

Initiative	High Level Description	Key Milestones	Sponsor	Lead	2019				2020				2021				2022								
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Affordable / Social Housing Strategy (continued)		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 	Cathy Case / Marlene Miranda	Heidy Van Dyk																					
		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 			Cathy Case / Marlene Miranda	Heidy Van Dyk																			
		<ul style="list-style-type: none"> Workshop with Council to determine which actions it will support Possible public consultation 																							
		<ul style="list-style-type: none"> Council decision 																							
		<ul style="list-style-type: none"> Program development/budget 																							
Procurement / Contract Management	Changes in legislation and new corporate software (requisition and purchase order) impact current procurement activities	<ul style="list-style-type: none"> Fully implemented PO system and training 	Cathy Case	Lori Friesen																					
		<ul style="list-style-type: none"> Updated purchasing card policy and p-card deployment 																							
		<ul style="list-style-type: none"> Completion of electronic bid document process improvements – transparency, efficiencies and customer service 																							
		<ul style="list-style-type: none"> Vendor performance and contract management program options for Council decision 																							
		<ul style="list-style-type: none"> Comprehensive update to County Procurement Policy 																							
Customer Service	Internal and External improvements and relationship development	<ul style="list-style-type: none"> Implementation of Virtual City Hall software and on-line chat (as per Business Application Software project above)) 	Tyson Haedrich	Lori Friesen																					
		<ul style="list-style-type: none"> Implementation of community hubs 																							
		<ul style="list-style-type: none"> On-line Burn Permits 																							
		<ul style="list-style-type: none"> On-line Building Permits 																							
		<ul style="list-style-type: none"> On-line Payment of Taxes 																							
		<ul style="list-style-type: none"> Detailed customer service program including best practices, service standards and satisfaction measures 	Cathy Case	Jennifer Shaw																					
		<ul style="list-style-type: none"> Staff training and on-boarding program 																							
Public Mobility / Transportation	Definition of potential transportation options to assist those who cannot drive. Includes: Uber, Taxi, Dial a Bus, Ride Sharing, Hamilton Transit	<ul style="list-style-type: none"> Preparation of Request for Proposal, project scope and budget to initiate analysis 	TBD	TBD – Contract Position/ Consultant																					
		<ul style="list-style-type: none"> Needs analysis, conceptual transportation service model and feasibility study 																							
		<ul style="list-style-type: none"> Business Model and Financial Plan Report to Council – Go or no go decision 																							

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Proposed Administrative Priority Focus Areas **																					
Community Engagement Processes (Note: Outside of this specific initiative stakeholder engagement will continue to be implemented as part of individual projects and initiatives.)	Development of a culture of consultation and suite of engagement processes to ensure consistent and effective practices	<ul style="list-style-type: none"> Preparation of Terms of Reference and budget request to develop an Engagement Strategy and Toolkit for staff to use 	TBD	Staff Team TBD																	
		<ul style="list-style-type: none"> Prepare Engagement Strategy to include interviews with key stakeholders, best practice reviews, consultation. Council Approval of Strategy 																			
		<ul style="list-style-type: none"> Implementation of Toolkit, Staff Training and Pilot initiatives 																			
Open Government	Public transparency and access to information	<ul style="list-style-type: none"> Open Government Policy adoption by Council Inventory of data assets to identify opportunities for routine disclosure/open data Development of implementation strategy Staff training 	Cathy Case	Jennifer Shaw																	
		<ul style="list-style-type: none"> Implementation of Corporate Electronic Records Management Software Identification of key historic records to be digitized 	Cathy Case	Evelyn Eichenbaum / Jennifer Shaw																	
		<ul style="list-style-type: none"> Implementation of record digitization (in phases) 																			
Delegated Authority	To identify and obtain delegated decision authority to improve efficiency	<ul style="list-style-type: none"> Inventory and record existing delegated authorities Survey staff to identify new processes/functions suitable for delegation 	Cathy Case	Megan Jamieson																	
		<ul style="list-style-type: none"> Comprehensive report on other possible delegated matters including legal review 																			
		<ul style="list-style-type: none"> Implement delegation of labour relations matters 																			
		<ul style="list-style-type: none"> 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