
HALDIMAND COUNTY

Memorandum CAO-M01-2022 Term of Council Priorities – January 2022
For Consideration by Council in Committee on February 8, 2022



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.

Council approved their 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. In general the program continues to be implemented albeit more slowly due to the challenges and priorities for staff resources associated with the COVID-19 pandemic.

The purpose of this memorandum is to provide a status update on each of the priorities as of the end of 2021. Attachment #1 outlines the measures taken to implement the priorities over the past 6 months. 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. Technology milestones include:
 - On-going implementation of key financial systems including new budgeting software;
 - Completion of the implementation of technology to allow digital building permit submission and review;
 - Initiation of Virtual City Hall program with an initial focus on ensuring greater self-serve opportunities for citizens relating to their tax information/payments.
 - Improvements to the County's cybersecurity
2. Approval by the Province of Phase 1 of the Official Plan update -the County Growth Strategy to provide a 30 year plan to manage the development and growth of the County and associated infrastructure. Phase 2 of the Official Plan update program is underway.
3. Completion of technical feasibility studies, rate model and negotiation of rates to provide water services to Norfolk County. Norfolk has approved a final water report that approves acquisition of water from Haldimand and has incorporated associated capital funding in its approved rate budget for transmission lines and plant upgrades. Haldimand has similarly incorporated these capital works in its approved budget. Norfolk has retained a Project Manager to facilitate the construction and is preparing the formal agreement documents for ratification by both Counties.
4. Community Safety Plan – Completed and approved.

5. Major Community and Recreational Facility Study – Project has been initiated and background evaluations being undertaken with consultation planned in 2022.
6. Affordable Housing – The Haldimand Norfolk Housing Corporation Asset Management and Regeneration Plans have been approved and Council has directed increased funding for asset maintenance. Council has approved funding to support a new Affordable Housing project in Dunnville.
7. Customer Service – Finalization of organizational structure improvements to ensure focus and capacity on prioritizing customer service. Workshop held with Council to introduce the customer service improvement strategy and to obtain Council feedback and insight.
8. Delegated Authority – To improve efficiencies and allow staff to focus on key substantive matters Council approved a comprehensive delegation and signing authority report.

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:

- Establishing a formalized leadership development program for County Staff within existing budget allocations to promote succession planning and capacity building for the organization;
- Initiating an orientation program for new staff to support and instill corporate culture/values;
- Implementation of a revised Flag Protocol Policy and associated addition of a new community flag pole and the Haldimand Administration Building;
- Council approval of the introduction of on-line voting as part of the 2022 Municipal Election process;
- Substantial efforts to address the on-going COVID-19 pandemic including organizing mass vaccination clinics at municipal facilities, adoption of a vaccination policy for staff, responding to changing regulations, economic development activities to support local businesses (i.e. digital mainstreet programs), financial support for community halls and capital improvements to ventilation at Grandview Lodge.
- Implementation of Youth, Seniors and the Diversity, Equity and Inclusion Advisory Committees;
- Continued staff efforts associated with the on-going construction of the major developments across the County including 180 planning applications and over 1900 building permits;
- Completion of the significant 2021 County Capital Program for roads, bridges, granular road conversion, buildings and leisure facilities.

ATTACHMENTS:

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