

TERM OF COUNCIL PRIORITIES - 2019-2022*

Attachment 1, CAO-M01-2022

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	• Variance Reporting	Tyson Haedrich	Cheryl Judson (PM), Lori Friesen (PA) and Seconded BAS Team																		Operating/Capital Reporting - Implementation
		• Questica (Budgeting)																				Salaries/Reporting - Implementation
		• GP Core (Finance)																				Payroll - Initiated
		• GP Core (HR)																				HRIS Software Options Review
		• Pearl Live (Work Orders/Assets)																				Work Orders/e-Timesheets
		• Paramount (Purchasing)																				Workflow Review/Upgrade
		• Purchasing Cards (P-Cards)																				Implementation
		• Virtual City Hall (VCH)																				Implementation
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																		Portal launched in December which now allows for on line application submission, electronic payments.
		• Electronic planning application tracking system																				Digital collaboration software (bluebeam) introduced in November and now part of Planning and Building technical reviews / comment issuance.
		• 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 2022; permits and by-law “portal” completed with digital collaboration project; other online functionality to become available with continued deployment of BAS components (ie. budget information presented via OpenBook”portal in 2023/24; On-line forms / applications implemented - ie sign up for EFTs. 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 commissioning complete; warranty review February 2022; all warranty issues to be resolved by end of Q1 2023 incl. landscaping.
		<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 complete. Online
		<ul style="list-style-type: none">Decision on Legacy Properties																				HSD decision still pending
		<ul style="list-style-type: none">Implementation of Legacy Property decisions																				CAB/ Old Cayuga Museum buildings- demolition in progress; HCCC office renovation for OPP/ H&SS complete; Dunnville MPF renovation construction substantially complete.
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																				Approval of OP Growth Strategy work and County OPA (Phase 1), incorporates employment lands expansion in Caledonia. Business Park feasibility work in 2022.
		<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	Jeff Oakes / 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, 2022.																				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, 2024.																				
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 Botas	Consultant																		GM HSS coordinated initiative on Haldimand County's behalf. Consulting services retained and initiative is complete.
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. Analysis undertaken and decision to update parkland development fees in 2022 as alternative. Underway.

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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	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 <ul style="list-style-type: none">• Consultation with Province: Q2 2020• OPA to Council for consideration: June 2020 <ul style="list-style-type: none">• Final OPA to Province for review: late Q2 2020 <ul style="list-style-type: none">• Provincial approval of Growth OPA: Q3 2020	Mike Evers	Shannon Van Dalen / Matt Reniers (external consultant)																		Project complete - approved by Province in line with Council's adoption.
		Phase 2 OP Update – Policy Updates: <ul style="list-style-type: none">• Stakeholder engagement: Q2 2020• Final work plan/strategy to Council: Q3 2021 <ul style="list-style-type: none">• Background reports: Q3/Q4 2021• Consultation with Province/public: Q4 2021 <ul style="list-style-type: none">• Draft plan to Council / public: Q1 2022• Final plan to Council: Q2 2022	Mike Evers	Shannon Van Dalen / Matt Reniers (external consultant)																		Public consultation timelines to be adjusted due to C-19. Phase 2 has been initiated.
		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 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) <ul style="list-style-type: none">• Development of a governance and financial model required to implement the servicing strategy (includes grants) <ul style="list-style-type: none">• Water Services Agreement with Norfolk including approval by both Haldimand and Norfolk Councils.	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 completed. Ongoing meetings with Norfolk staff. Infrastructure Design Study in progress. Norfolk acceptance of Servicing Alternatives Technical Memo received May 8th, 2020 demonstrating feasibility of water extension. Meetings completed with Norfolk to discuss Technical Memo/Rate Study. Norfolk considered final water report in Fall 2021. Norfolk Council approval of Haldimand water solution. Water Services Agreement underway. Discussions ongoing with Six Nations to supply water to southern half of community. Norfolk is developing draft agreement based on mutually determined principles.

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		<ul style="list-style-type: none">• Preliminary Design and Construction Schedule Development for Norfolk Water Supply.																				Joint Haldimand/Norfolk meeting scheduled February 3 to discuss construction schedule. Norfolk in process of hiring dedicated Project Manager.
		<ul style="list-style-type: none">• Nanticoke WWTP EA Amendment																				Current EA expires January 2022. amendment will extend EA until 2032.
		<ul style="list-style-type: none">• Haldimand County 2022 Rate Budget																				Haldimand County 2022 Rate Budget includes financing for WTP expansion and transmission mains funded by Norfolk.
		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 2024• Engineering/Design/Tender Q2 2025 – Q2 2027• Construction Q2 2027 – Q3 2029 <ul style="list-style-type: none">• Environmental Assessment (2022 Update)• Review of alternative servicing strategies for Caledonia wastewater treatment. <ul style="list-style-type: none">• Haldimand County 2022 Rate Budget	Tyson Haedrich	Phil Wilson																		Siting study underway. Several sites identified and owners contacted regarding interest in selling land. \$1.5M in 2021 for land purchase. Site investigations underway - Golder hired to review undermined areas east of soccer fields. Two other alternative sites identified. EA Phase 3 Alternative Design Concepts For Preferred Solution to locate plant site underway. Environmental Assessment RFP closed January 2022. 2022 Nairne Street Forcemain Replacement project will allow future flexibility in long term strategies related to water and wastewater treatment. Timing of construction moved ahead to 2025.

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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	• Develop Procurement Process and Evaluation Criteria (Q2 2019)	Craig Manley	Mark Merritt																		Completed. Project approach changed in May 2021. Private sector construction underway.			
		• 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)																							
		• Legal Agreement with provider (Q2 2020)																							
		• Associated Real Estate Matters (Q3 2020)																							
		• 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.	• Finalize the 2018/19 Update to the County Parks and Recreation Service Plan to identify needs/opportunities (technical work)	Mike Evers	Katrina Schmitz																		Rev. 1: Extended into 2022– 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. .			
		• Undertake stakeholder and community engagement on major community and recreational needs to identify priorities/potential partnerships and level of support by community																						Decision made to use strategy portion of plan as key foundational piece of the project undertaking.	
		• Report to Council on community input																							
		• 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)																						Needs assessment and strategy to be presented to Council end of Q2. Decisions will be focused on the strategy and will not include facility enhancements/construction, locations or financial commitments.	
		• Stakeholder Engagement on preferred directions																							
		• Council Workshop on Draft Strategy including priorities, costs, stakeholder feedback and other parameters																						Project timeline adjusted due to C-19 and staff LOA.	
		• Submission of Infrastructure Grant																							
		• Preparation of Revised Implementation Strategy, if required																							Dependant upon funding programs available and decisions of Council
		• Approval of Implementation Strategy/Capital Plan																							
																						Next term of Council			

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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
		<ul style="list-style-type: none"> Staff from shareholders to meet with HNHC staff and board reps (Spring 2019) Joint Council Workshop – Fall 2019 (Shareholder Principles) 																				Approval of Shareholder Agreement principles by Joint Shareholders complete
		<ul style="list-style-type: none"> Draft Shareholder Agreement Formal approval – Fall 2020 Analysis and decision on Regeneration Study -Fall/Winter 2020 																				Final Shareholder Agreement submitted to Haldimand County for staff & legal review June 2020 . Joint shareholder meeting in Sept 2020 resulting in final approval. Complete
		<ul style="list-style-type: none"> Priority implementation measures strategy – Winter 2020/2021 10 year capital budget – Spring 2021 																				Regeneration and Asset Management Plan approved and will be implemented over the course of several years. Council approved enhanced funding for asset maintenance.
																						to be incorporated into 2022 Budget
		Homelessness:	Cathy Case / Marlene Miranda	Heidy Van Dyk																		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
		<ul style="list-style-type: none"> 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																		Council approval in principle of HNHC affordable housing project on Ramsey Drive in Dunnville with 30+ units of mixed housing. Donation of County land approved. Staff and HNHC working through capital funding. Council approved financial contribution to support the project approved. HNHC working with CMHC on associated funding. Sale of units in Elizabeth Crescent approved and will assist with funding of project and replacement of these units in the new facility.
		<ul style="list-style-type: none"> 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 																				Complete Dec 2020
		<ul style="list-style-type: none"> Workshop with Council to determine which actions it will support Possible public consultation Council decision 																				Complete
		<ul style="list-style-type: none"> Program development/budget 																				To be finalized during 2022 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. All banking related measures finalized. Training and deployment of cards to Staff in 2022.
		• 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 in progress for completion in 2022; Vendor performance measures & contract management skillset training provided to staff to address immediate need. Vendor program development in progress but delayed due to COVID and staff resources to address changes to procurement legislation.
		• Comprehensive update to County Procurement Policy																				Delayed due to introduction to new procurement legislation and review of legal challenges to interpretation and application of legislation. Seeking completion in 2022.
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																		Virtual City Hall implementation (enabling electronic billing and online payment of taxes) in progress.
		• Implementation of community hubs																				
		• On-line Burn Permits																				
		• On-line Building Permits																				
		• On-line Payment of Taxes																				
		• Detailed customer service program including best practices, service standards and satisfaction measures	Cathy Case																			Organizational restructuring approved to create a Division to focus on customer service. New division complete with exception of one position to be filled by end of Q1 2022. Development of customer service program underway with internal and external surveys to be completed in 2022 and metrics established.
		• Staff training and on-boarding program																				Staff training considerations underway. Comprehensive Leadership Development programs launched. Limited Orientation program initiated. A comprehensive onboarding program will be a 2022 focus.

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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																				
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																	New CEC Division has developed a communications strategy for 2022 which encompasses community engagement in terms of overall customer service	
		• 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	TBD																	Preliminary policy work has been done in order to present to SMT, along with some work with GIS on open data;	
		• Implementation of Corporate Electronic Records Management Software	Craig Manley	Evelyn Eichenbaum																		
		• Identification of key historic records to be digitized • 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																	Completed and approved by Council.	
		• Comprehensive report on other possible delegated matters including legal review																		Completed in 2021.		
		• Implement delegation of labour relations matters																		Phase 1 Completed on schedule – Report HRD-09-2019		
		• Implement delegation of real estate matters																		Completion target moved to September 2022.		

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

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