

THIS DOCUMENT PROVIDES SUPPORTING MATERIAL FOR MOTIONS, RESOLUTIONS, AND POLICY INITIATIVES BROUGHT FORWARD DURING THE 2022-2023 TERM. IT IS SHARED TO SUPPORT TRANSPARENCY, ACCOUNTABILITY, AND INFORMED PUBLIC DIALOGUE.

## Economic Development, Partnerships, and Revenue Innovation

### Support for the Municipality's First Annual Expo

Status: Motion brought forward; not supported by council

#### What was brought forward

In June 2023, I brought forward a motion proposing the creation of Casselman's first Annual Municipal Expo, designed to support local businesses, non-profit organizations, youth entrepreneurs, and local artisans.

The initiative was structured to provide a centralized, accessible platform where community organizations and entrepreneurs could showcase their work, connect directly with residents, and strengthen local economic activity. The proposal was developed with collaboration in mind and included the involvement of an experienced regional event organizer, as well as the Chamber of Commerce of Prescott-Russell, both of whom had expressed interest in partnering on the initiative. The motion outlined clear logistics, including a proposed venue, target date, and a capped budget to ensure fiscal responsibility. It also emphasized minimizing the impact on municipal staff by relying on an ad hoc organizing committee and external partners to lead implementation.

#### Why it mattered for Casselman

Casselman's economic vitality depends on the strength of its local businesses, community organizations, and emerging entrepreneurs. I believed that a municipal expo could serve as a practical, visible way to support economic development while also fostering community connection and pride. The proposed event was not intended to replace existing initiatives, but to complement them by creating a shared space for collaboration, networking, and local promotion. It also reflected a proactive approach to economic development that leveraged partnerships rather than placing additional strain on municipal resources.

Council chose not to support the motion, and the proposal did not proceed. As a result, the opportunity to pilot a partnership-driven municipal expo was not explored further at that time.

#### What this demonstrates about my leadership

This entry reflects a leadership approach focused on collaboration, responsible economic development, and opportunity creation. It demonstrates my commitment to supporting local businesses and organizations through well-planned, fiscally responsible initiatives that strengthen community connections and local economic resilience, even when those ideas are not ultimately adopted.

# Communities in Bloom Initiative and Downtown Revitalization Partnership

Status: Motion passed; initiative later discontinued due to governance gaps

## What was brought forward

In 2023, I brought forward a motion to initiate Casselman's participation in the Communities in Bloom program through the purchase of a basic municipal membership. The intent was to explore opportunities to enhance community beautification, strengthen local pride, support tourism, and align municipal policy and budgeting with long-term placemaking goals.

As part of this initiative, I proposed exploring a transition of implementation to the Centre de revitalisation du centre-ville de Casselman (CRCVC). Given its mandate for downtown revitalization, access to volunteers, and ability to leverage external funding, the CRCVC was well positioned to advance the program in partnership with the municipality.

## Why it mattered for Casselman

Residents consistently expressed a desire for a more vibrant, welcoming community. I viewed Communities in Bloom as a catalyst for broader policy alignment, volunteer engagement, and downtown revitalization, rather than a standalone beautification project.

The initiative also represented an opportunity to strengthen collaboration between the municipality and its service corporations in a way that supported shared goals while leveraging community capacity.

## Outcome

Council approved the motion, and the CRCVC assumed responsibility for advancing the initiative. As implementation progressed, challenges emerged related to the absence of a clearly defined policy framework governing the working relationship between council and the CRCVC.

Without established processes outlining roles, decision-making authority, budgeting practices, and communication protocols, coordination became difficult. As a result, the initiative did not advance as intended and was eventually discontinued.

## What this demonstrates about my leadership

This entry reflects a leadership approach that is forward-looking, collaborative, and willing to learn from experience. It demonstrates my commitment to piloting initiatives that align with community values while also recognizing the importance of strong governance structures to support successful partnerships.

The lessons learned through this process informed subsequent advocacy for clearer municipal partnership policies, stronger accountability mechanisms, and more sustainable collaboration frameworks moving forward.

# Responsible Sponsorship and Revenue Diversification Program

Status: Framework developed; pilot opportunities identified; expansion envisioned

## What was brought forward

In 2023, I initiated work to explore alternative, non-tax revenue sources by leveraging existing municipal assets in a responsible and structured way. This included advancing a municipal sponsorship and advertising framework, beginning with LED signage and other public-facing infrastructure.

Rather than pursuing ad hoc sponsorships, my focus was on establishing a clear, municipality-wide approach that defines how sponsorships are approved, displayed, managed, and evaluated. This included considering standards for content, placement, duration, and alignment with community values.

## Why it mattered for Casselman

As Casselman grows, so do the financial demands on municipal services and infrastructure. Relying solely on property taxes limits flexibility and places increasing pressure on residents.

I believed that a responsible sponsorship program, applied consistently across municipal facilities such as public spaces, community buildings, and eventually the arena, could:

- generate sustainable revenue without increasing taxes
- support local businesses through visible, fair opportunities
- ensure transparency and consistency in how sponsorships are handled
- protect public spaces from inappropriate or unregulated advertising

This approach ensures that revenue generation supports the community rather than undermines it.

## Outcome

Feasibility assessments were completed for sponsorship-supported LED signage and advertising models. These assessments provided the groundwork for a standardized municipal sponsorship program, rather than isolated or informal arrangements.

The work created a foundation for expanding sponsorship opportunities across municipal facilities in a controlled, accountable way, ensuring that future implementation would be guided by clear rules, community standards, and fiscal responsibility.

## What this demonstrates about my leadership

This entry reflects a leadership approach grounded in innovation, financial stewardship, and systems thinking. It shows my commitment to reducing reliance on property taxes while ensuring that revenue-generating initiatives are implemented transparently, consistently, and in a way that protects the integrity of public spaces.

By focusing on structure and policy before implementation, I aimed to ensure that sponsorship becomes a sustainable tool for the municipality rather than a source of inconsistency or risk.

# Toronto–Montréal Rail Corridor Advocacy and Relationship Building

## Status: Advocacy initiated; relationships established; ongoing

### What was brought forward

In 2023, correspondence was received from the City of Toronto regarding municipal support for a proposed high-speed rail initiative in the Toronto–Montréal corridor. The correspondence highlighted the importance of early engagement by municipalities located along the proposed corridor and emphasized the need for coordination and advocacy as regional and national infrastructure planning advances.

In response, I initiated outreach and began building relationships with organizations and stakeholders involved in rail corridor planning. This work focused on ensuring Casselman was informed, visible, and engaged at an early stage of discussion, rather than reacting after decisions were already underway.

### Why it mattered for Casselman

Major transportation infrastructure projects have long-term implications for economic development, regional connectivity, housing, and population growth. Communities that are not actively engaged early in the planning process risk being overlooked entirely.

I believed it was critical for Casselman to be positioned proactively in these conversations. Engagement in rail corridor planning represented an opportunity to advocate for improved connectivity, increased economic opportunity, and long-term strategic alignment with regional growth initiatives that could shape the municipality's future.

### Outcome

Through early outreach and relationship-building, Casselman became engaged in broader discussions related to the Toronto–Montréal rail corridor. This work ensured the municipality remained informed and positioned to respond as planning evolved, rather than being excluded from consideration.

While the project remains long-term in nature, early advocacy helped establish Casselman as an engaged and forward-looking participant in regional infrastructure discussions.

### What this demonstrates about my leadership

This entry reflects a leadership approach focused on foresight, strategic advocacy, and relationship-building. It demonstrates my commitment to ensuring Casselman is not left out of major regional planning conversations and that the municipality is prepared to engage when opportunities arise that could influence long-term growth and prosperity.

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