



















## County of Lennox and Addington Council Strategic Priority Action Planning

	<b>GREEN</b> On Schedule & Proceeding as Planned		<b>YELLOW</b> Delayed/Future		<b>RED</b> Stopped or Paused		Not Scheduled to Commence Yet		Task Completed
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Strategic Capital Planning					
ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Explore increase in capital reserve 2%	Financial analysis with growth projection	Financial Services / SLT	Q4 2023 - Q1 2024		Will be part of the 2024 budget preparation
	Research on others	Financial Services / Finance Managers	Q4 2023 - Q1 2024		Will be part of the 2024 budget preparation
Consider life cycle costing with lower environmental impact	Analysis	Financial Services / Infrastructure Services	Ongoing		Ensure that Life Cycle and Environment factors are implemented when developing current and long term budgets.
	Training on Assetic & Predictor (M. Day, C. Harvey, S. Anderson, J. Impola)	Financial Services / IT & GIS	Q4 2023 - 2024		Utililize training modules available with software.
	Energy management plan	Financial Services / Property Services	Q4 2023		Review existing plan and update according to regulations.
Ensure sustainable Asset Management Plan	Financial modelling based on scenarios	Financial Services / SLT	Annually		Ensure Asset Management Plan is updated annually to reflect current and long term capital plans.
Determine future direction of new libraries	Develop a capital plan to understand the availability of capital against the corporation's needs (i.e. libraries, ambulance and housing).	Financial Services	Dec 2023		
	Research models that incorporate other partners/uses such as affordable housing, community hubs and commercial.	Community & Development Services	Dec 2023		
	A member of County Council to attend the Ontario Libraries Association Super Conference.	Community & Development Services	Feb 2024		
	Organize a Council tour of recently built libraries.	Community & Development Services	Apr 2024		
	Present the future libraries vison and business plan to County Council	Community & Development Services	May 2024		

	County Council provides final direction on new library builds	Community & Development Services	May 2024		
Explore feasibility of a new EMS base in Loyalist	Find land – Council	Emergency Services	2023		Actively researching a suitable parcel of land to construct an ambulance base in Loyalist Township. A meeting is scheduled on Aug 14, 2023 to discuss two properties that are available that would suit our requirements.
	Develop an RFP and investigate the costs associated with a variety of design elements including: <ul style="list-style-type: none"> <li>- 6 bay base (3x2) or 8</li> <li>- Training area</li> <li>- CP home base (+ 2 bays)</li> <li>- IT/EOC backup</li> <li>- Build for the future</li> <li>- Decontamination bay</li> <li>- EV capacity (charging)</li> <li>- Solar – green</li> <li>- Storage</li> <li>- Office space</li> <li>- Industrial laundry facilities, boot cleaner</li> <li>- Larger staff lockers</li> </ul>	Emergency Services	2023-24		Our department will be diligently drafting a Request for Proposal (RFP) using our last two ambulance base build projects as a template. We will also explore the options regarding the addition of office space for the Community Paramedic Program, training room, IT infrastructure and to meet the requirements of a secondary EOC site.
Explore use of development charges	RFP for study	Financial Services / SLT / Planning	Q4 2023		Report to Council requesting approval to go out for RFP for Background Study required for implementation of Develop Charges to help fund County Services related to growth.
Determine future use of McPherson House, Cartwright & Memorial Buildings	Financial forecasting	Financial Services / Comm. & Dev. Services / Infrastructure Services	Q4 2023 - Q1 2024		Will be part of the 2024 budget preparation
	Negotiate new Courthouse & Memorial Building leases	Financial Services / CAO / Clerk / Infrastructure Services	2024		Leases set to expire November 30, 2024.





**Economic Growth and Opportunity**















ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Grow the Naturally L&A brand	Expand the Naturally L&A brand to include talent attraction and residential attraction. This is to include consistent marketing campaigns.	Community & Development Services	Sept 2023 – Dec 2026		
	Update the website to revise our business / investment attraction value proposition.	Community & Development Services	Jan - Dec 2024		
	Expand content creation and active social media that is focused on people and business attraction.	Community & Development Services	Jan 2024 – Dec 2026		
	Grow the Naturally L&A Ambassador program to build brand advocates amongst our businesses and residents.	Community & Development Services	Sept 2023 – Dec 2026		
	Monitor and analyze the brand's performance and marketing efforts. Utilize analytics to understand what's working and what needs improvement.	Community & Development Services	Sept 2023 – Dec 2026		




Build on tourism success	Conduct an analysis of current tourism offerings to identify gaps and provide recommendations to build on successes.	Community & Development Services	Dec 2023		
	Assess the potential to develop new County owned events that align with our unique selling points.	Community & Development Services	May 2024		
	Build the case to incrementally increase the tourism budget to invest in yearlong tourism marketing including off-peak seasons.	Community & Development Services	Jan 2024 – Dec 2026		This will be considered as part of the 2024 budget process.
	Encourage the creation of community-based tourism initiatives to grow our unique assets.	Community & Development Services	Sept 2023 – Dec 2026		
	Promote sustainable tourism practices to preserve the natural environment and support local communities.	Community & Development Services	Sept 2023 – Dec 2026		
	Use data analytics to understand tourist preferences and behaviors. This information will help tailor marketing efforts and improve visitor experiences.	Community & Development Services	Sept 2023 – Dec 2026		
Attract electric vehicle industry	Work with Loyalist Township to support the construction and start-up of the Umicore facility.	Community & Development Services	Ongoing		
	Leverage the Umicore supply chain to attract supporting industries and provide opportunities for local companies.	Community & Development Services	Ongoing		
	Establish partnerships with academic institutions and neighboring municipalities to support research and development efforts as well as training related to electric vehicles, batteries, and associated technologies. This can help enhance the attractiveness of the region to EV manufacturers.	Community & Development Services	Jan 2024 – Dec 2026		
	Develop an employment land strategy with the local municipalities to provide investment ready land.	Community & Development Services	Sept 2023 – Dec 2026		
	Work with Hydro One to understand electrical distribution capacity for industry and the required upgrades needed. Initiate discussions with our MPP to ask for support on capacity upgrades in Lennox and Addington	Community & Development Services	Sept 2023 – Dec 2024		
	Develop a talent attraction strategy / campaign to build a skilled workforce to support the attraction and retention of employers.	Community & Development Services	Sept 2023 – Dec 2026		
Develop an Employment Land Strategy	Work with local municipalities and utilize the Growth Strategy to assess the current state of employment land in the County. Understand the demand and supply dynamics, the types of industries present, and potential future trends.	Community & Development Services	Ongoing		

	Identify potential areas for employment land development. Consider factors such as transportation, availability of utilities, environmental impact, and compatibility with surrounding land uses.	Community & Development Services	Ongoing		
	Review and update zoning and land use regulations to facilitate the development of employment land. This may involve rezoning areas to allow for industrial or commercial use and streamlining the permitting process.	Community & Development Services	Jan 2024 – Dec 2025		
	Assess the need for infrastructure improvements, such as road networks, utilities, and public transportation. Plan for the necessary investments to support the development of employment land and ensure that it is easily accessible.	Community & Development Services	Sept 2023 – Dec 2025		
	Partner with Ontario East Economic Development to obtain funding to support a regional approach to the need for increased industrial land in Eastern Ontario	Community & Development Services	Sept 2023 – Dec 2024		
Enhance the Naturally L&A Activation Grant Program	Open applications for the 2024 activation program	Community & Development Services	Sept 2023		
	Initiate a program with the focus on the 2022 and 2023 grant program.	Community & Development Services	Dec 2023		
	2024 grant recipients are awarded by County Council	Community & Development Services	Nov 2023		
	Present the program review to the Economic Development Coalition	Community & Development Services	Feb 2024		
	Present County Council with the enhancement recommendations.	Community & Development Services	Apr 2024		











### Safe Affordable Housing


ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Invest in a Housing Needs Assessment	Request for Proposals <ul style="list-style-type: none"> <li>- Award</li> <li>- Financial modelling</li> <li>- 2 shovel ready recommendations</li> <li>- Tie into Housing Revitalization Plan</li> </ul>	Social Services	Q2 2024		RFP issued July 14, 2023 Submission deadline of August 21, 2023 Proponent Decision by September 6, 2023 Housing Needs Assessment to be completed by March 2024
Prepare 2-3 shovel ready projects	Consider recommendations from Housing Needs Assessment	Social Services	Q3 2024		
	Look for property <ul style="list-style-type: none"> <li>- Lower tier?</li> <li>- Purchase</li> </ul>	Social Services	Q1 2025		
	Participate in the EOWC 7 in 7 project if it moves forward	Social Services			The pace/timelines for this will be determined by the EOWC.

	Apply for seed funding	Social Services	Q1-Q2 2025		The application for SEED funding will be submitted once a suitable property had been determined.
	Determine costs to complete: <ul style="list-style-type: none"> <li>- Geotechnical</li> <li>- Hydrology</li> <li>- Zoning/planning</li> <li>- Environmental</li> <li>- Architectural/building plans</li> <li>- Site clean up</li> <li>- Ministry approvals</li> </ul>	Social Services	2026		This phase cannot start until the property has been purchased and/or re-zoned May be able to use SEED funding to pay for these costs if an application is successful
	Consider bundling 2 projects	Social Services	Q1-Q2 2025		
	Ask lower tier to waive planning fees	Social Services	2026		
	Consider a design for phasing or different sites	Social Services	2025		
	Consider a variety of building styles	Social Services	2025		
	Investigate best practices	Social Services	2024		
	Consider ownership models	Social Services	2024		
	Build relationships with not for profits	Social Services	ongoing		Regular meetings with nonprofit housing providers are ongoing Expand relationships outside of the traditional social services sector
	Investigate "Community Land Trust" (tax credit?)	Social Services	Q4 2024		
	Faith community?	Social Services	Q2 2024		
	Energy efficiency	Social Services	Q3 2025		A review needs to be completed to determine what materials and supplies we can specify that enhances our energy efficiency.
Develop a Financial Plan to execute Housing Revitalization Plan (after Needs Assessment)	Development Charges study	Financial Services	Q3 2023		Issue RFP for Development Charge study. As of 2023, affordable housing has been eliminated from eligible services funded from Development Charges.
	Review options re: <ul style="list-style-type: none"> <li>- Taxes</li> <li>- Debt</li> <li>- Development charges</li> <li>- Funding opportunities</li> <li>- PPP</li> </ul>	Financial Services	Q3 2023 - Q1 2024		Plan to execute Housing Revitalization Plan will have to tie into our annual budgets.

	Consider Reserve Policy	Financial Services	Q3 2023 - Q1 2024		Plan to execute Housing Revitalization Plan will have to tie into our annual budgets.
	Consider Levy %?	Financial Services	Q3 2023 - Q1 2024		Plan to execute Housing Revitalization Plan will have to tie into our annual budgets.
	Lobby Province to allow funding carry over	Financial Services	2024		Consider provincial delegation requests at future conferences.

**Environment**

ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Implement Climate Action Plan  <i>Priority Area 1: Buildings, Infrastructure &amp; Assets</i>	Educational campaign on home energy efficiency and fuel switching	Social Services	Recurring		Educational information is shared with tenants regarding recycling. A plan to add more messaging opportunities to increase recycling will be created.
	Have a consultant or energy expert/team to maintain and produce an energy usage report every 2-3 years	Financial Services	Recurring		
	Prioritize building designs that reduce energy demand and increase efficiency (passive cooling, air source heat pump, ground source heat pump, triple pane windows, light-colored roofs, etc.)	Infrastructure Services / LTC Services	Ongoing		This is currently being completed by Infrastructure Services for all new buildings. JMPC has installed ductless split units, which are air source heat pumps in the 4 serveries, communications rooms, elevator mechanical rooms and are in the process of installing them at the end of each RHA hallway. These units help to reduce the energy demand on our HVAC units where additional cooling was required. During months when the boilers are operational at JMPC, the domestic hot water is preheated by a heat exchanger to reduce the demand on the gas fueled domestic hot water heaters.
	Prioritize climate resilient building designs (e.g., flood prevention strategies, passive cooling designs, expansion of hurricane clip program)	Infrastructure Services	Ongoing		This is currently being completed for all new buildings.
	Green Buildings programs such as Zero Emissions Building Plan and Resilient Buildings	Infrastructure Services	Ongoing		This is considered during the design phase, but will require substantial funding that will make projects not plausible
	Increase number of buildings re-commissioned each year	Infrastructure Services	Ongoing		This is currently covered under our service contracts by ensuring our equipment is running efficiently.
	Ground mounted Solar PV community energy generation	Comm. & Dev. Services / Planning	Ongoing		
	Renovations to buildings such as bird-friendly glass and lighting control measures to reduce light pollution	Infrastructure Services	Ongoing		
	When compared to incandescent lighting, switching to LED lighting can save you up to 75% on electricity.	LTC Services / Infrastructure Services	Recurring		Infrastructure Services is currently switching out remaining incandescent lighting (at end of lifespan) with LED lighting.
Explore feasibility of developing a tree supply program and or partner with conservation authorities to leverage existing nursery programs	Infrastructure Services	Ongoing			

Continue assessing the vulnerability of County's critical infrastructure, facilities, and services, and prioritize areas for improved climate resiliency	Infrastructure Services / Emergency Management	Ongoing		<p>The County's critical infrastructure has been identified and vulnerabilities have been assessed. Staff are prioritizing areas for improve climate resiliency when practical.</p> <p>Annual review of the Hazard Identification and Risk Assessment (HIRA) as part of our provincial Emergency Management requirements establishing criteria for climate resiliency which may involve defining acceptable levels of disruption, servcie restoration times, and minimum standards for infrastructure integrity during and after climate-related events.</p>
Work with County's Lower-tier Municipalities to assist with communications with local Conservation Authorities regarding flood plan mapping	GIS	Ongoing		We are currently working with the Lower-tier Municipalities and Conservation Authorities to host data regarding flood plan mapping.
Periodically review materials, design options, and best practices for new climate-resilient infrastructure, and share best practices between municipalities and other key stakeholders	Infrastructure Services	Recurring		This is being completed by staff during the planning stage for capital projects.
Install Programmable Thermostats where possible to increase energy efficiency and decrease air pollution	Infrastructure Services / LTC Services	Recurring		<p>This has been completed by Infrastructure Services in all buildings except our apartment buildings because it is not practical.</p> <p>JMPC has a Building Automation System (BAS) that maintains a standardized set point. The BAS sends electronic notifications when set points are under/over and can be rectified remotely. Next steps are to upgrade our Variable Air Volume Systems which are not all functional so that the BAS can modulate the temperature set points for specific rooms as required.</p>
Reduce drafts in buildings (e.g., re-apply caulking on doors and windows, replace weather stripping, install door sweeps & window film, insulated window treatments, seal basements, ensure electrical boxes are insulated)	Infrastructure Services / LTC Services	Recurring		<p>This is being completed within Infrastructure Services regular maintenance programs.</p> <p>All three RHA's on the ground floor at JMPC require their windows to be recaulked. This will occur over the next 1.5 years. Receiving room door sweep replaced in 2023 and remaining doors will be completed included in 2024 budget.</p>
Adopt products with the ENERGY STAR ® Label	Infrastructure Services / LTC Services	Recurring		<p>Infrastructure Services now only purchases products with an ENERGY STAR ® Labels</p> <p>All equipment at JMPC is purchased with the energy star label where applicable/feasible (i.e. residential refrigerators, freezers, HVAC systems etc.)</p>
Cut Energy Usage with Smart Lighting where possible (Motion Sensor Switches and Timers)	Infrastructure Services / LTC Services	Recurring		<p>Infrastructure Services has installed these systems in buildings where applicable.</p> <p>JMPC has motion sensor lighting in non-resident RHA areas, all storage rooms in the Home and all public washrooms. Resident Home Areas cannot have sensor lights installed as per legislation. All JMPC exterior lighting is activated by photo cell.</p>
Complete an assessment to determine the impacts of climate change on County infrastructure	Infrastructure Services	Ongoing		This will be reviewed during the energy audit evaluations and/or during the next BCA's.
Conduct energy audits on County facilities to assess future needs and plan for projected increases in energy demands	Infrastructure Services	Recurring		This will be included in the 2024 budget for Council approval.
Ensure that climate change is considered in the maintenance and inspection of County infrastructure and facilities	Infrastructure Services	Recurring		Climate change is considered in the maintenance and inspection of County infrastructure and facilities.
Develop evaluation metrics to assess infrastructure projects with a climate lens, including new construction and upgrades/retrofits to existing assets	Infrastructure Services	Ongoing		




Prioritize retrofits for County facilities, including upgrading interior and exterior features to account for energy demands (i.e. HVAC systems) and anticipated weather damage (i.e. flood proofing)	Infrastructure Services / LTC Services	Recurring		The County prioritizes retrofits for County facilities to account for energy demands and anticipated weather damage. 8 of 9 original HVAC units at JMPC have been upgraded with 1 small HVAC unit remaining that is scheduled to be included in the 2024 budget. The new units use chlorine free R410A refrigerant which is ozone-responsible and allows for higher efficiencies. The original units that were replaced used R22 refrigerant which was banned due to its ozone-depleting properties and harmful impacts on the environment. These units are all Energy Star Certified. All HVAC units have a variable speed fan to reduce the electrical demand on them.
Identify best practices (i.e. cost-benefit analyses) to prioritize infrastructure upgrades that account for future climate impacts and improve resiliency	Infrastructure Services	Recurring		Staff identify and review current best practices for all capital and ongoing maintenance works to account for possible future climate impacts and improve resiliency.
Increase traffic calming measures in towns/hamlets and expand green infrastructure when these areas are rehabilitated for climate adaptation and mitigation	Infrastructure Services	Recurring		Traffic claming measures are being implemented where possible for all town/hamlet rehabilitations.
Continue to use localized weather data to inform the maintenance of County roads and plan for long-term resiliency	Infrastructure Services	Recurring		The County is mandated to used localized weather data to inform the maintenance of County roads and plan for long-term resiliency.
Continue to identify low-carbon resilient opportunities for County infrastructure, including recycling 100% of our asphalt; including up to 15% Recycled Asphalt Product (RAP) in surface course mixes and up to 30% RAP in binder course mixes.	Infrastructure Services	Recurring		The County identifies low-carbon resilient oppoortunities for County infrastructure and compares them to current practices and standards. The County has been recycling 100% of our asphalt and we allow the use of 15% RAP for the surface and binder mixes. This exceeds industry standards.
Build new housing as high efficiency units with a lower carbon footprint compared to standard building code	Infrastructure Services	Recurring		The County's recent 4-plex buildings in Tamworth were constructed using passive house principles which exceeds the standard building code. With Council approval, future buildings will adhere to the same standards.
Ensure that climate projection data (i.e. precipitation variables and Intensity-Duration- Frequency curves) is used to inform upgrades to the County's drainage infrastructure	Infrastructure Services	Recurring		Climate projection data, including intensity, duration, and frequency, are used when upgrading/replacing the County drainage infrastructure.
Incorporate all road crossings, including existing municipal drains, entrance culverts and roadside ditches into the Asset Management Plan to plan for anticipated upgrades	Infrastructure Services	Recurring		All culvert and drainage infrastructure has been incorporated into the Asset Management Plan.
Identify and establish an erosion protection plan around County culverts, bridges, road shoulders, and ditches to improve resilience from rain/melt events	Infrastructure Services	Ongoing		General erosion protection is monitored by staff every two years on culverts and bridges, and annually on road shoulders and ditches. Any sites of concern are monitored after each event to address concerns to improve resiliency.
Continue to use floodplain mapping, storm water requirements, and development setbacks to mitigate flood and erosion risks on private property	Infrastructure Services	Recurring		This is controlled by our Lower-tier Municipalities.
Complete roadside spraying to manage invasive species. Replant trees that are removed from roadsides on private property.	Infrastructure Services	Recurring		Roadside spraying is completed annually to manage invasive species. Trees removed from roadsides are available for replacement at a 2:1 ratio, should the adjacent homeowner wish to have two trees where one was removed.
Continue to manage the County Forests using good forestry practices to maximize forest health and carbon sequestration	Infrastructure Services	Recurring		The County hires a consultant to ensure that good forestry practices are used to maximize forest health and carbon sequestration.
Implement a tracking system to ensure mandatory review of policies by County staff, including Continuity of Operations Plans (COOP) and Emergency Response Plans	Emergency Management	Recurring		Annual Fall review on the learning management system.










	Assess the financial implications of climate change and adjust budgets and reserve funds to account for contingencies associated with extreme weather events	Financial Services	Recurring		
	Continue to increase access to solutions that enable remote work, including expanding the use of cloud-based software, developing work from home policies, and implementing procedures to reduce commuting during hazardous conditions	Information Technology	Recurring		
	Continue to use back-up power generators across the County to ensure that critical service areas are accounted for (i.e. JMPC and EMS bases)	Infrastructure Services / LTC Services	Recurring		All critical service areas have back-up power generators to ensure services are met.
	Continue to follow procedures to share human and physical resources to minimize disruptions to services in the event of a climate-related emergency (i.e. redeployment)	Human Resources	Ongoing		Policies and procedures are utilized and/or developed and implemented to effectively respond to emergency situations (i.e. COVID-19 pandemic policy)
	Continue to follow high-performance building standards to improve the efficiency and resiliency of new facilities and retrofits	LTC Services / Infrastructure Services	Ongoing		The County's recent 4-plex buildings in Tamworth were constructed using passive house principals which exceeds the standard building code. Future buildings will adhere to the same standards, with Council approval.
	Continue to investigate new renewable energy generation at County facilities	Infrastructure Services	Ongoing		The County has several renewable energy generation sites at County facilities and will continue to investigate opportunities for additional sites. Unfortunately most of our buildings structural and heritage needs limit possible sites. Additional sites can be included in the energy audit evaluations.
	Incorporate climate change considerations into the County's Tourism Plan to account for future opportunities	Community & Development Services	Ongoing		
	Continue to identify and take advantage of external funding opportunities	All Departments	Recurring		New models of care, offload nurse, community paramedicine. Staff continue to identify and review any potential funding opportunities.
Implement Climate Action Plan  <i>Priority Area 2: Health &amp; Safety</i>	Explore the feasibility of posting severe weather alerts on the County's website and send directly to clients, etc. via SMS/text	Communications	2023		
	Assess training needs for staff, especially those in critical service areas, to ensure an informed response to and recovery from climate-related emergencies	Emergency Management / LTC Services	Recurring		As climate-related risks and responses evolve, training needs are regularly reassessed to ensure that staff knowledge and skills remain up-to-date. At JMPC, monthly code exercises are performed to ensure staff understand their role and response in the event a real emergency arises, and conduct annual emergency response training is also conducted.
	Include mental health considerations as part of emergency preparation and recovery-related information, and in overall climate adaptation messaging	Human Resources/ Emergency Management	Recurring		Extend mental health support beyond the immediate emergency phase. Acknowledge that the psychological impact of disasters can persist long after the event and ensure ongoing access to resources.
	Continue to encourage the use of the County's Employee and Family Assistance Program to ensure staff have access to resources and support	Human Resources	Recurring		
	Complete an assessment to identify the County's vulnerable populations, including the risks and barriers individuals may face as a result of climate change	Social Services	Recurring		Low income residents, seniors, homeless individuals are vulnerable populations within the County and face risks and barriers due to climate change. Limited emergency funding programs are available to assist in an emergency however, further analysis as to preparation activities/education will be completed.

	Define the County's boundaries of responsibility to provide support to vulnerable populations, and use this as guidance when planning climate-related programs and services	Social Services	Recurring		Support for vulnerable populations is a key focus for PELASS. This lens will be used to plan and review climate-related programs and services.
	Continue to support community warming programs	Social Services	Recurring		Warming programs have been supported since 2019 and will continue to be supported as funding is available
	Update health and safety policies to incorporate climate change considerations, including procedures to protect staff during extreme weather events	Joint Health & Safety Committee's	Recurring		One of the County's Joint Health & Safety Committee's have been tasked with the development of a corporate policy for extreme weather events.
	Assess staffing requirements in critical service areas (i.e. EMS, JMPC) to accommodate expected increases in demands as a result of climate change	Emergency Services / LTC Services	Recurring		Cross training opportunities are utilized at JMPC; Regularly review where there is sole knowledge capacity and work to build depth into these systems; Routine use of contingency plans and regular review of contingency policies across all JMPC departments.
	Incorporate climate change considerations into Continuity of Operations Plans (COOP), Hazard Identification and Risk Assessments, Emergency Response Plans and annual training exercises	Emergency Management	Recurring		Climate change risk assessment – scenario planning – critical infrastructure protection – redundancy and resilience – remote work and telecommuting – supply chain resilience – employee safety and well-being – communication strategies – training and exercises – continuous review and improvement.
	Assess training needs for staff, especially those in critical service areas, to ensure an informed response to and recovery from climate-related emergencies	Emergency Management	Recurring		As climate-related risks and responses evolve, regularly reassess training needs to ensure that staff knowledge and skills remain up-to-date.
Implement Climate Action Plan <i>Priority Area 3: Mobility &amp; Transportation</i>	Develop EV policy at the County level to ensure consistency throughout the development of a County-wide charging network	Infrastructure Services	Ongoing		Our current Purchasing Policy addresses the purchase of EV's by recommending that life cycle costs and environmentally friendly products are being purchased. Staff will be recommending the purchase of EV's unless an EV does not meet service requirements.
	Educate and raise awareness of the benefits of electric vehicles among residents, county staff and local businesses	Community & Development Services	Ongoing		
	Expand local EV Charging Network to support increased EVs	Infrastructure Services	Ongoing		An EV charging station was recently installed at the Courthouse. Staff will investigate other potential sites and funding opportunities.
	Purchase electric vehicles for County fleet when possible in order to cut energy and GHG emissions	Infrastructure Services	Ongoing		Our current Purchasing Policy addresses the purchase of EV's by recommending that life cycle costs and environmentally friendly products are being purchased. Staff will be recommending the purchase of EV's unless an EV does not meet service requirements.
	Apply for funding to install electric vehicle chargers across the County in partnership with local municipalities	Infrastructure Services	Recurring		Staff will continue to investigate funding opportunities.
	Continue to make improvements to the County's trail networks	Infrastructure Services	Recurring		Through the County's Policy for Establishing a Multi-use On-Road Facility Network on County Roads, our County trail network is being expanded when we rehabilitate our road sections.
	Continue to support the expansion and promote the use of active transportation routes in L&A County	Infrastructure Services / Community & Development Services	Recurring		Through the County's Policy for Establishing a Multi-use On-Road Facility Network on County Roads, our County trail network is being expanded when we rehabilitate our road sections.
Implement Climate Action Plan	Continue with food waste composting program	LTC Services	Recurring		Costly program with compounding costs related to the ongoing need to keep the area clean by the Environmental staff. This program also contributes to a higher degree of pest management as a result of this food storage.

Priority Area 4: Energy Consumption & Waste Reduction	Print what's only required. Use recycled paper. Print double-sided whenever possible	All Departments	Recurring		Currently updating paper files to electronic file system and using the Ontario Municipal Records Management System (TOMRMS) JMPC printers are defaulted to print double-sided. Clinical and administrative resident files are 90% electronic through our electronic health record program.
	Expand recycling and waste reduction outreach program with social housing tenants and staff in general to increase recycling compliance and waste diversion	Social Services / All Departments	Recurring		PELASS conducts waste audits and assessments, recycling receptacles, pharmaceutical waste management, education and training, hazardous waste handling, ensuring proper disposal of hazardous preventing from entering the water supply or causing environmental harm. JMPC will review and expand their recycling program in 2024.
	Supporting waste audits in the long-term care facility to determine the amount of food and organic waste produced, as well as the associated greenhouse gas emissions.	LTC Services	Recurring		Challenging given legislative requirements to provide all residents with two meal options at lunch and supper. Waste is tracked and adjustments are made following each 3 week menu cycle in an effort to reduce food waste.
	Buy supplies in bulk to prevent individual packing and buy in bulk to avoid individual packaging	All Departments	Recurring		
	Consider what materials and wastes will be generated during the project, and make sure that waste facilities are acceptable for each phase of construction	All Departments	Recurring		Will be considered re: Loyalist base construction
	Awareness to staff & subcontractors on proper waste management and the site's unique measures during their project.	All Departments	Recurring		Will be implemented re: Loyalist base construction
	Reuse and recycle (construction): Large drywall scraps can be saved and used as filler pieces; Backfill along foundation walls- use clean concrete chunks, old brick, and other masonry rubble; joint compound buckets can be reused as storage containers.	Infrastructure Services / LTC Services	Recurring		This is the current practice in Infrastructure Services. We don't throw out anything that could possibly be re-used or re-purposed. Storage of potential material is our only current limitation. It is a standard practice at JMPC to reuse construction materials in the Maintenance department such as drywall, cutoffs etc.
	Bathroom fixtures with high efficiency: Waterless urinals and high-efficiency toilets are reasonably simple and inexpensive to install-water conservation and utility cost reduction	Infrastructure Services / LTC Services	Recurring		The vast majority of bathroom toilets at the County are high efficiency. High efficiency units are always installed when replacing end of life units. All toilets have been replaced at JMPC to be high-efficiency units. All sinks are low flow sinks. Wall mounted hand sanitizer units all run on 6 size D batteries that require significant ongoing maintenance staff time to maintain and result in a high volume of batteries being recycled. New program commencing fall 2023 to replace these units as they become empty with a device that uses one battery that is approx 1cm x 1cm. Automated taps in the common area bathrooms have been replaced with standard taps as they also required 6 size D batteries in order to function and when battery life was exceeded would result in water over-flowing from sink.
	Watering landscape in the morning when the temperature is lower, and the water is more likely to soak into the soil rather than evaporate.	Infrastructure Services / LTC Services	Recurring		This is the practice within Infrastructure Services. JMPC landscape watering is on a schedule to occur in the morning.
	Office water filling station -an environment-friendly option: reducing single use bottled water	All Departments	Recurring		A reusable water bottle is given to new staff in their orientaiton package. The bottles are initially provided to staff as a give away during the 2023 health and safety week. Refillable water coolers are located at all our ambulance bases. Staff rooms at JMPC have a water-filling station.
	Donating books and ensuring the responsible removal of a library's weeded, non-circulating or unwanted books	Libraries	Ongoing		

<p>Implement Climate Action Plan</p> <p><i>Priority Area 5: Partnerships &amp; Engagement</i></p>	Communication and expanding partnership with community members from local organizations, non-profits, and community groups to learn about climate change, their local impacts, and share ideas for and feedback on the County's Climate Action Plan.	Communications	2024		
	Examine existing communication procedures to identify and resolve gaps related to climate change and extreme weather events	Communications	2023		
	Incorporate climate mitigation and resiliency considerations into the county's procurement & budget processes	Financial Services	Recurring		
	Develop an interdepartmental climate action team to implement and track plan progress	All Departments	Recurring		
	Provide training to existing and new staff to ensure climate change impacts and risks	All Departments	Recurring		Build a training package and put it on LAPSLearn for staff review.
	Diversify communication strategies to ensure community members across all demographic groups are informed	Communications	2024		
	Work proactively with local media to promote the County's climate change efforts	Communications	2023		
	Work with local municipalities to support climate initiatives, including sharing best practices and encouraging community-based adaptation	All Departments	Recurring		Climate-resilient emergency response planning – public education & outreach – data sharing and analysis – resource sharing – joint exercises and simulations.
	Continue to work with local municipalities, Conservation Authorities and Public Health to support climate initiatives related to flood mitigation and community wellbeing	All Departments	Recurring		Emergency response planning – vulnerability assessment – community outreach and education – early warning systems – health surveillance.
	Engage and inform staff through online awareness, training, and information sessions	Communications / Human Resources	2024		
	Showcase and promote climate actions and successes across County departments	All Departments	Recurring		Data sharing and analysis. Open houses and facility tours (New Loyalist Station)
	When applicable, apply a climate lens to the review and update of existing County plans, policies, and procedures (i.e. Official Plans, Zoning By-laws, budgets, strategic plans, etc.)	All Departments	Recurring		Annual review will include the "climate lens".

Implement Natural Heritage Systems Study	Present the draft Natural Heritage Systems (NHS) report to County Council	Community & Development Services	Oct 2023		
	Review and implement all NHS Strategies (as suggested by the consulting team) and develop policies.	Community & Development Services	Feb 2024		
	Present NHS policies at an Open House for public comments and review.	Community & Development Services	May 2024		
	Review implementation policies based on public feedback and comments.	Community & Development Services	Jun 2024		
	Present implementation policies to County Council.	Community & Development Services	Jul 2024		
	Adoption of the NHS by County Council.	Community & Development Services	Jul 2024		
	Implementation of NHS policies into County OP policies.	Community & Development Services	Sept 2024		
	Lower Tier townships update OP policies with respect to new NHS policies as needed.	Community & Development Services	Dec 2024		
Update Transportation Master Plan (including trails)	Consult with others that have done it.	Infrastructure Services	2024		
	Develop and RFP	Infrastructure Services	2024		
	Plan for updates every 10 years	Infrastructure Services	2024		
Ensure environmental principles guide growth	Present the draft Natural Heritage Systems (NHS) report to County Council	Community & Development Services	Oct 2023		
	Adoption of the NHS by County Council	Community & Development Services	Jul 2024		
	Implement the NHS policies into the County OP policies.	Community & Development Services	Sept 2024		
	Lower Tier townships update OP policies with respect to new NHS policies as needed.	Community & Development Services	Dec 2024		
	Investigate and consider contracting a natural ecologist or a planner/consulting firm with Natural Heritage experience to help the lower tiers with planning reviews	Community & Development Services	2025		This will be dependent on an additional budget request for new funding.











	Review Procurement Policy to ensure that staff endeavor to acquire efficient goods/services that minimize impacts.	Infrastructure Services / Comm. & Dev. Services	2024		
	Review capital projects to ensure that timing and treatments consider growth and environmental impacts	Infrastructure Services / Comm. & Dev. Services	2025		
<b>Organizational Excellence – People Practices</b>					
<b>ACTION</b>	<b>STEPS</b>	<b>RESPONSIBLE/ PARTNERS</b>	<b>TIMELINE</b>	<b>STATUS</b>	
Develop a strategy to be an employer of choice	Research employer of choice best practices	Human Resources	Ongoing		Refer to employee recruitment and retention and diversity, equity and inclusion strategy steps for action items developed as a result of research to date.
	Develop strategy framework	Human Resources	2023		Planned for Fall 2023
	Create employer brand	Human Resources	2024		External marketing/communications resource required; subject to 2024 budget
	Promote employer brand and recruitment and retention initiatives	Human Resources / Communications	2024		Same as above
	Offer competitive wages and benefits for part-time staff	LTC Services	2023/2024		Union Negotiations commence late 2023/early 2024
	Set schedule for part-time staff and minimize double weekends.	LTC Services	Dec 2023		Will implement as many part time set schedules as possible by Dec 2023.
	Maximizing our use of available funding opportunities for staff education and development.	LTC Services	Jan 2024 and ongoing		Using our Supporting Professional Growth Fund, PREP funding, career advancement training grants etc.
	Create a video: - Showcasing the Home - Level of care provided - Level of supplies/equipment - Collaboration with hospital/scope of practice - Use of skills - County support	LTC Services	Sept 2023		Videos will be created over the summer of 2023
	Work with post-secondary institutions to incentivize Preceptor Program	Human Resources / Emergency Services	Fall 2024		
	Promote various County career opportunities to secondary students	Human Resources	Ongoing		
Develop employee retention & recruitment strategy	Research employer of choice best practices	Human Resources	Ongoing		Refer to employee recruitment and retention and diversity, equity and inclusion strategy steps for action items developed as a result of research to date.
	Develop strategy framework	Human Resources	2023		Planned for Fall 2023

Offer recruitment boot camp course	Human Resources	2025		Recruitment bootcamp is a leadership program course, and will be reoffered in 2025
Source candidate (including passive candidates)	Human Resources	2024		
Conduct employee engagement survey	Human Resources	2023/24		Vendor selected; survey questions developed; planned for fall 2023
Develop and offer health and wellness Initiatives	HR / H&W Committee / EAP / Peer Support Team	Ongoing		Recent events/activities include step challenge, hike, earth day garbage pick-up, hot chocolate bar, family pumpkin carving night, yoga Ongoing: Monthly newsletter; Webinars, Working Minds training, Peer Support
Conduct non-union market review	Human Resources	2023/24		Approved as part of 2023 budget; Vendor has been selected, work plan finalized and job matching is underway. Implementation pending Council approval as part of 2024 budget deliberations
Facilitate succession planning program	Human Resources / SLT	Ongoing		Formal program in place; HR and CAO meet with each Director at least annually to review their plan, and adjust as needed
Develop and implement mentorship program	Human Resources	2023/24		Program developed and approved by SLT; Launch date is planned for January 2024
Support and guide performance management program	Human Resources / Steering Comm.	Ongoing		Performance review status reports are sent to Directors quarterly. All reviews are read by HR and the CAO
Facilitate leadership development program	Human Resources	Ongoing		Leadership development has included Time, Priority & Workflow management (March) and Diversity, Equity and Inclusion topics including anti-racism, inclusion, sexual and gender Diversity, (April, May and June).
Offer coaching for employees as candidates	Human Resources	2025		
Develop and deliver staff training	Human Resources	Ongoing		Staff training is focused on workplace harassment, violence and Diversity, Equity and Inclusion for the remainder of 2023.
Develop/promote work life balance/ work from home/flex time	Human Resources	Ongoing		Flexible & remote work policies and agreements developed and in use; self-funded leave policy approved; work/life balance is a category in the employee engagement survey planned for Fall 2023.
Conduct exit interviews, and act on results	Human Resources	Ongoing		Aggregate results along with common themes and potential resolutions are shared with the CAO and Directors.
Conduct new hire interviews and act on results	Human Resources	Ongoing		Aggregate results along with common themes and potential resolutions are shared with CAO and Directors.
Facilitate focus groups (feedback) 1 year mark	Human Resources	2024		
Develop/promote employee recognition and appreciation activities	Human Resources / Administration	Ongoing		NEW! Peer to Peer Recognition program launched May 2023; Art is Ageless Recognition program in June 2023 Ongoing: Extraordinary L&A spotlight series, Shout Outs, Holiday Luncheon, Staff BBQ, Service Recognition, CAO Post Cards

	Manage accommodations and early and safe return to work	Human Resources	Ongoing		NEW! Guidelines for Accommodating Gender Identity and Gender Expression, Sex, Family Status and Creed implemented July 2023 Ongoing: Illness / Injury case management, Stay at / Early Return to Work; accommodation
	Develop emerging leaders program (tie to succession planning)	Human Resources	2025		
	Employee morale - Family fun day - Sense of community - Bond with co-workers - Strategy to promote positivity amongst staff (grassroots)	LTC Services	Summer 2023 and ongoing		Family/Resident/Staff (and their families) Fun Fair scheduled for August 29. Council invited to attend. Focus groups following the staff engagement survey in 2024.
Implement strategy for 4 hours of care	Up staff (extra RPN) Fri, Sat, Sun to ensure continuity of staffing on weekends	LTC Services	Jul 2023		
	Additional PSWs Options: a) 4 <sup>th</sup> PSW on each Home unit 6:00 am – noon b) 4 <sup>th</sup> PSW (1 or 2 upstairs or downstairs) 4:00 pm – 8:00 pm c) 4 <sup>th</sup> PSW on nights (1 per home area, decrease float)	LTC Services	Mar 2024		This will be included in budget 2024
	Restorative Care Program development and implementation	LTC Services	Sept 2023		Program targetted for September 2023 in collaboration with our physiotherapy provider.
Develop Diversity, Equity and Inclusion Strategy	Research DEI best practices	Human Resources	Ongoing		External scan completed to support policy and framework development
	Develop policy statement	Human Resources	Complete		Policy was open to all staff for comment; Final draft approved by SLT in April 2023
	Develop DEI language guide	Communications Manager	2023-24		Work on this to commence in late 2023/early 2024.
	Create advisory group	Human Resources	Complete		Advisory Group established in April 2023; First meeting in May 2023, Terms of Reference developed; provided feedback to SLT on the accommodation guides, developed staff survey to solicit feedback on training and prioritizing work set out in the strategy framework.
	Develop strategy framework	Human Resources / DEI Advisory	Complete		Draft Framework was open to all staff for comment; Final draft approved by SLT in April 2023
	Implementation of strategy framework	Human Resources / Communications / Infrastructure Services	Ongoing		Days of Significance Calender created January 2023; Staff and Leadership Training (e.g. Introduction to DEI, Sexual & Gender Diversity, and Racism) April to December 2023; Accommodation guides implemented, Documentation reviews underway
	Evaluation/feedback process	Human Resources / DEI Advisory	2025		












## Organizational Excellence – Communication

ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Strengthen Communication Strategy	Review current & previous communications: <ul style="list-style-type: none"> <li>- Website</li> <li>- Social platforms</li> <li>- Past communications plan</li> <li>- Crisis communications plan</li> <li>- Media relationships</li> </ul>	Communications	2023-2024		
	Enhance proactive internal/external communications: <ul style="list-style-type: none"> <li>- Identify goals and objectives</li> <li>- Develop relationships with media and allied agencies to distribute messaging</li> <li>- Develop Council highlights process for internal &amp; external audiences</li> <li>- Investigate alternate ways to communicate complex information to ratepayers i.e. graphics, video, etc.</li> </ul>	Communications	Ongoing		
	Prepare content & key message planning: <ul style="list-style-type: none"> <li>- Calendar for messages</li> <li>- Begin by filling in easy (recurring) messages</li> <li>- Have other departments fill in messaging</li> <li>- Establish more consistent templates i.e. one for services, one for employment, etc.</li> <li>- Develop a schedule for postings i.e. HR postings all go out on specified days</li> </ul>	Communications	2024		
	Create new County website & Intranet: <ul style="list-style-type: none"> <li>- Ensure consistent branding</li> <li>- Ensure departments are able to perform their own updates</li> </ul>	Communications	2023-24		
	Increase internal capacity: <ul style="list-style-type: none"> <li>- Investigate Communications co-op placement student</li> </ul>	Communications	2024		
	Develop an image repository for the organization	Communications	2024		
	Implement hybrid Council capabilities	Test case (July)	Infrastructure Services	2024	
	Documentation for set-up	Infrastructure Services	2024		Preliminary documentation has been created. The new IT Technician will walk through the documentation to ensure it captures the entire process.
Foster ongoing partnership and collaboration	Continue regularly scheduled meetings with lower tier staff groups i.e. CAO’s, Treasurers, Clerks, Communications, TAC etc.	CAO / SLT	Ongoing		
	Establish quarterly meetings with Lower Tiers re: Properties/Facilities	Infrastructure Services	Spring 2024		





	Continued participation and support of EOWC	CAO	Ongoing		
	Continue to encourage management and staff to participate/volunteer on external Boards and Associations	CAO / SLT	Ongoing		
	Investigate ways to improve relationships with lower tiers (foster “one taxpayer” mentality)	CAO / SLT	Ongoing		
	Actively investigate ways to conduct group tenders or bundle projects for the benefit of ratepayers	All County Management	Ongoing		
	Investigate ways to support and encourage non-profits across the County	CAO / SLT	Ongoing		
	Establish regular meetings with area MP and MPP	CAO	Ongoing		
	Continue to look for ways to improve meeting/delegation materials for ROMA and AMO	CAO / SLT	Ongoing		

**Organizational Excellence – Data**








ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Build a data-driven culture and capacity	Staff report on open data policy	Infrastructure Services	2024		Staff are currently developing a list of data that can be provided to the public.
	Prioritize data quality	Infrastructure Services	Ongoing		
	Consider data management position/responsibility	Infrastructure Services	2024		Staff to review ongoing asset management requirements including relation to financial reporting. Staff to review with Financial Services as possible shared position.
Launch and support Development Approvals Project	Training for Planning Staff	Community & Development Services	Sept-Oct 2023		
	Planning module to go live	Community & Development Services	Nov 2023		
	Building permit module to go live	Community & Development Services	Jan 2024		
	Public access portal implementation to begin	Community & Development Services	May 2024		

	Public Access Portal Go Live	Community & Development Services	Sept 2024		
	Enhance background data over time	Infrastructure Services / GIS	Ongoing		This will be clarified by municipal planning staff as this project continues to develop.
	Convert planning/zoning data	Infrastructure Services / GIS	TBD based on receipt of info from local municipality		This is the responsibility of local municipality to confirm planning/zoning data that GIS staff have already translated in 2019. Each municipality needs to confirm accuracy and designations and housekeeping activities. This needs to be pushed by the Director, Community and Development Services.
	Access enhanced data from 3 <sup>rd</sup> parties (Conservation Authority, Terranet (timelines), MPAC, Loyalist)	Infrastructure Services / GIS	Ongoing		Terranet currently uploaded quarterly. Need to have discussions with Kingston and surrounding Counties to investigate opportunities to create a spread of economy in purchasing an aggregate product. Loyalist currently manages their own parcel fabric at this time. We also have to include Conservation Authorities.
	Establish and define roles & responsibilities	Infrastructure Services / GIS	TBD		This is more of a top level of governance. This should be (planning) director level, across all participating municipalities. GIS Team needs to be informed how they will be supporting the municipalities.
Launch and support Asset Management Project	Foster self sufficiency	Infrastructure Services	Dec 2023		
	Enhance data sets	Infrastructure Services	Ongoing		
	Train champions	Infrastructure Services	2024		
	Inform Council of benefits, celebrate successes	Infrastructure Services	Ongoing		

### Organizational Excellence – Continuity of Service

ACTION	STEPS	RESPONSIBLE/ PARTNERS	TIMELINE	STATUS	
Strengthen the funding model for increased predictably and sustainability	Update reserve and surplus policies	Director, Financial Services / Financial Managers	Q4 2023 - Q1 2024		Will be part of the 2024 budget preparation.
	Conduct a salary market review	Director, Financial Services / Director, HR	Q3 - Q4 2023		Salary Market review for implementation for 2024 Budget.
	Conduct an insurance and benefit review	Director, Financial Services / Finance Managers	2024		Investigate going to market once industry conditions change for insurance market. Expect to go to market for Benefit renewal.
	Obtain cyber insurance	Director, Financial Services / Manager, IT	2023-24		Investigate options for insurance or self insurance coverage.

	Conduct a review of collections (POA, Social Services, JMPC, Roads, etc.)	Director, Financial Services / Finance Managers / Departmental Admin Staff	2023-24		Continually review options for payments and adapt to current practices where feasible.
	Increase WRIT capability	Director, Financial Services / POA	Ongoing		Continually implement WRITs where possible for collections.
	Investigate best practices	Director, Financial Services / Finance Managers	Ongoing		Maintain membership in Municipal Finance Officer's Association (MFOA) and Eastern Ontario Warden's Caucus (EOWC) Treasurer's group to ensure up-to-date best practices are followed.
	Investigate sources of grant funding	Financial Services / SLT	Ongoing		Review government and other partnership programs to take advantage of funding opportunities.
Assess and address any cyber security risks	Consider I.S.A.	Infrastructure Services	2024		This will be included in the 2024 budget for Council approval.
	EORN project?	Infrastructure Services	2024		Staff will stay up to date on EORN's cyber security initiative. EORN is currently developing a framework.
	More departmental training i.e. phishing test, etc.	Infrastructure Services	Ongoing		Phishing tests have been completed and are currently planned on an ongoing basis.
	Maintain solid (current & supported) infrastructure	Infrastructure Services	Ongoing		Our equipment is currently up to date with planned replacement ahead of the retirement schedule.
	Consider self-funding insurance reserve	Infrastructure Services	2024		Currently trying to apply for cyber insurance. If we can get insured, this is no longer required.
Update Continuity of Operations Plan	Annual review of the Continuity of Operations Plan	Emergency Services	Ongoing		Over the next four years, the Emergency Services Department will update and refine the Continuity of Operations Plan to ensure it meets and aligns with changing risk profiles and operational realities.
	Ensure frontline staff are aware of departmental COOP documents and their storage location	Emergency Services / All departments	Ongoing		
	Develop building information binders for each County facility	Infrastructure Services / All departments	Starting 2024		
Effectively predict POA revenue	Meet with OPP re: <ul style="list-style-type: none"> <li>- Staffing plan</li> <li>- Deployment</li> <li>- Communication plan</li> <li>- Data analysis</li> </ul>	Director, Financial Services / Manager, POA & Financial Services	Q4 2023		Setup meeting with OPP to discuss issues and develop a plan to support budget.
	Investigate impacts of jurisdictional change	Director, Financial Services / Manager POA & Financial Services	Ongoing		If further jurisdictional changes occur analyze the impacts of future revenue streams.

Consider writing off tickets more than 20yrs old, eliminate by: <ul style="list-style-type: none"> <li>- Birthdate/deceased</li> <li>- International, cross reference for local license</li> <li>- No driver's license or date of birth</li> </ul>	Director, Financial Services / Manager POA & Financial Services	Q4 2023 to Q1 2024		Prepare and present a report to Council for consideration.
A.R.I.S. (MTO database)	Director, Financial Services / Manager POA & Financial Services	2024		Application required to Province to determine if we qualify.
Deal with backlog	Director, Financial Services / Manager POA & Financial Services	Ongoing		
Website payment (especially for virtual court)	Director, Financial Services / Manager POA & Financial Services	2024		To be implemented (if possible) when the County updates main website.
Assess staff resources	Director, Financial Services / Manager POA & Financial Services	2024		
Efficient use of court time	Director, Financial Services / Manager POA & Financial Services	Ongoing		
Invest in red light cameras	Director, Financial Services / Manager POA & Financial Services	Q4 2023 – Q1 2024		Investigate for 2024 Budget consideration.