

TERM OF COUNCIL PRIORITIES - 2022-2026*

Initiative	High Level Description	Key Milestones or Deliverables	Sponsor	Lead	2023				2024				2025				2026				Comments		
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
On-Going / Carry Over Priority Initiatives																							
Update to Core Business Enterprise Software	Update and implementation of required key fundamental technology systems (financial, human resources, asset and work management)	Report to Council with revised approach and resource requirements	Tyson Haedrich	Mark Merritt (Financials) Megan Jamieson (HRIS/Payroll) Tyson Haedrich (Asset Management)																Complete: Hired third party project manager and project kicked off October 1st - projected start date delayed by approximately 3 months.			
		Complete implementation of Finance, Procurement and Tax systems																			Money Stream initiated October 1st to be completed in 12 months. Scoping exercise completed within first 4 months. Project completed on time and under budget. Final report presented to Council in Q4 2024.		
		Finalize decision on selection of core HRIS system																				Complete	
		Map out HR system implementation roadmap																				Complete, with established check points in Q1 and Q2 2025	
		Implement HR system program (18 months)																					Phase 4 of implementation ongoing. On track, based on delayed start date of Q3 2024.
		Implement Work and Asset Management system (18 months)																					Delayed (estimated start date Q3 2024) due to overall MAP Project delay - Project started Q4 2024
Economic Development Strategy	Caledonia Business Park Decision to invest in a new Business Park in Caledonia to provide employment land for new assessment, jobs and to diversify the tax base	Phase 1: location analysis, market research and functional servicing design	Mike Evers	Lidy Romanuk																Complete - Phase 1 concept, market sector targets and servicing strategy approved via EDT-06-2023 at Sept 19 / 23 CIC			
		Phase 2: financial analysis and business plan. Council direction required.																		Complete - Phase 2 Financial analysis and mitigation strategy approved via EDT-03-2024 at Oct 29/24 CIC			
		Phase 3: property administration & management; implementation plan																			Phase 3 initiated and anticipated to be completed Q2 2025		
		Council direction on next steps - go or no go decision to move forward																					
Tourism and Attraction Committee Create and implement a Tourism focused attraction committee	Through the BDAPAC committee discuss criteria and scope of proposed committee/subcommittee and determine key priorities. Develop a work plan/strategy and seek Council direction and budget approval.																		Terms of Reference updated to include ability to establish as a sub-committee of BDAPAC. Further examination of this new sub-committee to take place in 2025.				
Norfolk - Six Nations Water Supply	Finalizing servicing agreement and implementation of infrastructure improvements to provide water to these communities	Nanticoke WTP Class EA Update	Tyson Haedrich	Phil Wilson																Complete			
		Detailed Rate Study and Life Cycle Cost Analysis																		Complete			
		Draft Construction Funding Agreement																			Complete		
		Procure Engineering Services for Design/Construction of WTP Expansion																			Complete		
		MOU Signing																			Complete		
		Water Services Agreement Execution																			Execution anticipated Q2 2025		
		WTP Expansion Design																			Shift to Q1 2024 - Q2 2025 (Norfolk Schedule)		
		Construction Tendering																			Shift to Q3 2025 (Norfolk Schedule)		
		Construction																			Shift to Q4 2025 - Q4 2026 (Norfolk Schedule)		
		Commissioning																			Shift to Q4 2026 (Norfolk Schedule) - Shift to Q1 2027		
Major 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.	Final stakeholder consultation and key interviews	Mike Evers	Katrina Schmitz															Complete				
		Confirm preliminary community visions and location analysis																	Complete				
		Development of preliminary concepts and business plan																		Complete			
		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)																		Complete			
		Presentation of Draft Strategy to Council including priorities, costs, stakeholder feedback and other parameters, including recommendations around indoor pool																		Complete			
		Public consultation on Draft Strategy, if required																		Complete			
		Preparation of Revised Implementation Strategy, if required																		Complete			
		Approval of Implementation Strategy/Capital Plan, including making a decision on indoor pool																		Complete - final strategy and implementation plan approved via CDP-18-2024 at Dec 10/24 CIC			
		Investigation of potential Infrastructure Grant																					

*This chart is intended to be read in conjunction with Report CAO-M01-2025

TERM OF COUNCIL PRIORITIES - 2022-2026*

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					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Caledonia Wastewater Treatment Plant Expansion	To ensure new treatment infrastructure is in place to meet demand	WWTP Siting Study and Land Purchase	Tyson Haedrich	Phil Wilson																	Complete
		Environmental Assessment Q1 2022 – Q4 2023																			Additional time required - Anticipated Q1 2025
		Engineering/Design/Tender Q1 2024 – Q2 2025																			Q3 2025 - Q4 2026 (Capacity not required until 2030)
		Construction Q3 2025 – Q4 2027																			Q4 2027 - Q2 2030 (Capacity not required until 2030)
Works Yards Rationalization Study	To identify the long term needs relative to growth, geography, efficiency and shared operations	Procurement of consulting services	Dan McKinnon	Dennis Wardell																	Complete
		Council brief with detailed build out of 10 Year capital forecast for required infrastructure, equipment, and resources. Will include associates operating budget impacts.																			Project schedule delayed due to internal resource constraints. Consultant has developed a draft report. Study and finding to be presented to Council in Q2 2025.
		Procurement of engineering services for design/construction																			
		Construction Tendering																			
		Construction & commissioning (will extend into 2027)																			
Proposed Term of Council New Priorities																					
Comprehensive Financial Strategy to Ensure Responsible Growth	To be able to understand and predict the financial impact of growth and Provincial legislation on the County's capital, infrastructure and operations and to develop appropriate strategies, policies, service levels to manage impacts	Develop scope of work required and issue and ward RFP for outside consulting services.	Mark Merritt																		Developing studies (i.e. DC update, Master Servicing studies, etc.) to provide information to feed into RFP and scope of work. Timelines to issue RFP have been pushed to Q1-Q2 2025
		Work through the scope of work with approved consultant including growth projections, identification of all costing inputs and resulting future revenues over defined target growth period.																			Timeline pushed to Q3 2025 - Q2 2026
		Presentation of final report and workshop with Council to review options/strategies and adoption of strategy																			Timeline pushed to Q2-Q3 2026
Traffic Management Strategy	Comprehensive approach to better managing traffic issues within the scope of municipal responsibility including capital items, communications, truck routes, policing	Traffic Management Study scope development	Tyson Haedrich	Kris Franklin																	Complete
		Consulting services budget approval (Tax Capital)																			Complete
		Traffic Management Study (including public consultation)																			Second round of public consultation Q1 2025. Final Report to Council Q2 2025
		Traffic Management Program Infrastructure budget approval																			Subject to 2025 Council budget approval
		Traffic Management Program Infrastructure implementation																			Anticipated to generate annual programs
County Web Site Improvements	The updating of the County Web Site to provide a more transparent and easier communication format for residents and businesses that meets accessibility requirements	Issue RFP for Website redesign and rebuild	Trish Cardwell	Erin Haase																	Complete
		Stakeholder engagement/divisional workshops																			Complete
		Design Review/Sitemap Development																			Complete
		Web Governance Model																			Complete CEC-05-2024
		Content Management System Configuration; Content Writing																			Complete
		User testing/Training Documentation/Beta Testing (Soft Launch)																			Complete
		Hard Launch - Live Website																			Complete (Nov 19, 2024)
Ward Boundary Review	To examine options and potential changes to current Ward Boundaries to address population growth and to capture communities of interest geographically. To decide whether to proceed or not.	Report to Council on framework for ward boundary review	Cathy Case	Chad Curtis																	Complete CLE-10-2023
		Develop Terms of Reference (ToR) for Ward Boundary Review																			Complete
		Issue RFP for Ward Boundary Consulting Services																			Complete - Watson & Associates secured as consultants
		Consultant to draft report based on ToR and public input																			Ongoing - Final Report with Options from the consultants at Watson&Associates Ltd. coming to CIC on Feb 4, 2025
		Council to decide on preferred option and pass by-law																			Ongoing - If Council approves an option provided by Consultants, By-law to be passed on February 10
		Appeal period for by-law prior to December 2025																			Ongoing - Appeal period remains the same
Physician Recruitment Strategy	To present for Council a program that includes the municipal role, resources and partnerships to address shortage of doctors servicing Haldimand County	Work with current Physician Recruitment & Retention Committee to develop program and roles/responsibilities of various partners	Mike Evers	Mike Evers																	Complete
		Report to Council outlining defined municipal role and program details, including resource and budget implications																			Complete - strategy approved via CDS-11-2023 to hire recruitment coordinator under GHNN for 3 years
		Implement municipal program, subject to budget approval and resource allocation (on-going)																			On-going - coordinator hired in July 2024 for 3 year contract; work underway in marketing, recruitment event attendance, succession planning, community tours, community ambassador development, securing locums, etc.
Affordable Housing Strategy	Building off of the Haldimand Housing Master Plan (2021), create a consistent approach to define the municipal role in this area, the supports to be provided, and policies to be able to respond	Assessment of various opportunities / roles for the County including policy & regulations; financial & incentives; partnerships & education	Mike Evers																		Background review work to be initiated late 2025
		Report to Council outlining strategic framework to support development of affordable housing																			

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	consistently to opportunities to add new affordable housing	Implement municipal program, subject to budget approval and resource allocation (on-going)																			

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Proposed Administrative Priority Focus Areas																							
Complete Corporate Technology Strategy	A strategic plan that will provide focus, coordination and ensure adequate resources are allocated to technology investments to support efficient service delivery	Recruitment of Chief Information Officer	Mark Merritt																	Complete			
		Develop scope of work and issue RFP for selection and approval of external consultant.																				Complete	
		Complete the development of a Corporate Technology Strategy (procure outside resource to develop the plan, implementation strategy and resource requirements)																					Workshops are planned in Jan 2025 with Corporate Digital Advisory Group to inform readiness component of the HCCDIS. Plan is seeking alignment with Corporate CI initiatives.
		Present final strategy to Council for approval and implementation.																					Estimated to have draft completed Q2 2025.
Staff Recruitment and Retention Strategy	A coordinated and strategic approach to human resource acquisition, development and retention to meet the County's needs for the future.	Adoption of 'Net Better Off' Model	Megan Jamieson	Katie Meyer																Complete HRD-03-2023			
		Updating of Job Descriptions & Market Ads to reflect modern staff competencies and skills required for corporate success																				Complete	
		Complete a Compensation Policy Review																					Complete
		Present recommendations and Implementation Strategy of compensation policy review																					Complete HRD-08-2023
		Establish a Corporate Orientation and Training Program to align all new staff with culture, skill sets, purposeful work																					In progress. Portion of orientation program is tied to MAP (People project) and delayed as a result
		Enhance recruitment marketing program using a people centric approach																					Complete
		Develop and assess retention/attraction opportunities as they arise																					Ongoing - incorporated into annual workplans
Asset Management	Implement required Asset Management Policy, Plans and Service Standards to comply with Ontario Reg 588/17 – lifecycle infrastructure decision making	Improve core & non-core AM data in Citywide asset registry; combine TCA and AM databases	Tyson Haedrich	Jeff Oakes																Database work complete, core and non-core data improvements initiated and will be continuously ongoing.			
		AM Consultant maturity review & updated action plan; start AM training/committee meetings/ divisional workshops																				Action plan (AM Roadmap) complete. Training, committee meetings and workshops underway and ongoing.	
		Develop asset lifecycle and risk frameworks																					Initiated and ongoing.
		Complete 2024 AM Plan Update (due July 1, 2024)																					On schedule
		Complete 2025 AM Plan Update (due July 1, 2025)																					On schedule
Customer Service	Internal and External improvements and relationship development	Report to council on the quality of life survey results	Megan Jamieson	Trish Cardwell																Complete CEC-05-2023			
		Adopt and incorporate Corporate Customer Service Standards including training tools & documentation for inclusion in employee on-boarding																				Complete CEC-07-2023	
		Develop coordinated approach to community engagement activities across the organization, exploring options to increase public participation i.e. coordination of public surveys to achieve manageable volumes; review options for public input through technology)																					Ongoing. Initiated a semi-centralized approach to coordinating public surveys and feedback. For example, the 2024 resident satisfaction survey included questions related to other corporate projects for a coordinated approach to achieve better responses and less public survey fatigue.
		Continue to gauge customer satisfaction by measuring quality of life through bi-annual resident satisfaction surveys to measure performance against previously set benchmarks (procure outside resource to conduct and analyze survey)																					2024 Survey complete. CEC-01-2025
		Improvements to the customer digital experience , iteratively improving processes affecting customer facing online services i.e. burn permits, licence applications, parking tickets, etc.																					Ongoing. Completed projects in 2024 include online burn permit and marriage licence processing. 2025 exploring options for parking tickets.
		Improve and promote customer centered culture across the corporation. Assess existing environment via internal staff engagement (surveys, meetings), explore ways to improve internal supports and collaboration across the corporation involving all divisions to foster a continuous culture of customer focused service																					

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On-Going / Carry Over Priority Initiatives																								
Update to Core Business Enterprise Software	Update and implementation of required key fundamental technology systems (financial, human resources, asset and work management)	Report to Council with revised approach and resource requirements	Tyson Haedrich	Mark Merritt (Financials) Megan Jamieson (HRIS/Payroll) Tyson Haedrich (Asset Management)																Complete: Hired third party project manager and project kicked off October 1st - projected start date delayed by approximately 3 months.				
		Complete implementation of Finance, Procurement and Tax systems																				Money Stream initiated October 1st to be completed in 12 months. Scoping exercise to be completed within first 4 months. Currently working on revised Chart of Accounts.		
		Finalize decision on selection of core HRIS system																					Complete	
		Map out HR system implementation roadmap																					Delayed start (approx 4 months) PM to be hired Jan 2024	
		Implement HR system program (18 months)																						Delayed (approx 4 months)
		Implement Work and Asset Management system (18 months)																						Delayed (estimated start date Q3 2024) due to overall MAP Project delay
Economic Development Strategy	Caledonia Business Park Decision to invest in a new Business Park in Caledonia to provide employment land for new assessment, jobs and to diversify the tax base	Phase 1: location analysis, market research and functional servicing design	Mike Evers	Lidy Romanuk																Complete - Phase 1 concept, market sector targets and servicing strategy approved via EDT-06-2023 at Sept 19 / 23 CIC				
		Phase 2: financial analysis and business plan. Council direction required.																			On-going - Phase 2 in progress and expected to extend into Q1 2024			
		Phase 3: property administration & management; implementation plan																				Not yet initiated - Phase 3 anticipated to be completed late Q2/early Q3 2024		
		Council direction on next steps - go or no go decision to move forward																						
	Tourism and Attraction Committee Create and implement a Tourism focused attraction committee	Through the BDAPAC committee discuss criteria and scope of proposed committee/subcommittee and determine key priorities. Develop a work plan/strategy and seek Council direction and budget approval.																						
Norfolk - Six Nations Water Supply	Finalizing servicing agreement and implementation of infrastructure improvements to provide water to these communities	Nanticoke WTP Class EA Update	Tyson Haedrich	Phil Wilson																Complete				
		Detailed Rate Study and Life Cycle Cost Analysis																			Scheduled completion Q4 2023			
		Draft Construction Funding Agreement																				Complete		
		Procure Engineering Services for Design/Construction of WTP Expansion																				Complete		
		MOU Signing																				Complete		
		Water Services Agreement Execution																				Financial Principles anticipated Q2 2024. Agreement to be finalized once preliminary design is complete.		
		WTP Expansion Design																				Shift to Q1 2024 - Q2 2025 (Norfolk Schedule)		
		Construction Tendering																				Shift to Q3 2025 (Norfolk Schedule)		
		Construction																				Shift to Q4 2025 - Q4 2026 (Norfolk Schedule)		
		Commissioning																				Shift to Q4 2026 (Norfolk Schedule)		
Major 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.	Final stakeholder consultation and key interviews	Mike Evers	Katrina Schmitz																				
		Confirm preliminary community visions and location analysis																						
		Development of preliminary concepts and business plan																				Preliminary concepts and business plans being developed, targeted for completion early Q1 2024 (off schedule)		
		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)																				Draft Strategy anticipated late Q1 / early Q2 2024 (minor delay)		
		Presentation of Draft Strategy to Council including priorities, costs, stakeholder feedback and other parameters, including recommendations around indoor pool																				Presentation of Draft Strategy in Q2 2024 (minor delay)		
		Public consultation on Draft Strategy, if required																						
		Preparation of Revised Implementation Strategy, if required																						
		Approval of Implementation Strategy/Capital Plan, including making a decision on indoor pool																						
		Investigation of potential Infrastructure Grant																						

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Initiative	High Level Description	Key Milestones or Deliverables	Sponsor	Lead	2023				2024				2025				2026				Comments	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Caledonia Wastewater Treatment Plant Expansion	To ensure new treatment infrastructure is in place to meet demand	WWTP Siting Study and Land Purchase	Tyson Haedrich	Phil Wilson																Additional time required (Q2 2024)		
		Environmental Assessment Q1 2022 – Q4 2023																			Additional time required (Q2 2024)	
		Engineering/Design/Tender Q1 2024 – Q2 2025																				Q3 2025 - Q4 2026 (Capacity not required until 2030)
		Construction Q3 2025 – Q4 2027																				Q4 2027 - Q2 2030 (Capacity not required until 2030)
Works Yards Rationalization Study	To identify the long term needs relative to growth, geography, efficiency and shared operations	Procurement of consulting services	Dan McKinnon	Dennis Wardell																Minor delay. Currently developing RFP for consulting services, to be released Q2/2024 after budget approval.		
		Council brief with detailed build out of 10 Year capital forecast for required infrastructure, equipment, and resources. Will include associates operating budget impacts.																			Study and finding to be presented to Council in Q2 2025.	
		Procurement of engineering services for design/construction																				
		Construction Tendering																				
		Construction & commissioning (will extend into 2027)																				
Proposed Term of Council New Priorities																						
Comprehensive Financial Strategy to Ensure Responsible Growth	To be able to understand and predict the financial impact of growth and Provincial legislation on the County's capital, infrastructure and operations and to develop appropriate strategies, policies, service levels to manage impacts	Develop scope of work required and issue and ward RFP for outside consulting services.	Mark Merritt																	Developing studies (i.e. DC update, Master Servicing studies, etc.) to provide information to feed into RFP and scope of work. Timelines to issue RFP remain the same.		
		Work through the scope of work with approved consultant including growth projections, identification of all costing inputs and resulting future revenues over defined target growth period.																				
		Presentation of final report and workshop with Council to review options/strategies and adoption of strategy																				
Traffic Management Strategy	Comprehensive approach to better managing traffic issues within the scope of municipal responsibility including capital items, communications, truck routes, policing	Traffic Management Study scope development	Tyson Haedrich	Kris Franklin																In progress (extend to Q1 2024)		
		Consulting services budget approval (Tax Capital)																		Tax Capital Budget - February 1, 2024		
		Traffic Management Study (including public consultation)																				Subject to 2024 Council budget approval
		Traffic Management Program Infrastructure budget approval																				Subject to 2025 Council budget approval
		Traffic Management Program Infrastructure implementation																				Anticipated to generate annual programs
County Web Site Improvements	The updating of the County Web Site to provide a more transparent and easier communication format for residents and businesses that meets accessibility requirements	Issue RFP for Website redesign and rebuild	Trish Cardwell	Erin Haase																Complete		
		Stakeholder engagement/divisional workshops																		Complete		
		Design Review/Sitemap Development																				Sitemap design in progress - tree jack testing Nov.; Designs to follow
		Web Governance Model																				In progress
		Content Management System Configuration; Content Writing																				
		User testing/Training Documentation/Beta Testing (Soft Launch)																				
		Hard Launch - Live Website																				
Ward Boundary Review	To examine options and potential changes to current Ward Boundaries to address population growth and to capture communities of interest geographically. To decide whether to proceed or not.	Report to Council on framework for ward boundary review	Cathy Case	Chad Curtis																Complete CLE-10-2023		
		Develop Terms of Reference (ToR) for Ward Boundary Review																		RFP document preparation in progress		
		Issue RFP for Ward Boundary Consulting Services																				
		Consultant to draft report based on ToR and public input																				
		Council to decide on preferred option and pass by-law																				
		Appeal period for by-law prior to December 2025																				
Physician Recruitment Strategy	To present for Council a program that includes the municipal role, resources and partnerships to address shortage of doctors servicing Haldimand County	Work with current Physician Recruitment & Retention Committee to develop program and roles/responsibilities of various partners	Mike Evers	Mike Evers																Complete		
		Report to Council outlining defined municipal role and program details, including resource and budget implications																		Complete - strategy approved via CDS-11-2023 to hire recruitment coordinator under GHHN for 3 years		
		Implement municipal program, subject to budget approval and resource allocation (on-going)																			On-going - 3 year contract for recruitment coordinator to be initiated Q1 2024 (contract to run 2024 to 2026)	
Affordable Housing Strategy	Building off of the Haldimand Housing Master Plan (2021), create a consistent approach to define the municipal role in this area, the supports to be provided, and policies to be able to respond consistently to opportunities to add new affordable housing	Assessment of various opportunities / roles for the County including policy & regulations; financial & incentives; partnerships & education	Mike Evers																			
		Report to Council outlining strategic framework to support development of affordable housing																				
		Implement municipal program, subject to budget approval and resource allocation (on-going)																				

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Proposed Administrative Priority Focus Areas																						
Complete Corporate Technology Strategy	A strategic plan that will provide focus, coordination and ensure adequate resources are allocated to technology investments to support efficient service delivery	Recruitment of Chief Information Officer	Mark Merritt																	Complete. Delayed approximately 3 months due to recruitment challenges.		
		Develop scope of work and issue RFP for selection and approval of external consultant.																			Delayed to first quarter of 2024 due to on-boarding the new full time CIO.	
		Complete the development of a Corporate Technology Strategy (procure outside resource to develop the plan, implementation strategy and resource requirements)																				RFP to be issued in Q1 of 2024 and completed in no longer than 12 months.
		Present final strategy to Council for approval and implementation.																				
Staff Recruitment and Retention Strategy	A coordinated and strategic approach to human resource acquisition, development and retention to meet the County's needs for the future.	Adoption of 'Net Better Off' Model	Megan Jamieson	Katie Meyer																Complete HRD-03-2023		
		Updating of Job Descriptions & Market Ads to reflect modern staff competencies and skills required for corporate success																			Complete	
		Complete a Compensation Policy Review																				Complete
		Present recommendations and Implementation Strategy of compensation policy review																				Council approval of salary grid and percentile received in December 2023 (HRD-08-2023) Final approval to be considered at Operating Budget
		Establish a Corporate Orientation and Training Program to align all new staff with culture, skill sets, purposeful work																				
		Enhance recruitment marketing program using a people centric approach																				
		Develop and assess retention/attraction opportunities as they arise																				Ongoing project in progress
Asset Management	Implement required Asset Management Policy, Plans and Service Standards to comply with Ontario Reg 588/17 – lifecycle infrastructure decision making	Improve core & non-core AM data in Citywide asset registry; combine TCA and AM databases	Tyson Haedrich	Jeff Oakes																Database work complete, core and non-core data improvements initiated and will be continuously ongoing.		
		AM Consultant maturity review & updated action plan; start AM training/committee meetings/ divisional workshops																			Action plan (AM Roadmap) complete. Training, committee meetings and workshops underway and ongoing.	
		Develop asset lifecycle and risk frameworks																				Initiated and ongoing (extend to Q2 2024)
		Complete 2024 AM Plan Update (due July 1, 2024)																				On schedule
		Complete 2025 AM Plan Update (due July 1, 2025)																				On schedule
Customer Service	Internal and External improvements and relationship development	Report to council on the quality of life survey results	Megan Jamieson	Trish Cardwell																Complete		
		Adopt and incorporate Corporate Customer Service Standards including training tools & documentation for inclusion in employee on-boarding																			Customer Service Strategy approved in Sept.; Standards document drafted - deferred to Jan CIC for approval.	
		Develop coordinated approach to community engagement activities across the organization, exploring options to increase public participation i.e. coordination of public surveys to achieve manageable volumes; review options for public input through technology)																				
		Continue to gauge customer satisfaction by measuring quality of life through bi-annual resident satisfaction surveys to measure performance against previously set benchmarks (procure outside resource to conduct and analyze survey)																				Budgeted for consultant within 2024 operating budget.
		Improvements to the customer digital experience , iteratively improving processes affecting customer facing online services i.e. burn permits, licence applications, parking tickets, etc.																				Update of burn permit process in progress to be launched early 2024.
		Improve and promote customer centered culture across the corporation. Assess existing environment via internal staff engagement (surveys, meetings), explore ways to improve internal supports and collaboration across the corporation involving all divisions to foster a continuous culture of customer focused service																				Completed initial touchpoints with Managers.

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On-Going / Carry Over Priority Initiatives																				
Update to Core Business Enterprise Software	Update and implementation of required key fundamental technology systems (financial, human resources, asset and work management)	Report to Council with revised approach and resource requirements	Tyson Haedrich	Mark Merritt (Financials) Megan Jamieson (HRIS/Payroll) Tyson Haedrich (Asset Management)																
		Complete implementation of Finance, Procurement and Tax systems																		
		Finalize decision on selection of core HRIS system																		
		Map out HR system implementation roadmap																		
		Implement HR system program (18 months)																		
		Implement Work and Asset Management system (18 months)																		
Economic Development Strategy	Caledonia Business Park Decision to invest in a new Business Park in Caledonia to provide employment land for new assessment, jobs and to diversify the tax base	Phase 1: location analysis, market research and functional servicing design	Mike Evers	Lidy Romanuk																
		Phase 2: financial analysis and business plan. Council direction required.																		
		Phase 3: property administration & management; implementation plan																		
		Council direction on next steps - go or no go decision to move forward																		
	Tourism and Attraction Committee Create and implement a Tourism focussed attraction committee	Through the BDAPAC committee discuss criteria and scope of proposed committee/subcommittee and determine key priorities.	Mike Evers	Lidy Romanuk																
		Develop a work plan/strategy and seek Council direction and budget approval.																		
Norfolk - Six Nations Water Supply	Finalizing servicing agreement and implementation of infrastructure improvements to provide water to these communities	Nanticoke WTP Class EA Update	Tyson Haedrich	Phil Wilson																
		Detailed Rate Study and Life Cycle Cost Analysis																		
		Draft Construction Funding Agreement																		
		Procure Engineering Services for Design/Construction of WTP Expansion																		
		MOU Signing																		
		Water Services Agreement Execution																		
		WTP Expansion Design																		
		Construction Tendering																		
		Construction																		
		Commissioning																		
		Major 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.	Final stakeholder consultation and key interviews	Mike Evers	Katrina Schmitz												
Confirm preliminary community visions and location analysis																				
Development of preliminary concepts and business plan																				
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)																				
Presentation of Draft Strategy to Council including priorities, costs, stakeholder feedback and other parameters, including recommendations around indoor pool																				
Public consultation on Draft Strategy, if required																				
Preparation of Revised Implementation Strategy, if required																				
Approval of Implementation Strategy/Capital Plan, including making a decision on indoor pool																				
Investigation of potential Infrastructure Grant																				
Caledonia Wastewater Treatment Plant Expansion	To ensure new treatment infrastructure is in place to meet demand		WWTP Siting Study and Land Purchase	Tyson Haedrich		Phil Wilson														
		Environmental Assessment Q1 2022 – Q4 2023																		
		Engineering/Design/Tender Q1 2024 – Q2 2025																		
		Construction Q3 2025 – Q4 2027																		
Works Yards Rationalization Study	To identify the long term needs relative to growth, geography, efficiency and shared operations	Procurement of consulting services	Phil Mete	David Pressey																
		Council brief with detailed build out of 10 Year capital forecast for required infrastructure, equipment, and resources. Will include associates operating budget impacts.																		
		Procurement of engineering services for design/construction																		
		Construction Tendering																		
		Construction & commissioning (will extend into 2027)																		

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TERM OF COUNCIL PRIORITIES - 2022-2026*

Initiative	High Level Description	Key Milestones or Deliverables	Sponsor	Lead	2023				2024				2025				2026			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Proposed Term of Council New Priorities																				
Comprehensive Financial Strategy to Ensure Responsible Growth	To be able to understand and predict the financial impact of growth and Provincial legislation on the County's capital, infrastructure and operations and to develop appropriate strategies, policies, service levels to manage impacts	Develop scope of work required and issue and ward RFP for outside consulting services.	Mark Merritt																	
		Work through the scope of work with approved consultant including growth projections, identification of all costing inputs and resulting future revenues over defined target growth period.																		
		Presentation of final report and workshop with Council to review options/strategies and adoption of strategy																		
Traffic Management Strategy	Comprehensive approach to better managing traffic issues within the scope of municipal responsibility including capital items, communications, truck routes, policing	Traffic Management Study scope development	Tyson Haedrich	Kris Franklin																
		Consulting services budget approval (Tax Capital)																		
		Traffic Management Study (including public consultation)																		
		Traffic Management Program Infrastructure budget approval																		
		Traffic Management Program Infrastructure implementation																		
County Web Site Improvements	The updating of the County Web Site to provide a more transparent and easier communication format for residents and businesses that meets accessibility requirements	Issue RFP for Website redesign and rebuild		Trish Cardwell																
		Stakeholder engagement/divisional workshops																		
		Design Review/Sitemap Development																		
		Web Governance Model																		
		Content Management System Configuration; Content Writing																		
		User testing/Training Documentation/Beta Testing (Soft Launch)																		
		Hard Launch - Live Website																		
Ward Realignment	To examine options and potential changes to current Ward Boundaries to address population growth and to capture communities of interest geographically. To decide whether to proceed or not.	Report to Council on framework for ward boundary review	Cathy Case	Evelyn Eichenbaum																
		Develop Terms of Reference (ToR) for Ward Boundary Review																		
		Issue RFP for Ward Boundary Consulting Services																		
		Consultant to draft report based on ToR and public input																		
		Council to decide on preferred option and pass by-law																		
		Appeal period for by-law prior to December 2025																		
Physician Recruitment Strategy	To present for Council a program that includes the municipal role, resources and partnerships to address shortage of doctors servicing Haldimand County	Work with current Physician Recruitment & Retention Committee to develop program and roles/responsibilities of various partners	Mike Evers	Mike Evers																
		Report to Council outlining defined municipal role and program details, including resource and budget implications																		
		Implement municipal program, subject to budget approval and resource allocation (on-going)																		
Affordable Housing Strategy	Building off of the Haldimand Housing Master Plan (2021), create a consistent approach to define the municipal role in this area, the supports to be provided, and policies to be able to respond consistently to opportunities to add new	Assessment of various opportunities / roles for the County including policy & regulations; financial & incentives; partnerships & education	Mike Evers																	
		Report to Council outlining strategic framework to support development of affordable housing																		
		Implement municipal program, subject to budget approval and resource allocation (on-going)																		

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TERM OF COUNCIL PRIORITIES - 2022-2026*

Initiative	High Level Description	Key Milestones or Deliverables	Sponsor	Lead	2023				2024				2025				2026			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Proposed Administrative Priority Focus Areas																				
Complete Corporate Technology Strategy	A strategic plan that will provide focus, coordination and ensure adequate resources are allocated to technology investments to support efficient service delivery	Recruitment of Chief Information Officer	Mark Merritt		█	█														
		Develop scope of work and issue RFP for selection and approval of external consultant.				█	█													
		Complete the development of a Corporate Technology Strategy (procure outside resource to develop the plan, implementation strategy and resource requirements)					█	█	█	█										
		Present final strategy to Council for approval and implementation.									█									
Staff Recruitment and Retention Strategy	A coordinated and strategic approach to human resource acquisition, development and retention to meet the County's needs for the future.	Adoption of 'Net Better Off' Model	Megan Jamieson	Katie Meyer	█	█														
		Updating of Job Descriptions & Market Ads to reflect modern staff competencies and skills required for corporate success				█	█	█												
		Complete a Compensation Policy Review					█	█												
		Present recommendations and Implementation Strategy of compensation policy review							█	█										
		Establish a Corporate Orientation and Training Program to align all new staff with culture, skill sets, purposeful work											█	█						
		Enhance recruitment marketing program using a people centric approach												█	█	█	█			
		Develop and assess retention/attraction opportunities as they arise																		
		Conduct Staff Engagement Survey / Measurables Reported																		
Asset Management	Implement required Asset Management Policy, Plans and Service Standards to comply with Ontario Reg 588/17 – lifecycle infrastructure decision making	Improve core & non-core AM data in Citywide asset registry; combine TCA and AM databases	Tyson Haedrich	Jeff Oakes	█	█	█													
		AM Consultant maturity review & updated action plan; start AM training/ committee meetings/ divisional workshops				█														
		Develop asset lifecycle and risk frameworks					█	█												
		Complete 2024 AM Plan Update (due July 1, 2024)							█	█										
		Complete 2025 AM Plan Update (due July 1, 2025)											█	█	█	█				
Customer Service	Internal and External improvements and relationship development	Report to council on the quality of life survey results		Trish Cardwell		█														
		Adopt and incorporate Corporate Customer Service Standards including training tools & documentation for inclusion in employee on-boarding					█	█	█											
		Develop coordinated approach to community engagement activities across the organization, exploring options to increase public participation i.e. coordination of public surveys to achieve manageable volumes; review options for public input through technology)						█	█			█	█	█	█					
		Continue to gauge customer satisfaction by measuring quality of life through bi-annual resident satisfaction surveys to measure performance against previously set benchmarks (procure outside resource to conduct and analyze survey)										█	█	█				█	█	█
		Improvements to the customer digital experience , iteratively improving processes affecting customer facing online services i.e. burn permits, licence applications, parking tickets, etc.												█	█			█	█	
		Improve and promote customer centred culture across the corporation. Assess existing environment via internal staff engagement (surveys, meetings), explore ways to improve internal supports and collaboration across the corporation involving all divisions to foster a continuous culture of customer focused service														█	█			

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