

TERM OF COUNCIL PRIORITIES - 2019-2022*

Initiative	High Level Description	Key Milestones	Sponsor	Lead	2019				2020				2021				2022				Comments	Status
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
On-Going / Carry Over Priority Initiatives																						
Technology																						
Business Application Software	Update and integration of required key fundamental technology systems	<ul style="list-style-type: none"> Variance Reporting Questica (Budgeting) GP Core (Finance) GP Core (HR -Payroll), Stargarden (HRIS) Pearl Live (Work Orders/Assets) Paramount (Purchasing) Purchasing Cards (P-Cards) Virtual City Hall (VCH) 	Tyson Haedrich	Cheryl Judson (PM), Lori Friesen (PA) and Seconded BAS Team																	Operating/Capital Reporting - Implementation Salaries/Reporting - Implementation Final Audit/Testing Payroll Initiated Work Orders/e-Timesheets Workflow Review/Upgrade Implementation Implementation	On-going
CityView/Digital Collaboration	Property based information management system to improve permitting, by-law enforcement and planning to achieve efficiencies and better customer service	<ul style="list-style-type: none"> On line applications for permitting and inspection services Electronic planning application tracking system Introduction of Digital Collaboration Software 	Mark Merritt																		Portal launched (i.e. to public, now live) in January 2022 which now allows for on line application submission, electronic payments in both Building & Planning. Digital collaboration / plan review software (Bluebeam) introduced in November and now part of Planning and Building technical reviews / comment issuance.	Complete Complete Complete
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																		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.	On-going
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 Technology Improvements Move In Completion of Community Hubs Decision on Legacy Properties Implementation of Legacy Property decisions 	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 Q3 2022 incl. landscaping. Commissioning nearing completion Completed myHC service kiosks complete. Online services added incrementally. HSD decision still pending CAB/ Old Cayuga Museum buildings - demolition complete; HCCC office renovation for OPP/ H&SS complete; Dunnville MPF renovation construction complete. CAB landscaping to be complete Q4 2022.	Complete Complete Complete Complete 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 Business Park Feasibility Business Park Implementation (if approved) 	Mike Evers	Lidy Romanuk																	Complete Watson retained and background review now underway. Adjust to align with feasibility study delay - pushes project into 2023 Q1	Complete On-going
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	Complete
Legislative Matters																						
Integrity Commissioner	Legislative Requirement	<ul style="list-style-type: none"> Appoint Commissioner Provide Required Council Training 	Cathy Case	Evelyn Eichenbaum																	Complete Complete	Complete Complete
Asset Management	Implement required Asset Management Policy, Plans and Service Standards to comply with Ontario Reg 588/17 – lifecycle infrastructure decision making	<ul style="list-style-type: none"> Adopt Policy – Jobs and Prosperity Act Prepare and Adopt Plan and Level of Service Standards for core assets (hard services). Deadline of July 1, 2022. Prepare and Adopt a Plan and Level of Service Standards for all other municipal infrastructure assets. Deadline of July 1, 2024. 	Tyson Haedrich	Jeff Oakes / Cindy King																	Complete - Asset Management Policy adopted June 2019. PSD (Citywide) hired for three year contract to complete all legislated requirements. Phase 1 completion expected Q4 2022.	Complete On-going Not Started
Community Safety and Well-Being Plan	Statutory requirement for preparation and approval	<ul style="list-style-type: none"> 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.	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	<ul style="list-style-type: none"> Identifying implications and developing a fiscal strategy Workshop with Council in advance of 2020 budget Undertaking analysis and required process to implement the new Municipal Benefits Charge to replace soft service DC charges 	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 2023 and likely beyond. These impacts will be evaluated during development of the 2023 budgets. 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.	On-going Complete

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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 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 complete - approved by Province in line with Council's adoption.	Complete	
		Phase 2 OP Update - Policy Updates: <ul style="list-style-type: none"> 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 	Mike Evers	Shannon Van Dalen / Matt Reniers (external consultant)																Project delays due to additional provincial review requirements for agricultural lands and natural heritage system strategy as well as loss of project consultant (health); project transferred in full to staff. Final amendment to CIC for adoption Aug 23rd, with 120 days for Provincial approval to follow	On-going - 2022 Completion	
		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) Development of a governance and financial model required to implement the servicing strategy (includes grants) Water Services Agreement with Norfolk including approval by both Haldimand and Norfolk Councils. Preliminary Design and Construction Schedule Development for Norfolk Water Supply. Nanticoke WWTP EA Amendment (Wastewater Treatment) Nanticoke WTP EA Amendment (Water Treatment) Haldimand County 2022 Rate Budget 	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. Haldimand and Norfolk Councils have approved financial principles. Authority provided to execute final agreement. Execution expected Q4 2022. Joint Haldimand/Norfolk meeting scheduled February 3 to discuss construction schedule. Norfolk has hired dedicated Project Manager. EA initiated for Simcoe-Townsend transmission main. Nanticoke WWTP EA Amendment complete. EA valid until 2032. Current EA expired 2016. EA Amendment initiated with expected completion Q1 2023. Capacity for Norfolk required Q1 2026. Haldimand County 2022 Rate Budget includes financing for WTP expansion and transmission mains funded by Norfolk.	Complete	
		Caledonia Wastewater Treatment Plant Expansion <ul style="list-style-type: none"> WWTP Siting Study and Land Purchase - running concurrently with EA. Environmental Assessment Q1 2022 - Q4 2023 Engineering/Design/Tender Q2 2024 - Q2 2025 Construction Q2 2025 - Q3 2027 Caledonia WWTP EA (Wastewater Treatment) Review of alternative servicing strategies for Caledonia wastewater treatment. Haldimand County 2022 Rate Budget 	Tyson Haedrich	Phil Wilson																Siting study underway. Several sites identified and owners contacted regarding interest in selling land. 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. EA initiated with expected completion Q4 2023. 2022 Nairne Street Forcemain Replacement project will allow future flexibility in long term strategies related to water and wastewater treatment. Project completion expected Q4 2022. Timing of construction moved ahead to 2025.	On-going	

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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	<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																	Completed. Project approach changed in May 2021. Private sector construction underway. Metro Loop estimates that by 2023, all of Haldimand will have access to high-speed internet – whether via fibre, fixed wireless or satellite.	Complete
		<ul style="list-style-type: none"> 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.	<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																	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. . Consultation complete; presentation to CIC on Aug 23 Needs assessment and strategy to be presented to Council early 2023. Decisions will be focused on the strategy and will not include facility enhancements/construction, locations or financial commitments. Project timeline adjusted to 2023. Examine in 2023 Early 2023 Next term of Council - early 2023	On-going
		<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 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 Strategy including priorities, costs, stakeholder feedback and other parameters Submission of Infrastructure Grant Preparation of Revised Implementation Strategy, if required 																				
		<ul style="list-style-type: none"> Approval of Implementation Strategy/Capital Plan 																				
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: <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) Draft Shareholder Agreement Formal approval – Fall 2020 	Cathy Case	Heidy Van Dyk																	Staff collaboration & Joint Council Workshop complete Approval of Shareholder Agreement principles by Joint Shareholders complete Final Shareholder Agreement submitted to Haldimand County for staff & legal review June 2020 . Joint shareholder meeting in Sept 2020 resulting in final approval. Regeneration and Asset Management Plan approved and will be implemented over the course of several years. Council approved enhanced funding for asset maintenance. Incorporated into 2022 Budget	Complete
		<ul style="list-style-type: none"> Analysis and decision on Regeneration Study -Fall/Winter 2020 Priority implementation measures strategy – Winter 2020/2021 10 year capital budget – Spring 2021 																				
		Homelessness: <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: <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 Workshop with Council to determine which actions it will support Possible public consultation Council decision 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	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.	On-going - 2022 Completion
		• 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).	Complete
		• 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.	On-going
		• 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 early 2023.	On-going
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)	Mark Merritt																		Virtual City Hall implementation (enabling electronic billing and online payment of taxes) in progress.	On-going - 2022 Completion
		• 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 completed in 2022. Metrics established and service standards to be completed 2023.	On-going		
• Staff training and on-boarding program to include customer service/focus																			Staff training considerations underway. Comprehensive Leadership Development programs launched. Limited Orientation program initiated. A comprehensive onboarding program will be a 2022 focus.	On-going		
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.	Not Started
		• 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 & 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	On-going
		• Prepare Engagement Strategy to include interviews with key stakeholders, best practice reviews, consultation.																				
		• Council Approval of Strategy																				
Open Government	Public transparency and access to information	• Open Government Policy adoption by Council	Cathy Case	TBD																	Preliminary policy work has been done in order to present to SMT, along with some work with GIS on open data;	On-going
		• Inventory of data assets to identify opportunities for routine disclosure/open data																				
		• Development of implementation strategy																				
• Staff training	Craig Manley	Evelyn Eichenbaum																	Not Started			
• Implementation of Corporate Electronic Records Management Software																						
• 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	Cathy Case	Megan Jamieson, Lori Friesen, Evelyn Eichenbaum																	Completed and approved by Council.	Complete
		• Survey staff to identify new processes/functions suitable for delegation																			Completed in 2021.	Complete
		• Comprehensive report on other possible delegated matters including legal review																			Phase 1 Completed on schedule – Report HRD-09-2019	On-going
		• Implement delegation of labour relations matters																			Completion target moved to September 2022.	On-going - 2022 Completion
• Implement delegation of real estate matters																						

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

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