TERM OF COUNCIL PRIORITIES 2019-2022*

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

Initiative	High Level Description	Key Milestones	Sponsor	Lead		20	19			20	20			20				20			Comments
					Q1	Q2	Q3	Q4	Indicates addition												
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On-Going / Carry	Over Priority Initiatives																				
Technology	•																				
Business Application		Completion of Financial Systems	Tyson Haedrich	Lori Friesen +																	Financial Module (GP) complete;
Software	1 -	Human Resources Systems		Seconded Support																	Purchasing Module (Paramount) complete; Budgeting module
	technology systems	Asset Management System		Team																	(Questica) substantially complete;
		Citizen Portal (Virtual City Hall)																			Human resources modules (Pearl, GP, Questica) configuration and testing in
		Development of Metrics																			progress; Virtual City Hall (myHC) final testing in progress; Work Order modules (Pearl) Fleet complete, other divisions in progress.
CityView/Digital Collaboration	,	 On line applications for permitting and inspection services 	Mark Merritt	Wilma Koziello / Craig Twofoot																	
	improve permitting, by-law enforcement and planning to achieve efficiencies and better customer service	 Electronic planning application tracking system Introduction of Digital Collaboration Software 	-																		
Corporate Web Site Update	To support on-line services and better communication and customer service	Website improvements that will expand online services and facilitate on-line portals for bids and tenders, building permits, by-law complaints, budget information and on-line chat functions	Mark Merritt	Wilma Koziello / Craig Twofoot																	Online service enhancements – bids and tenders (phase 1) completed in 2019; Virtual City Hall being incorporated into main website (final testing in progress); on-line chat functions to be investigated in Spring 2020; permits and by-law "portal" in progress with digital collaboration project; other online functionality to become available with continued deployment of BAS components (ie. budget information presented via "OpenBook" portal)
Central Administration Building	Consolidation of administrative services/functions coupled with technology improvements	New Administration Building Construction	Craig Manley, Cathy Case, Phil Mete	Brent Hammond + Specific Staff teams																	Building to be completed February 2020 with the exception of final paving & landscaping
		Technology Improvements																			
	better customer service	Move In																			
		• Completion of Community Hubs																			myHC service kiosks millwork in progress. Online services to be partially available at time of satellite office closures – other services to be added incrementally. Public marketing campaign underway and will be ramped up by end of January 2020.
		Decision on Legacy Properties																			
		 Implementation of Legacy Property decisions 																			

Initiative	High Level Description	Key Milestones	Sponsor	Lead		20	19			20	20			20	21			20)22	<u> </u>	Comments
	Description				Q1	Q2	Q3	Q4	Q1	02	03	04	Q1	02	03	04	Q1	Q2	Q3	Q4	Indicates addition
																					Indicates removal
Economic	Approved strategy to focus	Branding Strategy	Mike Evers	Lidy Romanuk						T											Complete
Development Strategy	economic development efforts so as to have best chance of success	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	Legislative Requirement	Appoint Commissioner	Cathy Case	Evelyn Eichenbaum																	Complete
Commissioner		Provide Required Council Training																			Complete
Asset Management	Implement required Asset Management Policy, Plans and Service Standards to comply	Adopt Policy – Jobs and Prosperity Act	Tyson Haedrich	Dave Aldred / Cindy King																	Complete - Asset Management Policy adopted June 2019.
	with Ontario Reg 588/17 – lifecycle infrastructure decision making	 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 o	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.

Initiative	High Level	Key Milestones	Sponsor	Lead		20	19			20	20			20	21			20)22	CAC	Comments
	Description																				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Indicates addition
																					Indicates removal
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	 Phase 1 OP Update - Growth Strategy: Council approval of strategy: Q3 2019 Completion of Caledonia MSP (Q1 2020) Develop final draft strategy for engagement: Q4 2019 Stakeholder engagement: Q1 2020 Studies/Assessments for expansion: Q1/Q2 2020 Implementing amendments drafted: Q2 2020 Consultation with Province: Q2 2020 OPA to Council for consideration: June 2020 Final OPA to Province for review: late Q2 2020 Provincial approval of Growth OPA: Q3 2020 	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.
		 Phase 2 OP Update – Policy Updates: Stakeholder engagement: Q2 2020 Final work plan/strategy to Council: Q3 2021 Background reports: Q3/Q4 2021 Consultation with Province/public: Q4 2021 Draft plan to Council / public: Q1 2022 Final plan to Council: Q2 2022 Highway 6 Servicing Strategy: Identify future conditions of servicing strategy to reflect: Future ability to increase water taking from Hamilton Expanding Nanticoke water system to service Caledonia/Cayuga Potential servicing of adjacent communities outside Haldimand County Technical evaluation of high level costing and 'triggers' to implement servicing expansion (what, how much and when) Development of a governance and financial model required to implement the servicing strategy (includes grants) 	Tyson Haedrich	Shannon Van Dalen / Matt Reniers (external consultant) 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.
		Caledonia Waste Water Plant Expansion • WWTP Siting Study and Land Purchase Q3 2019 – Q4 2020 • Environmental Assessment Q3 2021 – Q2 2024 • Engineering/Design/Tender Q2 2025 – Q2 2027 • Construction Q2 2027 – Q3 2029	Tyson Haedrich	Phil Wilson																	Siting study underway. WWTP expansion staging to be determined through Caledonia MSP (completion Spring 2020).

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Initiative	High Level	Key Milestones	Sponsor	Lead		20	19			20)20			20)21			20)22		Comments
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					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
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High Speed Broadband Internet - County wide Major Community & Recreational Facility Needs and Implementation Strategy	County facilitation of private sector investment to provide this key infrastructure required for economic prosperity and to attract business and residents Identification and prioritization of community and recreation needs associated with 20 year growth forecast. Creation of an implementation strategy that includes feasibility analysis, financial, operating models, community locations and major components leading to a comprehensive 10 year capital plan to be included in the Capital Budget. Includes recreational amenities as well as community facilities such as community halls, libraries.	 Report to Council – Pros, Cons, Issues (Q4 2019 - November) Stakeholder engagement – feedback on options (Q4 2019 -December) Report to Council – preferred option & Council decision (Q1 2020) Legal Agreement with provider (Q2 2020) Associated Real Estate Matters (Q3 2020) Implementation of broadband network Finalize the 2018/19 Update to the County Parks and Recreation Service Plan to identify needs/opportunities (technical work) Undertake stakeholder and community engagement on major community and recreational needs to 	Craig Manley Mike Evers	Mark Merritt Katrina Schmitz	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Indicates addition Indicates removal Staff are working with the Technical consultant and Prequalified proponents in drafting the Project Agreement and Negotiated Request for Proposal with an expected agreement execution date of late May 2020 with the successful proponent. Extended into Q1 – meeting has taken place with FCPO, Engineering, Facilities Capital & Asset Mgmt to chart course to finalize the inventory and service standard components of the plan. This will be finalized into first part of 2020. Decision made to use strategy portion of plan as key foundational piece of the 2020 project undertaking.

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					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
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Affordable / Social Housing Strategy	Council decisions relating to: Role of the Haldimand Norfolk Housing Corporation and decision on Regeneration Study Identification of municipal role/initiatives in incenting provision Required update to Homelessness Plan	Social Housing: Staff from shareholders to meet with HNHC staff and board reps (Spring 2019) Joint Council Workshop – Fall 2019 (Shareholder Principles) Draft Shareholder Agreement Formal approval – Winter 2019 Analysis and decision on Regeneration Study -Spring 2020 Priority implementation measures strategy – Fall 2020 10 year capital budget – Spring 2021 Homelessness: Update of community needs assessment, public engagement and current strategy Report by Health and Social Services to Norfolk Council with input from Haldimand to seek endorsement Affordable Housing: Report to Council to obtain direction to proceed Best practices review of municipal approaches to supporting market	Cathy Case / Marlene Miranda Cathy Case / Marlene Miranda Cathy Case / Marlene Miranda	Heidy Van Dyk Heidy Van Dyk Heidy Van Dyk																	Indicates removal Staff collaboration & Joint Shareholder Meeting complete Approval of Shareholder Agreement principles by Joint Shareholders complete Final Shareholder Agreement to be submitted for legal review and Haldimand review in January 2020 with final approval in Feb 2020. Technical Committee for the 10 Year Housing & Homelessness Plan Review met in fall of 2019 to review the draft plan and prioritize action items. Led by Norfolk County H&SS.
		 affordable housing. Preparation of Draft Strategy outlining potential actions Workshop with Council to determine which actions it will support Possible public consultation Council decision 																			
		Program development/budget																			
Procurement / Contract Management	Changes in legislation and new corporate software (requisition and purchase order) impact current	 Fully implemented PO system and training Updated purchasing card policy and p- 	Cathy Case	Lori Friesen																	Complete
	procurement activities	 card deployment Completion of electronic bid document process improvements – transparency, efficiencies and customer service Vendor performance and contract management program options for 																			Phase 1 complete Phase 2 will progress once formal budget approval is received
		Council decision • Comprehensive update to County Procurement Policy																			

Initiative	High Level	Key Milestones	Sponsor	Lead		201	.9			20	20			20	21			20	22		-M01-2020, Attachment 1 Comments
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Customer Service	Internal and External improvements and relationship development	 Implementation of Virtual City Hall software and on-line chat (as per Business Application Software project above)) Implementation of community hubs On-line Burn Permits On-line Building Permits On-line Payment of Taxes Detailed customer service program 	Tyson Haedrich Cathy Case	Lori Friesen Jennifer Shaw																	Go live anticipated mid January 2020. Some functionality will be available at hubs upon closure of satellite offices however other functionalities will be delayed due to timing re: payment provider
		including best practices, service standards and satisfaction measures • Staff training and on-boarding program	- Cuttily Cusc	semmer snaw																	
Public Mobility / Transportation	Definition of potential transportation options to assist those who cannot drive. Includes: Uber, Taxi, Dial a Bus, Ride Sharing, Hamilton Transit	 Preparation of Request for Proposal, project scope and budget to initiate analysis Needs analysis, conceptual transportation service model and feasibility study 	TBD	TBD – Contract Position/ Consultant																	
Proposed Admin	istrativo Priority Focus A	Business Model and Financial Plan Report to Council – Go or no go decision																			
	istrative Priority Focus A Development of a culture of		TBD	Ctaff Toam TDD																	
Community Engagement Processes	consultation and suite of engagement processes to ensure consistent and effective practices	 Preparation of Terms of Reference and budget request to develop an Engagement Strategy and Toolkit for staff to use 	IBD	Staff Team TBD																	
(Note: Outside of this specific initiative stakeholder engagement will continue to be implemented as part of individual projects and initiatives.)	effective practices	 Prepare Engagement Strategy to include interviews with key stakeholders, best practice reviews, consultation. Council Approval of Strategy Implementation of Toolkit, Staff Training and Pilot initiatives 																			
Open Government	Public transparency and access to information	 Open Government Policy adoption by Council Inventory of data assets to identify opportunities for routine disclosure/open data Development of implementation strategy Staff training Implementation of Corporate 	Cathy Case Cathy Case	Jennifer Shaw Evelyn Eichenbaum / Jennifer Shaw																	
		Electronic Records Management Software Identification of key historic records to be digitized Implementation of record digitization (in phases)		, Jenninei Silaw																	

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Delegated Authority	To identify and obtain delegated decision authority to improve efficiency	 Inventory and record existing delegated authorities Survey staff to identify new processes/functions suitable for delegation Comprehensive report on other possible delegated matters including legal review Implement delegation of labour relations matters Implement delegation of real estate matters 	Cathy Case	Megan Jamieson																	Phase 1 Completed on schedule – Report HRD-09- 2019

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