

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
OFFICE OF THE CAO										
1	Capital Program	CAO / FIRE / COR / ILS	Four (4) Township Joint Service Delivery Review	X	X	X	X	X	X	Joint GIS Framework and IT Master Plan process has been initiated. Fire Services and Library will be priority focus for remainder of 2021, reports pending
2	Strategic Plan	CAO / ILS / PFRS / COR	Township Inclusion and Diversity Advisory Committee		X	X	X			Staff continue to review Terms of Reference for Inclusion and Diversity Committees at area municipalities. Formal documents have been delayed, pending completion of PM Path Recommendations.
3	Strategic Plan	CAO / CLT	Coalition of Inclusive Municipalities Application	X	X	X	X	X	X	Staff continue to work with the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO) to consider and prepare an application to join the Coalition of Inclusive Municipalities, as per Report ILS 2021-06.
4	Strategic Plan	CAO / COR / DS / PFRS / ILS	Reconciliation Action Plan Working Group	X	X	X	X	X	X	Staff representatives continue participating on committee and sub-committee meetings, as per Report COR 2021-029.
5	Strategic Plan	CAO	Prime Ministers Path Stakeholders Consultation	X	X	X				Consultation complete, implementation plan being prepared with incoming CAO.
6	Strategic Plan	CAO / CK / ILS	Prime Ministers Path Committee							Complete
7	Strategic Plan	CAO / COR / ILS / CK	Grant Application - Community Support, Multiculturalism and Anti-Racism Initiatives Program							Joint preparation of a grant application submission to support The Prime Ministers Path Stakeholders Consultation Project.
8	New Initiatives	CAO	TransformWR 80x50							Project completed. Council endorsed the 80x50 strategy and a 50x30 challenge. Implementation strategy being developed.
CORPORATE LEADERSHIP TEAM / ALL DEPARTMENTS										
9	General	CLT	Annual Performance Management and Review Program			X	X	X	X	New performance review program nearing completion and will be ready for October implementation.
10	General	CLT	Organizational Corporate Culture Review and Implementation			X	X	X	X	Two CLT teamwork sessions held, Council and all staff updated on outcomes of Corporate Culture Review, regular communications with all staff from Acting CAO.
11	General	CLT	Diversity and Inclusion Training							Project completed for all Full-Time Staff. Part-time training pending staff recalls.
COVID-19 RESPONSE										
12	COVID-19	CLT	Emergency Control Group Meetings	X	X	X	X	X	X	Meetings continue to be held on an ad hoc basis, as Township staff adapt to changes from the Province regarding COVID-19 Response.
13	COVID-19	CLT	Regional Pandemic Working Groups Meetings	X	X	X	X	X	X	Regional CAOs, Regional Control Group, Rural Pandemic Recovery Coordinating Committee, Area Clerks, Area Treasurers, Regional Communications, Regional Enforcement, Regional Human Resources, Regional Recreation, Regional Vaccine Task Force, Regional Patio Working Group, Regional Planning, Regional CEMC's
14	COVID-19	CLT	Implementation of COVID-19 Protocols, Operating Procedures and Staff Training as per Legislation	X	X	X	X	X	X	All Departments continue to update and adapt processes to COVID-19 requirements.
15	COVID-19	CLT	Re-opening Task Force	X	X	X	X	X	X	
16	COVID-19	CLT	Enforcement of Provincial Orders Relative to COVID-19	X	X	X	X	X	X	
17	COVID-19	CLT	Communications Regarding COVID-19 Decisions, Updates, and General Information	X	X	X	X	X	X	

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
CASTLE KILBRIDE										
18	Strategic Plan	CK	Research and development of a Public Art Policy	X	X	X	X	X	X	
19	Capital Program	CK	Wayfinding Interior Signage for Castle Kilbride	X	X	X	X	X	X	
20	Capital Program	CK	Rolled Storage for artifact storage room	X	X	X	X	X	X	
21	General	CK	Grant Application - Community Museum Operating Grant (CMOG)							Completed
22	General	CK	Grant Application - Young Canada Works							Completed
23	General	CK	Grant Application - Canada Summer Jobs							Completed
24	General	CK	Create social engagement program for 2021 (printed, video, social media posts)							Completed and staff will review as necessary.
25	General	CK	Develop online exhibits	X	X	X	X	X	X	
26	General	CK	Develop virtual programming	X	X	X	X	X	X	Hosted first class in Q2.
27	General	CK	Recruitment and Onboarding - Full-Time Museum Assistant							Completed. The new Museum Assistant began Q2.
28	General	CK	Review and update museum policies	X	X	X	X	X		
29	General	CK	Archives Room reorganization	X	X	X	X	X	X	
30	General	CK / ILS	Review Terms of Reference for the Castle Kilbride and Heritage Wilmot Advisory Committees			X	X	X		
CORPORATE SERVICES										
31	Strategic Plan	COR / PFRS	Financial Assistance Program for Seniors	X	X	X				Project deferred pending return of full staff complement.
32	Strategic Plan	COR	Asset Management Planning Strategy and Policy Development							Project works continue with PSD CityWide. O. Reg. deadline extended due to COVID-19.
33	Strategic Plan	COR	Establish Debt Management Governance Policy	X	X	X	X	X		Staff working with MFOA to update existing policy based on industry best practices.
34	Strategic Plan	COR	Establish Municipal Investment Governance Policy	X	X	X				Staff working with MFOA to update existing policy based on industry best practices.
35	Strategic Plan	COR	Review / Update Dedicated Infrastructure Investment Strategy				X	X	X	Updated levy requirement to be included as part of Municipal Budget 2022.
36	Capital Program	COR	Development Charges Study Update	X						Project completed. By-Law approved at July 12, 2021 Council Meeting.
37	Capital Program	COR	Establish Corporate GIS Framework	X	X	X	X			Joint ELA established with Township's of Woolwich and Wellesley. Implementation works on-going across impacted service areas.
38	General	COR	Information Technology Master Plan			X	X	X		Funding received from Municipal Modernization Program. RFP for consultant selection issued.
39	General	COR	Corporate HR Guidelines Update / Training	X	X	X	X	X	X	Updates and online training continuing throughout 2021.

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
40	General	COR	Health and Safety Excellence Program	X	X	X	X			Work towards three (3) target areas is on-target for completion in 2021.
41	General	COR	Violence and Harassment Policy Implementation and Training							Project completed.
42	General	COR	Ergonomic Assessment Program	X	X					Project deferred pending post-COVID return-to-work guidelines.
43	General	COR	Desktop Management Software & Help Desk Deployment			X	X	X		Platform rollout will occur following comprehensive inventory update as part of overall IT Master Plan exercise.
44	General	COR	Develop and Implement a new IT Orientation Plan for New Staff	X	X					Informal orientation is continuing. Formalized process and tracking to be established following completion of IT Master Plan.
45	General	COR	AMP it up 2.0 (Asset Management Plan Support)							Project completed. Preliminary Asset Management Data Governance guideline established.
46	General	COR	Review / Update Procurement By-Law	X	X	X				Procurement By-Law update on-going. Anticipated to be presented to Council in late Q3.
47	General	COR	E-Bidding Platform Migration		X	X				Platform migration and training scheduled for September 2021
48	General	COR	Establish Centralized Vendor Contract Management Database		X	X	X			Works to be coordinated with Records Management Software launch.
49	General	COR	Establish Standardized Contractor / Consultant Evaluation Program	X	X					Evaluation Form completed, procedure currently in draft stages for review by Purchasing Agents.
50	General	COR	Update Reserve Fund By-Law	X	X	X				Staff working with MFOA to update existing by-law based on industry best practices.
51	General	COR	Grant Application - FCM Municipal Asset Management Program							Project completed. Successful recipient of \$50,000 to support AM Capacity Building and the AM Roadmap works.
52	General	COR	Grant Application - Investing in Canadian Infrastructure - Green Stream Intake 1							Project completed. Unsuccessful in obtaining funding support for Recreation/Hybrid Facility.
53	General	COR	Grant Application - Municipal Modernization Funding Intake 2							Project completed. Successful recipient of \$32,500 to support the IT Master Plan.
54	General	COR	Grant Application - National Disaster Mitigation Program							Project completed. Unsuccessful in obtaining funding support for Backwater Valve Program.
55	General	COR	Grant Application - Investing in Canadian Infrastructure - COVID Stream							Project completed. Successful recipient of \$223,968 to support HVAC Upgrades at Admin Complex.
56	General	COR	Grant Application - Celebrate Canada 2021							Project completed. Successful recipient of \$3,600 to support National Indigenous Peoples Day and Canada Day Events.
57	New Initiatives	COR / DS	Grant Application - Ontario Community Environmental Fund (OCEF)	X	X	X				Application submitted for funding support of Backwater Valve Program.
58	New Initiatives	COR / FIRE	Grant Application - Fire Services Grant	X						Project completed. Successful recipient of \$9,600 to support COVID impacts on Fire Services Training requirements.
59	New Initiatives	COR / CK	Grant Application - Community Museum Digital Capacity Top-Up Funding	X						Project completed. Successful recipient of \$3,000 to support enhanced digital programs and services at Castle Kilbride.
60	New Initiatives	COR / PFRS	Grant Application - Canada Healthy Communities Initiative - Intake 1							Project completed. Unsuccessful in obtaining funding towards the Mannheim Multi-Use Pad.
61	New Initiatives	COR / ILS	Grant Application - Canada Healthy Communities Initiative - Intake 2	X						Application submitted for funding support of Records Modernization Program.
62	New Initiatives	COR / PW&E	Grant Application - Investing in Canadian Infrastructure - Green Stream Intake 2	X	X	X				Staff compiling application for funding support of Snyder's Road Underground Infrastructure
63	New Initiatives	COR / PFRS / DS / PW&E	Grant Application - Active Transportation Fund		X	X	X			Staff reviewing potential projects that are aligned with program criteria. Application to be launched in early Q3.
64	New Initiatives	COR / CLT	Grant Application - Municipal Modernization Funding Intake 3		X	X	X			Staff reviewing potential projects that are aligned with program criteria for Intake 3. Application to be launched in early Q3.

Item	Functional Area	Department	Project Description							Notes
				J	A	S	O	N	D	
65	New Initiatives	COR / PFRS	Grant Application - OTF: Community Building Fund - Capital Stream			X				Staff reviewing potential projects that are aligned with program criteria. Application to be launched in early Q3.
66	New Initiatives	COR / CAO	RFP and Selection for External HR Consultant							Project completed. Contract awarded to Pesce and Associates.
67	New Initiatives	COR	Pay Equity Analysis	X	X	X				Project works continue with Pesce and Associates.
DEVELOPMENT SERVICES										
68	Capital Program	DS / CK	Cultural Heritage Landscape Study (partners with RMOW / UW)	X	X	X	X	X	X	Public consultation phase ongoing until Dec 31/21
69	General	DS	Joint Review of Regional / Lower-Tier Planning Approvals	X	X	X	X	X	X	Delayed due to personnel changes at Cambridge/RMOW
70	General	DS / PFRS / COR	Mike Schout Wetlands Park Steering Committee	X	X	X	X	X	X	Project underway, regulatory approvals in process
71	General	DS	Regional Municipal Comprehensive Review (MCR) - growth plan to 2051	X	X	X	X	X	X	Director sits as member of Municipal Working Group
72	General	DS	RMOW JART (Joint Agency Review Team) for aggregate applications	X	X	X	X	X	X	Discussions initiated but will be delayed due to personnel changes at RMOW/Woolwich
73	General	DS	Zone 14 - Extractive Industrial zoning category review	X	X	X	X	X	X	Background report completed and posted/circulated for public comment. Presentation to Council September 13, 2021
74	General	DS / PFRS / PW&E	Municipal Tree Canopy Policy Consolidation	X	X	X	X	X	X	Deferred due to Covid from 2020 - background anticipated to begin 4th quarter
75	General	DS	Sign Bylaw Review	X	X	X	X	X	X	Deferred due to Covid from 2020 - background anticipated to begin 4th quarter
FIRE SERVICES										
76	Capital Program	FIRE	Joint Service Fire Training Program	X	X	X	X	X	X	Consultant presented to Council February 22, 2021, Service level agreement pending
77	Fire Master Plan	FIRE	Station 3 Back up Location (Flooding Event)	X	X	X	X	X	X	FMP Recommendation #18 - Project Completed.
78	Fire Master Plan	FIRE	Emergency Management Plan Redevelopment and Training	X	X	X	X	X		FMP Recommendation #21 - Training to be completed Q4
79	Fire Master Plan	FIRE	Review/Update By-Law to Establish a Fire Department							FMP Recommendation #1 Bylaw - Project Completed and approved by Council Feb 22, 2021
80	General	FIRE	Firefighter Green Light Public Education Program	X						Project Completed
81	General	FIRE	Firefighter Training Records Management	X	X	X	X	X		Project Completed.
82	General	FIRE	Burn Bylaw Review/Update	X	X	X	X			Final report to Council in Q3
83	General	FIRE	Fire Route Bylaw/Update	X	X	X	X			Final report to Council in Q3
84	General	FIRE	Modernize Fire Department Records Management System (RMS)	X	X	X	X	X		Working in collaboration with Kitchener FD Dispatch

Item	Functional Area	Department	Project Description							Notes
				J	A	S	O	N	D	
INFORMATION AND LEGISLATIVE SERVICES										
85	Strategic Plan	ILS	Review of the Accountability and Transparency Governance Policy			X	X	X	X	
86	Strategic Plan	ILS	Develop a "Who does What" Education Program	X	X	X	X	X	X	
87	Capital Program	ILS	Records Management Modernization Project	X	X	X	X	X	X	Program approved through Report ILS 2021-12, TOMRMS implementation underway; eSCRIBE implementation underway.
88	Capital Program	ILS	Corporate Branding Implementation and Website Refresh	X	X	X	X	X	X	New brand endorsed. Style Guide for staff use created. Phased implementation underway.
89	General	ILS	Governance Policy - Electronic Participation at Meetings	X	X	X	X			To reflect ongoing electronic participation post pandemic.
90	General	ILS	Cannabis Retail Policy Statement			X	X			
91	General	ILS	Governance Policy - Committee Appointments	X	X	X	X			Underway.
92	General	ILS	Council Code of Conduct	X	X	X	X			Working with the Township Integrity Commission to update the proposed Code.
93	General	ILS	Rollout of 'Thank Your Neighbour' Program							Complete.
94	General	ILS	AODA Desk Audit							Complete.
95	General	ILS	Review and update Flag and Proclamation Governance Policy	X	X	X				
96	General	ILS	Citizen of the Year	X	X	X	X	X	X	Establishing a Citizen of the Year Nominating Committee has been deferred to 2022 due to COVID-19
97	General	ILS	Council for a Day Program 2021		X	X	X	X		Date has been changed to coincide with Local Government Week.
98	General	ILS	Procedural By-law Review							Complete.
99	General	ILS	Committee Agenda, Minutes and Terms of Reference Templates and Posting Requirements		X	X	X	X		
100	General	ILS	Property Standards By-law Review	X	X	X	X	X	X	Underway.
101	General	ILS	Crime Prevention Committee	X	X	X	X	X	X	
102	General	ILS / COR	Records Management for HR / Personnel Records	X	X	X	X	X	X	Works to be coordinated with Records Management Software launch.
PARKS, FACILITIES AND RECREATION SERVICES										
103	Strategic Plan	PFRS	Develop and obtain approval for an Affiliation Policy					X	X	Recommendation from Parks, Facilities and Recreation Master Plan
104	Capital Program	PFRS	Parks Operations Facility Space Needs Study & Design	X	X	X	X	X	X	Project underway
105	Capital Program	PFRS / COR /DS	Library Services Facility Review			X	X	X		Project deferred pending implementation and review of consultants report.
106	Capital Program	PFRS / COR / CK	Consultation with TCP regarding Integrated Production Facility	X	X	X	X	X	X	

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
107	Capital Program & PFRS Master Plan	PFRS	Third Ice Pad Concept Design and Location Analysis	X	X	X	X	X	X	Project underway.
108	General	PFRS	Review and update Fire Safety/Emergency Plan for Administration Building, Castle Kilbride and New Hamburg CC							Project Complete
109	General	PFRS	Update Cemetery By-law, procedures and forms	X	X	X	X	X		Project underway.
110	General	PFRS	Update GRCA Land Management Agreement				X	X		
111	General	PFRS	Update and Renew Seniors Woodworking Agreement - 5 year	X	X	X				Draft agreement completed, pending Council approval in early Q3.
112	General	PFRS	Update and Renew Wilmot Horticultural Society Agreement - 5 year							Project completed.
113	General	PFRS	Develop a marketing plan for WRC and Recreation programs & services			X	X	X	X	
114	General	PFRS	Develop a Recreation Programming mini-master plan to expand programming							Project completed.
115	General	PFRS	Formalize agreements with minor sport organizations for office & storage	X	X	X	X	X		
116	General	PFRS / COR	Joint Use Agreement with the WRSB for use of Artificial Turf Field							Project completed.
117	General	PFRS	Update Rental Agreement Terms and Conditions							Project completed.
118	General	PFRS	Develop Pool, Ice and Field Allocation Guidelines and Procedures							Project completed.
119	General	PFRS	Develop maintenance practices for artificial turf field							Project completed.
120	General	PFRS	Develop & Implement a Trails inspection and maintenance program	X						Project completed.
121	General	PFRS	Review/rename Family Changerooms & Washrooms at WRC and Admin Complex re: Gender equity		X	X	X			Project underway
PUBLIC WORKS AND ENGINEERING										
122	Strategic Plan	PW&E / DS	Baden Trunk Sanitary Sewer EA and Construction	X	X	X	X	X	X	Agency, Stakeholder and Public Consultation On-going. Recommendation of Preferred Alternative anticipated in Q4.
123	Strategic Plan	PW&E	Bridge Street Bridge #34/B-T9 EA	X	X	X	X	X	X	Agency, Stakeholder and Public Consultation On-going. Recommendation of Preferred Alternative anticipated in Q4.
124	Strategic Plan	PW&E	Infrastructure Master Planning (Phase 1,2&3)-Underground Infrastructure	X	X	X	X	X	X	RFP release anticipated in Q3/Q4.
125	Strategic Plan	PW&E / DS	Morningside Trunk Sanitary Sewer EA	X	X	X	X	X	X	Agency, Stakeholder and Public Consultation generally concluded. Study works being coordinated with Regional Water&Wastewater Master Plan for Baden and New Hamburg. Recommendation of Preferred Alternative anticipated in Q3/Q4.
126	Strategic Plan	PW&E / DS	RoW Water/Wastewater Master Plan (Regional Project Committee)	X	X	X	X	X	X	Coordination between Regions EA and Township EA on-going
127	Strategic Plan	PW&E	Infrastructure Standards and Specifications Manual	X	X	X	X	X	X	Deferred to Q1 2022
128	Strategic Plan	PW&E	Municipal Consent Requirements Manual	X						Deferred to Q1 2022
129	Strategic Plan	PW&E	Shared Services and Joint Purchasing Initiatives	X	X	X	X	X	X	Joint ELA established with Township's of Woolwich and Wellesley for GIS services. Communications continuing regarding Municipal Drain Contracted Services.

Item	Functional Area	Department	Project Description	J	A	S	O	N	D	Notes
130	Strategic Plan	PW&E	RoW Automated Speed Enforcement Implementation (Regional Project Committee)	X	X	X	X	X	X	Locations selected for 2021 Q3 installation. On-going meetings to determine next steps for the future of the program.
131	Strategic Plan	PW&E	Boundary Road Maintenance Framework/Agreements	X	X	X	X			Legacy Oxford County boundary agreement under review. Kitchener, Waterloo agreements executed in 2021. On-going with Wellesley, Perth East and Blandford-Blenheim.
132	Strategic Plan	PW&E	Utility Coordination and Network Upgrades (broadband expansion opportunities through SWIFT and other telecom providers)	X	X	X	X	X		Working with telecoms on finalizing approved plans
133	Capital Program	PW&E	Consolidated Linear Infrastructure License	X	X	X	X	X	X	Project plan being developed to achieve timelines outlined by the Province. Gap analysis completed by consultant and working to develop plans to address needs.
134	Capital Program	PW&E	RoW Notre Dame Drive Reconstruction (Regional Project Committee)	X	X	X	X	X	X	Construction on-going, completion expected end of Q3
135	Capital Program	PW&E	RoW Snyder's Road Reconstruction (Regional Project Committee)	X	X	X	X	X	X	Project underway. Expected completion of stage 1A,1B,1C end of Q4
136	Capital Program	PW&E	RoW Baden/NH Trunk Watermain Design (Regional Project Committee)	X	X	X	X	X	X	Region trunk watermain design in New Hamburg. Coordinating with Township planned works on Victoria/Boulee/Hamilton.
137	General	PW&E	Municipal Drinking Water Systems - License Renewals							Completed
138	General	PW&E	MTO Hwy 7&8 Overpass Repairs (Multi-year various locations)					X	X	MTO Project Coordination
139	General	PW&E	RoW Nafziger Road/Snyder's Road West Intersection (Regional Project Coordination)				X	X	X	deferred to 2025 in Region 10year capital budget.
140	General	PW&E	RoW New Dundee Water Treatment Wells	X	X					Regional Project Coordination
141	General	PW&E	RoW Regional Shingletown Wells Treatment EA	X	X					Regional Project Coordination
142	General	PW&E	RoW Regional Roads - Winter Control Review							Completed.
143	General	PW&E	RoW Regional Snow Storage Review	X	X	X				Regional Project Coordination
144	General	PW&E	Row Trussler Road EA/Construction	X	X	X	X			Regional Project Coordination
145	General	PW&E	Traffic and Parking ByLaw Schedule Review					X	X	Review completed Q2. Anticipated council report and completion 2021 Q4 or 2022 Q1