



## Quarterly Update – December 9, 2025 (Translated Version)

Strategic Plan 2024-2028 – Municipality of Casselman

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### **Pillar 1: Infrastructure**

#### **1.1 - Address drinking water quality issues and find solutions to the water capacity shortage**

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly update:

See details under Strategic Actions.

##### **1.1.1 - Complete work with B. Dallalla to address the short-term manganese issue**

Year(s): 2024, 2025

Status: On track.

Quarterly update: Bill Dallalla's work is complete. EVB is drafting the memo for MECP to obtain final approval.

Next steps: Await MECP approval and proceed with the permanent installation of the chlorine dioxide system.

##### **1.1.2 - Coordinate the projects identified in the Water and Wastewater Master Plan according to the identified priorities.**

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly update:

SCADA upgrade completed.

Next steps:

Continue with short-term capital projects, as budget permits, according to the list in the conditions assessment of the Master Plan (WTP).

**1.1.3 - Conduct research and analysis to identify the necessary funding to address drinking water quality issues, in accordance with the recommendations of the Water and Wastewater Master Plan, and guide Council in its decision-making.**

Year(s): 2024, 2025, 2026

Status: On track.

**Quarterly Update:** On June 24, several financial scenarios were presented to Council to fund future water and sewer projects. On May 20, Council authorized a loan of \$5,751,300 for Pumping Station 1. The municipality received a grant of \$5.6 million for this project. It has also submitted another grant application to the federal government, but no response has yet been received.

Discussions are currently underway with Premier Ford's office regarding Casselman's infrastructure and funding needs to change the water source, in accordance with the recommendations of the South Nation River to Ottawa River Water and Wastewater Infrastructure Master Plan, developed in collaboration with the City of Clarence-Rockland.

**Next steps:**

The administration continues to monitor the Annual Repayment Limit (ARL) as needed for future projects.

**1.1.4 - Renewal of the service contract with OCWA, the Ontario Water Authority.**

Year(s): 2024, 2025

Status: Completed

**Quarterly Update:** A new agreement has been signed and approved by the board following resolution 2025-42 of the regular meeting held on February 25, 2025. This is a 3-year contract with an option for a 3-year extension, at a cost of \$789,127 per year.

**Next Steps:** No next steps defined

**1.1.5 - Complete the work on the land development charge study with the ad hoc committee and determine a reasonable charge level for developers. (2025-FIN-002)**

Year(s): 2025, 2026

Status: On track.

#### Quarterly Update:

Since the last update, an important decision was made in June 2025 regarding drinking water projects, allowing for an increase in capacity in the short and medium term. This progress now makes it possible to resume work on the land development charge study. The administration will present a report to Council on September 16, proposing the establishment of an ad hoc committee that will collaborate with consultants to conduct the study. Work is scheduled to begin in mid-October, with the goal of adopting the regulations in spring 2026, around April.

#### Next steps:

Present the report to Council on September 16 for approval of the creation of the ad hoc committee. Begin work with consultants and the committee starting in mid-October. Develop recommendations and reasonable fee levels for regulatory adoption in April 2026.

### 1.1.6 - Water Rate By-law Update (2025)

Year(s): 2026

Status: Deferred

#### Quarterly Update:

No updates available

#### Next steps:

The project will be postponed to 2026. The municipality must determine its water and sewer needs. A full cost recovery study for water and sewer services will need to be conducted. This will be added to the 2026 budget.

### 1.1.7 - Analysis of Water Billing vs. Water Production (System Leak) (2025-EN-012)

Year(s): 2025, 2026

Status: On track.

#### Quarterly Update:

With the new billing system, it has been possible to compare daily water production data with consumption data. The figures seem to indicate that some production peaks are not directly related to demand.

The consultant returned to validate municipal hydrants in September and found no leaks.

The situation remains stable compared to previous years.

**Next Steps:** Continue to review daily production data against billing data and continue the investigation.

### **1.1.8 - Cleaning of Cell A of the Lagoon (2025-EN-005)**

Year(s): 2025

Status: Completed

#### **Quarterly Update:**

Work completed

### **1.2 - Design and Construction of the New City Hall**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly Update:**

Since September, the project has progressed according to schedule, despite a major scope adjustment related to the building's structure. A slab scan revealed leveling issues and cracks, requiring corrective work before proceeding with the planned phases. These adjustments have been successfully completed.

Currently, the plumbing and HVAC rough-in work is complete, and structural inspections have been carried out. The drywall is currently being installed and will be followed by joint taping, sanding, wall tiling, and plumbing finishing.

#### **Next steps:**

Finalize the drywall installation and complete the joint taping and sanding.

Install the wall tiles and complete the plumbing finishing.

Maintain coordination with suppliers (furniture, IT, audiovisual) to align deliveries and installations.

Confirm the target move-in date (late winter 2026) and adjust the overall schedule as needed.

Monitor the progress of the work and anticipate the impact of structural adjustments on the timelines.

### **1.2.1 - Finalize the design of the new premises according to the identified requirements.**

Year(s): 2024, 2025

Status: Completed

#### **Quarterly Update:**

The final plans for the new town hall have been fully completed. Following several internal revisions, the design has been adjusted to better meet the identified functional and operational needs, while overcoming certain technical challenges.

One of the main changes concerned the design of the vault: the existing structure could not support the estimated weight of the shelves and documents. Alternative solutions have been integrated into the design, including:

Repurposing the space initially intended for the vault to a more suitable function;

Exploring alternative secure storage solutions, such as modular systems or an off-site vault;

Ensuring that the plans comply with safety and accessibility standards, while maximizing the efficiency of the layout.

These adjustments ensure that the new town hall reflects organizational and community aspirations while meeting technical and regulatory requirements. The final design is therefore considered complete.

#### **Next steps:**

No next steps defined

### **1.2.2 - Obtain Council approvals for any financial cost overruns as needed**

Year(s): 2025

Status: Completed

#### **Quarterly update:**

The cost overruns and financing strategy were presented to Council on May 20, and Council approval was obtained to proceed with the project.

### **1.2.3 - Working collaboratively with consultants for tendering and monitoring the construction project**

Year(s): 2025, 2026

Status: On track.

**Quarterly update:** The detailed construction schedule has been approved and is evolving based on the ongoing work. Constant coordination is maintained with the consultants (architect, engineers, general contractor, and project manager) to ensure adherence to deadlines and quality standards. Construction is scheduled for completion in March 2026.

Following construction, additional work is planned, including the installation of furniture and blinds, as well as improvements to the main entrance (painting the stairwell, repairing damaged ceramic tiles). A move-in date is anticipated for April 20, 2026, subject to adherence to the current schedule.

**Next steps:**

Maintain coordination with consultants and the general contractor to ensure adherence to deadlines and budget.

Monitor the progress of the work and adjust the detailed schedule as needed.

Plan and confirm post-construction work (furniture, blinds, main entrance).

Communicate regular updates to the ad hoc committee and City Council.

Confirm the target moving date (April 20, 2026) and prepare the logistics plan.

### **1.2.4 - Digitization of documents (2025-GR-006) / Hiring a student clerk to complete this project (2025-OPS-010)**

Year(s): 2025, 2026

Status: On track.

#### **Quarterly Update:**

The student hired this summer for this project is now continuing her part-time work until December 31, 2025. The project is progressing faster than anticipated, which is excellent news. As of October 18, 2025, over 75% of the property files have been digitized, and several boxes have been transferred to the archives in another building.

#### **Next Steps:**

Continue the digitization project until December 31, 2025. Given the holiday season, the student will be able to work more hours than usual. It is possible that all property files will be digitized by the end of the year. Following this, other types of documents will need to be digitized, including plans, construction schedules, and financial documents. This project will continue part-time throughout 2026, with the support of a receptionist.

### **1.2.5 - Planning and Execution of the Move to the New City Hall**

Year(s): 2026

Status: On track.

#### **Quarterly Update:**

New item for 2026

#### **Next Steps:**

#### **Phase 1: Planning (January – February 2026)**

- Develop a detailed move plan including responsibilities, timelines, and necessary resources.
- Confirm the official move date (scheduled for April 20, 2026) and validate it with all stakeholders.
- Identify transportation, packing, and labor requirements for the move.



- Prepare a complete inventory of equipment, documents, and furniture to be moved.
- Define priority areas for the move (offices, reception, meeting rooms).

### **Phase 2: Coordination and Preparation (March – April 2026)**

- Coordinate with suppliers for the installation of furniture, blinds, and IT/audiovisual equipment.
- Plan any additional work (painting, tile repairs, finishing the main entrance).
- Implement a business continuity plan to minimize disruptions during the move.
- Communicate the transition plan to employees and the public (dates, impacts, contacts).

### **Phase 3: Execution and Follow-up (April – May 2026)**

- Oversee the move and ensure adherence to the schedule.

Conduct tests of the IT and audiovisual systems before the official opening.

- Conduct a final inspection of the spaces and correct any issues.
- Organize an official commissioning and prepare the opening ceremony (if planned).

## **1.3 - Integration of the Municipal Asset Management Plan into the Operations Plan**

Year(s): 2025, 2026

Status: On track.

Quarterly update:

See details under Strategic Actions.

### **1.3.1 - Establish an operational plan for municipal asset management and define roles and responsibilities by the July 2025 deadline (core & non-core assets)**

Year(s): 2025, 2026

Status: Behind schedule

Quarterly update:

This fall, significant work was done to validate the imported data to ensure its accuracy.

**Next steps:**

Obtain consultant training on system use (early December).

Clarify internal roles and responsibilities once the system is operational, particularly regarding:  
ongoing data updates;

The production of reports required by provincial regulations;

Accountability and internal governance;

Identifying gaps in available data and assessing the need for additional information collection;

Recommending, as needed, the allocation of budget projects to address identified gaps (e.g., technical inspections, supplementary inventories, useful life assessments);

Developing the final version of the operational plan, meeting the regulatory deadlines of July 2025, covering both core and non-core assets.

Currently, consultants indicate that the project should be completed by March 2026.

In 2026, the administration plans to work on operationalizing the asset management process to ensure that data is updated as acquisitions, disposals, and work are carried out that improve the condition of assets.

### **1.3.10 - Study for Water Billing Loss Analysis (2025-EN-012)**

Year(s): 2025

Status: Completed

**Quarterly Update:**

This project aims to conduct a comprehensive study to analyze water billing losses within our distribution system. The physical analysis of primary and secondary valves, hydrants, services, etc., by Nicholwaterservices, is complete. Some issues have been identified and repaired.

**Next Steps:**

No next steps defined

### **1.3.11 - Update of the Asset Management Plan under the 2025 Provincial Timelines as per Ontario Regulation 588/17 (2025-OPS-001)**

Year(s): 2025, 2026

Status: Overdue

#### Quarterly Update:

This fall, significant work was undertaken to validate the imported data and ensure its accuracy. Current work focuses on service levels and developing a funding strategy to present the report to Council in the near future.

#### Next Steps:

Organize training for City Council members to familiarize them with asset management principles, the requirements of By-law 588/17, and Council's strategic role in establishing service levels;

Integrate the survey results into the funding scenario modeling, which will allow for an assessment of the budgetary impact of various service, maintenance, and replacement options;

Present an asset management plan to Council.

### **1.3.12 - Implementation of Municipal Asset Management Software (2025-OPS-002)**

Year(s): 2025, 2026

Status: On track.

#### Quarterly Update:

Data integration into the CityWide software is now complete. Consultants are continuing their analyses and asking targeted questions to validate the relevance and accuracy of the information provided, particularly regarding identified discrepancies. The municipal working group continues to collaborate closely with them to ensure the quality of the integrated data.

#### Next Steps:

Define internal roles and responsibilities for updating and maintaining data in CityWide.

Establish a data update protocol (frequency, validation, responsible parties).

Integrate the use of CityWide into budgeting exercises and capital planning.

Implement a mechanism for continuous monitoring and validation to ensure data reliability.

Train relevant staff on internal procedures and best practices in asset management.

### **1.3.13 - Development of a Financial Plan for Arena Roof Replacement**

Year(s): 2025, 2026

Status: Not Started

#### **Quarterly Update:**

According to the condition assessment of the J.R. Brisson complex conducted by Sense Engineering, the complex's roof will need replacing in 2035. The estimated cost for 2025 is \$2.4 million, indexed to \$3.2 million for 2035. Given the difficulty in predicting whether subsidies will be available in 2035, the Municipality has allocated \$50,000 in reserve for the next four years and \$100,000 in reserve for years five through ten, in addition to the budget allocated to the fire department's ladder truck reserve, for a total of \$750,000 in reserve funds. According to the analysis provided by the solar panel owner, the return on investment is approximately \$172,000 per year, with a minimum of \$162,525 and a maximum of \$185,976. The estimated return on investment of \$160,000 seems appropriate and conservative enough to assess the net return on investment for the last six years of the contract, while also allowing for maintenance expenses. In total, the solar panels could generate \$800,000 for roof repairs at the end of the energy sales contract. Total: \$3,255,399 - (\$800,000 + \$750,000) = \$1,705,399 to be financed.

#### **Next steps:**

Although a priority, the roof repair project was not included in the 2026 budget. It remains essential, however, and must be strongly reiterated during the 2027 budget process.

Integrate the roof repair project into the municipality's long-term financing plan, taking into account the net cost of \$1.7 million after solar panel revenues and the transfer of the fire truck reserve.

Establish a monitoring framework to track annual contributions from solar panel revenues and confirm their allocation to the roof reserve.

Explore grant or financing opportunities over the next decade to further reduce net financing needs.

### **1.3.2 - Submit a plan for the management of the 34 acres on Aurèle Street and obtain a Council decision on the next steps, ensuring the implementation of the Council decision.**

Year(s): 2024, 2025

Status: On track.

#### Quarterly update:

Administrative report DG-3-2025 was presented to City Council on June 24, 2025. It recommended considering the possibility of divesting the land located on Aurèle Street at the beginning of 2026, since the financing related to this land currently uses space within the annual debt repayment limit.

However, in its resolution 2025-58 adopted on July 29, 2025, the municipal council endorsed a letter of support from the SDCPR (Société de développement commercial du Pays de la Loire) regarding its funding efforts and invited the SDCPR and other stakeholders to present a delegation at one of the upcoming council meetings. The SDCPR submitted its request to the municipal council on October 7. However, the presentation remained rather vague and did not contain the relevant information necessary for the council to make an informed decision regarding the proposed agri-food processing centre, nor regarding the possibility of reserving space on the 34-acre property on Aurèle Street. Funding from Infrastructure Ontario will expire in January 2026. The council will therefore have to decide whether to retain the land or proceed with its sale, given that the current funding continues to put pressure on the Municipality's debt ratio.

#### Next steps:

A report will be submitted to council in early January 2026, following up on report DG-3-2025, for a comprehensive discussion on upcoming infrastructure projects and their required funding. The report will also include an update on water and wastewater capacity and the status of the Municipal Class EA (Area of General Environmental Assessment) for wastewater.

### **1.3.3 - Develop processes to ensure compliance with provincial legislation related to the CLI-ECA (Local Water and Sanitation Council).**

Year(s): 2024, 2025

Status: Completed

#### Quarterly update:

Report documentation completed.

### **1.3.4 - Developing and Obtaining Approval for a Vision for 750 Principal**

Year(s): 2025, 2026

Status: Not Started

#### Quarterly Update:

City Council adopted a resolution to set aside \$100,000 over three years to ensure the necessary funds for the maintenance of the 750 Principal building, should the need arise. The 2025 budget includes a contribution of \$50,000, and an equivalent budget proposal will be presented for 2026. The long-term vision for the building remains contingent upon increased potable water capacity. Once this constraint is met, the administration will be able to submit a development strategy to Council.

In parallel, the administration proposes establishing an ad hoc committee during the next City Council term. This committee would be mandated to develop a clear and collaborative vision for 750 Principal, with a view to potential redevelopment in the 2040s, as presented in report DG-3-2025.

#### Next steps:

Maintain annual contributions to the budget reserve.

Monitor the progress of the drinking water capacity file.

Propose the creation of an ad hoc committee at the beginning of the next Council term.

Develop a strategic vision for the building, with a view to redevelopment in the long term.

### **1.3.5 - Building Condition Assessment - JR Brisson Arena Sports Complex & Energy Audit (2025-RL-001)**

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly Update:

The building condition assessment and energy audit of the J.R. Brisson Complex have been completed, and the final report has been submitted by Sense Engineering.

A summary report was presented to the Board, highlighting the recommended repair, maintenance, and replacement items. The priority recommendations have been incorporated into the budgeting process, and several interventions have been included in the 2026 budget for planning and implementation.

#### Next Steps:

Implement the projects approved in the 2026 budget, including coordinating the planning, procurement, and execution of repair or replacement work.

Establish a project timeline and coordinate interventions to minimize operational disruptions at the J.R. Brisson Complex.

Continue to explore available funding programs to reduce the net costs of future work.

### 1.3.6 - Tennis Court Project Planning (Trillium Funding)

Year(s): 2025, 2026

Status: Not Started

#### Quarterly Update:

The tennis court project is currently being processed through the Development Charges process, where it will be presented as a potential funding initiative. The Municipality has been informed that the application submitted to the Ontario Trillium Foundation Capital Fund was unsuccessful. Therefore, the proposed project to construct two outdoor tennis courts remains unfunded by this program at this time.

#### Next steps:

Continue the analysis and preparation of the project within the framework of the Development Councils (DCs) to support its inclusion, rationale, and long-term financial planning.

Monitor future grant opportunities that could support the construction of tennis courts.

Reapply to the Trillium Foundation Capital Fund if the program is offered again next year.

Explore potential partnerships or alternative funding models to maintain the project's long-term viability.

### 1.3.7 - Analysis of the Creation of a Non-Profit Organization for Recreational Field Maintenance (2025-RL-013)

Year(s): 2025, 2026

Status: On track.

**Quarterly Update:** The non-profit organization was officially incorporated as the Casselman Recreation Infrastructure Corporation (SILC) and received its official registration.

In August 2025, SILC successfully coordinated the Community Ball Tournament, which reached a record number of participants and ran for a full week, demonstrating strong organizational capacity and remarkable community engagement.

#### Next Steps:

Continue follow-ups with the Catholic School Board to obtain the new draft contract and begin the review of the expired agreement.

Subsequently, negotiate and sign a formal partnership agreement with SILC, specifying roles, responsibilities, and financial terms. Collaborating with SILC to identify and prioritize future baseball field improvement projects to ensure the long-term quality and sustainability of these recreational facilities.

### **1.3.8 - Relocation of the Stormwater Drain - Cercle Richer - Block 2, Subdivision Plan 50M 231 (2025-EN-003)**

Year(s): 2025

Status: Completed

#### **Quarterly Update:**

This project aims to relocate the stormwater management infrastructure currently located on the property, outside the municipal right-of-way. It is crucial to reposition this infrastructure to its original location during the initial construction. This relocation will ensure proper stormwater management and compliance with municipal standards.

#### **Next steps:**

After several discussions with the developer, the stormwater management infrastructure will remain in place and will be secured by the creation of a new drainage easement in favor of the Municipality.

### **1.3.9 - Road and Sidewalk Condition Assessment Study (2025-TP-010)**

Year(s): 2025

Status: Completed

#### **Quarterly Update:**

Data on the condition of roads and sidewalks was collected in July 2025 by CityLogix.

A communication was sent to residents explaining the proactive approach.

The results were received and integrated into the CityWide platform.

The data was used to update the Municipal Asset Management Plan and for the preparation of the 2026 budget.

This initiative allowed for the prioritization of short-, medium-, and long-term interventions with a focus on preventative maintenance and maximizing investments.



#### Next Steps:

Follow-up on the recommendations from the analysis to plan work for future years.

### **1.4 - Implement solutions that align with our long-term aspirations, including the establishment and optimization of efficient water distribution and wastewater collection systems.**

Year(s): 2025, 2026

Status: On track.

#### Quarterly update:

See details of this objective under strategic actions.

#### **1.4.1 - Project to restructure municipal boundaries around the lagoons.**

Year(s): 2025

Status: Completed

#### Quarterly update:

Following the submission of the municipal restructuring proposal on May 6, 2025, the Municipality received the ministerial order for municipal restructuring on September 4. The order can be consulted on the Municipality's website. Following receipt of the order, the partners and landowners affected by the restructuring were informed. This concludes the matter.

#### Next steps:

The order has been sent to the Municipal Property Assessment Corporation (SÉFM), which will reassess the properties according to the new boundaries. The municipal restructuring is scheduled to come into effect on January 1, 2026. Implementation of the municipal restructuring will continue with the exchange of documents between La Nation and Casselman, the receipt of the SÉFM reassessment, and amendments to the Official Plan and Zoning By-law.

#### **1.4.2 - Martin-Fillion Lane Drainage Work**

Year(s): 2025, 2026

Status: On track.

**Quarterly update:**

The lane has been cleaned, minimizing the impact on the trees. Three rock wells have been drilled and are operational. An evaluation of the performance of these wells will be conducted in spring 2026. The analysis will determine if further work is required.

**Next steps:** Analysis of results in the field, spring/summer 2026

**1.9 - Other Items Related to the Strategic Infrastructure Pillar**

**Year(s):** 2025

**Status:** On track.

**Quarterly Update:**

See details of this objective under Strategic Actions.

**1.9.1 - Strategic Analysis of a Land Transfer Request**

**Year(s):** 2025, 2026

**Status:** On track.

**Quarterly Update:**

The URB-7-2025 report was presented to Council on June 24, 2025, which confirmed the municipal authorization to conditionally transfer the adjacent landlocked municipal property in Le Havre.

**Next Steps:**

The municipal administration anticipates presenting a draft transfer agreement to Council in early 2026.

## Pillar 2: Community Well-being

### 2.1 - Bird's Eye View Park (Design and Construction)

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly Update:

See details under Strategic Actions

Next Steps:

No next steps defined

#### 2.1.1 - Secure the necessary funding to complete the design and to secure funding for the construction of Phase 2 of the project.

Year(s): 2024, 2025

Status: Completed

Quarterly Update:

Development of Phase 2 is progressing well. A trail and a ditch have been created, and a safety fence has been erected. Signs will be installed in the coming days in preparation for the trail opening.

Phase 2 was funded by a federal grant. On June 26, 2025, we welcomed Member of Parliament Mingarelli to the site. At this meeting, the official announcement of \$800,000 in funding from the Department of Infrastructure was made. This timely amount will be used to recoup expenses incurred during Phase 2, to increase the project fund, and to plan Phases 3 and 4 with the ad hoc committee.

Next steps:

Develop the project and funding plan for Phases 3 and 4 with the ad hoc committee. A full report on this will be presented to Council at a future meeting.

#### 2.1.2 - Ensure detailed budget monitoring to ensure the project does not represent a municipal expense and is 100% funded by grants and sponsors.

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly Update:

Phase 2 development is now complete. A trail and ditch have been constructed, and a safety fence has been installed. Signs have also been put up. However, some acts of vandalism have been observed, including the destruction of the entrance sign and minor damage to the trail caused by all-terrain vehicles.

The administration has submitted expense reimbursement requests to the Natural Infrastructure Fund. The amounts claimed total \$577,556.41. These reimbursements are intended to cover the majority of the studies carried out (engineering, soil testing), as well as to fund the relocation of the trail and ditch, drainage improvements, and the installation of a safety fence. We anticipate receiving the funds in early 2026.

#### Next Steps:

A budget proposal was presented to Council during budget deliberations. The proposed budget is \$200,000 for the Poetry Gardens, funded by Desjardins, plus \$18,500 for miscellaneous expenses. We are currently working on leasing the Poetry Gardens site. One option under consideration is acquiring a nearby parcel of land. We are continuing our efforts to advance a complex negotiation process for a potential land purchase, with the aim of presenting it to Council soon.

### **2.1.3 – Finalize Phase 2 Engineering Planning**

Year(s): 2024, 2025

Status: Completed

#### Quarterly Update:

Phase 2 is nearly complete. A trail and ditch have been constructed, and a safety fence has been erected. Signs will be installed in the coming days in preparation for the trail's opening.

#### Next Steps:

### **2.2 - Development, Implementation, and Operationalization of the Parks and Recreation Master Plan**

Year(s): 2024, 2025, 2026

Status: On track

#### Quarterly Update:

The Parks and Recreation Master Plan continues to guide community programming and infrastructure initiatives. In 2025, the Municipality received a grant from the Seniors Community Program, enabling it to offer a variety of popular activities, including country line dancing, cybersecurity workshops, and health sessions in collaboration with Paramedic Services.

In addition, a small-scale art project, carried out in partnership with Canadian Heritage, resulted in the creation of a Francophone mural designed by students from local schools, strengthening community engagement and promoting Francophone culture.

#### Next steps:

Continue implementing the recommendations of the Master Plan, including the advancement of the community garden and initiatives approved in the municipal budget.

Gradually integrate other seasonal projects or small-scale initiatives identified in the Master Plan, depending on available resources.

Continue strengthening community partnerships to expand the range of activities and support the Plan's priorities.

#### **2.2.1 - Finalize the Master Plan with consultants based on anticipated needs.**

Year(s): 2024

Status: Completed

#### **2.2.2 - Develop a multi-year financial plan based on the Parks Master Plan so that recommendations can be responsibly planned over a reasonable time period (5-10 year multi-year budget) to be used for budget planning.**

Year(s): 2024

Status: Completed

#### Quarterly Update:

The Recreation and Parks Master Plan was approved by Council on August 27.

The Action Plan was presented on November 19 and accepted by Council.

#### **2.2.3 - Tree Planting Project in collaboration with the South Nation Conservation Authority (2025-RL-004)**

Year(s): 2025, 2026

Status: On track.

**Quarterly Update:** The South Nation Conservation Authority has received preliminary confirmation that the application submitted under the Canada Canopy Program has been approved. A draft agreement has been submitted to the municipality and is currently being reviewed by the insurance company. This step will finalize the responsibilities and terms related to the tree planting.

**Next steps:**

Finalize and sign the partnership agreement with the South Nation Conservation Authority.  
Plan and organize the execution of the planting work, including logistical coordination and site preparation.

#### **2.2.4 - Student Hiring - Parks, Recreation, Tourism (2025-OPS-010)**

Year(s): 2025, 2026

Status: On track.

**Quarterly update:**

The municipality is currently in the process of submitting an application to the 2026 Canada Summer Jobs program, with a deadline of Thursday, December 11. This initiative aims to support the hiring of students in the parks, recreation, tourism, and community services sectors during the summer of 2026.

**Next steps:**

Prepare and publish student job postings for summer 2026.  
Implement the interview and selection process to ensure efficient and structured hiring for the next cohort.

#### **2.2.5 - Begin planning for the development of green spaces and consultations and use of development fees**

Year(s): 2025, 2026

Status: On track.

**Quarterly update:**

The municipality has officially begun the process of updating development fees, including reviewing and updating the list of projects related to parks and green spaces. The areas and locations of the spaces to be developed are now confirmed, and several projects from the Master Plan—such as tennis courts, the skate park, pedestrian paths, and other recreational facilities—have been incorporated into the analysis.

Meetings are also underway with companies specializing in park development and landscape architects to obtain preliminary estimates and quotes to establish the most accurate budgets possible.

**Next steps:**

Continue working with the engaged consultant to determine eligible projects, regulatory requirements, and applicable priorities according to the Development Fees By-law.

Provide the consultant with all necessary documentation and verify compliance with the municipal Development Fees By-law.

Finalize preliminary analyses to support financial planning and decision-making.

**2.3 - Increase the capacity for community organizations to plan and manage events and activities**

Year(s): 2024, 2025, 2026

Status: On track.

**Quarterly update:**

Work on the Special Events Guide is ongoing. The document is being reviewed and circulated among various municipal departments to ensure operational alignment and consistency. The guidelines will also be harmonized with the new Municipal Alcohol Policy, which is being developed concurrently.

In addition, the Municipality is consulting with neighbouring municipalities to compare practices and ensure our approach aligns with regional standards.

**Next steps:**

Incorporate departmental feedback and finalize alignment with the new Municipal Alcohol Policy.

Complete the development of forms, procedures, and operational requirements for integration into CityWide.

Prepare the final version of the guide and related regulatory updates for presentation to Council.

### **2.3.1 - Work collaboratively with the existing committee to develop a list of community activities to offer residents annually.**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly update:**

Over the past few months, the municipality has continued to actively support community initiatives in partnership with various local groups. Increased support in terms of resources and promotion has been provided to the Casselman Knitting and Crochet Club, strengthening their capacity to organize accessible and inclusive activities. In addition, the Carnival community event, held at Salle DeGuire, was a great success and demonstrated residents' interest in well-structured family activities. These initiatives contribute to expanding the range of recreational opportunities offered each year.

#### **Next steps:**

Support the committee in developing and prioritizing its projects and activities for 2026, which are yet to be defined.

Continue to provide strategic support to ensure compliance with municipal policies and maximize the quality of community events.

### **2.3.2 - Collaborate with the CRCVC to establish a framework for procedures**

Year(s): 2024, 2025, 2026

Status: Deferred

#### **Quarterly Update:**

Robust procedures have been established between the municipality and the CRCVC to ensure smooth operations and effective collaboration. These steps have clarified roles and responsibilities, while ensuring a consistent response to situations requiring coordination between the two parties.

However, due to organizational priorities and the need to consolidate current practices, the formal development of a framework for procedures will be postponed until 2026.



### Next Steps:

Maintain existing operational procedures with the CRCVC.

Root procedures have been established between the municipality and the CRCVC to ensure smooth operations and effective collaboration. Plan the resumption of the project in 2026, including legal and insurance validation.

Prepare a consolidated version of the document for consultation with the CRCVC, followed by a presentation to the municipal council.

### **2.3.3 - Creation of a bylaw for event organization to help organizations better understand the requirements for organizing their activities (emergency plan, etc.)**

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly update:

The preliminary draft of the bylaw on special events and the procedures manual have been completed. The internal multidisciplinary committee has finalized most of its review, and the documents are now in the final validation stage. As part of this process, the municipality is also comparing its draft regulatory framework with those of neighbouring municipalities to ensure regional consistency and incorporate best practices. This work aims to confirm that the proposed approach is realistic, uniform, and well-suited to the needs of event organizers and municipal services.

#### Next steps:

Finalize the validation of the documents by the internal committee.

Submit the bylaws and procedures manual to City Council for formal adoption.

Develop the special event request form on the CityWide platform to streamline permit management.

Prepare communications for community organizations and partners regarding the new procedures.

### **2.3.4 - Community Ball Tournament Organization Policy to ensure the sustainability of the event (incentives). Agree on a win-win formula for the community ball tournament (field, bar, restrooms, field maintenance, risk minimization).**

Year(s): 2025, 2026

Status: Not started

#### Quarterly Update:

The draft partnership agreement with the community group, SILC, has been prepared and is awaiting renewal of the agreement with the Conseil scolaire catholique de l'Est ontarien (CSDCEO). This renewal is essential to ensure continued access to the baseball fields and to clarify roles and responsibilities.

In the meantime, the municipality continues to manage all operations and maintenance of the two baseball fields. SILC will continue its activities as an independent organization, including organizing the community ball tournament and carrying out its own fundraising initiatives.

#### Next steps:

Finalize the renewal of the agreement with the CSDCEO.

Once this renewal is complete, submit the partnership agreement with SILC to Council for review and approval.

Continue to support the operation and maintenance of the fields until the transition of responsibilities under the new partnership model.

Collaborate with SILC to ensure alignment between municipal requirements and their independent tournament and fundraising activities.

### **2.3.5 - Establish a connection with the library and develop a plan to understand their objectives and how we can collaborate more effectively.**

Year(s): 2025, 2026

Status: On track.

#### Quarterly update:

The major project we are developing jointly with the library aims to offer a virtual card through the Bciti+ app. Several meetings have taken place between the three parties, and the tests have been successful. The administration, in partnership with the Casselman Public Library, is now preparing the launch of this virtual card. Residents will soon be able to use it to borrow books.

#### Next steps:

We plan to begin with a soft launch for library visitors, who will be the first to benefit from the product. Once library staff are comfortable with the process, we will proceed with the official launch scheduled for January 2026.

### **2.3.6 - Recognition Policy Ceremony**

Year(s): 2025

Status: Completed

Quarterly Update:

On June 23, 2025, the Municipality awarded community service medallions to Ms. Aurore Crann and Mr. Félix St-Denis. The event was a great success. A description of the recipients' accomplishments is available on the Municipality's website.

Next Steps:

The nomination period is open until December 31, 2025. The application form is available on the Municipality's website.

### **2.4 - Stay informed about events related to the Francophonie in Ontario and Canada and demonstrate support**

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly update:

See details under Strategic Actions.

#### **2.4.1 - Participate in affirming Franco-Ontarian roots in communications surrounding days or activities that recognize Franco-Ontarian and Canadian Francophone culture (St. Jean Baptiste Day, September 25, etc.).**

Year(s): 2024, 2025

Status: Completed

Quarterly update:

Franco-Ontarian Day

Franco-Ontarian Day, celebrated on September 25, 2024, was a resounding success, despite inclement weather. Ms. Leblanc, accompanied by several members of the municipal council, participated in the festivities held at Ste-Euphémie Elementary School.

#### **Municipal Francophone Forces Project**

The Municipality of Casselman, in collaboration with the Municipality of Alfred-Plantagenet, has joined the Municipal Francophone Forces Project, an initiative led by the Municipality of Saint-Anaclet-de-Lessard, located in the Rimouski region of Quebec. Thanks to our letter of support, the host municipality was able to secure the necessary funding for the project. The project aims to

bring in experts to provide specialized training, in French, to municipal employees on various issues related to the management of parks, green spaces, riverfront parks, and other green spaces.

#### **2.4.2 - Organize the recognition ceremony for Ms. Dyane Adam.**

Year(s): 2024

Status: Completed

##### **Quarterly Update:**

Casselman resident Dyane Adam is the first recipient of the Key to the City of Casselman. The key was presented to Ms. Adam as part of the Municipality's new community recognition policy. The work of the first Chair of the Board of Governors of the Université de l'Ontario français in Toronto and the former Commissioner of Official Languages was highlighted at a reception held in her honour.

The Key to the City is Casselman's highest honour. It can be awarded to individuals or organizations that have made a remarkable contribution to the community, whether nationally or internationally.

The announcement was published on the municipal website.

#### **2.4.3 - Plan an event for September 25, 2025, to celebrate Franco-Ontarian Day and the 50th anniversary of the flag.**

Year(s): 2025

Status: Completed

##### **Quarterly Update:**

The Community Mobilization Committee celebrated the 50th anniversary of the Franco-Ontarian flag at the community carnival on Saturday, September 20, 2025. The event, held at the J.R. Brisson Complex from 10:00 a.m. to 4:00 p.m., was a success, attracting several hundred participants. The program included free hot dogs, face painting, games, and much more.

##### **Next steps:**

The community carnival organized by the Community Mobilization Committee is included in the 2026 budget.

#### **2.4.4 - Development of an action plan to approach partners with shared objectives in order to increase visibility and preserve Franco-Ontarian identity.**

Year(s): 2025, 2026

Status: On track.

##### **Quarterly update:**

On October 1, 2025, a public meeting was held to recruit members for the local Francophone immigration committee and to define its mandate. The event was a great success: nine members were recruited to form the committee and contribute to developing its mandate.

##### **Next steps:**

An initial meeting is planned for December, during which the committee will establish its priorities. Training sessions are also planned for the coming weeks, particularly on immigrant employability, as well as on hiring, diversity, inclusivity, and equity.

#### **2.5 - Support the development project for the Carrefour santé located in Casselman**

Year(s): 2024, 2025, 2026

Status: On track.

##### **Quarterly update:**

See details under Strategic Actions.

#### **2.5 - Support the development project for the Health Hub located in Casselman**

Year(s): 2024, 2025, 2026

Status: On track.

##### **Quarterly update:**

See details under Strategic Actions.

#### **2.5.1 - Renewal of the HGH land reservation agreement**

Year(s): 2024, 2025, 2026

Status: On track.

##### **Quarterly update:**

See section 2.5.3 below.

### **2.5.2 - Continue the Health Hub planning work with the existing working group**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly Update:**

Discussions are at a standstill between community partners pending a follow-up from the Ministry of Health regarding the submission of the Stage 1 application. A municipal delegation met with Parliamentary Assistant John Jordan on August 18 during the AMO conference. The municipal delegation included a representative from HGH, which greatly contributed to the discussion.

#### **Next Steps:**

A written follow-up will be sent to PA Jordan to obtain an update on the status of the Stage 1 application.

### **2.5.3 - Renew the Carrefour Santé agreement to reserve the land (5 years)**

Year(s): 2024, 2025

Status: On track.

#### **Quarterly Update:**

A new draft 5-year agreement has been prepared to reflect changes to the project scope (addition of a surgical centre) and is expected to be submitted to Council on December 9 for discussion and adoption.

#### **Next Steps:**

Following the discussion at Council on December 9, the agreement is expected to be adopted for a 5-year term.

### **2.5.4 - Reserve Water Capacity for the Community Health Hub Project**

Year(s): 2024, 2025

Status: Completed

#### **Quarterly Update:**

According to calculations in the Municipality's engineering firm's report for uncommitted water units, the equivalent of 7 water connections remains reserved for the Community Health Hub project.

**Next steps:**

Maintain these water and wastewater units so that the project can proceed without delay once provincial authorization is granted.

## **Pillar 3: Service Excellence**

### **3.1 - Establish a leadership culture among senior management that improves teamwork and increases employee engagement**

Year(s): 2024, 2025, 2026

Status: On track.

**Quarterly update:**

See details under Strategic Actions.

#### **3.1.1 - Improve interpersonal interactions: strive to treat internal clients (colleagues) the same as external clients in our interactions.**

Year(s): 2024, 2025

Status: Completed

**Quarterly update:**

The objective has been achieved. The commitment to treating internal clients the same as external clients is now firmly established in our practices. This priority will continue to guide our daily interactions.

**Next steps:**

Maintain this approach as a guiding principle for daily interactions.

Year(s): Continue to promote and reinforce this practice during training and internal communications to ensure its sustainability.

#### **3.1.2 - Implementation of a goal-setting system aligned with the municipality's strategic vision, in which all employees are invited to establish their annual objectives and participate in the evaluation process based on the achievement of these objectives during and at the end of the year.**

Year(s): 2024, 2025

Status: Completed

### Quarterly Updates:

Year-end evaluations, including self-assessments and supervisor evaluations, were conducted in 2024. For 2025, each employee established personal and professional objectives, and mid-year evaluations were conducted informally following established procedures.

### Next steps:

Continue to improve the process by gathering employee feedback and adjusting the tools for 2025, conduct performance reviews at the end of 2025, and develop personal objectives for employees for 2026.

### **3.1.3 - Creation, development, and implementation of the municipal pay equity plan, a job description evaluation tool, a salary market analysis, and a salary management proposal.**

Year(s): 2024, 2025, 2026

Status: On track.

### Quarterly update:

The pay equity plan and revised salary structure were approved by Council in September 2025.

The plan was published for formal approval.

The employee feedback period ran until December 9, 2025.

The adopted plan will be made official at the end of this period.

### Next steps:

- Finalize the formal adoption of the plan after the feedback period closes.
- Integrate the plan into HR practices:
- Evaluate all new job descriptions according to the established criteria.
- Maintain pay equity in line with the plan during adjustments or the creation of new positions.
- Implement a monitoring mechanism:
- Periodically verify that salaries comply with the plan.
- Schedule a periodic review (e.g., every 4 years) to adjust according to market conditions.



### 3.1.4 - Pilot Project for Flexible Scheduling Options

Year(s): 2024

Status: Cancelled

#### Quarterly Update:

The pilot project was not implemented and has been cancelled. Limited resources and challenges related to equitable implementation have made this initiative unviable at this time.

#### Next Steps:

No next steps; this objective is considered cancelled. Note that following discussions with colleagues from other municipalities in the United Counties of Prescott-Russell, several municipalities offer varying degrees of flexibility in work schedules. The Nation recently implemented a pilot project for summer hours, and the United Counties of Prescott-Russell (UCPR) offer flexible hours.

### 3.1.5 - Revision of the Employee Handbook and Employee Conditions (HR-1-2025) / HR Policy

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly Update:

The revised Employee Handbook was presented for a second time to City Council at the special meeting on December 2, 2025. The goal is to submit the document for final approval on December 9, so that the new handbook can be adopted before the end of the year and come into effect on January 1, 2026.

#### Next Steps:

Confirm the final adoption of the handbook by City Council and its implementation on January 1, 2026.

Prepare internal communications detailing the changes and new directions.

Distribute an official copy of the handbook to each employee and collect signatures for inclusion in their personnel file.

Update related HR policies to ensure consistency with the new handbook.

Schedule an information session to answer employee questions and ensure understanding of the new provisions

### **3.1.6 - Improve communication of important departmental news to frontline employees (reception)**

Year(s): 2025

Status: Completed

#### **Quarterly Update:**

We ensured that frontline employees were subscribed to Bciti+ alerts and well-equipped to receive important updates. A Teams discussion group was created for managers to facilitate the rapid sharing of urgent information. Furthermore, significant effort was made to provide employees with a central page that consolidates access to frequently used systems and documents. This page currently includes links to relevant systems, quick access to web publication request forms, an employee achievement recognition wall, and key HR documents such as the vacation calendar, training platform, and more.

#### **Next steps:**

Ensure the central intranet page is consistently up-to-date and remains relevant. Remain vigilant for opportunities to continuously improve interdepartmental communication.

### **3.1.7 - Establish a new service standards culture, provide training, and initiate change**

Year(s): 2025, 2026

Status: On track.

**Quarterly update:** The results of the customer service satisfaction survey were analyzed and presented to management.

A comparative table was produced to distinguish recommendations, measures already implemented, and those to be implemented later.

A new customer service standards policy was presented to City Council on August 26, 2025, and officially adopted on September 16, 2025.

#### **Next steps:**

Develop targeted training for employees to support the integration of the new organizational culture.

Plan the training rollout (format, schedule, training materials).

Ensure post-training follow-up to guarantee the consistent application of standards.

Evaluate the impact of the policy on citizen satisfaction and internal performance (plan for a survey or indicators in 2026).

### **3.2 - Optimizing Municipal Services and Processes**

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly Update:

See details under Strategic Actions.

#### **3.2.1 - Optimize the use of ClickUp by all users and truly establish it as the primary tool for ensuring better tracking and proper documentation of files.**

Year(s): 2024

Status: Completed

Quarterly Update:

The initiative is now considered complete and an integral part of our practices. All directors and users use ClickUp as their primary resource for tracking tasks, identifying topics for upcoming Council meetings, and documenting processes or information to be remembered.

The ClickUp platform is also used for managing resident request (complaint) forms.

Next steps:

Maintain the use of ClickUp as the primary tool and continue to promote best practices for its use.

#### **3.2.2 - Analysis project for hiring an in-house engineer.**

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly update:

Following the budget rejection for 2025, the administration continued its assessment of engineering needs. Currently, the ad-hoc services of the external consultant adequately meet municipal requests and ensure the progress of projects. It was therefore determined that hiring an in-house engineer could be postponed.

**Next steps:**

Do not submit a budget request for hiring an in-house engineer in 2026. Continue to use the services of the external consultant to support ongoing projects. Periodically reassess the relevance of an internal resource based on evolving needs and project volume.

**3.2.3 - Hiring an Engineering Technologist and Building Inspector**

Year(s): 2024

Status: Completed

**Quarterly Update:**

This objective is now complete.

**3.2.4 - Development of a framework bylaw on fees and updating existing bylaws to reference it for applicable amounts.**

Year(s): 2024, 2025, 2026

Status: On track.

**Quarterly Update:**

A first draft of the bylaw is scheduled to be presented to Council at the meeting of December 9, 2025. This draft includes the existing general bylaw as well as the dog control bylaw.

**Next steps:**

Update the new bylaw on fees when the old bylaws are reopened.

**3.2.5 - Update of the Municipal Official Plan (2025-URB-001)**

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly Update:

Following the tender results presented to City Council on April 8, 2025, the firm JLR was selected to update and revise the Municipal Official Plan. An ad hoc committee was officially established. The ad hoc committee met for the first time on May 8, 2025, to discuss the project in general terms and objectives, as well as the next steps and procedures to be followed during the project. The municipal planning department and the planning consultant met with the approving authority of the United Counties of Prescott and Russell to confirm the initial consultation required to initiate the prescribed process.

#### Next steps:

The meeting required to publicly announce the municipality's intention to update and revise its official plan was held on November 25. A work and communication plan with a timeline was completed and approved. This plan proposes that the final version of the new official plan will be completed and ready to be presented to City Council for a meeting sometime in the summer of 2026.

### 3.2.6 - Hiring a Public Works Operator

Year(s): 2025

Status: Completed

#### Quarterly Update:

The addition of a Public Works Operator has become necessary due to the steadily increasing demand for services and the growing number of maintenance and repair projects for municipal infrastructure. The new operator will focus on road and sidewalk maintenance, equipment management, and water and sewer services, where needs are rapidly expanding. With the added pressure of maintaining water and sewer systems, the workload is exceeding the team's current capacity.

This hire aligns directly with the strategic pillar of service excellence. By strengthening the Public Works team, the municipality will be able to maintain and improve the quality of its infrastructure while more effectively meeting growing needs, particularly in water supply and sewer management. The addition of this operator will also ensure compliance with health and safety standards, minimize the risk of critical infrastructure failures, and guarantee fast and efficient service to the community.

This objective has now been completed and is fully implemented. The employee officially started on May 5, 2025. They join our team with extensive experience and a dynamic approach that will actively contribute to achieving our operational goals.

### 3.3 - Implementation of initiatives enabling data collection and analysis for continuous service delivery improvement

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly update:

See details under Strategic Actions.

#### 3.3.1 - Renewal of Data Collection Equipment for Water Consumption Billing (2025-EN-013)

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly Update:

September billing was completed using the new system. The billing system is fully operational.

Alerts are now sent daily to the senior accounting clerk for analysis. Those related to connection problems are now automatically investigated, eliminating the need for the municipality to wait for a billing period to detect errors.

#### Next Steps:

Further improvements are needed regarding the alerts received by the administration. Additionally, some adjustments must be made to our processes to ensure that the raw data is accurate and requires no manipulation by the administration before being made available to citizens. These corrections do not affect billing; however, they must be made before the municipality grants citizens access to this data.

Consumption-related alarms (high consumption, continuous consumption) always require special attention.

MXU Billing.

### 3.3.2 - Development of a Fire Master Plan (2025-FIRE-001)

Year(s): 2025, 2026

Status: Deferred

#### Quarterly Update:

The Fire Master Plan (FMP) project remains on strategic pause. Although the appointment of Fire Chief Martin Rousseau has allowed for the initiation of the tendering process, the administration has chosen to postpone the launch to take into account ongoing work at the regional level.

The United Counties of Prescott and Russell (UCPR) are currently considering a reorganization of fire services at the regional level. This initiative aims to address several common challenges, such as overlapping coverage areas, increased training requirements, high infrastructure costs, and recruitment challenges. The solutions under consideration include centralized training, coordination of service areas, a hybrid staffing model, and a common approach to prevention and public education.

In this context, the municipality considers it essential to await the official recommendations of the Regional Fire and Rescue Services (RCS) before proceeding with the development of the Fire and Rescue Service Plan (FDSP), in order to ensure regional consistency and resource optimization.

#### Next steps:

Follow-up on regional recommendations: Await publication of the RCS guidelines regarding fire services.

Revision of the mandate: Adapt the content and scope of the FDSP based on regional recommendations.

### 3.4 - Significant improvement of digital connectivity and technological services, thereby strengthening citizen interaction and the overall efficiency of municipal operations

Year(s): 2024, 2025, 2026

Status: On track.

#### Quarterly update:

See details under Strategic Actions.

### **3.4.1 - Finalize the new website by ensuring user-friendly content that serves as the primary communication and reference tool for information about municipal services.**

Year(s): 2024

Status: Completed

#### **Quarterly Updates:**

The new website has been live since August 1, 2024. The transition went very smoothly. Residents can now access a new version of the events calendar, news, essential service information, more online forms, and much more.

The staff responsible for website updates are trained to ensure effective maintenance.

#### **Next Steps:**

Continue adding content to enrich the new website and ensure its relevance as the primary and up-to-date communication tool.

We are currently obtaining confirmation from an independent consultant who offers accessibility services and who will be able to provide feedback if necessary, allowing us to close this case.

### **3.4.2 - Continue developing the Bciti+ application**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly update:**

We are currently working with the provider to implement additional modules:

#### **Library**

The module that will allow citizens to obtain their library card in virtual format is progressing well. We anticipate launching it in the coming weeks/months.

#### **KTI – Water Consumption Monitoring**

We have launched the water consumption module project in partnership with Bciti+ and KTI. The mockups, representing the interface for residents, are currently being developed. Much work remains to be done, including several meetings with the providers Bciti+ and KTI to finalize a complete application. This work will continue over the coming months.



**Next steps:**

Continue developing the two priority modules while remaining alert for opportunities to continuously improve the application.

### **3.4.3 - Implement development request and building permit management software to ensure better internal communication, which will impact customer service excellence. (CityWide)**

Year(s): 2024, 2025

Status: Completed

**Quarterly update:**

The Building Permit and Planning Department application modules are implemented and functional.

**Next steps:**

The CityWide software is available internally and externally for virtual permit and license applications.

### **3.4.4 - Filming Municipal Council meetings (2025-GR-001) and managing tenders and coordination for audiovisual elements for the council chamber**

Year(s): 2024, 2025, 2026

Status: On track.

**Quarterly update:**

1 Industrial: On October 17, 2025, we accompanied the Field Services supplier to 1 Industrial Street to observe the progress of the construction work. They plan to begin some preliminary work in the coming days.

750 Principale: Live streaming of the meetings has been available on the Municipality's YouTube channel since the meeting of May 20, 2025.

**Next steps:**

1 Industrial: Maintain effective communication with the supplier to ensure the smooth execution of the construction work.

750 Principale: Continue to promote the Municipality's YouTube channel.

### **3.4.5 - Purchase of a Body Camera System with Docking Station for the Regulatory Officer (2025-REG-002)**

Year(s): 2025

Status: Completed

#### **Quarterly Update:**

This project aims to equip the Regulatory Officer with a body camera system, along with a docking station for data loading and storage. This device will document interactions between the officer and the public, thereby strengthening transparency and accountability in the performance of regulatory duties. The captured recordings can also serve as reliable evidence in the event of incidents requiring investigation or legal intervention, ensuring fair and factual handling of situations.

The camera has been received and is operational.

#### **Next Steps:**

Finalization of the usage policy.

### **3.4.6 - Implement software for the application of other permits and licenses to ensure better internal communication, which will impact customer service excellence (CityWide).**

Year(s): 2025, 2026

Status: On track.

#### **Quarterly Update:**

Since September, the administration has been working on revising the regulations concerning dog licenses to align them with current practices, revised fees, and the effective use of the new CityWide software. The dog license module is being tested with the finance team and the regulatory officer. Financial integration for payments is complete. The launch is planned for early 2026, in preparation for the next wave of license renewals.

#### **Next Steps:**

Finalize testing of the dog license module.

Launch the online dog license registration system by early 2026.

Publish a user guide for residents to facilitate the transition to the new system.

Monitor system performance and gather user feedback for adjustments.

Determine which module to develop next from among the various licenses and permits.

### **3.5 - Ensure internal service delivery processes are optimized.**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly update:**

See details under Strategic Actions.

#### **3.5.1 - Review the procedure for processing development requests - ensure all incurred costs are recovered - assess whether to use quotes for each project.**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly Update:**

In 2024, the Urban Planning Department reconciled the various projects and ensured that engineering fees were being billed correctly to developers. Since the last quarterly update, three of the four next steps identified for this strategic item have been completed. These three completed steps are: 1. Determine the status of each ongoing project; 2. Determine the upcoming project stages and when they should be billed; and 3. Establish a well-documented billing process (who does what and when).

#### **Next Steps:**

The next remaining step is to assess the feasibility of obtaining quotes from the engineering firm for development projects to have an estimate of the engineering review cost at the outset of the application process.

#### **3.5.10 - Resolve all billing issues (water, sewer, and taxes)**

Year(s): 2024

Status: Completed

#### **Next steps:**

Continue to monitor the system and make changes as needed.

### 3.5.11 - Initiate research to review the budget structure

Year(s): 2024

Status: Completed

Quarterly update:

The 2025 budget was presented with the following improvements:

Review of several other municipalities' budgets to identify areas for budget improvement.

Added a section for strategic priorities.

Added a section on long-term debt and revised the debt table.

Modified the reserve table.

Revised the order in which the sections are presented.

Added initiatives and their descriptions.

### 3.5.2 - Digital Newsletter for Sharing Information with Residents

Year(s): 2024, 2025, 2026

Status: On track.

Quarterly Update:

The third edition of the newsletter was published virtually on social media during October 2025. Copies are also available at reception.

Next Steps:

The next edition of the newsletter is scheduled for April 2026.

### 3.5.3 - Welcome Kit for New Residents (Updated every 6 months)

Year(s): 2024, 2025

Status: Completed

Quarterly Update:

The new resident guide is complete and has been available since the week of August 12, 2024. Multiple copies are available at reception and are distributed to new residents.

Existing residents who wish to obtain a copy will be sent to them. The Resident's Guide is a very useful tool that can direct residents to various municipal services and answer frequently asked questions typically received by staff.

Next steps:

We update the document twice a year. The next update is scheduled for May 2026.

**3.5.4 - Establishing standards for regular communications, which should be done at a minimum (automatic posting as soon as the agenda is published), and developing a series of messages and images to be reused throughout the year.**

Year(s): 2024, 2025

Status: Completed

**Quarterly updates:**

Numerous operational procedures have been written to facilitate the transition between employees and ensure consistency in communications. These procedures include, among others:

Website management

Bciti+ application management

Canvas application publication management

Online highlight date management

Internal forms for submitting website publication and update requests have been developed to streamline the process and ensure each request is properly documented according to needs and priorities.

**Next steps:**

Ensure procedures are up to date to guarantee their relevance and add other appropriate procedures.

**3.5.5 - Review the 'Financial System and Process Review' and develop a realistic implementation plan for the recommendations (MNP 2022)**

Year(s): 2024, 2025, 2026

Status: On track.

**Next steps:**

For 2025, the implementation of the recommendations from the MNP study will continue, focusing on the identified priorities. The priority for 2025 is fixed asset management, with the aim of complying with legal requirements and securing subsidies, such as the OCIF.

### **3.5.6 - Review of the study on service delivery in planning/construction to modernize the department (identify remaining tasks).**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly update:**

The majority of the service study recommendations have been implemented internally by the various departments involved.

#### **Next steps:**

In connection with this service study, the urban planning department plans to review the fee schedule for applications submitted under the Planning Act in 2026.

### **3.5.7 - Follow a standard for what is considered operational versus capital and ensure business continuity for the budgeting process by documenting processes and simplifying them as needed.**

Year(s): 2024

Status: Completed

#### **Quarterly Update:**

Use of accounting standards chapters SP 3150 and SP 3210, as well as policy F7 for minimum thresholds to be considered capital.

A section has been included in the budget for budgetary pressures.

### **3.5.8 - Update the procurement policy and adapt it to the Municipality's needs according to industry and current practices.**

Year(s): 2024

Status: Completed

#### **Quarterly Update:**

The policy was approved on October 8, 2024.

#### **Next Steps:**

No next steps defined

### **3.5.9 - Improve the health and safety of reception staff in cases of harassment.**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly update:**

A health and safety management platform has been identified to improve the overall management of health and safety files, including the safety of reception staff. This solution will allow for the documentation of incidents, the conducting of risk assessments by position, and the development of procedures tailored to each risk situation. The platform is currently being evaluated to confirm that it meets the municipality's needs.

#### **Next steps:**

Finalize the platform evaluation and proceed with its implementation if it is deemed to meet the needs.

Develop specific procedures for reception staff in cases of harassment or violence.  
Integrate the platform into the health and safety leadership program to ensure structured follow-up.

Train reception staff on security protocols and the use of available tools (e.g., panic button).

Implement a mechanism for tracking incidents and risk assessments to ensure continuous improvement.

### **3.6 - Establish partnership and shared service agreements**

Year(s): 2024, 2025, 2026

Status: On track.

#### **Quarterly update:**

See details under Strategic Actions.

#### **3.6.1 - Continue participation in the General Managers' working group to analyze various service-sharing opportunities to achieve efficiency gains.**

Year(s): 2024, 2025, 2026

Status: On track.

### Quarterly Update:

The consultant presented the final recommendation report for the service delivery review to the CUPR City Council at the meeting on April 23, 2025. Since then, the group of Directors General (DGs) met throughout the summer and fall to discuss the draft final report and formulate recommendations for the CUPR City Council on next steps. Discussions are still ongoing regarding one of the recommendations.

### Next Steps:

Work on the recommendations to determine next steps is ongoing. The DGs' recommendations to the CUPR City Council should also include opportunities to involve the service directors involved in the list of recommendations and consultation sessions with local city councils.

### Overall Summary:

The majority of objectives are on track, some are complete, and a few require adjustments or are postponed. Next steps include finalizing ongoing projects, planning operations for 2026, and implementing key recommendations.