

Strategic Plan 2024-2028 - Municipality of Casselman

Task Name	Année / Year	Goals Health	Goals vs. Action	Mise à jour trimestrielle Quarterly Update	Next steps
Pillar 1: Infrastructure					
1.1 - Address the problems related to drinking water quality and find solutions to resolve the lack of water capacity	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	
1.1.1 - Finalization of the grant and submission of the final report - tests and improvements for manganese and THM (2025-EN-007)	2024, 2025, 2026	Within time frame	Actions	Two projects remain to be completed under the \$1 million ICIP grant. The first project is a potassium permanganate and chlorine dioxide diffuser in the raw water intake from the river. This addition will allow for a longer contact time with the potassium permanganate, thus enabling more efficient manganese oxidation upstream of the filters. Technical discussions confirm that the chlorine dioxide will not be used continuously, but as a backup system during manganese spikes. Zebra mussels have been observed for the first time in the raw water intake pipe located in the river. The potassium permanganate in the intake will help control the larvae. Chlorine dioxide could be used on an ad-hoc basis if necessary. The second project involves the installation of OPR probes. These instruments will provide a real-time indicator of the water's oxidation capacity to adjust the permanganate dosage and quickly detect manganese episodes. These instruments will prevent potassium permanganate overdosing and the risk of a pinkish discoloration of the drinking water. If all goes according to plan, this project will be part of the preventative strategy to avoid episodes of high manganese levels.	The design should be completed by the end of May. We can then proceed with launching the call for tenders in June, which would allow work to begin as early as July and the project to be fully completed before the ICIP program deadline of October 26, 2026.

1.1.1.1 - Submission of the financial plan to the Council for the expansion of water capacity	2025, 2026	Within time frame	Actions	An update to the drinking water and wastewater infrastructure master plan was completed last November to incorporate a revision of water storage capacity requirements, resulting from the projected increase in drinking water treatment capacity. This update necessitates changes to the strategy and financial plan presented in report DG-3-2025, tabled at the regular council meeting of June 24, 2025. Consequently, a revised report will be submitted to council for consideration, with a view to deciding on one of the two proposed options: connecting to the City of Clarence-Rockland water distribution network to change the water supply source; or implementing a temporary solution to increase drinking water treatment capacity by adding a portable membrane filtration system, including green sand filters for improved manganese removal. An engineering report including a new calculation of uncommitted drinking water capacity reserves, based on new analyses of daily per capita consumption as well as annual peak consumption, will be presented to City Council at the meeting of May 26, 2026. The new data will be included in the updated financial plan following report DG-3-2025.	A new report will be presented to council as soon as all the information is gathered. We are still awaiting the engineering report from Jacobs Canada regarding the connection to the City of Clarence-Rockland water distribution system. We expect Jacobs' report at the end of May. The updated DG-3-2025 report is expected to be presented to council in June or July 2026.

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1.1.2 - Coordinate the projects identified in the water and wastewater master plan according to the identified priorities.	2024, 2025, 2026	Within time frame	Actions	See updates under item 1.1.2.	Continue short-term capital projects, to the extent that the budget allows, according to the list in the conditions assessment of the master plan (WTP).
1.1.2.1 – Project : Pumping Station 1 Project (2026-EN-001)	2028, 2027, 2026	Within time frame	Project	The planning for the expansion project at Pumping Station No. 1 is progressing well thanks to close collaboration between the Municipality's consultants and the contractor selected to carry out the work, ASCO Construction. The teams are currently working on preparing the pre-construction plans and producing and reviewing the shop drawings. Furthermore, ASCO Construction has already begun mobilizing materials and equipment on site to prepare for the start of construction, scheduled for the coming weeks.	Some work began inside the pumping station in April and will continue until next November. Excavation work will begin in June 2026 on the wastewater treatment plant side and is scheduled to continue until August 2027.
1.1.2.2 - Project for a comprehensive environmental assessment for increasing wastewater treatment capacity.	2026	Completed	Project	The Municipality published the notice of completion in local newspapers and on its website on March 12, 2026. Stakeholders were notified of the notice the same day. The public had 30 days from the publication date to submit comments or obtain an order imposing additional conditions or requiring an individual environmental assessment. The Municipality received comments only from the Department of Citizenship and Multiculturalism. The comments were generally minor and focused primarily on strengthening the documentation and clarity of the Environmental Assessment Report (EAR), rather than raising significant concerns about the project or the findings of the environmental assessment.	Now that the comprehensive environmental assessment process is complete, the Municipality can proceed with the wastewater treatment capacity expansion project, including design and construction. The engineering firm J.L. Richards has submitted a design proposal, which will be presented for approval at the meeting on May 26, 2026.

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1.1.3 - Conduct research and analysis to find the necessary funding to address drinking water quality issues in accordance with the recommendations of the water and wastewater master plan and guide the council in its decision-making.	2024, 2025, 2026	Within time frame	Actions	A report will be provided to the council in the near future, updating the various scenarios presented to the council on June 24, 2025, to finance future water and sewage projects.	The administration continues to monitor grant programs and to advocate with the government to secure funding for future water and sewer projects.
1.1.4 - Renewal of the service contract with OCWA, the Ontario water agency.	2024, 2025	Finished	Actions	New agreement signed and approved by the board following resolution 2025-42 of the regular meeting of February 25, 2025. This is a 3-year contract + 3 optional years at an amount of \$789,127 per year.	
1.1.5 - Complete the work on the land development fee study with the ad hoc committee and find a reasonable level of fees for developers. (2025-FIN-002)	2025, 2026	At risk		Actions: In the fall of 2025, numerous meetings of the ad hoc committee were held to guide the project to update land development fees and to determine a preliminary list of projects eligible for development costs. Since the beginning of 2026, the municipality has been working on updating projections for Casselman's future population, evaluating the level of services provided to citizens, and improving the preliminary list of eligible projects. A change in personnel within the consulting team has resulted in some delays in the project's progress.	Continue working with the consultant to develop a robust and rigorous assessment of the municipality's population growth, and to finalize and refine the list of projects eligible for development funding. Currently, the consultant is in the information-gathering phase for the next steps. Once this phase is complete, the ad hoc committee meetings will resume.
1.1.6 - Update to the water tariff regulations (2026-EN-004)	2026	Within time frame	Projet	A draft request for proposals to retain the services of a consultant for updating the water tariff regulations has been prepared. However, it has been determined that, due to the current workload, it would be preferable to postpone the start of the project until autumn 2026.	Project has been delayed until the fall 2026

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1.1.7 - Analysis of water billing and water production (system leak) (2025-EN-012)	2025, 2026	Recurring	Actions	The consultant's work on leak detection, along with the pipe repairs carried out in 2025, appears to be paying off, as the situation has been improving since July 2025. The municipality has been monitoring the data since 2021, comparing the number of cubic meters of water produced at the treatment plant with the amount billed to residents. Between 2021 and 2023, 73% of the treated water was billed. In 2024, the situation deteriorated starting in July, and for the entire year, only 67% of the treated water was billed. The beginning of 2026 confirms a significant improvement. Indeed, although the bills for April and July 2025 showed an average of 73% of the treated water billed, the remaining billing periods now show a rate of approximately 83%, which constitutes a significant improvement. This positive trend has continued, particularly with the April 2026 billing.	Continue to review daily production data against billing data and continue investigations.
1.1.8 - Cleaning of lagoon cells	2025, 2026	Completed	Actions		

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1.1.9 - New calculation of capacities and table of committed vs. uncommitted capacities	2026	Completed	Actions	In the fall of 2025, the Municipality undertook a reassessment of uncommitted drinking water capacity. The analysis comprised two parts: one to thoroughly examine daily water consumption per person and the other to study annual peak water consumption to verify its accuracy. Previous exercises to establish uncommitted drinking water capacity estimated the average daily consumption at 350 litres per person, in accordance with the calculation model suggested by the MECP. However, following a thorough analysis of the current consumption habits of Casselman residents, it appears that the actual average consumption is closer to 290 litres per person per day, a reduction of approximately 60 litres per person per day compared to the previously used assumptions. Another essential component in the assessment of uncommitted drinking water capacity is the management of annual peak consumption to establish the Maximum Daily Demand (MDD). As part of this analysis, the Municipality was able to exclude the consumption peaks observed in 2023 and 2024, as these were attributable to one-off and exceptional events—notably the reconstruction work on St-Isidore Street in 2024—and did not represent conditions likely to recur in the long term. Following this adjustment, the average daily peak demand over the last three years decreased from 1,970 m³ to 1,896 m³. The combined effect of the reassessment of average daily per capita consumption and the 74 m³ reduction in the three-year average of peak daily demand demonstrates that, based on the Municipality's current water demand and the number of development projects that have received draft approval, the Casselman drinking water treatment plant has sufficient reserve capacity to serve all approved projects, including a 5% intensification of existing lots. Based on the most recent flow data provided by the Municipality and the assumptions used in the analysis, the uncommitted capacity is estimated at approximately 373 unit equivalents.	The engineering report will be presented to the Municipal Council for adoption at its regular meeting on May 26. The remaining water capacity reserves will be allocated in accordance with the provisions of Municipal By-law 2024-16, which approves the Municipality of Casselman's policy for allocating drinking water and sanitary sewage capacity. Adoption of the report by the Municipal Council will terminate the project.
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1.1.10 - Continue intermunicipal discussions with the City of Clarence-Rockland for the coordination of long-term drinking water supply planning.	2030, 2028, 2029, 2027, 2026	Within time frame	Actions	The City of Clarence-Rockland adopted a resolution in the fall of 2025 confirming its willingness to collaborate with the Municipality of Casselman to examine the feasibility of connecting to the City's drinking water distribution system. An engineering report by Jacobs Canada is being prepared to plan the size of the infrastructure and the estimated cost should Casselman wish to connect to the water distribution system.	Jacobs' report is expected by the end of May 2026. The council will be able to consider this option as part of the update of the DG-3-2025 report in June or July of next year.
1.2 - Design and construction of the new City Hall	2024, 2025, 2026	Within time frame	Objectives	During the quarter, the project reached a major milestone with the teams moving into the new City Hall on April 17, 2026. Interior work continued according to the revised schedule, allowing the administrative spaces to become fully operational. Since the move, efforts have focused on finalizing the project, including addressing deficiencies and completing finishing work with the general contractor. Simultaneously, the organization and optimization of meeting rooms are ongoing, including the installation and adjustment of technologies (audiovisual, IT). The official opening of the building is scheduled for May 14, 2026, and will include a public tour and a ribbon-cutting ceremony for invited guests.	Ensure follow-up and resolution of deficiencies with the general contractor until project completion. Complete the organization and optimization of meeting rooms, including technological equipment. Oversee the transition of Council meetings to the new Council Chamber. Finalize the landscaping of outdoor spaces, including parking and flag installation. Document and formalize certain operational processes, including access and security systems.

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1.2.1 - Finalize the design of the new premises according to the identified aspirations.	2024, 2025	Completed		Actions: 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 also 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 also meeting technical and regulatory requirements. The final design is therefore considered complete.	
1.2.2 - Obtain Council approvals for financial cost overruns as needed	2025	Completed	Actions	The cost overruns and financing strategy were presented to the council on May 20, and council approval was obtained to proceed with the project.	-

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1.2.3 - Working in collaboration with consultants for tenders and monitoring of the construction project	2025, 2026	Completed	Actions	During the quarter, construction of the new city hall was completed according to the revised schedule, allowing staff to move in by April 2026. Close coordination with the various stakeholders (general contractor, professionals, and project manager) continued until the building was fully operational. Follow-up activities are now focused on addressing deficiencies identified after the handover, in collaboration with the general contractor, to ensure compliance with quality standards and the official project closure.	Ensure the follow-up, correction, and closure of deficiency lists with the general contractor. Complete the administrative and contractual closure of the construction project.
1.2.4 - Ensuring an efficient transfer of municipal documents	2025, 2026	Recurring	Actions	The digitization project carried out with the student continued until December 31, 2025. More than 95% of the property files were digitized, exceeding expectations. The reduction in paper volume greatly contributed to ensuring an efficient transfer of the files to the Industrial Unit.	Other types of documents will need to be digitized, including plans, construction schedules, and financial documents. This project will continue on a part-time basis throughout 2026, with the support of a receptionist.
1.2.5 - Planning and execution of the move to the new town hall	2026	Completed	Actions	During the quarter, all phases of planning, coordination, and execution of the move to the new City Hall were successfully completed. Logistical preparation, including inventory, supplier coordination, and equipment setup (furniture, IT, and audiovisual), ensured a smooth transition. The relocation of staff was completed in April 2026, while maintaining the continuity of municipal services. Technological systems were deployed and tested, and the spaces were brought online progressively. Activities related to the official opening, including preparations, were also carried out. At this stage, only minor stabilization and post-move adjustments remain.	Finalize post-move adjustments and optimize workspaces and meeting rooms. Complete the stabilization of IT and audiovisual systems, as needed. Document operational processes in the new building (access, room usage, internal logistics). Formally close the relocation project, including the review and lessons learned.

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1.2.6 - Conduct an analysis of options for the future use, sale, renovation or repurposing of the Town Hall building (751 St Jean) after the relocation.	2026	Within time frame	Actions	During the relocation process to 1 Industrial, the Municipality was approached by a non-profit organization interested in potentially occupying the building. Following discussions, this project will not be moving forward; the building therefore remains vacant for the time being. The administration has implemented a rotating schedule to ensure regular visits to the premises and the building's upkeep in the absence of continuous presence. The offices of our provincial and federal Members of Parliament have been notified of the availability of this space. Discussions are underway with Ms. Mingarelli's team to assess the possibility of using the building as rental satellite offices for federal government employees. More details will follow.	The Council can expect to receive a report and/or notice of motion, presented by a Council member, regarding the various options for leasing the building.
1.3 - Integration of the municipal asset management plan into the operational plan	2025, 2026	Within time frame	Objectives	See details under Strategic Actions.	
1.3.1 - Establish an operational plan for the management of municipal assets and determine roles and responsibilities in view of the planned deadline of July 2025 (core & non-core assets)	2025, 2026	Late	Actions	This winter, more emphasis has been placed on finalizing the 2024 municipal asset management plan to meet regulatory requirements, adding 2025 data related to acquisitions, and aligning accounting data with Citywide data.	The municipality was contacted again by the MFAO to complete the specialized training hours. These will be used to analyze the current 2024 plan and identify areas for improvement. In addition, time will be dedicated to determining the regulatory reports to be submitted annually to council, as well as to operationalizing the plan.

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1.3.2 - Present a plan for the management of the 34 acres on Aurèle Street and obtain a decision from the Council for the next steps, ensure the implementation of the Council's decision.	2024, 2025, 2026	Within Time frame	Actions	Administrative report DG-3-2025 was presented to City Council on June 24, 2025. It recommended considering the sale of the land located on Aurèle Street in early 2026, as the financing related to this land currently uses up the annual debt repayment limit. However, by its resolution 2025-58, adopted on July 29, 2025, City Council endorsed a letter of support from the SDCPR (Société de développement ccommunautaire de Prescott-Russell)) regarding its funding efforts for an agro-hub innovation centre. The SDCPR made an initial presentation to City Council on October 7 and a second on April 14, requesting that Council await confirmation of funding from FedDev Ontario in order to complete the feasibility study before proceeding with the sale of the land in question. The funding from Infrastructure Ontario expired in January 2026. The Treasurer requested authorization from the municipal council to refinance the bank loan for a period of 12 months at the meeting on April 14.	As part of the update to report DG-3-2025, the City Council will be able to discuss the possibility of granting the SDCPR's request to keep the land in reserve pending confirmation from funders regarding the financing of a feasibility study.
1.3.3 - Develop processes to ensure compliance with provincial law related to CLI-ECA.	2024, 2025	Completed	Actions	Documentation for reports completed.	

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1.3.4 - Find and get approval for a long-term vision for the land at 750 Principale	2027	Postponed	Actions	The 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 the 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 outlined in report DG-3-2025.	Maintain annual contributions to the budget reserve. Monitor developments regarding drinking water capacity. Propose the creation of an ad hoc committee at the beginning of the Council's next term (2027). Develop a strategic vision for the building, with a view to long-term redevelopment.
1.3.4.1 - Optimization and leasing of vacant office spaces at 750 Principal Street	2026	Within timeframe	Project	At the Council meeting of February 3, 2026, the Council adopted a mandate regarding medium- and long-term leases for 750 Principal Street, through report GR 3 2026. Since the presentation of this report, the Leadership Promotion for Community Development (PLDC) group has been occupying space to offer various services to Francophone immigrants. The PLDC will also use the current Council Chamber when the Municipality holds its meetings in its new premises at 1 Industrial.	The only vacant space is the one formerly occupied by the CSEPR. Discussions are currently underway with a non-profit organization regarding its potential occupancy.

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1.3.5 - Conduct a complete assessment of the condition of the J.R. Brisson Arena Sports Complex building and develop an energy conservation strategy adapted to the needs of the facility.	2024, 2025, 2026	Recurring	Actions	Following a building condition assessment and energy audit conducted by Sense Engineering, several priority infrastructure projects have been incorporated into the approved 2026 municipal budget. One of the key projects approved is the replacement of the HVAC (heating and cooling) system serving the community hall at the Comptoir populaire Déguire in the J.R. Brisson Complex. The project has been launched through the tendering process, and bids are currently being evaluated. An initial meeting and site visit were also held with Enviri Energy Solutions to assess various energy conservation and operational efficiency improvement opportunities at the J.R. Brisson Recreation Complex. Preliminary discussions focused on identifying feasible measures to reduce long-term energy consumption and improve the building's overall performance.	Complete the evaluation process and award the contract for the AHU system replacement project; Continue discussions with Enviri Energy Solutions and other energy conservation consultants regarding potential energy-saving initiatives and implementation strategies; Obtain bids and develop preliminary scopes of work for the domestic hot water tank replacement and Phase 1 of the electrical panel upgrade; Evaluate feasible energy conservation recommendations and potential business cases for future implementation; and Present to Council future recommendations, funding opportunities, and proposed capital projects under Budget 2027 and future asset management initiatives.
1.3.5.1 - Air Handling Unit Replacement Project (2026-RL-002)	2026	Within time frame	Project	The Air Handling Unit (AHU) Replacement Project (2026-RL-002) has progressed through the tendering process, and bids are currently being reviewed and evaluated. This project remains a priority infrastructure initiative identified during the building condition assessment conducted for the J.R. Brisson Complex.	Complete the bid evaluation process and the analysis of calls for tenders; Consult with the project engineer regarding the review of bids and the technical compliance of the proposals received; Proceed with the recommendation and award of the contract following the completion of the evaluation process; and Coordinate the project timelines and implementation planning for the replacement of the heating and cooling system for the air handling units.

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1.3.5.2 - Project to replace refrigerators with doors (2025-RL-003)	2026	Within time frame	Project	The project to replace the door refrigerators (2025-RL-003) has progressed with the measurement and analysis of the existing equipment located in the commercial kitchen areas of the J.R. Brisson Complex. A preliminary assessment of dimensions, operational needs, and electrical specifications was conducted to better guide the replacement process. Market research has also been initiated to identify various commercial refrigerator options from Canadian manufacturers known for their quality and reliability.	Identify a model that meets operational needs, budget constraints, and the current electrical capacity of existing panels and circuit breakers; Continue evaluating options offered by Canadian manufacturers specializing in commercial kitchen equipment; Select equipment that offers a good balance of quality, durability, and energy efficiency; and Proceed with the purchase and installation of the new equipment before the reopening of the cafeteria and sports bar in the fall.
1.3.5.3 - Hot Water Tank Replacement Project (2025-RL-008)	2026	Not started	Project	The hot water tank replacement project (2025-RL-008) remains a priority initiative identified in the Building Condition Assessment conducted by Sense Engineering for the J.R. Brisson Complex. Now that the hockey season is over and on-ice activities are on hold for the summer, management is preparing to begin the next phase of the project by commissioning qualified technicians to conduct on-site assessments and provide estimates and bids for the system replacement. Preliminary discussions will focus on identifying the replacement options best suited to the facility's operational needs, including opportunities to improve the reliability and redundancy of the domestic hot water system.	Obtain technical assessments, estimates, and bids for the replacement of the domestic hot water tank and associated storage system; Evaluate the various replacement options based on operational needs, energy efficiency, and budgetary considerations; Select the most appropriate solution to ensure continuity of service in the locker rooms, showers, kitchens, and other key areas of the complex; and Complete the installation work before the end of July to avoid any disruption related to the resumption of ice activities and the upcoming hockey season in August.

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1.3.5.4 - JR Brisson Electrical Panel Upgrade Project (2026-RL-005)	2026	Not started	Project	The electrical panel upgrade project for the J.R. Brisson Complex (2026-RL-005) remains a priority identified in the Building Condition Assessment conducted by Sense Engineering. No major work has yet begun on this project, but the administration plans to start the preparatory phase in the coming months. The preliminary work will focus on evaluating options for the phased replacement of existing electrical panels to improve the electrical capacity, safety, and reliability of the facilities.	Contact electrical contractors listed in the municipal standing order lists to invite them to conduct site visits; Obtain technical assessments and proposals for a phased replacement plan for electrical panels that can be implemented within the approved budget; Evaluate replacement priorities based on the condition of existing equipment, operational needs, and budgetary constraints; Develop a phased implementation approach to minimize service interruptions during complex operations; and Present recommendations and a proposed work plan for the next phases of the project.
1.3.6 - Consider the tennis court project as a potential application to the Trillium funding program (February)	2027, 2025, 2026	Recurring	Actions	The proposed outdoor tennis court project was submitted as part of an application to the Ontario Trillium Foundation Capital Grants Program; however, the Municipality was informed that the application was unsuccessful during this funding period. Consequently, the project remains unfunded by the Trillium program. The proposed project to construct two outdoor tennis courts is now being evaluated for alternative funding and long-term planning to ensure the initiative's viability. The administration has also begun exploring the possibility of including the project in the Development Charges (DC) study as a potential eligible growth-related project.	Continue the analysis and preparation of the project within the framework of development royalties to support its inclusion, justification, and long-term financial planning; Explore sponsorship opportunities and partnership models that can support the project's implementation; Continue to monitor future grant opportunities related to outdoor recreational infrastructure and community capital projects; Reapply to the Ontario Trillium Foundation Capital Grants Program if the program is offered again in a future call for proposals; and Evaluate other funding strategies and financial options to ensure the long-term viability of the outdoor tennis court project.

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1.3.7 - Analysis of the creation of a non-profit organization for the maintenance of recreational grounds (2025-RL-013)	2025, 2026	Within time frame	Actions	The Municipality and the Casselman Recreation Infrastructure Corporation (SILC) are continuing their collaboration in negotiations surrounding the partnership agreement to clarify roles, responsibilities, operational expectations, and long-term objectives related to the management and improvement of baseball field infrastructure. The SILC's 2025 Community Ball Tournament was a great success, demonstrating strong community participation and excellent organizational capacity. SILC is currently finalizing its annual insurance requirements in preparation for the official signing of the partnership agreement. The next SILC Board of Directors meeting is scheduled for May 27, 2026, at which the final version of the proposed agreement is expected to be presented for approval.	Finalize and sign the official partnership agreement between the Municipality and the Casselman Recreation Infrastructure Corporation (SILC); Obtain proof of insurance and complete the remaining administrative requirements related to the partnership agreement; Continue collaboration on priority projects to improve baseball fields, including upgrading the irrigation system to address recurring water accumulation issues and improving the field lighting system due to several burned-out bulbs and aging, non-LED infrastructure; Support preparations for the next Community Ball Tournament scheduled for August 13-16, 2026; and Continue to identify and prioritize future baseball field improvement projects to ensure the quality, safety, and long-term sustainability of recreational infrastructure.
1.3.8 - Relocation of the rainwater pipe - Cercle Richer - Block 2 subdivision plan 50M 231 (2025-EN-003)	2025	Completed	Actions	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.	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 favour of the Municipality.

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1.3.9 - Road and sidewalk condition assessment study (2025-TP-010)	2025	Completed	Actions	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 to prepare 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.	Follow-up on recommendations from the analysis to plan work for future years.
1.3.10 - Study for the analysis of water billing losses (2025-EN-012)	2025	Completed	Actions	This project aims to conduct a thorough 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. Several problems have been identified and repaired.	
1.3.11 - Update of the asset management plan under the 2025 provincial timelines as per Ontario Regulation 588/17 (Continuation of 2025-OPS-001)	2025, 2026	Late	Actions	An information session was held on February 10, 2026, with the council to present the preliminary results of the municipal asset management plan and the preferred service level. The final asset management plan will be presented to the council for approval at the meeting on May 26.	Adoption by the council of the report

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1.3.12 - Implementation of municipal asset management software (2025-OPS-002)	2025, 2026	Completed	Actions	The integration of the data into the CityWide software is now complete. The consultants are continuing their analyses and asking targeted questions to validate the relevance and accuracy of the information provided, particularly regarding the identified discrepancies. The municipal working group continues to collaborate closely with them to ensure the quality of the integrated data.	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 continuous monitoring and validation mechanism to ensure data reliability. Train relevant staff on internal procedures and best practices in asset management.
1.3.13 - Coordinate the transfer of ownership of the solar panels and develop a financial plan for the replacement of the arena roof.	2028, 2027, 2025, 2026	Recurring	Actions	The long-term financial planning strategy related to the future roof replacement of the J.R. Brisson Complex and the potential transfer of ownership of the solar panel system was presented during the 2026 budget discussions. While the roof replacement project remains a key infrastructure priority identified in the Building Condition Assessment conducted by Sense Engineering, the proposed contributions to the reserve fund under the financing strategy were ultimately not included in the final approved 2026 budget. Therefore, the administration will need to review and reintroduce the reserve fund financing strategy during the 2027 budget process to further prepare for the future roof replacement project. As part of long-term monitoring efforts, the hydrometer associated with the solar panel system was recently replaced with a newer model to improve energy production monitoring and data collection capabilities.	Represent the reserve fund contribution strategy within the 2027 municipal budget process; Continue to integrate the future roof replacement project into the Municipality's long-term financial planning and asset management; Follow up with the current owner/operator of the solar panel system to obtain updated data on electricity production and generation history; Develop a monitoring framework to better analyze solar panel performance and projected long-term financial benefits; and Continue to explore future grant and infrastructure funding opportunities that could help reduce the net long-term cost of the roof replacement project.

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1.3.14 - Systematically document the acquisition, disposition and maintenance/repair of municipal assets to ensure complete monitoring of the asset lifecycle.	2026	Recurring	Actions	Acquisitions and disposals for 2025 have been added to Citywide for fiscal year-end closing. For the end of 2025, Citywide was used alongside legacy Excel spreadsheets to provide the municipality's financial information for the financial statements. Citywide was used to calculate depreciation and will now be updated minimally during the fiscal year-end closing process.	
1.3.15 - Infrastructure maintenance and improvement projects	2026	Within time frame	Actions	See updates below	
1.3.15.1 - Project: Relocation of the new game controller (2026-RL-003)	2026	Completed	Project	• The Municipality has continued work related to relocating the new electronic control system for the splash pad at Richelieu Park. Strathmar Landscape Construction, the specialized contractor responsible for opening, closing, maintaining, and providing technical support for the splash pad for several years, has completed the main electrical work for the project. • The work completed includes relocating the electrical conduit, installing new electrical lines connected to the underground hydraulic pump system, and moving the computer controller to a new, heated, dry, and secure indoor maintenance room, shared with other municipal electrical and IT infrastructure. • This initiative significantly improves the protection of the new controller against humidity, inclement weather, and temperature fluctuations that contributed to the failure of the old control panel. The project also ensures better compliance with current industry standards for the protection of sensitive electronic equipment and the durability of municipal assets. • System testing and commissioning activities are currently underway. Only a few minor finishing touches remain to be completed, including some sealing, caulking and final adjustments.	• The contractor and technicians will return to the site to complete the remaining finishing work, conduct final operational tests, and finalize the complete commissioning of the system before the official opening of the splash pad for the 2026 summer season. • The splash pad controller relocation project is expected to be fully completed by the end of May 2026.

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1.3.15.2 - Purchase and renewal of personal protective equipment for firefighters (Bunker Gear)	2026	Recurring	Project	The bunker gear and boots have been purchased for the current year.	
1.3.15.3 - Paving of Ste-Marie, Ste-Anne, St-Joseph, Fleurette & Vanessa streets (2026-TP-003)	2026	Within time frame	Project	During the quarter, the tendering process was completed in collaboration with the UCPR group. Work planning is progressing according to schedule, with work expected to begin in June and July 2026. Concurrently, the Public Works team has begun coordinating preparatory work, including the replacement of valves on the affected street segments. This approach aims to ensure integrated management of municipal assets by aligning work on underground infrastructure with upcoming paving projects, thereby optimizing investments and minimizing future interventions.	
1.3.15.4 - Project - Sidewalk Rehabilitation (2026-TP-004)	2026	Within time frame	Project	During the quarter, the sidewalk rehabilitation work was largely completed and is now in its final phase. This intervention has improved the overall condition of the targeted infrastructure, in line with established priorities. At this stage, only administrative and technical monitoring activities remain to be completed, including updating the asset status in the management system (CITYWIDE) to reflect the work carried out and ensure proper monitoring of the infrastructure's lifecycle.	Complete any remaining work, if applicable. Update the sidewalk status in the CITYWIDE system. Conduct final inspections and validate the quality of the work. Close the project administratively and technically.

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1.3.15.5 - Project - Drainage and cleaning work on Martin-Fillion alley (2026-TP-005)	2025, 2026	Within time frame	Project	The alleyway was cleaned in 2025, taking care to minimize the impact on the trees on the site. Three stone wells were also installed and are currently in use. On April 14, 2026, the Municipality received a complaint from a property owner adjacent to the alleyway regarding a significant accumulation of water. At that time, the ground was not fully thawed, partly due to the shade cast by the trees lining the alleyway. Furthermore, significant rainfall had occurred during the previous week, contributing to the observed water accumulation. However, an inspection conducted on May 15, 2026, showed that the water had completely drained away and that the ground was relatively dry.	The unusual spring weather conditions observed this year have led to exceptional water accumulation in the alley, making this not a representative reference year for fully assessing the effectiveness of the stone wells. A second year of observation will be necessary to conduct a more accurate and comprehensive evaluation of their performance. In the meantime, maintenance and clearing of vegetation and trees will continue.
1.4 - Implement solutions that align with our long-term aspirations, including the establishment and optimization of efficient water distribution and wastewater collection systems.	2025	Within time frame	Objectives	See details of this objective under strategic actions.	
1.4.1 - Project for restructuring municipal territorial boundaries around the lagoons.	2025	Completed	Actions	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. Upon receipt of the order, the partners and landowners affected by the restructuring were informed. This brings the matter to a close.	The order has been sent to the Municipal Property Assessment Corporation (SÉFM), which will reassess the land according to the new boundaries. The municipal restructuring is scheduled to come into effect on January 1, 2026. The 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.

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1.4.2 - Project - Expansion of wastewater treatment capacity (design phase 1) - Lagoon rehabilitation (2026-EN-002)	2026	Within time frame	Project	The comprehensive environmental assessment for the wastewater treatment capacity expansion was completed on March 12 with the issuance of the notice of completion. A design proposal has been commissioned from the firm J.L. Richards. This proposal is currently being reviewed by municipal staff and will be presented to City Council at one of its upcoming meetings in May or June. Meetings were also held with representatives of the South Nation Conservation Authority to discuss participation in the Total Phosphorus Management Program to offset total phosphorus loads exceeding an effluent concentration of 0.50 mg/L. According to J.L. Richards' calculations, the Municipality's participation fee is estimated at \$715,110 for 1,182 kg of effluent at a rate of \$605/kg (2026). The estimated amount of \$715,100 is the total cost for increasing the nominal capacity of the treatment system to 4,050 m³/day, which is the capacity required for the full 25-year scope of the water and sewer infrastructure master plan. The CNS can offer flexible, interest-free payment terms spread over several years.	The municipal council adopted the proposal from the firm J.L. Richards for the design of Phase 1 of the wastewater treatment facilities. The municipal council adopted an agreement in early fall for participation in the South Nation Conservation's Total Phosphorus Management Program, confirming the rate of \$605/kg and the payment terms.
1.5 - Strengthen and maintain the infrastructure, equipment and assets of the Fire Department to ensure the viability, safety and sustainability of operations.		Not started	Project		
1.5.1 Plan and optimize financial resources supporting fire department infrastructure and equipment		Within time frame	Actions		

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1.5.1 (1.1) - Budget - Provincial Grant Application (TPON)		Recurring	Project	Completed for 2026 -Coverall (order placed) -EV Blankets (will be ordered shortly)	Application for 2027
1.5.1 (1.2) - Budget - Firehouse Subs Grant App		Within time frame	Project		-Identify which projects the department will present for the next round of applications (June 2 to July 16).
1.5.1 (1.3) - Budget - Application for granting funding to the Office of the Fire Commissioner		Recurring	Project	The grant has been accepted, and the equipment has been/will be ordered.	Receive the equipment and put it into service
1.5.1 (1.4) - Budget - Explore group purchasing with other municipalities to obtain better prices	2027, 2025, 2026	Recurring	Project	As the department makes purchases, a group evaluation is conducted to ensure the best prices are obtained. A savings of approximately 5% was achieved on the purchase of bunker gear.	
1.5.1 (2.1) - Budget - Budget preparation (operational and capital)	2024, 2025, 2026	Recurring	Project	2026 completed	2027 to do
1.5.1 (2.2) - Budget - Preparing a budget for mandatory maintenance	2027, 2026	Recurring	Project	A maintenance schedule for certifications/inspections is in place. The schedule is monitored regularly. A formal system for documenting certifications/inspections is in place.	Determine the amounts for each item to facilitate the budgeting process.
1.5.2 Plan, prioritize and execute the capital investments necessary to maintain and develop the capabilities of the Fire Department		Not started	Actions		
1.5.2 (1.1) - Capital - Development of a 10-year plan for capital purchases	2026	Not started	Project		To start

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1.5.2 (1.2) - Capital - Development of a purchase plan and replacement of Water/Ice Rescue equipment	2025	Completed	Project		
1.5.2 (2.1) - Capital - Fire Master Plan		Postponed	Project	This initiative is on hold pending the study carried out by CUPR at the level of the fire services.	
1.5.2 (2.2) - Capital - Jaws of Life	2025	Completed	Project	Completed in 2025 Purchase of a TnT handset in 2025	
1.5.2 (2.3) - Capital - Water Rescue Equipment	2025	Completed	Project	Completed in 2025. Purchase of: New rescue ropes New safety helmets for water rescue Purchase of 3 dry suits for rescue (suit, insulation, boots, gloves)	
1.5.2 (2.4) - Capital - Training Seacan	2025	Completed	Project	2 seacans bought in 2025 – already on site	
1.5.3 - Ensure the upkeep, maintenance, and repair of infrastructure and equipment to maintain their conformity, reliability, and operational availability.		Recurring	Actions	On-going list established for annual inspections.	
1.5.3 (1.1) - Maintenance & Repair - Development of a mandatory maintenance plan for equipment	2025	Completed	Project		
1.1.1 - Maintenance & Repair - Carry out the necessary repairs and tests according to the maintenance plan	2025	Completed	Project	Inspection and correction for the following items: Cascade hydrostatic test Jaws of Life inspection	

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1.5.3 (2.1) - Ent & Repar - Aerial Ladder (certification & repair)	2025	Completed	Project	NFPA 1002 inspection completed -Ladder welding performed -Part replacement (pulley, cable, etc.) Recertification	
1.5.3 (2.2) - Ent & Repar - Camion Pompe reparation	2025	Completed	Project	Pump packing Pump heater	
1.5.3 (2.3) - Ent & Repar - F150 Truck	2025	Completed	Project	Complete repairs as needed.	
1.5.3 (3.1) - Ent & Repar - Development of electronic maintenance management systems	2025, 2026	Within timeframe	Project	Inventory in ICO	Implementation graduelle des taches
1.5.3 (3.2) - Ent & Repar - Prepare a truck replacement plan for the next 10 years	2025, 2026	Within timeframe	Project	See 1.5.2	
1.9 - Other items related to the strategic infrastructure pillar	2025	Within timeframe	Objectives	See details of this objective under strategic actions.	
1.9.1 - Carry out a strategic analysis relating to a request for land transfer, including the assessment of legal, financial and operational impacts.	2025, 2026	Within timeframe	Actions	The draft conditional transfer documents for the landlocked property at 738 Brébeuf Street in Le Havre were accepted by the Council subject to terms and conditions.	Following the Council's acceptance and recommendations, the municipal administration is required to complete the transfer deed documents and subsequently present their offer to the Havre.

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1.9.2 - Coordinate the development of the Master Transport Plan and the traffic study (2026 TP 007) to ensure a comprehensive analysis of current and future mobility needs.	2026	Within timeframe	Actions	During the quarter, the tender documents were completed and published, and several bids were received. The team is currently analyzing and evaluating these bids in order to formulate a recommendation regarding the selected supplier, which will be presented to City Council. The project's start-up experienced a slight delay, primarily due to the director's absence, which impacted the pace of some initial steps. However, work is progressing and the next phase should begin shortly.	Finalize the analysis of the submissions and present a recommendation to the Council for awarding the contract. Initiate the data collection and diagnostic phase with the selected consultant. Develop the master plan and traffic study, including the required technical analyses. Organize public consultations to gather feedback from citizens and stakeholders. Present the final plan to the Council for adoption.
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1.9.3 - Feasibility study of a municipal real estate corporation for the management of municipal buildings	2026	Cancelled	Actions	This project involves creating a for-profit corporation to transfer our rental buildings (750 Main Street; 1 Industrial Street; 751 St. John Street; and 747 St. John Street). The objective of this new entity was to allow the municipality to also transfer the loans associated with these assets, thereby freeing up space on the annual repayment limit (ARL). Discussions were held with the municipality's auditor, and exchanges took place with the Ministry of Municipal Affairs and Housing, as well as with other provincial treasurers, to assess the feasibility of this option. While this solution is theoretically possible and is used by several municipalities for their utility companies, it is not applicable in this context. Indeed, the corporation must be entirely self-sufficient: it cannot maintain significant business ties with the municipality, nor share resources (employees, funds, or space), and the municipality cannot guarantee its loans. With the exception of the building located at 1 Industrial Street, the leases for the other buildings are for community rather than profit-making purposes. Consequently, these buildings barely break even. Rental income would not cover the costs associated with hiring additional staff to manage the corporation (payroll, bill payment, rent collection) and maintain the buildings, nor would it allow for setting aside funds for future repairs. Furthermore, the profits generated by the corporation would be taxable, which would increase the financial burden. The municipality would also have to cede control of the buildings to the corporation, which would limit the municipal council's ability to influence their future use. Thus, these buildings would have to be operated for purely profit-driven purposes, to the detriment of their current community function. Furthermore, the municipality would no longer be able to use these buildings. For example, the use of the gymnasium at 750 Main Street for recreational activities would have to cease in order to avoid compromising the corporation's autonomy. The case of 1 Industrial Street is more complex, since the municipality occupies the upper floor. To make this building eligible, it would be necessary to legally divide it into two separate units, which would entail significant additional costs, on top of the expenses related to the creation and management of the corporation. Moreover, only a portion of the debt could be transferred to the corporation. Despite the points mentioned above, the main issue remains the loan guarantee. During discussions with the auditor, he mentioned the case of a municipality in the region with an electrical corporation for which the municipality had to maintain its guarantee, as the financial institution refused its withdrawal. While it is relatively easy for a municipality to borrow, it would be difficult, if not impossible, for a corporation with uncertain profitability to obtain financing without a municipal guarantee. Consequently, although the creation of such a corporation is technically possible, failure to meet the autonomy criterion would result in the debt remaining at the municipal level, thus preventing the desired objective from being achieved. For these reasons, the project is abandoned.	
Pillar 2: Community well-being					
2.1 – Bird’s Eye View Park (Design and construction)	2024, 2025, 2026	Within time frame	Objectives	See details under strategic actions	

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2.1.1 - Find the necessary funds to complete the design, & find funds for the construction of phase 2 of the project.	2024, 2025	Completed	Actions	Phase 2 development 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's opening. Phase 2 was funded by a federal grant. On June 26, 2025, we welcomed Member of Parliament Mingarelli to the site. At that time, the official announcement of \$800,000 in funding from the Department of Infrastructure was made. This funding is timely and will be used to recoup Phase 2 expenses, increase the project's budget, and plan Phases 3 and 4 with the ad hoc committee.	Develop the project and financing plan for phases 3 and 4 with the ad hoc committee. A full report on this will be presented to the Council at a later meeting.
2.1.2 - Ensure project continuity and detailed budget monitoring so that the project does not represent a municipal expense and is 100% funded by grants and sponsors.	2024, 2025, 2026	Within time frame	Actions	The administration submitted expense reimbursement requests to the Natural Infrastructure Fund. The total amount claimed was \$577,556.41. Of this amount, \$335,696.16 was approved and reimbursed. These reimbursements are intended to cover the majority of the studies carried out (engineering, soil analyses), as well as to finance the relocation of the trail and ditch, drainage improvements, and the installation of a safety fence. The Municipality is currently in negotiations with a landowner adjacent to the project to acquire a parcel of land to accommodate the poetry gardens.	We are continuing our efforts to advance a complex negotiation file for a possible land purchase, in order to present it to the Council soon.
2.1.3 - Finalize the engineering planning for phase 2	2024, 2025	Completed	Actions	Phase 2 is almost complete. A path and a ditch have been laid, and a safety fence has been erected. Signs will be installed in the coming days in preparation for the path's opening.	
2.1.4 - Coordination of projects related to the Bird's Eye View Park		Not started	Actions	See the updated items below.	

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2.1.4.1 - Garden of Poetry (2026-GR-003)	2026	Not started	Project	The Garden of Poetry represents the next project of the Bird's Eye Park.	We are continuing our efforts to advance a complex negotiation file for a possible land purchase, in order to present it to the Council soon.
2.2 - Development, implementation and operationalization of the parks and recreation master plan	2024, 2025, 2026	Within time frame	Objectives	• The Parks and Recreation Master Plan continue to serve as a reference tool to guide the Parks and Recreation Department's initiatives, community projects, and investments in recreational infrastructure. • In 2026, the Parks and Recreation Department continued its collaborative approach with community organizations, citizen groups, schools, and local partners to identify priority community needs and advance projects aligned with the recommendations and priorities of the Master Plan. • Several initiatives currently under development or underway stem directly from interests, requests, and ideas expressed by community partners. This collaborative approach allows the Parks and Recreation Department to leverage the expertise, volunteer work, and commitment of local organizations to accelerate project implementation and increase their community impact. • The Parks and Recreation Department also continues to assess provincial and federal grant opportunities to identify funding programs that align with the projects and priorities outlined in the Parks and Recreation Master Plan. Projects eligible for available grant programs and aligned with municipal priorities are prioritized when financial and operational capacity permits. • This approach has helped support the advancement of several community initiatives and partnerships, particularly those related to green spaces, intergenerational activities, and recreational infrastructure.	• Continue to work collaboratively with community groups, local organizations, and institutional partners to advance projects aligned with the Parks and Recreation Master Plan. • Continue actively seeking funding programs and grants to support the initiatives identified in the Parks and Recreation Master Plan. • Gradually integrate priority and feasible projects into future municipal budgets, based on available financial and operational resources.
2.2.1 - Complete the master plan with the consultants according to the anticipated aspirations.	2024	Completed	Actions		

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2.2.2 - Develop a multi-year financial plan based on the parks master plan so that the recommendations can be responsibly planned over a reasonable period of time (multi-year budget of 5-10 years) which will be used for budget planning.	2024	Completed	Actions	The recreation and parks master plan was approved by council on August 27. The action plan was presented on November 19 and was also approved by council.	
2.2.3 - Tree planting project in collaboration with the South Nation Conservation Authority (2025-RL-004)	2025, 2026	Within time frame	Project	The partnership agreement with the South Nation Conservation Authority has now been finalized and signed. Meetings and site visits have also been held with the assigned forester to assess the proposed planting areas, site conditions, and logistical aspects of the project. The trees and shrubs have now been ordered and are awaiting delivery. Coordination is currently underway between the South Nation Conservation Authority and their third-party contractor responsible for the planting work to schedule the dates.	Await delivery of the trees and shrubs; Confirm planting dates with the South Nation Conservation Authority and the contractor team responsible for the work; Coordinate support from municipal parks and green spaces employees for site access, logistics, and safety measures during the work; Proceed with the planting project once the schedule is confirmed.
2.2.4 - Hiring of students - Parks, leisure, tourism (2025-OPS-010)	2025, 2026	Recurring	Project	The municipality is currently in the process of submitting an application to the Canada Summer Jobs 2026 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.	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.

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2.2.5 - Begin planning for the development of green spaces and consultations and the use of development costs	2025, 2026	Within time frame	Project	The Municipality is currently continuing its review of the development charge bylaw, including the analysis of potential projects related to parks, trails, and recreational infrastructure. Several projects from the Parks and Recreation Master Plan have been submitted as part of this process to assess their potential eligibility for development charge funding. At this stage, the final eligibility of the projects remains to be confirmed by the consultant and in accordance with applicable regulatory requirements. Projects currently under review include: New parks in the Carpe Street (Phase 2), Tortue Street (Phase 3), Bourgeois, and Domaine des Rapides developments; New pedestrian trails and public access points, including the Brisson Street recreational trail and the trail around the retention basin at 540 Barrage; New parks and trails connecting various residential areas; The expansion of the locker rooms at the J.R. Brisson Complex; and the development of four new combined tennis/pickleball courts. The development of a skate park. Discussions are also ongoing with specialist consultants, landscape architects, and suppliers to obtain preliminary budget estimates and begin planning projects that could be eligible for and approved under the development fees regulations.	Continue working with the selected consultant to confirm the eligibility of the projects under the development fees regulations; Continue the analysis of costs, regulatory requirements, and implementation priorities; Obtain preliminary quotes and estimates for potential projects; Begin conceptual and financial planning for the projects deemed eligible and prioritized.
2.2.6 - Ensure the coordination of projects arising from the Parks and Recreation Master Plan, including planning, monitoring and alignment with municipal priorities.		Not started	Actions		

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2.2.6.1 - Project - Development of a seasonal community activity program	2028, 2027	Postpone	Project	The development of an official recreation and seasonal activities guide was analyzed in light of the Municipality's current operational structure, available resources, and existing program delivery model. Currently, traditional recreation guides are generally designed to support recurring programs requiring registration and participation fees, such as summer camps, swimming lessons, seasonal sports programs, or structured recreational activities with a limited number of participants. The Municipality's current software platform does not yet allow the public to register independently or make online payments for recreational programs. Furthermore, in the absence of a dedicated recreation coordinator position, programming is currently organized on a monthly basis using limited resources within the department and with the support of seasonal staff. Furthermore, the majority of currently offered municipal recreational activities and initiatives are funded by grants and operate on a free, drop-in model, rather than a traditional model based on registration fees and reserved spaces. Consequently, the development of a comprehensive seasonal recreation guide is not considered necessary or realistic in the short term under the current operating model.	Reassess the feasibility of implementing an official seasonal recreation guide once a new reservation and registration system is in place; Continue to assess future needs for recreational programming and registration; Revisit this initiative in the coming years if the Municipality develops more recurring programs requiring registration and participation fees.
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2.2.6.2 - Community garden project	2026	Within time frame	Project	The partnership agreement with the public school board has now been finalized and signed, officially allowing the community garden project to move forward. Following the procurement process, the project was awarded to Pick, Plant & Prune, the same company responsible for the Russell Library community garden project. Numerous meetings have taken place between the school board, the Casselman Horticultural Club, project partners, and the municipal administration to discuss the garden design, community needs and wishes, educational opportunities, and the overall functionality of the space. The project is currently in the preparatory phase, including arranging utility connections and preparing the site for excavation. This work aims to remove years of poor sod and overgrown vegetation to install specialized soil and create a suitable base for the new garden space.	Continue to act as a liaison and coordinator between the selected contractor, the public school board, and the various project partners; Support coordination between municipal staff, teachers, and students to foster educational participation in the garden project; Continue working with the Casselman Horticultural Club to develop a maintenance and monitoring plan for the garden during the summer months when the school is not in session; Proceed with excavation and site preparation work once the locations are finalized; Aim for the planting of the first seedlings and vegetables in the raised garden beds by the end of June.
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2.2.6.3 - Small Boat Launch Ramp Project	2026	Within timeframe	Project	As part of the 2026 municipal budget process, \$20,000 from the UCPR allocation was approved to support the development of a small, accessible dock at Seniors' Park. This initiative aligns with the Parks and Recreation Master Plan, which identifies this park as a suitable location for improving waterfront access and passive recreation. The proposed dock would provide residents and visitors with access to the South Nation River for small, non-motorized watercraft such as kayaks, canoes, and paddleboards, while also offering an accessible space for fishing and waterfront relaxation. Preliminary discussions have taken place regarding potential partnerships and financial contributions to the project. South Nation Conservation had previously identified a potential financial contribution as part of its 2026 planning for projects related to tree planting and improving waterfront access. Further discussions are also planned with community partner CRCVC regarding possible financial participation in the project.	Meet with representatives from South Nation Conservation to discuss partnership opportunities, potential financial contributions, and project feasibility; Confirm the amounts potentially available from the various project partners; Resume discussions with community partners regarding financial participation once preliminary budgets are established; Work with municipal staff and stakeholders to determine the preferred dock type, accessibility considerations, and maintenance responsibilities; Obtain preliminary budget estimates and bids for the supply and installation of the dock; Determine the appropriate procurement and installation process, including identifying the procurement lead; Proceed with the municipal procurement process once the project scope, partnerships, and financial contributions are confirmed.
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2.2.6.4 - Seasonal honorarium for the maintenance of the outdoor skating rink (Richelieu) (2026-RL-007)	2026	Completed	Project	The initiative to offer a seasonal honorarium for the maintenance of the Richelieu Park outdoor skating rink was a great success last winter. Thanks to the involvement of a local resident living near the park, the rink was maintained regularly and proactively, ensuring excellent ice quality and frequent openings when weather conditions permitted. The availability of a dedicated person on-site, particularly during late evenings and the coldest periods when ice flooding is likely, proved to be a major asset for the quality and consistency of the maintenance. The fact that this person was a member of the community also contributed to creating a strong sense of local pride, community responsibility, and commitment to youth, families, and rink users. The volunteer in charge demonstrated great attention to detail and a strong sense of ownership of this important recreational facility for the neighbourhood and the community. This community-based approach has made it possible to offer a high-quality winter environment for the child, their friends, and all residents who use the skating rink. To ensure proper project management, a service agreement and a volunteer agreement were developed with the support of the municipal insurer and approved by them. These documents clarified the roles, responsibilities, and limitations of the work performed by the volunteer. This approach also improved overall site monitoring during the winter season. Since park employees are no longer active during the winter and the recreation department's resources are primarily deployed at the J.R. Brisson Complex due to the arena's intensive operations, having a dedicated person at the outdoor skating rink has allowed for more effective daily monitoring of the site. The volunteer also helped to quickly report any issues related to safety, equipment, ice conditions, or vandalism, enabling the recreation department to react promptly when necessary. Observed results: Significant improvement in ice quality and availability; improved daily monitoring and maintenance of the site;	Include the seasonal honoraria for outdoor rink maintenance in the Municipality's regular operating budget for the coming years; Continue working with volunteers and community residents to ensure the long-term sustainability of the outdoor rink program.
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				Strong community involvement and a sense of local pride; Maintenance of a popular winter service at a low cost to the municipality; reduced operational pressure on municipal employees.	
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2.2.6.5 - Shrub project at the train station (CRCVC budget request)	2026	Within time frame	Project	An initial meeting and site visit took place with a representative from the CRCVC and the Municipality's contracted landscaping company at the Casselman train station. During this visit, discussions were held regarding the overall condition of the landscaping, including the identification of shrubs, flowers, and trees that are no longer in good condition, are dead, or require removal and replacement. This meeting also provided an opportunity to discuss possible replacement species, planned landscaping improvements, maintenance considerations, and the options best suited to the site conditions and the long-term appearance of the station area. The project is currently awaiting a preliminary quote from the landscaping company detailing the proposed work, replacement plants, and associated costs.	Receive and analyze the landscaping company's bid; Evaluate and approve the scope of work and plant selections, based on available budgets; Order the necessary shrubs, flowers, and landscaping materials; Coordinate the safe removal, planting, and installation work at the station site; Continue to collaborate with the CRCVC regarding beautification priorities and long-term maintenance considerations for the area.
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2.3 - Increase the capacity for community organizations to plan and manage events and activities	2024, 2025, 2026	Late	Objectives	• The Parks and Recreation Department continued to work closely with community organizations, volunteer groups, and local partners, providing support, logistical assistance, and operational support for various community initiatives and activities. • Throughout 2026, the Department prioritized collaborative meetings with various organizations and organizing committees to better understand their objectives, identify their operational needs, and support them with municipal processes related to event planning, facility use, permits, communications, and logistics. • The Department supported the Casselman Downtown Revitalization Corporation (CRCVC) with communications and promotion of its village-wide community garage sale initiative. • The Department supported Club 60 and various community partners in coordinating guest speakers and educational seminars for seniors, including health and wellness presentations offered in partnership with local organizations and health professionals. • Collaboration also continued with the Kin Club of Russell as part of the Catch the Ace initiative offered in Casselman. • Discussions and operational coordination took place with SILC regarding the use of baseball fields, maintenance coordination, tournament logistics, and permit requirements for community baseball activities. • The Department also provided initial support in	• Continue to support community organizations by providing planning assistance, operational support, and collaborative problem-solving related to community events and initiatives; • Continue to strengthen relationships with local organizations, volunteers, schools, and regional partners to expand the range of community activities; - Continue to identify opportunities where municipal resources, facilities, or expertise can support community projects and activities; • Continue to encourage collaborative partnerships that promote community engagement, volunteerism, and the diversification of activities offered to residents; and • Complete the development of the Municipal Special Events Handbook to better support organizations in event planning processes, operational requirements, security considerations, and municipal procedures.
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				Planning and logistics support were provided to the Promotion of Leadership for Community Development (PLDC) regarding the organization of its first Mosaic Festival, scheduled for summer 2026. • • Other collaborative efforts included supporting the local horticultural club in identifying its role within the community garden project, assisting the library with the logistical needs of the Authors' Festival, coordinating free community seminars in partnership with the Eastern Townships Community Health Centre, and collaborating with South Nation Conservation on tree-planting and shared space development initiatives.	
2.3.1 - Work together with the existing committee to develop a list of community activities to offer to residents annually.	2024, 2025, 2026	Completed	Actions	Meetings were held with the committee to review and help prioritize several important community initiatives planned for 2026. Discussions focused on the coordination and development of projects such as the Seed and Swap event, the community garden project, and the family community event scheduled for September. Municipal staff continue to provide guidance and support to help the committee organize and structure these initiatives while ensuring compliance with municipal procedures and operational requirements.	Support the committee in preparing and presenting the proposed budget for the September community event; Support the coordination of purchasing, logistics, and event-related needs; Continue to guide the committee to ensure that activities and events remain compliant with municipal policies, procedures, and event management requirements; Provide ongoing administrative and operational support to ensure the success of community initiatives; Continue to support the committee and the development of its initiatives and events year after year, as long as the committee remains active.

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2.3.2 - Collaborate with the CRCVC to establish a formula for procedures to follow	2024, 2027, 2025, 2026	Postponed	Actions	Solid procedures have been established between the municipality and the CRCVC to ensure smooth operations and effective collaboration. These procedures have clarified roles and responsibilities, while ensuring a consistent response to situations requiring coordination between the two parties. However, due to an absence within the management team and current organizational priorities, the formal development of a set of procedures has been postponed to a later date, in order to allow for an optimal resumption of the project under favorable conditions.	Resume work on developing a formal set of procedures when organizational conditions allow. Consolidate current practices and document existing informal processes. Continue collaboration with the CRCVC to ensure continuity of services and interventions. Submit a structured proposal for adoption at the appropriate time.
2.3.3 - Creation of regulations for the organization of events to allow organizations to better understand the needs for the organization of their activities (emergency plan, etc.)	2024, 2025, 2026	Within time frame	Project	The draft bylaw on special events and the procedures manual continue to evolve based on feedback received from the internal multidisciplinary committee and various municipal departments. A further comprehensive review of the documents is currently underway to ensure that the proposed procedures remain realistic, clear, and adapted to the operational needs of event organizers and the municipality. As part of this review, additional consultations will be held with the fire department and relevant stakeholders to validate the requirements related to safety, emergency plans, risk management, and the responsibilities of event organizers. The project also includes the development of digital and administrative tools within the CityWide platform to centralize forms, reference documents, useful links, and the special event application process.	Conduct a further comprehensive review of the bylaw and procedures manual; Continue consultations with the fire department and other municipal departments regarding safety and event management requirements; Develop and integrate administrative forms, links, and tools into the CityWide platform; Finalize necessary administrative and operational adjustments before the official presentation to City Council; Prepare communications and support materials for community organizations and partners.

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2.3.4 - Community ball tournament organization policy to ensure the sustainability of the organization (incentives). Agree on a win-win formula for the community ball tournament (field, bar/restrooms, field maintenance, minimizing risk).	2025, 2026	Within time frame	Project	The renewed agreement with the Conseil scolaire catholique de l'Est ontarien (CSDCEO) has now been finalized and signed, ensuring continued access to and maintenance of the ball fields during evenings and weekends. This important step allows the Municipality to move forward with the development of the new partnership model with the SILC (Casselman Recreation Infrastructure Corporation), one of whose main initiatives remains the organization of the community ball tournament. Discussions and preparatory work are currently underway to finalize a new partnership agreement with the SILC aimed at clarifying the roles, responsibilities, and expectations of each party with respect to tournament organization, field maintenance, and associated fundraising activities. At the same time, the Municipality is continuing its analysis and review of its baseball field rental policy to better govern the various uses of the facilities. This review aims to include: recurring community leagues; the community ball tournament; External one-off rentals; operational responsibilities and event-related requirements.	Finalize and submit the partnership agreement with SILC for approval; Conduct a comparative analysis of policies, procedures, and rates for baseball field rentals in neighbouring municipalities; Use the data collected to develop an updated municipal policy for the rental and management of baseball fields; Continue to collaborate with SILC to ensure a consistent approach between municipal operations, community tournament activities, and fundraising initiatives; Submit a revised version of the baseball field rental policy to City Council once the analysis is complete.
2.3.5 - Working with the library on joint projects	2025, 2026	Recurring	Actions	The main project developed jointly with the library involved offering a virtual map through the Bciti+ application. This project is now complete. A soft launch was conducted with library users during January and February 2026. Once library staff were comfortable with the process, the official launch took place in March 2026; the service has been fully operational ever since.	Details on how to obtain your virtual library card are available via the following link: https://www.casselman.ca/fr/loisir-et-culture/communaute-et-culture/bibliotheque

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2.3.6 - 2026 Ceremony in connection with the recognition policy	2025, 2026	Recurring	Project	On May 14, 2026, the Municipality awarded the key to the city to Mr. Rhéal Leroux. The event was a great success. The official press release for the event, as well as a description of the recipient's achievements, are available on the website.	A second ceremony will take place in 2026 to award Community Medallions to several recipients.
2.4 - Stay informed about events related to the Francophonie in Ontario and Canada and demonstrate support in 2026, 2025, and 2024.	2.4 - Stay informed about events related to the Francophonie in Ontario and Canada and demonstrate support in 2026, 2025, and 2024.	Within time frame	Objectives	See details under Strategic Actions	
2.4.1 - Study the feasibility of beautifying the areas surrounding the Francophonie Monument to facilitate hosting events celebrating Franco-Ontarian culture.	2026	Within time frame	Actions	The administration collected documentation relating to the Francophonie Monument installation project in order to fully understand the origins and initial development of this project.	The intention is to consult with partners surrounding the monument in order to ultimately develop a procedure governing the holding of events on this site.
2.4.1.1 - Plan an event for September 25, 2025 in view of Franco-Ontarian Day and the 50th anniversary of the flag.	2025	Completed	Project	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 a.m. to 4 p.m., was a success, attracting several hundred participants. The program included free hot dogs, face painting, games, and much more.	The community carnival organized by the Community Mobilization Committee is included in the 2026 budget.

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2.4.1.2 - Organize the recognition ceremony for Ms. Dyane Adam.	2024	Completed	Project	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 directors of the Université de l'Ontario français in Toronto and 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 an outstanding contribution to the community, whether nationally or internationally. The announcement was published on the municipal website.	The submission period for the Community Recognition Program ended on December 31, 2024.
2.4.2 - Establish partnerships with community groups that have the same objectives in order to increase visibility and preserve Franco-Ontarian identity.	2025, 2026	Recurring	Actions	The organization Promotion du leadership pour le développement communautaire (Promotion of Leadership for Community Development) now occupies a portion of 750 Main Street, where it has been offering services to Francophone immigrants since April 1, 2026. The welcoming Francophone community project continues and is detailed in item 2.4.2.	Maintain good relations with the various organizations.
2.4.3 - Welcoming Francophone Community Project of the Francophone Immigration Support Network of Eastern Ontario	2027, 2025, 2026	Within time frame	Project	The Municipality of Casselman will host the 13th regional forum of the Eastern Ontario Francophone Immigration Support Network (RSIFEO), which will be held on June 9 and 10, 2026, at the Deguire Community Hall in the J.R. Brisson Complex. The Council's commitment to supporting Francophone immigration in the region prompted the RSIFEO to organize this event in Casselman.	We are awaiting an announcement from the federal Department of Immigration, Refugees and Citizenship Canada regarding a significant funding opportunity related to this project. The announcement should be received well before the application deadline, allowing the committee ample time to develop and submit a project proposal.
2.5 - Support the development project of the Health Hub located in Casselman	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	

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2.5.1 - Renewal of HGH Land Reservation Agreement	2024, 2025	Completed	Actions	See section 2.5.3 below	See section 2.5.3 below
2.5.2 - Continue the planning work for the Health Hub with the existing working group	2024, 2025, 2026	Recurring	Actions	Discussions between community partners remain stalled as they await a response from the Ministry of Health regarding the submission of the Stage 1 application. Despite a delegation meeting at the AMO conference in August 2025, for which the Municipality expected a follow-up from Parliamentary Assistant John Jordan, the Municipality secured another delegation meeting at the ROMA conference in January 2026 to obtain a follow-up. The municipal delegation met with Parliamentary Assistant Anthony Leardi, and when a follow-up was requested, he stated that the answer remains no until it is yes.	The working committee will have to develop a lobbying strategy with the government to advance the application for stage 1.
2.5.3 - See to the renewal of the Carrefour Santé agreement to reserve the land (5 years)	2024, 2025	Completed	Actions	A new draft 5-year agreement has been prepared to reflect changes to the project's scope (addition of a surgical centre) and is expected to be submitted to the council on December 9 for discussion and adoption.	Following the discussion at the council on December 9, the agreement is expected to be adopted for a period of 5 years.
2.5.4 - Reserve hydraulic capacity for the Carrefour Santé project	2024, 2025	Completed	Actions	According to the calculations in the Municipality's engineering firm's report for uncommitted water units, the equivalent of 7 water connections remain reserved for the Community Health Hub project.	Retain these water and wastewater units so that the project can proceed without delay once provincial authorization has been granted.
2.6 - Structure and deploy fire prevention activities to improve the safety and well-being of the community.		Within time frame	Objectives		
2.6.1 - Plan and implement public education activities on fire prevention to increase awareness and adoption of safe behaviors.		Not started	Actions		
2.6.1 (1.1) - Develop a plan for annual public education requests	2026	Recurring	Actions	Currently, prevention is based on public demand.	

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2.6.1 (1.1) 1.1.1 - Establish annual goals for public education	2026	Within time frame	Actions	Initiatives already underway: Smoke alarm Public Relations Public Education Fire Prevention Week	Meeting planned to officially establish the schedule for the activities that are carried out (possibility of making it an internal policy).
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2.6.2 – Supervise and conduct fire safety inspection activities to ensure compliance and reduce risks to the community	2026	Recurring	Actions	An inspection tracking system is in place, allowing for the monitoring of all inspection-related data (from the number of hours to the status of each inspection). From January 1st to April 30th, 32 inspection reports were completed.	The administration keeps a record of inspections related to the plan in item 2.6.2 (2.1)
2.6.2 (2.1) - Establish an internal policy on inspection frequencies	2025	Completed	Actions	Operational Guide PR1.2-2025 Fire Prevention Inspection Frequency implemented April 2025 Operational Guide PR1.1-2024 Fire Prevention Inspection Procedures implemented June 2025	
2.9 - Other items related to the strategic pillar of community well-being	2025, 2026	Within time frame	Objectives	No items currently fall under this strategic objective.	
2.9.1 - Coordination of projects related to the strategic pillar of community well-being	2026	Within time frame	Actions		
2.9.1.1 - Purchase of a speed display panel (2025-TP-008)	2026	Within time frame	Project	During the quarter, the speed display signs were acquired according to plan. The project has thus progressed toward its commissioning phase. The next steps primarily focus on configuring the associated technological tools and preparing for on-site installation, to ensure optimal use of the equipment and real-time data monitoring.	Organize a training session with the supplier for the configuration and use of the data management software. Configure the system to allow for real-time data access. Install the signs at the designated locations. Monitor the collected data to support road safety initiatives.
2.9.1.2 - Purchase and Installation of New Benches - (CRCVC Budget Request)	2026	Within time frame	Project	During the quarter, the purchase of the new benches was completed according to plan. The project is currently awaiting delivery of the equipment. In the meantime, the public works team has begun preparing the designated locations to ensure a quick and efficient installation upon receipt of the benches.	Receive the bench delivery. Complete the preparation of the installation sites. Install the benches in their designated locations. Perform final checks and commission the benches.

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2.9.1.3 - Winter Banners/Pennants - (Budget request from the CRCVC)	2026	Not started	Project		
2.9.1.4 - Drainage of the ball field (budget request from the non-profit organization)	2026	Within time frame	Project	• Discussions and planning work related to the baseball field drainage improvement project continued throughout 2026 in collaboration with SILC. • The proposed project aims to address persistent drainage issues affecting field conditions, usage, maintenance needs, and the overall quality and safety of the baseball facilities. • Pending final approval and the signing of the partnership agreement following the next SILC Board of Directors meeting, the project is expected to move to the next planning and implementation phase. • SILC has already begun preparatory work for this initiative, including researching potential remedial solutions, analyzing drainage improvement options, and obtaining preliminary bids for the proposed work. • The first official step of the project will be to conduct a survey and topographic study of the site to assess existing levels, slopes, and drainage conditions. This study is scheduled for summer 2026. • Ongoing collaboration between the Department of Parks and Recreation and SILC has advanced discussions surrounding operational responsibilities, long-term maintenance considerations, and future improvements to the baseball facilities.	• Finalize and sign the partnership agreement with SILC regarding baseball field operations and improvement projects; • Complete the planned survey and topography study to assess existing site conditions and drainage-related technical requirements; • Continue analyzing drainage improvement options, technical requirements, and project cost estimates; • Evaluate funding and partnership opportunities to support project implementation; and • Determine next steps for implementation and the project timeline based on final agreements, available resources, and operational priorities.

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2.9.1.5 - Community Day 2026 (Budget Request - Mobilization Committee)	2026	Within time frame	Project	- Initial discussions regarding Community Day 2026 are planned for an upcoming meeting of the Mobilization Committee. - The Parks and Recreation Department will work with the committee to discuss the initiative's objectives and priorities and will request that the committee prepare and present a proposed budget for the event for review.	Review the proposed budget and planned purchases presented by the committee; and Support the committee in coordinating municipal purchases and procurement processes once expenditures have been approved.
Pillar 3: Service Excellence					
3.1 - Establish a leadership culture among senior management that improves teamwork and increases employee engagement	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	
3.1.1 - Improve interpersonal interactions: be concerned with treating internal clients (work colleagues) in the same way as external clients in our interactions.	2024, 2025, 2026	Recurring	Actions	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.	Maintain this approach as a guiding principle in daily interactions. Continue to promote and reinforce this practice during training and internal communications to ensure its sustainability.
3.1.2 - Implementation of a system for setting objectives linked to 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 the year and at the end of the year.	2024, 2025, 2026	Recurring	Actions	During the quarter, the annual performance management cycle continued as planned. Performance reviews for 2025 were completed, including self-assessments and supervisor evaluations. Furthermore, all employees established their personal and professional objectives for 2026, aligned with organizational priorities and the municipality's strategic vision. This process is now well integrated into management practices, fostering alignment of expectations and performance monitoring.	Conduct informal mid-year performance reviews between supervisors and employees. Monitor objectives to ensure employees are on track to meet established targets. Gather feedback to continuously improve tools and processes.

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3.1.3 - Creation, development and implementation of the municipal pay equity plan, a job description evaluation tool, a market analysis at the salary level, and a proposal at the salary management level.	2024, 2025, 2026	Completed	Actions	During the quarter, the pay equity plan and revised salary structure were officially adopted following the employee consultation period. The project is now considered complete. The municipality now has structured tools to evaluate job descriptions using uniform criteria, ensure consistent salary management, and maintain internal equity. These tools are integrated into human resources management practices and support decision-making when creating or revising positions.	Apply assessment tools to new and revised job descriptions. Ensure pay equity is maintained during adjustments and the creation of new positions. Conduct periodic follow-ups to validate salary alignment with market rates. Plan a comprehensive review of the plan according to established timelines.
3.1.4 - Pilot project for options regarding scheduling flexibility	2024	Cancelled	Actions	The pilot project was not implemented and was cancelled. Limited resources and challenges related to fair application have made this initiative unviable at present.	No further action is required; this objective is considered cancelled. It should be noted that following discussions with colleagues from other municipalities in the United Counties of Prescott-Russell, several municipalities offer varying degrees of flexibility in their schedules. The Nation recently implemented a pilot project for summer hours, and the CUPR offers flexible hours.
3.1.5 - Revision of the Employee Handbook and Employee Conditions (HR-1-2025) / HR Policy / Employee Launch	2024, 2025, 2026	Completed	Actions	The revised Employee Handbook was officially adopted by City Council and came into effect on January 1, 2026, as planned. Following its adoption: An internal communication was sent to all employees outlining the key changes and new guidelines.	

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3.1.6 - Continuous improvement regarding the communication of important departmental news to frontline employees (reception)	2025, 2026	Recurring	Actions	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.	Ensure the central intranet page is constantly updated and remains relevant. Stay alert for opportunities to continuously improve interdepartmental communication.
3.1.7 - Establish a new culture of service standards, provide training & initiate change	2025, 2026	Within time frame	Actions	During the quarter, this objective did not see significant progress, primarily due to an absence within management that limited the advancement of planned work. However, the municipality continues to implement its adopted customer service standards, and concrete efforts are being made daily to improve the citizen experience. In this regard, positive feedback has been received from residents, who highlight the quality of service provided and the improvements made to municipal communications.	Develop targeted training to support the integration of a service culture among employees. Plan and deliver the training (format, schedule, and tools). Ensure post-training follow-up to promote consistent application of standards. Evaluate the impact of the policy on citizen satisfaction and internal performance.
3.1.8 - Preparation of service presentations for the orientation meeting of the new Municipal Council	2026	Within time frame	Actions	During the first quarter, the project was presented to all directors to initiate discussions in preparation for the orientation period of the new Municipal Council. Each department was invited to identify key topics to emphasize, in relation to its responsibilities, its major projects, and the municipality's strategic priorities. This initial step established the groundwork and ensured a shared understanding of the project's objectives.	Continue identifying and structuring presentation content by department. Develop presentations including major projects, master plans, and strategic issues. Plan the logistics of orientation sessions (format, schedule, presentation allocation). Hold orientation sessions for the new City Council.

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3.2 - Optimization of municipal services and processes	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions.	
3.2.1 - Optimize the use of ClickUp by all users and really make it the reference to ensure better monitoring and good documentation of files.	2024	Recurring	Actions	The initiative is now considered complete and an integral part of our practices. All managers and users rely on ClickUp as their primary tool for tracking tasks, identifying topics for upcoming Board meetings, and documenting processes or information to ensure it is not overlooked. The ClickUp platform is also used to manage resident request (complaint) forms.	Maintain the use of ClickUp as the primary tool and continue to promote best practices in its use.
3.2.2 - Analysis project for hiring an engineer internally.	2024, 2027, 2025, 2026	Within time frame	Actions	During the quarter, the organizational context evolved significantly, notably due to the indefinite leave of absence of the Director of Public Works, Regulations, and Physical Resources. This situation highlighted certain challenges related to internal capacity in terms of technical expertise and infrastructure project management. In response to these new realities, the administration has begun preparing a revised report to analyze the feasibility of hiring an in-house municipal engineer. This approach is based on a reassessment of organizational needs, project volume, and the operational risks associated with reliance on external resources.	Finalize the needs analysis and document the scenarios (internal resources vs. external services). Evaluate the organizational, operational, and financial impacts of hiring a municipal engineer. Prepare and present a recommendation to the City Council. Adjust the approach based on the Council's decision.
3.2.3 - Hiring of an engineering technologist and building inspector	2024	Completed	Actions	This objective is completed	.
3.2.4 - Development of a framework regulation on fees and updating of existing regulations to refer to it for the applicable amounts.	2024, 2025, 2026	Within time frame	Actions	At the meeting on April 14, an amendment was adopted to include the costs of election posters as well as the costs related to swimming pools.	Update the new fee policy when the old policies are reopened.

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3.2.4.1 - Review of regulations and administrative processes for business and door-to-door sales permits and sign regulations	2026	At risk	Project	During the quarter, no significant progress was made on this item. The indefinite absence of the responsible director has directly impacted the organization's ability to advance this project, given the specialized nature of the work required. In this context, the initiative is currently at risk.	Reassess the organization's capacity to pursue this initiative based on changes in available resources. Identify alternative options for advancing the initiative (internal reallocation or use of external resources, if necessary). Prioritize the most critical regulatory elements, where applicable. Adjust the timeline based on organizational decisions.
3.2.4.2 - Revision of the swimming pool enclosure regulations	2026	Completed	Project	Project is complete. Revision and update of the pool enclosure bylaw to improve resident safety. Adoption of the new bylaw by the municipal council on May 1st. Presented at the meeting on April 14th. Preparation of an information brochure to explain the bylaw requirements and the permitting process. Implementation of information tools to better educate residents about their responsibilities.	Publication of an awareness notice in the spring regarding the importance of residential pool safety. Continuation of an annual information campaign to remind residents of the regulations and promote their safety.
3.2.5 - Update the Municipality's Official Plan (2025 URB 001) in accordance with legislative requirements and the Council's strategic directions.	2024, 2025, 2026	Late	Actions	The draft preliminary report and the new table of contents have been completed and are currently under review. The municipal planning department and the UCPR (the approving authority) have provided feedback and requested some adjustments. A public consultation survey on the new plan was conducted earlier this year, and the municipality received 185 responses. These responses have been compiled by the planning consultant and will serve as public comments/observations to be considered in drafting the new Official Plan. The existing municipal Official Plan was adopted in 2008 and was due for update within 10 years. The new Official Plan was initiated in early 2025, and its adoption is planned within 18 months. The municipality is currently within these established project timelines.	The planning consultant, the municipal planning department, and the UCPR planning department must agree on the content of the preliminary report and the proposed table of contents for the new official plan. A response from the planning consultant is expected regarding the UCPR planning department's comments, which have been endorsed/validated and accepted by the municipal planning department. Once the table of contents and preliminary report are completed and approved by the various planning departments involved, the working group should meet to set a date to present the preliminary report to council, draft the new official plan using redlines, and schedule a public meeting for the open house session.

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3.2.6 - Hiring a Public Works Operator	2025	Completed	Actions	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 prompt and efficient service to the community. The objective has now been completed and fully implemented. Mr. Benoit Renaud officially took up his position on May 5, 2025. He joins our team with solid experience and dynamism that will actively contribute to achieving our operational objectives.	
3.2.7 - Conduct the hiring process for additional resources for the parks and recreation department, including defining operational needs, posting the position, selecting candidates and integrating the new recruit.	2026	Completed	Actions	Completed	

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3.2.7.1 - Hiring of a New Recreation Operations and Events Supervisor (2026-HR-001)	2026	Completed	Project	Completed	
3.2.7.2 - Hiring - New Class 2 Operator - Casual, Part-Time	2026	Within timeframe	Project	• The hiring process for the new part-time casual Class 2 operator position was completed in early 2026 to enhance the operational coverage of the Parks and Recreation Department. • Rather than assigning all approved hours to a single employee, the additional operational hours were distributed among three part-time casual employees, each covering approximately one to two shifts per week based on operational needs and availability. • This approach improved scheduling flexibility and provided additional operational support during peak periods, special events, employee absences, and the daily operations of recreational facilities. • This initiative also increased the number of available and qualified employees to operate the snow resurfacer/Zamboni and supervise facilities, thereby improving the Department's ability to cover evening and weekend shifts when needed. • This additional support helped reduce the operational pressure on existing staff while improving the continuity of services at the arena and municipal recreational facilities. • With the end of the ice season, casual employees have temporarily left to take up other full-time seasonal positions during the summer and are expected to return in the fall of 2026 when ice operations resume.	• Continue coordinating seasonal coverage needs and operational schedules for the 2026-2027 arena season; • Continue monitoring operational needs and staffing requirements to maintain an adequate level of service at recreational facilities; and • Continue supporting employee training, flexible scheduling, and operational familiarization within the Parks and Recreation Department.

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3.2.8 - Launch the call for tenders for the Zoning Regulation Update Project (submission for budget 2027).	2027	Not started	Actions		
3.3 - Implementation of initiatives enabling data collection and analysis for the continuous improvement of service delivery	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	
3.3.1 - Renewal of data collection equipment for water consumption billing (2025-EN-013)	2024, 2025, 2026	Within time frame	Actions	A meeting was held with the service provider to discuss the issue with the internal alarms, which currently cannot detect high or continuous water consumption by residents. However, for the time being, it is possible to identify high consumption through preliminary billing.	There are still improvements to be made to the alerts received by the administration. In addition, some corrections need to 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 will not affect billing; however, they must be implemented before the municipality grants citizens access to this data.

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3.3.2 - Establishment of a fire master plan (2025-FIRE-001)	2027	Postponed	Actions	The Fire Services Master Plan (FSMP) project remains on strategic pause. Although the appointment of Fire Chief Martin Rousseau has allowed the tendering process to begin, the administration has chosen to postpone its 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 difficulties. The solutions under consideration include centralized training, coordinated service zones, a hybrid staffing model, and a common approach to prevention and public education. In this context, the municipality considers it essential to await the UCPR's official recommendations before proceeding with the FSMP development, in order to ensure regional consistency and resource optimization.	Follow-up on regional recommendations: Await publication of the CUPR guidelines regarding fire services. Mandate review: Adapt the content and scope of the PDSI based on regional recommendations.
3.4 - Significant improvement in digital connectivity and technological services, thereby strengthening citizen interaction and the overall efficiency of municipal operations	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	
3.4.1 - Finalize the new website by ensuring content that is easy to navigate and becomes a main communication and reference tool for information on municipal services.	2024	Completed	Actions	The new website has been live since August 1, 2024. The transition went very smoothly. Residents can now browse a new version of the activities calendar, news, essential service information, more online forms, and much more. The staff responsible for updating the website are trained to ensure its effective maintenance.	Continue adding content to enrich the new site and ensure its relevance as a primary, up-to-date communication tool. We are currently awaiting confirmation from an independent accessibility consultant who will provide feedback, if necessary, allowing us to finalize this matter.

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3.4.2 - Continue the development of the Bciti+ application	2024, 2025, 2026	Within time frame	Actions	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 under development. Much work remains to be done, including several meetings with the providers Bciti+ and KTI to finalize a complete application. Work will continue over the coming months.	Continue developing the two priority modules while remaining alert for opportunities to make continuous improvements to the application.
3.4.2.1 - Library Card Project	2026	Within time frame	Project		
3.4.2.2 - Water Consumption Reading Portal Project (2026-EN-003)	2026	Within time frame	Project	The water consumption monitoring portal project is progressing very well. Internal testing was successfully completed at the beginning of May. The official announcement, along with instructions, will be released by the end of May or the beginning of June. In parallel, the meter interface units (MXUs) installed in recent months will be billed to homeowners along with their July quarterly water and sewer bill.	Ensure clear communications to facilitate smooth registrations, and make available a support service to assist citizens in their membership.

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3.4.2.3 - Project: Waste collection tool with artificial intelligence	2026	Not started	Project		This project will begin after the implementation of the water consumption portal.
3.4.3 - Implement software for managing development requests and building permits to ensure better internal communication, which will positively impact customer service. (CityWide)	2024, 2025	Completed	Actions	The Building Permit modules and applications for the urban planning department are implemented and functional.	Citywide software is available internally as well as externally for virtual permit and license applications.
3.4.4 - Filming City Council meetings (2025-GR-001) and managing tenders and coordination for audiovisual elements for the council chamber	2024, 2025, 2026	Within time frame	Actions	The installation has been completed since May 4, 2026, the date on which the supplier provided training to the CUPR technician and the Municipal Clerk.	Tests are underway to prepare for the transition of Council meetings from 750 Main Street to 1 Industrial. A notice will be issued as soon as everything is in place to inform residents of this change. Furthermore, this transition will allow (PLDC) to occupy the space at 750 Main Street to offer services to Francophone immigrants.
3.4.5 - Acquire a body camera system with docking station for the enforcement officer (2025 REG 002) and develop a municipal policy governing their use.	2025, 2026	Within time frame	Actions	This project aims to equip the regulatory officer with a body-worn 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.	The usage policy is almost finalized.

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3.4.6 - Implement software for the application of other permits and licenses in order to ensure better internal communication which will have an impact on the excellence of customer service (CityWide).	2025, 2026	At risk	Actions	During the quarter, the dog license management module was successfully deployed and is now fully operational. Integration with the financial system now allows residents to pay for their licenses online, simplifying the process and improving the customer experience. A user guide has also been developed and made available to assist citizens in using the new system. This initial implementation represents a significant step toward modernizing permit and license management processes. However, the development and implementation of additional modules are currently on hold due to the absence of a director and an increased workload within the team.	Monitor and optimize the dog licensing module based on user feedback. Maintain support for internal users and the public. Reassess priorities and organizational capacity for the development of future modules. Plan the resumption of deployment for other permits and licenses when resources allow.
3.4.6.1 - Project - Application for a business permit (Citywide)		At risk	Project	This project, planned for 2026, saw no progress during the quarter. The absence of the responsible director directly impacts the organization's ability to initiate this project, jeopardizing its completion this year. Furthermore, it has been identified that revising the regulations governing business permits is a crucial prerequisite before implementing the module in CityWide, to ensure process consistency and system efficiency.	Reassess the organization's capacity to advance the project. Review and update the business permit regulations. Plan the development and implementation of the module in CityWide, once the regulatory framework has been updated. Establish a revised timeline based on available resources.

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3.4.6.2 - Project - Application for Traveling Salesperson		At risk	Project	This project, planned for 2026, saw no progress during the quarter. The absence of the responsible director is currently limiting the organization's ability to initiate and advance this project, placing it at risk for the current year. Furthermore, a review of the regulations governing door-to-door salespeople has been identified as a crucial prerequisite to ensure that administrative processes and requirements are clearly defined before the module is implemented in CityWide.	Reassess the organization's capacity to complete the project. Review the regulations governing door-to-door salespeople. Plan the development and implementation of the module in CityWide, once the regulatory framework has been updated. Adjust the timeline based on available resources.
3.4.6.3 - Project - Application for a permit for a sign		At risk	Project	This project, planned for 2026, saw no progress during the quarter. The absence of the responsible director is impacting the organization's ability to initiate and structure this project, which currently puts it at risk for the current year. Furthermore, the revision of the signage regulations has been identified as a crucial preliminary step to ensure that regulatory requirements and administrative processes are up to date before integration into the CityWide system.	Reassess the organization's capacity to advance the project. Review the signage regulations. Plan the development and implementation of the module in CityWide, once the regulatory framework has been updated. Adjust the project timeline based on available resources.
3.5 - Ensure that internal service delivery processes are optimized	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	

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3.5.1 - Review the procedure for payment of development requests - ensure recovery of all costs incurred - assess whether we should proceed by quotation for each project.	2024, 2027, 2025, 2026	At risk	Actions	Professional engineering and legal service fees are billed at the time of the subdivision agreement, site plan agreement, and/or before the release of the professional service's comments, as applicable. The Planning Department now maintains invoices for professional services provided by external consultants contracted by the municipality for plan and study reviews and for the registration and review of agreements.	Consider a report to the council that aims to propose an increase in application fees for certain applications made under the Planning Act.
3.5.2 - Digital newsletter for sharing information with residents	2024, 2025, 2026	Recurring	Project	The fourth edition of the newsletter was published virtually on social media during April 2026. Copies are also available at reception.	The next edition of the newsletter is scheduled for October 2026.
3.5.3 - Welcome kit for new residents (annual update)	2024, 2025, 2026	Recurring	Project	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 also be provided. The resident guide is a very useful tool that can direct residents to various municipal services and answer frequently asked questions typically received by staff.	We update the document every two years. The next update is scheduled for May 2026.

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3.5.4 - Establishing standards for regular communication which should be done at a minimum (automatic publication as soon as the agenda is published), developing a series of messages and images to be reused throughout the year.	2024, 2025	Completed	Actions	Numerous operational procedures have been written to facilitate the transition between employees and ensure consistent communication. 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.	Ensure that procedures are up-to-date to guarantee their relevance and add other appropriate procedures.
3.5.5 - Review the 'Financial System and Process Review' study and develop a realistic implementation plan for the recommendations (MNP 2022)	2024, 2028, 2027, 2025, 2026	Recurring	Actions	There have been changes to the positions related to purchasing processes and accounts receivable for the arena. The position has been moved back to City Hall, and the management of the arena's deposits has been transferred to the arena. However, some of the former tasks performed at the arena have been retained. Since 2026, many documents are now stored digitally rather than in paper format, particularly for accounting entries and deposits.	An analysis of the tasks associated with the purchasing process position must be conducted, taking into account the responsibilities of other department members. Following this analysis, tasks must be redistributed among department members, considering internal control requirements and each individual's workload. The payroll processing system, currently implemented using external software, will be included in the 2027 budget. Begin preliminary work to update the credit card policy for early 2027.
3.5.6 - Review of the study on the delivery of services in planning/construction to modernize the department (identify what remains to be done).	2024, 2025, 2026	Completed	Project	The recommendations of the service study were completed and implemented by the urban planning department, taking into account the provincial legislative changes that took place after the study on the delivery of urban planning and construction services.	

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3.5.7 - Follow a standard for what is considered operational vs capital and ensure continuity of operations for the budgeting process by documenting processes and simplifying as needed.	2024, 2025, 2026	Recurring	Actions	Accounting standards sections SP 3150 and SP 3210, as well as policy F7 for minimum thresholds to be considered capital, were used. A section was included in the budget to address budgetary pressures.	
3.5.8 - Update the procurement policy and adapt it to the Municipality's needs according to industry practices and current practices.	2024	Completed	Actions	The new policy was adopted October 8th 2024.	
3.5.10 - Resolve all billing issues (water, sewage, and taxes)	2024	Completed	Actions	-	Continue to monitor the system and make changes as needed.
3.5.11 - Initiate a search to review the budget structure	2024	Completed	Actions	The 2025 budget was presented with the following improvements: Review of several other municipalities' budgets to identify areas for improvement. Added a section for strategic priorities. Added a section on long-term debt and revised debt table. Modified the reserve table. Revised the order of presentation of the sections. Added initiatives and their descriptions.	
3.5.12 - Proposal and adoption of a tax collection policy	2026	Within time frame	Project	Tax collection policies from several municipalities were collected.	Analyze and identify the relevant sections of existing policies. Prepare a first draft. Submit the new policy to the board for approval.

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3.5.13 - Multi-Year Budget - Capital Expenditure	2027	Postponed	Project		
3.5.14 - Establishment of procedures for the digital classification of construction files & Digitization of construction department files	2026	Within time frame	Project	This task will remain in progress until all rolled plans and paper files have been digitized and electronically filed in TOMRS' A28.	Determine retention requirements and which documents must remain in paper format. Implement procedures for indexing and electronically classifying documents in TOMRMS/A28. Train staff on digitization standards, file organization, and document retrieval procedures.
3.5.15 - Implementation of an integrated digital platform for managing human resources processes	2026	At risk	Project	During the quarter, no significant progress was made on this project. The absence of the lead director directly impacts the organization's ability to structure and deploy this initiative, which requires cross-functional coordination and specific expertise. In this context, the project's completion in 2026 is currently at risk, given available resources and ongoing organizational priorities.	Reassess the organization's capacity to launch and support the platform's implementation. Identify HR process management priorities that can be addressed in the short term. Explore alternative approaches or a phased implementation, if applicable. Define a revised timeline based on available resources.
3.6 - Conclude partnership and shared service agreements	2024, 2025, 2026	Within time frame	Objectives	See details under Strategic Actions	

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3.6.1 - Continue participation in the General Managers' working group to analyze various service-sharing opportunities in order to achieve efficiency gains.	2024, 2025, 2026	Within time frame	Actions	The file progressed over the winter. The CUPR Council approved the recommendation to issue a call for expressions of interest for a comprehensive feasibility study of a regionalized fire service. At the time of writing, the tendering process is still underway. Concurrently, the group of general managers established a working committee mandated to monitor and track the progress of the work with the consultants selected through this tendering process. The objective was to create a committee comprised of representatives with expertise in the various fields likely to be affected by the analyses and recommendations resulting from the study. The committee will be composed of the following members: 1. DG (Casselman - Co-Chair) 2. DG (The Nation - Co-Chair) 3. Fire Chief (Russell) 4. Treasurer (AP) 5. DG (CUPR) 6. HR (CUPR) 7. Fire Chief (East Hawkesbury) 8. Fire Chief (CR-Nation-Casselman) 9. Treasurer (The Nation) 10. Corporate Services/Finance (Russell) 11. Information Technology (CUPR) 12. DG (Clarence-Rockland) 13. Fire Chief (Hawkesbury) 14. Fire Chief (Champlain) 1. 15. Representative from the Office of the Fire Marshal	The work to evaluate the proposals will take place once the tendering process is completed and the study will begin with the selected consultants.
3.6.2 - Renewal of the fire services agreement with the City of Clarence-Rockland	2026	Completed	Project	The agreement was ratified by the city council at its regular meeting on March 24th, thus completing the project.	
3.7 - Strengthen occupational health and safety to ensure a safe and compliant work environment		Within time frame	Objectives		

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3.7.1. - Establishment of a health and safety leadership program	2026	At risk	Actions	During the quarter, no significant progress was made toward this objective. The absence of the responsible director is impacting the organization's ability to structure and implement a health and safety leadership program, which requires sustained coordination and organizational guidance. In this context, the project's completion in 2026 is currently at risk due to limited resources and ongoing operational priorities.	Reassess the organization's capacity to advance the project. Identify priority health and safety measures that can be implemented in the short term. Structuring the program's foundations (directions, roles, and responsibilities) when resources permit. Establishing a revised timeline based on the organizational context.
3.7.2 - Implementation of a digital platform to manage health and safety records	2026	At risk	Actions	3.7.2 - Implementation of a digital platform to manage health and safety records	Integrate all employees into the platform. Update and centralize the training certifications of current employees. Enhance the platform by integrating standard operating procedures (SOPs) and internal policies. Develop functionalities related to incident reporting and tracking. Continue the ongoing improvement of the tool to optimize health and safety management.
3.7.3 - Improve the health and safety of reception staff in the face of harassment situations.	2024, 2025, 2026	At risk	Actions	During the quarter, work began on implementing a digital health and safety management platform, including the necessary infrastructure to better manage risky situations, particularly at reception. However, the project is progressing more slowly than anticipated due to the absence of a member of management. Despite this slowdown, the initiative remains a priority in order to strengthen prevention measures and better equip staff to deal with harassment situations.	Develop and implement specific procedures to address harassment situations at reception. Implement targeted training for relevant staff. Continue the rollout of the health and safety management platform. Monitor best practices to reinforce a safe and respectful work environment.

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3.8 - Strengthen the governance, leadership and organizational capacities of the Fire Department to ensure effective, consistent and sustainable service delivery	2027, 2025, 2026	Within time frame	Actions		
3.8.1 - Organization - Regulatory Framework and Governance of the Fire Department		Within time frame	Actions		
3.8.1 (1.1) Review of the E&R regulations (Establishing and Regulating)	2024	Completed	Project	Municipal regulations revised in 2024	
3.8.1 (1.2) Implementation Fire Mark for Fee Recovery	2024	Completed	Project	Agreement signed with Fire Marque in 2024.	
3.8.1 (1.3) Review of the regulations concerning administrative fees related to fires	2027	Within time frame	Project	Pending change to the municipal bylaw: Comprehensive municipal approach	Until the next bylaw review
3.8.1 (1.4) Review of the regulations concerning open fires	2026	Within time frame	Project	Review not required immediately	To be reviewed in order to standardize between municipalities
3.8.1 (1.5) Implementation of ICO (RMS system)	2024	Completed	Project	Implementation of the ICO system in conjunction with the Nation	
3.8.1 (1.6) Implementation of a Fire Route Regulation	2026	Within time frame	Project	Information gathered	To bring a municipal bylaw to the City Council.

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3.8.1 (2.1) Review of Internal Procedures (OG and GO) ongoing	2025, 2026	Recurring	Project	Implementation in progress Progressive Discipline Return to Work Request for Leave of Absence	Upcoming procedures that the department is currently working on: Freezing of supply and attack hose lines Social Media Incident Safety Officer Duties and Responsibilities Dress Code Use of personal vehicle Life Safety Rope Ice/Water Rescue MSA Altair Radio Repeaters Review PPE General Order Bunker Cleaning Equipment Maintenance
3.8.1 (2.2) Review of the Firefighters' Payroll System	2024	Completed	Project	The review was conducted in 2024; we went from one payment per year to four times per year.	
3.8.1 (2.3) Review and implementation of cancer prevention (Section 21)	2025	Completed	Project	An operational guide has been put in place taking into account the provincial health and safety guide.	
3.8.1 (3.1) - Revision of the Service's organizational chart	2024	Completed	Project		
3.8.1 (3.2) - Firefighter and Truck Identification	2024	Completed	Project	Numbering change to establish a standard with dispatchers and other fire departments of the CUPR.	
3.8.1 (4.1) Review of calling cards	2027, 2026	Within time frame	Project	Conversations have begun.	Awaiting dispatch from Hawkesbury regarding call types
3.8.1 (4.2) New Firefighter Accountability System	2025	Completed	Project		
3.8.2 - Human Resources – Framework for hiring, integrating and supervising employees		Completed	Actions	Hiring guide (completed with HR) Checklist (completed with HR) Interview standards (reviewed with HR) Hiring of 3 firefighters in 2026	Revision of hiring needs for 2027 One captain will be included in the hiring process

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3.8.2 (1.1) Review of hiring and onboarding procedures	2025	Completed	Project	Review of hiring procedures, including responsibility forms between human resources and the department, information sessions, required qualifications and review of the interview process.	
3.8.2 (1.2) Review of the employee manual for volunteer firefighters	2026	Within time frame	Project		Review of the Employee Handbook applicable to part-time employees and see how we can reuse what is already in place to determine what varies between the policies applicable to fire departments.
3.8.2 (2.1) Access to municipal policies for volunteer firefighters	2025	Completed	Project	Municipal policies are now accessible to firefighters through the ICO system.	
3.8.2 (2.2) Determine necessary HR training	2025	Completed	Project		
3.8.2 (2.3) Firefighter Recognition	2026	Recurring	Project		Firefighter recognition gala in the CUPRs planned for fall 2026. Recognition in Casselman planned for fall 2026 during an annual general training session.
3.8.2 (2.4) Establish an annual meeting for all firefighters	2025, 2026	Recurring	Project	The last meeting took place in January 2026.	Meeting scheduled for the fall
3.8.2 (2.5) Implementation of a support team plan (Peer-to-peer)	2025	Completed	Project	One member of the department is part of the interdepartmental team and has undergone the necessary training.	
3.8.2 (2.6) Comparative Salary Analysis of Volunteer Firefighters	2026	Within time frame	Project	Begin the evaluation with comparisons	Presentation of information to the City Council
3.8.3 - Training - Training framework, skills development and maintenance of certifications		Within time frame	Actions		

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3.8.3 (1.1) Mandatory Certification 2026 - Prepare a list of completed training courses up to date	2024, 2025, 2026	Within time frame	Project	Started 90% complete	New information received that needs to be verified
3.8.3 (1.2) Mandatory Certification 2026 - Minimum training required for firefighters to meet provincial standards	2024, 2027, 2025, 2026	Within time frame	Project	Several firefighters have taken training courses including Firefighter 1 Hazmat Ops Instructor	Learning Contract Pump Ops May-June Learning contract Hazmat Ops Mid Sept Water rescue (2027)
3.8.3 (1.3) Mandatory Certification 2026 - Preparation of a continuing education plan for firefighters	2024	Completed	Project		
3.8.3 (1.4) Mandatory Certification 2026 - First Responder Training	2024	Completed	Project	This initiative was put in place before CR's arrival.	
3.8.3 (2.1) Weekly Training - Preparation of a continuing education plan for firefighters	2024	Completed	Project	An annual training plan has been created, as well as interdepartmental "train-the-trainer" type instructor training.	
3.8.3 (3.1) Continuing Education - Agreement with the Red Cross for First Responder Training continuing	2025	Completed	Project	A continuing education plan approved by the Red Cross, offering greater flexibility to members to follow this training.	
3.8.3 (3.2) Continuing Education - Development of continuing education for officers	2026	Within time frame	Project	Coming soon; quarterly meeting with officers, Presentation Homewood delivery	HR Training
3.8.3 (4.1) Internal NFPA Training - Delivering Training NFPA 1002 Pump Ops	2026	Within time frame	Project	May-June 2026	
3.8.3 (4.2) Internal NFPA Training - Deliver NFPA 1006 Surface Water Rescue Training	2026	Within time frame	Project	Evaluation completed, learning contract to follow. Two firefighters attended the training with the goal of becoming in-house instructors.	A learning contract will be provided to begin the training.

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3.8.3 (4.3) Internal NFPA Training - Delivering Training 1006 Ice Rescue	2027	Not started	Project		
3.8.3 (4.4) Internal NFPA Training - Deliver training that meets NFPA 1006 based Vessel Operations	2027	Not started	Project		
3.8.3 (4.5) Internal NFPA Training - Deliver training that meets NFPA 472 Hazmat Ops	2026	Within time frame	Project	Two firefighters sent to college for training with the goal of becoming in-house instructors.	learning contract targeted for mid-September 2026
3.8.4 - Special Projects - Partnerships and Agreements - Intermunicipal Collaboration and Specialized Services		Within time frame	Actions		
3.8.4 (1.1) Coverage Agreement with La Nation	2024	Completed	Project		
3.8.4 (1.2) Boat Exchange Agreement (Nation)	2027	Reporté	Project	Preliminary discussion with the officers	Consultation with the administration to come
3.8.4 (1.3) Specialized rescue agreement with the Ottawa Fire Service	2025, 2026	Within time frame	Project	In discussions with the City of Ottawa. Agreement under review with municipal insurers	Report to the council once everything is settled with the insurance companies.
3.8.4 (1.4) Inter-municipal training site agreement	2026	Within time frame	Project	Discussion with the officers	Discussion with the Administration
3.9 - Other items related to the strategic pillar of service excellence.	2025, 2026	Within time frame	Objectives	See update under the items below.	
3.9.1 - Coordination of projects related to the strategic pillar of service excellence		Within time frame	Actions	See update under the items below.	

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3.9.1.1 - Hazardous Household Waste Collection Project (2025-EN-010)	2026	Within time frame	Project	The Municipality is continuing preparations for the Hazardous and Special Products (HSP) collection day, scheduled for June 6, 2026, at the J.R. Brisson Complex. A budget of \$40,000 was approved in the 2026 budget for this initiative. Green for Life (GFL) has been retained to provide operational coordination for the event, including the collection, sorting, handling, and transportation of materials to authorized facilities. The Municipality has also entered into agreements with several Extended Producer Responsibility (EPR) organizations, which will allow it to obtain financial compensation based on the volumes collected. As part of the agreement with Call2Recycle, two permanent collection points for household batteries will be set up at City Hall and the J.R. Brisson Complex. A public communication campaign has already been launched to inform residents about accepted materials and the day's schedule, and additional reminders are planned before the event. A drive-through traffic plan has also been developed to ensure smooth operations on site. Approximately ten volunteers will be needed to support the event, seven of whom have already confirmed their participation. While the final cost of the activity remains difficult to predict due to the varying volumes of materials collected, the compensation provided by the Regional Waste Management Organizations (OREP) should significantly reduce expenses. Should the budget exceed the limit, the municipal reserve dedicated to waste management could be used to absorb the financial impact.	A gradual intensification of the communication campaign is planned leading up to June 6th (social media, Bciti, newspapers, and radio). Planning for the day (preparation checklist) and communication with volunteers. Submitting a claim to the OREP after the collection day.
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