
HALDIMAND COUNTY

Memorandum CAO-M04-2021 Term of Council Priorities – June 2021 Update For Consideration by Council in Committee on June 1, 2021



To: Mayor Hewitt and Members of Council
From: Craig Manley, MCIP, RPP, Chief Administrative Officer

The adoption of Term of Council Priority Initiatives is a key tool to maintain strategic organizational focus, to manage workload to the resources available and to continue to move the County forward by prioritizing key items that add significant value to the community. The tool also provides a vehicle for Council to be able to communicate its major directions to community stakeholders. The implementation of the 2018-2022 Term of Council Corporate Priorities assists in fulfilling the County's stated purpose of improving the quality of life in Haldimand County through the responsible delivery of local services and programs. This strategic approach allows a more holistic perspective and forms the basis of the County's long term financial planning framework.

Report CAO-01-2019, which was the result of the Term of Council priority setting process following the 2018 election, was approved at the June 27, 2019 Committee of the Whole meeting. Subsequently CAO-03-2019, refining the "Major Community & Recreational Facility Needs and Implementation Strategy" priority, was approved at the September 17, 2019 Council in Committee meeting. The result of both reports is a consolidated, Council approved 2018-2022 Term of Council Corporate Priorities program outlining the priorities as well as their timing during the Council Term, as is shown in Attachment #1.

The purpose of this memorandum is to provide a status update on each of the priorities. Attachment #1 outlines the measures taken to implement the priorities over the past 6 months. While the on-going COVID-19 pandemic has impacted the timing of a number of initiatives there continues to be work undertaken to move these important matters forward. Key highlights are as follows:

1. Continued implementation of upgrades to the County's key core technology systems that will lead to better, more integrated information and efficiencies with a focus on key financial systems.
2. Completion of the County Growth Strategy to provide a 30 year plan to manage the development and growth of the County and associated infrastructure. Target for Council approval is June 2021.
3. Completion of high level costing and site evaluations for the siting of a new Sewage Treatment Plant for Caledonia with target to finalize property acquisition by end of 2021.
4. Completion of technical feasibility studies, rate model and negotiation of rates to provide water services to Norfolk County. Norfolk is targeting June 2021 to provide a final water report to select its preferred servicing option. Rate model study being completed to provide water to Six Nations.
5. Community Safety Plan – work underway to complete this to meet Provincial deadlines
6. Major Community and Recreational Facility Study – Terms of Reference are prepared and request for consulting services currently underway.
7. Broadband: - Procurement of contractor, project agreement and project construction were initiated. This project has been superseded by significant private sector investment achieving County corporate goals with the result that the County initiative became redundant and has been cancelled.

8. Affordable Housing – The Haldimand Norfolk Homelessness and Housing Strategy was adopted by both Council's and the Haldimand Norfolk Housing Corporation Asset Management and Regeneration Plans to be considered by Council in August 2021.

In addition to the matters directly related to the Term of Council Priorities, a number of other major initiatives have also been undertaken that have required substantial staff time and effort:

- Completion and approval of organizational structure improvements to ensure focus and capacity in the areas of Information Technology, Human Resources and Communications and Customer Service.
- Finalization of a long term strategy to address perpetual care of County landfill locations.
- Continued staff efforts associated with the on-going construction of the major developments in Caledonia and Hagersville;
- Completion of the significant 2021 County Capital Program for roads, bridges, granular road conversion, buildings and leisure facilities;
- Despite significant financial impacts from responding to the pandemic the preparation and approval of 2021 County budgets in line with Council parameters which combined with strong financial position maintains the County's financial rating and reputation for good financial management.

ATTACHMENTS:

1. 2018-2022 Term of Council Corporate Priorities – June 2021 Update