

## TERM OF COUNCIL PRIORITIES 2019-2022\*

\*This chart is intended to be read in conjunction with Report CAO-01-2019 & CAO-03-2019.

[illegible]

Initiative	High Level Description	Key Milestones	Sponsor	Lead	2019				2020				2021				2022				Comments	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Indicates addition
																						Indicates removal
Economic Development Strategy	Approved strategy to focus economic development efforts so as to have best chance of success	• Branding Strategy	Mike Evers	Lidy Romanuk																	Complete	
		• Business Park Feasibility																		Adjusted timing by shifting entire project back 6 months to align with back end of OP Growth Strategy work, including employment lands expansion in Caledonia.		
		• Business Park Implementation (if approved)																				
Zoning By-law Update	New comprehensive County-wide by-law	• Council approval	Craig Manley	Mike Evers																	Extended the end date to early Q2 – mapping work delayed due to mapping lead leaving in the summer. Text portion complete.	
Legislative Matters																						
Integrity Commissioner	Legislative Requirement	• Appoint Commissioner	Cathy Case	Evelyn Eichenbaum																	Complete	
		• Provide Required Council Training																				
Asset Management	Implement required Asset Management Policy, Plans and Service Standards to comply with Ontario Reg 588/17 – lifecycle infrastructure decision making	• Adopt Policy – Jobs and Prosperity Act	Tyson Haedrich	Dave Aldred / Cindy King																	Complete - Asset Management Policy adopted June 2019.	
		• Prepare and Adopt Plan and Level of Service Standards for core assets (hard services). Deadline of July 1, 2021.																	Work is underway on establishing levels of service standards.			
		• Prepare and Adopt a Plan and Level of Service Standards for all other municipal infrastructure assets. Deadline of July 1, 2023.																				
Community Safety and Well-Being Plan	Statutory requirement for preparation and approval	• With Health and Social Services, OPP prepare and have plan adopted by Council by Jan 1, 2021	TBD	TBD																	Marlene Miranda gathering preliminary information on Haldimand County’s behalf.	
Proposed Term of Council New Priorities																						
Responding to Provincial Funding Changes	The 2019 Ontario budget and other legislation will have significant financial implications to municipalities	• Identifying implications and developing a fiscal strategy • Workshop with Council in advance of 2020 budget	Craig Manley	Mark Merritt																	Mitigation measures will be included in the 2020 Draft Tax Supported Operating budget to offset the anticipated 2.0% Provincial levy impact.	
		• Undertaking analysis and required process to implement the new Municipal Benefits Charge to replace soft service DC charges	Mark Merritt	Charmaine Corlis																	2020 Draft Tax Supported Capital budget will include a proposed project to facilitate the development of a Community Benefit Charge by-law effective January 1, 2021.	

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Growth Strategy / OP Update / Highway 6 Corridor Infrastructure	Required statutory update by July 2022. Plan to address population growth, to address long term infrastructure needs and to create economic opportunities	<b>Phase 1 OP Update - Growth Strategy:</b> <ul style="list-style-type: none"><li>• Council approval of strategy: Q3 2019</li><li>• Completion of Caledonia MSP (Q1 2020)</li><li>• Develop final draft strategy for engagement: Q4 2019</li><li>• Stakeholder engagement: Q1 2020</li><li>• Studies/Assessments for expansion: Q1/Q2 2020</li><li>• Implementing amendments drafted: Q2 2020</li><li>• Consultation with Province: Q2 2020</li><li>• OPA to Council for consideration: June 2020</li><li>• Final OPA to Province for review: late Q2 2020</li><li>• Provincial approval of Growth OPA: Q3 2020</li></ul>	Mike Evers	Shannon Van Dalen / Matt Reniers (external consultant)																	Timelines adjusted – project consultant retention was delayed due to lack of RFP response. Project was to commence July 2019 with retention of project manager (consultant) but did not commence until October 2019 due to delay in hiring.	
		<b>Phase 2 OP Update – Policy Updates:</b> <ul style="list-style-type: none"><li>• Stakeholder engagement: Q2 2020</li><li>• Final work plan/strategy to Council: Q3 2021</li><li>• Background reports: Q3/Q4 2021</li><li>• Consultation with Province/public: Q4 2021</li><li>• Draft plan to Council / public: Q1 2022</li><li>• Final plan to Council: Q2 2022</li></ul>	Mike Evers	Shannon Van Dalen / Matt Reniers (external consultant)																		
		<b>Highway 6 Servicing Strategy:</b> <ul style="list-style-type: none"><li>• Identify future conditions of servicing strategy to reflect:<ul style="list-style-type: none"><li>○ Future ability to increase water taking from Hamilton</li><li>○ Expanding Nanticoke water system to service Caledonia/Cayuga</li><li>○ Potential servicing of adjacent communities outside Haldimand County</li></ul></li><li>• Technical evaluation of high level costing and ‘triggers’ to implement servicing expansion (what, how much and when)</li><li>• Development of a governance and financial model required to implement the servicing strategy (includes grants)</li></ul>	Tyson Haedrich	Phil Wilson / Shannon Van Dalen / Matt Reniers (external consultant)																	Extended the end date for the Highway 6 Servicing Strategy two quarters given work with Norfolk. Agreement on Project Overview Statement by Haldimand and Norfolk staff. Water Rate Study in progress. Ongoing meetings with Norfolk staff.	
		<b>Caledonia Waste Water Plant Expansion</b> <ul style="list-style-type: none"><li>• WWTP Siting Study and Land Purchase Q3 2019 – Q4 2020</li><li>• Environmental Assessment Q3 2021 – Q2 2024</li><li>• Engineering/Design/Tender Q2 2025 – Q2 2027</li><li>• Construction Q2 2027 – Q3 2029</li></ul>	Tyson Haedrich	Phil Wilson																	Siting study underway. WWTP expansion staging to be determined through Caledonia MSP (completion Spring 2020).	



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CAO-M01-2020, Attachment 1

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Delegated Authority	To identify and obtain delegated decision authority to improve efficiency	<ul style="list-style-type: none"> <li>Inventory and record existing delegated authorities</li> <li>Survey staff to identify new processes/functions suitable for delegation</li> </ul>	Cathy Case	Megan Jamieson																		
		<ul style="list-style-type: none"> <li>Comprehensive report on other possible delegated matters including legal review</li> </ul>																				
		<ul style="list-style-type: none"> <li>Implement delegation of labour relations matters</li> </ul>																			Phase 1 Completed on schedule – Report HRD-09-2019	
		<ul style="list-style-type: none"> <li>Implement delegation of real estate matters</li> </ul>																				

\*\*Key administrative improvements requiring focus, however, timing subject to completion of On-Going and New Term of Council Priorities