

Item	Functional Area	Department	Project Description	J A S O N D						Notes
				J	A	S	O	N	D	
<b>SENIOR MANAGEMENT TEAM / ALL DEPARTMENTS</b>										
1	Capital Program	CAO / COR	Internal Equity Maintenance Review Program	X	X	X	X	X	X	Review underway with consultant, 50% complete to date, expected completion by year end
2	COVID-19	SMT	Update/Establish Departmental Business Continuity Plans	X	X	X	X	X	X	Updates ongoing as 2019 Novel Coronavirus pandemic evolves.
3	COVID-19	SMT	Regional Review of Critical/Essential Services	X	X	X	X	X	X	Updates ongoing as 2019 Novel Coronavirus pandemic evolves.
4	COVID-19	SMT	Emergency Control Group	X	X	X	X	X	X	Internal control group related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
5	General	SMT	2020 Ten Year Capital Forecast Update							Project Completed.
6	General	SMT	2020 Municipal Budget							Project Completed.
7	General	SMT	2021 Municipal Budget		X	X	X	X	X	Underway.
8	General	SMT	Departmental Quarterly Reporting	X			X			Modified Quarterly reporting completed for 2020 due to COVID-19.
9	General	SMT	Annual Performance Management and Review Program				X	X	X	Underway.
10	General	SMT	Departmental Website Content Review and Update	X	X	X	X	X	X	Ongoing.
11	Strategic Plan	SMT	Strategic Plan Update	X	X	X	X	X	X	Report No. CAO 2020-01
12	Strategic Plan	SMT	Organizational Corporate Culture Review and Implementation							Deferred to 2021 by the consultant.
<b>OFFICE OF THE CAO</b>										
13	Capital Program	CAO / FIRE / COR / ILS	Four (4) Township Joint Service Delivery Review	X	X	X	X	X	X	Underway, All Township Council Meeting occurred October 22, 2020
14	Capital Program	CAO / PFRS / COR	Library Services Facility Review	X	X	X	X	X	X	Discussions to occur with Regional staff regarding their strategic plan priorities and the joint 4 Township service review. Ongoing.
15	COVID-19	CAO	COVID-19 Regional CAOs Working Group	X	X	X	X	X	X	Regional CAOs group related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
16	COVID-19	CAO	Joint Township Wellbeing Committee	X	X	X	X	X	X	Township CAOs and Township Social Services Group to address the wellbeing of the community during related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
17	COVID-19	CAO	Affordable Housing / Homelessness Regional Committee	X	X	X	X	X	X	To continue to address housing and homelessness related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
18	COVID-19	CAO	Region Pandemic Control Group	X	X	X	X	X	X	Overall Regional Control group related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
19	General	CAO	Smart Waterloo Region							Deferred due to 2019 Novel Coronavirus

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20	General	CAO / DS	Joint Review of Regional/Lower-Tier Planning Approvals	X	X	X	X	X	X	Ongoing
21	General	CAO	Board of Trade - Water Wheel Steering Committee			X	X	X	X	Ongoing
22	General	CAO / FIRE / COR	GRCA Flood Mitigation Study	X	X	X	X	X	X	Project completed - GRCA will use study results to determine projects and funding sources - Township will continue to support GRCA
23	Strategic Plan	CAO / COR / DS / PW&E	Employment Lands Development and Servicing				X	X	X	Meetings held with developer and stakeholders regarding cost sharing of core infrastructure components. Plan of subdivision pending discussions with external agencies.
24	Strategic Plan	CAO	Waterloo Region Tourism and Marketing Corporation	X	X	X	X	X	X	Ongoing, prioritizes focus on COVID-19 initiatives
25	Strategic Plan	CAO	Waterloo Economic Development Corporation	X	X	X	X	X	X	Ongoing, prioritizes focus on COVID-19 initiatives
<b>INFORMATION AND LEGISLATIVE SERVICES</b>										
26	Capital Program	ILS	Replacement of By-Law Enforcement Vehicle							Deferred to 2021
27	Capital Program	ILS	Records Management Modernization Project	X	X	X	X	X	X	Implementation of TOMRMS underway. E-agenda RFP launching in 2020 Q4.
28	Capital Program	ILS	Corporate Branding Exercise and Website Refresh	X	X	X	X	X	X	Branding recommendation to Council in 2020 Q4. Website refresh upon completion of Branding exercise.
29	Capital Program	ILS	Mannheim Digital Sign							Deferred. Recommendation to come forwarding following Branding Exercise.
30	COVID-19	ILS	Governance Policy and Administrative Directive Framework							Framework completed. Conversion of existing documents to new framework is an ongoing operational task.
31	COVID-19	ILS	Enforcement of Provincial Orders Relative to 2019 Novel Coronavirus	X	X	X	X	X	X	Ongoing
32	COVID-19	ILS	Communications Of 2019 Novel Coronavirus Decisions, Updates, and General Information	X	X	X	X	X	X	Ongoing
33	COVID-19	ILS / COR	Amend Procedural By-law and Establish Electronic Meeting Participation Procedures		X	X	X	X	X	Procedural By-law amendments approved. Procedures being developed for ongoing electronic participation.
34	COVID-19	ILS	Area Clerks COVID-19 Working Group	X	X	X	X	X	X	Regional Clerks / Deputy Clerks group related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
35	COVID-19	ILS	Regional Communications COVID-19 Working Group	X	X	X	X	X	X	Regional Communications group related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
36	COVID-19	ILS	Regional Enforcement COVID-19 Working Group	X	X	X	X	X	X	Regional Enforcement group related to 2019 Novel Coronavirus pandemic, continuous meetings and action items in response to the pandemic.
37	General	ILS	Governance Policy - Electronic Participation at Meetings					X	X	For Council consideration in 2021 Q1.
38	General	ILS	Cannabis Retail Policy Statement							Deferred to 2021 due to COVID-19
39	General	ILS	Governance Policy - Information Flow Protocol							Deferred to 2022 with new term of Council due to COVID-19

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40	General	ILS	Governance Policy - Committee Appointments					X	X	Deferred to 2021 due to COVID-19
41	General	ILS	By-law Review - Notification By-law							Deferred to 2021 due to COVID-19
42	General	ILS	By-law Review - Sale and Disposition of Land							Deferred to 2021 due to COVID-19
43	General	ILS	Council Code of Conduct							Deferred to 2022 with new term of Council due to COVID-19
44	General	ILS	By-law Review / Update - Procedural By-law (Bill 187)							Deferred to 2021 due to COVID-19
45	General	ILS	Social Media Policy Review			X	X	X	X	Report presented in Q1 2021, delayed due to COVID-19
46	General	ILS	Rollout of 'Thank Your Neighbour' Program					X	X	Implementation in 2020 Q4, delayed start due to COVID-19.
47	General	ILS	By-law Review - Animal Control Excluding Dogs							Completed.
48	General	ILS	By-law Review - Property Standards							Deferred to 2021 due to COVID-19
49	General	ILS	Citizen of the Year				X	X	X	Modified program due to COVID-19. Announcement at the December 7, 2020 Council Meeting.
50	General	ILS	Council for a Day Program 2021							Deferred to 2021 due to COVID-19
51	General	ILS	Women's Day and Women's Month Celebration for 2020							Deferred to 2021 due to COVID-19
52	General	ILS	Annual Review of GRAAC Membership			X	X			Completed.
53	New Initiatives	ILS	Township Facebook page			X	X			Completed. Approximately 671 followers to date.
54	New Initiatives	ILS	Access Agreement - 990 Deer Court			X	X	X		Project Completed.
55	Strategic Plan	ILS	Prime Ministers Path	X	X	X	X	X	X	Sir John A. Macdonald statue in storage, Supplemental Agreement regarding the Unfortunate Four approved Nov 2/2020, RFP circulated for Consultations
<b>CORPORATE SERVICES</b>										
56	Capital Program	COR	Asset Management - Building Condition Assessments	X	X	X				Project completed.
57	Capital Program	COR	Network Infrastructure Updates	X	X	X	X	X	X	Hardware purchased, installation ongoing.
58	Capital Program	COR	Office 365 Migration					X	X	Email services completed. Remaining components deferred to 2021 due to COVID-19.
59	Capital Program	COR	Joint GIS Framework							Project deferred to 2021 due to COVID-19.

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60	Capital Program	COR / DS	Community Benefits Charge (CBC) / Bill 108				X	X		Project completed. No benefit to establishing CBC regime in Wilmot.
61	Capital Program	COR	Review IT Disaster Recovery, Documentation, Administrative Rights, Cloud Based Software							Project deferred to 2021 due to COVID-19.
62	Capital Program	COR	Corporate Phone System Replacement			X	X	X	X	Project specifications under review. Anticipated late Q4 procurement.
63	Capital Program	COR	Asset Management - Lifecycle Events and Analysis				X	X	X	Staff workshop occurred in late October. Consultant recommendations to be reviewed and incorporated into the updated Asset Management Plan as per O. Reg. 588/17.
64	Capital Program	COR	Municipal Accounting Software Needs Assessment							Project deferred to 2021 due to COVID-19.
65	COVID-19	COR	Waterloo Region Area Treasurers COVID-19 Working Group	X	X	X	X	X	X	Meetings occurring weekly to discuss COVID-19 impact on municipal finances.
66	COVID-19	COR	Area Senior HR Managers COVID-19 Working Group	X	X	X	X	X	X	Meetings occurring weekly to discuss COVID-19 impact on municipal HR matters.
67	COVID-19	COR	Transition Affected Staff to Declared Emergency Leave							Project completed.
68	COVID-19	COR	Develop / Implement Cost Containment Strategy							Project completed. Significant cost savings as noted within Council Report COR 2020-037
69	COVID-19	COR	Establish Financial and Economic Relief Programs	X						Project completed.
70	COVID-19	COR	Establish Corporate Web Conference Call Services							Project completed. Microsoft Teams and Zoom platform are being used extensively.
71	COVID-19	COR	Update Employee Identification Cards							Project completed.
72	COVID-19	COR	Review and Update 2020 Capital Program							Project completed. Update provide via memo to Council, in accordance with cost containment.
73	COVID-19	COR	COVID-19 Financial Impact Analysis and Reports	X	X	X	X	X	X	Project completed. Monitoring and Reporting to Council on-going.
74	COVID-19	COR	Develop New Working From Home (WFH) Agreements			X	X			Project completed. WFH agreements were updated by all staff in October 2020.
75	COVID-19	COR	Establish Critical Skills Inventory for Staff Re-Deployment Needs			X	X			Project completed. Skills Inventory is managed and monitored by HR for Business Continuity purposes.
76	COVID-19	COR	Establish Centralized Purchasing Program for Cleaning Supplies and PPE							Project completed. Supervisor of Procurement / Payroll has taken over inventory and purchasing.
77	COVID-19	COR	Develop Staff Re-Deployment Strategy							Project completed. Consistent approach established across area municipalities.
78	COVID-19	COR	Develop Standard Pre-Work Contractor Screening and Authorization Documents							Project completed, in accordance with legislative requirements.
79	COVID-19	COR	Support and Deploy Work From Home Technology/Connectivity	X	X	X				Project completed. Additional stock on inventory in preparation for second wave requirements.
80	COVID-19	COR / ILS	Support Virtual Council Meetings	X	X	X	X	X	X	IT Staff continue to support virtual meeting environment.

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81	COVID-19	CK/COR	Monthly Newsletter for Wilmot Residents							Designed a new monthly newsletter to communicate township information to residents during COVID that can be used for future communication.
82	General	COR	Staff Recruitment (Levels of Service)	X	X	X	X	X	X	Project substantially completed. PFRS and CK recruitment deferred to 2021 due to COVID-19.
83	General	COR	Network Audit & Security Review	X	X	X	X	X	X	Project on-going.
84	General	COR / PFRS	Solar Assessment (Municipal Facilities)							Project deferred to 2021 due to COVID-19.
85	General	COR	GHG Reporting to Sustainable Waterloo Region							Project completed.
86	General	COR	Green Energy Act Reporting on GHG Emissions							Project completed.
87	General	COR	2019 Year End Financial Statements, FIR and Audit							Project completed.
88	General	COR	Sustainability Committee Coordination	X	X	X	X	X	X	Meeting continue to occur in virtual setting on a monthly basis.
89	General	COR	OMPF Resource Group			X		X		Director continues to participate on committee discussion regarding 2021 OMPF program.
90	General	COR	Annual Legislative Reporting to MMAH							Project completed.
91	General	COR	Review/Update Staff Compensation for On-Call and Standby							Project completed.
92	General	COR	Deploy On-line Training Environment Corporate Wide							Project completed. HR Downloads platform has been deployed for FT and PT personnel.
93	General	COR / ILS	Records Management for HR / Personnel Records				X	X	X	Project to be completed in conjunction with ILS Records Management Digitization.
94	General	COR	Corporate HR Guidelines Update / Training	X	X	X	X	X	X	Project on-going, majority of guidelines approved in alignment with HR Administrative Directive.
95	General	COR	Grant Application - FCM Municipal Asset Management Program	X	X			X	X	Grant application submitted, awaiting follow-up from FCM.
96	General	COR	Recreation Subsidy Analysis							Project deferred to 2021 due to COVID-19.
97	General	COR	Grant Application - Investing in Canadian Infrastructure (ICIP) Program - Community Culture and Recreation Stream							Project completed. Application was unsuccessful for funding toward NH Arena/CC.
98	General	COR	Grant Application - Investing in Canadian Infrastructure (ICIP) Program - Green Stream					X	X	Application submitted for funding towards Snyder's Road underground infrastructure. Awaiting follow-up from Ministry.
99	General	COR	Grant Application - Rural Economic Development (RED) Funding Program							Intake 3 application approved for Nith River Pathway. Intake 5 application was unsuccessful for support of corporate branding exercise.
100	General	COR	Health and Safety Excellence Program			X	X	X	X	Project initiated in fall 2020. Target areas for improvement and growth have been identified and submitted to WSIB.
101	General	COR	IT Help Desk and Ticketing System Deployment		X	X	X	X	X	Project on-going, new software being configured for full deployment in early 2021.

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102	General	COR	Internal Audit of Training Records / Compliance							Project deferred to 2021 due to COVID-19.
103	General	COR	Discover Your Wilmot Program (2020)		X	X	X	X	X	Intake closed October 31, 2020. Recommendations to be brought forward in 2021 Budget.
104	General	COR	e-Contracts Database Implementation							Project deferred to 2021 due to COVID-19.
105	General	COR	Asset Management - Risk and Criticality Modeling	X	X	X	X			Project completed. Results to be incorporated into the updated Asset Management Plan as per O. Reg. 588/17.
106	General	COR	Violence and Harassment Policy Implementation and Training				X	X	X	Training to occur for all staff in Q4 2020.
107	General	COR / PW&E	Water Meter Audit							Project deferred to 2021 due to COVID-19.
108	General	COR / PW&E	Water Leak Detection Program							Project deferred to 2021 due to COVID-19.
109	General	COR	Server Room Fortification							Project to be completed in conjunction with Admin Complex Security Upgrades in 2021.
110	General	COR	Municipal Accommodation Tax Review and Reserve Fund By-Law Update							Project deferred to 2021 due to COVID-19.
111	General	COR	Update Tangible Capital Asset Valuation and Attributes	X	X	X	X	X	X	Attributed data continually updated through Asset Management Roadmap. Valuations to be reviewed and updated during 2020 year end audit.
112	General	COR	Review/Update Performance Management System	X						Project deferred to 2021 due to COVID-19.
113	General	COR	Employee Group Benefits Review		X	X	X			Project completed. Benefits renewal rates to be incorporated into 2021 Operating Budget.
114	General	COR	Desktop Management Software Deployment							Project deferred to 2021 due to COVID-19.
115	General	COR	Develop Corporate Investment Strategy		X	X				Meetings held with MFOA re: ONE Fund Investment Program. Further review to occur after Budget 2021.
116	General	COR	Develop and Implement Cyber Security; Suspicious Email and Safe Use Practice Training							Project deferred to 2021 due to COVID-19.
117	General	COR	Develop and Implement a new IT Orientation Plan for New Staff							Project deferred to 2021 due to COVID-19.
118	General	COR	IT Business Plan Review / Update							Project deferred to 2021 due to COVID-19.
119	General	COR	Fees and Charges Review		X	X	X	X	X	Project completed. Proposed rates for 2021 to be presented at first meeting of Budget 2021.
120	General	COR	Enhance Year End Financial Statement Package							Project deferred to 2021 due to COVID-19.
121	General	COR	Property Tax Module Investigation (website)							Project deferred to 2021 due to COVID-19.
122	General	COR	Wilmot Water Financial Plan Update					X	X	Project anticipated to be completed in late Q4 2020.

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123	General	COR	Ergonomic Assessment Program							Project deferred to 2021 due to COVID-19.
124	General	COR	Job Hazard Assessments							Project deferred to 2021 due to COVID-19.
125	General	COR / PFRS	Review/Implement Recreation Financial Assistance for Seniors							Project deferred to 2021 due to COVID-19.
126	New Initiatives	COR	Update Green and Clean Community Webpage							Project Completed.
127	New Initiatives	COR	Grant Application: Amp it up 2.0 (Asset Management Plan Support)	X	X					Application successful for additional consulting support from PSD.
<b>PARKS, FACILITIES AND RECREATION SERVICES</b>										
128	Capital Program	PFRS	NH Library - Replace Rooftop HVAC Unit							Project deferred to 2021 due to COVID-19.
129	Capital Program	PFRS	NH Arena - Engineering/Re-commissioning Study Report to Council				X	X	X	Implementation of recommendations included in the 10-year Capital Plan.
130	Capital Program	PFRS / ILS	Permanent Off-Leash Dog Park	X						Project completed.
131	Capital Program	PFRS	Admin Complex - Boiler replacement							Project deferred to 2021 due to COVID-19.
132	Capital Program	FAC&REC	Kirkpatrick Park Parking Lot Reconstruction	X	X	X				Project completed.
133	Capital Program	PFRS	Admin Complex - LED lighting retrofit							Project deferred to 2021 due to COVID-19.
134	Capital Program	PFRS	NHCC, SACC, NDCC Kitchen Renovations	X	X	X	X			Projects completed.
135	Capital Program	PFRS	Admin Complex - Parking Lot Expansion Design / Temporary Lighting Replacement							Project delayed due to COVID-19. Project to be aligned with Prime Minister Path project.
136	Capital Program	PFRS	Haysville CC - Games Room repurposing	X	X					Project completed.
137	Capital Program	PFRS	Install Automatic Field Irrigation System at WRC							Project deferred to 2021 due to COVID-19.
138	Capital Program	PFRS	LED lighting retrofits at WRC (Aquatic Centre)							Interior lighting complete except Aquatic changerooms. Exterior completed in Q2 of 2020.
139	Capital Program	PFRS	27 Beck Street Parking Lot regrading/resurfacing project	X	X					Project completed.
140	Capital Program	PFRS	Artificial Turf Field at Waterloo Oxford with WRDSB	X	X	X	X	X	X	Project underway - completion scheduled for Q-4 or Q-1 of 2021 depending on weather.
141	Capital Program	PFRS	Trail Development - Beckdale North Trail	X	X	X				Project completed.
142	Capital Program	PFRS	Trail Development - Schneller / Country Creek Pathway	X	X	X				Project completed.



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143	Capital Program	PFRS	Trail Development - Laschinger Woods Trail	X	X	X				Project completed.
144	Capital Program	PFRS	Trail Development - Nith River Pathway					X	X	Preliminary design underway.
145	Capital Program	PFRS / DS	Trail Development - Gibney Forest / Sandhills Road Multi-Use Pathway			X	X	X	X	Project in design phase; anticipated construction in 2021.
146	Capital Program	PFRS	Update Ice Needs Study	X	X	X	X			Project completed.
147	Capital Program	PFRS	Replace Flooring in NDCC, SACC and WRC Washrooms	X	X	X				Project completed.
148	Capital Program	PFRS	Electric Vehicle Charging Stations	X	X	X	X	X	X	Project underway. Locations are finalized. Project being led by the Region.
149	Capital Program	PFRS	Aquatic Centre Tile Regrouting project	X						Project completed.
150	Capital Program	PFRS	Playground Upgrades - Haysville	X						Project completed.
151	Capital Program	PFRS	Mannheim CC Tile Replacement	X	X					Project completed.
152	Capital Program	PFRS	Playgrounds Upgrades - New Hamburg (Optimist Park and Constitution Park)			X	X	X	X	Projects underway. RFP's awarded and installation expected in Q-4.
153	Capital Program	PFRS	Mausoleum Repairs - Riverside Cemetery							Project deferred to 2021 due to COVID-19.
154	COVID-19	PFRS	Regional Recreation Directors COVID-19 Task Force Committee and Wilmot Emergency Control Group	X	X	X	X	X	X	Ongoing meetings
155	COVID-19	PFRS	COVID-19 Protocols for Reopening of Recreation Facilities	X	X	X	X	X	X	Protocols for ice, pools, rec programs and walking track complete and implemented. Changes are made with each new legislative modification.
156	COVID-19	PFRS	Deep Cleaning and cleaning maintenance of all Recreation Facilities	X	X	X	X	X	X	Project complete. This occurred during the COVID closure. Ongoing cleaning protocols are in use and fogging equipment is being utilized daily in arenas and pools.
157	COVID-19	PFRS	Implementation of COVID-19 Protocols / Procedures for User Groups	X	X	X	X	X	X	Implementing screeners, security, program alterations, interior protocol, exterior protocol
158	General	PFRS	Governance Policy - Municipal Alcohol Policy (MAP)	X	X	X	X	X		Project completed.
159	General	PFRS	Standard Operating Procedures Manual Development	X	X	X	X	X	X	Ongoing review & update Policies and Procedures for WRC and other Parks and Recreation operations.
160	General	PFRS	Green Bin / Organics Collection Program for Community Centres							Project deferred to 2021 due to COVID-19.
161	General	PFRS	NH Arena - Equipment Shed Column Repairs				X	X		Project underway, delay due to COVID-19.
162	General	PFRS	Wilmot Smart Commute Program							Project deferred to 2021 due to COVID-19.
163	General	PFRS	New Dundee Park Concession Booth Investigation				X	X	X	Project underway.



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164	General	PFRS	Fire Safety/Emergency Plan for WRC	X	X	X				Project completed.
165	General	PFRS	Review and update Fire Safety/Emergency Plan for Admin building & Castle Kilbride.			X	X	X		Project underway. Documents updated; training expected in Q-4.
166	General	PFRS	Review and update Fire Safety/Emergency Plan for New Hamburg CC			X	X	X		Project underway. Documents being updated.
167	General	PFRS	Review Goose Control Program				X	X	X	Research underway.
168	General	PFRS	Review and Gap Analysis of PFRS Procedures		X		X			Review was delayed due to COVID-19 however the Ice Allocation Procedure was completed and a new Graffiti & Vandalism Removal Procedure was developed and implemented.
169	General	PFRS	Update Cemetery procedures and forms				X	X	X	Project underway.
170	Strategic Plan	PFRS	Healthy Communities Week							Event cancelled due to COVID-19.
171	Strategic Plan	PFRS	Volunteer Recruitment, Management, Retention, Recognition Workshop(s)							Project completed.
172	Strategic Plan	PFRS	Research, Develop and Implement Seniors/Youth Programming			X	X	X	X	YAC Employee working on this project.
173	Strategic Plan	PFRS	Trails Master Plan - Implementation and Monitoring	X	X	X	X	X	X	On-going. Completion of several trail links this year.
<b>PUBLIC WORKS AND ENGINEERING</b>										
174	Capital Program	PW&E	Hannah & Lewis Street Reconstruction							Easement work complete. Surface asphalt deferred to 2021/22.
175	Capital Program	PW&E	Vehicle Replacement - Utilities Service Vehicle (402-10)				X	X	X	Awarded in Council Report PW2020-10. Delivery late 2020 or early 2021.
176	Capital Program	PW&E	Wilmot & Church Street Reconstruction (Phase 1 and 2)	X	X	X	X	X		Phase 1 awarded in Council Report PW2020-05. Base asphalt to be complete in November. Phase 2 tender anticipated for late fall for 2021 construction.
177	Capital Program	PW&E	Snyder's Road Reconstruction (Regional Project)	X	X	X	X	X	X	Region project final design on-going, Region to release tender in Q4 2020 or Q1 2021. Anticipate construction 2021-2023.
178	Capital Program	PW&E	Holland Mills Bridge							Heritage Committee working on sign.
179	Capital Program	PW&E	Notre Dame Drive Reconstruction (Regional Project)							Region project delayed to 2021 due to COVID-19.
180	Capital Program	PW&E	Morningside Trunk Sanitary Sewer EA			X	X	X	X	RFP Awarded in Council Report PW2020-14. Study on-going.
181	Capital Program	PW&E	Sanitary System Infiltration Study	X	X	X	X	X	X	RFP Awarded in Council Report PW2019-16. Study on-going.
182	Capital Program	PW&E	Bridge Inspections (OSIM)	X	X	X				Project completed.
183	Capital Program	PW&E	Snow Storage Review							Consolidated with 2021 project for service review/space needs.

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184	Capital Program	PW&E	Settlement Signage							Project delayed to 2021 to align with branding exercise.
185	Capital Program	PW&E	Sidewalk Repair and Replacement Program	X	X	X	X			Awarded in Council Report PW2020-09. Work generally completed.
186	Capital Program	PW&E	Guiderail Program				X	X	X	Anticipate RFT/Q release in Q4 or 2021.
187	Capital Program	PW&E	Hot Mix Paving Program	X	X	X				Awarded in Council Report PW2020-07. Project completed.
188	Capital Program	PW&E	Surface Treatment Program	X	X	X				Awarded in Council Report PW2020-06. Project completed.
189	Capital Program	PW&E	Gravel Crushing, Hauling and Maintenance Program	X	X	X				Extraction contract awarded in Council Report PW2020-10. Maintenance completed.
190	Capital Program	PW&E	Vehicle Replacement - Single Axle Dump Trucks (303-10 and 307-11)	X	X	X	X	X	X	RFP Awarded in Council Report PW2020-12
191	Capital Program	PW&E	Stripe/Stall/Template Painter Unit & Trailer	X	X	X				Project Complete.
192	Capital Program	PW&E	Vehicle Replacement - 4x4 Pickup c/w Plow and Salter (304-10)	X	X	X	X			RFP Awarded in Council Report PW2020-16
193	Capital Program	PW&E	Radar Speed Display Signs	X	X	X	X			Signs purchased. Project delayed due to COVID-19
194	Capital Program	PW&E	Trench Box Units	X						Project completed.
195	Capital Program	PW&E	Stormwater Infrastructure Master Plan and Rate Study	X	X	X	X	X	X	Anticipate Q4 release for Master Plan RFP. Rate Study anticipated in 2021.
196	Capital Program	PW&E	Greenwood Drive and Nafziger Road Engineering	X	X	X	X	X	X	Design work on-going.
197	Capital Program	PW&E	Gingerich Road Watermain Connection Improvements	X	X	X	X	X	X	Design work completed. Tendering with Wilmot Street Phase 2 for construction in 2021.
198	Capital Program	PW&E	Municipal Drain Maintenance	X	X	X	X	X	X	Biesel, Doering, Don Meyers, Ivan Gingerich, Krampien, Lisbon, Straus
199	Capital Program	PW&E	Municipal Drain Database Digitization	X	X	X	X	X	X	On-going.
200	Capital Program	PW&E	Oxford Road 5 Culvert Replacements (County Project)	X	X	X	X			Project completed.
201	Capital Program	PW&E	Bridge Street Bridge #34/B-T9 EA		X	X	X	X	X	RFP Awarded in Council Report PW2020-11 to K Smart for Environmental Assessment and Preliminary Design Work. Field work on-going, stakeholder consultant underway.
202	COVID-19	PW&E	Region Public Works Operations Group	X	X	X	X	X	X	On-going
203	COVID-19	PW&E	Region Pandemic Infrastructure COVID-19 Control Group	X	X	X	X	X	X	On-going
204	COVID-19	PW&E	Wilmot Emergency Control Group	X	X	X	X	X	X	On-going

Item	Functional Area	Department	Project Description							Notes
				J	A	S	O	N	D	
205	COVID-19	PW&E	Safe Operating protocols and staff training at PWOC	X	X	X	X	X	X	On-going
206	General	PW&E	Confined Space Entry Program Review	X	X	X	X	X	X	On-going
207	General	PW&E	Maintenance Standard 239/02 Review	X	X	X	X	X	X	On-going
208	General	PW&E	Sidewalk and Parking Lot Maintenance Review	X	X	X	X	X	X	On-going
209	General	PW&E	Public Works & Engineering Website Updates	X	X	X	X	X	X	On-going.
210	General	PW&E	Internal Drinking Water Quality Management System (DWQMS) Audit	X	X	X	X	X		Anticipate completion Q4 2020.
211	General	PW&E	Rogers Telecom Utility Project	X	X	X	X	X	X	On-going.
212	General	PW&E	Infrastructure Standards and Specifications Manual	X	X	X	X	X	X	On-going joint project with Woolwich. Anticipate formal completion in 2021.
213	General	PW&E	Municipal Consent Requirements Manual	X	X	X	X	X	X	On-going. Anticipate formal document in Q4 2020 or 2021.
214	General	PW&E / DS	Sanitary Growth Servicing Study	X	X	X	X	X	X	On-going.
215	General	PW&E	Joint Township Shared Services and Purchasing Initiatives	X	X	X	X	X	X	On-going. Meetings with service or purchasing partners as needed.
216	General	DS / PW&E	Source Water Protection and Salt Management Reporting and Updated Plan	X	X	X	X	X	X	Initiation of Round 2 of SSMMIP complete (over 50% completion in first 6mos of 5 year window)
217	New Initiatives	PW&E	Sewer Approvals Download from Province			X	X	X	X	Project plan being developed to achieve timelines outlined by the Province. Ministry has advanced 2021 timelines substantially.
218	New Initiatives	PW&E	Storm Inventory Field Program	X	X	X	X	X	X	Linear data collection and small sized culverts mostly complete. Facility data collection to be completed in Q2 2021. Mapping updates on-going.
219	New Initiatives	PW&E	Traffic and Parking ByLaw Schedule Review					X	X	Reviewing parking restrictions in urban areas at the request of internal and external stakeholders.
220	New Initiatives	PW&E	Regional Road Maintenance discussions - Townships					X	X	Region of Waterloo requesting discussions with Township staff regarding opportunities for Township maintenance of Regional roads.
<b>FIRE SERVICES</b>										
221	COVID-19	FIRE	Target Solutions - On Line training Platform	X	X	X	X	X	X	Joint Purchase Negotiated by Wilmot with 3 township fire services- Installed and setup system to provide virtual training platform to firefighters
222	COVID-19	FIRE	Comprehensive Pandemic Response Policy	X	X					Project completed
223	COVID-19	FIRE	Wilmot Emergency Control Group	X	X	X	X	X	X	On going support for Pandemic Response
224	COVID-19	FIRE	Re-opening Task Force Committee	X	X	X	X	X	X	Committee to oversee reopening procedures and to support on going weekly changes to maintain safe work locations for township employees

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
225	COVID-19	FIRE	CEMC - Regional COVID-19 Control Group	X	X	X	X	X	X	On-going
226	COVID-19	FIRE	Area Fire Chief COVID-19 Working Group	X	X	X	X	X	X	On-going
227	COVID-19	FIRE	Township Facilities COVID-19 Retrofitting	X	X	X	X	X	X	Procurement, Implementation, Procedure Development, Monitoring, Training
228	Capital Program	FIRE	Mounted Apparatus Pressure Washers	X	X					Project completed
229	Capital Program	FIRE	Coveralls and Safety Boots	X	X					Project completed
230	Capital Program	FIRE	Thermal Imaging Cameras							Project deferred to 2021 due to COVID-19.
231	Capital Program	FIRE	SCBA Replacement Program/RFP	X	X					Project completed
232	Capital Program	FIRE	Water/Ice Rescue Level of Service	X	X	X				Project completed
233	Capital Program	FIRE	Supply and Install Commercial Washers/Dryers	X						Project completed
234	Capital Program	FIRE	Station 3 Renovations	X						Project completed
235	Capital Program	FIRE / CAO	Fire Master Plan	X	X	X	X	X	X	Final Draft to be discussed at Steering Committee - anticipate Fire Master Plan and report to Council Dec 7, 2020
236	Capital Program	FIRE	P-25 Regional Radio System	X	X	X	X	X	X	P25 system operational and being monitored
237	Capital Program	FIRE	Replace Pumper 611	X	X	X	X	X	X	Report to Council November 16, 2020
238	Capital Program	FIRE	Fire Department Pickups	X	X	X	X	X	X	RFP released Q-4 - Recommendations and report to Council pending
239	Capital Program	FIRE	Showers Womens washroom Station 1 Baden							Project deferred to 2021 due to COVID-19.
240	Capital Program	FIRE	Station 2 ND Landscaping	X	X	X	X			Project completed
241	Capital Program	FIRE	Concrete Aprons Station 1 Baden	X	X	X	X	X		Project completed
242	Capital Program	FIRE	Medical Recertification	X	X	X	X			Project completed
243	General	FIRE	Annual Mandatory Fire Pump Testing Program	X						Project completed
244	General	FIRE	Implement H2S Detectors/SOG/Training							Project deferred to 2021 due to COVID-19.
245	General	FIRE	Emergency Management Training							Project completed

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
246	General	FIRE	Fire Safety Plans – Township Facilities	X	X	X				Annual reviews will be conducted as per the FPPA
247	General	FIRE	DZ Licensing							Project deferred to 2021 due to COVID-19.
248	General	FIRE	Live Fire Training							Project completed in 2019, Deferred in 2020 due to COVID-19
249	General	FIRE	Flood Preparedness Open House/Emergency Preparedness	X	X	X	X			Project deferred due to COVID-19 - Public Education Information continues using online content
250	General	FIRE	Alert Waterloo Region Mass Notification System	X	X	X	X	X	X	Promotion continues.
251	General	FIRE	Update H&S SOP's and SOG's	X	X	X	X	X	X	On-going - annual requirement
252	General	FIRE	Firefighter Green Light Program - Research							Project deferred to 2021 due to COVID-19.
253	General	FIRE	FirePro Firefighter Training Records Management	X	X	X	X	X	X	On-going - annual requirement
254	General	FIRE	FirePro Station Inventory Updates	X	X	X	X	X	X	On-going - annual requirement
255	General	FIRE	Revision / Updating of Departmental SOG's	X	X	X	X	X	X	On-going - annual requirement
256	General	FIRE	Recruit Firefighter Training	X	X	X				Recruitment completed.
257	General	FIRE	Burn Bylaw Review/Update							Project deferred to 2021 due to COVID-19.
258	General	FIRE	Fire Route Bylaw/Update							Project deferred to 2021 due to COVID-19.
259	General	FIRE	First Aid Certification - New Recruits	X	X	X				Project completed
260	General	FIRE	Grant Application - Bullex Fire Extinguisher Training System							Grant application unsuccessful
261	General	FIRE	Township Lock Box Program	X	X	X	X	X	X	Project on-going throughout approved within the Township
262	General	FIRE	Door to Door Smoke Alarm Program	X	X	X	X	X	X	Project deferred to 2021 due to COVID-19.
263	General	FIRE	Electrical Safety Training							Project completed
264	General	FIRE	Fire Prevention/Pub Ed - Schools, Rural Residence, Fall Open House	X	X	X	X	X	X	On-going
265	New Initiatives	FIRE	Apparatus Lock Box Program	X	X					Project completed
266	New Initiatives	FIRE	Emergency Management Evacuation Centers	X	X					Project completed

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
267	New Initiatives	FIRE	Hose Testing							Project completed
268	New Initiatives	FIRE	Play Safe/Be Safe School Program			X	X	X		Project deferred to 2021 due to COVID-19.
269	New Initiatives	FIRE	Pro Board Certification	X	X	X	X	X	X	On-going
270	New Initiatives	FIRE	Dry Hydrant Access Point - Alder Lake Dam			X	X	X		Project Completed.
271	New Initiatives	FIRE	P25 Voice Radio Executive Committee	X	X	X	X	X	X	Monthly Committee meeting attendance
272	New Initiatives	FIRE	P25 Operations Committee	X	X	X	X	X	X	Monthly Committee meeting attendance
273	Strategic Plan	FIRE	Review/Update By-Law to Establish a Fire Department	X	X	X	X	X	X	To be completed in conjunction with Fire Master Plan
<b>DEVELOPMENT SERVICES</b>										
274	Capital Program	DS	Township Zoning Bylaw Review (Implementation)	X	X	X	X			Project successfully completed with no appeals.
275	Capital Program	DS / PFRS / CAO	Smith Creek Carbon Sink Design name formally changed to Schout Wetlands	X	X	X	X	X	X	Ongoing - staff support provided to concept design team as needed
276	Capital Program	DS	Building Permit Software	X	X	X	X	X	X	Completed - implementation in field to commence January 2021
277	Capital Program	DS/CK	Cultural Heritage Landscape Study	X	X	X	X	X	X	Ongoing - Directors sit on Project Team - consultant background work underway
278	COVID-19	DS	BESTWR - Industry and Agriculture Working Group	X	X	X	X	X	X	Ongoing - meetings as needed to consider the impacts of Covid on this sector of economy
279	COVID-19	DS	BESTWR - Construction Working Group	X	X	X	X	X	X	Ongoing - meetings as needed to consider the impacts of Covid on this sector of economy
280	COVID-19	DS	BESTWR - Tourism, Culture and Hospitality Industry Sub-Group	X	X	X	X	X	X	Ongoing - meetings bi-weekly to consider the impacts of Covid on this sector of economy
281	COVID-19	DS	Pandemic Patio Regional Working Group	X	X	X	X	X	X	Ongoing - meetings as needed to promote effective, consistent temporary patio policies
282	COVID-19	DS	Transition of Services to online environment							Completed - Planning and Building application portals successfully created and implemented
283	COVID-19	DS	Waterloo Region Area Planners COVID-19 Working Group	X	X	X	X	X	X	Ongoing - meeting weekly to discuss emerging issues and impacts
284	COVID-19	DS	Digital Permit Submission / Review / Issuance Pilot							Completed - transition to fully digital environment expedited due to Covid office closure
285	General	DS	Sign Bylaw Review							Project deferred to 2021 due to COVID-19.
286	General	DS	Municipal Tree Canopy Policy Consolidation Exercise							Project deferred to 2021 due to COVID-19.

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
287	General	DS	Bill 66 / Amendment No. 1 to Growth Plan / Planning Act & PPS Review	X	X	X	X	X	X	Ongoing - will be completed through RMOW MCR process
288	General	DS	Building Permit Fees Review (Non-Res)							Project Completed.
289	General	DS	Green Building Standards Regional Committee							Project deferred to 2021 due to COVID-19.
290	General	DS	High Speed Rail EA / Greenbelt Expansion Study Area							Due to Covid these projects have been delayed or discontinued by the Province
291	General	DS	Region of Waterloo Municipal Comprehensive Review (MCR)	X	X	X	X	X	X	Ongoing - Director sits on Municipal Working Group
292	General	DS	Take Action on Radon - Study Review							Test pilot project completed
293	General	DS	Township Official Plan Review (Implementation)	X	X	X	X			Project completed
294	General	DS / COR	Backwater Valve Program Review							Deferred to 2021 due to delays in GRCA study
295	General	DS / PW&E	Source Water Protection and Salt Management Reporting and Updated Plan	X	X	X	X	X	X	Initiation of Round 2 of SSMMIP complete (over 50% completion in first 6mos of 5 year window)
296	New Initiatives	DS / PW&E	Sanitary Growth Servicing Study					X	X	Initial startup meeting Q4
297	New Initiatives	DS	Development Application Process Review - Lean 6 Sigma	X	X	X	X	X	X	Ongoing - effort to reduce duplication of effort and streamline dev approvals Region wide
298	New Initiatives	DS	RMOW JART (Joint Agency Review Team) for aggregate applications					X	X	Discussions on the potential for a collaborative one window approach to aggregates reviews
299	New Initiatives	DS	Digitization of property files		X	X	X	X	X	Ongoing - a subset of Building Software capital project - approximately 75% of files now scanned
300	New Initiatives	DS	Zone 14 - Extractive Industrial zoning category review				X	X	X	Ongoing - background research initiated - public process anticipated Q2 - 2021
301	New Initiatives	DS	Planning Fees Review				X	X	X	Project completed - to be implemented through Budget 2021
<b>CASTLE KILBRIDE</b>										
302	Capital Program	CK	Castle Kilbride Historic Flooring project			X	X			Project completed
303	Capital Program	CK	Wayfinding Signage for Administration Building							Project completed
304	Capital Program	CK	Wayfinding Interior Signage for Castle Kilbride							Project deferred to 2021 due to COVID-19.
305	Capital Program	CK	Historic front door repair at Castle Kilbride		X					Completed
306	Capital Program	CK/PW	Holland Mills Bridge Heritage Commemoration sign							Project deferred to 2021 due to COVID-19.



Item	Functional Area	Department	Project Description							Notes
				J	A	S	O	N	D	
307	Capital Program	CK	Artifact Storage Room review/assessment							Underway to be completed in Q4 in preparation for rolled storage in 2021
308	COVID-19	CK	Social Media Museum Campaign	X	X	X	X	X	X	Ongoing; Social media presence increased during COVID to engage the public more; Included #MuseumFromHome as well as new videos that highlighted the re-opening of the museum, new flooring project and more to come in Q4.
309	COVID-19	CK	Explore themed online exhibits	X	X	X	X	X	X	On-going
310	COVID-19	CK	Explore online ticket purchasing for museum tours	X	X					Completed; Staff researched and coordinated an online ticketing system using EventBrite. Pre-visit information and COVID protocol is featured as part of the ticket process to assist with screening upon arrival.
311	COVID-19	CK/PFRS	COVID-19 Online Resources #MuseumFromHome and #RecFromHome	X	X					Completed
312	COVID-19	CK	Post-COVID Museum Plan with Re-opening Task Force	X	X					Completed; Worked with Wilmot Task Force and Region of Waterloo Public Health to create a safe reopening plan. Castle Kilbride re-opened August 29.
313	COVID-19	CK	Regional and Provincial Museum and Archives Group	X	X	X	X	X	X	On-going
314	COVID-19	CK	Established a Historic House Museum Reopening Group	X	X	X	X	X	X	On-going
315	COVID-19	CK	Castle Kilbride Reopening Strategy	X	X					In conjunction with Public Health for safe reopening
316	COVID-19	CK	Wilmot Emergency Control Group	X	X	X	X	X	X	On-going
317	COVID-19	CK	Training Manual for staff and volunteers							Completed; Staff further revised the new manual to reflect COVID-19 protocol and procedures for tourism at the museum
318	COVID-19	CK/COR	Monthly Newsletter for Wilmot Residents							Designed a new monthly newsletter to communicate township information to residents during COVID that can be used for future communication.
319	COVID-19	CK	Grant Application - Museums Assistance Program (MAP)							Completed; Grant application for emergency COVID relief for heritage collections was successful and \$28,456 was awarded. Funding will support rolled storage initiative.
320	General	CK	Grant Applications - Summer Youth Employment							Project completed
321	General	CK	Plan 2020 initiatives with Chairperson from Castle Kilbride							Project completed
322	General	CK	Plan 2020 initiatives with Chairperson from Heritage Wilmot							Project completed
323	General	CK	2020 Heritage Day							Completed; Heritage Day was hosted Feb. 22 in New Dundee.
324	General	CK	Castle Outdoor Summer Concert Series							Cancelled due to COVID-19
325	General	CK	Drop-in' family days for recognized PD Days for Public, Separate and Home School groups							Cancelled due to COVID-19
326	General	CK	Recruitment and Onboarding - Full-Time Museum Assistant							Deferred due to COVID-19

Item	Functional Area	Department	Project Description							Notes
				J	A	S	O	N	D	
327	General	CK	Recruitment and Onboarding - Summer Staff		X	X	X	X	X	Underway; Federal and Provincial funding agencies during COVID permitted museums to defer summer start dates for student employment. Students began work at Castle Kilbride mid-August and is a combination of PT and FT hours to accommodate online school.
328	General	CK	Spring/Summer Programs and Events at Castle Kilbride							Cancelled due to COVID-19
329	General	CK	Spring/Summer exhibits							Exhibits planned; implementation deferred due to COVID-19
330	General	CK	Community Museum Operating Grant (CMOG)							Project Completed
331	General	CK	Solicit Colleges/Universities for Internship proposals							Completed in Q1; Implementation Deferred to 2021 due to COVID-19
332	General	CK/ ILS	Review Terms of Reference for the Castle Kilbride and Heritage Wilmot Advisory Committees							Project deferred to 2021 due to COVID-19.
333	General	CK	Update the Castle Kilbride Five Year Museum Plan							Project deferred to 2021 due to COVID-19.
334	General	CK	Fall/Winter Exhibits							Exhibits suspended due to COVID-19
335	General	CK	Winter Programs and Events							Regular programming cancelled due to COVID-19; Modified Christmas tours will be offered
336	General	CK	Research and Plan Draft 2021 Special Event and Exhibit list				X	X		Project Completed
337	General	CK / CAO	Continue Rural Tourism Strategies with Waterloo Region Tourism Marketing Corporation (WRTMC).	X	X	X	X	X	X	Ongoing; Welcomed last FAM Tour coordinated by WRTMC on February 27 which generated additional interest in Castle Kilbride and Wilmot Township from potential tour operators.
338	New Initiatives	CK	Feature Series - New Hamburg Independent	X	X	X	X	X	X	Coordinate featured articles specific to Castle Kilbride and Wilmot Township written by committee members, volunteers and staff
339	New Initiatives	CK/COR	Asset Management - Cultural Asset Inventory	X	X					Completed; Created a detailed inventory of all cultural assets complete with descriptions, value and photographs.
340	New Initiatives	CK	Update and refresh Castle Kilbride and Heritage Wilmot websites	X	X					Completed
341	Strategic Plan	CK	Designate Property under Part IV of the Ontario Heritage Act							Project deferred to 2021 due to COVID-19.
342	Strategic Plan	CK	Update Non-Designated Register of Heritage Properties	X	X	X	X	X	X	Ongoing - Heritage Wilmot to provide updated list Q1 of 2021
343	Strategic Plan	CK	Research a Public Art Policy							Project deferred to 2021 due to COVID-19.
344	Strategic Plan	CK/ILS	Prime Ministers Path	X	X	X	X	X	X	Project paused by Council Resolution No. 2020-104.
345	Strategic Plan	CK/DS	Cultural Heritage Landscape Study							Ongoing; Led by the Region and background work is underway.