

2026 Business Plan

Executive Summary and Highlights

Executive Summary

The proposed 2026 Business Plan builds on the progress achieved in 2025 and reflects a continued focus on accountability, sustainability, and long-term readiness. The plan translates Council priorities into a defined set of initiatives intended to guide Administration's work for the coming year.

The 2026 Business Plan balances continuity and forward-looking action. It carries forward initiatives where sequencing or multi-year implementation is required, while introducing new priorities that respond to Council direction, legislative requirements, and emerging operational needs.

Overall, the plan reflects a deliberate and realistic approach to delivery—one that considers organizational capacity, workload evolution, and the need to continue delivering reliable municipal services.

Alignment with Council Priorities and Corporate Planning Frameworks

The 2026 Business Plan was developed to advance Council priorities as articulated through the Township's Strategic Plan, which continues to serve as the overarching policy framework guiding Administration's work during the current term of Council.

The annual Business Plan provides a focused and practical mechanism to advance those priorities each year, translating longer-term strategic direction into a manageable set of initiatives that can be delivered within available capacity and resources, while maintaining alignment with the Township's broader vision.

In addition to the Strategic Plan, the Business Plan was informed by Council-approved master plans, studies, strategies, and action plans that guide municipal decision-making and long-term planning. Together, these documents provide the context within which annual business planning decisions are made.

The Business Plan is intended to operationalize Council priorities on an annual basis. A comprehensive update on progress against the Strategic Plan will be presented to Council later in the year as part of a broader end-of-term review.

Understanding the 2026 Work Program

The dashboards below provide a high-level view of the 2026 Business Plan from two complementary perspectives:

- How the overall workload is evolving year over year, and
- How initiatives are intentionally structured for delivery, including cross-department collaboration.

Together, these dashboards are intended to support a clearer understanding of both the *scale* of the work program and the *structure* through which it will be delivered.

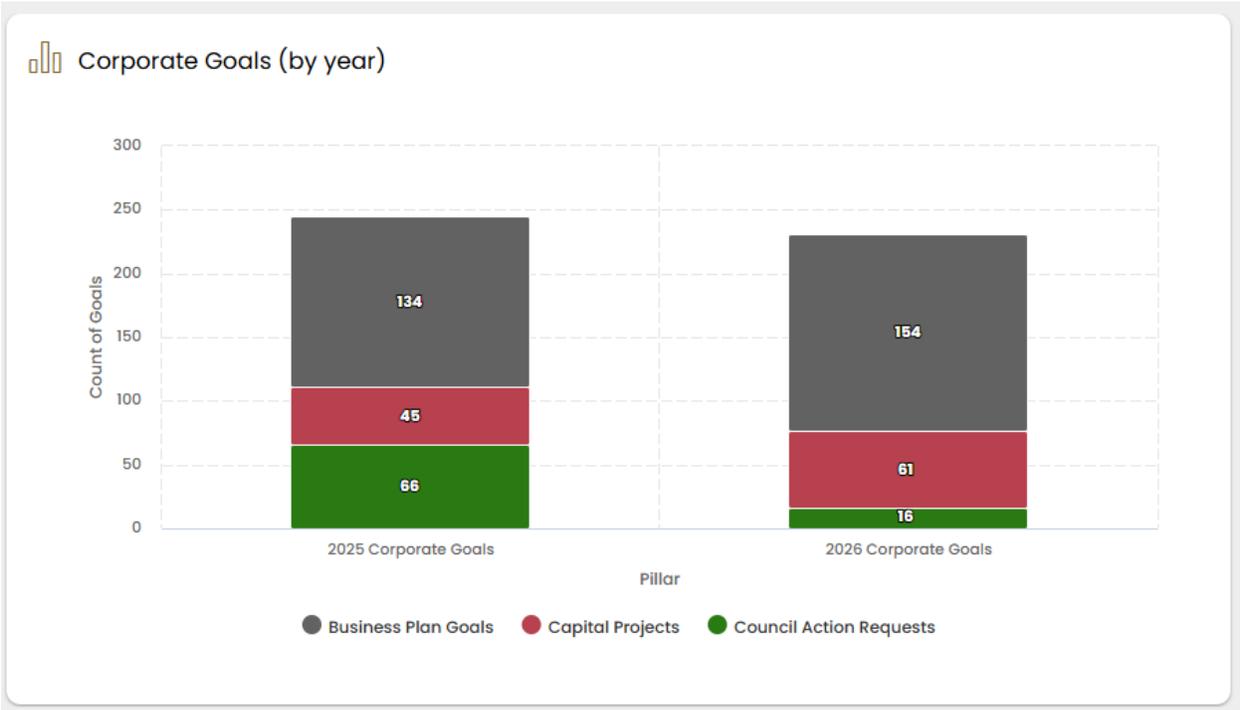


Figure 1 – Year over year comparison of corporate goals (Business Plan, Capital Projects, Council action requests)

The year-over-year comparison illustrates how the overall volume and composition of corporate initiatives proposed for 2026 compare to prior years. For the purpose of providing a complete view of organizational workload, this comparison includes Business Plan initiatives, capital projects, and work arising from Council decisions and requests.

This broader view is intended to contextualize workload trends and support informed discussion around prioritization, sequencing, and organizational capacity. While capital projects and Council-directed work are reflected in this dashboard, the detailed Business Plan that follows focuses specifically on Business Plan initiatives to be approved by Council.

Collaboration as an Intentional Practice in 2026

The 2026 Business Plan and associated capital projects reflect a deliberate and more comprehensive approach to identifying cross-department collaboration, capturing not only formally identified collaborating departments, but also collaboration required to support effective delivery, such as project management and public engagement.

74% % of initiatives involve cross-department collaboration	2.1 average collaborating departments per initiative
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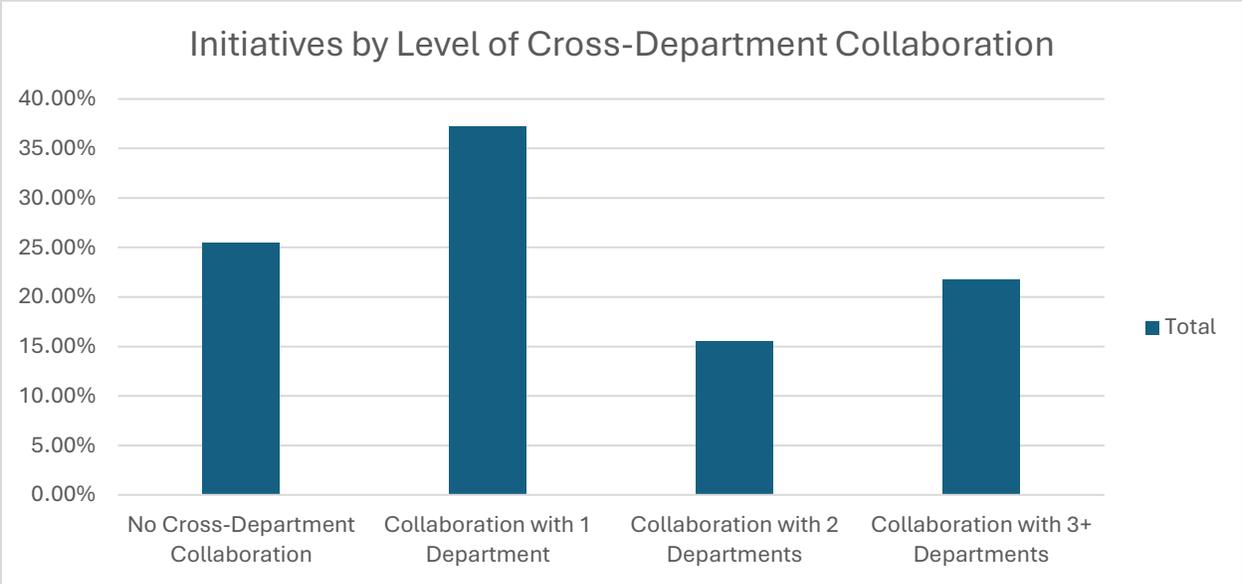


Figure 2 - Cross-Department Collaboration

As illustrated in *Figure 2*, approximately three-quarters of initiatives involve cross-department collaboration. On average, initiatives involving collaboration include just over two collaborating departments in addition to the lead department, meaning that roughly three departments are typically engaged in delivery. This reflects an intentional and

coordinated approach, ensuring that appropriate expertise is involved while maintaining clear accountability and manageable coordination requirements.

The distribution of initiatives across collaboration levels further demonstrates a balanced approach. While some initiatives are appropriately led within a single department, a meaningful proportion involve collaboration with one or more departments, including initiatives that require more integrated coordination across multiple areas of the organization.

Overall, these results reflect an intentional effort to design initiatives around how work is actually delivered, ensuring that the right expertise is involved at the right level without introducing unnecessary complexity.

Innovation, Communication, and Forward Thinking

The 2026 Business Plan reflects continued innovation not only in the initiatives themselves, but also in how work is planned, monitored, and communicated.

The use of workload comparison dashboards and collaboration metrics represents an evolution in how Administration communicates planning information—providing Council with clearer visibility into workload trends, delivery models, and organizational capacity.

These tools support informed decision-making, ongoing oversight, and the ability to adjust priorities as required throughout the year.

Impact on the Community

The initiatives outlined in the 2026 Business Plan are designed to deliver tangible benefits to residents and businesses, including continued investment in infrastructure, improved coordination across municipal services, and proactive planning to support growth and resilience.

While individual initiatives vary in scope and focus, together they support reliable service delivery, responsible stewardship of municipal resources, and long-term community well-being. Additional detail on specific initiatives and intended outcomes is provided in the Business Plan that follows.

Reading the Detailed Business Plan

The detailed 2026 Business Plan that follows provides initiative-level information for the Business Plan, including lead responsibility, key milestones and due dates, and how each initiative aligns with the Strategic Plan. This level of detail is intended to support implementation planning and progress tracking throughout the year.

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GOALS

GOAL

Goal	Details	Strategic Objective	Accountability	Due Date
2026 Building Dept Business Plan		<i>No value</i>	Fire Chief	2027/01/01
→ 2026 Service Delivery Review for Building Department	Review and evaluate the current building permit process and if needed, implement any necessary changes to ensure compliance with the Building Code Act.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	CBO	2026/12/31
2026 CAO Business Plan		<i>No value</i>	CAO	2026/12/31
→ Advance Representation of First Nations, Inuit and Métis Cultures	Begin implementation of reconciliation objectives by identifying opportunities to integrate First Nations, Inuit and Métis cultures into public spaces, events, and partnerships.	5. h. The Township will enhance the representation of First Nations, Inuit and Métis cultures and knowledge	CAO	2026/12/31
→ Conduct an Office Space Needs Analysis Study	Undertake a comprehensive study to assess current and future office space requirements for municipal operations. The analysis will consider staff growth projections, service delivery needs, and potential options for optimizing or expanding office facilities to ensure efficient and cost-effective use of space.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	CAO	2026/09/30
→ Define Council Expectations and KPIs for Strategic Objective 5f – Treaty Stewardship	Define expectations and performance indicators, in collaboration with Council, to guide progress on Treaty stewardship.	5. f. Coordinate with representative treaty holders regarding the stewardship of our treaty and unceded territory	CAO	2026/03/31
→ Develop an Artificial Intelligence (AI) Strategy	Create a comprehensive AI strategy to guide the Township in leveraging artificial intelligence technologies responsibly and effectively. The strategy will identify opportunities for operational efficiency, improved service delivery, and data-driven decision-making, while ensuring compliance with privacy, security, and ethical standards.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	CAO	2027/12/31
→ Develop and Implement a Service Agreement with the Library Board	Establish a formalized partnership with the Library Board through a Service Agreement that clarifies roles, responsibilities, and mutual expectations.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	CAO	2026/06/30

Goal	Details	Strategic Objective	Accountability	Due Date
→ Develop the 2027–2030 Strategic Plan	Lead the development of the Township's 2027–2030 Strategic Plan to establish clear priorities, measurable objectives, and actionable strategies that guide municipal decision-making and resource allocation over the next four years. The process will include internal analysis, stakeholder engagement, and Council approval.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	CAO	2027/03/31
→ Embed Performance Accountability Through Service-Level Benchmarks	Implement performance benchmarks aligned with Council priorities to support data-informed service evaluation and improvement.	3. q. Enhance service excellence through comprehensive evaluation and establishment of Council vision-aligned performance benchmarks	CAO	2026/08/31
→ Establish a Corporate Framework to Align Growth, Investment, and Organizational Readiness	Develop a high-level framework that links the Township's major planning documents – including DC Study, Asset Management Plan, Master Plans, and workforce forecasts – to budgeting and strategic decision-making. This initiative will ensure infrastructure investments and service expansion are financially sustainable, well-sequenced, and organizationally supported.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	CAO	2026/09/30
→ Hire a Data and Performance Management Analyst	Recruit and onboard a Data and Performance Management Analyst to strengthen the Township's capacity for data-driven decision-making, performance measurement, and reporting. This role will support strategic planning, operational efficiency, and continuous improvement initiatives across all departments.	2. a. By December 2024, develop a performance measurement system which supports strategic and operational decision making and resource allocation, based on data analytics as well as other factors	CAO	2026/03/31
→ Implement Staff DEI Training and Conduct a Municipal DEI Practices Review	This initiative will deliver foundational DEI training to all staff to ensure a shared understanding of diversity, equity, and inclusion principles. Following training, the Township will conduct an internal and external review of current DEI practices, policies, and service delivery to assess alignment with best practices and recent DEI Committee recommendations. The review will identify priority actions and inform future implementation planning.	5. g. The Township will examine its initiatives and activities through diversity, equity and inclusion lens	CAO	2027/12/31
→ Master Planning for Future Use or Disposal of Arenas, Salle Camille Piché, and Russell Centennial Pool	Undertake a master planning exercise to evaluate the long-term future of the Township's existing arenas, the Salle Camille Piché community centre, and the Russell Centennial Pool. This review will consider facility condition, community needs, strategic priorities, and potential disposal options to guide decisions on investment, repurposing, replacement, or divestment.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	CAO	2027/06/30
→ Phase 2 of Leadership Development Program	Phase 2 will build on the success of the 2025 leadership development initiative by establishing an ongoing, standardized annual training cycle for all supervisory staff. This includes two shorter refresher sessions each year on key leadership topics, one annual in-depth session targeting priority needs identified through leadership assessments, the development of a leadership training video bank accessible to all supervisors, and the incorporation of regular video-based learning and discussion at Leadership Team meetings.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	CAO	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Review and Update Delegation of Authority Policies	Conduct a comprehensive review of the Township's Delegation of Authority policies to ensure clarity of roles and responsibilities, strengthen governance practices, improve service delivery efficiency, and enhance transparency in decision-making.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	CAO	2026/06/30
→ Review and Update Sale of Land and Surplus Assets Policy	This project will review and update the Township's Sale of Land and Surplus Assets Policy to improve administrative efficiency, clarify procedures, and strengthen risk management practices. The updated policy will ensure transparent processes, alignment with legislative requirements, and effective disposal of municipal assets.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	CAO	2026/12/31
→ UCPR Service Delivery Review – Ongoing Municipal Collaboration	In collaboration with the CAOs of all UCPR municipalities and under the leadership of the UCPR, the Township of Russell will continue its participation in the multi-year Service Delivery Review. In 2026, efforts will concentrate on deeper analysis of the service areas previously identified as having potential for collaborative efficiencies, with the goal of refining opportunities for shared services, standardized processes, and improved inter-municipal coordination.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	CAO	2027/12/31

2026 Corporate Services Dept Business Plan

No value

Director of Corporate Services/Treasurer

2026/12/31

→ 2026 Admin Services Business Plan

No value

Manager of Administrative Services

2026/12/31

→ 2026 Communications Business Plan

No value

Manager of Administrative Services

2026/12/31

→ Create a Glossary and Writing Guidelines for Town Staff

This initiative aims to develop a standardized glossary and writing guidelines for municipal staff to ensure consistent terminology, clear communication, and grammatically correct documentation across all departments.

3. d. Create resources and tools that enable empowerment of the workforce

Communications Coordinator

2026/12/31

→ Create Accessibility Standards for Township of Russell Documents

Develop and implement accessibility standards for all Township documents to ensure they are inclusive and meet AODA compliance requirements. Provide foundational training to staff on accessible document creation, with full implementation targeted by December 2025

3. d. Create resources and tools that enable empowerment of the workforce

Communications Coordinator

2026/12/31

→ Develop a bank of Township videos - to promote programs and services

This initiative aims to create a library of professionally produced videos showcasing Township programs and services. These videos will be used on the website, social media, and other communication channels to improve public awareness and engagement.

2. f. By December 2024, plan and implement a community communications program to ensure residents are engaged and aware of changes to delivery models and processes

Communications Coordinator

2026/12/31

→ Enhance Website Content for Daycare Services

This initiative aims to improve and update the Township's website content related to daycare services to ensure clarity, accessibility, and user-friendliness. Enhancements will include accurate program information, registration details, and compliance with accessibility standards.

6. e. Continue to expand daycare services to meet the expanding needs of our community

Communications Coordinator

2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Implementation of an Online Public Question Submission Procedure Following Agenda Publication	This initiative establishes and implements a standardized procedure allowing residents to submit questions per meeting through an online form available on the township website, following the publication of a public meeting agenda. The project includes creating the procedure, configuring the form, defining internal workflows for receiving and responding to questions, and ensuring clear communication to the public.	Strategy #1 : We will be known as a bold leader among our peers	Communications Coordinator	2026/12/31
→ Launch new Township website (2f and 3d)	This initiative involves launching a redesigned Township website to improve user experience, accessibility, and functionality. The new site will provide residents with easier access to information, online services, and comply with AODA standards.	2. f. By December 2024, plan and implement a community communications program to ensure residents are engaged and aware of changes to delivery models and processes	Communications Coordinator	2026/08/31
→ Review and Update the Communication Policy	This initiative involves reviewing the existing municipal communication policy to ensure it reflects current best practices, legal requirements, and organizational needs. Updates will address internal and external communication standards, digital platforms, and accessibility compliance.	2. f. By December 2024, plan and implement a community communications program to ensure residents are engaged and aware of changes to delivery models and processes	Communications Coordinator	2026/03/01
→ 2026 HR Business Plan		<i>No value</i>	Manager of Administrative Services	2026/12/31
→ Establish a Committee to Review Employee Working Conditions	This initiative aims to create a dedicated committee to assess and review employee working conditions, identify areas for improvement, and recommend strategies to enhance workplace well-being and compliance with labor standards.	5. b. By December 2026, be recognized as a leading employer in the region and within industry in order to attract and retain a workforce reflective of the skills and diversity of the municipality	Manager of Administrative Services	2026/12/31
→ Establish the 2027-2030 Human Resources Plan	This initiative aims to develop a comprehensive HR plan for 2027-2030 to align workforce strategies with organizational priorities. The plan will address staffing needs, succession planning, employee development, and equity objectives to support long-term municipal goals.	5. b. By December 2026, be recognized as a leading employer in the region and within industry in order to attract and retain a workforce reflective of the skills and diversity of the municipality	Manager of Administrative Services	2026/12/31
→ Implement an Integrated HR Software Solution	This initiative aims to implement a comprehensive Human Resources software solution to streamline HR processes, improve data accuracy, and enhance employee experience. The system will integrate core HR functions such as payroll, recruitment, performance management, and employee self-service into a single platform.	3. d. Create resources and tools that enable empowerment of the workforce	Manager of Administrative Services	2026/06/30
→ Organize Pre-Retirement Information Sessions	This initiative aims to provide pre-retirement information sessions for municipal employees to help them plan for financial security, benefits, and lifestyle adjustments as they approach retirement.	5. b. By December 2026, be recognized as a leading employer in the region and within industry in order to attract and retain a workforce reflective of the skills and diversity of the municipality	Manager of Administrative Services	2026/12/31
→ Plan and Organize Corporate Services Department Workshop Day with Keynote Speaker	This initiative involves planning and coordinating a full-day workshop for the Corporate Services Department, including logistics, agenda development, and securing a keynote speaker to provide valuable insights and professional development opportunities.	5. b. By December 2026, be recognized as a leading employer in the region and within industry in order to attract and retain a workforce reflective of the skills and diversity of the municipality	Manager of Administrative Services	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Promote Employee Participation in Bell Let's Talk Mental Health Presentation	As part of Bell Let's Talk Day, the Township will offer a one-hour presentation on mental health and well-being, in English, with questions welcomed in both official languages. Two sessions (3:00 p.m. and 6:30 p.m.) will be available, spouses are invited to participate, attendance will be recorded, and employees attending the 6:30 p.m. session will be compensated for the extra hour. This initiative aims to encourage all Corporate Services staff to take time for their well-being and gain practical tools to support better mental health at work and at home.	Strategy #1 : We will be known as a bold leader among our peers	Manager of Administrative Services	2026/12/31
→ Train Municipal Staff on UKG Tools and Options	This initiative aims to provide training sessions for municipal staff on the various features and tools available in UKG, ensuring employees can fully leverage the platform for workforce management, scheduling, and HR processes.	5. b. By December 2026, be recognized as a leading employer in the region and within industry in order to attract and retain a workforce reflective of the skills and diversity of the municipality	Manager of Administrative Services	2026/12/31
→ 2026 IT Business Plan		<i>No value</i>	Manager of Administrative Services	2026/12/31
→ Annual replacement of office IT equipment (laptops/desktops) (4h)	This initiative ensures the annual replacement of aging office IT equipment, including laptops and desktops, to maintain system performance, security compliance, and support staff productivity.	4. h. Promote a working environment without paper in prioritizing digital documentation, signatures and smart forms	Manager of Administrative Services	2028/12/31
→ Implement Cybersecurity Training for All Employees	This initiative aims to provide mandatory cybersecurity training to all municipal employees to strengthen awareness, reduce risks of cyber threats, and ensure compliance with best practices for information security.	5. e. By December 2024, develop a talent and upskilling employee capabilities program	Manager of Administrative Services	2026/12/31
→ Implement Teams Phone System across multiple Township Facilities	This initiative aims to deploy Microsoft Teams Phone System across multiple Township facilities to modernize communication infrastructure, improve connectivity, and reduce reliance on traditional phone lines. The solution will enhance collaboration and support remote work capabilities.	2. o. Transition virtually all Township Administration activities and processes to a paperless environment by December 2023	Manager of Administrative Services	2026/12/31
→ Purchase new electronic, video, and audio equipment for the Gaston Patenaude Hall	This initiative aims to acquire modern electronic, video, and audio equipment for the Gaston Patenaude room to improve its functionality, support hybrid meetings, and enhance the overall user experience for staff and community events.	3. d. Create resources and tools that enable empowerment of the workforce	Admin Assistant for Admin Services	2026/12/31
→ 2026 Clerks Business Plan		<i>No value</i>	Municipal Clerk	2026/12/31
→ Complete annually the IPC Annual Report (FOI Requests) by March 31, 2026	Complete annually the IPC Annual Report (FOI Requests) by March 31, 2026.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Municipal Clerk	2026/12/31
→ Council Committee Member Exit Survey Implementation	This initiative involves designing and administering an anonymous exit survey to gather feedback from outgoing committee members. The survey, led by the Clerk's Office, will assess member experiences, identify opportunities to improve committee operations, and ensure advisory committees continue to provide meaningful value to Council and the community. Results will be reviewed in aggregate to inform recommendations for future terms.	5. c. Complete constitution of all Township community committees by April 2023	Municipal Clerk	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Implement FOI Request Management Software	This initiative aims to implement a dedicated FOI request management software to streamline processes, enable efficient sharing of requests across departments, automate follow-ups, track responsibilities and deadlines, generate client estimates, manage document transfers, and ensure accurate billing.	2. g. Continue utilizing up to date technology to optimize our financial operations	Municipal Clerk	2026/12/31
→ Implement Process for Issuing Death Certificates and Contacting New Clients	This initiative aims to establish a clear and efficient process for producing death certificates and ensuring timely communication with new clients, in compliance with municipal and provincial regulations.	3. o. By December 2025, optimize our user-fee revenue while maintaining competitive rates for our programming	Municipal Clerk	2026/12/31
→ Lead Records Management and Deliver TOMRMS Training	This initiative involves assuming leadership for the Township's records management program and delivering training on the TOMRMS classification system to ensure compliance, efficiency, and standardized practices across departments.	2. h. Review and revise the Township records management system by April 2024	Municipal Clerk	2026/12/31
→ Plan and Organize a Council Strategic Discussion on Committee Contributions and Adjustments for the Next Term	This initiative involves preparing and coordinating a strategic discussion with Council to review the contributions, achievements, and challenges of Council committees during the past term. The session will also explore potential adjustments to mandates, structures, or processes to enhance committee effectiveness in the next term. Background summaries, data from committee activities, and improvement options will be provided to support informed decision-making.	5. c. Complete constitution of all Township community committees by April 2023	Municipal Clerk	2026/12/31
→ Plan and Organize Annual Shredding Day Following Financial Services Audit	This initiative ensures the secure destruction of sensitive documents through an annual shredding day, scheduled after the Financial Services audit in May. It supports compliance with records management policies and promotes information security.	2. o. Transition virtually all Township Administration activities and processes to a paperless environment by December 2023	Municipal Clerk	2026/12/31
→ Plan, Organize, and Direct the 2026 Municipal Elections	This initiative ensures the successful planning, organization, and execution of the 2026 municipal elections in compliance with the Municipal Elections Act. It includes resource allocation, staff training, and implementation of secure and accessible voting processes.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Municipal Clerk	2026/11/30
→ Prepare a full review of the Procedural By-law 2021-127 (ea 4 yrs review) by December 2025	Prepare a full review of the Procedural By-law 2021-127 (ea 4 yrs review) by December 2025.	2. d. Review all by-laws/policies/procedures older than five years from Clerk Department or relating to Council by December 2026	Municipal Clerk	2026/04/30
→ Present to council Annual Advisory Committee Statistics	This initiative involves compiling and presenting annual statistics for municipal committees and providing feedback on recommendations from the public engagement study related to committee operations, ensuring transparency and continuous improvement.	5. c. Complete constitution of all Township community committees by April 2023	Municipal Clerk	2026/12/31
→ Present to council annual report of FOI and Clerk department User Fees Stats	This initiative ensures the timely completion of the IPC Annual Report and the User Fees Report, including updated KPIs, for presentation at the April Council meeting. It supports transparency, compliance with FOI requirements, and informed decision-making.	3. o. By December 2025, optimize our user-fee revenue while maintaining competitive rates for our programming	Municipal Clerk	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Remembrance Day Ceremony Planning and Coordination	This initiative involves coordinating the planning and delivery of the Township’s annual Remembrance Day Ceremony in partnership with local organizations, veterans’ groups, emergency services, and community stakeholders. Activities include logistical preparation, ceremony programming, communication with partners, site readiness, and ensuring respectful recognition of veterans and their contributions.	5. g. The Township will examine its initiatives and activities through diversity, equity and inclusion lens	Municipal Clerk	2026/12/31
→ Support the Organisation of a Mock Council Meeting with girl guides on March 5	This initiative aims to coordinate and support the planning of a mock council meeting involving local students on March 5. The activity will provide an educational experience about municipal governance and decision-making processes, fostering civic engagement among youth.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Municipal Clerk	2026/12/31
→ Support the organisation of AMA (Ask me anything) local democracy	Organize and deliver an “Ask Me Anything” (AMA) session focused on local democracy, featuring former municipal council members sharing their lived experience serving on council. The session will begin with a staff-led, up-to-10-minute presentation on the health of local democracy in the Township, including voter turnout, key challenges and opportunities, followed by an open conversation with attendees. The objective is to increase public understanding of municipal governance, encourage civic participation, and strengthen trust in local democratic institutions.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Municipal Clerk	2026/12/31
→ 2026 Community and Economic Development Business Plan		<i>No value</i>	Community & Economic Development Officer	2026/12/31
→ Building the Future: Launching a CIP to Spark Affordable and High-Density Projects	This initiative focuses on creating a new Community Improvement Plan (CIP) designed to attract investment in affordable housing and high-density development projects. The plan will include financial incentives and strategic tools to encourage sustainable growth, address housing needs, and strengthen the Township’s economic vitality.	6. g. Work with mandated partners in the creation of an affordable housing strategy encompassing Russell Township	Community & Economic Development Officer	2026/12/31
→ Explore Engaging a Commercial Brokerage Firm to Manage Industrial Park Land Sales and Provide Strategic Leasing Support	This initiative aims to evaluate the benefits of hiring a commercial brokerage firm to manage land sales in the industrial park and optimize the time and resources of the Economic Development Department. In addition to land sales, the evaluation will include determining whether the brokerage can provide information on currently available commercial and residential rental spaces within the Municipality, identify properties already leased, and outline the type of strategic support they can offer to attract investors and businesses.	3. e. Make investment-ready land available in the 417 Industrial park that focuses on Job creation	Economic Development Officer	2026/12/31
→ Finalize the Kin Club agreement and land sale contract to ensure successful collaboration and legal compliance	Finalize the agreement with the Kin Club and the land sale contract to ensure a successful partnership and full legal compliance. This includes confirming the terms and conditions of the collaboration, securing required approvals, and ensuring the documentation aligns with municipal policies and legislative requirements to support the long-term success of the project.	6. a. Encourage and support economic growth within the community	Director of Corporate Services/Treasurer	2026/05/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Implement a CRM System for the Economic and Community Development Department	This initiative involves selecting, configuring, and implementing a Customer Relationship Management (CRM) system to improve stakeholder engagement, streamline communication, and enhance data management for the Economic and Community Development Department.	2. o. Transition virtually all Township Administration activities and processes to a paperless environment by December 2023	Economic Development Officer	2026/12/31
→ In collaboration with the Planning Dept., Develop a 5-Year Action Plan to Expand Affordable Housing Options.	Develop a comprehensive 5-year action plan to expand affordable housing options within the Township. This plan will identify priority areas, outline strategies to support a mix of housing types, and explore partnerships with non-profit organizations, private developers, and other levels of government. The goal is to address current and future housing needs, ensure housing affordability, and support inclusive community growth.	6. g. Work with mandated partners in the creation of an affordable housing strategy encompassing Russell Township	Community & Economic Development Officer	2026/12/31
→ Increase Communication and Information Sharing Between Departments and the Economic Development Department	This initiative aims to improve collaboration and information flow between all municipal departments and the Economic Development Department. The goal is to establish clear communication channels, regular updates, and shared tools to ensure coordinated planning and execution of economic development initiatives.	2. b. By September 2023, develop a deliberate inter-departmental collaboration program to enhance seamless planning and execution of Township programs, projects and initiatives	Economic Development Officer	2026/12/31
→ Industrial Park Hydrological Study	This initiative involves conducting a comprehensive hydrological study for the Industrial Park to evaluate stormwater capacity, drainage patterns, and future development constraints.	1. a. Develop and implement a plan for the 417 Industrial Park and available investment-ready land	Economic Development Officer	2026/12/31
→ Initiate an Action Plan for Attracting Additional Medical and Professional Services and Creating a Medical Hub	This initiative focuses on developing an action plan to attract additional medical and professional services to the Township and explore the creation of a centralized medical hub. The plan will identify needs, potential partners, and strategies to improve access to healthcare and related services for residents.	6. f. Work with mandated partners to attract additional medical services to our Township	Community & Economic Development Officer	2028/12/31
→ Install a New Industrial Park Signage with LED Option	This initiative involves replacing or installing a new sign at the industrial park to improve visibility and branding. The project includes evaluating LED options to ensure the sign aligns with modern standards and supports economic development objectives.	4. i. By July 2023, we will establish a specific communications campaign to promote active transportation, reduction of carbon emissions and recycling	Community & Economic Development Officer	2026/12/31
→ Leverage Gazelle Portal Implementation to Engage 30 Businesses Interested in Establishing in Ontario by 2026	Following the implementation of the Gazelle portal in 2025, the Economic Development Department will actively identify and communicate with at least 30 businesses in 2026 that are interested in establishing operations in Ontario. This initiative aims to attract investment and strengthen the Township's economic base.	4. c. Foster an environment to increase the commercial and industrial assessment base above the 2022 benchmark	Economic Development Officer	2026/12/31
→ Optimizing the Sale Process for the 417 Industrial Park by updating the financial plan, revise the scoring system and refresh the waiting list.	Optimize the sale process for the 417 Industrial Park by updating the financial plan to reflect current market conditions and infrastructure costs. Revise the scoring system used to evaluate potential buyers to ensure alignment with strategic economic development goals. Additionally, refresh the existing waiting list to confirm interest and prioritize qualified prospects, ensuring a fair, transparent, and efficient lot allocation process.	1. a. Develop and implement a plan for the 417 Industrial Park and available investment-ready land	Economic Development Officer	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Organize One Annual Community Events to Foster a Festive and Inclusive Atmosphere - Meet Me on Main Street	This initiative aims to strengthen community engagement and inclusivity by organizing two annual events that bring residents together in a festive environment. These events will promote social interaction, cultural appreciation, and a sense of belonging within the Township.	6. a. Encourage and support economic growth within the community	Community & Economic Development Officer	2026/12/31
→ Purchase Land on Route 300 for Fire Department Use	This initiative involves acquiring a strategically located parcel of land on Route 300 to support the operational needs and future infrastructure of the Fire Department. The purchase will ensure adequate space for facilities and enhance emergency response capabilities.	1. d. The increasing professionalization of the Russell Township Fire Services will culminate with adherence to Ontario qualifications and certifications by December 2025	Economic Development Officer	2026/12/31
→ Support the Implementation of a Business Improvement Area (BIA) in the 417 Industrial Park	This initiative aims to assist in the establishment of a Business Improvement Area (BIA) within the 417 Industrial Park. The goal is to foster collaboration among businesses, enhance economic development, and create a structured framework for improvements and marketing within the area.	4. c. Foster an environment to increase the commercial and industrial assessment base above the 2022 benchmark	Economic Development Officer	2027/12/31
→ Train a Resource to Replace Vanessa During Maternity Leave	This initiative ensures continuity of operations by training a qualified resource to temporarily replace Vanessa during her maternity leave. The goal is to maintain service quality and minimize disruptions in departmental activities.	Strategy #1 : We will be known as a bold leader among our peers	Community & Economic Development Officer	2026/12/31
→ 2026 Finance Business Plan		<i>No value</i>	Deputy Treasurer	2026/12/31
→ Assess Office Space Needs at Town Hall – Verify with Service Ontario	This initiative aims to assess the availability and adequacy of office space within Town Hall to meet current and future operational needs. The process includes verifying space requirements and potential arrangements with Service Ontario to ensure efficient use of municipal facilities.	3. h. Throughout the Strategic Plan period, ensure proper financial planning is present to respond to capacity needs coming from growth	Director of Corporate Services/Treasurer	2027/12/31
→ Compliance with Bill 60 Requirements for Development Charges	This initiative will ensure that the Township meets all new including updates to annual Development Charges (DC) reporting, financial statement disclosures, preparation of a Local Services Policy, and alignment of future DC legislative requirements introduced through Bill 60, Studies with the revised legislative framework. Adjustments to existing internal processes and collaboration with external consultants will be required.	2. g. Continue utilizing up to date technology to optimize our financial operations	Director of Corporate Services/Treasurer	2026/12/31
→ Conduct Insurance Protection Risk Assessment and RFP Process for New Provider in 2026	This project involves assessing current insurance coverage, identifying potential risks, and conducting a Request for Proposal (RFP) process to select a new insurance provider for the Township in 2026. The goal is to ensure comprehensive protection, competitive pricing, and alignment with municipal risk management standards.	3. h. Throughout the Strategic Plan period, ensure proper financial planning is present to respond to capacity needs coming from growth	Senior Financial Analyst – Capital Budgeting	2026/12/31
→ Council approves an amended purchasing policy	Obtain Council approval for an amended Purchasing Policy that reflects current procurement best practices, supports transparency and accountability, and aligns with the Township's strategic and financial objectives. The updated policy will include revised thresholds, clearer guidelines, and procedures to enhance efficiency and compliance across all departments.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Director of Corporate Services/Treasurer	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Development of a Policy for New DC Credits for Non-Profit Organizations and Affordable Housing Units	This initiative aims to develop a formal municipal policy governing the new DC credits offered to non-profit organizations and affordable housing units. The policy will define eligibility criteria, application processes, financial parameters, and reporting requirements to ensure fairness, transparency, and consistency in the administration of these credits.	3. h. Throughout the Strategic Plan period, ensure proper financial planning is present to respond to capacity needs coming from growth	Director of Corporate Services/Treasurer	2026/12/31
→ Establish a Municipal Service Corporation with The Nation for the Future Wastewater Facility	Establish a joint Municipal Service Corporation with The Nation to oversee the governance, financing, ownership structure, and long-term management of the future wastewater treatment facility. The initiative includes developing the corporate framework, drafting the required agreements under the Municipal Act, 2001, conducting financial and legal due diligence, and presenting a finalized structure for Council approval.	Strategy #1 : We will be known as a bold leader among our peers	Director of Corporate Services/Treasurer	2029/12/31
→ Finalize Church Street Project: Establish Agreements for Water and Sewer Cost Reimbursement	Following the completion of the Church Street project, this initiative involves negotiating and formalizing agreements with affected residents to reimburse the Township for water and sewer infrastructure costs. This process ensures cost recovery and compliance with municipal financial policies.	3. b. By July 2025, complete a long-term plan for 100% sustainability of our existing assets and infrastructure.	Deputy Treasurer	2026/12/31
→ Find a New ERP Software to Replace Diamond	This initiative aims to identify and implement a new main accounting system to replace the current Diamond software. The new solution should improve efficiency, integrate financial and administrative processes, and support long-term scalability for municipal operations.	2. g. Continue utilizing up to date technology to optimize our financial operations	Deputy Treasurer	2027/12/31
→ Implement Funding Model for Taxation-Based Departments in 2026	Building on the 2025 implementation of a new funding approach for Corporate Services of user fees funded department, this initiative will extend the model to departments funded through taxation in 2026. The goal is to ensure equitable cost allocation, transparency, and long-term financial sustainability across all municipal departments.	3. g. Throughout the Strategic Plan period, deliver on major capital projects and initiatives while maintaining responsible levels of Municipal Debt and Reserves.	Director of Corporate Services/Treasurer	2026/12/31
→ Implement Updated Payment Options in Virtual City Hall	This initiative aims to integrate enhanced payment functionalities within the updated Virtual City Hall platform, providing citizens with convenient and secure options for municipal transactions. The goal is to improve accessibility, streamline processes, and increase satisfaction by offering multiple payment methods.	3. h. Throughout the Strategic Plan period, ensure proper financial planning is present to respond to capacity needs coming from growth	Senior Financial Analyst – Revenue	2026/12/31
→ Implementation of a Standardized Month-End Process.	Implement a standardized month-end process to ensure consistency, accuracy, and efficiency in financial reporting across all departments. This process will include clear timelines, checklists, and defined responsibilities, helping to reduce errors, improve internal controls, and support timely decision-making.	2. g. Continue utilizing up to date technology to optimize our financial operations	Deputy Treasurer	2027/12/31
→ New Grant Tracking Procedure – Use of Cascade and SharePoint	Implement a standardized process for tracking grants by leveraging Cascade for goal alignment and SharePoint for document management. This initiative will improve transparency, ensure timely reporting, and centralize grant-related information for corporate services.	3. j. Maximize the availability of grants from the provincial, federal or other agency sources	Assistant Treasurer	2026/02/28

Goal	Details	Strategic Objective	Accountability	Due Date
→ Prepare for Budget Retreat: Redefine Team Roles for Capital, Operating, Revenue, and Payroll	This initiative ensures continuity in budget preparation by redistributing responsibilities within the finance team. Julie will assume the capital budget role from José, and Candace will take over the operating budget from Lucille, allowing José and Lucille to focus on high-level project discussions. Brian will manage revenue, engaging departments on user fees and funding models, while Sophie will assume payroll responsibilities from Candace.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Deputy Treasurer	2026/12/31
→ Redeem Unused Prepaid Development Charges Sold to Developers Over 15 Years Ago	This initiative aims to identify and redeem prepaid Development Charges (DC) sold to developers more than 15 years ago that were never used. The objective is to reconcile these historical transactions, ensure compliance with current financial policies, and maintain accurate municipal financial records.	3. b. By July 2025, complete a long-term plan for 100% sustainability of our existing assets and infrastructure.	Deputy Treasurer	2027/12/31
→ Report to Council on the Progress of the Asset Management Plan	This initiative involves preparing and presenting a comprehensive progress report to Council on the implementation of the Asset Management Plan. The report will outline achievements, challenges, and next steps to ensure compliance with provincial regulations and support informed decision-making.	3. b. By July 2025, complete a long-term plan for 100% sustainability of our existing assets and infrastructure.	Senior Financial Analyst – Capital Budgeting	2026/12/31
→ Review All Pre-Authorized Payment (PAP) Forms from the Revenue Team	This initiative involves a comprehensive review of all Pre-Authorized Payment (PAP) forms managed by the Revenue Team to ensure accuracy, compliance with financial policies, and proper documentation. The review will help identify outdated or incorrect information and improve efficiency in payment processing.	2. e. By December 2026, offer innovative and accessible methods for residents and businesses to consult and pay invoices from the Township of Russell	Senior Financial Analyst – Revenue	2026/12/31
→ Review of Finance Department Structure and Modernization Needs	In 2026, the Township will conduct a comprehensive review of the Finance Department's structure, roles, and responsibilities. Many existing processes rely on outdated software and manual, Excel-based tracking, which no longer meet the demands of a growing municipality. The study will assess operational efficiency, identify modernization opportunities, and determine whether new software solutions can reduce or defer future staffing needs.	2. g. Continue utilizing up to date technology to optimize our financial operations	Director of Corporate Services/Treasurer	2027/12/31
→ Study on Financial Support Options for the Recreation Complex	This initiative involves conducting a comprehensive study to identify and evaluate potential financial support mechanisms for the Recreation Complex. The study will explore grants, partnerships, and alternative funding models to ensure long-term sustainability and minimize financial risk for the Township.	3. b. By July 2025, complete a long-term plan for 100% sustainability of our existing assets and infrastructure.	Director of Corporate Services/Treasurer	2026/12/31
→ Support Assistant Treasurer in Assuming Full Role Responsibilities Through Training and Delegation	Following the organizational restructuring in 2023 and the addition of new positions, this initiative aims to ensure the Assistant Treasurer fully assumes their role. The Deputy Treasurer will provide training and delegate necessary tasks, reducing their day-to-day involvement and allowing them to focus on higher-level planning and organizational priorities.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Deputy Treasurer	2027/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Transition Plan for Upcoming Retirements in Less Than Two Years	Develop a comprehensive transition plan in preparation for upcoming retirements within the next two years. The plan will outline key timelines, knowledge transfer strategies, and staffing needs to ensure a smooth transition of responsibilities and maintain continuity in departmental operations.	3. d. Create resources and tools that enable empowerment of the workforce	Senior Financial Analyst – Revenue	2027/12/31
→ Update Bylaw - Tax Collection Policy	Update the Tax Collection Policy by-law to ensure alignment with current legislation, best practices, and the Township's financial objectives. The revised by-law will clarify procedures for tax billing, payment deadlines, penalties, and collection methods to enhance transparency, consistency, and efficiency in managing municipal revenues.	5. a. Township leadership is reflective of current leadership philosophy and practices, emphasizing initiative, risk taking and delegated decision making	Senior Financial Analyst – Revenue	2026/12/31
→ Update the Recreation Complex Financial Plan Twice in 2026	This initiative ensures that the financial plan for the Recreation Complex remains accurate and aligned with evolving costs and revenue projections. Two updates will be completed during 2026 to maintain fiscal accountability and support long-term sustainability.	1. c. Complete the design and construction of the Recreation Complex by August 2026.	Director of Corporate Services/Treasurer	2026/12/31
2026 Fire Dept Business Plan		<i>No value</i>	Fire Chief	2026/12/31
→ Complete the hiring process for a Fire Prevention Officer	This initiative will oversee and complete all stages of recruiting a Fire Prevention Officer, including job posting, candidate screening, interviews, reference checks, and onboarding. This role is essential to enhancing fire prevention capacity, supporting inspection demands, and improving community risk reduction across the Township.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Fire Chief	2026/08/01
→ Complete the hiring process for the Administrative Support/Firefighter position	This initiative will complete the recruitment, selection, and onboarding process for the new Administrative Support/Firefighter position to ensure adequate staffing levels and improved operational capacity within the Fire Services. Work includes finalizing interviews, evaluations, reference checks, job offer issuance, and all required onboarding documentation.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Fire Chief	2026/05/01
→ Create tender specification for Aerial Ladder replacement	This initiative will develop comprehensive and technically sound tender specifications to support the future replacement of the Township's ladder truck. The work will include identifying operational requirements, evaluating industry standards, and preparing documentation that ensures a fair, competitive, and compliant procurement process.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Fire Chief	2027/01/01
→ Create tender specifications for ARGO replacement	This initiative will develop a clear and comprehensive tender specification for the replacement of the current ARGO used by the Fire Services and will ensure the Township procures a vehicle suitable for off-road rescue, wildland fire response, and rural access operations.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Fire Chief	2026/09/01
→ Duty Crew Year 2 Trial May-October	Create a duty crew of four firefighters per station starting in May 2026 until October 2026. This crew will be available to respond starting Fridays 18:00 until Monday 06:00.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Deputy Fire Chief	2027/01/01

Goal	Details	Strategic Objective	Accountability	Due Date
→ Review of Volunteer Firefighters' Remuneration Structure	This initiative will conduct a comprehensive review of the current remuneration structure for Volunteer Firefighters to ensure fairness, competitiveness, and alignment with municipal best practices. The review will consider wage rates, stipends, training compensation, and operational requirements.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Fire Chief	2026/12/31
→ Sell Pump 12B	Pump 12B has been fully replaced by Pump/Rescue 12 and is now surplus to the operational needs of the Fire Services.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Fire Chief	2026/05/02
→ Update and Develop a Minimum of 10 Standard Operating Guidelines (SOGs) in 2026	This initiative will update or develop at least ten Standard Operating Guidelines (SOGs) to ensure consistent, safe, and modern operational practices across the Fire Service. The work will focus on aligning procedures with current legislation, NFPA standards, sector best practices, and internal operational needs, improving clarity, effectiveness, and risk management across the department.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Deputy Fire Chief	2026/12/31
2026 Infrastructure Business Plan		<i>No value</i>	Executive Director of Infrastructure Services	2026/12/31
→ 2026 Planning Business Plan		<i>No value</i>	Executive Director of Infrastructure Services	2027/01/01
→ Consolidation of the zoning by-law	Consolidate the zoning By-law to reflect all the changes in the Official Plan and pass zoning.	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Senior Planner	2026/06/30
→ remove Bell easement - near the rec Complex	There's a un-used Bell easement between the Rec Complex and the nature trail, perform the legal step to remove the easement	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/12/31
→ Remove water course designation near the Rec Complex	complete the proper steps to remove the water course designation on township property	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/12/31
→ Review of the parkland policy	The policy need to be updated to reflect the changes in the Provincial policy	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Senior Planner	2026/04/17
→ Review of the subdivision agreement	Modernize the subdivision agreement to optimize the process	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Executive Director of Infrastructure Services	2026/09/18
→ Review Site Plan by-law	The existng by-law needs to be revised	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Senior Planner	2026/05/30
→ Visual Map of On-going Development	prepare a mapping system for the on-going development	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Senior Planner	2026/04/03
→ 2026 Public Works Business Plan		<i>No value</i>	Executive Director of Infrastructure Services	2027/01/01
→ delegation By-law	establish a list of delegation authority to be approved by Council	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2027/01/01
→ Develop an action plan (Climate change Readiness)	With the assistance of Federation of Canadian Municipality, develop a plan to be more resilient against climate change	1. b. Implement a climate change action plan by Dec 2024 (Net zero)	Civil Technician 1	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ intersection improvement on unwarrant location	determine possible improvement to intersection were a 4 way stop is not warrant	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2027/01/01
→ Preparation of the Tobaggan hill	start the construction of the tobaggan hill	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Executive Director of Infrastructure Services	2026/12/31
→ Program for Property Owner for roadside hedgerows	Work with local farmers to establish a tree planting program along the roadway	4. d. The Township commits to a program which enhances the protection and expansion of its existing tree coverage, while recognizing the need to consider this objective in the context of residential, and commercial development requirements	Executive Director of Infrastructure Services	2026/06/30
→ Review and update the Fleet management policy	review the fleet policy to reflect any changes of the corporation	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/11/02
→ transit feasibility study	Update the transit feasibility study as per the transportation Masterplan	4. f. Complete an evaluation regarding the demand for and the feasibility of expanding the Township's access to public transit	Executive Director of Infrastructure Services	2026/09/30
→ Update to the waste program	Since the organic collection is being added to the program, the waste By-law and procedures need to be updated	1. e. Develop and implement an organic waste program by December 2024	Executive Director of Infrastructure Services	2026/05/29
→ Urban tree Bylaw	Adoption of an Urban tree bylaw	Strategy #4 : We will focus on sustainable development while promoting the character of our community	Executive Director of Infrastructure Services	2026/06/26
→ 2026 Storm Sewer Business Plan		<i>No value</i>	Executive Director of Infrastructure Services	2027/01/01
→ Establish User-fee for the stormwater system	Create a user-fee system for the storm system; the system would reflect the format used for water user-fee	3. n. Establish a user-fee program to support the Township storm water sewer system by December 2025	Executive Director of Infrastructure Services	2026/11/27
→ Masterplan - study	complete the condition assessment, and establish an improvement sequence	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2027/01/01
→ Private Oil Grit Separator Program	Create a list of all private OGS and establish the maintenance requirement	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Infrastructure Services Manager	2027/06/30
→ System flushing	clean and inspection the storm sewer system	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/09/30
→ 2026 Water and Wastewater Business Plan		<i>No value</i>	Executive Director of Infrastructure Services	2027/01/01
→ Establish a long term capital plan	Establish a long term plan in order to prepare the DC and future budgets	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/04/13
→ Negotiate Water and water rates with City of Ottawa	request more water from the city of Ottawa, the ultimate demand has been identify in the masterplan	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Executive Director of Infrastructure Services	2028/01/03
→ Reduce the Water loss within the system	The water system present some water loss, investigations will determine the area and component that need to be repaired.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/08/28

Goal	Details	Strategic Objective	Accountability	Due Date
→ Sanitary sewer condition assessment	perform a condition assessment of the sanitary sewer	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/10/30
→ watermeter replacement program	implement a replacement program for the water meter	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/12/04
→ Wet Well condition assessment	perform a condition assessment of a pumping station wet well	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Executive Director of Infrastructure Services	2026/09/30
2026 Parks, Recreation and Community Services Business Plan	Have a new software for registration of all recreation programs.	<i>No value</i>	Director of Parks and Recreation	2026/12/31
→ Community grants policy revision	A revision of the Community Grants Policy is needed to align with current municipal priorities, funding practices, and community expectations. The existing Community Grants Policy requires updating to improve clarity, consistency, and transparency in the allocation of funds.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/12/31
→ Complete a review and revision of the Parks & Recreation Master Plan	Compléter la révision du plan maître des Parcs et loisirs.	3. c. Complete a review and revision of the Parks & Recreation Master Plan by March 2026.	Director of Parks and Recreation	2026/02/27
→ Complete the design and construction of the Recreation complex by October 2026.	Complete the design and construction for the recreation complex by October 2026. Complete the evaluations for existing facilities and present recommendations to Council in the coming months (June–August 2025). Begin the hiring process for programming at the recreation complex – Program Manager and Project Manager – August 2025. Develop and present a fundraising plan – August 2025.	1. c. Complete the design and construction of the Recreation Complex by August 2026.	Director of Parks and Recreation	2026/08/28
→ Develop a comprehensive and efficient database for mechanical components	Identify the mechanical components and link them to a QR code. GIS software provides a powerful way to manage assets by combining mapping with asset data, offering a visual and centralized platform for tracking, maintenance, and operations. Popular GIS tools like ArcGIS and QGIS, along with specialized solutions can be linked to PubWorks and Citywide GIS, enable users to visualize assets, their locations, condition, and related data for that component.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/12/31
→ Hire a Recreation Project Manager	Start the hiring process for the position of Project Manager.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/04/01
→ Hiring of the Aquatic Coordinator	Hiring of an aquatic Coordinator by April 30, 2026.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Recreation Coordinator	2026/04/30

Goal	Details	Strategic Objective	Accountability	Due Date
→ Hiring of the ice coordinator	Prepare the job description and complete the hiring process by March 30, 2026. Finalize the hiring and ensure the transition into the position by April 30, 2026.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/03/31
→ Identify and implement software solution	Retain a new software for the municipal recreation programs. We are looking to select a new software for the registration of our municipal programs. We also hope to have a software that will allow us to visualize the availability of recreational facilities. This way, we will be able to manage all our programs with just one software. Currently, we have two software programs – Univerus and Catch Corner."	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/05/29
→ Implement more accessible components in all park spaces	Assess park features and engage with the accessibility committee. conduct the monthly park maintenance inspections and reports.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2027/01/01
→ Improve / enhance building accessibility in specific recreational facilities	To strengthen accessibility within our facilities by engaging stakeholders and leveraging the expertise of the accessibility committee."	Strategy #1 : We will be known as a bold leader among our peers	Director of Parks and Recreation	2026/12/31
→ Municipal daycare feasibility study	To complete a feasibility study for the municipal daycare services.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/12/31
→ Recreation Trail Encroachment Project	Removal of all encroaching objects on the New York Central Trail.	Strategy #1 : We will be known as a bold leader among our peers	Director of Parks and Recreation	2026/10/31
→ Revision of the Russell Municipal Facilities Rental & Allocation Policy	To revise the allocation policy for all recreation facilities.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/12/31
→ Study / Survey for the development of the aquatic programming	Conduct a survey on aquatic activities to identify the needs, fees, schedules, and human resources requirements for the pool at the recreation complex.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Parks and Recreation	2026/06/26
→ Teen / Youth Programming - Fall 2026	We want to organize activities that meet the needs and demands of young adults aged 12-18. We will evaluate the requests submitted following the Youth Forum that took place in 2024. Then there will be some consultation with the Youth Committee to try to start some programming in Fall 2026.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Program Coordinator	2026/10/05
2026 Public Safety and Enforcement Business Plan		No value	Director of Public Safety and Enforcement	2027/01/01
→ 1. f. Address speeding issues in the Township by assessing specific geographic areas of concern and implementing a speed photo radar program	Work with LAS for the implementation of speed cameras and processing center. Ensure all necessary by laws are in place and required support is put in place. The provincial government has prohibited the use of speed monitoring cameras within the province. This initiative is no longer available to municipalities.	1. f. Address speeding issues in the Township by assessing specific geographic areas of concern and implementing a speed photo radar program	Director of Public Safety and Enforcement	2025/12/15
→ Dog Park Expansion Possibilities - New Dog Park	Explore different sites for the possibility of creating a second dog park within our township. This project has been pushed to 2026 as no suitable site has been identified at this time. We will seek the council's position as to the creation of a new dog park.	6. j. Continue to develop access to park space for dogs	Director of Public Safety and Enforcement	2026/12/31

Goal	Details	Strategic Objective	Accountability	Due Date
→ Draft False Alarm Bylaw	Draft a bylaw to address false alarms within the Township which cause an unneeded use of our resources. The creation of this new bylaw has been pushed to 2026.	Strategy #6 : Our community will develop in a safe, healthy and accessible manner	Director of Public Safety and Enforcement	2026/08/31
→ Draft special events by law	Draft a new Special Event bylaw to meet the increasing demand. The creation of this new bylaw has been pushed to 2026	Strategy #6 : Our community will develop in a safe, healthy and accessible manner	Director of Public Safety and Enforcement	2026/08/31
→ Draft Vital Services Bylaw	Draft a Vital Services Bylaw to address issue relating to heating, hydro and water access by tenants. The creation of this new bylaw has been pushed to 2026.	Strategy #6 : Our community will develop in a safe, healthy and accessible manner	Director of Public Safety and Enforcement	2026/06/30
→ Expand the AMPS Program	Expand the AMPS program to other departments who are permitted to deal with violations within this system.	Strategy #2 : We will prioritize innovation and collaboration in service delivery models and processes	Director of Public Safety and Enforcement	2027/01/01
→ Fire Open Air Burning Bylaw review	Update the open air fire bylaw to better reflect the current needs and challenges. This review has been pushed to 2026.	Strategy #6 : Our community will develop in a safe, healthy and accessible manner	Director of Public Safety and Enforcement	2026/10/31
→ Hiring a new Municipal Law Enforcement Officer	the department will be adding a new officer to its team in the fall of 2026.	<i>No value</i>	Director of Public Safety and Enforcement	2026/10/31
→ Implementation of the Russell County Police Services Board	Creation of the Police Services Board as required by legislation. The Police Services Board is now in place and holding the required meetings.	6. m. Support the security of our community through the implementation of a Police Services Board to meet the new community safety and policing act	Director of Public Safety and Enforcement	2025/12/31
→ Investigate service delivery to other municipalities	The Public Safety and Enforcement Department will be exploring the possibility of offering enforcement and/or pound services to other local municipalities.	Strategy #1 : We will be known as a bold leader among our peers	Director of Public Safety and Enforcement	2027/01/01
→ Kin Club Storage - Management of the building	The Public Safety and Enforcement Department will be managing the new Kin Club building. The department will confirm the scope of this management need.	<i>No value</i>	Director of Public Safety and Enforcement	2027/01/01
→ KIN Club Storage Security System	Provide a monitored security system including cameras to a new storage facility project for the KIN Club. Once construction is complete manage the building and provide on call services. This project has been pushed to 2026.	Strategy #5 : We will foster empathy, trust and equity in every initiative supporting residents, businesses and Township staff	Director of Public Safety and Enforcement	2026/09/30
→ New Library - Access Control and Cameras	Ensure that there is proper access control, panic buttons and security cameras installed in the new library facility.	6. l. Secure Township infrastructure through various modern security practices	Director of Public Safety and Enforcement	2027/01/01
→ Police Services Board Communication Plan	Create a communication plan for the Police Board which is mandated by the province.	6. m. Support the security of our community through the implementation of a Police Services Board to meet the new community safety and policing act	Director of Public Safety and Enforcement	2027/01/01
→ Provide safety training and evacuation exercise to all employees	Provide safety training to municipal employees and perform an emergency evacuation exercise for all workplaces.	<i>No value</i>	Director of Public Safety and Enforcement	2026/10/31
→ Review and consolidation of traffic and Parking By-law	Review and consolidate the current Traffic and Parking bylaw. This will ensure that the bylaw meets the needs and challenges of today. This review has been pushed to 2026.	Strategy #6 : Our community will develop in a safe, healthy and accessible manner	Director of Public Safety and Enforcement	2026/07/01

Goal	Details	Strategic Objective	Accountability	Due Date
→ Review of Election Sign Bylaw	Follow a court ruling, review and amend the election sign section of the signage bylaw.	<i>No value</i>	Director of Public Safety and Enforcement	2026/02/28
→ Sport Complex - Access Control and Cameras	Establish the need for access control, panic buttons and security cameras for the new sport complex.	6. I. Secure Township infrastructure through various modern security practices	Director of Public Safety and Enforcement	2027/01/01
→ Transition to the AMPS	Transfer from Provincial offences system to a system that is locally administered and managed which will be more accessible to residents, Increase income and have a better return on cost recover. The AMPS system is now in place and functional.	Strategy #3 : The Township's future will be supported by long-term and sustainable fiscal and administrative planning and accountability	Director of Public Safety and Enforcement	2026/11/30
→ Water Treatment Plan renovation - Access Control and Cameras	Establish the need for access control, and security cameras following the renovation to the water treatment plant.	6. I. Secure Township infrastructure through various modern security practices	Director of Public Safety and Enforcement	2027/01/01