



GROUPE CONSEIL
KSAR
CONSULTING GROUP

STRATEGIC PLAN DEVELOPMENT

Town of Hawkesbury

ENVIRONMENTAL SCAN AND STRATEGIC DIAGNOSIS

December 2024



OUR DISCUSSION TODAY

AGENDA

1. THE STRATEGIC PLANNING PROCESS

- Overview of objectives and process

2. ENVIRONMENTAL SCAN RESULTS

- Process and methodology
- Key results and overarching themes

3. STRATEGIC DIAGNOSIS

- SWOT analysis

4. REFLECTIONS AND NEXT STEPS

THE STRATEGIC PLAN

- The strategic planning process is an opportunity to look into the future and identify the **priorities and objectives** that the Town of Hawkesbury wishes to achieve over the next five years.
- The Town of Hawkesbury owns the development of its strategic plan.
 - KSAR is here to guide and advise you throughout this journey.
- The strategic planning process is articulated over four phases:





ENVIRONMENTAL SCAN

THE ENVIRONMENTAL SCAN

The environmental scan is informed by three research components:

1. Document Review

2. Data Analysis

3. Consultations

- In-Depth Interviews: 22
- Focus Group Discussions:
 - 1 with staff and 1 with senior management
- Town Halls:
 - 2 days, 3 groups, 12 participants
- Survey:
 - 270 responses, 187[†] mostly complete

INTERVIEWEES

Businesses and business organizations

Cultural organizations

United Counties of Prescott and Russell

Community organizations and social services

Health services

Other municipalities

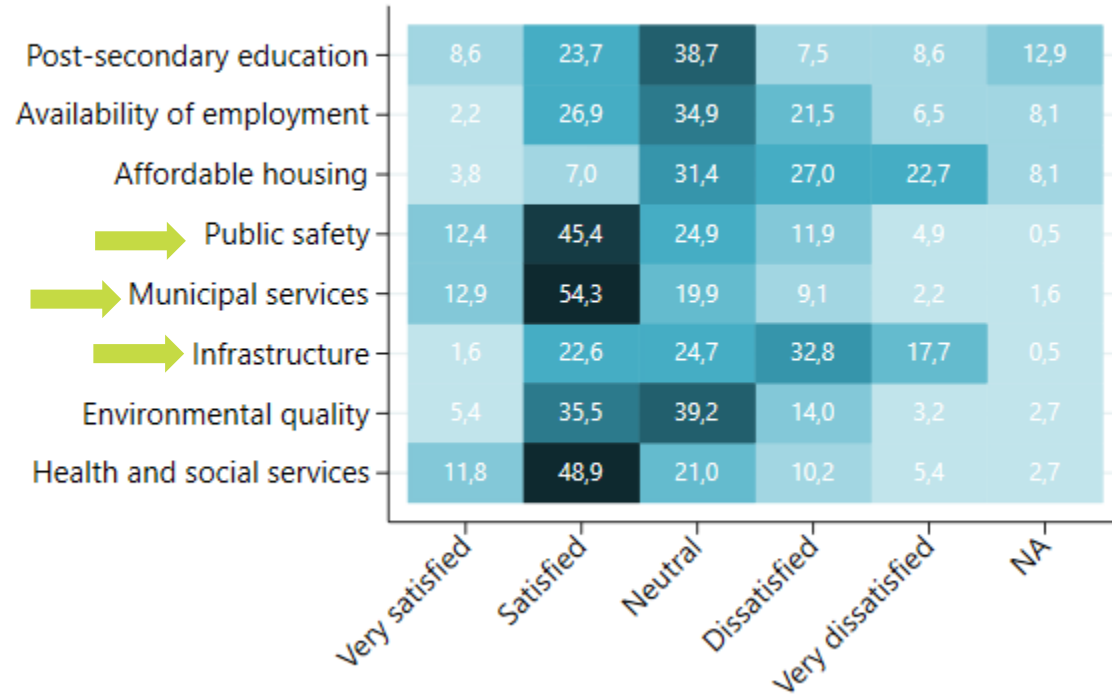
[†]A random sample of this size for a population of 10,800 people would afford a 90% Confidence Interval and 6% Margin of Error

SUMMARY RESULTS

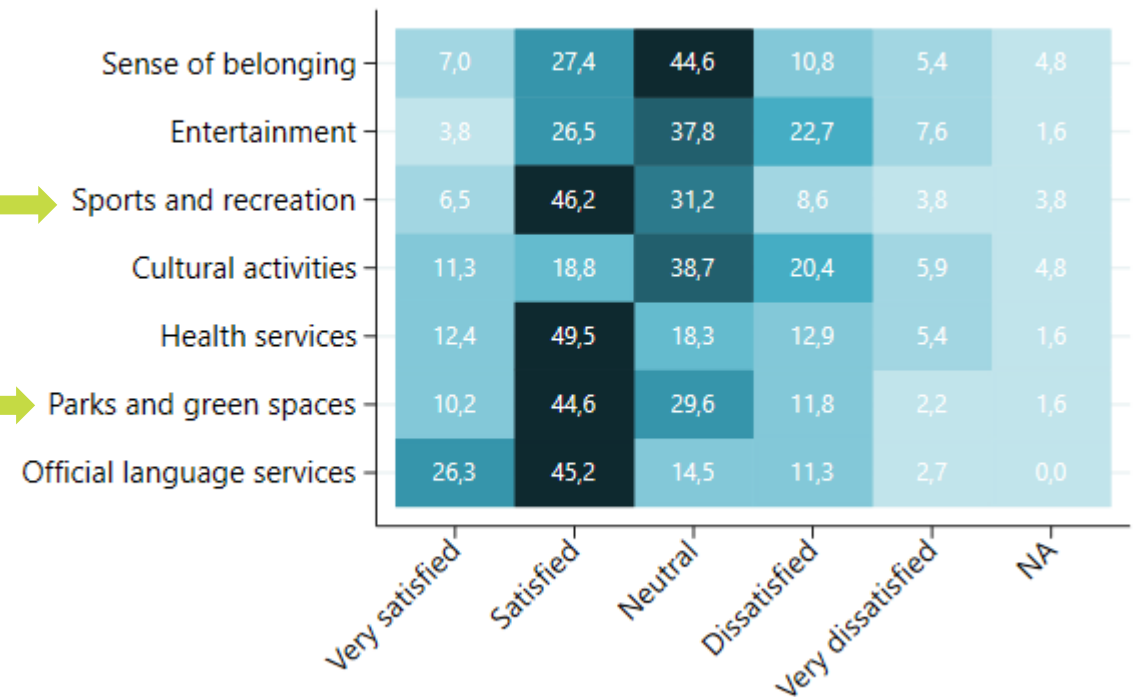
The municipal administration

- Good level of satisfaction with most municipal services.
- The Town's staff have shown a good level of commitment and cohesion.

Community priorities:
level of satisfaction



Personal priorities:
level of satisfaction



SUMMARY RESULTS

The municipal administration

Areas for improvement:

- Clarify the Town's long-term vision.
- The role and responsibilities of municipalities are expanding and becoming more complex.
 - Many believe that intermunicipal collaboration could play an important role in the future.
- Infrastructure is a concern, especially the state of the roads.
- Respondents are concerned about the ability of the Town's public services to absorb further growth.
- The municipality is facing problems in recruiting and retaining staff.
 - This has been reported to create tension around the Town's ability to undertake long-term projects in addition to delivering day-to-day services.
 - Recruitment and retention of staff does not only affect Hawkesbury: other municipalities in the region are experiencing similar difficulties.

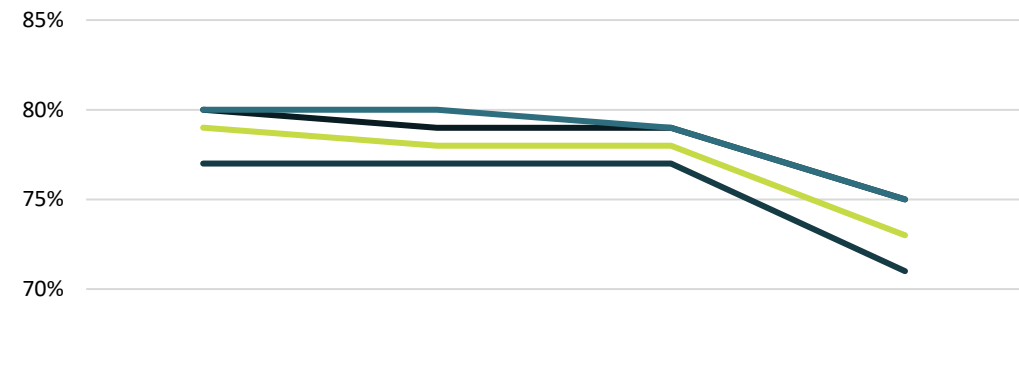
SUMMARY RESULTS

A town of opportunities: location, services, character.

- Hawkesbury's proximity to Quebec, its waterfront, access to nature, the presence of services (e.g., hospital), its strong Francophone identity, etc. have been noted to be attractive features for existing as well as potential residents and businesses.
- The consultations highlighted that these assets could be better utilized to improve the growth and wellbeing of the Town and its residents.

French FOLS	2006	2011	2016	2021
Hawkesbury	80%	80%	79%	75%
UCPR	67%	65%	64%	60%

Francophone Population - Town of Hawkesbury



	2006	2011	2016	2021
— MT: French or English and French	80%	79%	79%	75%
— MT: French	77%	77%	77%	71%
— FOLS: French or English and French	80%	80%	79%	75%
— FOLS: French	79%	78%	78%	73%

Legend:

FOLS – First official language spoken

MT – Mother tongue

SUMMARY RESULTS

- **Demographic Duality:** stable but changing population.
 - Hawkesbury's population has remained almost unchanged in over 10 years*.
 - In comparison, the population of the UCPR has grown by 7.1% in only 5 years.
 - Dominant demographic trends:
 - Increase in the percentage of seniors.
 - Increase in the percentage of newcomers.
 - Cost of housing is comparatively low, but lack of new housing development limits the Town's growth.
 - If Hawkesbury wants to attract more people, and especially young families, it needs more housing which might require increasing density.

	Hawkesbury	UCPR
Population	10,194	95,639
<i>Δ% 2016-2021</i>	-0.7%	+7.1%
14 years old or less	1,200	16,105
<i>% of the total</i>	11.8%	16.8%
<i>Δ% 2016-2021</i>	-7.3%	+7.4%
15 - 64 years old	5,745	60,395
<i>% of the total</i>	56.4%	63.1%
<i>Δ% 2016-2021</i>	-7.0%	+2.6%
65 years old and more	3,250	19,135
<i>% of the total</i>	31.9%	20.0%
<i>Δ% 2016-2021</i>	+16.3%	+23.6%
Immigrants	585	5,335
<i>% of the total</i>	5.7%	5.6%
<i>Δ% 2016-2021</i>	+77.3%	+32.4%

* In 2011 the Town's population was 10 551 people (3.3% less than in 2021)

Note: all statistics refer to the 2021 census, comparisons are with the 2016 census.

SUMMARY RESULTS

New and Long-standing Socio-economic Challenges: unemployment, addiction, and homelessness.

- Trends are not unique to Hawkesbury, but compared to the rest of the region, the Town is facing greater challenges, especially from the economic standpoint.
- Respondents noted that complex challenges require multi-stakeholder solutions, including collaboration with nearby municipalities.
- Labour market mismatch: high unemployment and high job vacancy rates.

	Hawkesbury	UCPR
Unemployment Rate	11.5%	7%
Participation Rate	48.3%	64.4%
Median Household Income (AT)	49,200	83,000
Average Household Income (AT)	59,250	90,900

SUMMARY RESULTS

- **Economic Development Imperative:** supporting the growth of new and existing businesses.
 - The Town could play a facilitating role, that is, to ensure that the necessary conditions are met for businesses to set up or develop in Hawkesbury. In particular:
 - Clarifying the Town's vision and objectives and ensuring that administrative processes are as clear and predictable as possible was noted as a key element to support business decisions and plans.
 - Further, respondents suggested that better coordination between economic development actors, perhaps facilitated by the Town's administration, could support the pursuit and implementation of economic opportunities.

OVERARCHING THEMES

Opportunity

- The Town has many assets that can be further utilized to build its future.
- Maintaining the status quo risks leading to an erosion of the Town's ability to effectively maintain its infrastructure and thus reduce the quality of life of its residents.
- Clarifying the Town's direction and committing to delivering long-term projects could greatly contribute to the development of Hawkesbury.

Growth

- Economic growth is essential for the future well-being of the Town.
- Focusing on its core mandate of creating conditions for growth could be the Town's greatest added value.
- More housing is needed to support growth.

Collaboration

- Complex issues require multi-stakeholder solutions.
- Current capacity and resource constraints suggest that collaboration is the key to success.





STRATEGIC DIAGNOSIS

SWOT ANALYSIS

STRENGTHS

- The Town's characteristics appeal to long-time, recent, and potential new residents.
- The Town has assets that can stimulate economic growth.
- Good level of satisfaction with municipal services among residents.
- The Town's administration is seen as a key player that could facilitate partnerships in the social and economic sectors.
- Committed, motivated staff invested in the Town's success.

WEAKNESSES

- The number of residents has been stable for several years.
- The Town is facing significant socio-economic challenges, both old and emerging.
- Greater collaboration of players in the economic development space would be beneficial to the development of the Town.
- The Town would benefit from becoming more involved in economic development.
- The infrastructure would benefit from being updated, especially if the Town wants to focus on growth.
- Financial and human resources are limited.

OPPORTUNITIES

- An opportunity to set the tone for the long-term development of the Town and to give it a clear identity.
- Regional, provincial and national trends provide opportunities for local economic and population growth.
- Aligned federal and provincial priorities offer potential for housing expansion and economic development investments, as well as interventions to address social issues.
- There is potential for inter-municipal collaboration to improve service delivery.

THREATS

- Trying to maintain the status quo in a changing environment.
- Broader negative social and economic trends (region, province, Canada) are likely to intensify local problems.
- Expectations from other levels of government, residents, and businesses are rising, but available resources are not keeping pace.
- Nearby communities, with comparable economic and demographic advantages, compete to attract the same businesses and residents.
- Neighbouring municipalities face similar staffing challenges, creating competition in a limited talent pool.



STRATEGIC CONSIDERATIONS

The SWOT analysis reveals a key strategic consideration:

- **Trying to preserve the status quo is equivalent to accepting change, rather than managing it.**

The strategic diagnosis also suggests that being able to manage the Town's growth needs the following:

- Determining the Town's vision and priorities and reflecting them in its plans and processes.
- Identifying the Town's role, responsibilities and added value to address complex challenges, including economic, social, operational and governance issues.

At the same time, the Town will have to manage some emerging challenges and tensions:

- Balancing the Town's human and financial resource constraints.
- Manage the pursuit of the Town's objectives in relation to the priorities of stakeholders, such as citizens, businesses, community organizations and other levels of government.

QUESTIONS AND FEEDBACK

- Do you have any questions about the analysis presented?
- Are there any surprises in the findings?
Should we add or adjust certain findings?
- Do you have any further comments, questions or feedback?

NEXT STEPS

- **Finalize the strategic diagnosis**
 - KSAR will incorporate the feedback and reflections that emerged today in a final version of the strategic diagnosis.
- **Our next discussion: review and discuss a first iteration of the strategic plan in early 2025**
 - Guiding statements
 - Mission, Vision, Values
 - Strategies.



Thank you!

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