



OGDEN

Strategic Plan *2025-2030*



ESPACE STRATÉGIES

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Context

The Municipality of Ogden has committed to a five-year strategic planning process for the period 2025-2030. This participatory approach was carried out by the Municipality and citizens, accompanied by the firm Espace Stratégies.

The main objectives of this approach are:



Define a unique identity for the Municipality



Collect and integrate the views of external and internal stakeholders



Develop a clear and shared vision within the community

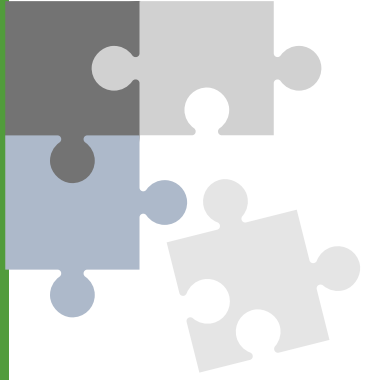


Establish the strategic directions from which the Municipality can design its action plan for the next five years.

Methodology of the Approach

The strategic plan is the end product of the consultation activities with citizens as well as with municipal councillors and the management team.





Methodological Process

STRATEGIC PLAN 2025 - 2030

Strategic Identity



Strategic Vision



Issues



STRATEGIC
ORIENTATION



Strategic Focus



Action Paths

Methodology of the Approach

During the first analysis phase, individual interviews with key stakeholders of the Municipality as well as the assessment of the relevant documentation helped to identify key elements of an initial portrait of the Municipality.

Next, the survey distributed to citizens and the public consultation provided much relevant information for identifying the elements of the Municipality's identity and its current and future issues. The public consultation, held on June 29, 2024, was an opportunity to meet, exchange, and especially contribute to the development vision exercise and propose numerous projects that significantly contributed to the development of the strategic plan's focus.

A working group composed of municipal councillors and the management team met twice during the reflection day to contribute and reflect on the various strategic elements. During the last workshop, all proposed action paths were studied and prioritized according to strategic criteria involving capacity, feasibility, and municipal responsibility.

The public consultation brought together some fifty citizens, and the survey garnered 164 responses, 78% of whom were not present at the citizen consultation. The aim of these two activities was to gather the population's opinions and mobilize them around this strategic planning process, and to send a clear message that the Municipality is listening to the preferences and concerns of its citizens.

The Strategic Framework is made up of different components (identity, vision, issues and focuses) that help to structure the strategic plan and prioritize key projects.



Our Strategic Identity

The strategic identity is the unique character and distinctive attributes of the Municipality. This identity must be strengthened and protected to preserve its distinctive elements

The strategic identity allows for:

- ❖ Defining the elements that make the Municipality attractive to current and future residents
- ❖ Communicating concisely the distinctive character of the community
- ❖ Mobilizing the entire community around a common identity
- ❖ Prioritizing spheres of action and guiding decision making

Our Strategic Identity

Developed from consultation activities and enhanced following workshops, the strategic identity of the Municipality of Ogden revolves around three major themes.

AN EXCEPTIONAL NATURAL ENVIRONMENT

The Municipality of Ogden offers incomparable nature, consisting of vast spaces, beautiful diverse landscapes, abundant biodiversity, and privileged access to magnificent Lake Memphremagog.

A PEACEFUL AND GENUINE LIVING ENVIRONMENT

The relative isolation of the territory, distant from busy road and tourist networks, while being close to the services of neighbouring municipalities, guarantees a peaceful and safe environment.

A DIVERSE AND BILINGUAL COMMUNITY

The bilingual population, comprised of long-time residents and vacationers, benefits from a harmonious coexistence.

Vision Pillars

During the public consultation and various workshops, participants were invited to reflect on the future over a five year horizon. This reflection led to the **identification of three major vision pillars.**



Strong
commitment to
the environment



Pleasant and
safe place to
live



Friendly and
supportive
living
environment

Our Development Vision

Vision is a **central element of strategic planning**; it allows us to project and define how the Municipality wishes to evolve and guide its actions over the next five years.

In 2030, Ogden is ...

A Municipality **recognized** for the **protection and enhancement** of its
natural heritage.

It maintains its **rural and peaceful existence** while offering a **safe and
friendly living environment.**

It encourages **citizen participation and develops a sense of belonging**
within its community.

Our Priority Issues

Issues are elements to be addressed by **the Municipality in achieving its vision and underlying objectives**. These are the challenges to be met by the municipal team. **Structural issues** profoundly influence the organization's development and have a lasting impact on its evolution. **Important issues** have a significant influence on the organization and a direct impact on expected results

STRUCTURAL ISSUES

- A** The protection and preservation of natural assets
- B** Public access to the territory's nature areas (Weir Park, lakeshore, Dunn Reserve, Tomkins Creek, Tomifobia river, Marlinton bog)
- C** Additional public social events

IMPORTANT ISSUES

- D** Continuous improvement of communications between the Municipality and its citizens
- E** Road maintenance
- F** Waste management
- G** Noise and light nuisances
- H** Compliance with regulations
- I** Community engagement
- J** Segmented community



Our Strategic Directions 2025-2030

The directions and objectives form the backbone of the strategic plan and represent the Municipality's major priorities throughout the plan's duration.

Strategic directions should address identified issues and support the achievement of the 2030 development vision.

The Municipality of Ogden's strategic plan is thus divided into four priority directions that will guide the Municipality's development over the next five years.

These directions represent the **major priorities** articulated by citizens during consultations (survey and public consultation) and were developed and validated during workshops with the Municipality's working group.



Our Strategic Directions 2025-2030



Our Specific Objectives 2025-2030

Strategic directions are followed by **specific objectives** and prioritized projects associated with each identified direction.

Strategic directions		Specific objectives
1	Ensure the preservation of rural and peaceful living environment through prudent land management	1.1 Ensure controlled development, respectful of the natural environment
		1.2 Improve municipal services
		1.3 Limit densification in sensitive built-up areas
2	Mobilize the community	2.1 Enhance collective activities (sporting, cultural, social)
		2.2 Develop suitable gathering places
3	Act for the environment and adapt to climate change	3.1 Raise awareness among the population and adopt best practices
		3.2 Preserve and enhance natural heritage
4	Equip the municipal team to ensure the achievement of objectives	4.1 Optimize and develop communications with citizens
		4.2 Understand the need for proper tools and training to develop team versatility



Our Action Strategies

Various action paths were proposed during workshops and consultations to address the issues raised and move towards the desired directions. These action paths were analyzed, developed, and prioritized to finally arrive at the list of selected projects: **our action strategies**. Prioritization was determined by a working committee and took into account the results of interviews, the survey, the public consultation, and workshops.

Action strategies are **the projects or strategic actions** that the Municipality will carry out over the next five years to achieve its vision, each of them being linked to a specific objective.

During the prioritization process, some projects were not selected, either because they do not correspond to the vision or because they are not within the Municipality's jurisdiction.

Legend	
Implementation requiring a low level of effort	○
Implementation requiring a moderate or high level of effort	●

Action Paths

Action Strategy 1

Ensure the preservation of a rural and peaceful living environment through prudent land management

SPECIFIC OBJECTIVES	PROJECTS	YEARS 1-2	YEARS 3-4	YEAR 5
1.1 Ensure controlled development, respectful of the natural environment	1.1.1 Modernize and harmonize the regulations with the new development plan	•		
	1.1.2 Specify density and residential uses in areas suitable for development	•		
	1.1.3 Define visual nuisances and the regulatory framework to be enforced	○ continuous		
	1.1.4 Enforce municipal regulations more rigourously	•		
1.2 Improve municipal services	1.2.1 Develop an automated boat washing station for greater efficiency	•		
	1.2.2 Continue the five-year road improvement plan and seize opportunities for major works (e.g. Cedarville Rd.)	○ continuous		
1.3 Limit densification in sensitive built-up areas	1.3.1 Evaluate the capacity and safety of private roads for new housing	•		
	1.3.2 Review construction and architectural rules to better integrate with existing natural and built up environment	•		

Action Paths

Action Strategy 2 Mobilize the community

SPECIFIC OBJECTIVES	PROJECTS	YEARS 1-2	YEARS 3-4	YEAR 5
2.1 Enhance collective activities (sporting, cultural, social)	2.1.1 Increase indoor and outdoor leisure and sports activities	○ continuous		
	2.1.2 Propose unifying events and motivate citizen participation as volunteers, in partnership with neighbouring municipalities	● continuous		
2.2 Develop suitable gathering places	2.2.1 Develop public gathering places	●		
	2.2.2 Collaborate with Weir Park Association to improve accessibility	●		

Action Paths

Action Strategy 3

Act for the environment and adapt to climate change

SPECIFIC OBJECTIVES	PROJECTS	YEARS 1-2	YEARS 3-4	YEAR 5
3.1 Raise awareness among the population and adopt best practices	3.1.1 Continue and promote the work of the environment committee	● continuous		
	3.1.2 Raise general awareness of environmental protection (group activities, courses, conferences, nature observation)	● continuous		
	3.1.3 Continue waste management improvement	● continuous		
3.2 Preserve and enhance natural heritage	3.2.1 Ensure the protection of important ecological assets (Appalachian Corridor, Marshland Foundation, zoning)	●	○	○
	3.2.2 Ensure enforcement of lakeshore protection regulations	○ continuous		
	3.2.3 Reduce the spread of invasive plant species by raising awareness among private landowners	○ continuous		
	3.2.4 Protect the natural and built up heritage		●	●
	3.2.5 Encourage the establishment and conversion of eco farms		●	●
	3.2.6 Enhance the cultural and built up heritage through the existing heritage committee		●	●

Action Paths

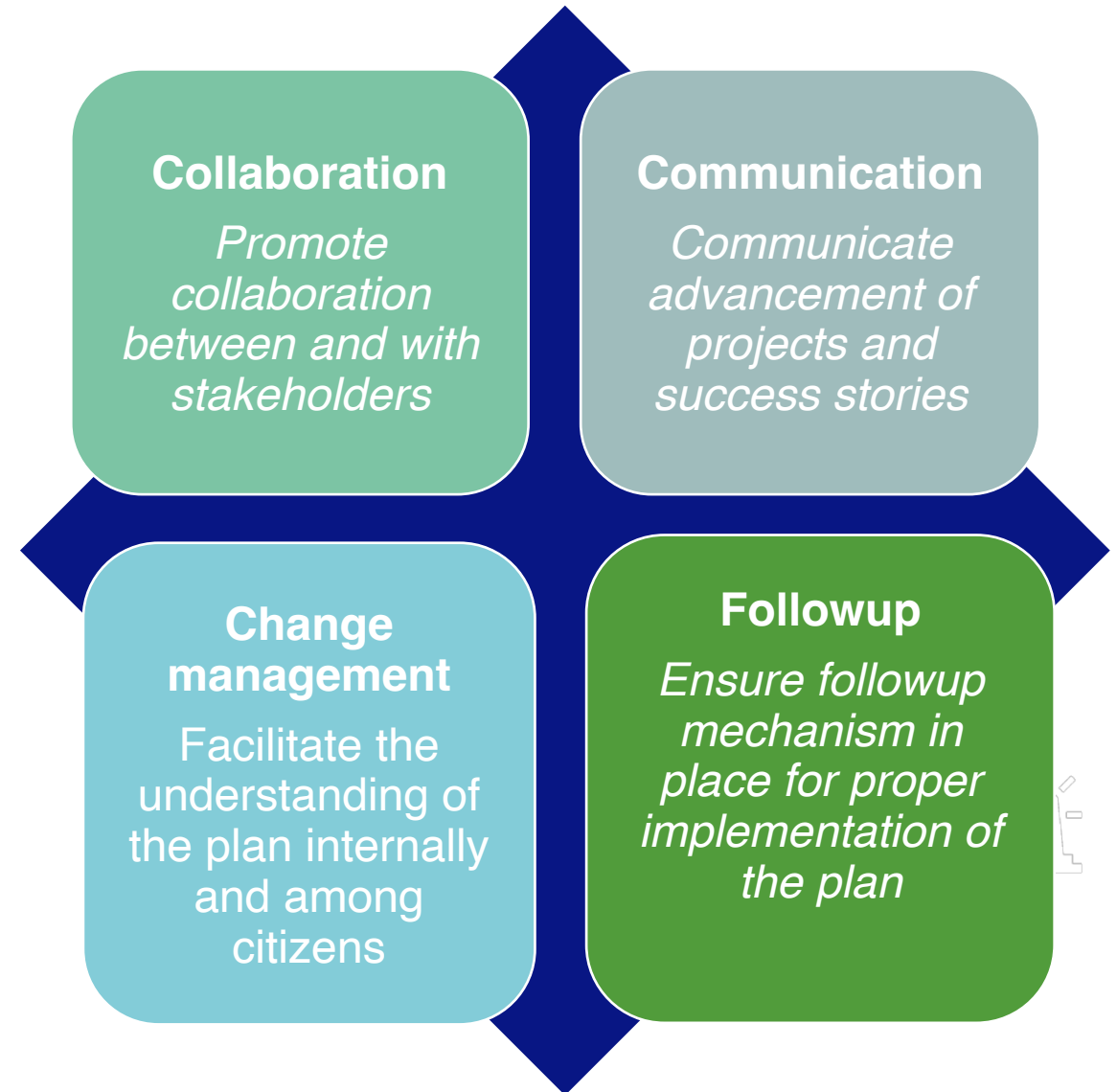
Action strategy 4

Equip the municipal team to ensure the achievement of objectives

SOECIFIC OBJECTIVES	PROJECTS	YEARS 1-2	YEARS 3-4	YEAR 5
4.1 Optimize and develop communications with citizens	4.1.1 Regularly review our communications methods with citizens		o continuous	
	4.1.2 Facilitate access to the town hall and communications with the municipal team		o continuous	
4.2 Understand the need for tools and training to develop team versatility	4.2.1 Review training needs with the team at least once a year		o continuous	
	4.2.2 Ensure that the most relevant digital tools are identified and put to use		o continuous	

Our Conditions for Success

The Municipality of Ogden must rely on the motivation and involvement of all stakeholders: the municipal council, employees, citizens, and organizations working in the territory **for the successful implementation and realization of the strategic plan.**





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