

2025 Corporate Goals – Year-End Update

Executive Summary and Highlights

Executive Summary

The 2025 Business Plan served as Administration’s primary framework for advancing Council priorities over the course of the year. In parallel with the ongoing delivery of day-to-day municipal services, Administration also advanced a defined set of corporate goals, including Business Plan initiatives, capital plan activities, and work arising from Council decisions and requests.

Overall, the majority of 2025 Business Plan initiatives were completed or substantially advanced as planned. Where timelines shifted, work was intentionally sequenced to align with organizational capacity, external dependencies, or multi-year implementation requirements.

The year-end results reflect an organization focused on disciplined execution, clear communication, and forward-looking delivery—ensuring that work completed in 2025 addressed current needs while also positioning the Township for future success.

2025 Results Overview

The dashboards below provide a high-level snapshot of progress across the Township’s overall 2025 corporate goals, including:

- Business Plan initiatives approved by Council;
- Capital plan activities; and
- Work arising from Council decisions and requests throughout the year.

These dashboards are intended to provide Council and the public with a consolidated view of Administration’s broader work program in 2025 and to support an understanding of how corporate priorities were advanced alongside regular municipal operations.

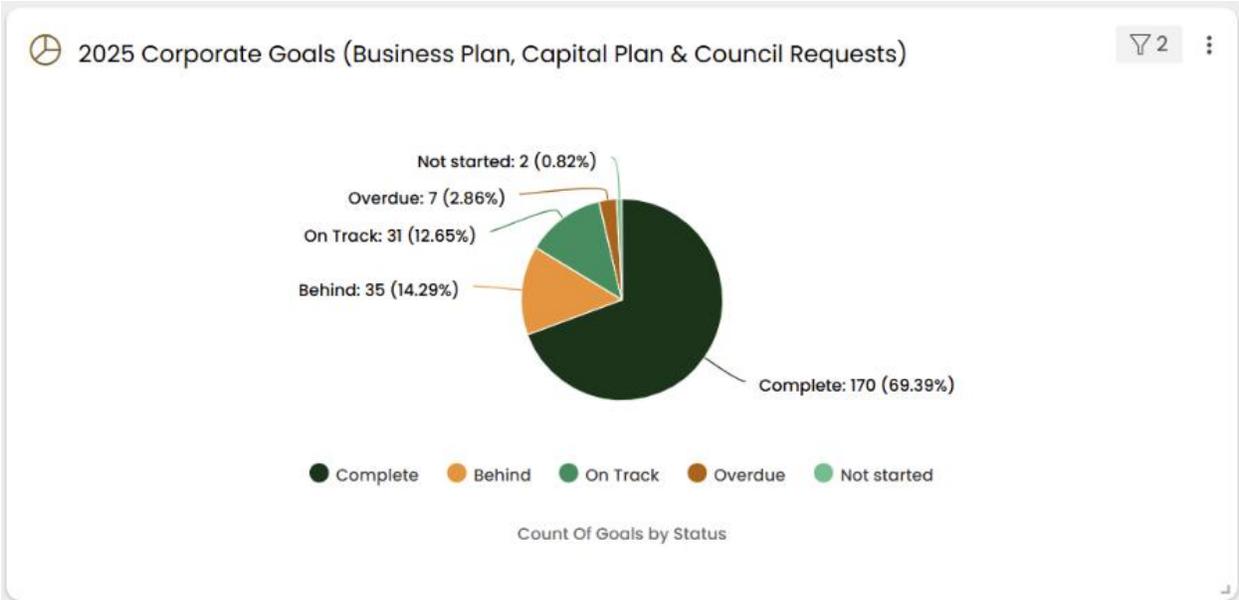


Figure 1 - Distribution of Business Plan initiatives, capital projects, and Council requests by completion status.

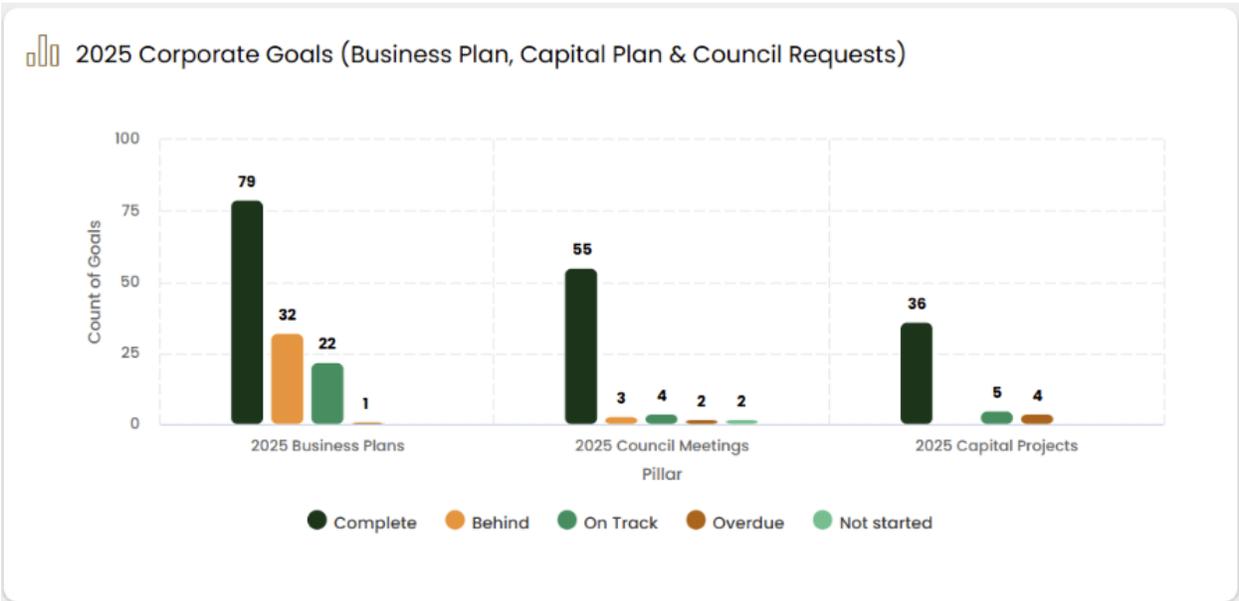


Figure 2 - Breakdown of completion status across Business Plan initiatives, Council-directed items, and Capital Projects.

At a high level, the results demonstrate steady progress across a diverse range of corporate commitments, with an emphasis on completing priority work while responsibly managing scope, timing, and available resources.

Delivery and Coordination in 2025

Advancing the Township's 2025 corporate goals required coordination and internal alignment across the organization, particularly where initiatives involved planning, technical input, or sequencing with other work programs.

While the dashboards provide a consolidated, high-level view of overall corporate activity, the detailed update that follows focuses specifically on Business Plan initiatives as approved by Council. Capital plan activities and Council-directed work are included in the dashboards to provide broader corporate context, but are governed and reported through separate processes.

Impact on the Community

The initiatives advanced through the 2025 Business Plan contributed in many ways to the community, supporting service reliability, accessibility, transparency, and local vitality. While the full range of community-impacting initiatives is documented in the detailed update that follows, the following examples help illustrate the types of outcomes delivered in 2025:

- Implementation of the 48-hour Building Permit Initiative and adoption of a modernized Building Permit By-law improved service predictability and clarity for permit applicants;
- Adoption of a Public Engagement Policy strengthened transparency and established clearer expectations for how residents are informed and consulted on municipal initiatives; and
- Delivery of community and economic development events in 2025, including *Meet Me on Main Street*, supported local businesses and enhanced community vibrancy.

These examples are representative of broader efforts undertaken across the organization in 2025. Additional initiatives and outcomes are detailed in the 2025 Business Plan – Year-End Update that follows.

Looking Ahead

The progress achieved through the 2025 Business Plan, viewed within the broader context of overall corporate activity, provides a strong foundation for the initiatives proposed in the 2026 Business Plan. Work completed, advanced, or intentionally sequenced in 2025 directly informs the priorities, scope, and delivery approach for the coming year.



GOAL

Objective	Progress Update	Accountability	Current Completi...
2025 Building Dept Business Plan		Fire Chief	100%
→ 48 hour permits program	<p>Key Accomplishments: The 48-hour Building Permit Initiative was implemented between May 1 and October 1, 2025. A total of 40 building permits were issued under this program.</p> <p>Challenges: Managing increased demand within the shortened review window required close coordination among all staff and departments.</p> <p>Next Steps: Develop recommendations on whether to extend, adjust, or formalize the initiative for future seasons.</p> <p><i>2025/10/15</i></p>	CBO	100%
→ Develop a work schedule one day a week to offer a service to residents from 5 p.m. to 7 p.m. for permit and planning requests.	<p>Key Accomplishments: Completed a full review of the program in collaboration with the Chief Building Officials. The program is no longer required based on operational requirements.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2025/10/15</i></p>	Fire Chief	100%
→ Draft Building Permit Fee Bylaw review	<p>Key Accomplishments: Council approved the new Building Permit Bylaw #2025-150 and its updated fee structure on December 8, 2025. This establishes a modernized framework to support consistent permitting processes and cost recovery.</p> <p>Challenges: Transitioning to the new bylaw and fee schedule will require updates to internal procedures, communication materials, and staff training.</p> <p>Next Steps: Implement the new bylaw requirements, update public-facing resources, and provide guidance to staff and applicants to ensure a smooth transition.</p> <p><i>2025/12/17</i></p>	CBO	100%

Objective	Progress Update	Accountability	Current Completio...
<p>↳ Hiring of Summer Student</p>	<p>Key Accomplishments: The summer student program concluded successfully, and with the CAO's approval, the position was converted into a part-time role effective September 4, 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/10/15</p>	CBO	<p>100% -</p>
2025 CAO Business Plan			
<p>↳ Advance Representation of First Nations, Inuit and Métis Cultures</p>	<p>Key Accomplishments: Work is scheduled for 2026; preliminary planning has begun to ensure alignment with Council's vision.</p> <p>Challenges: Clarifying expectations and vision for cultural representation requires strategic discussion with Council.</p> <p>Next Steps: Organize a strategic discussion early in 2026, to define Council's vision and establish a clear approach for meaningful representation. 2026/01/16</p>	CAO	<p>65% 10% ahead</p> <p>0% -</p>
<p>↳ Build Shared Accountability for Strategic Results Across Departments</p>	<p>Key Accomplishments: Reintroduced annual business plans to strengthen alignment and accountability. Implemented collaboration tools within planning software and updated the budgeting process to include cross-departmental planning days for shared initiatives. These efforts have improved transparency and alignment across departments.</p> <p>Challenges: Ensuring consistent engagement and translating collaborative planning into measurable outcomes remains an area for improvement.</p> <p>Next Steps: Develop shared KPIs and dashboards in 2026 to track progress, highlight challenges, and foster a culture of collaboration and support. 2026/01/16</p>	CAO	<p>100% -</p>
<p>↳ Define Council Expectations and KPIs for Strategic Objective 5f – Treaty Stewardship</p>	<p>Key Accomplishments: No progress was made in 2025 due to competing priorities.</p> <p>Challenges: Conflicting priorities delayed work on defining Council expectations and KPIs for Treaty Stewardship.</p> <p>Next Steps: Organize a strategic discussion in 2026 to clarify Council's vision and establish expectations, laying the groundwork for measurable KPIs and improved accountability. 2026/01/16</p>	CAO	<p>0% 100% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Develop and Implement a Service Agreement with the Library Board</p>	<p>Key Accomplishments:</p> <ul style="list-style-type: none"> Held multiple meetings between the CAO and Library CEO to advance the service agreement. A draft agreement has been prepared and is under review. <p>Challenges: Coordinating timelines and approvals between the Library Board and Council.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> Finalize the service agreement for presentation to Council and the Library Board in early 2026. Continue work on lease agreements for the Russell Library Branch and the new Embrun branch scheduled for construction in 2026. <p><i>2025/12/20</i></p>	CAO	<p>80% 80% ahead</p>
<p>→ Embed Performance Accountability Through Service-Level Benchmarks</p>	<p>Key Accomplishments: Introduced initial performance measures and dashboards for various services. Secured funding in the 2026 budget to develop a Corporate Performance Management Framework and added a new position to build capacity in this area, laying the foundation for improved transparency and service quality.</p> <p>Challenges: Formalizing benchmarks and ensuring consistent application across all services remains a key challenge.</p> <p>Next Steps: Develop and implement the Corporate Performance Management Framework in 2026, including standardized service-level benchmarks and enhanced reporting tools.</p> <p><i>2026/01/16</i></p>	CAO	<p>15% 15% ahead</p>
<p>→ Establish a Corporate Framework to Align Growth, Investment, and Organizational Readiness</p>	<p>Key Accomplishments: Initial planning completed to outline the approach for a corporate framework that aligns growth, investment, and organizational readiness, laying the foundation for future development.</p> <p>Challenges: The complexity of integrating multiple priorities and ensuring alignment across departments remains a challenge.</p> <p>Next Steps: Continue work in 2026 to develop the framework and engage stakeholders, supporting long-term strategic alignment and organizational capacity.</p> <p><i>2026/01/16</i></p>	CAO	<p>20% 20% ahead</p>
<p>→ Establish a Leadership Development Program with Defined Training Paths</p>	<p>Key Accomplishments: Completed Leadership Development Program training for all supervisory positions, exploring a wide range of leadership tools and resources. This initiative has strengthened leadership capacity and supports organizational excellence.</p> <p>Challenges: Ensuring ongoing engagement and adapting tools to evolving organizational needs remain areas for attention.</p> <p>Next Steps: Continue annual investment in leadership development to provide directors, managers and supervisors with the tools and support necessary to lead effectively.</p> <p><i>2026/01/16</i></p>	CAO	<p>100% -</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Foster a Culture of Strategic Collaboration Among Managers and Supervisors</p>	<p>Key Accomplishments: Established monthly cross-departmental meetings with Directors and Managers since April 2025 to share challenges, foster innovation, and collaborate on key Township priorities. This initiative has strengthened communication and teamwork across departments.</p> <p>Challenges: Ensuring consistent engagement and identifying actionable outcomes from discussions remain areas for improvement.</p> <p>Next Steps: Conduct a year-end debrief to assess effectiveness and implement enhancements to strengthen collaboration in 2026.</p> <p><i>2026/01/16</i></p>	CAO	<p>100% -</p>
<p>→ Strengthen Organizational Resilience by Monitoring Key Strategic Risks</p>	<p>Key Accomplishments: Risk management has been successfully integrated as a key consideration in project and file management discussions, meeting the 2025 objective and strengthening organizational resilience.</p> <p>Challenges: Formal tools and processes for comprehensive risk monitoring are not yet in place.</p> <p>Next Steps: Plan for the official development of a Risk Management Framework as part of the 2027 Business Plan.</p> <p><i>2026/01/16</i></p>	CAO	<p>100% -</p>
<p>→ Strengthen Public Trust by Championing a Culture of Engagement and Accountability</p>	<p>Key Accomplishments: Adopted a Public Engagement Policy in 2025 and integrated proactive engagement planning into project planning processes. These actions have strengthened transparency and fostered public trust.</p> <p>Challenges: Ensuring consistent application of engagement practices across all projects remains an area for improvement.</p> <p>Next Steps: Continue embedding engagement requirements into planning processes and explore additional tools to enhance public participation in 2026.</p> <p><i>2026/01/16</i></p>	CAO	<p>100% -</p>
<p>→ Transform Leadership Forums into Strategy-Driving Platforms</p>	<p>Key Accomplishments: Monthly Director meetings have been refocused to prioritize strategic discussions, supported by the creation of separate Manager meetings. This approach has improved clarity in decision-making and strengthened forward thinking and long-term planning.</p> <p>Challenges: Identifying the most effective structure and ensuring agendas consistently drive strategic outcomes remain areas for improvement.</p> <p>Next Steps: Continue evaluating the process and implement adjustments to enhance strategic alignment and effectiveness in 2026.</p> <p><i>2026/01/16</i></p>	CAO	<p>100% -</p>
<p>2025 Corporate Services Dept Business Plan</p>		Director of Corporate Services/Treasurer	<p>88% 12% behind</p>
<p>→ 2025 Admin Services Business Plan</p>		Manager of Administrative Services	<p>84% 16% behind</p>
<p>→ 2025 Communications Business Plan</p>		Communications Coordinator	<p>75% 25% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Create a Glossary and Writing Guidelines for Town Staff</p>	<p>Key Accomplishments: The communication team updated and added more info to the guide. A meeting is planned in January to finalize it with the Manager of Administrative Services. Once finalized it will be presented to leadership team to help them enhance and ensure more consistency in our language for all public documents.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/24</p>	<p>Communications Coordinator</p>	<p>75% 25% behind</p>
<p>→ Create Accessibility Standards for Township of Russell Documents</p>	<p>Key Accomplishments: The accessibility standards for all Township documents have been developed. The remaining step is to present the standards and implementation plan to department heads for final review and endorsement and offer training to staff.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/18</p>	<p>Communications Coordinator</p>	<p>80% 20% behind</p>
<p>→ Develop a bank of Township videos - to promote programs and services</p>	<p>Key Accomplishments: Short clips were shared for the organics program to showcase how to position the bins properly with the automatic collection. Due to lack of resources we did not have time to do more for this campaign.</p> <p>We have determined that a virtual tour of our daycare centers would benefit the programs to showcase our space. It is useful for prospective parents but also for prospective employees wanting to see what the center looks like.</p> <p>Other possible videos in the future would be:</p> <ul style="list-style-type: none"> • New Resident <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/08/12</p>	<p>Communications Coordinator</p>	<p>10% 90% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Develop and Implement a Public Engagement Policy</p>	<p>Key Accomplishments: Administration and Rebrick consultant reviewed best practices, municipal engagement guidelines, and Council feedback from the June 23, 2025 presentation. Based on this work, a Public Engagement Policy and Quick Guide were developed to establish clearer standards, consistent processes, and improved engagement and communication practices. In addition, a Public Engagement Action Plan was created to translate strategic goals into actionable steps, support informed decision-making, and guide successful implementation. These 3 documents were approved at the December 8, 2025, Council meeting and were also presented to the leadership meeting on December 17, 2025, to answer their questions on implementation.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Action Plan items will be added to Cascade to support monitoring and tracking. • The Communications team will support departments in becoming familiar with and applying the Public Engagement Policy as projects arise. <p><i>2025/12/24</i></p>	<p>Communications Coordinator</p>	<p>100%</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Enhance Website Content for Daycare Services</p>	<p>Key Accomplishments: I am still waiting to receive their Q&As to add this section on the website.</p> <p>The Communications team met with the Daycare team on January 9 and April 3, 2025 to discuss adding more content. Content was revised on the page. It was decided to create a Q&S section and Daycare coordinators were asked to send us the FAQ they receive in order for us to create that section.</p> <p>As of August 2025, we have only received some from St-Joseph (but only the questions, not the answers). We are still waiting for St-Jean and Mother Teresa (after multiple reminders). It might be best to wait until an admin is hired for their dept to help lead that document.</p> <ul style="list-style-type: none"> • June 5 meeting: Short teams meeting where I requested, they send me their Q&A once again. • October 2 meeting: we still had not received Q&A's from site coordinators. They determined that they would review together at their meeting the next week. • December 4 meeting: all daycare coordinators canceled due to double booking. • December 24: Sending another email to the coordinators and Celine to ask if this is a project they still want to do and how they would like to proceed. Suggesting their admin could support the creation and translation and they let me know when ready. <p>Questions from Jami-Lee</p> <ul style="list-style-type: none"> • C'est quoi la routine de la journée (jeux extérieurs, repas, sommeil, etc) • Combien de places disponibles dans chaque groupe d'âge • Est-ce que les éducatrices sont qualifiées • Avez-vous un programme éducatif <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/12/24</p>	<p>Communications Coordinator</p>	<p>20% 80% behind</p>

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<p>→ Initiate Website RFP Process</p>	<p>Key Accomplishments: Following our RFP, we received 21 eligible proposals. 14 passed stage one, 5 passed stage two. Of the 5 proposals who went to the pricing stage, Accurate Design & Communication Inc was the winning proponent.</p> <p>Once the budget was approved on November 10, 2025, Accurate Design was notified to finalize the contract. Contract was signed December 15, 2025.</p> <p>In November and December, a committee was formed with a representative from each Department to review the current website content. We managed to bring the website pages from 217 pages down to 186 pages with current info (excluding the newsfeed). We also received feedback and wished for the new site. This committee will continue to support the website revision as we explore how to enhance the new site as well as reviewing the new website page to ensure transfer of information is correct.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: An Kickoff Meeting has been set for January 14, 2026 with the Communication Coordinator, Administrative Assistant, Manager of Administrative Service and Stacey Sauvé, Doug Jackson and Peter Caunitis from Accurate.</p> <p><i>2025/12/24</i></p>	<p>Communications Coordinator</p>	<p>100%</p> <p>-</p>
<p>→ Promote Park Safety Awareness for Residents</p>	<p>Key Accomplishments: Working with the Public Safety and Parks and Recreation Departments, new signs were installed on the New York Central Recreational Trail in Jly 2025 to raise public education of the rules in regards to e-bikes.</p> <p>The Communications Department updated the website to align with current regulations and messaging and promoted through our website, email subscribers and on social media.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2025/08/12</i></p>	<p>Communications Coordinator</p>	<p>100%</p> <p>-</p>
<p>→ Review and Update the Communication Policy</p>	<p>Key Accomplishments: During the Public Engagement Project, we asked Redbrick Communications to review our current Communications Policy and send us their comments. The policy was reviewed by the Communications Coordinator, Manager of Administrative Services, Director of Corporate Services and Chief Administrative Officer.</p> <p>Challenges:</p> <p>Next Steps: We are awaiting confirmation by the CAO to determine next step, either:</p> <ul style="list-style-type: none"> • Share with directors at next meeting for their feedback; or • Present updated Policy to Council for approval in early 2026. <p><i>2025/12/23</i></p>	<p>Communications Coordinator</p>	<p>90%</p> <p>10% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>↳ Take Your Kid to Work Day</p>	<p>Key Accomplishments: Take Our Kids to Work Day took place on Wednesday, November 5, 2025. We reached out to find out if any Township staff had children in grade 9 who might be interested in participating. We had a total of 7 teen join us for the day and we organized a meaningful day where students explored the many career opportunities available within the municipal sector.</p> <p>The day included:</p> <ul style="list-style-type: none"> • Intro at Town Hall - Communications and Economic Development explained their departments. • Fire Services - Visit at Station 11 • Public utilities - Visit to the water reservoir and Russell water tower • Lunch with Mayor Tarnowski and Councillor Deacon • Building and Planning Departments presentation • Visit to the Sports Dome and to see the Recreation Complex construction. • Public Safety presentation and ride along <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/01/13</p>	<p>Communications Coordinator</p>	<p>100%</p> <p>-</p>
<p>↳ 2025 HR Business Plan</p>		<p>Manager of Administrative Services</p>	<p>95%</p> <p>5% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Complete Review of the Four-Day Workweek Policy</p>	<p>Key Accomplishments: Following a few consultations with the Department Heads and CAO, the final version of the Flexible Work Arrangement Policy was provided to Dept Heads to discuss and share with their team. Below are the main changes to the policy that will take in effect in January 2026</p> <ul style="list-style-type: none"> • New 10/9 Option: Introduction of a new 10/9 compressed work schedule option, allowing employees to work 10 days over 9 working days. This approach supports work–life balance while maintaining operational efficiency. • Anchor Day: Recommendation to implement a designated “Anchor Day” for collaboration and team meetings to ensure alignment, cohesion, and engagement within hybrid and flexible work arrangements. • Hybrid Work Adjustment: Reduction of remote workdays from two to one per week. This adjustment takes into account both operational needs and employee flexibility. • Holiday Adjustments for Compressed Schedules: Aligning statutory holidays for employees working alternative schedules—such as four-day weeks or nine-day fortnights—to ensure an equitable distribution of holidays consistent with employment standards. • Removal of the Requirement for CAO Approval: Eliminating the requirement for Chief Administrative Officer approval, giving managers greater discretion to approve flexible work arrangements within the parameters of the policy. <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/11/27</p>	<p>Manager of Administrative Services</p>	<p>100%</p> <p>-</p>
<p>→ Complete the review and benchmarking of per diem and mileage policies by conducting comparative research with other organizations and finalize revisions before 2026 budget. (5b)</p>	<p>Key Accomplishments: Implementing a structured reimbursement strategy for Council and employees—aligned with Canada Revenue Agency (CRA) guidelines—through the 2026 budget would demonstrate transparency and accountability to both staff and elected officials. This initiative supports a key objective of the Township’s 2023–2026 Strategic Plan: to be recognized as a leading employer in the region, and it would further promote sound financial management practices.</p> <p>A formalized reimbursement framework would also help enhance employee satisfaction and reinforce trust in organizational processes. The updated rates, designed to remain competitive with neighbouring municipalities, would be integrated into the annual budget exercise, with the new amounts taking effect in the first pay period of the new year.</p> <p>Council approved the reimbursement framework with the 2026 Budget on November 10, 2025 with new rate in effect on the 1st of January moving forward.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/11/27</p>	<p>Manager of Administrative Services</p>	<p>100%</p> <p>-</p>

Objective	Progress Update	Accountability	Current Completio...
<ul style="list-style-type: none"> → Implement an Integrated HR Software Solution 	<p>Key Accomplishments: The project team has successfully posted their 1st Live payroll deposited on November 13th, 2025. Following the 1st live payroll, the team has continued working with UKG team to roll out any outstanding issues and configurations and has successfully ran a second payroll which included firefighters payroll.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Next steps in late January, we are kicking of the HR module with a 4- 6 weeks project plan to implementation. 2025/11/27</p>	<p>Manager of Administrative Services</p>	<p style="text-align: center;">75% 25% behind</p>
<ul style="list-style-type: none"> → Modernize Employee Mobile Management and Reimbursement Processes 	<p>Key Accomplishments: The policy was shared with Department Heads and supervisors and were asked to provide to their members who are assigned a corporate cell phone or use their personal cell phone for business matters.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/13</p>	<p>Manager of Administrative Services</p>	<p style="text-align: center;">100% -</p>
<ul style="list-style-type: none"> → Update HR Policy, Working Conditions By-laws 	<p>Key Accomplishments: Comments were reviewed and will be proceeding to the next phase in 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/13</p>	<p>Manager of Administrative Services</p>	<p style="text-align: center;">100% -</p>
<ul style="list-style-type: none"> → 2025 IT Business Plan 		<p>Manager of Administrative Services</p>	<p style="text-align: center;">81% 19% behind</p>
<ul style="list-style-type: none"> → Annual replacement of office IT equipment 	<p>Key Accomplishments: New laptop deployment took place with the collaboration of one technician of the UCPR the weeks of November 17th and November 24th 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/11/27</p>	<p>Manager of Administrative Services</p>	<p style="text-align: center;">100% -</p>
<ul style="list-style-type: none"> → Develop and implement a corporate signature block 	<p>Key Accomplishments: The corporate signature block policy was shared with all staff. Staff were advised to read the policy and determine which signature block best suits their role.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/13</p>	<p>Manager of Administrative Services</p>	<p style="text-align: center;">100% -</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Implement a Software Solution for Document Signing</p>	<p>Key Accomplishments: Following a discussion with Sébastien during our one-on-one, we determined to push this project in 2027.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/11/27</p>	<p>Manager of Administrative Services</p>	<p>25% 75% behind</p>
<p>→ Implement Cybersecurity Training for All Employees</p>	<p>Key Accomplishments: A simulation phishing test was conducted with the IT team on November 21, 2025. Next steps will be to discuss to with IT the launch campaign for all Township of Russell employees before the end of December 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/11/27</p>	<p>Manager of Administrative Services</p>	<p>80% 20% behind</p>
<p>→ Implement Teams Phone System accross multiple Township Facilities</p>	<p>Key Accomplishments: The Township is progressing well with the deployment of the Microsoft Teams Phone System across multiple municipal facilities. As of now, the project is approximately 80% complete, with several key buildings – including Town Hall – fully transitioned to the new platform. This modernization initiative is significantly improving communication reliability, streamlining collaboration, and reducing dependence on traditional phone lines.</p> <p>Looking ahead to 2026, the Township plans to extend the implementation to the Fire Department.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	<p>Manager of Administrative Services</p>	<p>80% 20% behind</p>
<p>→ Phase 1 – Upgrade Audio-Visual Equipment in the Gaston Patenaude Hall</p>	<p>Key Accomplishments: RFP Process begins (February 3rd, 2026). Project Manager has been invited into the process and will be involved with the writing and posting of the document, and analysis of bidders after submission deadline. A workback schedule will be developed shortly.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	<p>Admin Assistant for Admin Services</p>	<p>100% -</p>
<p>→ 2025 Clerks Business Plan</p>		<p>Municipal Clerk</p>	<p>99% 1% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ "Marche des Femmes 2025" Plan and organise the event in the Township by September 2025</p>	<p>Key Accomplishments: The "Marche des Femmes 2025" event was successfully planned and organized within the Township by the September 2025 deadline. The event was delivered smoothly, achieved strong community participation, and received very positive feedback from attendees and partners. All planning milestones were met, and the initiative is considered a complete success.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Annually plan and organise the shredding day, after FS audit in May by June 2025</p>	<p>Key Accomplishments: The annual Shredding Day was successfully planned and organized following the Financial Services audit in May, and the event was completed by June 2025 as scheduled. All required preparations, communications, and logistical arrangements were carried out efficiently, and the event proceeded smoothly without issues.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Attend the AAGTMPR meetings of the UCPR Clerks & Treasurers in 2025</p>	<p>Key Accomplishments: First meeting was in March, three more meetings expected in 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/04/10</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Compile a comprehensive list of all by-laws, policies, and procedures from clerk and council department, including their creation dates and review dates.</p>	<p>Key Accomplishments: The Clerk's Department has completed this objective. A centralized spreadsheet has been created, which includes:</p> <ul style="list-style-type: none"> • a complete list of all municipal by-laws under the Clerk and Council portfolios, • the adoption dates, • the dates they came into force, • the scheduled review dates, • as well as other relevant tracking information. <p>This database will serve as the foundation for the cyclical review process.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/23</p>	Municipal Clerk	<p>100%</p> <p>-</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Complete annually the IPC Annual Report (FOI Requests) by March 31, 2025</p>	<p>Key Accomplishments: The IPC Annual Report for Freedom of Information (FOI) requests has been successfully completed and submitted to council in 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Council gave directions to staff to Develop a process or use the Consent Items on the Agenda or amend the Procedural By-law to add a verbal update on Council follow-ups (directions to staff at Council meetings) or Business Arising by July 2025</p>	<p>Key Accomplishments: Added follow-up from last Council meeting under consent items (February 24, 2025)</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/04/10</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Demonstrate that the current processes for FOI (Freedom of Information) requests and IPC (Information and Privacy Commissioner) compliance are not cost-effective for the Township by April 2025</p>	<p>Key Accomplishments: Report was brought to Council on March 24, 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/04/10</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Destroy by-election material as per s. 88 of MEA 120 days after elections by February 2025</p>	<p>Key Accomplishments: All by-election materials were securely destroyed in accordance with Section 88 of the Municipal Elections Act, which requires disposal no earlier than 120 days after the election.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ Prepare a full review of the Procedural By-law 2021-127 (ea 4 yrs review) by December 2025</p>	<p>Key Accomplishments: Council deferred its decision on the change proposed by the administration to the first Council meeting in January, as it was waiting to receive the final versions of the Public Engagement Policy and the 5-Year Action Plan before making a decision. The intent is to bring this report on the Procedure By-law back to Council at the end of January for a final decision.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/23</p>	Municipal Clerk	<p>90%</p> <p>10% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Prepare RFP for 2026 Municipal Elections for election voting software</p>	<p>Key Accomplishments: The RFP for the 2026 Municipal Elections voting software was fully prepared and completed by the November 2025 deadline. The process included reviewing system requirements, incorporating security and accessibility standards, and aligning specifications with best practices for municipal election technology. Collaboration with other UCPR municipalities was explored, and shared input was integrated where possible to support consistency and potential joint efficiencies.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	Municipal Clerk	100% -
<p>→ Review and identify if any bylaws frequently requested should be translated by December 2025</p>	<p>Key Accomplishments: With the new translation tools now available to us, all departments prepare their bylaws in both French and English from the outset. As a result, we no longer need to allocate year-end funds to translate the bylaws most frequently requested by our residents.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/23</p>	Municipal Clerk	100% -
<p>→ Review by-laws older than five years from all departments & prepare Omnibus By-law in 2025</p>	<p>Key Accomplishments: We presented the OMNIBUS by-law on November 24, and all by-laws from all departments that were more than five years old and no longer required were repealed. We will repeat this exercise in 2027, meaning it will be done every two years.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/23</p>	Municipal Clerk	100% -
<p>→ To review the current records management by-law, draft an updated version, obtain legal advisor feedback on the draft, make necessary revisions, and secure Council approval for the finalized by-law by December 2025</p>	<p>Key Accomplishments: This objective has been completed for 2025 in terms of the review and assessment stages. After conducting a detailed review of the existing Records Management By-law, we determined that implementing an updated version would require the municipality to first acquire a digital signature and time-stamp solution. This tool is essential to support a transition away from paper-based records toward accepting scanned or PDF documents as official records within the by-law framework.</p> <p>Because we do not yet have this software in place, we could not proceed with revisions that would allow for the acceptance of digital documents and the destruction of original paper copies. As a result, no legal opinion was sought at this time, since the by-law cannot be updated until the necessary technology is implemented.</p> <p>Once the appropriate software is acquired, we will be able to resume the update process, revise the by-law accordingly, obtain legal review, and bring a finalized version forward for Council approval.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/23</p>	Municipal Clerk	100% -

Objective	Progress Update	Accountability	Current Completio...
<p>→ To review the rules of engagement for all committees, evaluate their performance and level of interest, and assess their roles by December 2025</p>	<p>Key Accomplishments: The Department prepared a report to Council which is to be presented at the Regular Council Meeting of April 14, 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/04/09</p>	Municipal Clerk	<p>100%</p> <p>-</p>
<p>→ 2025 Community and Economic Development Business Plan</p>		Community & Economic Development Officer	<p>90%</p> <p>10% behind</p>
<p>→ Become a member of FARFO and Studio 50 following the Seniors' Committee recommendation</p>	<p>Key Accomplishments: The Township successfully became a member of FARFO and Studio 50 following the recommendation of the Seniors' Committee. This achievement strengthens partnerships with senior-focused organizations, enhances collaboration, and provides access to valuable resources that support programs improving the quality of life for seniors in our community.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/17</p>	Director of Corporate Services/Treasurer	<p>100%</p> <p>-</p>
<p>→ Develop a New Strategic Plan for the Economic and Community Development Department</p>	<p>Key Accomplishments: The new Strategic Plan was developed following a comprehensive process involving community consultation, meaningful staff engagement, and detailed analysis of local economic trends. The final document outlines clear priorities, measurable goals, and a structured roadmap that aligns departmental initiatives with Council's vision, supports sustainable growth, and strengthens partnerships across the community.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/17</p>	Community & Economic Development Officer	<p>100%</p> <p>-</p>
<p>→ Develop a sponsorship program in partnership with KB Media & By July 2025, Review and Update the Corporate Sponsorship Strategy</p>	<p>Key Accomplishments: Working collaboratively with KB Media, a fully structured sponsorship program has been developed, including a clear framework for managing, soliciting, and evaluating partnership opportunities. The Township's Corporate Sponsorship Strategy has been reviewed and updated to incorporate current market trends, community needs, and recognized best practices in sponsorship management.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/17</p>	Community & Economic Development Officer	<p>100%</p> <p>-</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Finalize the Kin Club agreement and land sale contract to ensure successful collaboration and legal compliance</p>	<p>Key Accomplishments: Council has approved the sale of a one-acre parcel of land to the Kin Club for \$1. The land sale agreement has been finalized and is currently under review by the Kin Club. The agreement is expected to be signed in February or March 2026.</p> <p>In addition, a building management agreement is being developed to ensure proper governance and collaboration. This agreement is targeted for completion before summer 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/19</p>	<p>Director of Corporate Services/Treasurer</p>	<p>90% 10% behind</p>
<p>→ In collaboration with the Planning Dept., Develop a 5-Year Action Plan to Expand Affordable Housing Options.</p>	<p>Key Accomplishments: A preliminary housing needs assessment has been initiated, providing an early identification of priority areas and required housing types. Several potential strategies have been reviewed and discussed internally, including measures to support developers, policies to encourage residential diversity, and options for appropriate financing tools.</p> <p>Initial conversations have also taken place with non-profit organizations, private developers, and government partners to gauge interest and potential involvement. In addition, multiple discussions were held with the UCPR to review the services they currently provide and to identify how the Township can support their work. The overarching goal is to clarify the Township's role and avoid duplicating services that are already offered by existing partners.</p> <p>Ongoing work includes completing the strategic framework, developing a Community Improvement Plan (CIP) component, and preparing a draft implementation schedule.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/17</p>	<p>Community & Economic Development Officer</p>	<p>58% 42% behind</p>
<p>→ Optimizing the Sale Process for the 417 Industrial Park by updating the financial plan, revise the scoring system and refresh the waiting list.</p>	<p>Key Accomplishments: The financial plan update is well underway, incorporating revised infrastructure costs and preliminary analysis of current industrial market trends. Work has begun on revising the scoring system, including identifying new criteria to better align with the municipality's strategic economic development priorities. The refresh of the waiting list is in progress: several prospects have been contacted to confirm their interest, and an initial screening of qualified candidates has started. Remaining tasks include finalizing the scoring model and fully integrating the updated data into a consistent evaluation and allocation process.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/17</p>	<p>Economic Development Officer</p>	<p>60% 40% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Organizing Two Annual Community Events to Foster a Festive and Inclusive Atmosphere</p>	<p>Key Accomplishments:</p> <ul style="list-style-type: none"> • Meet me on Main street in Russell in July 2025 • Local Flavours Rendezvous in Sept/Oct 2025 • We will be partners in the Marionville Meet me on Main street on July 9th, 2025 <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/03/10</p>	Community & Economic Development Officer	100% -
<p>→ Review and update all Economic and Community Development information on the existing website in preparation for the 2026 redesign</p>	<p>Key Accomplishments: In preparation for the Township's website redesign in 2026, the department successfully reviewed and updated all content related to Economic and Community Development on the existing website in 2025. This ensures accuracy, relevance, and alignment with strategic priorities before migration to the new platform.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/01/17</p>	Economic Development Officer	100% -
<p>→ Update and continue the promotion of the CIP for the Village cores.</p>	<p>Key Accomplishments: All promotional materials have been refreshed, targeted outreach efforts were conducted with local businesses and developers, and preliminary discussions were held with potential applicants. The CIP was also reviewed to ensure alignment with current economic development priorities and emerging needs within the village cores.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/01/17</p>	Community & Economic Development Officer	100% -
<p>→ 2025 Finance Business Plan</p>		Deputy Treasurer	81% 19% behind
<p>→ Complete DC study</p>	<p>Key Accomplishments: We have completed all required public engagement steps and followed the necessary process to update our Development Charges (DC) rates. The capital program has also been revised to reflect future infrastructure needs. However, due to changes introduced under Bill 60, we were unable to approve the updated DC rates at the December 2025 Council meeting. The approval is now scheduled for January 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/12/19</p>	Director of Corporate Services/Treasurer	100% -

Objective	Progress Update	Accountability	Current Completio...
<p>→ Conduct a full review of current AP processes, systems and workflow</p>	<p>Key Accomplishments: Significant improvements were implemented throughout 2025 to modernize and streamline the Accounts Payable (AP) function. The Township transitioned from weekly to bi-weekly invoice payment cycles, resulting in improved cash-flow planning and operational efficiency. A formal cash-flow model was developed and is now fully in use to support forecasting and payment scheduling. The team also advanced the reduction of cheque issuance by actively encouraging vendors to adopt direct deposit, leading to a steady increase in electronic payments. Internal procedures were strengthened to ensure all AP invoices are submitted exclusively through <i>payables@russell.ca</i>, improving tracking, reducing errors, and minimizing processing delays.</p> <p>While the review of AP processes, systems, and workflows is now complete, the search for a new AP automation software solution is still underway. This work will continue in 2026, with the intention of selecting and implementing a new system in 2027. These next steps are captured under a separate objective in Cascade.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	<p>Senior Financial Analyst – Capital Budgeting</p>	<p>100% -</p>
<p>→ Council approves an amended purchasing policy</p>	<p>Key Accomplishments: Due to the introduction of U.S. tariffs and the resulting economic uncertainties, we have decided to defer this objective to 2026. This will allow us to monitor market conditions and ensure that the amended Purchasing Policy remains aligned with best practices, transparency, and the Township's strategic and financial objectives.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/19</p>	<p>Director of Corporate Services/Treasurer</p>	<p>20% 80% behind</p>
<p>→ Creating a Comprehensive Cash Flow Management System</p>	<p>Key Accomplishments: The comprehensive cash flow management system has been successfully developed and implemented. The project achieved its objectives by providing accurate, real-time financial data, improving forecasting capabilities, and optimizing liquidity management.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/19</p>	<p>Director of Corporate Services/Treasurer</p>	<p>100% -</p>
<p>→ Develop a job description for our summer student.</p>	<p>Key Accomplishments: Done and employee was hired for the summer 2025</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/08</p>	<p>Deputy Treasurer</p>	<p>100% -</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Developing and implementing an automated invoice approvals procedure</p>	<p>Key Accomplishments: For over three years, we have been working to implement an automated accounts payable process using SharePoint. However, this solution has not met our expectations. As a result, we have decided to discontinue this implementation and explore alternative software solutions currently available on the market.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/19</p>	<p>Senior Financial Analyst – Capital Budgeting</p>	<p>20% 80% behind</p>
<p>→ Developing the 2025 Asset Management Plan to Ensure Sustainable and Effective Service Delivery</p>	<p>Key Accomplishments: AMP 2025 was approved by council on December 8th</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/19</p>	<p>Senior Financial Analyst – Capital Budgeting</p>	<p>100% -</p>
<p>→ Ensure Accuracy for Police Services Board Accounting for 2025</p>	<p>Key Accomplishments: The banking side of the OPP Board has been a challenge due to staff not being able to view data from the OPP Board by not having authorization from the bank's side of things. Also RBC software and our IT's not permitting transfers for important papers by email made the process more tedious.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/12</p>	<p>Deputy Treasurer</p>	<p>100% -</p>
<p>→ Establish a New Funding Approach for the Corporate Services Department</p>	<p>Key Accomplishments: A comprehensive analysis of the department's funding structure was completed. Based on this review, funding percentages were redistributed to ensure a fair balance between user-fee-based departments and other service areas. This new funding strategy was presented and approved by Council as part of the 2026 budget process.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/19</p>	<p>Director of Corporate Services/Treasurer</p>	<p>100% -</p>
<p>→ Establishing a new procedure to improve efficiency and ensure timely completion the Annual Budget</p>	<p>Key Accomplishments: In 2025, the Treasurer steered the budget process by initiating a budget retreat where all the Leadership team met for two days to present their budget to the administration. Overall it went very well, since having all the key persons in the same room for two days made it easier to obtain information either from administration and even other department staff. A success.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/12</p>	<p>Deputy Treasurer</p>	<p>100% -</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Finalize the library construction plan and lease agreement to ensure timely project completion.</p>	<p>Key Accomplishments: In 2025, we successfully completed 100% of this objective. The construction plan and lease agreement have been finalized, and all necessary approvals have been secured, ensuring the project remains with the new schedule and within scope.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/08</p>	<p>Director of Corporate Services/Treasurer</p>	<p>100% -</p>
<p>→ Implement a budget and open a bank account for the Police Services Board</p>	<p>Key Accomplishments: In 2025, we successfully completed 100% of this objective. The operating budget was implemented and a dedicated bank account was opened for the Police Services Board, ensuring financial transparency and regulatory compliance.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/08</p>	<p>Deputy Treasurer</p>	<p>100% -</p>
<p>→ Implement the new Payroll Software - UKG</p>	<p>Key Accomplishments: The implementation of the new UKG payroll system has been successfully completed. The transition included full system configuration, secure data migration, and integration with the Township's existing HR and financial systems. Staff across Finance and HR received comprehensive training to ensure smooth day-to-day operations and full adoption of the new platform. The UKG system is now fully operational and has already improved the efficiency, accuracy, and compliance of payroll processing. Automated workflows, enhanced reporting capabilities, and modernized controls have strengthened payroll reliability and reduced manual work.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/04</p>	<p>Deputy Treasurer</p>	<p>100% -</p>
<p>→ Implementation of a Standardized Month-End Process.</p>	<p>Key Accomplishments: In 2025, we achieved approximately 30% progress on this objective. We have established monthly checklists to guide the steps required at month-end, which has improved consistency and structure in the process.</p> <p>Plan for 2026: We will continue refining these checklists, strengthening deadlines, and enhancing the procedure to ensure a fully standardized process across all departments of Finance.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/08</p>	<p>Deputy Treasurer</p>	<p>30% 70% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ New Grant Tracking Procedure – Use of Cascade and SharePoint</p>	<p>Key Accomplishments: In 2025, we achieved approximately 80% progress on this objective. We held internal discussions to identify the most efficient approach, created a procedure, and started building a dashboard in Cascade.</p> <p>Plan for 2026:</p> <p>We will finalize the procedure and share it across all township departments to ensure consistent implementation.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/01/08</p>	Assistant Treasurer	<p>80%</p> <p>80% ahead</p>
<p>→ Payroll task transition to HR department.</p>	<p>Key Accomplishments: In 2025, we implemented a new payroll software through a collaborative effort between the Human Resources and Finance departments. The original goal was to transition payroll responsibilities fully to HR. However, after completing the transfer and reassessing the short- and medium-term needs of the team, we decided to keep payroll responsibilities under the Finance Department. This approach ensures stability and better alignment with current operational requirements.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/12/19</p>	Deputy Treasurer	<p>100%</p> <p>-</p>
<p>→ Update Bylaw - Tax Collection Policy</p>	<p>Key Accomplishments: Validation are still required so that we can finalize the policy</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/12/12</p>	Senior Financial Analyst – Revenue	<p>10%</p> <p>90% behind</p>
<p>→ Update on Financial plan for the Rec Complex</p>	<p>Key Accomplishments: We presented a report to Council providing an update on the Recreation Complex project. From a financial perspective, we highlighted the positive impact of last year’s interest rate reductions, the receipt of a \$10 million grant, and the savings achieved through effective cash flow management on our debt ratio, future borrowing, and overall liquidity.</p> <p>Additionally, we decided to conduct a market study in 2026 to explore external financing options for the Recreation Complex project. This will help ensure that our funding strategy remains competitive and aligned with the Township’s long-term financial objectives.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2025/12/19</p>	Director of Corporate Services/Treasurer	<p>100%</p> <p>-</p>
<p>2025 Fire Dept Business Plan</p>		Fire Chief	<p>91%</p> <p>9% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Duty Crew May-October 2025 Trial</p>	<p>Key Accomplishments: The duty crew program operated over the weekends, from May to October, providing for a guaranteed response with a specific number of firefighters.</p> <p>Challenges: Maintaining consistent staffing levels throughout the season required ongoing coordination. Since this was a new program, changes to response protocols created challenges for some firefighters.</p> <p>Next Steps: A review of the program, including firefighter feedback, will be conducted, adjustments will be made, and the program is expected to continue in 2026.</p> <p><i>2026/01/14</i></p>	Deputy Fire Chief	<p>100%</p> <p>-</p>
<p>→ Hire Fire Administrative Assistant/Firefighter</p>	<p>Key Accomplishments: Council approved the transformation of the Administrative Assistant position into an Administrative Assistant/Firefighter role as part of the 2026 budget.</p> <p>Challenges: The vacancy created by the departure of the Administrative Assistant required planning to align staffing needs with operational priorities and, even with a Part-Time Administrative Assistant, resulted in a backlog of some administrative tasks.</p> <p>Next Steps: Hiring for the new Administrative Assistant/Firefighter position will take place in Q1 2026.</p> <p><i>2026/01/14</i></p>	Fire Chief	<p>100%</p> <p>-</p>
<p>→ Hiring of Fire Training Officer</p>	<p>Key Accomplishments: The hiring process for the Fire Training Officer was successfully completed in June 2025.</p> <p>Challenges: No significant challenges were reported during the recruitment process.</p> <p>Next Steps: It has now been six months since the position was filled, and the firefighter training program is progressing well.</p> <p><i>2026/01/14</i></p>	Fire Chief	<p>100%</p> <p>-</p>
<p>→ In-house First Aid and CPR</p>	<p>Key Accomplishments: In 2025, all firefighters completed their continuous education course, and six firefighters were fully trained as First Responders. Additionally, 24 internal staff and 8 library staff received first-aid/CPR training, along with 66 external individuals.</p> <p>Challenges: As this was a new program, managing the administrative workload for scheduling, tracking certifications, and coordinating multiple training sessions across different groups proved challenging.</p> <p>Next Steps: Continue to monitor the training needs of staff and increase instructor capacity in 2026.</p> <p><i>2026/01/14</i></p>	Deputy Fire Chief	<p>100%</p> <p>-</p>

Objective	Progress Update	Accountability	Current Completio...
→ On Duty Officer Program	<p>Key Accomplishments: The duty officer program transitioned from trial to full implementation in February 2025 and operated successfully throughout the year, covering weekday evenings and weekends.</p> <p>Challenges: Not all officers participated in the program; however, we expect more will participate in 2026.</p> <p>Next Steps: Continue monitoring program performance and encourage greater participation among officers.</p> <p>2026/01/14</p>	Fire Chief	100% -
→ Update or develop a minimum of 10 SOGs in 2025	<p>Key Accomplishments: 6 out of 15 operational guidelines were completed and 8 are currently in progress or under review, representing progress toward annual targets.</p> <p>Challenges: Remaining goals require additional coordination and resources to meet deadlines.</p> <p>Next Steps: Continue to work on the remaining 9 operational guidelines as well as the additional 10 operation guidelines for 2026, and monitor progress to ensure timely completion.</p> <p>2026/01/14</p>	Fire Chief	40% 9 Unit(s) behind
→ Weekly vehicle checks	<p>Key Accomplishments: The vehicle check program was evaluated, and feedback from firefighters indicated that weekly checks are not necessary.</p> <p>Challenges: Balancing operational needs with firefighter feedback to ensure safety standards remain met.</p> <p>Next Steps: The program will still be re-evaluated in 2026.</p> <p>2026/01/14</p>	Fire Chief	100% -
2025 Infrastructure Business Plan		Executive Director of Infrastructure Services	54% 24% behind
→ 2025 Planning Business Plan		Executive Director of Infrastructure Services	60% 28% behind
→ Address change to the 417 industrial park	<p>Key Accomplishments: relook at the type of request - not feasible to change all the address</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/02/03</p>	Executive Director of Infrastructure Services	100% -
→ Consolidation of the zoning by-law	<p>Key Accomplishments: working on the draft document to consolidation all the zoning change</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: - complete the revision and start the public process</p> <p>2026/01/30</p>	Senior Planner	10% 90% behind

Objective	Progress Update	Accountability	Current Completio...
→ Model home policy	<p>Key Accomplishments: this item has been cancelled, modification to the subdivision agreement has been made to replace this policy</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/30</p>	Senior Planner	<p>100%</p> <p>-</p>
→ Optimization of City Wide	<p>Key Accomplishments: addition of the planning modular and preparation of the customer portal</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Executive Director of Infrastructure Services	<p>100%</p> <p>-</p>
→ Review and update the official plan policies	<p>Key Accomplishments: Approved by Council and submitted to United Counties of Prescott and Russell</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Executive Director of Infrastructure Services	<p>100%</p> <p>-</p>
→ Review of the parkland policy	<p>Key Accomplishments: no progress, postpone to 2026</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Senior Planner	<p>5%</p> <p>95% behind</p>
→ Review of the subdivision agreement	<p>Key Accomplishments: Several changes have been made to the agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: review the pre-servicing practice and finalized the subdivision agreement template 2026/01/30</p>	Executive Director of Infrastructure Services	<p>26%</p> <p>74% behind</p>
→ Review Site Plan by-law	<p>Key Accomplishments: review other bylaws</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: update Site plan manual 2026/02/03</p>	Senior Planner	<p>36%</p> <p>36% ahead</p>
→ 2025 Public Works Business Plan		Executive Director of Infrastructure Services	<p>86%</p> <p>3% ahead</p>

Objective	Progress Update	Accountability	Current Completio...
→ Develop an action plan (Climate change Readiness)	<p>Key Accomplishments: Pause on our action plan, since their work being completed with United counties of Prescott and Russell</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/30</p>	Civil Technician 1	<p>25% 75% behind</p>
→ Digitalize remote work order	<p>Key Accomplishments: teams can close work order remotely</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Executive Director of Infrastructure Services	<p>100% -</p>
→ Intersection analysis for 4 way stop warrant	<p>Key Accomplishments: report was presented to Council</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Executive Director of Infrastructure Services	<p>100% -</p>
→ Solar Panel project - on Township property	<p>Key Accomplishments: after further analysis from Atura, it's not feasible to apply for the current funding. Maybe revisit the site in future opportunity</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Executive Director of Infrastructure Services	<p>100% -</p>
→ Transportation Masterplan	<p>Key Accomplishments: study completed</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Executive Director of Infrastructure Services	<p>100% -</p>
→ Update to the waste program	<p>Key Accomplishments: the organic program is now automated since April 2025</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: After a year, evaluation the program 2026/01/30</p>	Executive Director of Infrastructure Services	<p>90% 10% behind</p>
→ 2025 Storm Sewer Business Plan		Executive Director of Infrastructure Services	<p>21% 29% behind</p>
→ Establish User-fee for the stormwater system	<p>Key Accomplishments: Continue to investigate the condition of the system</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: determine the rate ratio for each type of properties 2026/01/30</p>	Executive Director of Infrastructure Services	<p>25% 25% ahead</p>

Objective	Progress Update	Accountability	Current Completio...
<ul style="list-style-type: none"> ↳ Private Oil Grit Separator Program 	<p>Key Accomplishments: project had to be put on hold before of other priorities</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/01/30</p>	Infrastructure Services Manager	<p style="text-align: center;">17% 83% behind</p>
<ul style="list-style-type: none"> ↳ 2025 Water and Wastewater Business Plan 		Executive Director of Infrastructure Services	<p style="text-align: center;">48% 19% behind</p>
<ul style="list-style-type: none"> ↳ Establish a long term capital plan 	<p>Key Accomplishments: reviewed all masterplans and capacities</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: presentation to Council</p> <p>2026/01/30</p>	Executive Director of Infrastructure Services	<p style="text-align: center;">30% 70% behind</p>
<ul style="list-style-type: none"> ↳ Negotiate Water and water rates with City of Ottawa 	<p>Key Accomplishments: Official request was send to Ottawa to obtain more water</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: meeting with the City staff to determine the upgrade needed on their installation</p> <p>2026/01/30</p>	Executive Director of Infrastructure Services	<p style="text-align: center;">47% 47% ahead</p>
<ul style="list-style-type: none"> ↳ Reduce the Water loss within the system 	<p>Key Accomplishments: improvement over the last year, water loss has been reduce</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: isolate section of Russell village</p> <p>2026/01/27</p>	Executive Director of Infrastructure Services	<p style="text-align: center;">67% 33% behind</p>
2025 Parks, Recreation and Community Services Business Plan		Director of Parks and Recreation	<p style="text-align: center;">67% 10% behind</p>
<ul style="list-style-type: none"> ↳ Complete a review and revision of the Parks & Recreation Master Plan 	<p>Key Accomplishments: The tender process for the master plan was completed in May 2025. All the public engagement meetings were completed in Fall 2025. The first draft version is expected in February 2026 and final version of draft to be presented to Council in March 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>2026/02/03</p>	Director of Parks and Recreation	<p style="text-align: center;">87% 87% ahead</p>

Objective	Progress Update	Accountability	Current Completio...
→ Complete the design and construction of the Recreation complex by October 2026.	<p>Key Accomplishments: The commissioning date has been pushed to October 16, 2026. The recreational program manager for the complex was hired in October 2025. The hiring of the aquatic and ice coordinators will be done in April 2026. The commissioning agent has been retained in 2025 and meetings have started in January 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	Director of Parks and Recreation	<p>85% 85% ahead</p>
→ Develop a comprehensive and efficient database for mechanical components	<p>Key Accomplishments: A new bar code printer has been ordered through asset management. We'll now be able to print up to 500 waterproof, grease, chemical and solvent resistant barcodes per day. Once the machine arrives, the AM team and Kevin will coordinate implementing on all park structures linked to each asset ID in Citywide.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/16</p>	Director of Parks and Recreation	<p>8% 8% ahead</p>
→ Develop engaging and health-focused gym programs at the dome specifically tailored to seniors	<p>Key Accomplishments: A grant application was done with New Horizons in September 2025. We are hoping for an answer in February 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	Director of Parks and Recreation	<p>71% 29% behind</p>
→ Hire a Recreation Project Manager	<p>Key Accomplishments: The job description was drafted in December 2025. The hiring process will begin in February 2026, with the position expected to be filled by March 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Director of Parks and Recreation	<p>60% 40% behind</p>
→ Hiring of a Program Manager	<p>Key Accomplishments: The Program Manager for the recreation complex was hired and confirmed on October 27, 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	Director of Parks and Recreation	<p>100% -</p>
→ Identify and implement software solution	<p>Key Accomplishments: The cost comparison will be completed in January 2026, followed by a recommendation for new software in February 2026. Planning and implementation are expected to be completed by May 2026</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	Director of Parks and Recreation	<p>78% 22% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Implement more accessible components in all park spaces</p>	<p>Key Accomplishments: Any new park amenity installed in 2026 will have accessible components attached to the item. Items such as new playgrounds, splash pad, and new swing sets will have an accessible component.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/01/19</p>	<p>Director of Parks and Recreation</p>	<p>0% 100% behind</p>
<p>→ Improve / enhance building accessibility in specific recreational facilities</p>	<p>Key Accomplishments: - Access control gates to the gym at the dome - completed June 24, 2025 - build ramp and enlarged doorways at the train station - completion in March 2026</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/07/14</p>	<p>Director of Parks and Recreation</p>	<p>55% 45% behind</p>
<p>→ Pickleball Summer Program (pilot project in the Embrun arena)</p>	<p>Key Accomplishments: The pilot project was completed in Summer 2025 on the cement slab at the Embrun Arena (rink). Unfortunately, it was not very successful due to low participation. This was largely caused by the lack of a controlled environment (air conditioning).</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/03</p>	<p>Director of Parks and Recreation</p>	<p>100% -</p>
<p>→ Recreation Trail Encroachment Project</p>	<p>Key Accomplishments: Letters were distributed to all residents with encroaching items on the recreational trail in March 2025. The original deadline for removing these items was October 31, 2025, and an extension was later granted until November 30, 2025. The final evaluation will be conducted in February 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	<p>Director of Parks and Recreation</p>	<p>77% 23% behind</p>
<p>→ Review and update the allocation policy</p>	<p>Key Accomplishments: We will initiate a formal tender process in February 2026 to hire a consultant to revise the Municipal Facilities Rental and Allocation Policy. The successful firm will be selected in March 2026, followed by a users' meeting in April 2026. The implementation of the revised policy is planned for June 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	<p>Director of Parks and Recreation</p>	<p>78% 22% behind</p>

Objective	Progress Update	Accountability	Current Completio...
↳ Teen / Youth Programming - Fall 2026	<p>Key Accomplishments: Data will be collected from the final draft of the Recreation Master Plan in March 2026. A meeting with the municipal Youth Committee is scheduled for April 2026, followed by a visit to the Girls and Boys Club in Ottawa in May 2026. A pilot project will be implemented in October 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	Program Coordinator	75% 25% behind
2025 Public Safety and Enforcement Business Plan			78% 78% ahead
↳ 1. f. Address speeding issues in the Township by assessing specific geographic areas of concern and implementing a speed photo radar program	<p>Key Accomplishments: The provincial government has put a stop to the use of photo radar in the province.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/12/15</p>	Director of Public Safety and Enforcement	100% -
↳ Community safety Zone Policy	<p>Key Accomplishments: This policy has been created, approved and implemented in the Township.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	Director of Public Safety and Enforcement	100% -
↳ Dog Park Expansion Possibilities - New Dog Park	<p>Key Accomplishments: This project is brought forward to 2026. Investigate possible location for the new dog park.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/11/05</p>	Director of Public Safety and Enforcement	7% 93% behind
↳ Draft False Alarm Bylaw	<p>Key Accomplishments: Collaborate with Russell County OPP in the development and implementation of a false alarm bylaw. The intent is to ensure policing efforts are used adequately and to reinforce the user fees bylaw.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/03/30</p>	Director of Public Safety and Enforcement	67% 33% behind
↳ Draft New Encampment Bylaw	<p>Key Accomplishments: After discussion with the concerned departments, it was decided not proceed with the creation of such a bylaw at this time.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	Director of Public Safety and Enforcement	100% -

Objective	Progress Update	Accountability	Current Completio...
<p>→ Draft special events by law</p>	<p>Key Accomplishments: Draft bylaw while reviewing considering annual request from community groups. Meet with AGCO for information and discussion on requirements for liquor license.</p> <p>Once draft is completed will be circulated to Recreation and Fire departments, AGCO inspector for comments</p> <p>After review and comments added will be circulated to community groups affected.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/03/30</p>	<p>Director of Public Safety and Enforcement</p>	<p>27% 73% behind</p>
<p>→ Draft Vital Services Bylaw</p>	<p>Key Accomplishments: The bylaw has been drafted and will be presented to council</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/06/25</p>	<p>Director of Public Safety and Enforcement</p>	<p>90% 10% ahead</p>
<p>→ Emergency Exercise 2025</p>	<p>Key Accomplishments: The exercise was successfully completed.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	<p>Director of Public Safety and Enforcement</p>	<p>100% -</p>
<p>→ Fire Open Air Burning Bylaw review</p>	<p>Key Accomplishments: The review of the Fire Bylaw was pushed to 2026. It will be reviewed in collaboration with the Fire Department.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2026/02/02</p>	<p>Director of Public Safety and Enforcement</p>	<p>41% 59% behind</p>
<p>→ Hire a Full-Time Office Coordinator (2025) Bylaw & Fire Dept.</p>	<p>Key Accomplishments: Position filled and started April 14, 2025</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i> 2025/04/16</p>	<p>Director of Public Safety and Enforcement</p>	<p>100% -</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Implementation of the Russell County Police Services Board</p>	<p>Key Accomplishments: Budget 2025 was approved by all 4 municipalities A separate bank account is in process of being open</p> <p>Community members positions were advertised and members interviewed</p> <p>Three community members were sworn on March 25, 2025</p> <p>Challenges: Province to proceed with provincial appointees</p> <p>Next Steps: ensure members have the required training</p> <p><i>2025/03/30</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>100%</p> <p>-</p>
<p>→ KIN Club Storage Security System</p>	<p>Key Accomplishments: Estimate was provided to the KIN Club. A management agreement was drafted and provided to the KIN Club. It is currently being reviewed.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Waiting on the approval of the agreement</p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>96%</p> <p>4% behind</p>
<p>→ Provide Animal Control Services Agreement with other municipalities</p>	<p>Key Accomplishments: Agreements have been signed with four municipalities to provide pound and or enforcement services.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>100%</p> <p>-</p>
<p>→ Provide Pound Services Agreement with other municipalities</p>	<p>Key Accomplishments: Agreements have been signed with four municipalities to provide pound and or enforcement services.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>100%</p> <p>-</p>
<p>→ Review and consolidation of traffic and Parking By-law</p>	<p>Key Accomplishments: A review will be done to ensure that the by-law is still effective and meets the needs of the township.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Review the bylaw</p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>25%</p> <p>75% behind</p>

Objective	Progress Update	Accountability	Current Completio...
<p>→ Review of Election Sign Bylaw</p>	<p>Key Accomplishments: We are still waiting on a legal opinion regarding the drafting of a new election sign section for the signage by-law.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Draft a new bylaw that will meet the the guidelines set out by the court ruling.</p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>37% 37% ahead</p>
<p>→ Short Term Rental bylaw</p>	<p>Key Accomplishments: After discussion with Building, Fire, Planning, CAO and Public Safety it was determine that this project would be tabled for now. The township would like to accommodate people. The issues arising from complaint, like noise or clean yard, can be addressed through other bylaws.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2025/06/25</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>100% -</p>
<p>→ Transition to the AMPS</p>	<p>Key Accomplishments: We have implemented the AMPS By-law as of October 31, 2025</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>95% 5% behind</p>
<p>→ Water Emergency Plan</p>	<p>Key Accomplishments: The Water Emergency Policy has been approved and is implemented.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p><i>2026/01/28</i></p>	<p>Director of Public Safety and Enforcement</p>	<p>100% -</p>