

TERM OF COUNCIL PRIORITIES - 2019-2022*

Attachment 1, CAO-M04-2019

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
On-Going / Carry Over Priority Initiatives																						
Technology																						
Business Application Software	Update and integration of required key fundamental technology systems	• Completion of Financial Systems	Tyson Haedrich	Cheryl Judson (PM), Lori Friesen (PA) and Seconded BAS Team																		Financial Module (GP) complete; Purchasing Module (Paramount) complete; Budgeting module (Questica) substantially complete; Human Resources modules (Pearl, GP, Questica) configuration and testing in progress; Virtual City Hall (myHC) final testing in progress; Work Order modules (Pearl) Fleet complete, other divisions in progress. Resources involved to resolve issues identified during final implementation.
		• Human Resources Systems																				
		• Asset Management System																				
		• Citizen Portal (Virtual City Hall)																				
		• Development of Metrics																				
CityView/Digital Collaboration	Property based information management system to improve permitting, by-law enforcement and planning to achieve efficiencies and better customer service	• On line applications for permitting and inspection services	Mark Merritt	Wilma Koziello / Craig Twofoot																		Integration between CityView and the Document Management System (where all digitized and future documents will be stored) has been completed and reviewed in the TEST environments - the move to the LIVE environments is scheduled for June 19th. This will add more functionality, features and will be faster to find property related documents that have been digitized. HUGE milestone! In preparation for CityView portal, many, many information gathering sessions have been completed with building, enforcement and planning staff in order for the vendor to make configurations to the system to maximize the use of workflows. Vendor will be doing configurations June - Aug; staff validation expected Aug/Sept with launch of CityView Portal expected by year end.
		• Electronic planning application tracking system																				
		• Introduction of Digital Collaboration Software																				

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Corporate Web Site Update	To support on-line services and better communication and customer service	<ul style="list-style-type: none">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) Online forms / applications implemented - ie sign up for EFTs. A review of the website is also nearing completion. This review consisted of a vast array of optimizations to core components of the website. The same content and information are now delivered to residents at almost 25% of its previous size. This means better performance (faster loading times) for people on slower internet or mobile connections. Overall, we have achieved a much better user experience.
Central Administration Building	Consolidation of administrative services/functions coupled with technology improvements to achieve efficiencies and better customer service	<ul style="list-style-type: none">New Administration Building Construction	Craig Manley, Cathy Case, Phil Mete	Phil Mete assisted by Dave Allaby, Jeremy Misner & Nessa Byrne																		Building nearing total completion; correction of deficiencies and commissioning nearing completion
		<ul style="list-style-type: none">Technology Improvements																				Deficiencies/ commissioning nearing completion
		<ul style="list-style-type: none">Move In																				Completed
		<ul style="list-style-type: none">Completion of Community Hubs																				myHC service kiosks millwork
		<ul style="list-style-type: none">Decision on Legacy Properties																				
		<ul style="list-style-type: none">Implementation of Legacy Property decisions																				CAB/ Old Cayuga Museum buildings- sale of furnishings in progress, asbestos and demolition plans being developed; HCCC office renovation for OPP/ H&SS complete; Dunnville MPF renovation design/ construction in progress
Economic Development Strategy	Approved strategy to focus economic development efforts so as to have best chance of success	<ul style="list-style-type: none">Branding Strategy	Mike Evers	Lidy Romanuk																		Complete
		<ul style="list-style-type: none">Business Park Feasibility																				Project timing adjusted to align with completion of OP Growth Strategy work and County OPA (Phase 1), including employment lands expansion in Caledonia.
		<ul style="list-style-type: none">Business Park Implementation (if approved)																				Adjust to align with feasibility study delay - pushes project into 2023 Q1
Zoning By-law Update	New comprehensive County-wide by-law	<ul style="list-style-type: none">Council approval	Craig Manley	Mike Evers																		Project Complete - By-law Enacted late 2020 and now in full force and effect

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Legislative Matters																						
Integrity Commissioner	Legislative Requirement	• Appoint Commissioner	Cathy Case	Evelyn Eichenbaum																		Complete
		• Provide Required Council Training																				Complete
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	Heidy VanDyk; Christian Boats	Consultant																		GM HSS coordinating initiative on Haldimand County's behalf. Deadline extended into July 2021. Consulting services retained and initiative underway.
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 were included in the 2021 Approved Tax Supported Operating budget and Provincial grants obtained to offset the anticipated Provincial levy impact. However, due to COVID, many of the anticipated impacts will be delayed until late 2021/22 and likely beyond. These impacts will be evaluated during development of the 2022 budgets.
		• Undertaking analysis and required process to implement the new Municipal Benefits Charge to replace soft service DC charges	Mark Merritt	Charmaine Corlis																		2020 Approved Tax Supported Capital budget included a project to facilitate the development of a Community Benefit Charge by-law by the legislative effective date of January 1, 2021. At this time the Province has not approved the required regulations to enact a By-law. The Province has initiated consultations due to COVID and this legislation will likely be delayed or possibly eliminated entirely.
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: <ul style="list-style-type: none"> • 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)																		Project length added due to delays with Provincial reviews, added Provincial requirements (e.g. completion of Ag Impact Assessment), and provision of / working through comments. Intent to forward to Council end of June 2021 for formal submission to Province for approval. Formal public meetings have been held.

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		Phase 2 OP Update – Policy Updates: <ul style="list-style-type: none">Stakeholder engagement: Q2 2020Final work plan/strategy to Council: Q3 2021Background reports: Q3/Q4 2021Consultation with Province/public: Q4 2021Draft plan to Council / public: Q1 2022Final plan to Council: Q2 2022	Mike Evers	Shannon Van Dalen / Matt Reniers (external consultant)																		Public consultation timelines to be adjusted due to C-19. Overall project timeline not proposed to be adjusted at this time given it is not set to commence until near end of Phase 1.
		Highway 6 Servicing Strategy: <ul style="list-style-type: none">Identify future conditions of servicing strategy to reflect:<ul style="list-style-type: none">Future ability to increase water taking from HamiltonExpanding Nanticoke water system to service Caledonia/CayugaPotential servicing of adjacent communities outside Haldimand CountyTechnical 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	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. Infrastructure Design Study in progress. Norfolk acceptance of Servicing Alternatives Technical Memo received May 8th, 2020. Phone call with WT Infrastructure to finalize Servicing Alternatives Technical Memo and discuss next steps on May 11th, 2020. Phone call with Watson to review progress and data gaps associated with Rate Study on May 19th, 2020. Meetings completed with Norfolk to discuss Technical Memo/Rate Study. Agreement reached on rate and intent is for Norfolk to consider final water report in June 2021. Norfolk Council approval of Haldimand water solution expected June 2021. Water rates agreed on in principle, Watson is finalizing financial model. Water Services Agreement underway. Discussions ongoing with Six Nations to supply water to southern half of community.
		Caledonia Waste Water Plant Expansion <ul style="list-style-type: none">WWTP Siting Study and Land Purchase - running concurrently with EA.Environmental Assessment Q3 2021 – Q4 2024Engineering/Design/Tender Q2 2025 – Q2 2027	Tyson Haedrich	Phil Wilson																		Siting study underway. Several sites identified and owners contacted regarding interest in selling land. Empire involved in discussions regarding siting and their future plans. WWTP expansion staging to be determined through Caledonia MSP (completion Spring 2020). Sanitary modelling verified and complete. Data indicates WWTP construction may have to start earlier than scheduled. \$1.5M in 2021 for land purchase.
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		<ul style="list-style-type: none"> Construction Q2 2027 – Q3 2029 																				<p>Site investigations underway - Golder hired to review undermined areas east of soccer fields. Two other alternative sites identified.</p> <p>Plan to proceed with EA Phase 3 Alternative Design Concepts For Preferred Solution to locate plant site.</p>
High Speed Broadband Internet – County wide	County facilitation of private sector investment to provide this key infrastructure required for economic prosperity and to attract business and residents	<ul style="list-style-type: none"> Develop Procurement Process and Evaluation Criteria (Q2 2019) Assessment of Responses including Legal Review (Q3 2019) 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) 	Craig Manley	Mark Merritt																		<p>Staff, in conjunction with the Technical consultant, developed the final Negotiated Request For Proposals (NRFP) with input from the Pre-Qualified proponents. The NRFP was issued in May and closed in June and project was implemented. As a result of competitive changes in the market the Project Agreement was cancelled in May 2021.</p>
		<ul style="list-style-type: none"> Legal Agreement with provider (Q2 2020) 																				
		<ul style="list-style-type: none"> Associated Real Estate Matters (Q3 2020) 																				
		<ul style="list-style-type: none"> Implementation of broadband network 																				
Major Community & Recreational Facility Needs and Implementation Strategy	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.	<ul style="list-style-type: none"> Finalize the 2018/19 Update to the County Parks and Recreation Service Plan to identify needs/opportunities (technical work) 	Mike Evers	Katrina Schmitz																		<p>Rev. 1: Extended into Q1 2021– 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.</p>
		<ul style="list-style-type: none"> Undertake stakeholder and community engagement on major community and recreational needs to identify priorities/potential partnerships and level of support by community Report to Council on community input 																				<p>Decision made to use strategy portion of plan as key foundational piece of the 2020 project undertaking.</p> <p>Project timeline adjusted due to C-19 and staff LOA.</p>
		<ul style="list-style-type: none"> Development of draft 20 year implementation strategy of priority items including timing, phasing, co-location and financial plan (cost, preferred operating model and how financed, partnerships) Stakeholder Engagement on preferred directions Council Workshop on Draft Implementation Strategy including priorities, costs, stakeholder feedback and other parameters 																				<p>Project timeline adjusted due to C-19 and staff LOA. As of May 2021 Terms of Reference are out for procurement with intent to kick off project in Fall 2021.</p> <p>Consultant support to be obtained for this and subsequent stages as part of 2021 capital budget.</p>
		<ul style="list-style-type: none"> Submission of Infrastructure Grant 																				<p>Project timeline adjusted due to C-19 and staff LOA.</p>
		<ul style="list-style-type: none"> Preparation of Revised Implementation Strategy 																				<p>Project timeline adjusted due to C-19 and staff LOA.</p>
		<ul style="list-style-type: none"> Final approval of Strategy/Capital Plan 																				<p>Project timeline adjusted due to C-19 and staff LOA.</p>

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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:	Cathy Case / Marlene Miranda	Heidy Van Dyk																		Staff collaboration & Joint Council Workshop complete
		• Staff from shareholders to meet with HNHC staff and board reps (Spring 2019)																				Approval of Shareholder Agreement principles by Joint Shareholders complete
		• Joint Council Workshop – Fall 2019 (Shareholder Principles)																				Final Shareholder Agreement submitted to Haldimand County for staff & legal review June 2020 . Joint shareholder meeting in Sept 2020 resulting in final approval. Complete
		• Draft Shareholder Agreement Formal approval – Fall 2020																				
		• Analysis and decision on Regeneration Study –Fall/Winter 2020	Cathy Case / Marlene Miranda	Heidy Van Dyk																		Delayed due to pandemic. Intent is to bring forward Q2 2021.
		• Priority implementation measures strategy – Winter 2020/2021																				
		• 10 year capital budget – Spring 2021																				
		Homelessness:																				Complete - 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. 10 Year Housing and Homelessness Plan is complete and approved in June 2020. Complete
		• 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:	Cathy Case / Marlene Miranda	Heidy Van Dyk																		HC Team created to move forward with an RFP for the FMBP for development, with consideration to implement Council direction to include opportunities for HNHC and affordable housing initiatives and/or regeneration. This initiative has been delayed due to the work required for the pandemic from the same staff group, or from staff leaves of absence that were part of this team.
		• Report to Council to obtain direction to proceed																				
		• Best practices review of municipal approaches to supporting market affordable housing.																				
		• Preparation of Draft Strategy outlining potential actions																				
		• Workshop with Council to determine which actions it will support																				Complete Dec 2020
		• Possible public consultation																				
		• Council decision																				

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		• Program development/budget																				

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Procurement / Contract Management	Changes in legislation and new corporate software (requisition and purchase order) impact current procurement activities	• Fully implemented PO system and training	Cathy Case	Lori Friesen																		Complete
		• Updated purchasing card policy and p-card deployment																				Initiative delayed due to staff resources/other priority projects (i.e. direction to hold off hiring new positions); expected to be fully rolled out (including staff training) by end of Q2 2021.
		• Completion of electronic bid document process improvements – transparency, efficiencies and customer service																				Phase 1 complete Phase 2 completed (was fast tracked due to closure of HCAB building at time of COVID-19).
		• Vendor performance and contract management program options for Council decision																				eContracts on track for completion in 2021; vendor performance on track for completion in 2021.
		• Comprehensive update to County Procurement Policy																				On track.
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))	Tyson Haedrich	Lori Friesen																		Some functionality available at hubs however other functionalities will be delayed due to timing as a result of software modifications. Staff resources impacted by Covid-19 has resulted in delays. With a number of these items being delayed, the rollout of a detailed customer service program would also be delayed - if it looks like the other pieces will be delayed by 6 months or possibly a year, the corresponding delays would apply to the CS program and rollout.
		• Implementation of community hubs																				
		• On-line Burn Permits																				
		• On-line Building Permits																				
		• On-line Payment of Taxes	Cathy Case																			Organizational restructuring approved to create a Division to focus on customer service. Currently being staffed.
		• Detailed customer service program including best practices, service standards and satisfaction measures																				
		• Staff training and on-boarding program																				
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	TBD	TBD – Contract Position/ Consultant																		No additional information on this item at this time. Note: Taxi Licensing Bylaw amended Q1 2020 to remove the quota for taxi licenses.
		• Needs analysis, conceptual transportation service model and feasibility study																				
		• Business Model and Financial Plan • Report to Council – Go or no go decision																				

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Proposed Administrative Priority Focus Areas **																						
Community Engagement Processes (Note: Outside of this specific initiative stakeholder engagement will continue to be implemented as part of individual projects and initiatives.)	Development of a culture of 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	TBD	Staff Team TBD																		Anticipate some delays due to staff leaves of absence/COVID depending on assignment of lead
		• 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	Cathy Case	Jennifer Shaw																		Preliminary policy work has been done in order to present to SMT, along with some work with GIS on open data; suggest it be pushed out at least 6 months as key staff were on leave and project was put on hold during pandemic.
		• Implementation of Corporate Electronic Records Management Software • Identification of key historic records to be digitized	Cathy Case	Evelyn Eichenbaum / Jennifer Shaw																		Identified to be implemented in 2021, as a follow-up and corollary to the open government piece; presumably based on the success of the current digitization project and the software utilized with that. If we determine that this doesn't have to tie in directly following the Open Government priority, then it should still remain within 2021. If it is determined that it shouldn't move forward until completion of Open Government, then it will have to move to the next term of Council.
		• Implementation of record digitization (in phases)																				
		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	Cathy Case	Megan Jamieson, Lori Friesen, Evelyn Eichenbaum																
• Comprehensive report on other possible delegated matters including legal review																						
• Implement delegation of labour relations matters																						Phase 1 Completed on schedule – Report HRD-09-2019
• Implement delegation of real estate matters																						Considering accelerating this into the fall of 2020 depending on available staff resources in comparison to other priorities outlined in this document and divisional workload

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

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