## TERM OF COUNCIL PRIORITIES 2019-2022\*

\*This chart is intended to be read in conjunction with Report CAO-01-2019.

Initiative	High Level Description	Key Milestones	Sponsor	Lead		20	19								2022							
	<b>9</b>	,			Q1	1	1	Q4	Q1		_	Q4	Q1			Q4	Q1	-	Q3	Q4		
On Coing / Corry	Over Drierity Initiatives																					
	Over Priority Initiatives																					
Technology  Business Application	Update and integration of required	Completion of Financial Systems	Tyson Haedrich	Lori Friesen +																		
Software	key fundamental technology	Human Resources Systems	Tyson Haedrich																			
	systems	Asset Management System	_																			
		Citizen Portal (Virtual City Hall)	_																			
		Development of Metrics																				
CityView/Digital	Property based information	On line applications for permitting and	Mark Merritt	Wilma																 		
Collaboration	management system to improve	inspection services		Koziello /																l		
	permitting, by-law enforcement and planning to achieve efficiencies and better customer	Electronic planning application tracking system	Tyson Haedrich  Tyson Haedrich  Tyson Haedrich  Tyson Haedrich  Tyson Haedrich  Seconded Support Team  Mark Merritt  Wilma Koziello / Craig Twofoot  Mark Merritt  Wilma Koziello / Craig Twofoot  Mete  Tyson Haedrich  Craig Manley, Cathy Case, Phil Mete  Craig Manley  Lidy Romanuk  Craig Manley  Mike Evers  Cathy Case  Evelyn Eichenbaum  Ct Tyson Haedrich  Tyson Haedrich  Dave Aldred / Cindy King  TBD  TBD																			
	service	Introduction of Digital Collaboration     Software																				
Corporate Web Site Update	To support on-line services and better communication and customer service	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	Koziello /																		
Central	Consolidation of administrative	New Administration Building Construction	Craig Manley,	Brent																		
Administration	services/functions coupled with	Technology Improvements	Cathy Case, Phil																			
Building	technology improvements to	Move In		Specific Staff				1														
	achieve efficiencies and better customer service	Completion of Community Hubs		teams																		
	customer service	Decision on Legacy Properties																				
		Implementation of Legacy Property decisions																				
Economic	Approved strategy to focus	Branding Strategy	Craig Manley	Lidy Romanuk																		
Development	economic development efforts so	Business Park Feasibility																				
Strategy	as to have best chance of success	<ul> <li>Business Park Implementation (if approved)</li> </ul>																				
Zoning By-law Update	New comprehensive County-wide by-law	Council approval	Craig Manley	Mike Evers																		
Legislative Matters																						
Integrity Commissioner	Legislative Requirement	Appoint Commissioner	Cathy Case	· ·																1		
		Provide Required Council Training																				
Asset Management	Implement required Asset	Adopt Policy – Jobs and Prosperity Act	Tyson Haedrich																	<b></b>		
	Management Policy, Plans and Service Standards to comply with Ontario Reg 588/17 – lifecycle infrastructure decision making	<ul> <li>Prepare and Adopt Plan and Level of Service Standards for core assets (hard services)</li> </ul>		Cindy King																		
	imastructure decision making	<ul> <li>Prepare and Adopt a Plan and Level of Service Standards for all other municipal infrastructure assets (July 1, 2023)</li> </ul>																				
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	TBD	TBD																		

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
Proposed Term of	Council New Priorities																			
Responding to	The 2019 Ontario budget and	Identifying implications and developing a	Don Boyle	Mark Merritt																
Provincial Funding	other legislation will have	fiscal strategy	Don Boyle	Tridik Wierrice																
Changes	significant financial implications to	<ul> <li>Workshop with Council in advance of 2020</li> </ul>																		
	municipalities	budget																		
		Undertaking analysis and required process	Mark Merritt	Charmaine																
		to implement the new Municipal Benefits		Corlis																
		Charge to replace soft service DC charges																		
Growth Strategy / OP	Required statutory update by July	Growth Strategy:	Craig Manley	Mike Evers																
Update / Highway 6	2022. Plan to address population growth,	Completion of Caledonia MSP (Q3 2019)																		
Corridor	to address long term infrastructure needs and to create economic	Develop final draft strategy for																		
Infrastructure		engagement: Q3 2019																		
	opportunities	• Stakeholder engagement: Q3/Q4 2019																		
		• Council approval of strategy: Q4 2019																		
		• Studies/Assessments for expansion: Q4 2019/Q1 2020																		
		Implementing amendments drafted: Q1																		
		2020																		
		• Consultation with Province: Q2 2020																		
		• Final strategy submission to Province: Q2																		
		2020																		
		OP Update:	Craig Manley	Mike Evers																
		Stakeholder engagement: Q1 2020																		
		• Final work plan/strategy to Council: Q3																		
		2021																		
		Background reports: Q3/Q4 2021																		
		• Consultation with Province/public: Q4																		
		2021																		
		<ul> <li>Draft plan to Council / public: Q1 2022</li> <li>Final plan to Council: Q2 2022</li> </ul>																		
		Highway 6 Servicing Strategy:	Tyson Haedrich	Phil																+
		<ul> <li>Identify future conditions of servicing</li> </ul>	Tyson Haedrich	Wilson/Mike																
		strategy to reflect:		Evers																
		<ul> <li>Future ability to increase water taking from</li> </ul>																		
		Hamilton																		
		Expanding Nanticoke water system to																		
		service Caledonia/Cayuga  o 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	Towns Headed	District																
		Caledonia Waste Water Plant Expansion	Tyson Haedrich	Phil Wilson																
		• WWTP Siting Study and Land Purchase Q3 2019 – Q4 2020																		
		• Environmental Assessment Q3 2021 – Q2 2024																		
		• Engineering/Design/Tender Q2 2025 – Q2 2027																		
		• Construction Q2 2027 – Q3 2029																		

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					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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> <li>Develop Procurement Process and Evaluation Criteria (Q2 2019)</li> <li>Assessment of Responses including Legal Review (Q3 2019)</li> <li>Report to Council – Pros, Cons, Issues (Q4 2019 - November)</li> <li>Stakeholder engagement – feedback on options (Q4 2019 -December)</li> <li>Report to Council – preferred option &amp; Council decision (Q1 2020)</li> </ul>	Don Boyle	Mark Merritt																
		Legal Agreement with provider (Q2 2020)																		
		Associated Real Estate Matters (Q3 2020)																		
Indoor Pool / Sportsplex Study	Feasibility analysis including financial, operating models, location and components leading to a subsequent decision on construction	<ul> <li>Implementation of broadband network</li> <li>Preparation of Request for Proposal for Consulting Services, project scope and budget to initiate analysis</li> <li>Background Analysis and Technical Review</li> </ul>	Craig Manley	Manager, CDP																
	Construction	<ul> <li>Scientific Survey and community engagement</li> <li>Report to Council on community input</li> </ul>																		
		<ul> <li>Locational and Operational Analysis (where and preferred operating model)</li> <li>Community Engagement on preferred directions</li> </ul>																		
		Report to Council – Go or no go decision																		
		Land Acquisition     Tochnical Design and Detailed Budget																		
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	<ul> <li>Technical Design and Detailed Budget</li> <li>Social Housing:</li> <li>Staff from shareholders to meet with HNHC staff and board reps (Spring 2019)</li> <li>Joint Council Workshop – Summer 2019 (Shareholder Principles)</li> <li>Draft Shareholder Agreement Formal approval – Fall 2019</li> </ul>	Cathy Case / Marlene Miranda	Heidy Van Dyk																
	Required update to     Homelessness Plan	<ul> <li>Analysis and decision on Regeneration Study -Spring 2020</li> <li>Priority implementation measures strategy         <ul> <li>Fall 2020</li> </ul> </li> </ul>																		
		• 10 year capital budget – Spring 2021																		

Initiative	High Level Description	Key Milestones	Sponsor	Lead		20	19			20	20			20	21			20	22	
					Q1	Q2	Q3	Q4												
Affordable / Social Housing Strategy (continued)		Homelessness:         • 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:             • Report to Council to obtain direction to proceed             • Best practices review of municipal	Cathy Case / Marlene Miranda  Cathy Case / Marlene Miranda	Heidy Van		7	1			~-	7	~	7-		75		~~			
		<ul> <li>approaches to supporting market affordable housing.</li> <li>Preparation of Draft Strategy outlining potential actions</li> <li>Workshop with Council to determine which actions it will support</li> <li>Possible public consultation</li> <li>Council decision</li> </ul>																		
Procurement / Contract Management	Changes in legislation and new corporate software (requisition and purchase order) impact current procurement activities	<ul> <li>Program development/budget</li> <li>Fully implemented PO system and training</li> <li>Updated purchasing card policy and p-card deployment</li> <li>Completion of electronic bid document process improvements – transparency, efficiencies and customer service</li> <li>Vendor performance and contract management program options for Council decision</li> <li>Comprehensive update to County</li> </ul>	Cathy Case	Lori Friesen																
Customer Service	Internal and External improvements and relationship development	<ul> <li>Procurement Policy</li> <li>Implementation of Virtual City Hall software and on-line chat (as per Business Application Software project above))</li> <li>Implementation of community hubs</li> <li>On-line Burn Permits</li> <li>On-line Building Permits</li> <li>On-line Payment of Taxes</li> <li>Detailed customer service program</li> </ul>	Tyson Haedrich  Cathy Case	Lori Friesen  Jennifer Shaw																
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> <li>including best practices, service standards and satisfaction measures</li> <li>Staff training and on-boarding program</li> <li>Preparation of Request for Proposal, project scope and budget to initiate analysis</li> <li>Needs analysis, conceptual transportation service model and feasibility study</li> <li>Business Model and Financial Plan</li> <li>Report to Council – Go or no go decision</li> </ul>	TBD	TBD – Contract Position/ Consultant																

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					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Proposed Admini	strative Priority Focus Area	IS **																		
Community Engagement Processes	Development of a culture of consultation and suite of engagement processes to ensure	Preparation of Terms of Reference and budget request to develop an Engagement Strategy and Toolkit for staff to use	TBD	Staff Team TBD																
(Note: Outside of this specific initiative stakeholder engagement will continue to be implemented as part of individual projects and initiatives.)	consistent and effective practices	<ul> <li>Prepare Engagement Strategy to include interviews with key stakeholders, best practice reviews, consultation.</li> <li>Council Approval of Strategy</li> <li>Implementation of Toolkit, Staff Training and Pilot initiatives</li> </ul>																		
Open Government	Public transparency and access to information	<ul> <li>Open Government Policy adoption by Council</li> <li>Inventory of data assets to identify opportunities for routine disclosure/open data</li> <li>Development of implementation strategy</li> <li>Staff training</li> </ul>	Cathy Case	Jennifer Shaw																
		<ul> <li>Implementation of Corporate Electronic Records Management Software</li> <li>Identification of key historic records to be digitized</li> </ul>	Cathy Case	Evelyn Eichenbaum / Jennifer Shaw																
		<ul> <li>Implementation of record digitization (in phases)</li> </ul>																		
Delegated Authority	To identify and obtain delegated decision authority to improve efficiency	<ul> <li>Inventory and record existing delegated authorities</li> <li>Survey staff to identify new processes/functions suitable for delegation</li> <li>Comprehensive report on other possible delegated matters including legal review</li> <li>Implement delegation of labour relations</li> </ul>	Cathy Case	Megan Jamieson																
	<ul><li>matters</li><li>Implement delegation of real of matters</li></ul>	Implement delegation of real estate																		

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