dynamic nature of the community and the importance of adaptability. External research, conducted every two years, provides a pulse check on resident sentiments, offering valuable insights into the factors shaping satisfaction levels. The commitment to understanding these underlying forces demonstrates a commitment to responsive and resident-centric governance.

As the City navigates the next four years, the Strategic Plan serves as a compass, guiding Clarence-Rockland towards achieving its vision — a vision that seeks to achieve intentional growth, foster collaboration, and promote community cohesion.

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APPENDIX A: METHODOLOGY

The Strategic Plan has been developed by the City of Clarence-Rockland with the support of the KSAR Consulting Group. The plan was prepared using a robust methodology articulated over 3 major phases: an environmental scan, a strategic diagnostic, and the development of the Strategic Plan itself.

ENVIRONMENTAL SCAN

The goal of the environmental scan was to describe the current state of the municipality and the key factors, trends, and forces shaping both its present and future. This phase encompassed three sub-steps: document review, data analysis, and consultations.

The document review focused on scrutinizing materials provided by the City, including plans, reports, and by-laws as well as similar documents from provincial, federal, and tier 1 municipal levels. The review also included documentation provided by sector organizations, like the Associations of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities. The review was supplemented as well by a comparative analysis of the strategic plans of a number of municipalities, selected due to their similarity and proximity to Clarence-Rockland as well as the effectiveness of their administration.⁴ These were the municipalities of Belleville, Carleton Place, Arnprior, Russell, and Cornwall.

The data analysis leveraged publicly available raw and computed data and computations to provide a portrait of demographic, social, and economic conditions and trends of Clarence-Rockland and surrounding areas, including the United Counties of Prescott and Russell (UCPR), the Ottawa area, and the province. Data sources include Statistics Canada and the UCPR.⁵

Finally, the City sought inputs from its residents through a consultation process spanning an online survey, which included both multiple answer and open-ended questions, three in person focus group discussions utilizing a world-café-style methodology, and a rapid in-person survey conducted during local events. The topics explored throughout all three consultation methods were similar to ensure comparability, and a total of 435 individuals were consulted as indicated by Table 2.

CONSULTATION METHOD	RESPONDENTS
Focus Group Discussions	133
In-person Survey	169
Online Survey	133
Total	435

Table 2: Consultations - Summary Statistics

⁴ Based on MacLean's Canada's Best Communities

⁵ A full list of data sources is available in the references.

STRATEGIC DIAGNOSTIC

The strategic diagnostic synthesized inputs from the environmental scan to furnish foundational insights for the Strategic Plan's development. Methodologically, the diagnostic embraced a Strengths, Challenges, Opportunities, and Risks (SCOR) analysis and workshops with managers, City Council, and Directors.

DEVELOPMENT OF THE STRATEGIC PLAN

Insights derived from the strategic diagnostic informed the creation of the Strategic Plan through work sessions involving managers, Directors, and City Council. The structure and content of the Strategic Plan adhere to the framework outlined in Figure 1.

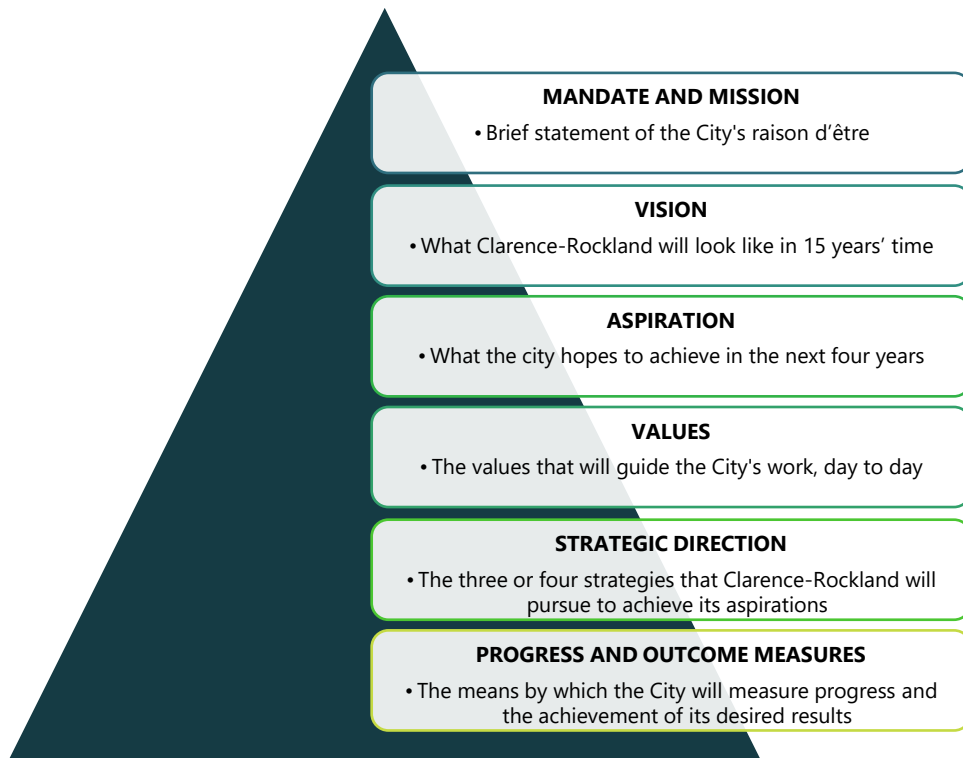


Figure 1: Structure of the Strategic Plan

APPENDIX B: KSAR CONSULTING GROUP DELIVERABLES

Project Kick-off

- Project Charter
- Presentation to City's Directors and Managers

Environmental Scan

- Document Review and Data analysis
- Consultations

Strategic Diagnostic

- Presentation to City Council
- Discussion with City's Directors and Managers

Strategic Plan

- First Workshop
- Second Workshop
- City Council Session
- One pager
- Final report