

Operational Plan – Municipality of Casselman – 2026 – Strategic Plan 2024–2028 and Beyond (Translated Version)

Details	Status	Objectives, Actions, Projects	Year
Pillar 1: Infrastructure			
1.1 - Resolve problems related to drinking water quality and find solutions to address the lack of hydraulic capacity	On Track	Objectives	2024, 2025, 2026
1.1.1 - Finalization of the grant and submission of the final report - tests and improvements for manganese and THM (2025-EN-007)	On Track	Actions	2024, 2025, 2026
1.1.10 - Continue intermunicipal discussions with the City of Clarence-Rockland for the coordination of long-term drinking water supply planning.	On Track	Actions	2030, 2028, 2029, 2027, 2026
1.1.2 - Coordinate the projects identified in the water and wastewater master plan according to the identified priorities.	On Track	Actions	2024, 2025, 2026
1.1.2.1 - Pumping Station 1 Project (2026-EN-001)	On Track	Project	2028, 2027, 2026
1.1.2.2 - Draft general environmental assessment for increasing wastewater treatment capacity.	On Track	Project	2026
1.1.3 - Conduct research and analysis to find the necessary funding to address drinking water quality issues in accordance with the recommendations of the water and wastewater master plan and guide the council in its decision-making.	On Track	Actions	2024, 2025, 2026
1.1.5 - Complete the work on the land development fee study with the ad hoc committee and find a reasonable level of fees for developers. (2025-FIN-002)	On Track	Actions	2025, 2026
1.1.6 - Update to the water tariff regulations (2026-EN-004)	Not Started	Project	2026
1.1.7 - Analysis of water billing and water production (system leak) (2025-EN-012)	On Track	Actions	2025, 2026
1.1.9 - New calculation of capacities and Table of capacities committed vs. Not committed.	On Track	Actions	2026

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1.2 - Design and construction of the new Town Hall	On Track	Objectives	2024, 2025, 2026
1.2.3 - Working in collaboration with consultants for tenders and monitoring of the construction project	On Track	Actions	2025, 2026
1.2.4 - Ensure an efficient transfer of municipal documents	On Track	Actions	2025, 2026
1.2.5 - Planning and execution of the move to the new town hall	On Track	Actions	2026
1.2.6 - Conduct an analysis of options for the future use, sale, renovation or repurposing of the Town Hall building (751 St Jean) after the move.	On Track	Actions	2026
1.3 - Integration of the municipal asset management plan into the operational plan	On Track	Objectives	2025, 2026
1.3.1 - Establish an operational plan for the management of municipal assets and determine roles and responsibilities with a view to the deadline of July 2025 (core & non-core assets)	Late	Actions	2025, 2026
1.3.11 - Update of the asset management plan under the 2025 provincial timelines as per Ontario Regulation 588/17 (2025-OPS-001)	Late	Actions	2025, 2026
1.3.13 - Coordinate the transfer of ownership of the solar panels and develop a financial plan for the replacement of the arena roof.	On Track	Actions	2028, 2027, 2025, 2026
1.3.14 - Systematically document the acquisition, disposition and maintenance/repair of municipal assets to ensure complete monitoring of the asset lifecycle.	Not Started	Actions	2026
1.3.15.1 - Project: Relocation of the new game controller (2026-RL-003)	Not Started	Project	2026
1.3.15.2 - Purchase and renewal of personal protective equipment for firefighters (Bunker Gear)	Not Started	Project	2026
1.3.15.3 - Paving of Ste-Marie, Ste-Anne, St-Joseph, Fleurette & Vanessa streets (2026-TP-003)	Not Started	Project	2026
1.3.15.4 - Project - Sidewalk Rehabilitation (2026-TP-004)	Not Started	Project	2026
1.3.15.5 - Project - Drainage and cleaning work on Martin-Fillion alley (2026-TP-005)	On Track	Project	2025, 2026

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1.3.2 - Present a plan for the management of the 34 acres on Aurèle Street and obtain a decision from the Council for the next steps, ensure the implementation of the Council's decision.	On Track	Actions	2024, 2025, 2026
1.3.4 - Find and get approval for a long-term vision for the land at 750 Principale	Postponed	Actions	2027
1.3.4.1 - Optimization and leasing of vacant office spaces at 750 Principale Street	On Track	Project	2026
1.3.5 - Conduct a complete assessment of the condition of the J.R. Brisson Arena Sports Complex building and develop an energy conservation strategy adapted to the needs of the facility.	On Track	Actions	2024, 2025, 2026
1.3.5.1 - Air Handling Unit Replacement Project (2026-RL-002)	Not Started	Project	2026
1.3.5.2 - Project to replace refrigerators with doors (2025-RL-003)	Not Started	Project	2026
1.3.5.3 - Hot Water Tank Replacement Project (2025-RL-008)	Not Started	Project	2026
1.3.5.4 - JR Brisson Electrical Panel Upgrade Project (2026-RL-005)	Not Started	Project	2026
1.3.6 - Consider the tennis court project as a potential application to the Trillium funding program, in accordance with the eligibility period from February 4, 2026 to March 4, 2026, at 5 p.m.	On Track	Actions	2025, 2026
1.3.7 - Analysis of the creation of a non-profit organization for the maintenance of recreational grounds (2025-RL-013)	On Track	Actions	2025, 2026
1.4 - Implement solutions that align with our long-term aspirations, including the establishment and optimization of efficient water distribution and wastewater collection systems	On Track	Objectives	2025
1.4.2 - Project - Expansion of wastewater treatment capacity (design phase 1) - Lagoon rehabilitation (2026-EN-002)	Not Started	Project	2026
1.5 - Strengthen and maintain the infrastructure, equipment and assets of the Fire Department to ensure the viability, safety and sustainability of operations	On Track	Project	
1.5.1 Plan and optimize financial resources supporting fire department infrastructure and equipment	Not Started	Actions	

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1.5.1 (1.2) - Budget – Grant application Fire House Subs	Not Started	Project	
1.5.1 (1.3) - Budget – Grant application Office of the Fire Commissioner	Not Started	Project	
1.5.1 (2.1) - Budget - Budget preparation (operational and capital)	On Track	Project	2024, 2025, 2026
1.5.1 (2.2) - Budget - Preparation of a budget for carrying out mandatory maintenance	Not Started	Project	2026
1.5.2 Plan, prioritize and execute the capital investments necessary to maintain and develop the capabilities of the Fire Department	Not Started	Actions	
1.5.2 (1.1) - Capital - Development of a 10-year plan for capital purchases	Not Started	Project	2026
1.5.2 (2.1) - Capital - Fire Master Plan	Postponed	Project	
1.5.2 (2.4) - Capital - Training Seacan	On Track	Project	2025
1.5.3 (3.1) - Ent & Repar - Development of electronic maintenance management	On Track	Project	2025, 2026
1.5.3 (3.2) - Ent & Repar - Prepare a truck replacement plan for the next 10 years	On Track	Project	2025, 2026
1.5.3 - Ensure the upkeep, maintenance and repair of infrastructure and equipment in order to maintain their conformity, reliability and operational availability	Not Started	Actions	
1.9 - Other items related to the strategic infrastructure pillar	On Track	Objectives	2025
1.9.1 - Carry out a strategic analysis relating to a request for land transfer, including the assessment of legal, financial and operational impacts.	On Track	Actions	2025
1.9.2 - Coordinate the development of the Transport Master Plan and the traffic study (2026 TP 007) in order to ensure a complete analysis of current and future mobility needs.	Not Started	Actions	2026
1.9.3 - Feasibility study of a municipal real estate corporation for the management of municipal buildings	On Track	Actions	2026
Pillar 2: Community Well-Being			
2.1 - Bird's-eye view Park (Design and construction)	On Track	Objectives	2024, 2025, 2026

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2.1.2 - Ensure detailed budget monitoring so that the project does not represent a municipal expense and is 100% funded by grants and sponsors.	On Track	Actions	2024, 2025, 2026
2.1.4 – Poetry Garden (2026-GR-003)	Not Started	Project	2026
2.2 - Development, implementation and operationalization of the parks and recreation master plan	On Track	Objectives	2024, 2025, 2026
2.2.3 - Tree planting project in collaboration with the South Nation Conservation Authority (2025-RL-004)	On Track	Project	2025, 2026
2.2.4 - Hiring of students - Parks, leisure, tourism (2025-OPS-010)	Recurring	Project	2025, 2026
2.2.5 - Begin planning for the development of green spaces and consultations and the use of development costs	On Track	Project	2025, 2026
2.2.6 - Ensure the coordination of projects arising from the Parks and Recreation Master Plan, including planning, monitoring and alignment with municipal priorities.	Not Started	Actions	
2.2.6.1 - Project - Development of a seasonal community activity program	Not Started	Project	2026
2.2.6.2 – Project – Community Garden	Not Started	Project	2026
2.2.6.3 - Small Boat Launch Ramp Project	Not Started	Project	2026
2.2.6.4 - Seasonal honorarium for the maintenance of the outdoor skating rink (Richelieu) (2026-RL-007)	On Track	Project	2026
2.2.6.5 - Shrub project at the train station (CRCVC budget request)	Not Started	Project	2026

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2.3 - Increase the capacity for community organizations to plan and manage events and activities	On Track	Objectives	2024, 2025, 2026
2.3.1 - Work together with the existing committee to develop a list of community activities to offer to residents annually.	On Track	Actions	2024, 2025, 2026
2.3.2 - Collaborate with the CRCVC to establish a formula for procedures to follow	Postponed	Actions	2024, 2027, 2025, 2026
2.3.3 - Creation of regulations for the organization of events to allow organizations to better understand the needs for the organization of their activities (emergency plan, etc.)	On Track	Project	2024, 2025, 2026
2.3.4 - Policy for organizing the community ball tournament to ensure its continuity (incentive). Establish a win-win formula for the community ball tournament (field, bar, washrooms, field maintenance, risk minimization).	Not Started	Project	2025, 2026
2.3.5 - Working with the library on joint projects	On Track	Actions	2025, 2026
2.3.6 - 2026 Ceremony in connection with the recognition policy	Recurring	Project	2025, 2026
2.4 - Stay informed about events related to the Francophonie in Ontario and Canada and demonstrate support	On Track	Objectives	2026, 2025, 2024
2.4.1 - Study the feasibility of beautifying the spaces surrounding the Francophonie Monument to facilitate the hosting of events celebrating Franco-Ontarian culture	Not Started	Actions	2026
2.4.2 - Establish partnerships with community groups that have the same objectives in order to increase visibility and preserve Franco-Ontarian identity.	Recurring	Actions	2025, 2026
2.4.3 - Welcoming Francophone Community Project of the Francophone Immigration Support Network of Eastern Ontario	On Track	Project	2025, 2026
2.5 - Support the development project of the Health Hub located in Casselman	On Track	Objectives	2024, 2025, 2026

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2.5.2 - Continue the planning work for the Health Hub with the existing working group	Recurring	Actions	2024, 2025, 2026
2.6 - Structure and deploy fire prevention activities to improve the safety and well-being of the community	On Track	Objectives	
2.6.1 (1.1) - Develop a plan for annual public education requests	Not Started	Actions	2026
2.6.1 (1.1) 1.1.1 - Establish annual goals for public education	Not Started	Actions	2026
2.9 - Other items related to the strategic pillar of community well-being	On Track	Objectives	2025, 2026
2.9.1 - Coordination of projects related to the strategic pillar of community well-being	On Track	Actions	2026
2.9.1.1 - Purchase of a speed display panel (2025-TP-008)	Not Started	Project	2026
2.9.1.2 - Installation of benches - (CRCVC budget request)	Not Started	Project	2026
2.9.1.3 - Winter Banners/Pennants - (CRCVC budget request)	Not Started	Project	2026
2.9.1.4 - Drainage of the ball field (budget request from the non-profit organization)	Not Started	Project	2026
2.9.1.5 - Community Day 2026 (budget request Mobilization Committee)	Not Started	Project	2026
Pillar 3 : Service Excellence			

Details	Status	Objectives, Actions, Projects	Year
3.2 - Optimization of municipal services and processes	On Track	Objectives	2024, 2025, 2026
3.2.1 - Optimize the use of ClickUp by all users and really make it the reference to ensure better monitoring and good documentation of files.	Recurring	Actions	2024
3.2.2 - Analysis project for hiring an engineer internally.	Postponed	Actions	2024, 2027, 2025, 2026
3.2.4 - Development of a framework regulation on fees and updating of existing regulations to refer to it for the applicable amounts.	On Track	Actions	2024, 2025, 2026
3.2.4.1 - Revision of the regulations and administrative processes for business and door-to-door sales permits and the signage regulations	Not Started	Project	2026
3.2.4.2 - Revision of the Pool Fence By-law	Not Started	Project	2026
3.2.5 - Update the Official Municipal Plan (2025 URB 001) in accordance with legislative requirements and the strategic directions of the Council.	On Track	Actions	2024, 2025, 2026
3.2.7 - Conduct the hiring process for additional resources for the parks and recreation department, including defining operational needs, posting the position, selecting candidates and integrating the new recruit.	On Track	Actions	2026
3.2.7.1 - Hiring of a New Recreation Operations and Events Supervisor (2026-HR-001)	On Track	Project	2026
3.2.7.2 - Hiring - New Class 2 Operator - Casual, Part-Time	On Track	Project	2026
3.2.8 - Launch the call for tenders for the Zoning Regulation Update Project (submission for 2027 budget).	Not Started	Actions	2026
3.3 - Implementation of initiatives enabling data collection and analysis for the continuous improvement of service delivery	On Track	Objectives	2024, 2025, 2026

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3.3.1 - Renewal of data collection equipment for water consumption billing (2025-EN-013)	On Track	Actions	2024, 2025, 2026
3.3.2 - Establishment of a fire master plan (2025-FIRE-001)	Postponed	Actions	2027
3.4 - Significant improvement in digital connectivity and technological services, thereby strengthening citizen interaction and the overall efficiency of municipal operations	On Track	Objectives	2024, 2025, 2026
3.4.2 - Continue the development of the Bciti+ application	On Track	Actions	2024, 2025, 2026
3.4.2.1 - Library card project	On Track	Project	2026
3.4.2.2 - Water Consumption Reading Portal Project (2026-EN-003)	On Track	Project	2026
3.4.2.3 - Project: Waste collection tool with artificial intelligence	Not Started	Project	
3.4.4 - Filming City Council meetings (2025-GR-001) and managing tenders and coordination for audiovisual elements for the council chamber	On Track	Actions	2024, 2025, 2026
3.4.5 - Acquire a body camera system with docking station for the regulatory officer (2025 REG 002) and develop a municipal policy governing their use.	On Track	Actions	2025, 2026
3.4.6 - Implement software for the application of other permits and licenses in order to ensure better internal communication which will have an impact on the excellence of customer service (CityWide).	On Track	Actions	2025, 2026
3.4.6.1 - Project - Application for a business permit (Citywide)	Not Started	Project	
3.4.6.2 - Project - Application for Traveling Salesperson	Not Started	Project	

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3.4.6.3 - Project - Application for a permit for a sign	Not Started	Project	
3.5 - Ensure that internal processes for service delivery are optimized	On Track	Objectives	2024, 2025, 2026
3.5.1 - Review the procedure for payment of development requests - ensure recovery of all costs incurred - assess whether we should proceed by quotation for each project.	On Track	Actions	2024, 2025, 2026
3.5.2 - Digital newsletter for sharing information with residents	Recurring	Project	2024, 2025, 2026
3.5.3 - Welcome kit for new residents (annual update)	Recurring	Project	2024, 2025, 2026
3.5.5 - Review the 'Financial System and Process Review' study and develop a realistic implementation plan for the recommendations (MNP 2022)	Recurring	Actions	2024, 2028, 2027, 2025, 2026
3.5.6 - Review of the study on the delivery of services in planning/construction to modernize the department (identify what remains to be done).	On Track	Project	2024, 2025, 2026
3.5.7 - Follow a standard for what is considered to be operational vs capital and ensure continuity of operations for the budgeting process by documenting processes and simplifying as needed.	Recurring	Actions	2024, 2025, 2026
3.5.12 - Proposal and adoption of a tax collection policy	Not Started	Project	2026
3.5.13 - Multi-year Budget - Capital Expenditure	Postponed	Project	2027
3.5.16 - Establishment of procedures for the digital classification of construction files & Digitization of construction department files	Not Started	Project	2026
3.5.17 - Implementation of an integrated digital platform for managing human resources processes	Not Started	Project	2026

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3.6 - Conclude partnership and shared service agreements	On Track	Objectives	2024, 2025, 2026
3.6.1 - Continue participation in the working group of Directors General to analyze the various possibilities of service sharing in order to achieve efficiency gains.	On Track	Actions	2024, 2025, 2026
3.6.2 - Renewal of the fire services agreement with the City of Clarence-Rockland	On Track	Project	2026
3.7 - Strengthen occupational health and safety to ensure a safe and compliant work environment	On Track	Objectives	
3.7.1. - Establishment of a health and safety leadership program	On Track	Actions	2026
3.7.2 - Implementation of a digital platform to manage health and safety records	On Track	Actions	2026
3.7.3 - Improve the health and safety of reception staff in the face of harassment situations.	On Track	Actions	2024, 2025, 2026
3.8 - Strengthen the governance, leadership, and organizational capacity of the Fire Department to ensure effective, consistent, and sustainable service delivery.	On Track	Actions	2027, 2025, 2026
3.8.1 (1.3) Review of the regulations concerning fire-related administrative fees	On Track	Project	2024, 2025, 2026
3.8.1 (1.4) Review of the regulations concerning open fires	On Track	Project	2026
3.8.1 (1.6) Implementation of a by-law on Fire Routes	Not Started	Project	2026
3.8.1 (2.1) Review of Internal Procedures (OG and GO) ongoing	On Track	Project	2025, 2026

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3.8.1 (4.1) Review of calling cards	Not Started	Project	2026
3.8.1 - Organization - Regulatory framework and normative governance of the Fire Service	On Track	Actions	
3.8.2 (1.2) Review of the employee manual for volunteer firefighters	On Track	Project	2026
3.8.2 (2.6) Evaluate the pay equity of volunteer firefighters	Not Started	Project	2026
3.8.2 - Human Resources – Framework for hiring, integrating and supervising employees	On Track	Actions	
3.8.3 (1.1) Mandatory Certification 2026 - Prepare an up-to-date list of completed training courses	On Track	Project	2024, 2025, 2026
3.8.3 (1.2) Mandatory Certification 2026 - Minimum training required for firefighters to meet provincial standards	On Track	Project	2024, 2025, 2026
3.8.3 (3.2) Continuing Education - Development of continuing education for officers	On Track	Project	2026
3.8.3 (4.1) Internal NFPA Training - Deliver NFPA 1002 Pump Ops Training	On Track	Project	2026
3.8.3 (4.2) In-house NFPA training - Deliver NFPA 1006 Surface Water Rescue training	On Track	Project	2026
3.8.3 (4.3) Internal NFPA Training - Deliver 1006 Ice Rescue Training	Not Started	Project	2027
3.8.3 (4.4) Internal NFPA Training - Deliver training that meets NFPA 1006 based Vessel Operations	Not Started	Project	2027

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3.8.3 (4.5) Internal NFPA Training - Deliver training that meets NFPA 472 Hazmat Ops	On Track	Project	2026
3.8.3 - Training - Training framework, skills development and maintenance of certifications	On Track	Actions	
3.8.4 (1.2) Boat Exchange Agreement (Nation)	On Track	Project	2027
3.8.4 (1.3) Specialized rescue agreement with the Ottawa Fire Service	On Track	Project	2025, 2026
3.8.4 (1.4) Inter-municipal training site agreement	On Track	Project	2026
3.8.4 - Special Projects - Partnerships and Agreements - Intermunicipal Collaboration and Specialized Services	On Track	Actions	
3.9 - Other items related to the strategic pillar of service excellence.	Not Started	Objectives	2025, 2026
3.9.1.1 - Hazardous Products Collection Project (2025-EN-010)	Not Started	Project	2026