

Strategic update: 2024 Achievements and 2025 Directions

Pillar 1: Infrastructure

1.1 – ADDRESS ISSUES RELATED TO DRINKING WATER QUALITY AND FIND SOLUTIONS TO RESOLVE THE LACK OF HYDRAULIC CAPACITY

YEAR: 2024 **STATUS:** On Track

STRATEGIC ACTION:

1.1.1 Complete the work with B. Dallalla to resolve the manganese issue in the short term

QUARTERLY UPDATE Chlorine dioxide system installed for testing, plumbing completed.

NEXT STEPS: Perform necessary testing with chlorine dioxide when manganese is present.

STRATEGIC ACTION:

1.1.2 – Coordinate the projects identified in the Water and Wastewater Master Plan according to identified priorities.

YEAR: 2024–25 **STATUS:** On Track

QUARTERLY UPDATE

1. SCADA system update
2. Water intake cleaning by divers

NEXT STEPS:

- Continue short-term capital projects as budget permits, following the condition assessment list in the Master Plan (WTP)
- Plan for more costly work in future years for the 2026 budget (WTP)
- Begin the process for PS1 upgrade construction (dependent on HEWSF results)

STRATEGIC ACTION:

1.1.3 Conduct research and analysis to secure funding to resolve drinking water quality issues based on recommendations from the Water and Wastewater Master Plan and guide council in its decision-making.

YEAR: 2024 **STATUS:** On Track

QUARTERLY UPDATE

- A model was developed to evaluate different scenarios and their potential impacts on the municipality.

- Meetings were held with provincial ministers to discuss the municipality's infrastructure funding challenges.
- A grant application for Pumping Station No. 1 was submitted to the federal government.

NEXT STEPS

- The long-term financial and debt analysis will be presented to council at the May 20, 2025 meeting.
- The municipality will continue with the Pumping Station No. 1 construction project.
- A new application to the HWSF will be submitted for the pumping station project.

STRATEGIC ACTION:

1.1.4 Renew the service contract with OCWA, the Ontario Clean Water Agency.

YEAR: 2024–25 **STATUS:** Completed

QUARTERLY UPDATE

New agreement signed and approved by council under resolution 2025-42 at the regular meeting of February 25, 2025. The contract is for 3 years + 3 optional years at a rate of \$789,127 per year.

NEXT STEPS

STRATEGIC ACTION:

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

YEAR: 2024–25 **STATUS:** On Track

QUARTERLY UPDATE

- The municipality must decide on a chosen option for the drinking water source, which will significantly impact the determination of development charges.
- Report EN-008-2024 from the August 27 meeting outlines the situation regarding options and funding methods for the water source.

NEXT STEPS

- Propose decision-making options for a drinking water source
- Resume collaborative work with the ad hoc committee to determine reasonable development charge levels

STRATEGIC ACTION:

1.1.6 Update the water rate by-law (2025)

YEAR: 2024–25 **STATUS:** Not Started

QUARTERLY UPDATE

NEXT STEPS

The project has been postponed to 2026. The municipality must determine its water and sewer needs. A full cost recovery study for water and sewer services must be conducted and included in the 2026 budget.

STRATEGIC ACTION:

1.1.7 – Analysis of Water Billing vs. Water Production (System Leaks) (2025-EN-012)

YEAR: 2024–25 **STATUS:** Not Started

QUARTERLY UPDATE

NEXT STEPS

The water billing is compared to production each quarter. Administration continues to monitor the situation to ensure it does not deteriorate.

STRATEGIC ACTION:

1.1.8 – Cleaning of Lagoon Cell A (2025-EN-005)

YEAR: 2024–25 **STATUS:** Not Started

QUARTERLY UPDATE

This project aims to clean out the accumulated sediment in Lagoon Cell A. The last cleaning occurred five years ago, and the cell is now full, posing a risk of blockage at the sludge intake. It is crucial to act promptly to avoid complications that could increase costs and affect services provided to residents.

This project aligns with the municipality's strategic priorities in infrastructure management and citizen services. By investing in the maintenance of our facilities, we strengthen our commitment to sustainability and residents' quality of life.

NEXT STEPS

A budget of \$80,000 is allocated, and the cleaning will be performed when water levels are at their lowest (likely in August 2025).

1.2 DESIGN AND CONSTRUCTION OF THE NEW TOWN HALL

GOALS:

- The design of the new Town Hall is now complete. Following the work of the ad hoc committee and consultants, the final plans have been prepared, along with tender documents and a revised schedule.

- By the time this report is presented, the tender period will be completed, and a report will be submitted to Municipal Council including recommendations for:
- Approval of the project's final budget;
- Awarding of contracts for services following the tender process.

NEXT STEPS

- Subject to approval of the overall budget by Council on May 20, 2025, the next steps will be:
- Official awarding of contracts to selected suppliers;
- Establishment of detailed timelines for each project component:
 - Construction work;
 - Generator installation;
 - Furniture procurement and setup;
 - Implementation of audiovisual and IT systems.

These steps will launch the implementation phase of the project, with the goal of completing the relocation by the end of 2025, in line with the strategic timeline.

STRATEGIC ACTION:

1.2.1 Complete the design of the new premises according to identified aspirations.

YEAR: 2024–25 **STATUS:** Completed

QUARTERLY UPDATE

- The final plans for the new Town Hall have been fully completed. Following multiple internal reviews, the design was adjusted to better meet the identified functional and operational needs while overcoming certain technical challenges.
- One major modification involved the vault design: the existing structure could not support the estimated weight of shelves and documents. Alternative solutions were integrated into the design, including:
 - Reallocating the originally planned vault space to a more appropriate 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 layout efficiency.
- These adjustments ensure the new Town Hall reflects organizational and community aspirations while meeting technical and regulatory requirements. The final design is therefore considered complete.

NEXT STEPS

STRATEGIC ACTION:

1.2.2 Obtain Council approvals for financial cost overruns if needed

YEAR: 2025 **STATUS:** On Track

QUARTERLY UPDATE

The design and construction project for the new Town Hall, a key priority under the Infrastructure strategic pillar, has reached several critical milestones, including the completion of the design and the end of the tender period.

NEXT STEPS

- One pivotal step remains: Council approval of the overall project budget, scheduled for the May 20, 2025 meeting. This approval will aim to:
 - Present the results of the tender process;
 - Validate the total project costs, including construction, generator, furniture, audiovisual, and IT components;
 - Authorize the necessary financial commitments for contract awarding.
 - This step will ensure financial transparency, adherence to the decision-making process, and strategic alignment before launching the implementation phase. It is essential for advancing to execution while meeting municipal infrastructure modernization, accessibility, and space needs.
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STRATEGIC ACTION:

1.2.3 Collaborate with consultants on the tender process and construction project monitoring

YEAR: 2025 **STATUS:** On Track

QUARTERLY UPDATE

- Collaboration with consultants for the preparation and management of the tender process is now complete.
- Required documents were produced and published, and bids have been analyzed.
- A report with budget and contract award recommendations will be presented to Council on May 20, 2025.

This step allowed the municipality to:

- Finalize the tender documents in coordination with the ad hoc committee;
- Ensure compliance with technical, financial, and administrative requirements;

- Plan the next phase of the project considering remedial work related to water infiltration;
- Pay close attention to coordinating with the building repair schedule to ensure optimal sequencing and avoid conflicts between work sites.

NEXT STEPS

- Follow-up on Council's decision regarding contract awards;
 - Detailed planning of construction schedules in collaboration with selected contractors;
 - Continued coordination with consultants to ensure effective site management and compliance with timelines.
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STRATEGIC ACTION:

1.2.4 Digitization of documents (2025-GR-006) / Hiring a student for the Clerk's Office to carry out this project (2025-OPS-010)

YEAR: 2026 **STATUS:** On Track

QUARTERLY UPDATE

The hiring process for a student assigned to the document digitization project has been successfully completed. The job posting received many applications, and following interviews, a candidate was selected. She is scheduled to begin in June 2025.

This initiative is part of an administrative modernization effort, beginning with the digitization of permanent records currently stored in the Town Hall basement vault. The project aims to:

- Improve document accessibility and management;
- Reduce physical clutter and risks associated with paper storage;
- Increase the efficiency of the Clerk's Office.

NEXT STEPS

- Welcome and training of the student in June;
- Implementation of the digitization protocol (document types, digital filing, security, etc.);
- Start the active digitization phase using archived permanent documents.

1.3 – INTEGRATION OF THE MUNICIPAL ASSET MANAGEMENT PLAN INTO THE OPERATIONAL PLAN

OBJECTIVES: See details under Strategic Actions.

STRATEGIC ACTION

1.3.1 Establish an operational plan for asset management and determine roles and responsibilities in view of the July 2025 deadline (core and non-core assets)

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

Since the last update, the committee assigned to the municipal asset management project – composed of the Treasurer, the Parks and Recreation Director, the Director of Public Works, the Director of Physical Resources and By-law Services, the Chief Building Official (CBO), the Chief Administrative Officer (CAO), and the Director of Operations and Human Resources – has completed several hours of specialized training offered by the Municipal Finance Officers' Association of Ontario (MFOA). These sessions have strengthened a shared understanding of regulatory requirements and best practices in asset management.

Meanwhile, two major projects have been officially launched:

- Update of the Asset Management Plan, last revised in 2021 (Item 1.3.11)
- Implementation of the CityWide software for centralized municipal asset management (Item 1.3.12)

The committee is currently rigorously updating the 2021 plan's data to ensure that the information entered into CityWide is reliable, up to date, and usable for future analysis and planning.

NEXT STEPS

- Prepare and distribute surveys to determine current and desired levels of service, consulting with internal managers and members of Municipal Council, who will be invited to share their expectations.
 - Clarify internal roles and responsibilities related to asset management, ensuring clear accountability and alignment with organizational capacity.
 - Integrate findings into a formal operational plan to guide the management of both core and non-core assets by the July 2025 deadline, as required by the province.
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STRATEGIC ACTION

1.3.2 Present a management plan for the 34-acre parcel on Aurèle Street and obtain a Council decision to guide implementation.

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

All relevant information has been gathered to complete an administrative report to be presented at a regular Municipal Council meeting in June 2025. The report will include:

- An analysis prepared by the Treasurer based on a sample of properties located in Prescott-Russell. This analysis provides details such as location, building use, land value, building area, and property tax collected. It results in a calculation of the tax revenue per square metre for the sample. This will inform decisions on developing the land for industrial lots or selling it as a whole.
- Information on land financing. The Infrastructure Ontario financing program allows for a 5-year construction period. After that, the loan must be converted into a fixed-term debenture that cannot be repaid early. Since the land was purchased in January 2021, the construction phase will end in January 2026. The municipality will need to evaluate other financing options through banking institutions.
- A discussion on potential development options for the land. Council will need to consider issues such as the municipal debt ratio and potable water capacity.

NEXT STEPS

An administrative report will be presented at a regular Council meeting in June to establish a management plan for the Aurèle Street land and obtain a Council decision on the next steps. The objective will then be to ensure implementation of the decision in line with the municipality's strategic priorities and long-term needs.

STRATEGIC ACTION

1.3.3 Develop processes to ensure compliance with provincial legislation regarding CLI-ECA.

YEAR: 2025 **STATUS:** Not started

QUARTERLY UPDATE

Analysis of the CLI-ECA is underway by the municipal engineer.

NEXT STEPS

Document annual tasks and establish parameters and timelines to ensure continuity of operations in this area.

STRATEGIC ACTION

1.3.4 Building Condition Assessment – JR Brisson Sports Complex & Energy Audit (2025-RL-001)

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

The firm Sense Engineering was selected to carry out a full building condition assessment and energy audit of the JR Brisson Sports Complex. All required documents were provided, and an on-site inspection took place in February 2025. Sense Engineering is currently finalizing and preparing the final report.

NEXT STEPS

Once the final report is submitted, the administration will review it to validate findings, recommendations, and identified priorities. The report will then be presented to Council to share the results, identify necessary repairs or replacements, and propose future investments. Based on identified priorities, the administration will develop an action plan with short-, medium-, and long-term timelines, including budget forecasts for maintenance, repairs, and upgrades. Depending on the scope of recommended work, the municipality may seek grants or partnerships to help finance priority interventions.

STRATEGIC ACTION

1.3.5 Planning for tennis courts project (Trillium Fund application)

YEAR: 2025 **STATUS:** Not started

QUARTERLY UPDATE

A grant application to the Ontario Trillium Foundation – Capital Stream was submitted on March 4, 2025 (in French). The program typically announces funding decisions 4 to 5 months after the submission date.

The application is for the construction of two outdoor tennis courts, for a maximum eligible amount of \$250,000. The location is yet to be determined and will be confirmed if the funding is approved.

NEXT STEPS

Monitor communications from the Ontario Trillium Foundation over the coming months. A decision is expected between July and August 2025. Meanwhile, the administration remains proactive in project planning to ensure rapid and structured implementation if funding is approved.

STRATEGIC ACTION

1.3.6 Analysis of creating a nonprofit organization (NPO) for recreational field maintenance (2025-RL-013)

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

At the October 29, 2024, Council meeting, a delegation of residents expressed interest in creating a nonprofit organization to maintain and improve municipal recreational fields, specifically the two baseball fields on Catholic school board property. The aim is to ensure long-term sustainability and improvements through a structured group of volunteers.

In January 2025, the municipal administration met with the group's representatives to analyze the project's feasibility. Following these discussions, an administrative report (RL-9-2025) was submitted to Council in April 2025. Meanwhile, the CAO is working with the school board to establish a separate agreement for the baseball fields to clarify maintenance responsibilities.

NEXT STEPS

- Finalize a separate agreement with the Catholic school board for structured use of the baseball fields.
 - Wait for the group's official nonprofit registration (board appointments, filing articles, registration number).
 - Sign a formal partnership agreement between the municipality and the NPO outlining responsibilities, funding transfer terms, and monitoring mechanisms.
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STRATEGIC ACTION

1.3.7 Relocation of stormwater pipe – Richer Circle – Block 2 Subdivision Plan 50M 231 (2025-EN-003)

YEAR: 2025 **STATUS:** Not started

QUARTERLY UPDATE

This project aims to relocate stormwater infrastructure currently located outside of the municipal right-of-way. It is essential to reposition the infrastructure where it should have been built during the original development. This will ensure proper stormwater management and compliance with municipal standards.

NEXT STEPS

To be completed.

STRATEGIC ACTION

1.3.8 Road and sidewalk condition assessment study (2025-TP-010)

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

This study aims to assess the current condition of roads and sidewalks in the municipality to identify areas requiring repairs or upgrades. It will also help create an up-to-date infrastructure database, essential for future investment planning and preventive maintenance.

NEXT STEPS

To be completed.

STRATEGIC ACTION

1.3.9 Study on water billing loss analysis (2025-EN-012)

YEAR: 2025 **STATUS:** Not started

QUARTERLY UPDATE

This project involves a detailed study to analyze water billing losses within our distribution system. The first phase, in 2024, includes analyzing hydrants, valves, about 250 connections, and the water tower. The goal is to identify sources of revenue loss between water production and billing in order to optimize our system and improve profitability.

NEXT STEPS

To be completed.

STRATEGIC ACTION

1.3.10 Update of the Asset Management Plan to meet 2025 provincial deadlines (O. Reg. 588/17) (2025-OPS-001)

YEAR: 2025 STATUS: On track

QUARTERLY UPDATE

The Asset Management Committee has been formed and meets weekly to track project progress. We are currently in the data collection phase, which is detailed and time-consuming. Weekly meetings help monitor progress and identify ways to complete the phase effectively.

A kick-off meeting was held with the consultant, marking the official start of the collaboration to update the plan in compliance with Ontario Regulation 588/17.

NEXT STEPS

Current efforts focus on two key tasks: completing the Capital Funding Template to analyze available funding sources and identify investment gaps, and finalizing the Lifecycle Strategy Surveys to collect data on maintenance, rehabilitation, and replacement of municipal assets. These findings will be used to update the plan by including both core and non-core infrastructure and ensuring the plan becomes a living document updated regularly. The project must be completed by the provincial deadline of July 2025.

STRATEGIC ACTION

1.3.11 Implementation of municipal asset management software (2025-OPS-002)

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

CityWide software was selected for municipal asset management. Meetings with the consultant and project committee are held bi-weekly, and the team is currently in the data collection phase. Upon reviewing the 2021 data, it became clear that many details were missing in the previous plan, making this task particularly resource-intensive.

NEXT STEPS

Once collected, the data will be uploaded into CityWide. The committee will conduct a gap analysis to identify missing information and then develop a plan to fill these gaps in the coming years, identifying the resources needed to complete the dataset and support proactive asset management.

STRATEGIC ACTION

1.3.12 Develop a financial plan for replacing the arena roof

YEAR: 2025 **STATUS:** Not started

QUARTERLY UPDATE

The administration is awaiting the final report from the Building Condition Assessment (BCA) for the JR Brisson Complex. Preliminary findings suggest the roof is in better condition than expected and may exceed its estimated service life. The development of a financial plan for its replacement will therefore be reassessed based on final recommendations.

NEXT STEPS

Once the building condition report is received, the administration will have the necessary data to analyze and propose a financial plan for roof replacement. The goal is to have a plan in place by the end of the solar energy sales contract for the roof-mounted panels in 2032. Continued monitoring of the roof's condition, including regular inspections, will be required to prevent unexpected degradation. Long-term financial planning will include a reserve for eventual replacement, even if the timeline is extended.

1.4 – IMPLEMENT SOLUTIONS ALIGNED WITH OUR LONG-TERM ASPIRATIONS, INCLUDING THE DEVELOPMENT AND OPTIMIZATION OF EFFECTIVE WATER DISTRIBUTION AND WASTEWATER COLLECTION SYSTEMS

STRATEGIC ACTION

1.4.1 Municipal boundary restructuring project around the lagoons

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE

Following discussions resulting from the presentation of report DG-4-2024 on September 17, 2024—which confirmed that the Municipality of Casselman had received support from the Municipality of La Nation to proceed with a land annexation around its wastewater treatment plant, currently located entirely within La Nation’s territory—the municipal administration began the required steps in late fall 2024 and throughout winter 2025. The objective is to annex 275 acres of land from the Municipality of La Nation to the Municipality of Casselman.

The land to be annexed includes the site of the wastewater treatment facility as well as additional space for potential lagoon expansion and a 150-metre buffer zone. This annexation is necessary to strategically position the Municipality for full autonomy in managing its long-term growth.

Given the bureaucratic complexity of the process, it is preferable to adopt a very long-term perspective and annex a sufficient amount of land now to accommodate maximum future population growth—thus avoiding the need to repeat this process. All required steps in the municipal restructuring process have been completed, and the proposal was submitted to the Minister of Municipal Affairs and Housing on May 6 for consideration.

NEXT STEPS

The proposal was submitted to the Minister on May 6. If the Minister approves the municipal restructuring, an official order will be issued. This order will be transmitted to the Municipal Property Assessment Corporation (MPAC), which will carry out a reassessment of the lands based on the new boundaries.

The restructuring is expected to take effect on January 1, 2026. Implementation will begin with document exchanges between La Nation and Casselman and MPAC’s reassessment, followed by amendments to the Official Plan and the Zoning By-law.

Pillar 2: Community Well-Being

2.1 – Bird’s Eye View Park (Design and Construction)

STRATEGIC ACTION:

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

YEAR: 2025 **STATUS:** On track

Quarterly Update

We have secured substantial funding for the development of Phase 2, as well as partial funding for future phases. The agreement with the funder has been signed. We are now awaiting their confirmation before proceeding with a formal public announcement. In addition, we have received \$200,000 in funding from Desjardins, spread over two and a half years, specifically for the Poetry Garden (2025 or 2026).

Next Steps

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

STRATEGIC ACTION:

2.1.2 Closely monitor the budget to ensure that the project does not result in municipal expenditures and is 100% funded by grants and sponsorships.

YEAR: 2025 **STATUS:** On track

Quarterly Update

The ad hoc committee met on January 13, 2025, to discuss the layout of Phase 2 in preparation for the tender scheduled for April 2025. Another meeting was held on April 22, 2025, to review the results of the tender. The tender includes the installation of a fence, the relocation of ditches, and the construction of a pathway. Details are provided in report GR-7-2025 presented to Council on April 29, 2025.

Next Steps

Following the tender referenced in the quarterly update, a report was presented to Council on Tuesday, April 29, 2025, to select a contractor and proceed with construction planned for the summer. The work, valued at \$204,617.50, will be funded by a higher level of government (undisclosed at this time pending the funder's authorization). A dedicated budget report for the project as a whole will be presented at a future meeting.

STRATEGIC ACTION:

2.1.3 Finalize engineering planning for Phase 2

YEAR: 2025 **STATUS:** On track

Quarterly Update

The administration is working with J.L. Richards on the design of a pathway connecting the parking lot to the junction of lots 26 and 24. The project also includes ditch relocation and fence installation. Engineering costs are funded by the FRIC Fund from the UCPR. Several meetings have taken place with the South Nation Conservation Authority to obtain a work permit. The Ministry of the Environment, Conservation and Parks has also been invited to provide comments.

Next Steps

A pre-construction meeting was held on May 14, 2025. The work is expected to be completed by the end of July 2025. Regarding the Poetry Garden project, we are currently preparing a specific tender. Our goal is to complete this project during the summer; however, depending on the progress of the trail construction, implementation may be deferred to 2026.

2.2 - Development, Implementation and Operationalization of the Parks and Recreation Master Plan**STRATEGIC ACTION:**

Ongoing initiatives — such as the assessment of the JR Brisson Complex, implementation of small-scale recreational programming, continued efforts to outsource food and beverage services, and actions to increase shade and rest areas in existing parks — directly align with the Plan's objectives. The Recreation Department continues to implement the Plan while prudently managing available resources in the current budgetary context. The Master Plan remains a key tool to guide decisions, prioritize investments, and ensure the long-term sustainability of municipal infrastructure. Progress on the 91 recommendations will continue as part of the implementation process.

Next Steps

Update internal tracking tools and dashboards to monitor implementation steps, assess resource needs, and measure community impact. The Recreation Department will continue to seek funding sources, partnerships, and operational efficiencies to support implementation of the Plan's actions.

STRATEGIC ACTION:

2.2.1 Finalize the Master Plan with consultants in alignment with anticipated aspirations

YEAR: 2024 **STATUS:** Completed

STRATEGIC ACTION:

2.2.2 Develop a multi-year financial plan based on the Parks Master Plan so that recommendations can be responsibly scheduled over a reasonable period (5–10 year multi-year budget) for use in budget planning.

YEAR: 2024 **STATUS:** Completed

Quarterly Update

The Parks and Recreation Master Plan was approved by Council on August 27. The action plan was presented on November 19 and approved by Council.

STRATEGIC ACTION:

2.2.3 Tree planting project in collaboration with South Nation Conservation Authority (2025-RL-004)

YEAR: 2025 **STATUS:** On track

Quarterly Update

In collaboration with the South Nation Conservation Authority (SNCA), the Municipality of Casselman is advancing a multi-year tree planting project. To support this initiative, SNCA submitted a funding application to the “Canada Community Canopy Growth” (CCCG) program from the Federation of Canadian Municipalities on January 30, 2025.

In spring 2025, the application successfully passed peer review stages, and SNCA is now submitting additional documents to confirm partner funding, indicating that the project is close to approval.

If the grant is approved, 2025 planting locations will include:

- Tchou Tchou Park
- Seniors’ Park
- Hydro Park
- Optimist Park

In 2026, efforts will focus on:

- Bird's Eye View Park
- Doran Park

Although maps and plans have been submitted, final species selection and planting details may be adjusted based on nursery availability and local conditions. This project supports biodiversity, shade, and climate resilience objectives outlined in the Parks and Recreation Master Plan.

Next Steps

Once the project is approved, collaborate with SNCA to plan logistics, including site access, ground preparation, and volunteer engagement where applicable. Work with SNCA and nurseries to finalize species selection based on availability, environmental compatibility, and aesthetic goals.

STRATEGIC ACTION:

2.2.5 Begin planning for green space development, community consultation, and use of development charges

YEAR: 2025 **STATUS:** Not started

Quarterly Update

The administration remains committed to launching a strategic and informed planning process for the development of future green spaces, in line with projected residential growth and the priorities set in the Parks and Recreation Master Plan. Although the project is still in its early stages, initial internal discussions have focused on identifying eligible funding options through development charges, defining design specifications and land requirements, and assessing the needs of surrounding neighborhoods to ensure equitable and targeted green space planning.

Next Steps

Schedule meetings with relevant municipal directors (e.g., Planning, Public Works, Finance) to gather input on land feasibility, infrastructure considerations, and funding alignment. Work with the Finance Department to confirm eligible expenditures and timelines related to development charge reserves for park projects. Collaborate closely with the municipal planner to assess the characteristics and suitability of designated lands, ensuring compliance with planning regulations, accessibility standards, and long-term community needs.

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

STRATEGIC ACTION:

2.3.1 Work in collaboration with the existing committee to develop a list of community activities to be offered annually to residents.

YEAR: 2025 **STATUS:** On track

Quarterly Update

A meeting was held with the committee to begin developing an annual calendar of activities, allowing them to focus their efforts on organizing 3 to 5 significant and well-planned community events each year, based on their interests and the needs of the population.

NEXT STEPS

Support the committee as needed with event logistics and space coordination in municipal facilities.

STRATEGIC ACTION:

2.3.2 Collaborate with the CRCVC to establish a framework and guidelines.

YEAR: 2025 **STATUS:** On track

Quarterly Update

A draft document was presented to Council, where recommendations were made to add sections on indemnification as well as roles and responsibilities. Based on this feedback, the draft was revised and is currently under review by senior management. Once complete, the document will be submitted to legal counsel and the insurance broker for validation.

NEXT STEPS

Once reviewed by legal and insurance experts, the updated draft will be shared with the CRCVC for comments. After incorporating feedback, the final document will be brought back to Council for approval.

STRATEGIC ACTION:

2.3.3 Develop a by-law for organizing events to help community groups better understand requirements (e.g., emergency plan).

YEAR: 2025 **STATUS:** On track

Quarterly Update

To provide clear guidance to organizations and community partners, a draft special events by-law and accompanying procedures manual were developed. These documents aim to clearly define municipal requirements, ensure safety, coordinate municipal services, and support the smooth planning of events held on municipal grounds.

A multidisciplinary internal committee was formed to review the documents and ensure a coherent and realistic approach. This

committee includes representatives from fire services, by-law, parks and recreation, clerk's office, finance, and operations. Together, members are reviewing all necessary components (permits, safety, logistics, organizer responsibilities, etc.) to ensure the by-law and manual reflect both operational and community needs.

NEXT STEPS

The committee will continue its review and refinement during spring 2025, aiming to finalize the documents. Once completed, the by-law and procedures manual will be presented to Council for official adoption. The implementation of this framework will support better event coordination while ensuring compliance, safety, and clarity for event organizers. The administration also plans to use the CityWide platform to manage event permits efficiently.

STRATEGIC ACTION:

2.3.4 Develop a policy or agreement for organizing the community ball tournament to ensure sustainability (incentive). Create a win-win model covering field use, bar access, washrooms, maintenance, and risk mitigation.

YEAR: 2025 **STATUS:** Not started

Quarterly Update

Initially considered as a municipal policy, the framework for managing the community ball tournament is evolving toward a contractual model, linked to the potential creation of a non-profit organization (NPO) to oversee the management of the ball fields.

If an agreement is reached with the NPO, the terms related to tournament organization—such as field use, access to the bar and washrooms, maintenance, and risk management—will be formalized in a contract rather than an internal policy.

NEXT STEPS

Next steps include drafting an agreement with the emerging NPO, finalizing the school board contract for use of the fields, and monitoring the group's official registration as a non-profit organization, which is a prerequisite for entering into any formal agreement.

STRATEGIC ACTION:

2.3.5 Establish a connection with the library and create a plan to understand their goals and identify opportunities for collaboration.

YEAR: 2025 **STATUS:** On track

Quarterly Update

The Clerk's Office met with the municipal library to better understand their goals and explore potential collaborations. Topics discussed included:

- Identifying French-language books for display ahead of September 25 at the library's Franco kiosk.
- Library participation in the community recognition ceremony scheduled for June 23, 2025.
- Ongoing exploration of a digital card solution through the Bciti+ app.
- Organizing a book fair in partnership with the Writers Association of Eastern Ontario, with more details to come. The Municipality of Casselman donated \$1,000 to support this event.
- The Municipality continues to share Facebook posts at the library's request.
- 2026 Budget: The Library team is gathering quotes in preparation for the development of a potential strategic plan, which would be one of their priorities.

NEXT STEPS

Communication and partnership with the Casselman Library team remain strong. We continue efforts to strengthen ties, better understand their objectives, and explore new opportunities for collaboration.

STRATEGIC ACTION:

2.3.6 Ceremony linked to the Recognition Policy (2025-GR-007)

YEAR: 2025 **STATUS:** On track

Quarterly Update

January 2025

- Submission review

March 2025

- Selection committee meeting and recipient selection
- Notification of recipients (letter or email) and announcement of event date (June 23)

April 2025

- Recipients prepare guest list, biography, and a short speech
- Program planning and technical coordination
- Meeting with the Parks and Recreation Department

- Theme: Family Picnic
- Tents set up in front of the high school
- Bar near the gazebo
- Food truck (100 people)
- Stage for medal presentation

Additional Information

- Partnership with the library (space confirmed)
- Budget: \$2,000
- Photographer booked

NEXT STEPS

The team is managing several key components of the event, including sending invitations, confirming the food truck and menu, and designing and printing the programs. In parallel, they are applying for the liquor service permit. In June, they will coordinate roles and responsibilities, issue a press release, and purchase decorations and supplies. Final event logistics will be addressed that same month, followed by setup support with the Parks and Recreation team on the day of the event. Guest welcome and emceeing will complete the event coordination.

2.4 – STAY ATTUNED TO EVENTS RELATED TO ONTARIAN AND CANADIAN FRANCOPHONIE AND SHOW SUPPORT

STRATEGIC ACTION:

2.4.1 Take part in affirming Franco-Ontarian roots in municipal communications surrounding days or activities that recognize Franco-Ontarian and Canadian Francophone culture (e.g., St-Jean Baptiste Day, September 25).

YEAR: 2024 **STATUS:** On track

QUARTERLY UPDATE:

Franco-Ontarian Day

Franco-Ontarian Day, celebrated on September 25, 2024, was a true success despite the poor weather. Ms. Leblanc, accompanied by several municipal staff, took part in the festivities held at Ste-Euphémie Elementary School.

Municipal Francophone Forces Project

The Municipality of Casselman, in collaboration with Alfred-Plantagenet, joined the *Forces francos municipales* project—an initiative led by the Municipality of Saint-Anaclet-de-Lessard in the Rimouski region of Québec. Thanks to our letter of support, the lead municipality was able to secure the necessary funding to carry out the project. It aims to enlist experts to provide specialized training, in French, to municipal staff on topics such as park management, green spaces, waterfront parks, and urban gardens.

NEXT STEPS:

Plan an event for 2025.

STRATEGIC ACTION:

2.4.2 Organize a recognition ceremony for Ms. Dyane Adam

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

Casselman native Dyane Adam was the first recipient of the Key to the Town of Casselman. The key was presented to Ms. Adam as part of the Municipality's new community recognition policy. Her work—as the first Chair of the Board of Governors of the Université de l'Ontario français in Toronto and former Commissioner of Official Languages—was honoured during a reception held in her name.

The Key to the Town is Casselman's highest honour. It may be awarded to individuals or organizations that have made remarkable contributions to the community, either nationally or internationally.

The event was published on the municipal website.

NEXT STEPS:

The submission period for the Community Recognition Program ended on December 31, 2024.

STRATEGIC ACTION:

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

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

Since the opening of the PAFO funding stream was delayed to the end of May due to the provincial election, it has become difficult to submit a grant application on time. Moreover, holding a large-scale event would depend on receiving this funding. For 2025, we are therefore opting for a simple and feasible event. For instance, a municipal booth could be set up at the Francophonie Monument to promote developments at Bird's Eye View Park, with free coffee and cake offered to residents.

NEXT STEPS:

Plan a simple event for 2025;

As part of the 2026 budget planning process, present a plan for a larger event to mark Franco-Ontarian Day 2026. This plan would include a draft grant application to the 2026 PAFO fund. The official opening of the Poetry Garden could also be scheduled for the same time.

STRATEGIC ACTION:

2.4.4 Establish an action plan to approach partners with similar goals in order to increase visibility and preserve Franco-Ontarian identity

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

We have taken a few months to assess the feasibility of submitting an application under the *Welcoming Francophone Communities* initiative, led by the Francophone Immigration Support Network of Eastern Ontario.

NEXT STEPS:

A report to Council will be presented at the May 20, 2025 meeting.

2.5 – SUPPORT THE DEVELOPMENT PROJECT OF THE HEALTH HUB LOCATED IN CASSELMAN**STRATEGIC ACTION:**

2.5.1 Renew land reservation agreement for HGH

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

See section 2.5.3 below.

NEXT STEPS:

See section 2.5.3 below.

STRATEGIC ACTION:

2.5.2 Continue the planning work for the Health Hub with the working group

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

[No content provided.]

NEXT STEPS:

[No content provided.]

STRATEGIC ACTION:

2.5.3 Renew the Health Hub land reservation agreement (5 years)

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

A new draft 5-year agreement was prepared based on changes to the project scope (including the addition of a surgical centre). The new terms were discussed with Council on January 14, 2025, and a draft agreement was submitted to HGH's executive team on January 22. Discussions resumed on May 1 and are ongoing in order to reach a tentative agreement on the January draft.

NEXT STEPS:

Finalize discussions with HGH leadership regarding discounts/exemptions for the private surgical centre and present a new 5-year land reservation agreement to Council for approval before the summer recess.

STRATEGIC ACTION:

2.5.4 Reserve hydraulic capacity for the Health Hub project

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE:

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

NEXT STEPS:

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

2.9 – Other Items Related to the Strategic Pillar of Community Well-Being

Currently, there are no items under this strategic objective.

Pillar 3: Service Excellence

GOALS: See details under Strategic Actions.

3.1 ESTABLISH A CULTURE OF LEADERSHIP AMONG SENIOR MANAGEMENT THAT IMPROVES TEAMWORK AND INCREASES EMPLOYEE ENGAGEMENT**STRATEGIC ACTION:**

Improve interpersonal interactions: ensure that internal clients (colleagues) are treated the same way as external clients in our interactions.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The objective has been achieved. The effort to treat internal clients as external clients is now well embedded in our practices. This priority will continue to guide our daily interactions.

NEXT STEPS Continue this approach as an integral part of the organizational culture.

STRATEGIC ACTION:

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

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE Year-end evaluations, including self-assessments and supervisor assessments, have been completed. Each employee has set personal and professional goals for 2025.

NEXT STEPS Continue improving the process by gathering employee feedback and adjusting the tools for 2025. Add a mid-year evaluation (more or less informal) to ensure employees are on track to achieve their goals by year-end.

STRATEGIC ACTION:

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

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE Job evaluation results have been submitted to our legal firm for review. An official presentation of the pay equity plan and salary structure for 2026 is planned for 2025.

NEXT STEPS Finalize the review with lawyers and prepare the presentation for adoption in 2025, supported by an updated salary management policy.

STRATEGIC ACTION:

3.1.4 Pilot project for flexible scheduling options.

YEAR: 2024 **STATUS:** Completed

QUARTERLY UPDATE The pilot project was not prioritized and was canceled. Limited resources and challenges related to fair implementation made this initiative unfeasible at this time.

NEXT STEPS No further steps—this objective is considered complete. Notably, discussions with colleagues from other municipalities in the United Counties of Prescott-Russell revealed that several municipalities offer varying degrees of scheduling flexibility. La Nation recently introduced a pilot project for summer hours, while the UCPR offers flexible hours.

STRATEGIC ACTION:

3.1.5 Review of the employee handbook and employment conditions.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The Employee Handbook has been submitted for legal review, and the amended version will be presented to the municipal council in 2025. Meanwhile, a comparative survey was conducted among neighboring municipalities, including Prescott-Russell, South Glengarry, South Stormont, and Merrickville-Wolford, to analyze employment conditions concerning leave, holidays, personal days, etc. An internal employee survey was also conducted to assess satisfaction, particularly regarding sick leave. Lastly, a meeting was held with the collective insurance broker to discuss existing coverage and potential improvements.

NEXT STEPS Present the proposed changes to the municipal council for adoption, accompanied by the results of the comparative analysis, internal survey, and meeting with the broker. Once approved, the changes will be communicated to all employees and incorporated into the municipality's HR policies.

STRATEGIC ACTION:

3.1.6 Improve communication of important departmental updates to frontline employees (reception).

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE We have ensured that frontline employees are subscribed to Bciti+ alerts and well-equipped to receive important updates. A Teams discussion group has been created for directors to facilitate quick sharing of urgent information. Additionally, significant efforts have been 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, and key HR documents such as the vacation calendar, training platform, and more.

NEXT STEPS Ensure the intranet central page remains up-to-date and relevant. Stay alert to opportunities for continuous improvement in interdepartmental communication.

STRATEGIC ACTION:

3.1.7 Establish a new service standards culture, provide training, and initiate change.

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE As part of the establishment of a new service standards culture, a customer satisfaction survey was launched in February 2025 to gather feedback from Casselman residents. To maximize its reach, several communication actions were implemented, including Facebook posts, BCiti+ notifications, and an insert in the water and sewage billing. To date, around 130 responses have been received, which remains a relatively small sample.

NEXT STEPS Survey results will be analyzed and presented to management and the municipal council. These findings will form the basis for defining clear customer service standards. Once the standards are established, targeted training sessions will be developed and provided to equip employees in adopting this new organizational culture, ultimately improving internal performance and citizen satisfaction.

3.2 - OPTIMIZATION OF MUNICIPAL SERVICES AND PROCESSES

STRATEGIC ACTION:

3.2.1 Optimize the use of ClickUp among all users and establish it as the reference tool for improved tracking and documentation of cases.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE This initiative is now considered completed and fully integrated into our practices. All directors and users rely on ClickUp as the main reference for tracking tasks, identifying topics for upcoming Council meetings, and documenting essential processes and information. The ClickUp platform is also used to manage resident request forms (complaints).

NEXT STEPS Maintain ClickUp as the primary tool and continue to promote best practices in its use.

STRATEGIC ACTION:

3.2.2 Feasibility study for hiring an in-house engineer.

YEAR: 2024, 2025, 2026 **STATUS:** On track

QUARTERLY UPDATE Despite the advantages observed in using an independent engineering service—including better accessibility, faster case processing, and a pragmatic approach aligned with municipal needs—the budget request for hiring an in-house engineer was rejected by the Council for 2025. In 2024, an external engineer supported the administration in managing certain projects, allowing some cases to advance more quickly.

NEXT STEPS The administration remains convinced of the strategic importance of this resource to address growing engineering needs and is preparing a new budget request for 2026. Meanwhile, occasional consulting services will continue to be used for ongoing projects.

STRATEGIC ACTION:

3.2.3 Hiring an engineering technologist and building inspector.

YEAR: 2024-2025 **STATUS:** Completed

QUARTERLY UPDATE This objective has now been completed.

STRATEGIC ACTION:

3.2.4 Development of a framework regulation on fees and updating existing regulations to reference applicable amounts.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE We have gathered similar regulations from other municipalities and conducted an inventory of affected municipal regulations.

NEXT STEPS The regulation will be presented to the council in phases. The first phase will address general administrative fees.

STRATEGIC ACTION:

3.2.5 Update of the municipality's Official Plan (2025-URB-001).

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE Following the results of the tender process presented to the Municipal Council on April 8, 2025, JLR was selected to update the municipality's Official Plan. An ad hoc committee was officially created, and council members Ms. Leblanc and Ms. Charron were appointed to serve on it. The ad hoc committee met for the first time on May 8, 2025, to hold the kickoff meeting and discuss the project's overall direction, objectives, and upcoming steps.

NEXT STEPS The committee will establish a schedule for upcoming topics and meetings to ensure progress according to the consultant's work plan. The consultant and the urban planning department will meet with the CUPR approval authority by May 23.

STRATEGIC ACTION:

3.2.6 Hiring a Public Works operator.

YEAR: 2025 **STATUS:** Completed

QUARTERLY UPDATE The addition of a Public Works operator became necessary due to the constant increase in service requests and infrastructure maintenance and repair projects. The new operator will focus on road and sidewalk maintenance, equipment management, and water and sewage services, where needs are growing. Given the additional pressures related to water and sewer system maintenance, the workload has exceeded the current team's capacity. This hiring directly aligns with the strategic pillar of service excellence. Strengthening the Public Works team will enable the municipality to maintain and improve infrastructure quality while responding more efficiently to increasing demands, particularly in water supply and sewage management. The addition of this operator will also help meet health and safety standards, minimize risks of failure in essential infrastructure, and ensure fast, effective service to the community. The objective is now completed and fully implemented. **Mr. Benoit Renaud officially started on May 5, 2025.** He joins our team with strong experience and enthusiasm, which will actively contribute to achieving our operational goals.

3.3 IMPLEMENTATION OF INITIATIVES FOR DATA COLLECTION AND ANALYSIS TO SUPPORT CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY

STRATEGIC ACTION:

3.3.1 Renewal of data collection equipment for water consumption billing (2025-EN-013).

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The project to replace transmission modules (MXU) is progressing steadily. To date, 779 MXUs have been replaced out of a total of 1,263, representing approximately 62% of all equipment. These replacements complete phases 1a and 1b of the project. There are still 484 MXUs left to replace, which constitute phase 2, currently in the planning stage and scheduled for implementation in the coming months.

The project's progress is aligned with the planned timeline, and the work completed so far has already enabled data verification and validation of module functionality. Continuing the project will ensure full territorial coverage and contribute to optimizing the billing process for future years.

NEXT STEPS

- Implementation of phase 2 for the remaining MXUs.
- Programming and testing of the new software.
- Training for finance personnel.
- Establishment of procedures (forms) for inspections.
- MXU billing.

STRATEGIC ACTION:

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

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE A Fire Services Master Plan (FSMP) is a comprehensive strategy that assesses current fire services, identifies gaps, and recommends improvements to address present and future safety needs. It aligns with three municipal strategic pillars:

- **Service Excellence:** Enhances service delivery and emergency responsiveness while supporting data-driven decision-making.
- **Infrastructure:** Proposes improvements to equipment and technologies while providing essential data for municipal asset management.
- **Community Well-being:** Strengthens public safety, reduces fire risks, and improves residents' quality of life.

The FSMP is a key tool for ensuring effective, standards-compliant services that are well adapted to growth and emerging risks.

NEXT STEPS With the appointment of the new Fire Chief, **Mr. Martin Rousseau**, the next steps can now move forward. The preparation of the request for proposals (RFP) for the FSMP is underway under his supervision. The goal is to officially launch the RFP in the coming weeks to select a specialized consultant who will conduct the strategic and operational analysis of the municipality's fire services.

The project timeline and mandate details will be established in collaboration with the Fire Chief during spring/summer 2025.

3.4 SIGNIFICANT IMPROVEMENT IN DIGITAL CONNECTIVITY AND TECHNOLOGICAL SERVICES TO ENHANCE CITIZEN INTERACTION AND MUNICIPAL OPERATIONAL EFFICIENCY

STRATEGIC ACTION:

3.4.1 Finalize the new website, ensuring user-friendly content that serves as a primary communication tool and reference for municipal services information.

YEAR: 2024 **STATUS:** Completed

QUARTERLY UPDATE The new website has been live since **August 1, 2024**. The transition went smoothly. Residents can now navigate a refreshed calendar of events, news, essential service information, more online forms, and much more. The staff responsible for website updates have been trained to ensure effective ongoing maintenance.

NEXT STEPS Continue adding content to enrich the website and ensure its relevance as an up-to-date primary communication tool. We are awaiting confirmation from an independent accessibility consultant who will provide feedback if needed, allowing us to close this project.

STRATEGIC ACTION:

3.4.2 Continue developing the Bciti+ application.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The smart city application **Bciti+** reached **1,888 subscribers** as of **May 12, 2025**, representing more than **47% of the population**. Integration with the hall and ice rental system is no longer recommended by the Parks and Recreation department, as they found the system to be insufficiently user-friendly for residents.

NEXT STEPS Work with the provider to implement additional modules. We are exploring options to add the following features:

- **Library:** Enable citizens to have a virtual library card.
- **Citywide and Online Payments:** Allow residents to pay certain bills online.
- **KTI:** Explore the feasibility of enabling residents to check their water consumption.

STRATEGIC ACTION:

3.4.3 Implement a development request and building permit management software to improve internal communication, thereby enhancing customer service excellence.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE Modules for construction permits and urban planning requests have been implemented.

NEXT STEPS The **Citywide** software is now available internally and externally for virtual permit and license applications.

STRATEGIC ACTION:

3.4.4 Record municipal council meetings (2025-GR-001) and manage bids and coordination for audiovisual elements in the council chamber.

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE 1 Industriel: The design of the council chamber is complete and was presented to the Council earlier in **2025**. Bids for enabling visual broadcasting of Council meetings at **1 Industriel** have been received. A proposal analysis will be presented to the Council on **May 20, 2025**.

750 Principale: Video recording tests for upcoming meetings are proceeding smoothly. A new internet connection has been installed, and the equipment is now in place. Broadcasts are expected to begin on **May 20, 2025**, with recordings available on the municipality's **YouTube channel**.

NEXT STEPS

- **1 Industriel:** Council decision on the provider **May 20, 2025**—several options will be considered.
- **750 Principale:** Promote the municipality's **YouTube channel** and inform residents about the new service. Prepare an instruction manual for equipment setup and recording/broadcasting meetings.

STRATEGIC ACTION:

3.4.5 Purchase of a body camera system with a docking station for the regulatory officer (2025-REG-002).

YEAR: 2025 **STATUS:** Not started

QUARTERLY UPDATE This project aims to equip the regulatory officer with a body camera system, accompanied by a docking station for charging and data storage. This device will document interactions between the officer and the public, enhancing transparency and accountability in regulatory functions. The recorded footage may also serve as reliable evidence in cases requiring investigation or legal intervention, ensuring fair and factual handling of situations.

The order was placed in January.

NEXT STEPS

- Receipt of the camera.
- Adoption of a policy.

3.5 ENSURING INTERNAL PROCESSES FOR SERVICE DELIVERY ARE OPTIMIZED

STRATEGIC ACTION:

3.5.1 Review the payment procedure for development requests—ensure recovery of all incurred fees—evaluate whether to proceed with cost estimates for each project.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE In 2024, the urban planning department reconciled various projects and ensured that engineering fees were properly billed to developers.

NEXT STEPS

- Determine the status of each ongoing project.
- Identify upcoming project steps and when they should be billed.
- Establish a well-documented billing process (who does what and when).
- Assess the feasibility of obtaining estimates from the engineering firm for development projects to establish an estimated cost of engineering review from the outset.

STRATEGIC ACTION:

3.5.2 Digital newsletter for sharing information with residents.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The second edition of the newsletter was published virtually on social media in April 2025. Copies are also available at the reception desk. According to Google Analytics, 156 people viewed the newsletter on the website on its launch day, April 9. Between April 2 and April 16, 2025, website traffic increased by nearly **3%**, with a total of **866 new users**. Job postings also generated significant interest.

NEXT STEPS The next newsletter edition is scheduled for **October 2025** and will include:

- 2025 Christmas Festival dates.

- Impact of the holiday season on municipal operations (opening hours, waste collection, etc.).
- An update on **À Vol d'Oiseau Park**.
- Various other municipal interest topics.

STRATEGIC ACTION:

3.5.3 Welcome kit for new residents (updated every six months).

YEAR: 2025 **STATUS:** On track

QUARTERLY UPDATE The new resident guide has been completed and available since **August 12, 2024**. Multiple copies are available at reception and are distributed to newcomers. Existing residents may also request a copy. The resident guide serves as a useful tool to direct residents to municipal services and address frequently asked questions typically handled by staff.

NEXT STEPS The document is updated biannually. The next update is scheduled for **May 2026**.

STRATEGIC ACTION:

3.5.4 Establish standards for regular communications (automatic publication when the agenda is released), develop a series of reusable messages and images throughout the year.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE Several operational procedures have been drafted to facilitate transitions between employees and ensure communication consistency. These procedures cover:

- Website management.
- Bciti+ app management.
- Publication management within the Canvas app.
- Management of notable dates for online recognition.

Internal forms for submitting publication and website update requests have been developed to streamline the process and document each request efficiently based on needs and priorities.

NEXT STEPS Ensure procedures remain up to date to maintain their relevance and add other necessary procedures.

STRATEGIC ACTION:

3.5.5 Review the "Examination of Financial Systems and Processes" study and develop a realistic implementation plan for recommendations (MNP 2022).

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE At the beginning of **2025**, a purchase order system was implemented to ensure compliance with the new procurement policy applicable to planned expenses.

NEXT STEPS Implementation of **MNP study recommendations** will continue in **2025**, focusing on the defined priorities. The priority for 2025 is **asset management**, to comply with legal requirements and secure grants such as the **OCIF**.

STRATEGIC ACTION:

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

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The majority of recommendations from the service study have been implemented internally by the relevant departments.

NEXT STEPS In connection with this service study, the urban planning department plans to review the fee regulation for requests related to the **Planning Act**.

STRATEGIC ACTION:

3.5.7 Follow a standard for distinguishing operational vs. capital expenses and ensure continuity in the budgeting process by documenting processes and simplifying where necessary.

YEAR: 2024-2025 **STATUS:** Completed

QUARTERLY UPDATE Adoption of **SP 3150** and **SP 3210** accounting standards, as well as **Policy F7** for minimum thresholds considered as capital expenses. A section has been added to the budget addressing budgetary pressures.

STRATEGIC ACTION:

3.5.8 Update the procurement policy and adapt it to the municipality's needs based on industry and best practices.

YEAR: 2024-2025 **STATUS:** Completed

QUARTERLY UPDATE The policy was approved on **October 8, 2024**.

STRATEGIC ACTION:

3.5.9 Improve the health and safety of reception staff in response to harassment situations.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE A training session on **workplace harassment and violence policies** was offered in **April 2024** to all municipal employees and volunteer firefighters. Additionally, two new policies were adopted:

- **Leachate Management Policy**
- **Noise in the Workplace Policy**

Directors are currently ensuring that all affected employees receive appropriate training related to these new policies.

NEXT STEPS Procedures related to workplace harassment and violence policies have been developed, including:

- **Working alone or outside the office**
- **Working in unfamiliar locations**
- **How to respond to angry clients or colleagues**
- **Safe travel practices**

These will be shared with staff once the **updated Workplace Violence and Harassment Policies**—which are part of the updated **Employee Handbook**—are officially adopted.

STRATEGIC ACTION:

3.5.10 Resolve all billing issues (water, sewage, and taxes).

YEAR: 2024-2025 **STATUS:** Completed

QUARTERLY UPDATE The municipality now uses a **task management system** to track water and sewage system issues. Since the beginning of the year, the administration has intervened **229 times**, including:

- **33 meter replacements**
- **148 white box replacements (141 related to the MXU project)**
- **13 system inspections**
- **24 manual readings**
- **4 white box issues**
- **7 wiring issues**

NEXT STEPS Continue monitoring the system and making necessary adjustments as required.

STRATEGIC ACTION:

3.5.11 Initiate research to review the budget structure.

YEAR: 2024-2025 **STATUS:** Completed

QUARTERLY UPDATE The **2025 budget** was presented with the following improvements:

- Review of multiple municipal budgets to identify potential improvements.
- Addition of a section for **strategic priorities**.
- Addition of a section on **long-term debt** and revision of the debt table.
- Modification of the **reserve table**.
- Revision of the **order of presentation for budget sections**.
- Inclusion of **initiatives** and descriptive sheets outlining them.

STRATEGIC ACTION:

3.6.1 Continue participation in the General Directors' working group to analyze various service-sharing opportunities to improve efficiency.

YEAR: 2024-2025 **STATUS:** On track

QUARTERLY UPDATE The consultant presented the final recommendation report for service delivery review to the **CUPR Municipal Council** on **April 23, 2025**. Below is a summary of each item under study along with corresponding recommendations:

1. An Improved Approach to Information Technology (IT) Services

Problem:

- Most municipalities already use CUPR's IT support.
- Emerging challenges (**cybersecurity, artificial intelligence**) are difficult to manage alone.
- Fragmented software complicates **data integration** at the CUPR level.
- Cybersecurity insurance is becoming **costly and difficult to obtain**.

Proposed Solutions:

- Continue **developing IT services** within CUPR.
- Strengthen **expertise in cybersecurity and artificial intelligence**, develop **common policies**.
- Collaborate with **EORN and EOIT** to standardize **software selection (favor bilingual software)**.
- Collaborate with other counties to mitigate **cybersecurity risks**.

Recommendations:

- **R1.** Support the evolution of **CUPR IT support** to serve all municipalities.
- **R2.** Develop **cybersecurity and AI expertise** with **EORN and EOIT**.
- **R3.** **CAOs should examine software** to harmonize choices and improve interoperability.
- **R4.** Promote **collaboration with CUPR GIS** to create county-wide maps and negotiate applicable fees.

2. A Reinvented Fire Service

Problem:

- Overlapping **fire service coverage**.
- Increased **provincial training requirements** for firefighters.
- High **costs for equipment and fire stations**.
- Growing difficulty in **recruiting volunteer firefighters**.

Proposed Solutions:

- Examine the **fire station location study**.
- Develop a **CUPR-wide fire service plan**, including:
 - **Centralized training**
 - **Geographically based service zones**
 - **Accessible specialized equipment**
 - **Coordinated public education approach**
 - **Hybrid staffing model** (permanent & volunteer)
 - **Shared risk assessment**

Recommendations:

- **R1.** Support the concept of **CUPR-wide fire service** and develop an **operational plan**.
- **R2.** Encourage **Clarence-Rockland to expand its training center** and offer services at cost.
- **R3.** Develop a **shared approach to public education, code enforcement, and prevention programs**, including **cost-sharing**.

3. A Structured & Collaborative Approach to Transportation Infrastructure

Problem:

- High **maintenance costs** for vast road networks in **low-density areas**.
- **Duplicated responsibilities for snow removal** (county/municipalities).

Proposed Solutions:

- Create a **Joint Services Office** for **transportation asset management**.
- Assign **road maintenance and snow removal** to municipalities.
- Standardize **snow removal policies**.
- Share **specialized equipment rental**.

Recommendations:

- **R1.** Establish **common snow removal standards** and consider consolidating responsibilities.
- **R2.** Create a **consolidated inventory of transportation assets**.
- **R3.** Collect data to develop a **compensation formula for road maintenance/snow removal**.
- **R4.** Study the creation of a **Joint Services Office** for infrastructure management.
- **R5.** Consolidate and plan **annual road maintenance needs**.
- **R6.** Ensure all **road projects are completed within one season** and include penalty clauses.
- **R7.** Identify **specialized equipment available for short-term rental** among municipalities.

4. A New Business Model for Environmental Service Infrastructure

Problem:

- High **water, sewage, and wastewater service costs** limit **borrowing capacity**.
- Increased demand for **service expansion** to allow for development.
- Small municipalities **struggle to finance and operate** these services independently.

Proposed Solutions:

- Develop a **business plan to create a municipal service corporation (MSC)**.
- Plan the **design, financing, construction, and operation** of infrastructure.
- Consider **CUPR's role as a cost-recovery financing authority**.

Recommendations:

- **R1.** Support an **environmental infrastructure strategy** to facilitate development.
- **R2.** Develop a **business plan for an MSC**.
- **R3.** Consider multiple **scenarios for participation and services offered**.
- **R4.** Acquire **expertise in shared service technologies**.
- **R5.** Assess **solid waste management** for long-term optimization.
- **R6.** Draft a mandate for **CUPR to act as a financing authority**.

5. A Team Approach to Recruitment & Retention of Highly Qualified Personnel

Problem:

- Shortage of **bilingual skilled personnel**.
- Delays in **municipal processes**.
- High-demand positions: **urban planners, building inspectors, finance officers, clerks, CAOs**.

Proposed Solutions:

- Create a **joint HR team** to identify **hard-to-fill positions**.
- Develop a **resource-sharing policy**.
- Establish a **common recruitment brand**.
- Innovate in **benefits packages**.

Recommendations:

- **R1.** Organize **joint HR planning sessions** for the next 5 years.
- **R2.** Develop a **common strategy for talent attraction, integration, and retention**.
- **R3.** Create a **talent development program** to **support local workforce growth**.
- **R4.** Develop a **differentiated hiring & attraction program**.
- **R5.** Identify **expert employees** who can offer advisory services to other municipalities on a **cost-recovery basis**.

6. Reviving Joint Procurement

Problem:

- **Limited Canadian suppliers and higher costs.**
- **Smaller markets attract fewer suppliers.**
- **Trade agreements (like CETA) limit local purchasing.**

Proposed Solutions:

- **Review capital expenditures together.**
- **Launch joint tenders.**
- **Leverage AMO LAS services and other collective purchasing initiatives.**

Recommendations:

- **R1. Review expenditures together to identify joint procurement opportunities.**
- **R2. Consider joint tenders for studies and analyses.**
- **R3. Explore group contracts for vehicle acquisition and maintenance.**
- **R4. Examine shared participation in AMO LAS services.**
- **R5. Support IT teams in bulk software license purchasing.**
- **R6. Utilize the Joint Services Office for bulk road project tenders (e.g., salt, sand).**

NEXT STEPS Following consultation, **CUPR Municipal Council directed DGs to establish priorities** and return with recommendations at a later date. Work on this directive will begin **June 4, 2025**. DG recommendations to **CUPR Municipal Council** will also **include opportunities for service directors to contribute** and involve **consultation sessions with local municipal councils**.

3.9 OTHER ITEMS RELATED TO THE STRATEGIC PILLAR OF SERVICE EXCELLENCE

No items currently under this strategic objective.