

E - Essential  
H - High  
M - Medium  
L - Low

**Community and Development Services  
2018 Priority Initiatives**

Priority				Initiative	2018 Deliverable Description	Budget		Expected Timing	Service Areas Impacted	Status	
E	H	M	L					Capital	Operating		
Administration											
✓				Quarterly Reporting of Activities to Council (Council Direction)	Quarterly updates of Departmental Activity/Annual Performance Measures		X	May, August, December and February 2019		Q1 Activity – Report PED-GM-02-2018 Q2 Activity – Report PED-GM-03-2018 Q3 Activity – Report PED-GM-04-2018 (not presented due to technology issues-CityView) Q4 Activity and 2018 Year End presentation – Report CDS-01-2019 dated March 26, 2019	
✓				Complete Tender for Central Administration Building	Council approval of design, budget and related matters	X		April		RFQ PED-GM-01-2018 – Completed April 5.	
✓				Department Priority Work Plan / Divisional Work Plans	Finalized Priority Initiatives to manage workload		X	February		Complete.	
✓				Year End Reporting - 2017 Accomplishments, Performance Measures	2017 4th Quarter Departmental Activity and Annual Performance Measures - Year End Summary Presentation		X	March		Complete - Report PED-GM-01-2018; Presentation to Council Feb. 27, 2018.	
✓				Develop via Strategic Economic Development Committee key priorities, timing and funding for 2018-2022 Term of Council Priority Setting	Draft Priorities for Council consideration	X	X	September		Complete	
	✓			Communications Outreach to Business Organizations	Annual Presentation		X	Fall 2018		Complete	
Building and Municipal Enforcement Services											
	✓			Building By-law	Consultant to modernize By-law Regarding: • analysis the Building Services Revenue • calculations for determining Building Permit Fee • administration penalties for Work Commenced or Completed Without Permit • provisions for Conditional Permits • hold Public Meeting		X	June	Building & By-law Enforcement	Consultant retained. Analysis completed. Fee and Penalty Calculations determined. Building By-law passed by Council June 12th. July - Notification to public and industries (Press Release, website & e-mail directly to builders and developers). August – Implementation.	
	✓			Digital Project - Building Files	• important to complete in terms of efficiency and customer Service • necessary to avoid using valuable space in the new building • needs to be aligned with completing the Electronic Permit submission, Portal and Electronic Plans Review initiatives		X	December	Building & By-law Enforcement, IS	‘Alfresco’ a free Document Management Solution (DMS) software program has been selected. Tenthline Inc. (from Mississauga) supports and implements this software. \$50,000 budget for implementation, configuration and training was approved. December 2018 - awaiting confirmation the data management software has been purchased along with the company to scan documents. Meeting in January 2019 to discuss next steps.	
	✓			Electronic Permitting and Plan Review	Acquire technology and initiate electronic permitting intake processes and plan review processes	X	X	December	Building & By-law Enforcement, IS	Tied into CityView Phase II - 2019.	

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			✓	Security Deposit Return	Streamline the process of returning security deposits for Entrance Permits and Lot grading. Implement a streamline process. Ties into Planning and Development initiative below - Site Plan Security Review Process.		X	December	Building & By-law Enforcement, IS, Roads Operations, Finance, Planning	Staff has met with Planning, Roads Operations and IS for discussions. IS advises the workflow for security deposits to be included in the Building configuration of CityView and anticipate further status updates moving forward. December 2018 - advised that matter is out of scope and will be discussed with IS January 2019.
✓				Inspection of Sewer Lateral & Transfer from Water & Wastewater to Building & By-law Enforcement	<ul style="list-style-type: none"> <li>the testing of the public portion of the Sewage Collection System before acceptance by the County to Ensure System Integrity</li> <li>work with Water &amp; Wastewater for Transfer of Inspection</li> </ul>		X	December	By-law Enforcement	September 2018 - Inspection of Sewer Lateral & Transfer from Water & Wastewater to Building & Municipal Enforcement Services completed.
Community Development and Partnerships										
			✓	Field Management	Draft Agreements, Operating/Capital Policies, Budgets, Financial Implications Above-noted to FaPO/Finance/SMT Above-noted to Staff (CPP) Above-noted to Groups Report to CIC Funding and Agreements		X	April 2017 May 2017 May 2017 November 2017 February 2019 May 2019	Corporate Services and FaPO	Complete. Complete. SMT Review October 23 - Complete. Complete. Scheduled for February 26, 2019 CIC meeting.
			✓	Trails – Construction	Cayuga – Tender and Construction completion Chippewa Phase 2 – Design and Construction-County land Caledonia to York – Tender and Construction completion	X		September March September	FaPO	Complete. Official opening April 27, 2019. Complete - waiting for Empire to complete portion on their property (Spring 2019). Complete. Official opening April 27, 2019.
			✓	Non-resident Pool Admission	Report to CIC Communication Plan - external and internal Wristband distribution with summer school promotion and resident promotion Signage for parking, park and pool building Technology purchase and hook-up Staff training technology and messaging Ongoing monitoring of Caledonia and Hagersville Post season analysis 2019 Budget Impacts based on analysis		X	February April April - May May May June Summer 2018 September November	FaPO, Finance	Report PED-COM-02-2018. Complete. Complete. Design complete. Complete. Complete. Ongoing. Complete. Complete.
			✓	Program Fees and Rental Rates	Benchmarking Formulas Templates complete Evaluation of new Fees and Rates for Thresholds and Rationale SMT Report to Council Implementation		X	January 2017 June 2017 August 2017 - February 2018 September 2017 - April 2018 May Summer 2019 starts ice - Fall 2019	FaPO, Finance	Complete. Complete. First analysis of benchmarking and formulas complete. Reviewed October 23, 2017. More analysis required. Report PED-COM-11-2018. Complete.
			✓	CPP Policy update	Report to Council - Community Halls Communication to Hall groups	X		February March	All Departments	Report PED-COM-01-2018. Complete.

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	✓			Parks and Recreation Service Plan	Public Feedback Draft Recommendations SMT Highlights to Public Report to Council Implementation	X		March August March 2019 June 2019 2019	All Departments	Complete. Complete.   
Economic Development and Tourism										
	✓			Economic Development and Tourism Website	User-friendly content for new Ec Dev and Tourism webpages including online property tool	X		Q3 2018	IS Corporate Website Review Team	The new corporate site was launched including refreshed economic development and tourism information. Staff are currently working on the development of a stand alone Tourism website to launch in Q4 of 2019.
	✓			Creation of Tourism Destination Management Organization (DMO)	Define parameters/functions of DMO, key priorities and how it fits with Ontario SouthWest and other key stakeholders		X	Summer 2018	External Tourism Stakeholders	Research completed of other Destination Management Organizations (DMO)/Tourism organizations best practices.
					Outreach to stakeholders for input/involvement and direction via workshop/tourism network meeting for buy-in, direction and ownership			Fall 2018		Final document completed that clearly defines the role of the Haldimand County Tourism DMO outlining the core functions and priorities moving forward.
					Annual Business/Communication Plan established with input and direction from tourism stakeholders			Winter 2019		Documents have been vetted through the Tourism Network in Dec. 2018 seeking input and comments. To date stakeholders and the needs of the sector have been addressed. Next step-develop a small working group to develop a Terms of Reference for the Destination Management Organization.
	✓			Branding Exercise for Economic Development and Tourism	Retain consultant to assist with background research, community outreach and input to inform brand positioning statement/value proposition		X	May/June 2018 - RFP release Summer/Fall 2018 - Community Outreach Fall 2018 - Brand Positioning Statement	Coordinator of Strategic Initiatives	Consultant CQNS was the successful bidder. Funding from OMAFRA's Rural Economic Development Funds was approved for this project.
					Development of Brand Strategy & Messaging			Late Fall 2018/Winter 2019		Draft Branding Strategy has been developed and vetted through the Project Stakeholder group (internal and external members), a staff review committee, Haldimand Business Network, Tourism Network and SMT. The consultants are currently developing the brand image (logo). The draft branding strategy and draft logo will be brought forward to Council for approval. Once approved, project will move into final stage of creating of brand messaging and implementation plan.
Planning and Development										
		✓		Zoning By-law	Comprehensive update and consolidation of zoning regulations - started in 2015	X		June - full, final draft of text portion of by-law. December - full, final by-law including text and mapping components.	Building & Bylaw Enforcement; EDT; GRCA / NPCA / LPRCA	Revised draft received from consulting team in response to staff comments. Consultation with the conservation authorities is now underway. Mapping work continues internally with efforts focused on converting existing mapping to new format.

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		✓		Official Plan Update	RFP Issuance for update to Official Plan to reflect new provincial policy, legislative matters (Bill 73), Growth Plan Conformity; sourcewater protection and natural features	X		RFP release in early 2019. Project completion to run into late 2020.	Engineering Services, EDT, Finance	Council workshop on growth strategy completed.
✓				Dunnville Waterfront Park Construction	Completion of project initiated in 2013	X		Spring 2018	FaPO, Engineering Services, CDP	Park construction complete and community grand opening has taken place.
✓				Dunnville Waterfront Park Construction - Phase 2	Complete construction of parking and additional public park components of larger waterfront development	X		Contract / tender issuance late spring / early summer. Construction in Fall 2018.	FaPO, Engineering Services, CDP	Site plan approval package and budget being finalized. Construction tender drawings drafted.
	✓			Population, Household and Employment Forecasts Update	Complete updates to various forecasts for use in Development Charges Background Study, Master Servicing Plans, Official Plan Update and other County initiatives	X		December	Building & Bylaw Enforcement; EDT; Finance	Final draft forecasts developed by Watson (consultant) and reviewed by staff. Final report initiated by Watson, including review of land needs assessment.
✓				Jarvis Master Servicing Plan & Environment Assessment	Complete Master Servicing Plan Update and EA for wastewater treatment solution	X		December	Engineering Services; Building; Roads; Environmental Services	Existing conditions reports developed and reviewed by staff team.
		✓		Site Plan Security Review Process	Finalize review / process improvements relating to security monitoring and returns for site plans		X	Q2 - Review current process and identify areas for improvement. Q3 - Meeting with key parties to agree on process improvements and implement.	Engineering Services; Roads; Environmental Services	Preliminary analysis of current process underway.