



# THE CORPORATION OF HALDIMAND COUNTY COUNCIL IN COMMITTEE AGENDA

**Date:** December 6, 2022  
**Time:** 9:30 A.M.  
**Location:** Haldimand County Administration Building

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	<b>Pages</b>
<b>A. CALL TO ORDER</b>	
<b>B. LAND ACKNOWLEDGEMENT</b>	
<b>C. ROLL CALL</b>	
<b>D. DISCLOSURES OF PECUNIARY INTEREST</b>	
<b>E. PUBLIC MEETING FOR PLANNING APPLICATIONS</b>	
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2. Other Business

**I. DELEGATIONS AND CONSIDERATION OF RELATED REPORTS (1:00 P.M.)**

1. FIN-16-2022 Application for Assessment & Tax Adjustments as of  
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1. Joe Guidice

**J. UNFINISHED BUSINESS**

**K. NEW BUSINESS**

**L. REPORTS, INQUIRIES, ANNOUNCEMENTS AND CONCERNS OF  
COUNCILLORS**

**M. CLOSED SESSION**

**N. MOTIONS ARISING FROM CLOSED SESSION**

**O. ADJOURNMENT**

# HALDIMAND COUNTY

## Report PDD-45-2022 Temporary Use By-law Extension Application for an Animal Kennel – The Canine Bond

For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To consider a Temporary Use By-law extension application for a dog kennel (dog training business) located in the prime agricultural area of the County.

### RECOMMENDATIONS:

1. THAT Report PDD-45-2022 Temporary Use By-law Extension Application for an Animal Kennel – The Canine Bond be received;
2. AND THAT application PLRU-2022-127 to pass a Temporary Use By-law for a period of three (3) years) to December 31, 2025 to permit an animal kennel (dog training business) to temporarily operate on the subject lands be approved for reasons outlined in Report PDD-45-2022;
3. AND THAT any kennel licence issued for The Canine Bond for the years 2023, 2024 and 2025 include the conditions outlined in Report PDD-45-2022;
4. AND THAT the proposal is deemed to be consistent with the Provincial Policy Statement (2020) and conforms with A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020) and Haldimand County Official Plan;
5. AND THAT the Temporary Use By-law attached to Report PDD-45-2022 be presented for enactment.

**Prepared by:** Ashley Crosbie, MCIP, RPP, M.PI, Senior Planner

**Reviewed by:** Shannon VanDalen, MCIP, RPP, CMMI, Manager of Planning & Development

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Council approved Temporary Use By-law Amendment application PLZ-HA-2020-186 on March 30, 2021 and passed Temporary Use By-law 1222-HC/21 on April 6, 2021 to permit a dog kennel (dog training business) that did not meet all setback requirements of the Haldimand County Zoning By-law HC 1-2020 to continue to operate at 4149 River Road with conditions until December 31, 2022. The owner of The Canine Bond is requesting an extension of the Temporary Use By-law (application PLRU-2022-127) and passage of the attached Temporary Use By-law to allow the use to continue for the next three (3) years to December 31, 2025 with the same exemptions to the required setbacks.

Approval of this Temporary Use By-law extension application is required to permit the owner to obtain an annual dog kennel licence from the County and continue to legally operate to the end of 2025. The Temporary Use By-law contains an expiry date and the dog kennel licence will contain conditions of

operation (hours of operation, maximum number of dogs, maximum number of employees, and no overnight boarding). If the owner desires to operate her business past December 31, 2025, prior to expiry of the Temporary Use By-law, the owner must apply for an extension and receive Council approval before obtaining an annual dog kennel licence for 2026, or cease operations. The dog kennel licence must be applied for annually through the Corporate & Social Services Department. It is Planning staff's opinion that the proposal is consistent and conforms to Provincial and County policy frameworks. Planning staff recommends approval of this application and passage of the attached Temporary Use By-law to December 31, 2025.

## **BACKGROUND:**

### **Location and Description:**

The subject lands are known municipally as 4149 River Road, front onto the west side of River Road, and are located in the former Geographic Township of Oneida (Attachment 1). The subject lands contain a single-family dwelling, detached garage, and fenced dog training area with an accessory building for dog training (Attachment 1). The dog training area is located behind the existing dwelling and is approximately 0.16 hectares (0.39 acres) in size. The subject lands are a rural residential lot and are clustered among four (4) other rural residential lots within the prime agricultural area of the County. Surrounding land uses include agricultural and rural residential uses in all directions. The abutting properties to the north and south are rural residential properties and have in-ground pools in their backyards.

### **Previous Application – PLZ-HA-2020-186:**

The property owner contacted Planning staff in late 2018 to discuss starting-up a dog training business on the subject lands. Planning staff and the owner discussed the dog training business would be considered to be a dog kennel under the Zoning By-law and would not be permitted on the subject lands due to zoning non-compliance relating to proximity of the dog training business to neighbouring dwellings and property lines, and discussed options. Planning staff became aware that the owner had started The Canine Bond, a dog training business, on the subject lands without land use approvals in place via by-law complaint in late summer of 2019. The by-law complaint regarding use of the subject lands for the dog training business was not filed by neighbours and no formal by-law complaints from neighbours regarding noise or dog issues relating to the dog training business had been filed.

In late 2020, the owner submitted a Zoning By-law Amendment application (PLZ-HA-2020-186) to request relief from the provisions of the Zoning By-law to permit the dog training business on the subject lands in perpetuity. If approved, the Zoning By-law Amendment application would have permanently permitted a dog training business on the subject lands and the land use permissions would have remained with the land following subsequent ownership changes. Through the public circulation process, Planning staff received a number of inquiries for general information, a letter of objection from the property owners at 4155 River Road (who shares the north-south property line with the subject lands), and an email of support. Some of the concerns raised by neighbours related to:

1. Loss in property value resulting from an approved animal kennel operating next to their rural residential properties if the Zoning By-law Application was approved in perpetuity; and
2. Transferability of land use permissions for an animal kennel from the applicant to future owners of the subject lands.

Given the level of public participation and concerns raised through public notice circulation, Planning staff hosted and facilitated a virtual neighbourhood meeting on February 24, 2021. Through the neighbourhood meeting, the neighbours (including the original objector at 4155 River Road) voiced support for the applicant's specific dog training business for a limited time period with conditions and

check-ins but objected to a future property owner retaining the rights to operate a 24/7 kennel on the subject lands on a permanent basis.

To address the neighbours' concerns, the owner amended the application from a Zoning By-law Amendment application to a Temporary Use By-law application. Through the neighbourhood meeting, the owner and neighbours (including the original objector) agreed that the owner should be permitted to continue to operate her dog training business for a time frame of twenty (20) months to December 31, 2022 before cessation of the business on the subject lands or request an extension (which includes a public process where neighbours would be notified and could participate in the planning process and Council approval).

At the March 30, 2021 Council in Committee meeting, the original objector residing at 4155 River Road addressed Council. He spoke about his original concerns relating to property value, permitting a 24/7 animal kennel in perpetuity on the subject lands, and transfer of land use permissions to a future owner. He assured Council that ultimately, he was in support of the compromise to permit the owner to operate a dog training business on the subject lands subject to conditions (hours of operations) and expiry through a Temporary Use By-law Amendment application.

To that end, Council approved application PLZ-HA-2020-186 on March 30, 2021 and passed Temporary Use By-law 1222-HC/21 on April 6, 2021 to permit a dog training business to operate on the subject lands until December 31, 2022.

#### **Current Application – PLRU-2022-127:**

The owner is requesting that Council pass a Temporary Use By-law extension to allow her to obtain a dog kennel licence from the County on an annual basis over the next three (3) years and to continue to operate her dog training business on the subject lands on a temporary basis until December 31, 2025. The owner applied for a Temporary Use By-law extension rather than a Zoning By-law Amendment to recognize that her neighbours previously objected to permanent permissions for a dog training business on the subject lands. The Temporary Use By-law would allow her to continue operating on a temporary basis while recognizing that it would expire and the kennel license would contain the following conditions, which are the exact same conditions previously supported by the neighbours and Council:

1. The dog training business shall operate between the hours on 10 a.m. to 1 p.m. from Monday to Friday on the subject lands;
2. Notwithstanding, puppy classes may operate between 10 a.m. to 1 p.m. on Saturdays on the subject lands;
3. A maximum of twenty (20) dogs shall be permitted to be trained on the subject lands during the permitted hours;
4. A maximum of four (4) employees shall be permitted to train dogs during the permitted hours on the subject lands; and
5. No overnight boarding is permitted.

While the Zoning By-law permits animal kennels (including dog training) within the 'Agricultural (A)' Zone, they are not permitted to be located within 125 metres (410 feet) of any residential use located on a separate lot or 30 metres (100 feet) from any lot line. The owner's dog training business is located within 20 metres (66 feet) of adjacent houses and 0 metres (0 feet) from both interior property lines and the rear property line. Passage of the attached Temporary Use By-law is required to permit the applicant to obtain a dog kennel licence from the County (as dog kennel licenses must comply with the Zoning By-law) and to continue to operate her dog training business on the subject lands for a temporary period of time over the next three (3) years. Without approval, the owner would not be able to obtain a dog kennel licence and would need to cease operations.

With respect to the current extension request, a Notice of Complete Application was circulated to all neighbouring property owners within 120 metres (400 feet) of the subject lands on September 7, 2022 in accordance with *Planning Act* requirements. The original objector to the previous application residing at 4155 River Road emailed Planning staff on September 23, 2022 stating support for the owner's extension request for three (3) years provided all other conditions remain in place. No changes (growth) to the application type (Temporary Use By-law), and dog training business or permissions are proposed. Planning staff and the owner of 4155 River Road had a phone call, and the Senior Planner explained that the Temporary Use By-law would contain the expiry date of December 31, 2025 and the annual dog kennel licence would include all other restrictions (hours of operation, number of dogs, number of employees, and no overnight boarding), to which the owner did not object. At the time of writing the subject report, Planning staff had not received any further correspondence (including objections) from neighbouring property owners. Also, the Manager of Building & Municipal Enforcement Services and SPCA confirmed that they have not received any By-law complaints following approval of the original Temporary Use By-law application. Given that the extension application proposes the same conditions (expiry and conditions of operation) as the previous application, which were agreed to by the owner and neighbours, and that no additional concerns have been raised through the By-law complaint process or through the public circulation process for the Temporary Use By-law extension application, Planning staff did not host another neighbourhood meeting. Had concerns been raised through any of these means, Planning staff would have hosted a neighbourhood meeting.

## ANALYSIS:

Through the review of this proposal, Planning staff have identified the following key planning matters:

### Planning Act:

The *Planning Act* is the provincial legislation that sets out the ground rules for land use planning in Ontario. It sets out Provincial interests, policy statements, planning applications, and planning processes and timelines that must be followed.

The *Planning Act* authorizes Council to pass a by-law to authorize the temporary use of land, buildings, or structures for any purpose that is otherwise prohibited by the Zoning By-law. The *Planning Act* requires the Temporary Use By-law to define the area to which it applies and to specify the period of time for which the authorization shall be in effect, which cannot exceed three (3) years from the day of passing of the Temporary Use By-law. Prior to expiry of the Temporary Use by-law, the *Planning Act* authorizes Council to grant extensions for not more than three (3) years per extension. Extension requests are to be circulated to neighbours for input and feedback, and require Council's approval. Upon expiry of the Temporary Use By-law, the use is no longer permitted and must cease. In this particular case, Council is authorized (should they choose) to grant an extension to December 31, 2025 via approval of application PLRU-2022-127 and passage of the attached Temporary Use By-law.

Further, through previous public consultation for the original Temporary Use By-law application the owner's neighbours requested that the permissions to operate the dog training business be temporary and that the approval to operate the business be approved only for the current owner and not extend to any potential future owners. The *Planning Act* permits Council to approve temporary zoning via Temporary Use By-laws. However, the *Planning Act* does not permit Council to zone for people or their personal circumstances. Instead, the *Planning Act* permits Council to zone for land use. Passage of the Temporary Use By-law would reduce the likelihood of transferability of land use rights for the dog training business should the owner sell the subject lands by virtue of its expiry. More specifically, if the owner sells the subject lands, the temporary zoning permissions will expire shortly thereafter without an extension request.

If Council approves the owner's request and passes the Temporary Use By-law, the By-law reference would be included in the zoning maps for the subject lands for the timeframe when it applies to the subject lands. This would indicate to current and future property owners in the area (should they review area zoning) that a Temporary Use By-law is in place for a dog training business on the subject lands.

### **Provincial Policy:**

The Provincial Policy Statement (PPS) (2020) and A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020) are high level planning documents that provide direction on matters of provincial interest related to land use planning, development, and growth. These policy frameworks require the long-term protection of prime agricultural lands. The subject lands are located in the prime agricultural area; no concerns have been raised by neighbouring farmers relating to adverse impacts on surrounding farms and the application is considered to be compatible with the prime agricultural area.

These policy frameworks are general, as they apply province wide; they do not drill down into all local circumstances, issues, and policies, including dog kennels. This is the function of the Haldimand County Official Plan (OP), Haldimand County Zoning By-law HC 1-2020, and Animal Control By-law 1396-13. As such, the proposal is consistent with the PPS and conforms to A Place to Grow.

### **County Policy:**

#### ***Haldimand County Official Plan:***

The current Official Plan (OP) creates the long-term framework for guiding land use changes in the County by protecting and managing the natural environment, directing and influencing growth patterns, and facilitating the vision of the County as expressed through its residents. Decisions on Temporary Use By-law applications must conform to the OP.

The subject lands are designated 'Agriculture' and are located in the prime agricultural area of the County. The OP states that the predominate use of lands within the 'Agriculture' designation shall be for agriculture and agriculturally related uses. A single-family dwelling and land use compatible with agriculture, including animal kennels, are also permitted in the 'Agriculture' designation. The OP states that separation distances for animal kennels and other uses which are a potential nuisance with respect to the creation of noise, odour and/or dust are set out in the Zoning By-law.

The OP elaborates on the *Planning Act* legislation and states that Council may enact Temporary Use By-laws to allow the temporary use of land for the purpose that is otherwise prohibited by the Zoning By-law under the following circumstances:

- a) For unfamiliar or uncommon uses on a trial basis that do not necessarily conform to the policies of the OP; and/or
- b) For a use where it is known that the use will only be established for a brief period of time.

Planning staff recommend that the land use permissions for the dog training business be granted via a Temporary Use By-law extension rather than a Zoning By-law Amendment. This will address the neighbours' concerns, allow for regular 'check-ins' with the owner and neighbours to ensure the business is compatible with the surrounding rural residential uses, and will ensure eventual discontinuation of the business on the subject lands.

Further, the OP states that prior to passage of the Temporary Use By-law, Council shall be satisfied that:

- a) The temporary use permitted is compatible with adjacent uses or alternatively, that appropriate measures to mitigate any adverse impacts are implemented;

**Planning Comment:** This continues to be the crux of the situation – compatibility between the dog training business and the surrounding rural residential properties, which are in close proximity to one another. Planning staff previously consulted with the Manager of Building and

Municipal Enforcement Services who holds a certificate from the Ministry of Environment, Conservation and Parks (MECP) in Environmental Sound (EPA). It is the Manager's opinion that based on the location of the dog training area on the subject lands and the in-ground pools on the neighbouring properties there would be a definite noise impact and possible loss of enjoyment.

Further, the dog training business is considered to be an animal kennel as dog training services are offered. However, the existing dog training business does not provide daytime or overnight boarding services and operates midday. To ensure that the owner's dog training business is compatible to the greatest extent possible with the neighbouring rural residential properties, the owner continues to run her business based on the following conditions:

1. The dog training business operates between the hours of 10 a.m. and 1 p.m. from Monday to Friday on the subject lands;
2. Notwithstanding, puppy classes operate between 10 a.m. and 1 p.m. on Saturdays on the subject lands;
3. A maximum of twenty (20) dogs are trained on the subject lands during the permitted hours;
4. A maximum of four (4) employees train dogs during the permitted hours on the subject lands; and
5. No overnight boarding is permitted.

No changes or growth to the dog training business are proposed. Based on the foregoing and the neighbours' previous agreement to temporary land use permission subject to the conditions above with no further objections raised through circulation of the extension request, the proposal is considered appropriate.

- b) On-site parking is adequate for the use and no adverse impacts on traffic or transportation facilities will result; and

**Planning Comment:** The employees park to the west of the detached garage. The owner and her employees typically pick-up and drop-off dogs as part of the dog training program. However, dog owners can also drop-off and pick-up their dogs; in this case, the owner and her employees assist dog owners with completing a three-point turn in her driveway. The dog training business is not considered to be a significant traffic generator and has not (nor is expected to) caused adverse impacts on traffic.

- c) There is a reasonable probability that the temporary use will cease on or before the expiry of the by-law.

**Planning Comment:** To address the neighbours' concerns related to loss of property value, transferability of land use rights to future property owners of the subject lands, and to ensure that regular 'check-ins' are in place, the Temporary Use By-law and extension application(s) are the best planning tool to permit the owner to continue her dog training business on the subject lands while mitigating the neighbours' concerns. Also, the business is very specific (i.e. limited hours of operation, etc.) and relates to land (i.e. new buildings and infrastructure are not used or requested); it is reasonable to expect that the business will discontinue at some point in the future.

### ***Haldimand County Zoning By-law HC 1-2020:***

The OP sets out the County's general policies for future land use. The Haldimand County Zoning By-law HC 1-2020 puts the OP into effect and legally controls the use of land in the County by stating how land may be used and provides required setbacks, etc. If a proposal does not comply with the Zoning By-law, it is not permitted and County licenses, such as a dog kennel licence, cannot be granted.

The subject lands are zoned 'Agricultural (A)' Zone in the Zoning By-law. The 'A' Zone permits a number of uses including a single detached dwelling, related accessory structures subject to provisions, and an animal kennel subject to conditions. The Zoning By-law broadly defines an animal kennel as a place where domestic pets are kept, raised, boarded or trained and is permitted no closer than:

- a) 600 metres (1,968 feet) from an urban zone that permits a residential use;
- b) 300 metres (984 feet) from a 'Hamlet Residential (RH)' or 'Lakeshore Residential (RL)' Zone;
- c) 125 metres (410 feet) from a 'Community Institutional (IC)', 'Neighbourhood Institutional (IN)', 'Rural Institutional (IR)', or 'Open Space (OS)' Zone or any residential use located on a separate lot, however, this shall not apply to an abandoned cemetery; or
- d) 30 metres (98 feet) from any lot line.

The purpose of these zone provisions is to ensure that an animal kennel (including dog training) is compatible with the surrounding area and minimize potential noise concerns. If an animal kennel satisfies these zone provisions it is permitted to start-up and operate from a land use perspective without a *Planning Act* application (such as a Temporary Use By-law application) or public consultation; however, an annual County kennel licence is still required.

The existing dog training business complies with items a) and b), but does not comply with items c) and d). As such, the existing dog training business is not permitted and a dog kennel license cannot be granted by the County without extension to the existing Temporary Use By-law permissions.

It is Planning staff's opinion that it is reasonable to approve the owner's extension request to permit her to obtain a dog kennel licence from the County and operate her dog training business for a period of three (3) years to December 31, 2025 subject to conditions (midday operation, maximum number of dogs and employees, etc.) for the following reasons:

1. The subject lands are located in the prime agricultural area rather than the urban area where land uses are compact.
2. The original By-law complaint from 2019 was not filed by one of the owner's neighbours and no formal noise or dog related complaints have been filed through the Building and Municipal Enforcement Services or SPCA to date.
3. The applicant worked with her neighbours to come to a compromise (Temporary Use By-law for a limited timeframe rather than a Zoning By-law Amendment for permanent permissions) that the owner and neighbours agreed to via the original Temporary Use By-law application process. The owner has submitted an extension request for a temporary period of time to permit her to continue to operate her business while recognizing the neighbours' original concerns and desires. The neighbours were circulated as part of the current application process and Planning staff have received no objections. The owner continues to check-in with her neighbours.
4. The zoning permissions will expire should:
  - a) The owner not submit an application for extension, or
  - b) Council does not approve subsequent extensions based on feedback from the neighbours.
5. The Temporary Use By-law extension application has allowed for a 'check-in' (no objections raised) and will continue to allow for check-ins with the owner and neighbours to determine if extension is desirable from a land use compatibility (enjoyment of property) perspective.
6. The Temporary Use By-law will reduce the likelihood of transferability of land use rights to future owners.

A Temporary Use By-law has been prepared and included with this report as Attachment 2 for Council to pass. The Temporary Use By-law will expire on December 31, 2025.

### ***Dog Kennel Licence:***

Further, all dog kennels within the County are required to be licenced annually by the County. Dog kennels must comply with the Animal Control By-law 1396-13 and other applicable By-laws of the

County, including the Haldimand County Zoning By-law HC-2020 (re: setbacks). Dog kennel licences expire on December 31<sup>st</sup> each year, which lines up perfectly with the expiry date in the Temporary Use By-law.

In this case, the owner had the extra step of applying and receiving approval for the Temporary Use By-law and associated extension to temporarily permit the use on the subject lands due to zoning non-compliances relating to setbacks before she could obtain the required dog kennel license. Since approval of the previous Temporary Use By-law application, Planning staff have determined that the dog kennel licence is the appropriate and legal tool to list conditions relating to hours of operation for the dog training business rather than the Temporary Use By-law tool. If Council passes the Temporary Use By-law, the owner will need to apply annually over the next three (3) years for a dog kennel licence under Haldimand County By-law 1396-13. The dog kennel licence will include the following conditions, which have been discussed with the Supervisor of Customer Experience & Communications, who oversees the Dog Kennel Licence process:

1. The dog training business shall operate between the hours on 10 a.m. to 1 p.m. from Monday to Friday on the subject lands;
2. Notwithstanding, puppy classes may operate between 10 a.m. to 1 p.m. on Saturdays on the subject lands;
3. A maximum of twenty (20) dogs shall be permitted to be trained on the subject lands during the permitted hours;
4. A maximum of four (4) employees shall be permitted to train dogs during the permitted hours on the subject lands; and
5. No overnight boarding is permitted.

These conditions will not be contained in the enacting section of the Temporary Use By-law but will be contained in the purpose and effect section with reference to the required dog kennel licence. While the tool to condition the dog training business is changing (with the exception of the expiry) from the previous application and Temporary Use By-law, the proposal itself and the operation of the dog training business is not changing. As such, Planning staff have no concerns.

### **Planning Opinion:**

It is Planning staff's opinion that Council is authorized by the *Planning Act* to pass a Temporary Use By-law to extend land use permissions for the existing dog training business. It is Planning staff's opinion that the proposal generally conforms to the Haldimand County Official Plan policies relating to Temporary Use By-law applications. As such, Planning staff recommend approval of this application and passing of the attached Temporary Use By-law (Attachment 2). Following, the owner will need to apply for and receive a dog kennel license. The Supervisor of Customer Experience & Communications has confirmed that the conditions can be included in the dog kennel licence.

### **Public Consultation:**

As part of the application process, Planning staff circulated a Notice of Complete application on September 7, 2022 to neighbours within 120 metres (400 feet) of the subject lands. The purpose of the Notice was to notify neighbours that an application was submitted to Council. The Notice provided application details, the location map (Attachment 1), and public consultation process. Following distribution of the Notice, Planning staff received one (1) email of support (copied below) and followed-up via telephone to explain the animal kennel license requirements and conditions. A public notice sign was posted on the subject lands and a Notice of Public meeting was circulated at least fourteen (14) days prior to the Public meeting.

### **Email of Support from Greg Crawford of 4155 River Road:**

Good morning Ashley, I'm hoping this email address still works.

I'm just writing you as we have been emailing back and forth with Carrie regarding her new application PLRU-2022-127, in which she is looking for approval over a 3 year term. We told Carrie that as long as all other terms from the original application remain the same, we will support her for the three year term.

I may not be able to attend the Public Meeting. As such, I thought I'd email you our support in hopes that this makes the application process and meeting go smoother.

Please let me know if you need anything else from Sue or I.

## **FINANCIAL/LEGAL IMPLICATIONS:**

Not applicable.

## **STAKEHOLDER IMPACTS:**

**Building & Municipal Enforcement Services** – No concerns/objections as long as the conditions of 1222-HC/21 continue to be met.

**Planning & Development Division, Development Technologist** – Development Engineering has reviewed the application for PLRU-2022-127 and have no objections or concerns.

**Project Manager of Forestry Operations** – Forestry is not concerned with the proposed temporary use extension for the kennels as the proposal will have no impact on any County-owned trees or Woodlands regulated under the County's Forest Conservation By-law 2204/20.

**Economic Development & Tourism, Senior Economic Development Officer** – Haldimand County's Economic Development and Tourism Division have no concerns with this proposal.

**Supervisor of Customer Experience & Communications** – The applicant will need to obtain a kennel licence annually for the duration of the temporary use extension. The kennel permit/licence can be issued with special conditions/the criteria listed in the previous Temporary Use By-law. The kennel licence application form which the applicant will be required to complete can be found online on our Licences page. The 2022 fee is \$126.00.

**Trans-Northern Pipeline Inc.** – Thank you for contacting TTNPI. We can confirm that TNPI has NO infrastructure in the mentioned area.

**Hydro One (High Voltage Facilities and Corridor Lands)** – We are in receipt of your Application PLRU-2022-124 dated September 9, 2022. We have reviewed the documents concerning the noted Plan and have no comments or concerns at this time.

**Hydro One (Local)** – Hydro One has no objections with this application.

No comments were received from: Mississaugas of the Credit First Nation, Six Nations Council, Emergency Services, Property Coordinator, Finance, Haldimand-Norfolk Health Unit, Bell Canada, Metro Loop, Rogers, Canada Post, CP and CN Railways, Union Gas, or MPAC.

## **REPORT IMPACTS:**

Agreement: No

By-law: Yes

Budget Amendment: No

Policy: Yes

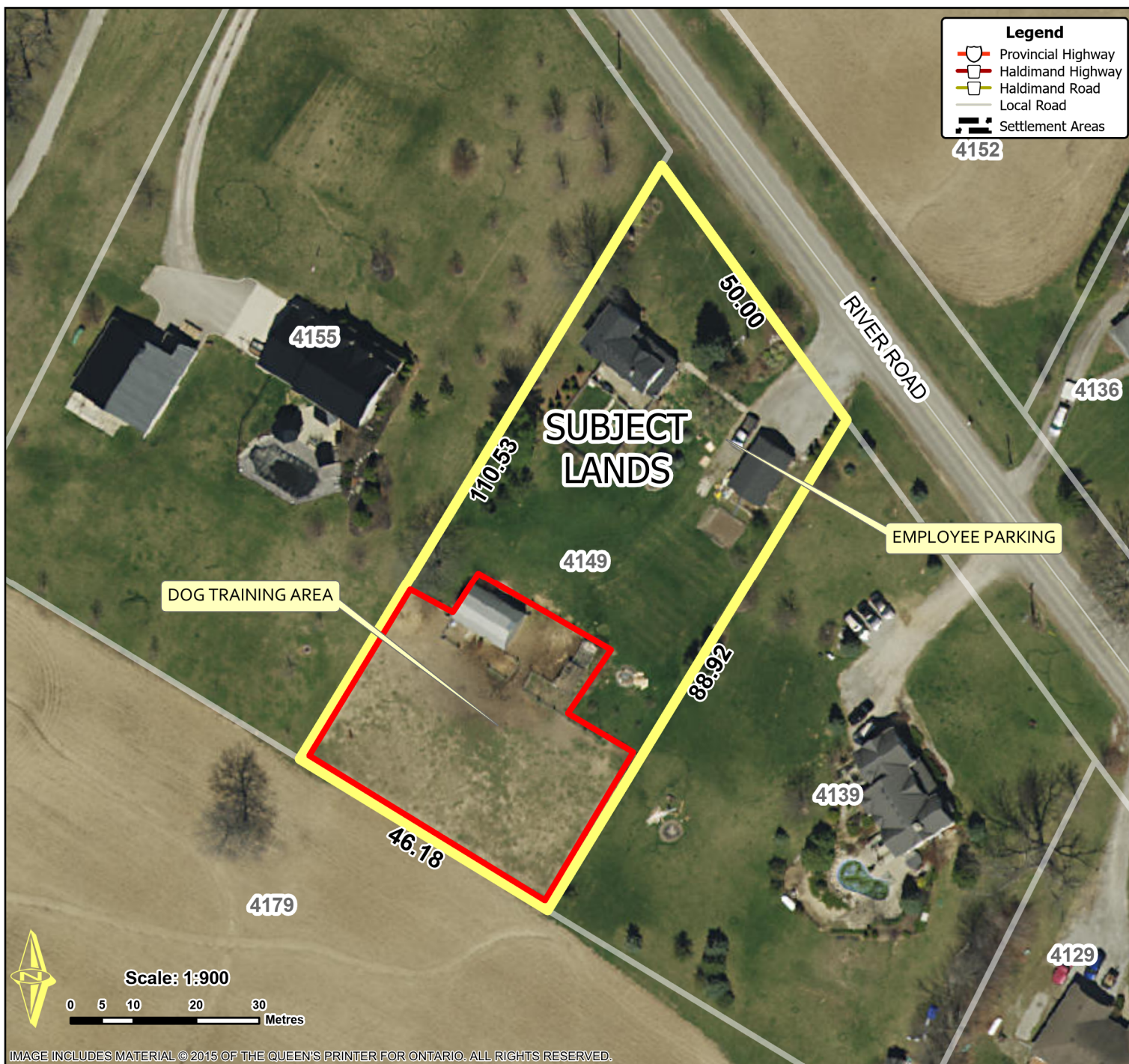
## REFERENCES:

1. [Report PDD-21-2021 Temporary Use By-law Amendment Application for an Animal Kennel – Canine Bond](#)
1. [Haldimand County Kennel Licence webpage](#)

## ATTACHMENTS:

1. Location Map.
2. Draft Temporary Use By-law.

# Location Map FILE #PLRU-2022-127 APPLICANT: Carrie Rottaris - Canine Bond



Location:

**4149 RIVER ROAD  
GEOGRAPHIC TOWNSHIP OF ONEIDA  
WARD 4**

Legal Description:

**OND RIVER RANGE PT LOT 39 RP 18R2616  
PART 2 RP 18R5540 PART 2**

Property Assessment Number:

**2810 153 004 11805 0000**

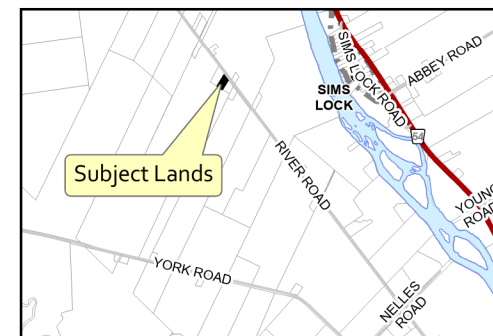
Size:

**1.15 Acres**

Zoning:

**A (Agricultural)**

HALDIMAND COUNTY, ITS EMPLOYEES, OFFICERS AND AGENTS ARE NOT RESPONSIBLE FOR ANY ERRORS, OMISSIONS OR INACCURACIES WHETHER DUE TO THEIR OWN NEGLIGENCE OR OTHERWISE. DO NOT USE FOR OPERATING MAP OR DESIGN PURPOSES. ALL INFORMATION TO BE VERIFIED.



## THE CORPORATION OF HALDIMAND COUNTY

By-law Number -HC/22

**Being a by-law to authorize a temporary use of certain lands, buildings and structures for a use prohibited by Haldimand County Zoning By-law HC 1-2020, as amended, for property described in the name of Carrie Rottaris (The Canine Bond).**

**WHEREAS** Haldimand County is authorized to enact this by-law, by virtue of the provisions of Section 34 and 39(1) of the *Planning Act*, R.S.O. 1990, CHAPTER P.13, as amended;

**AND WHEREAS** this by-law conforms to the Haldimand County Official Plan,

**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

1. **THAT** this by-law shall apply to lands described as OND RIVER RANGE PT LOT 39 RP 18R2616 Part 2 RP 18R5540 PART 2 and shown on Maps “A” and “B” attached to and forming part of this by-law.
2. **THAT** in addition to the uses permitted in Subsection 11.2 Permitted Uses in the Agricultural and Future Development Zones of By-law 1-2020, as amended, an “animal kennel” in accordance with clause 3 may also be permitted on the lands described in clause 1 of this by-law for a temporary period of time commencing on December 12, 2022 and expiring on December 31, 2025.
3. **THAT** notwithstanding the provisions of Section 4.33 Location of an Animal Kennel, the animal kennel shall not be located closer than:
  - 20 metres to any residential use located on a separate lot; and
  - 0 metres to the interior and rear lot lines on the lands described in clause 1 for the time period described in clause 2.

HALDIMAND COUNTY

By-law Number /22

4. **AND THAT** this by-law shall come into force in accordance with the provisions of the *Planning Act*.

READ a first and second time this 12<sup>th</sup> day of December, 2022.

READ a third time and finally passed this 12<sup>th</sup> day of December, 2022.

---

MAYOR

---

CLERK

### MAP A - Key Map

Haldimand County  
Geographic Township of Oneida  
Ward 4

0 200 400 600 800

Metres

**SUBJECT LANDS**

This is Map A to Zoning By-law \_\_\_\_\_ Passed the \_\_\_\_ day of \_\_\_\_\_ 2022.

\_\_\_\_\_

**MAYOR**

\_\_\_\_\_

**CLERK**

Ref: PLRU-2022-127

T:\Planning and Economic Development\PD\GIS\Applications\2022\PLRU\PLRU-2022-127\PLRU2022127\PLRU2022127.aprx

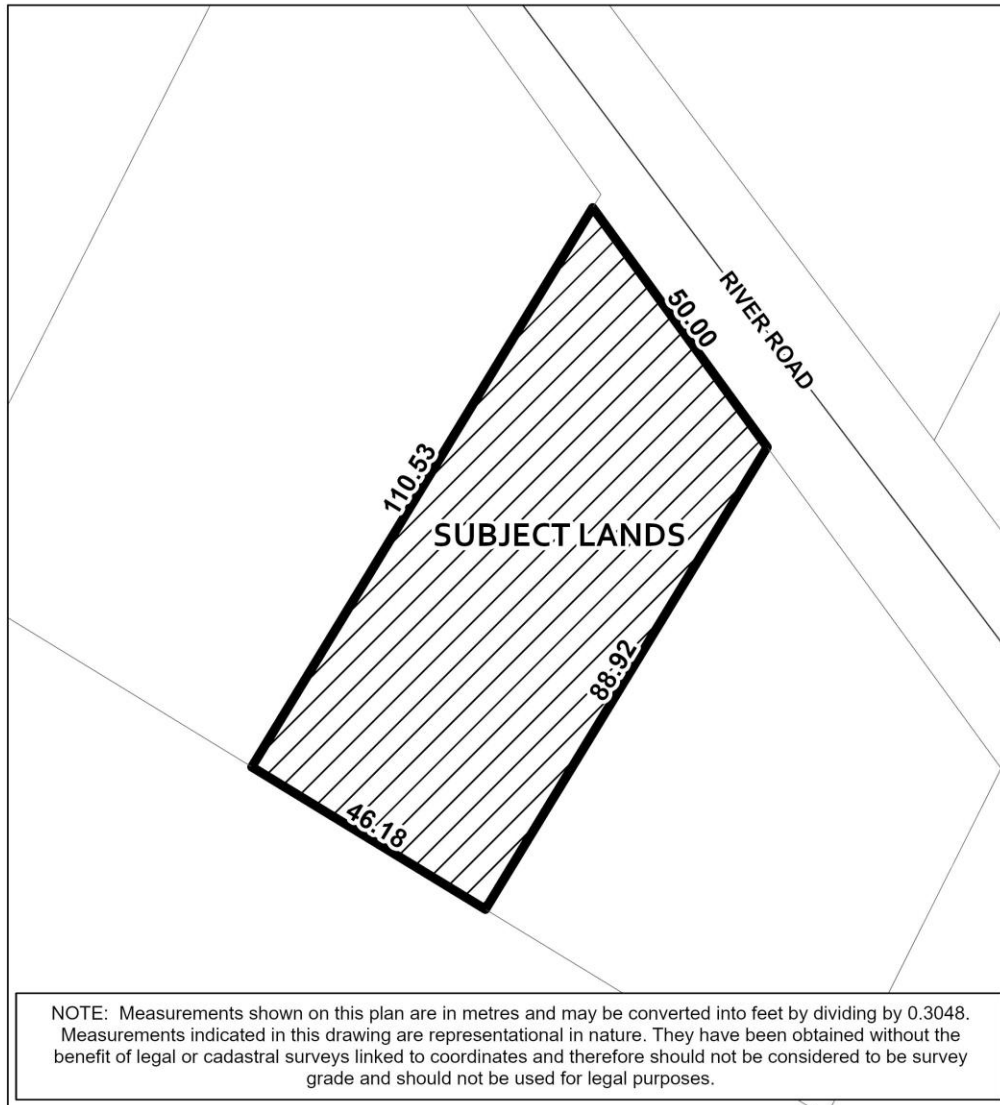
# **MAP B - Detail Map**

Haldimand County

Geographic Township of Oneida, Ward 4

SCALE: 1:900

0 10 20 30 40 Metres



This is Map B to Zoning By-law \_\_\_\_\_ Passed the \_\_\_\_ day of \_\_\_\_\_ 2022.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

Ref: PLRU-2022-127

**PURPOSE AND EFFECT OF BY-LAW /22**

The subject lands are legally described as OND RIVER RANGE PT LOT 39 RP 18R2616 Part 2 RP 18R5540 PART 2 and known municipally as 4149 River Road. The subject lands are shown in the attached maps.

The purpose of this by-law is to temporarily permit The Canine Bond to continue to operate a dog training business on the subject lands. This by-law provides for such use for a temporary period of time commencing on December 12, 2022 and expiring on December 31, 2025. Any extension to the time limit set out in this by-law will require the passing of a further by-law by Council.

A dog kennel license must be issued annually for the owner and the subject lands in accordance with Animal Control By-law 1396/13 and the following conditions:

1. The dog training business shall operate between the hours of 10 am to 1 pm from Monday to Friday on the subject lands;
2. Notwithstanding, puppy classes may operate between 10 am to 1pm on Saturdays on the subject lands;
3. A maximum of twenty (20) dogs shall be permitted to be trained on the subject lands during the permitted hours;
4. A maximum of four (4) employees shall be permitted to train dogs during the permitted hours on the subject lands; and
5. No overnight boarding is permitted.

Report Number:	PDD-45-2022
File No:	PLRU-2022-127
Name:	Carrie Rottaris (The Canine Bond)
Roll No.	2810.153.004.11805.0000

---

## HALDIMAND COUNTY

### Report PDD-46-2022 Zoning By-law Amendment as a Condition of Consent - Strobosser



For Consideration by Council in Committee on December 6, 2022

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### OBJECTIVE:

To fulfill a condition of consent for the severance of a surplus farm dwelling.

### RECOMMENDATIONS:

1. THAT Report PDD-46-2022 Zoning By-law Amendment as a Condition of Consent – Strobosser be received;
2. AND THAT application PLZ-HA-2022-100 to amend Haldimand County Zoning By-law HC 1-2020 to prohibit future residential development and home occupation opportunities on the retained farm lands be approved for reason outlined in Report PDD-46-2022;
3. AND THAT the proposal is deemed to be consistent with the Provincial Policy Statement 2020, and the Growth Pan for the Greater golden Horseshoe 2020;
4. AND THAT the by-law attached to Report PDD-46-2022 be presented for enactment.

**Prepared by:** Neil Stoop, MSc, MCIP, RPP, Senior Planner

**Reviewed by:** Shannon VanDalen, MCIP, RPP, Manager of Planning and Development

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

The Zoning By-law Amendment is required as a condition of consent for a surplus farm dwelling severance where the lands severed exceed the maximum lot size of the Surplus Farm Dwelling provisions, and as a result, the retained lands need to be rezoned in order to remove a single detached dwelling and home occupation as permitted uses to comply with Provincial Policy.

Planning staff are of the opinion that this proposal is in conformity with the Provincial Policy Statement 2020, complies with the Provincial Growth Plan 2020, conforms to Haldimand County's Official Plan and maintains the general intent and purpose of the Haldimand County Zoning By-law HC 1-2020. Planning staff recommend approval of this amendment for the reasons set out in this report.

### BACKGROUND:

The proposed zoning amendment is required to fulfill a condition of consent for the severance of a surplus farm dwelling severance application (PLB-2022-099) which was conditionally approved by the Committee of Adjustment on August 16, 2022. The severance resulted in the creation of a 0.64 hectares (1.6 acres) parcel as a surplus farm dwelling and the retention of an agricultural parcel of approximately

33.2 hectares (82 acres) in size, and as shown in attachments 1 and 2. The subject proposal is required to fulfill a condition of consent because the severed surplus farm dwelling parcel will have an area that marginally exceed the 0.6 hectares (1.5 acres) size limit that is permitted through the automatic rezoning provisions of the Haldimand County Zoning By-law HC 1-2020.

The site is legally described as Concession 9, Part Lot 15, Geographic Township of Walpole and Parts 3 to 5 plan 18R5429. The lands are municipally known as 1148 Concession 9 Walpole. The severed lands contain an existing dwelling and are surrounded primarily by agricultural uses. A General Location Map can be found in Attachment 1, while Attachment 2 shows the lot configuration in the Owner's Sketch.

Planning staff are recommending approval of the subject application such that development opportunities are limited on the retained lands in the future, which maintains conformity with the Official Plan and Provincial Policies.

## **ANALYSIS:**

Planning staff determined key planning issues related to this application. They are as follows:

### **Provincial Policy Statement:**

The Provincial Policy Statement, 2020 (PPS) is generally prohibitive when it comes to creation of lots within prime agricultural areas in an effort to protect prime agricultural lands. However, the PPS permits lot creation within prime agricultural areas for limited purposes including the severance of a dwelling made surplus by farm consolidation subject to certain conditions. The subject application will satisfy section 2.3.4 c) 2. of the PPS which states that, "the planning authority ensures that new residential dwellings are prohibited on any remnant parcel created by the severance".

Planning staff are of the opinion that the subject application is consistent with the PPS.

### **A Place to Grow, 2020:**

The policies of A Place to Grow generally echo those of the PPS, and aim to protect prime agricultural lands within the province. The Growth Plan however, does not provide specific criteria for Surplus Farm Dwelling Severances. It is the opinion of Planning staff that the proposal is consistent with A Place to Grow.

### **Haldimand County Official Plan**

The subject lands are designated 'Agriculture' in the Haldimand County Official Plan. The Official Plan builds on the PPS surplus farm dwelling policies, providing additional details. Section 5H.4 of the Official Plan outlines various criteria for a surplus farm dwelling severance in Haldimand County. Notably, 5H.4(a) requires that the severed lot for a surplus farm dwelling severance shall generally be 0.4 hectares (1 acre) to 0.6 hectares (1.5 acres) in size, though consideration can be given to vary the size. The proposed severed lot will have an area of 0.64 hectares (1.6 acres) and is sized such that the lot will accommodate the existing onsite sewage disposal system (septic) and an existing detached garage without resulting in the unnecessary loss of lands under active agricultural production. This section of the Official Plan also requires that the retained lands be rezoned such that residential development on the retained lands is prohibited.

Planning staff are of the opinion that the subject application conforms to the intent of the Official Plan.

### **Haldimand County Zoning By-law HC 1-2020**

The proposed severed and retained lots are zoned "Agricultural (A)" and meet the minimum required area, frontage and setback provisions of the by-law. The surplus farm dwelling lot is greater than 0.6 hectares (1.5 acres) in size and as such, the retained lands do not qualify for the automatic zoning, as

outlined in Section 4.59. In cases where the lands are not automatically rezoned, a Zoning By-law amendment application is required to ensure conformity with the Official Plan and Provincial Policy, such as the case with the subject application.

The subject application will result in the prohibition of future residential development and associated home occupations on the retained farm lands.

Planning staff are of the opinion that the subject application maintains the intent of the Haldimand County Zoning By-law. A draft zoning By-law has been included within Attachment 3.

## **FINANCIAL/LEGAL IMPLICATIONS:**

Not applicable.

## **STAKEHOLDER IMPACTS:**

**Mississaugas of the Credit First Nation:** No objections.

**Building & Municipal Enforcement Services:** No objections, subject to the fulfilment of conditions of consent including submission of a septic evaluation.

**Planning & Development – Development Technologist:** No objections or concerns.

No comments or objections were received from the public regarding the subject application.

## **REPORT IMPACTS:**

Agreement: No

By-law: Yes

Budget Amendment: No

Policy: No

## **ATTACHMENTS:**

1. General Location Map.
2. Owner's Sketch.
3. Draft Zoning By-law Amendment HC 1-2020.

# Location Map FILE #PLZ-HA-2022-100 APPLICANT: AG Strobosser Farms Inc.



Location:

**1148 CONCESSION 9 WALPOLE  
GEOGRAPHIC TOWNSHIP OF WALPOLE  
WARD 1**

Legal Description:

**WALPOLE CON 9 PT LOT 15 NORTH OF  
RP 18R5429 PARTS 3 TO 5**

Property Assessment Number:

**2810 332 004 13200 0000**

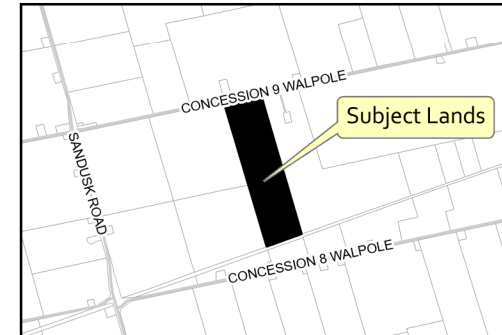
Size:

**83.62 Acres**

Zoning:

**A (Agricultural) & LPRCA Regulated Lands**

HALDIMAND COUNTY, ITS EMPLOYEES, OFFICERS AND AGENTS ARE NOT RESPONSIBLE FOR ANY ERRORS, OMISSIONS OR INACCURACIES WHETHER DUE TO THEIR OWN NEGLIGENCE OR OTHERWISE. DO NOT USE FOR OPERATING MAP OR DESIGN PURPOSES. ALL INFORMATION TO BE VERIFIED.

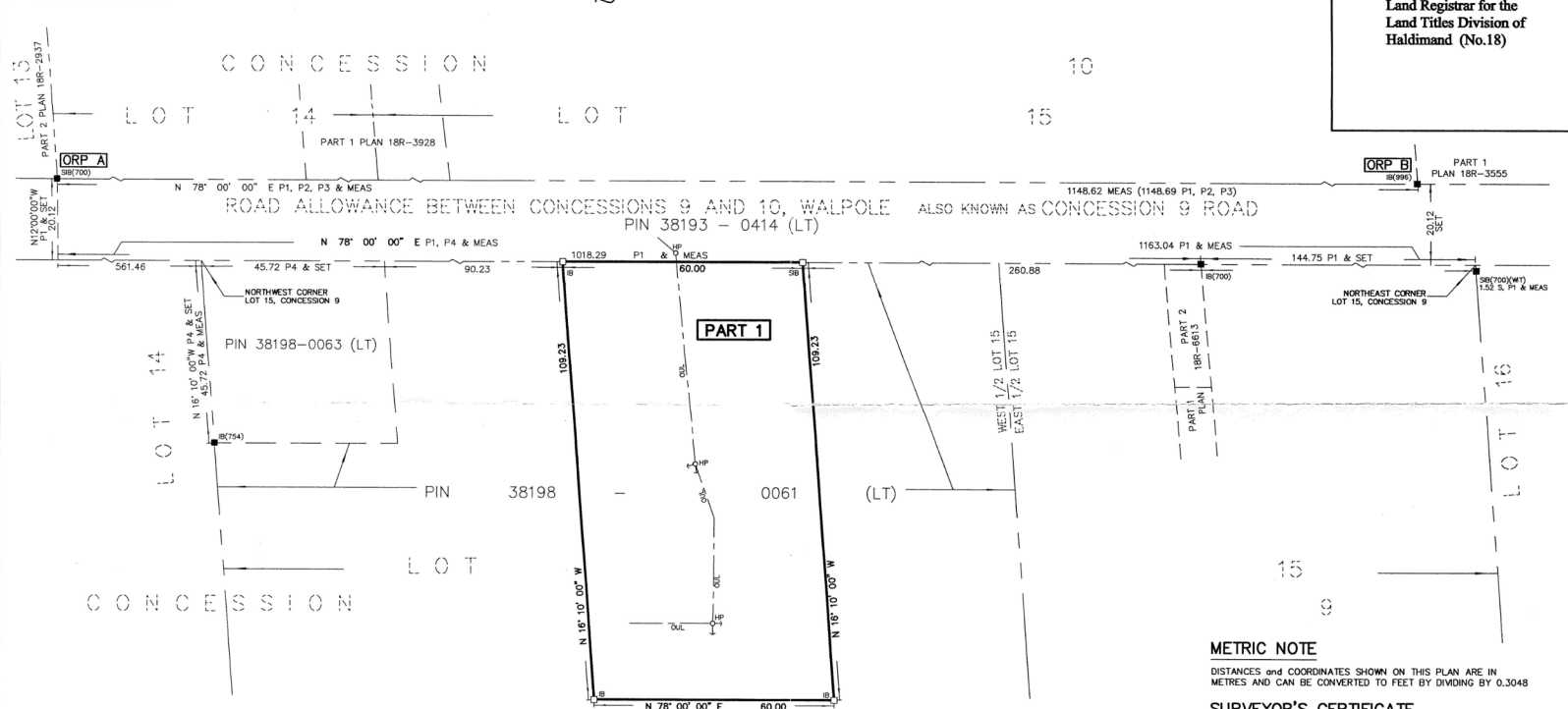


# Owner's Sketch FILE #PLZ-HA-2022-100 APPLICANT: AG Strobosser Farms Inc.



PLAN OF SURVEY OF  
**PART OF LOT 15**  
**CONCESSION 9**  
GEOGRAPHIC TOWNSHIP OF WALPOLE  
HALDIMAND COUNTY

SCALE 1:750  
THE INTENDED PLOT SIZE OF THIS PLAN IS 560mm IN WIDTH BY 430mm IN HEIGHT WHEN PLOTTED AT A SCALE OF 1:750 (C SIZE)  
RASCH & HYDE LTD.  
ONTARIO LAND SURVEYORS



## LEGEND

- DENOTES SURVEY MONUMENT PLANTED
- DENOTES SURVEY MONUMENT FOUND
- SIB DENOTES STANDARD IRON BAR (25mmX25mmX120cm)
- SSIB DENOTES SHORT STANDARD IRON BAR (25mmX25mmX60cm)
- IB DENOTES IRON BAR (15mmX15mmX60cm)
- IB# DENOTES ROUND IRON BAR (20mm DIA X 60cm)
- CC DENOTES CUT CROSS
- CM DENOTES CONCRETE MONUMENT
- WB DENOTES PLASTIC BAR
- WT DENOTES WITNESS
- OU DENOTES ORIGIN UNKNOWN
- PIN DENOTES PROPERTY IDENTIFIER NUMBER
- ORP DENOTES OBSERVED REFERENCE POINT
- (1827) DENOTES RASCH & HYDE O.L.S.
- (996) DENOTES J. B. DODD O.L.S.
- (754) DENOTES WEST & RUSKA O.L.S.
- (700) DENOTES JEWITT & DIXON O.L.S.
- P1 DENOTES PLAN 18R-6613
- P2 DENOTES PLAN 18R-3928
- P3 DENOTES PLAN 18R-3555
- P4 DENOTES PLAN BY H. W. WEST O.L.S. DATED JUNE 5, 1966 (FILE 174/4, F1262)
- HP DENOTES HYDRO/UTILITY POLE
- OUT DENOTES OVERHEAD HYDRO/UTILITY POLE LINE
- N=NORTH, S=SOUTH, E=EAST, W=WEST

## INTEGRATION DATA

POINT ID	NORTHING	EASTING
ORP A SIB(700)	4752229.81	577582.44
ORP B IB(996)	4752468.40	578705.60

ALL COORDINATES ARE IN METRES AND ARE UTM-ZONE 17, (NAD 83-CSRS:CBNVB (Epoch 2010.0)) (CENTRAL MERIDIAN 81° WEST LONGITUDE). COORDINATE VALUES ARE TO AN URBAN ACCURACY IN ACCORDANCE WITH SECTION 14 (2) OF O. REG 216/10.

## CAUTION

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

## SCHEDULE

PART	LOT	CONCESSION	PIN	AREA
1	PART OF LOT 15	9	PART OF 38198-0061 (LT)	0.654 Ha

## PLAN 18R-7983

Received and deposited

November 30<sup>th</sup>, 2021

April Sarkany

Representative for the  
Land Registrar for the  
Land Titles Division of  
Haldimand (No.18)

## METRIC NOTE

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

## SURVEYOR'S CERTIFICATE

- I CERTIFY THAT:
- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
  - THIS SURVEY WAS COMPLETED ON THE 15th DAY OF NOVEMBER 2021.

NOVEMBER 16, 2021

DATE HAROLD D. HYDE  
ONTARIO LAND SURVEYOR

THIS PLAN OF SURVEY RELATES TO A.O.L.S. PLAN SUBMISSION FORM #2176330

**RASCH + HYDE LTD.**  
Ontario Land Surveyors

P.O. Box 6, 1333 Highway #3 East, Unit B  
DUNNVILLE, ONT, N1A 2K1  
905-774-7188  
(FAX 905-774-4000)

P.O. Box 550, 74 Jarvis Street  
FORT ERIE, ONT, L2A 5Y1  
905-871-9757  
(FAX 905-871-9748)

HAROLD D. HYDE O.L.S.

SCALE 1 : 750 SURVEY : 21-244 DRWN BY : T. Motheson

## THE CORPORATION OF HALDIMAND COUNTY

By-law Number /22

**Being a by-law to amend Zoning By-law HC 1-2020 in the name of AG Strobosser Inc.**

**WHEREAS** Haldimand County is empowered to enact this by-law, by virtue of the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, C. P13, as amended;

**AND WHEREAS** this by-law conforms to the Haldimand County Official Plan;

**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

1. **THAT** this by-law shall apply to the lands described as Concession 9, Part Lot 15, Geographic Township of Walpole and being shown as the Subject Lands on Maps "A" and "B" attached hereto to form a part of this by-law.
2. **THAT** Haldimand Zoning By-law HC 1-2020, as amended, is hereby further amended by identifying the Subject Lands which are shown as 'Subject Lands' on Map "A" and Part 1 on Map "B" attached hereto and forming part of this by-law, as having reference to Subsection A-1.
3. **THAT** the following subsection shall be added to Section 11.4 (Special Provisions) of said By-law HC 1-2020:

"11.4.A-1

That on the lands delineated as having reference to this subsection, the following provisions shall apply:

- a) Notwithstanding the provisions of Section 11.2 – Permitted Uses in the "Agricultural (A)" zone, Residential Uses such as Bed and Breakfast, Single detached dwelling, Secondary Suite, Home-based Business, Home Office, Home Occupation and Home Industry are to be removed from the list of permitted uses."

HALDIMAND COUNTY

By-law Number /22

4. **AND THAT** this by-law shall take force and effect on the day of passing.

READ a first and second time this 12<sup>th</sup> day of December, 2022.

READ a third time and finally passed this 12<sup>th</sup> day of December, 2022.

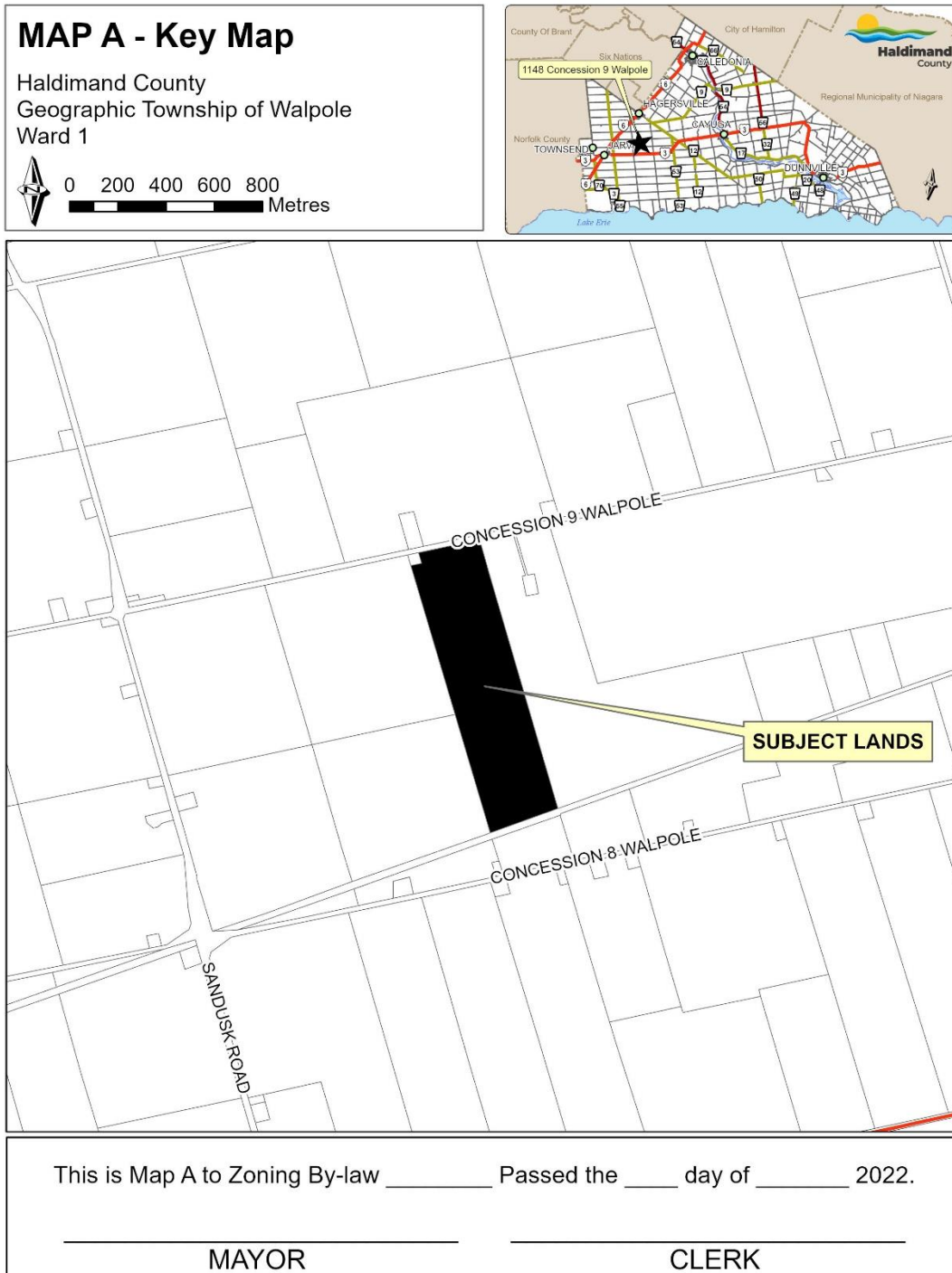
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MAYOR

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CLERK

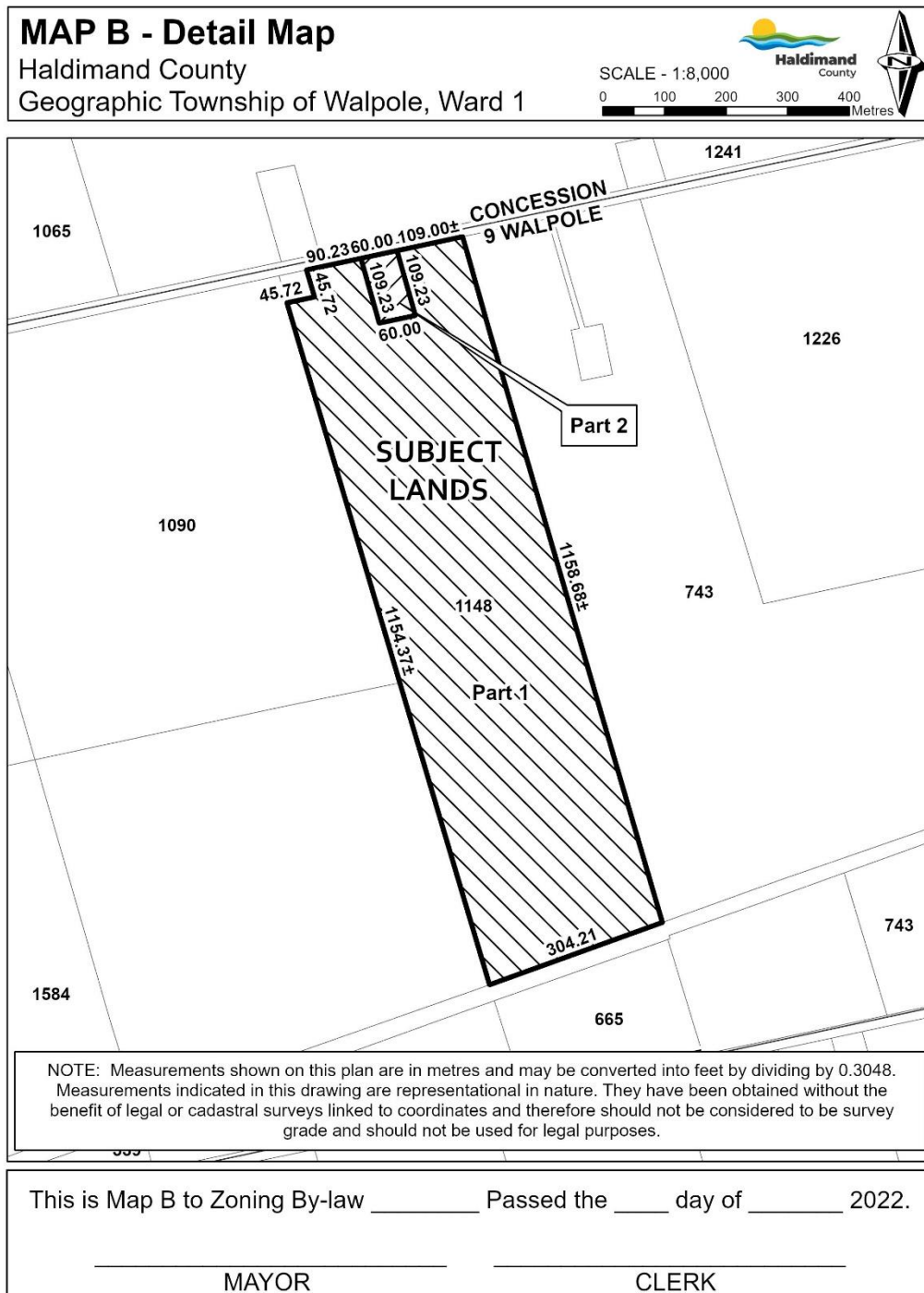
# Schedule "A"



Ref: PLZ-HA-2022-100

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## Schedule "B"



Ref: PLZ-HA-2022-100

**PURPOSE AND EFFECT OF BY-LAW /22**

The subject lands are legally described as Concession 9, Part Lot 15, Geographic Township of Walpole.

The purpose of this by-law is to fulfill a condition of consent for severance application PLB-2022-099 by prohibiting future residential development and home occupations on the subject lands.

In the Haldimand County Official Plan, the subject lands are designated as 'Agriculture' and there are no policy conflicts or issues as no new development is proposed.

HC 1-2020 which permits uses including farm, animal kennel, farm produce grading station, storage of school buses, seasonal storage of recreational vehicles and equipment as a secondary use to a permitted farm, commercial radio, television and telecommunication towers, but excluding any office or studio associated there with, structures accessory to a mine ventilation or emergency access shaft, one airstrip and one hangar, motor homes and bunk houses for seasonal workers provided they are located on the farm on which the seasonal workers are employed, one family dwelling house, farm stand, on-farm market, farm-related processing, experiential activities and home occupation.

All of the above uses will remain permitted as-of-right except for a one family dwelling (and home occupation) which shall be prohibited on the subject lands.

Report Number:	PDD-46-2022
File Number:	PLZ-HA-2022-100
Related File:	PLB-2022-099
Name:	AG Strobosser Inc.
Roll #:	2810-332-004-13200-0000

# HALDIMAND COUNTY

## Report PDD-51-2022 Information Report – Draft Plan of Subdivision for Trailside Townsend 1A Townhouses

For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To inform Council of a Draft Plan of Subdivision application for a development consisting of 30 group townhouses on full municipal services, accessed off of a condominium road in Townsend; and to hold the statutory public meeting required under the *Planning Act*. The proposed development has previously been approved for construction through a Site Plan Application (SP-HA-2-2007) and the issuance of the required building permits. The proposed Draft Plan of Subdivision serves only to establish the proposed common-element condominium tenure.

### RECOMMENDATIONS:

1. THAT Report PDD-51-2022 Information Report – Draft Plan of Subdivision for Trailside Townsend 1A Townhouses be received;
2. AND THAT the application for draft plan of subdivision is deemed to have sufficient regard for, be consistent with and conform to the *Planning Act*, Provincial Policy Statement (2020), A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020), and Haldimand County Official Plan;
3. AND THAT in accordance with By-law 2082/19, the General Manager of Community and Development Services issue draft plan approval once all conditions of By-law 2082/19 have been met, and advise Council when draft plan approval has been issued for application PL28T-2022-160.

**Prepared by:** Spencer Skidmore, MCIP, RPP, M.PI, Senior Planner

**Reviewed by:** Shannon VanDalen, MCIP, RPP, CMMI, Manager of Planning & Development]

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Planning staff have reviewed the Draft Plan of Subdivision application to permit the creation of 30 lots for residential purposes (townhouses) and one block that will contain the common-elements of a future common-element condominium. The development includes thirty (30) group townhouse dwellings that are fully municipally serviced using water and wastewater and accessed via a private condominium roadway accessed off of Nanticoke Creek Parkway. Each townhouse unit contains two (2) occupant parking spaces (driveway and garage) and a total of 19 visitor parking spaces are provided. See (Attachment 1 and Attachment 2).

The subject report advises Council of the details relating to the subject applications. The report is intended to assist Council in understanding the potential impacts of the proposal and to provide an opportunity for public involvement and engagement in the planning process. The application has sufficient regard for, is consistent with, and conforms to the applicable Provincial and County policy

documents. If no significant comments are raised at the public meeting, the Draft Plan of Subdivision will be forwarded to the General Manager of Community and Development Services for approval with the appropriate conditions.

Please note that the proposed Draft Plan of Subdivision serves only to establish the proposed common-element condominium tenure and that the majority of the proposal is already constructed. The proposal has been reviewed from a technical perspective through various other *Planning Act* applications that are discussed in detail in the background section of this report.

## **BACKGROUND:**

### **Location and Proposed Development**

The subject lands are located on the southwest corner of the urban area of Townsend and are accessed off of Nanticoke Creek Parkway. The lands are irregular in shape, have 35 metres (115 feet) of frontage on Nanticoke Creek Parkway and are 1.73 hectares (4.27 acres) in size. Nanticoke Creek abuts the lands to the west and south, and the lands are adjacent to existing single detached residential dwellings to the northeast. East of the subject lands is a building containing commercial and institutional uses (Haldimand-Norfolk Seniors Partnership).

The proposed Draft Plan of Subdivision application is to permit the creation of 30 lots for residential purposes (townhouses) and one block that will contain the common-elements of the future common-element condominium. The development includes thirty (30) group townhouse dwellings that are fully municipally serviced using water and wastewater and accessed via a private condominium roadway accessed off of Nanticoke Creek Parkway. Each townhouse unit contains two (2) occupant parking spaces (driveway and garage) and a total of 19 visitor parking spaces are provided. Construction of the development is almost complete and the subject Draft Plan of Subdivision serves to establish tenure.

### **Application History**

The proposed development has received various approvals dating back to 2006 when the lands were subject to an Official Plan Amendment (OP-HA-3/2007) and Zoning By-law Amendment (Z-HA-8/2007) to establish the proposed residential use on the subject lands. These applications were approved by Haldimand County Council and implemented through By-laws 594-HC/08 (Zoning By-law Amendment) and 596/597 – HC08 (Official Plan Amendment). See (Attachment 4).

A Site Plan Application (SP-HA-2-2007) was submitted in 2006, with a number of resubmissions to deal with technical matters related to the development of the proposed townhouses including water and wastewater servicing; stormwater management; geotechnical; lot grading and drainage; emergency access; landscaping; lighting; and hazard. The Site Plan application was dormant for a number of years until the lands were recently sold to the proponent of the subject Subdivision who continued to finalize development approvals. The applicant entered into a Site Plan Agreement with the County and posted the necessary securities for works within the County's right-of-way and for the proposed landscaping on-site. The Site Plan Agreement has been registered on title. The Site Plan application received formal approval on September 10, 2021. Following Site Plan Approval (Attachment 3), the applicant began applying for and receiving building permits to facilitate the construction of the proposed townhouse units.

As the subject lands are intended to be a condominium tenure, the applicant applied for a Condominium Exemption in February of 2022, which was approved in March. Accordingly, the condominium has received draft approval from the County; however, at the point of drafting of this report, no condominium corporation has been registered on the lands.

The subject Draft Plan of Subdivision, which is the final application in the process, was submitted in late October of 2022 and deemed complete on November 15, 2022. The subject Draft Plan of Subdivision is only required to facilitate the proposed common-element condominium tenure. This type of condominium requires that individual parcels of tied land (POTLs) – the lots with the dwelling units - be created and that those POTLs be tied to the common-element condominium, which comprises the private road, visitor parking, and open space areas. The proposed Draft Plan of Subdivision serves to create those POTLs, or, individual ownership lots. As all technical matters have been previously addressed through the previous *Planning Act* applications, there is no technical engineering-related review associated with this application.

## ANALYSIS:

The proposal involves a single planning application:

1. A Draft Plan of Subdivision application which is technical in nature and only serves to divide the subject lands into the appropriate parcels to facilitate a common-element condominium tenure.

The following planning considerations apply to this proposal:

### Planning Act

The *Planning Act* (Act) is provincial legislation that sets out the framework for land use planning in Ontario. Under Section 51 (24) of the *Planning Act*, the Act sets out a list of criteria that an approval authority must have regard to when assessing the merits of a Draft Plan of Subdivision application. Planning staff have reviewed these criteria against the proposed Subdivision and staff's comments with respect to each item are the following:

Criteria	Comments
(a) The effect of development of the proposed Subdivision on matters of provincial interest referred to in section 2.	The proposed Subdivision has sufficient regard for areas of Provincial interests.
(b) Whether the Subdivision is premature or in the public interest.	The subject lands are already developed and the proposed subdivision serves only to facilitate the desired tenure.
(c) Whether the plan conforms to the official plan and adjacent plans of Subdivision, if any.	The proposed Subdivision conforms to the Official Plan, with an analysis provided in the Haldimand County Official Plan section below. The proposed Subdivision is self-contained on a private condominium road. The proposed Subdivision conforms to this criterion.
(d) The suitability of the land for the purposes for which it is to be subdivided.	The lands are already constructed and being developed to be used for the proposed residential townhouse use. The proposed Subdivision conforms to this criterion.
(d.1) If any affordable housing units are being proposed, the suitability of the proposed units for affordable housing.	The proposed Subdivision is not planned to include affordable housing units.
(e) The number, width, location and proposed grades and elevations of highways/streets, and the adequacy of	The proposed Subdivision does not include any public highways to be conveyed to the County for ownership. The future common-element

Criteria	Comments
them, and the highways/streets linking the highways/streets in the proposed Subdivision with the established highway system in the vicinity and the adequacy of them.	condominium will maintain the proposed private road which will provide direct access to Nanticoke Creek Parkway. Upgrades to the connection of Nanticoke Creek Parkway and intersection of Nanticoke Creek Parkway and Edenridge Drive were required through the previous Site Plan Approval. The proposed Subdivision conforms to this criterion.
(f) The dimensions and shapes of the proposed lots.	Fulsome analysis is provided in the Haldimand County Zoning By-law HC 1-2020 section below. A condition of draft approval will require that all future lots and structures are Zoning compliant. The proposed Subdivision conforms to this criterion.
(g) The restrictions or proposed restrictions, if any, on the land proposed to be subdivided or the buildings and structures proposed to be erected on it and the restrictions, if any, on adjoining land.	Some existing easements exist within the subdivision lands and are show on the Draft Plan of Subdivision. The proposal has received approval from the LPRCA through the previous Site Plan Approval and an LPRCA development permit. The proposed Subdivision conforms to this criterion.
(h) Conservation of natural resources.	No additional construction is proposed as a result of the proposed Subdivision and all matters related to natural resources were considered at the OPA, ZBLA, and Site Plan stage. No significant natural heritage resources were identified on the lands. The proposed Subdivision conforms to this criterion.
(i) The adequacy of utilities and municipal services.	The proposed development is on full municipal services (water and wastewater) and all of the relevant utility providers have been circulated on the previous Site Plan Application. The design of the proposed municipal servicing has been reviewed through the previous <i>Planning Act</i> applications and deemed appropriate. The proposed Subdivision conforms to this criterion.
(j) The adequacy of school sites.	The subject development is considered to add minimal students to existing schools. The Draft Plan of Subdivision application was circulated to both school boards; no objections were received concerning the adequacy of school sites at the time of drafting of this report. Any comments received from the school boards will be captured as conditions of draft approval, where appropriate. The proposed Subdivision conforms to this criterion.

Criteria	Comments
(k) The area of land, if any, within the proposed Subdivision that, exclusive of highways, is to be conveyed or dedicated for public purposes.	As the proposed development is accessed off of a private condominium roadway, no public highways will be conveyed/dedicated to the County. Given the size of the subject lands and scale of development, parkland dedication is not feasible. Cash-in-lieu of parkland will be required as a condition of draft plan approval. The proposed Subdivision conforms to this criterion.
(l) The extent to which the plan's design optimizes the available supply, means of supplying, efficient use and conservation of energy.	The proposed Draft Plan of Subdivision efficiently uses lands and resources. The proposed Subdivision conforms to this criterion.
(m) The interrelationship between the design of the proposed plan of Subdivision and site plan control matters relating to any development on the land, if the land is also within a site plan control area designated under subsection 41(2) of this Act.	The lands have previously been subject to an approved Site Plan Control application. Detailed design matters were dealt with through the Site Plan application and the Site Plan Agreement has been registered on title. The proposed Draft Plan of Subdivision serves only to establish the desired common-element condominium tenure. The proposed Subdivision conforms to this criterion.

The proposed Subdivision conforms to the *Act* criteria.

## Provincial Policy Statement

### *Provincial Policy Statement (PPS), 2020*

The Provincial Policy Statement (PPS), 2020 provides overall policy direction on matters of provincial interest related to land use planning and development in Ontario. The PPS sets the policy foundation for regulating development and use of land. The *Planning Act* requires all decisions affecting planning matters to be consistent with the PPS policies.

The following policy areas are significant to the subject applications:

- i. *Subject Proposal in Relation to Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns*

The PPS requires settlement areas (including urban areas such as Townsend) to be the focus of growth and development. The PPS states that land use patterns within settlement areas shall be based on densities and a mix of land uses which: efficiently use land and resources; are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion; minimize negative impacts to air quality and climate change, and promote energy efficiency; prepare for the impacts of a changing climate; support active transportation; are transit-supportive, where transit is planned, exists or may be developed; and, are freight-supportive. The PPS also states that land use patterns within settlement areas shall also be based on a range of uses and opportunities for intensification and redevelopment in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.

The subject lands located in the Urban Area of Townsend and are designated as "Residential" and "Riverine Hazard" in the HCOP. The lands are also subject to Special Policy Area HCOP-14. All types of residential development (including group townhomes) are permitted within the 'Residential'

designation. Those types that minimize land consumption and efficiently use land are encouraged and promoted.

The proposed Subdivision does not propose any lands be conveyed/transferred to the County and will be accessed via a condominium road. The proposed lot layout is efficient and serves to implement the desired common-element tenure. The proposed subdivision achieves an efficient and resilient land use pattern.

*ii. Subject Proposal in Relation to Housing*

The PPS supports the provision of the appropriate range and mix of housing options at densities required to meet projected requirements of current and future residents. This includes supporting residential intensification that minimizes the cost of housing and facilitates compact form, while maintaining appropriate levels of health and safety. The proposed Draft Plan of Subdivision is consistent with the PPS with respect to housing.

*iii. Subject Proposal in Relation to Infrastructure*

The PPS supports municipal sewage and water services as the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. The proposed development is on full municipal services. The proposed servicing design has been reviewed and was approved through the previously submitted Site Plan Control application. A condition of Draft Plan approval will be that the proponent provide record of the application and receipt of servicing allocation from the County.

The PPS also contains policies that outline stormwater management criteria for development. The proposed stormwater management design was reviewed through the Site Plan Control application and was approved by the County. The LPRCA was also circulated the proponents SWM design and issued a Development Permit on that basis.

The PPS supports the establishment of transportation systems that are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs. The proposed Subdivision does not include a conveyance/dedication of a new municipal road allowance and connects directly to Nanticoke Creek Parkway in a logical manner. The appropriate intersection upgrades were reviewed and approved as part of the Site Plan application process.

The proposed Subdivision is consistent with the PPS with respect to infrastructure.

*iv. Subject Proposal in Relation to Natural Heritage*

The PPS contains policies related to conserving biodiversity, protecting the health of the Great Lakes, and protecting natural heritage, water, agricultural, mineral and cultural heritage and archaeological resources for their economic, environmental and social benefits. These policies seek to ensure that significant natural heritage features are preserved over the long-term. Based on the mapping produced through Phase 2 of the County's Municipal Comprehensive Review, no significant natural heritage resources are located on the lands. Site alteration and construction is now nearly complete on the subject lands, as approved through other associated *Planning Act* applications. The proposed Subdivision serves only to facilitate the desired tenure, and no further construction would be required to implement the proposed Subdivision; accordingly, no impacts to significant natural heritage resources are anticipated.

*v. Subject Proposal in Relation to Archaeology*

The PPS states that development and site alteration shall not be permitted on lands containing archaeological resources or areas of archaeological potential unless significant archaeological resources have been conserved. There is no further site alteration and/or site works associated with

the implementation of the proposed Subdivision. Accordingly, there are no anticipated impacts to archeological resources.

*vi. Subject Proposal in Relation to Natural Hazards*

The PPS states that development shall generally be directed to areas outside of hazardous lands adjacent to river and stream systems which are impacted by flooding hazards and/or erosion hazards. The rear of the subject lands back onto Nanticoke Creek, which has been identified as a Riverine Hazard in the HCOP. The Long Point Region Conservation Authority (LPRCA) regulates the hazard lands adjacent to Nanticoke Creek. The proposed development was designed during the Site Plan stage to ensure all development occurs above the LPRCA's Regulatory Flood Elevation, and outside of the hazard. The proponent has also received all of the appropriate LPRCA permits.

Overall, it is Planning staff's opinion that the subject application is consistent with the PPS.

***A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2020***

A Place to Grow establishes a unique land use planning framework for the Greater Golden Horseshoe out to 2051 that supports the achievement of complete communities, a thriving economy, a clean and healthy environment, and social equity in the face of the magnitude and pace of forecasted growth and changes expected in the Region. A Place to Grow speaks to issues relating to economic prosperity, which include transportation, infrastructure planning, land use planning, urban form, housing, natural heritage, and resource protection. The *Place to Grow Act* requires all planning decisions to conform with A Place to Grow.

A Place to Grow directs the vast majority of growth to urban settlement areas on existing or planned municipal water and wastewater systems. The subject lands are located in the Urban Area of Townsend and the proposed Subdivision will create a logical lotting pattern and facilitate the desired common-element condominium tenure. It is Planning staff's opinion that the subject application conforms with A Place to Grow.

**County Policy**

***Haldimand County Official Plan***

The Haldimand County Official Plan (OP) creates the framework for guiding land use changes in the County over the long-term. The OP provides the avenue through which Provincial Policy is implemented into the local context, protects and manages the natural environment, directs and influences growth patterns, and facilitates the vision of the County as expressed through its residents. The *Planning Act* requires the subject applications to conform to the OP policies.

The subject lands are located in the Townsend Urban Area and are designated "Residential", "Riverine Hazard Lands" and "Floodway" in the HCOP. The subject lands are also subject to Special Policy Area HCOP-14 (By-law 597 HC-08), which makes reference to the Residential policies of Section 4.B.2. of the Official Plan, as discussed below.

The following policy areas are significant to the subject applications:

*i. Residential Policies*

The subject lands are designated as "Residential", "Riverine Hazard Lands" and "Floodway" on Schedule B.6. – Townsend Urban Area Land Use Plan of the Haldimand County Official Plan (HCOP). The "Residential" designation permits all forms of residential development, including group townhouses. As the proposal is within the built-up area, it is considered intensification under the HCOP. The HCOP establishes a target of 20% of all new dwelling units annually be provided through intensification or redevelopment within the existing built boundaries of the urban areas as indicated on Schedules "B.1" through "B.6" of the Plan. In support of this target, the HCOP encourages intensification throughout the built-up area of the urban areas, including the Townsend Urban Area.

*ii. Servicing*

Section 5.B) of the HCOP contains the policies related to servicing. Policy 5 B) 1) 1. of the HCOP states that all new development or redevelopment within the urban area shall generally proceed on full municipal water and wastewater services and have adequate drainage and stormwater management facilities. The subject application is proposed on full municipal water and wastewater services, the engineering design of which has been reviewed and approved through the approved Site Plan application.

*iii. Hazards*

A portion of the lands are also identified as “Riverine Hazards Lands” and “Floodway”, and are regulated by the Long Point Region Conservation Authority (LPRCA). The proposed development was designed during the Site Plan stage to ensure all development occurs above the LPRCA’s Regulatory Flood Elevation, and outside of the identified hazard. The proponent has also received all of the appropriate LPRCA permits. No further site alteration or development is proposed through the subject Subdivision.

*iv. Lot Creation Policies*

The OP states that the Subdivision Plan approval process and accompanying agreements pursuant to the *Planning Act*, will be used by Council to ensure that the policies and land uses of the OP and applicable Secondary Plans are complied with and that a high standard of design is maintained in new development areas. Council will only approve Plans of Subdivision which conform to the *Planning Act* and the following criteria:

- a) The Plan of Subdivision conforms with the policies of the OP;
- b) Adequate servicing such as water supply, sewage disposal facilities, stormwater drainage, solid waste collection and disposal, roads, and emergency services can be provided;
- c) The County is able to provide necessary services without imposing undue increases in taxation on all residents; and
- d) The Plan of Subdivision is not deemed to be premature, and is considered necessary in the public interest.

As demonstrated above, the proposed Subdivision conforms to the HCOP; has adequate servicing provided, as reviewed through the Site Plan; can provide services without imposing undue increases in taxation to residents (no roads conveyed to County); and, is not deemed to be premature.

It is the opinion of Planning staff that the subject application conforms to the HCOP.

***Haldimand County Zoning By-law HC 1-2020***

The purpose of the Haldimand County Zoning By-law HC 1-2020 is to control the use of land within the County by stating exactly how land may be used, where buildings and other structures can be located, the types of buildings that are permitted and how they may be used, and the lot sizes and dimensions, parking requirements, building heights and setback from the street. The Zoning By-law implements the OP and is legally enforceable.

The subject lands are zoned “Residential Type 4 – (R4)” Zone. The lands are also subject to Special Provision R.4.2 (By-law 594 HC-08), which was brought forward from the former Town of Nanticoke’s By-law and serves to permit group townhomes as a permitted use. It also serves to establish certain performance standards such as a maximum number of 5 units per townhouse block, the establishment of the front lot line, guidance on how specific yards will be applied through zoning, and modifications to the required minimum exterior side yard.

As is typical, a condition of Draft Approval will be included that ensures the Draft Plan is zoning compliant prior to registration and that any lot lines created as a result of the registration do not trigger a zoning conflict, or relief will be sought to address any deficiencies.

### Conclusion and Next Steps

Overall, it is Planning staff's opinion that the proposed Subdivision has sufficient regard for the *Planning Act*, is consistent with the Provincial Policy Statement (2020), and conforms with, A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020), and the Haldimand County Official Plan. The proposed use is permitted by Zoning By-law HC 1-2020 and conformity with respect to setbacks, parking, etc. will need to be demonstrated as a condition of Draft Approval prior to registration.

If no further comments are raised by Council or the public, draft plan conditions will be produced and provided to the General Manager of Community and Development Services for approval. Any significant technical matters raised can be also be included as conditions of draft approval. If approved, notice will be provided to Council, all required parties under the *Planning Act*, and those requesting a copy of the notice through the public meeting process.

Ultimately, this process recognizes that subdivision approval is largely a technical matter and allows the subdivision to proceed through the approvals process in a more expeditious manner, while still allowing for public input prior to decision making and further eliminating the presentation of long and detailed technical reports that address conditions of Draft Plan Approval. Registration of the Subdivision can only take place when all Draft Plan conditions are fully met. As previously discussed herein, the proposed Subdivision only serves to facilitate the proposed tenure, and no further site alteration or development is proposed beyond what has already been approved through previous *Planning Act* approvals.

### FINANCIAL/LEGAL IMPLICATIONS:

All financial requirements related to the proposed Subdivision would be addressed through a Subdivision Agreement, if required, including cash-in-lieu of parkland dedication. Additionally, development charges would have been required to be paid when building permits were issued.

### STAKEHOLDER IMPACTS:

#### Staff/Agency Comments:

As the subject townhouse development is already built and the subject Draft Plan of Subdivision only serves to facilitate the proposed common-element condominium tenure, it is not anticipated to have any significant impacts on community stakeholders. The establishment of the principle of land use and the technical review of the proposed development occurred through the previously approved Official Plan and Zoning By-law Amendments and the Site Plan Control Application. Nevertheless, County staff have circulated the following departments and external agency stakeholders for comment:

#### County Departments

Building and Municipal Enforcement Services	Engineering Services
Emergency Services/Fire Services	Development and Design Technologist

#### External Stakeholders

Six Nations of the Grand River	Mississaugas of the Credit First Nation
Long Point Region Conservation Authority	Canada Post
Bell	Enbridge

Trans-northern Pipeline	Hydro One
Rogers	Grand Erie District School Board
Brant Hald-Norf Catholic District School Board	Conseil Scolaire Catholique Mon Avenir
Conseil Scolaire Viamonde	

At the time of writing this report, staff have not received any significant comments from any other above internal or external stakeholders. Given that the proposed development only serves to establish lot lines, that the proposed development has been reviewed in detail through several other *Planning Act* applications, and that the proposed development is largely finished construction, it is not anticipated that any significant comments be received. Should any comments be received that need to be addressed, staff can include them as conditions of Draft Approval of the Plan of Subdivision and the applicant would be required to address any conditions prior to registration.

## REPORT IMPACTS:

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

## ATTACHMENTS:

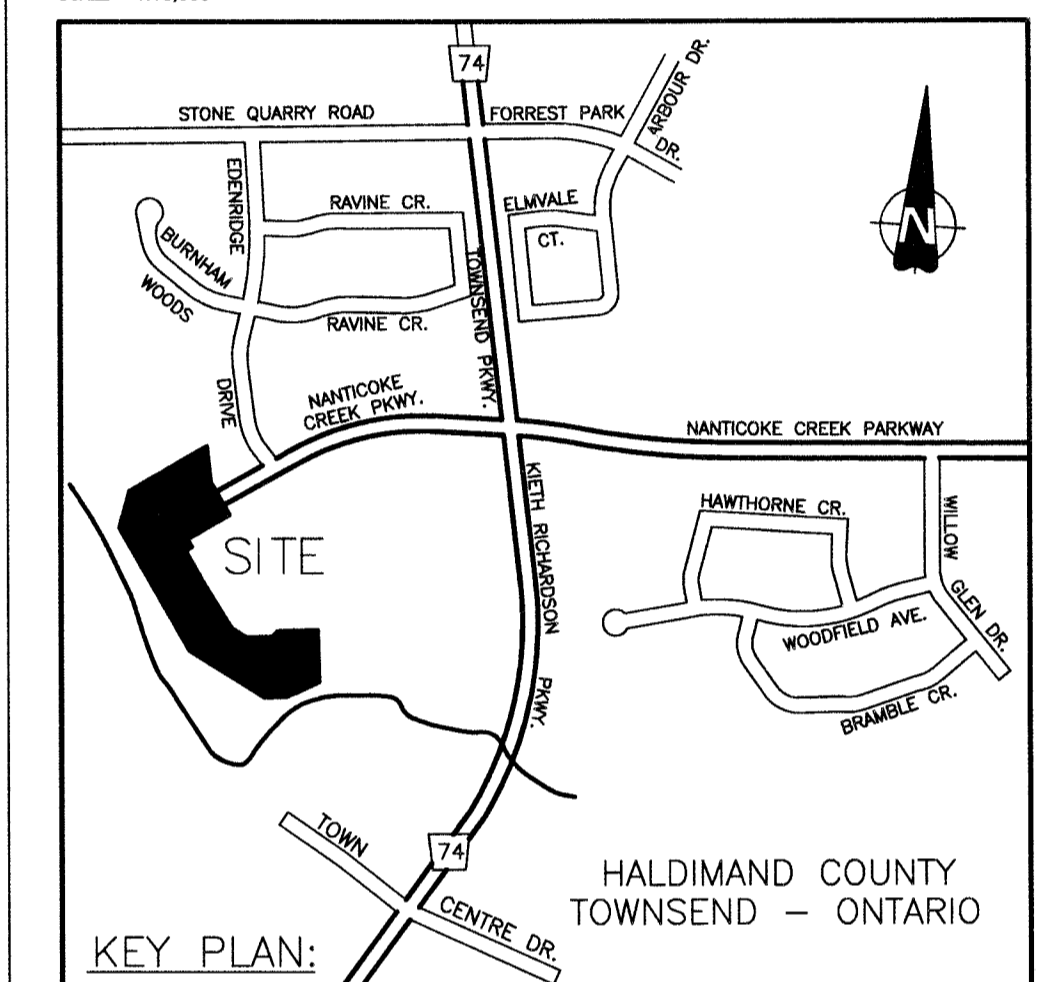
1. Location Map.
2. Draft Plan of Subdivision.
3. Approved Site Plan (SP-HA-2-2007).
4. By-laws 594-HC08, 595-HC08SP, 596-HC08, 597-HC08.



# DRAFT PLAN OF SUBDIVISION

PART UNIT 1, PLAN D-37-5  
 PART PARCEL 103-1, SECTION M1,  
 PART LOT 103, PLAN M1  
 PART PARCEL STREETS-1, SECTION M1  
 PART NANTICOKE CREEK PARKWAY, PLAN M1  
 (Closed by By-Law 1296/12;  
 Instrument No. NK56401)  
 IN THE FORMER GEOGRAPHIC  
 TOWNSHIP OF TOWNSEND  
 HALDIMAND COUNTY

KEY PLAN  
 SCALE= 1:10,000



## SURVEYOR'S CERTIFICATE

I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AS SHOWN ON THIS PLAN AND THEIR RELATIONSHIP TO THE ADJACENT LANDS ARE ACCURATELY AND CORRECTLY SHOWN.

OCTOBER 6, 2022  
 DATE

*[Signature]*  
 KIM RUSTED  
 ONTARIO LAND SURVEYOR

## OWNER'S CERTIFICATE

I HEREBY AUTHORIZE JEWITT AND DIXON LTD. TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE CORPORATION OF HALDIMAND COUNTY FOR APPROVAL.

DATE

CALIBREX

ADDITIONAL INFORMATION REQUIRED UNDER SECTION 51(17) OF THE PLANNING ACT

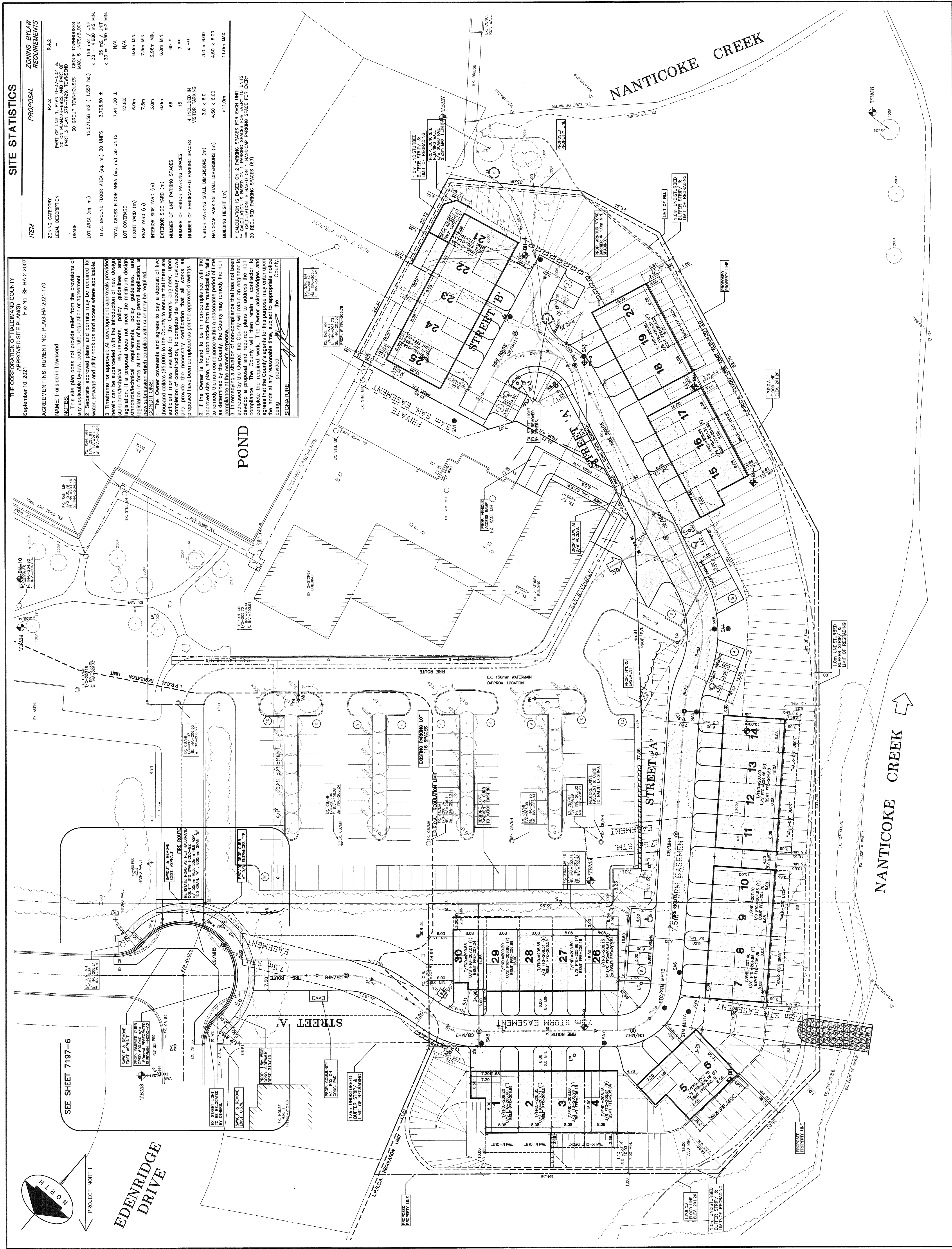
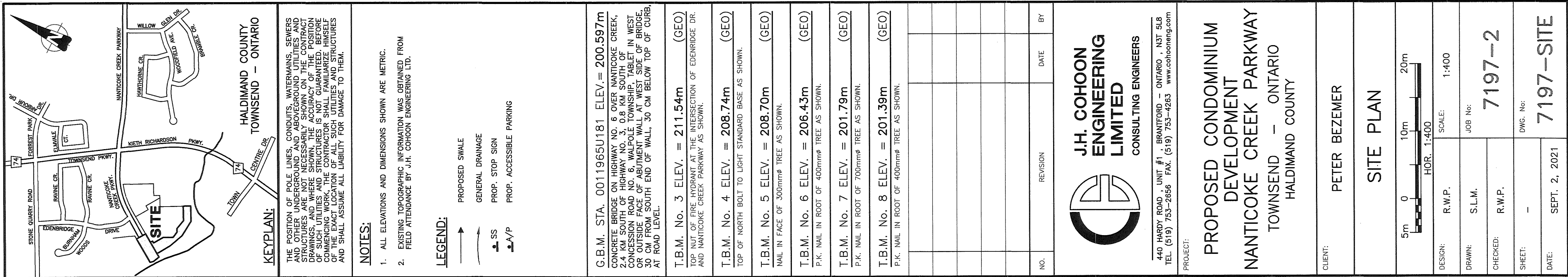
- A - SEE PLAN
- B - SEE PLAN
- C - SEE PLAN
- D - 1-SEMI DETACHED DWELLING AND 7-ROW TOWNHOUSES
- E - SEE PLAN
- F - SEE PLAN
- G - SEE PLAN
- H - MUNICIPAL WATER
- I - SANDY SILT
- J - SEE PLAN
- K - SANITARY & STORM SEWERS
- L - PART 11, PLAN 37R-11552 IS SUBJECT TO AN EASEMENT AS IN INST. No. LT347 PARTS 46, 58, 60, 62, 63, 64 & 65, PLAN 37R-11552 ARE SUBJECT TO AN EASEMENT AS IN NK63186
- AS IN INST. No. NK89460
- PARTS 3, 19, 21, 23, 25, 27, 30, 31, 34, 35, 36, 38, 69, 70, 71, 72, 73 & 74, PLAN 37R-11552 ARE SUBJECT TO AN EASEMENT AS IN INST. No. LT5257
- PARTS 6 THROUGH 16, BOTH INCLUSIVE, PLAN 37R-11552 ARE SUBJECT TO AN EASEMENT AS IN INSTRUMENT No. NK56402
- PARTS 6 THROUGH 16, BOTH INCLUSIVE, PLAN 37R-11552 ARE SUBJECT TO AN EASEMENT AS IN INSTRUMENT No. NK56403

AREA SCHEDULE  
 TOTAL AREA = 1.703 ha

**JEWITT & DIXON LTD.**  
 ONTARIO LAND SURVEYORS

51 PARK ROAD, SIMCOE, ONTARIO, N3Y 4J9  
 TEL: (519) 426-0842 EMAIL: info@jewittanddixon.com

CHECK: K.H. JOB No: 21-3092  
 DRAWN: J.L.M.  
 SCALE: 1:400 DWS. No: DPS  
 DATE: OCT 6/22



***The Corporation of Haldimand County***

Central Administration

45 Munsee St. N., P.O. Box 400

Cayuga, Ontario NOA 1E0

Phone: (905) 318-5932

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**DECLARATION UNDER SECTION 34 OF THE PLANNING ACT, R.S.O. 1990**

I, Janis Lankester hereby certify that the Notice for By-law No. 594-HC-08 of Haldimand County, passed by the Council of the Corporation on the 10<sup>th</sup> day of November, 2008 was given in manner and form and to the persons and agencies prescribed by regulation made by the Lieutenant Governor-in-Council under Subsection 18 of Section 34 of The Planning Act, R.S.O. 1990.

I also certify that the twenty-day appeal period expired on the 8<sup>th</sup> day of December, 2008 and to this date no notice of appeal of the By-law has been filed by any person in the office of the Clerk.

DATED this 7<sup>th</sup> day of January 2009.



**for Janis Lankester, A.M.C.T.  
Clerk**

REF: PED-PD-66-2008  
File No. Z-HA-8-2007  
Related File: OP-HA 2/2007  
Applicant: Riverwood Golf & Country Club  
Roll No. 2810-339-080-31650

## THE CORPORATION OF HALDIMAND COUNTY

By-law No. 594-HC/08

Being a by-law to amend Zoning By-law 1-NE-2000, as amended, of the City of Nanticoke for a property described as Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R-8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County (Riverwood Golf & Country)

**WHEREAS** Haldimand County is empowered to enact this by-law by virtue of the provisions of Section 34 of the Planning Act, R.S.O. 1990, c.P. 13, as amended;

**AND WHEREAS** this by-law conforms to the Official Plans of the Regional Municipality of Haldimand-Norfolk and the City of Nanticoke;

**NOW THEREFORE**, the Council of The Corporation of Haldimand County enacts as follows:

1. **THAT** Schedule A4 of the City of Nanticoke Zoning By-law NE-1-2000 is hereby amended, as to the lands described as, Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R-8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County as the subject lands shown on Maps 'A' and 'B' attached hereto to form a part of this by-law.
2. **THAT** the lands currently zoned Commercial Development (CD) on the subject lands in the City of Nanticoke Zoning By-law NE-1-2000 be rezoned to a 'site specific' Urban Residential Type 4 Zone (R4).
3. **THAT** the following subsection be added to Section 5.4.9 Special Provisions for Lot and Building Requirements in the Urban Residential Type 4 Zone (R4) of said By-law NE-1-2000:

#	By-law	Address	Description of Special Provision
R.4.2	594-HC-08	Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R-8922 and Part of Part 3 Plan 37R-7429, Townsend	<p>Group Townhouse</p> <p>That for the purposes of this development, the definition of "Group Townhouses" shall mean a dwelling containing two or more dwelling units located on the same lot with each dwelling unit being divided one from the other by an above grade vertical common wall, a minimum of 10 square metres in area, and with each dwelling unit having direct access to a yard.</p> <p>The maximum number of units per townhouse block shall be five (5).</p> <p>The front lot line shall be deemed to be the north-eastern property line adjacent to Nanticoke Creek Parkway.</p> <p>For the purpose of applying minimum front yard, exterior side yard and interior side yard setbacks the private road shall be deemed as the front lot line.</p> <p>Minimum Interior Side Yard: 2.96 metres</p>

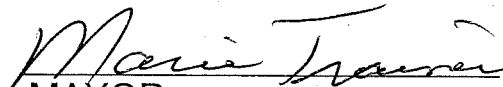
By-Law No. 594-HC/08

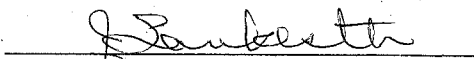
Page #2

3. **AND THAT** this by-law shall become effective from and after the date of passing thereof.

READ a first and second time this 10<sup>th</sup> day of November, 2008.

READ a third time and finally passed this 10<sup>th</sup> day of November, 2008.

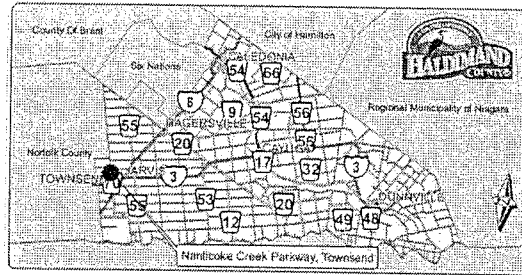
  
MAYOR

  
CLERK

# **MAP A - Key Map** Haldimand County Urban Area of Townsend



0 10,000 20,000 30,000 40,000 50,000 Metres



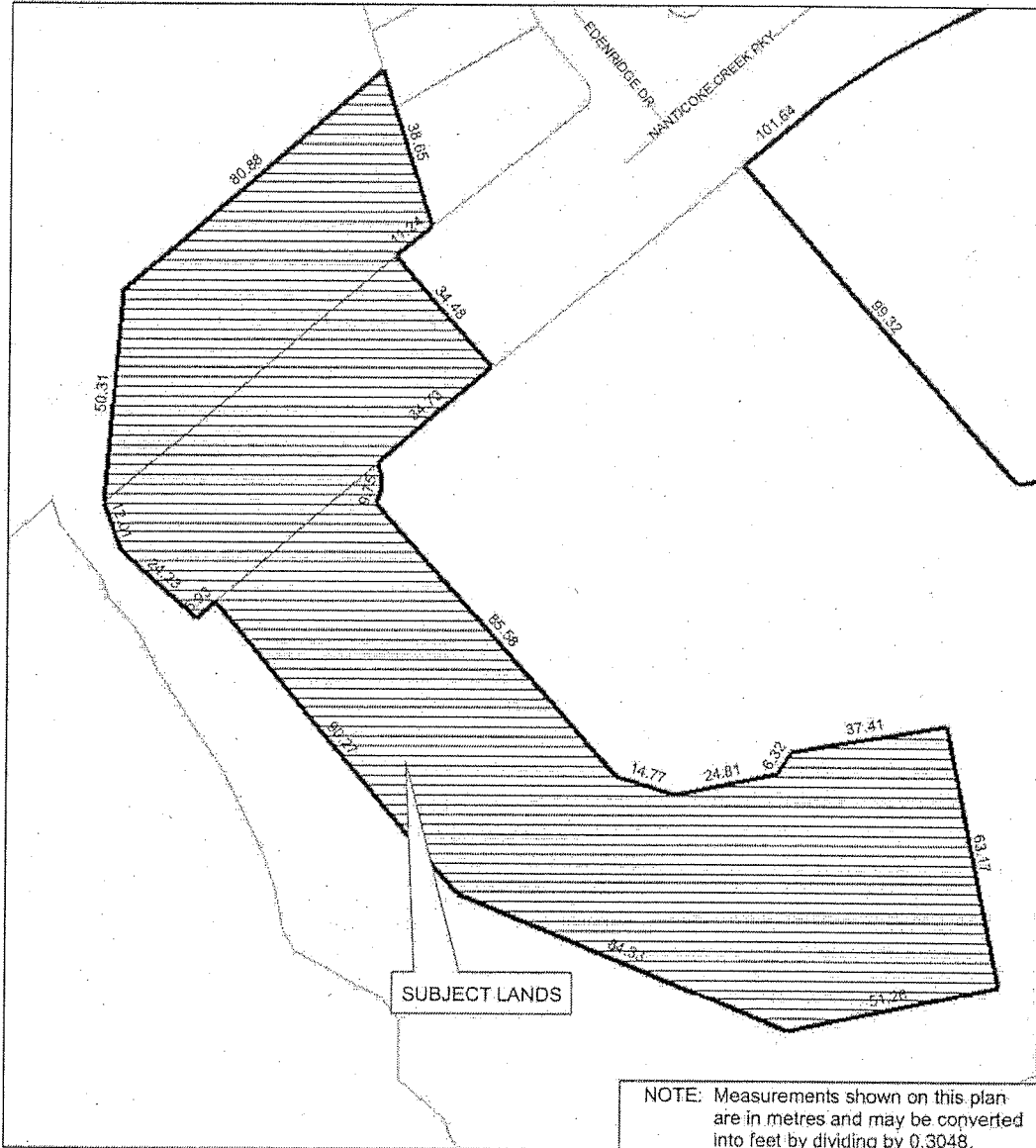
This is Map A to Zoning By-law 584-HC/08 Passed the 10 day of NOV 2008.

*Marie Trainer*  
MAYOR

*J. F. [Signature]*  
CLERK

**MAP B - Detail Map**  
Haldimand County  
Urban Area of Townsend

SCALE: 1:1,300  
0 10 20 30 40 50 Metres



NOTE: Measurements shown on this plan are in metres and may be converted into feet by dividing by 0.3048.

This is Map B to Zoning By-law 594-HC-08 Passed the 10 day of Nov 2008.

*Marie Trueman*  
MAYOR

*J. Bonkett*  
CLERK

Ref: Z-HA-8/2007 & OP-HA-3/2007

PURPOSE AND EFFECT OF BY-LAW NO. 594-HC/ 08

This by-law amendment applies to the lands located at the west end of Nanticoke Creek Parkway in Townsend. These lands are legally described as Part of Unit 1, Plan D-37-5, 0 1 & 20 on Plan 37R-8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County. The property does not have an assigned municipal address.

The purpose of this by-law is to rezone the subject lands to Special Provision R.4.2 - Urban Residential Type 4 Zone (R4) to allow the development of a 28 unit group townhouse. The R4 zone also permits such uses as townhouses, single detached, semi-detached, tri-plex dwellings, four-plex and double duplex dwellings and home occupations.

A portion of the property is currently under site plan control by way of by-law 191-HC-04-SP. An additional by-law is currently being proposed to incorporate the entire proposed development lands under site plan control. Site Plan Control will address various design considerations such as stormwater management, lot grading/ drainage, fire safety, traffic, parking layout, geotechnical studies and landscaping.

PED-PD-66-2008

Zoning File – Z-HA-8-2007

Related File - OP-HA-2-2007

Roll No. 2810.339.080.31650

Riverwood Golf & Country

## ***The Corporation of Haldimand County***

Central Administration  
45 Munsee St. N., P.O. Box 400  
Cayuga, Ontario NOA 1EO

Phone: (905) 318-5932


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### **DECLARATION UNDER SECTION 34 & 41 OF THE PLANNING ACT, R.S.O. 1990**

I, Janis Lankester hereby certify that By-law No. 595-HC-08-SP of Haldimand County, was passed by the Council of the Corporation of Haldimand County on the 10<sup>th</sup> day of November, 2008.

As there is no appeal period for this type of by-law, By-law 595-HC-08-SP became effective on the date of passing.

DATED this 18<sup>th</sup> day of November, 2008.

  
Janis Lankester, A.M.C.T.  
Clerk

REF: PED-PD-66-2008  
File No. Z-HA 8/2007  
Related File: OP-HA 3/2007  
Applicant: Riverwood Golf & Country Club  
Roll No. 2810-339-080-31650

## THE CORPORATION OF HALDIMAND COUNTY

By-law No. 595-HC/08-SP

Being a by-law to amend Zoning By-law 1-NE-2000, as amended, of the City of Nanticoke for a property described as Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R-8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County (Riverwood Golf & Country)

---

**WHEREAS** Haldimand County is empowered to enact this by-law by virtue of the provisions of Section 34 and 41 of the Planning Act, R.S.O. 1990, c.P.13, as amended;

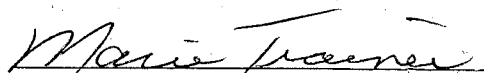
**AND WHEREAS** this by-law conforms to the Official Plans of the Regional Municipality of Haldimand-Norfolk and the City of Nanticoke;

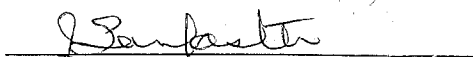
**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

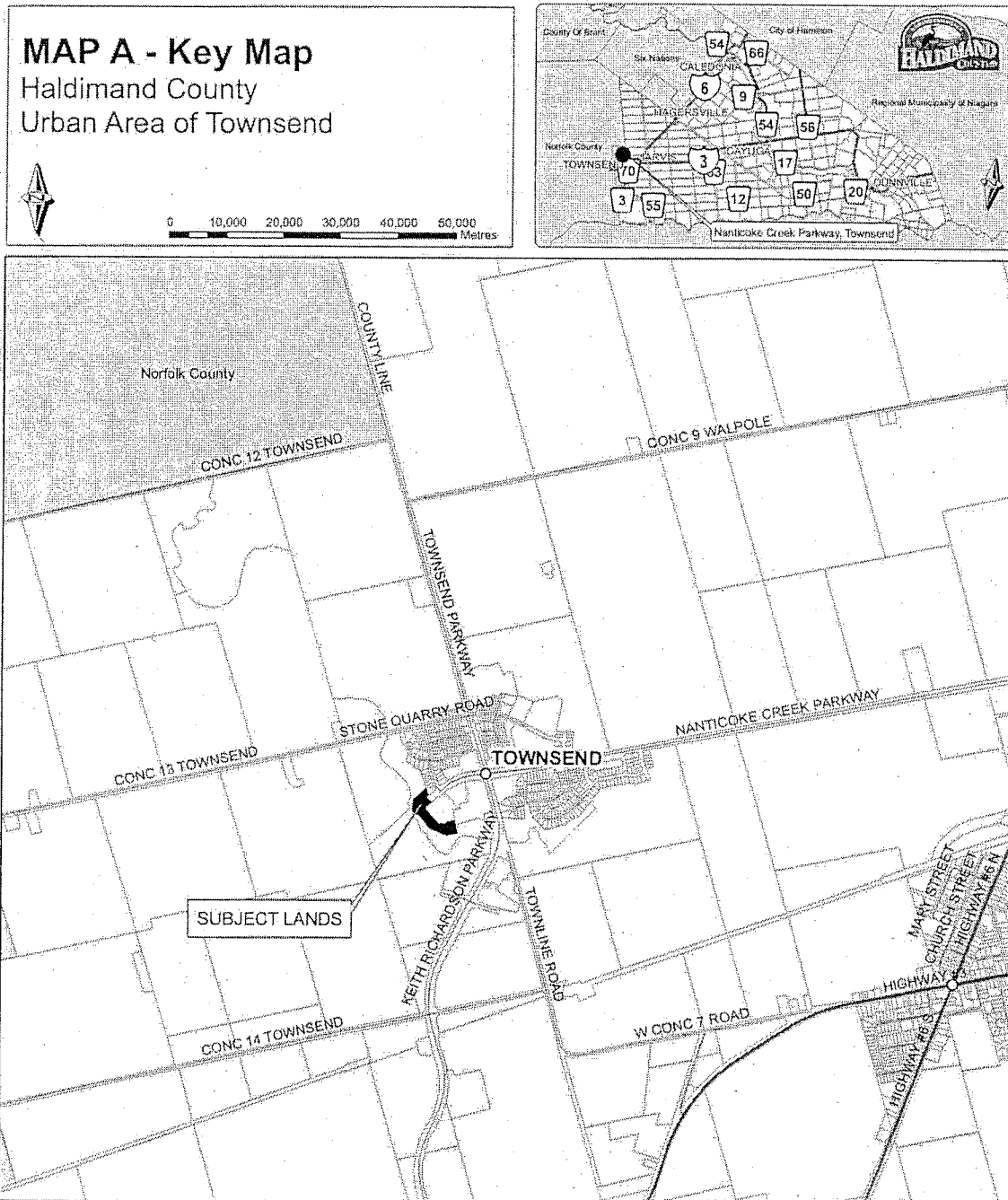
1. **THAT** the lands shown as the subject lands on Maps 'A' and 'B' attached hereto to form part of this by-law are hereby declared as a Site Plan Control area and shall be subject to the provisions of Section 41 of the Planning Act, R.S.O. 1990, c.P. 13, as amended;
2. **THAT** all development on said lands shall be subject to an in accordance with a development agreement, if required, pursuant to Section 41 of the Planning Act R.S.O. 1990, c.P. 13, as amended;
3. **THAT** the General Manager of Planning and Development, or designate, is hereby delegated the power and authority of the Council of Haldimand County, as granted under Section 41 of the Planning Act, R.S.O. 1990, c.P. 13, as amended;
4. **AND THAT** this by-law shall become effective from and after the date of passing hereof.

READ a first and second time this 10<sup>th</sup> day of November, 2008.

READ a third time and finally passed this 10<sup>th</sup> day of November, 2008.

  
MAYOR

  
CLERK



**595-HC/08-SP**

This is Map A to Site Control By-Law \_\_\_\_\_ Passed the 10 day of Nov 2008.

*Maria Tramer*  
MAYOR

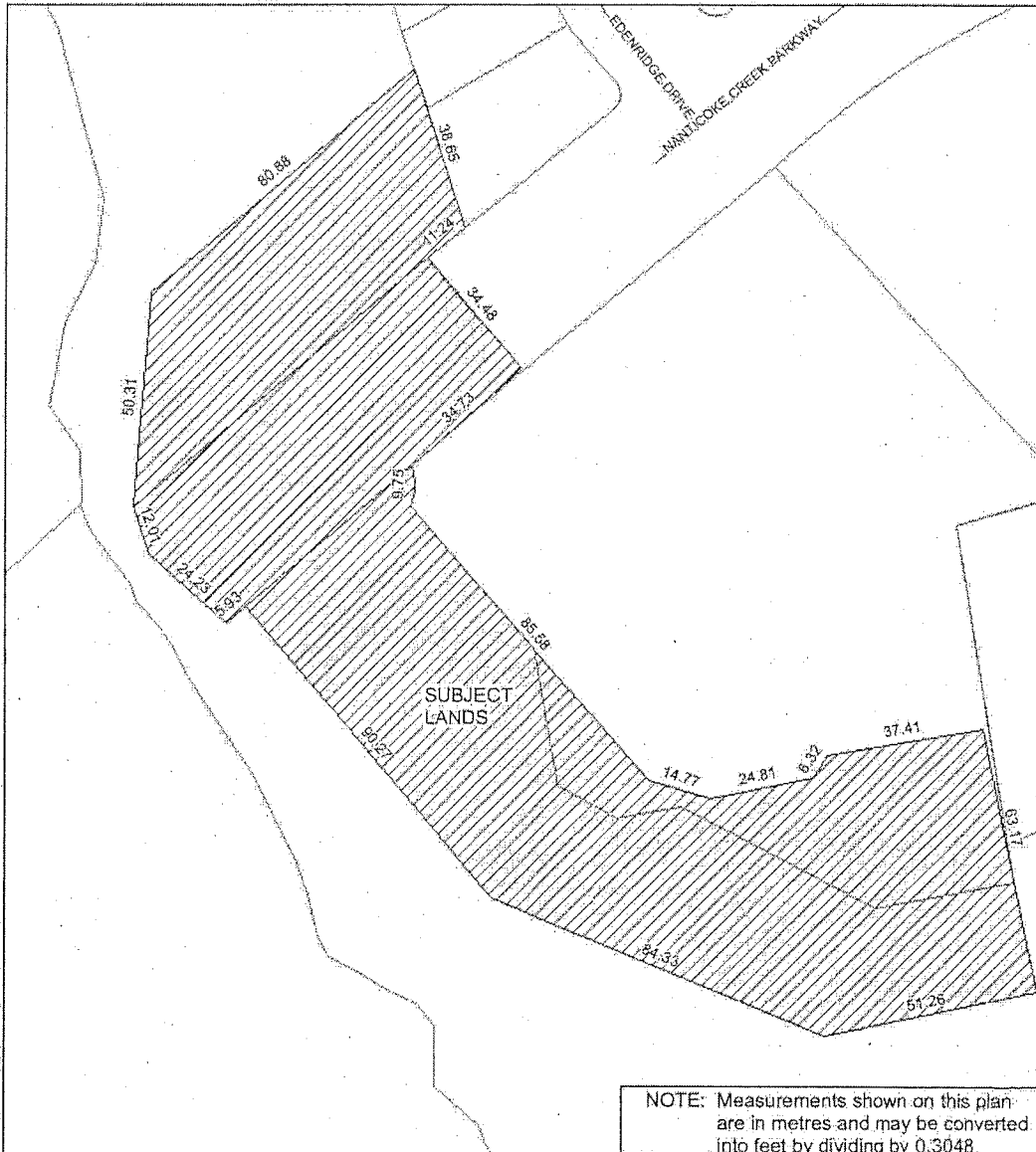
*J. Bantel*  
CLERK

## MAP B - Detail Map

Haldimand County  
Urban Area of Townsend

SCALE: 1:1,300

0 7.5 15 22.5 30 37.5 Metres



NOTE: Measurements shown on this plan  
are in metres and may be converted  
into feet by dividing by 0.3048.

This is Map B to Site Control By-Law 595-HC-08-50 Passed the 10 day of Nov 2008.

*Marie Trainer*  
MAYOR

*J. Boudreau*  
CLERK

PURPOSE AND EFFECT OF BY-LAW NO. 595-HC/08 - **SP**

This by-law amendment applies to the lands located at the west end of Nanticoke Creek Parkway in Townsend. These lands are legally described as Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R-8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County. The property does not have an assigned municipal address.

The purpose of this by-law is to designate the subject lands as a Site Plan Control area. Site Plan Control will ensure that a review of any proposed development or redevelopment is undertaken by the County and issues such as drainage, access, parking, construction design standards and other matters as deemed appropriate by the County are adequately addressed.

PED-PD-66-2008  
Zoning File – Z-HA-8-2007  
Related File - OP-HA-2-2007  
Roll No. 2810.339.080.31650  
Riverwood Golf & Country

## ***The Corporation of Haldimand County***

Central Administration

45 Munsee St. N., P.O. Box 400

Cayuga, Ontario NOA 1EO

Phone: (905) 318-5932

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### **DECLARATION UNDER SECTIONS 17 & 21 OF THE PLANNING ACT, R.S.O. 1990**

I, Janis Lankester hereby certify that the Notice for By-law No. 596-HC-08 of Haldimand County, regarding Amendment HC-8 to the former City of Nanticoke Official Plan passed by the Council of the Corporation on the 10th day of November, 2008 was given in manner and form and to the persons and agencies prescribed by regulation made by the Lieutenant Governor-in-Council under Subsection 23 of Section 17 of The Planning Act, R.S.O. 1990.

I also certify that the twenty day appeal period expired on December 8, 2008 and to this date no notice of appeal of the By-law has been filed by any person in the office of the Clerk. Therefore, Amendment HC-8 to the former City of Nanticoke Official Plan is approved and came into force on December 9, 2008.

DATED this 7<sup>th</sup> day of January, 2009.

  
for Janis Lankester, A.M.C.T.  
Clerk

REF: PED-PD-66-2008  
File No. OP-HA-3/2007  
Related File: Z-HA 8//2008  
Applicant: Riverwood Golf & Country Club  
Roll No. 2810-339-080-31650

## THE CORPORATION OF HALDIMAND COUNTY

By-law No. 596-HC/08

Being a by-law to adopt Amendment No. HC-8 to the City of Nanticoke Official Plan for a property described as Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R 8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County (Riverwood Golf & Country)

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**WHEREAS** Haldimand County is empowered to enact this by-law by virtue of the provisions of Sections 17 and 21 of the Planning Act, R.S.O. 1990, c.P. 13, as amended;

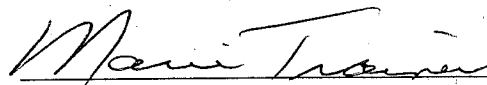
**AND WHEREAS** this by-law conforms to the Official Plans of the Regional Municipality of Haldimand-Norfolk and the City of Nanticoke;

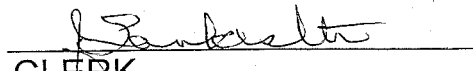
**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

1. **THAT** Amendment No. HC-8 to the City of Nanticoke Official Plan consisting of the map and explanatory text, as attached to the form a part of this by-law, be hereby adopted.
2. **AND THAT** the effective date of this by-law shall be the date of final passing hereof.

READ a first and second time this 10<sup>th</sup> day of November, 2008.

READ a third time and finally passed this 10<sup>th</sup> day of November, 2008.

  
MAYOR

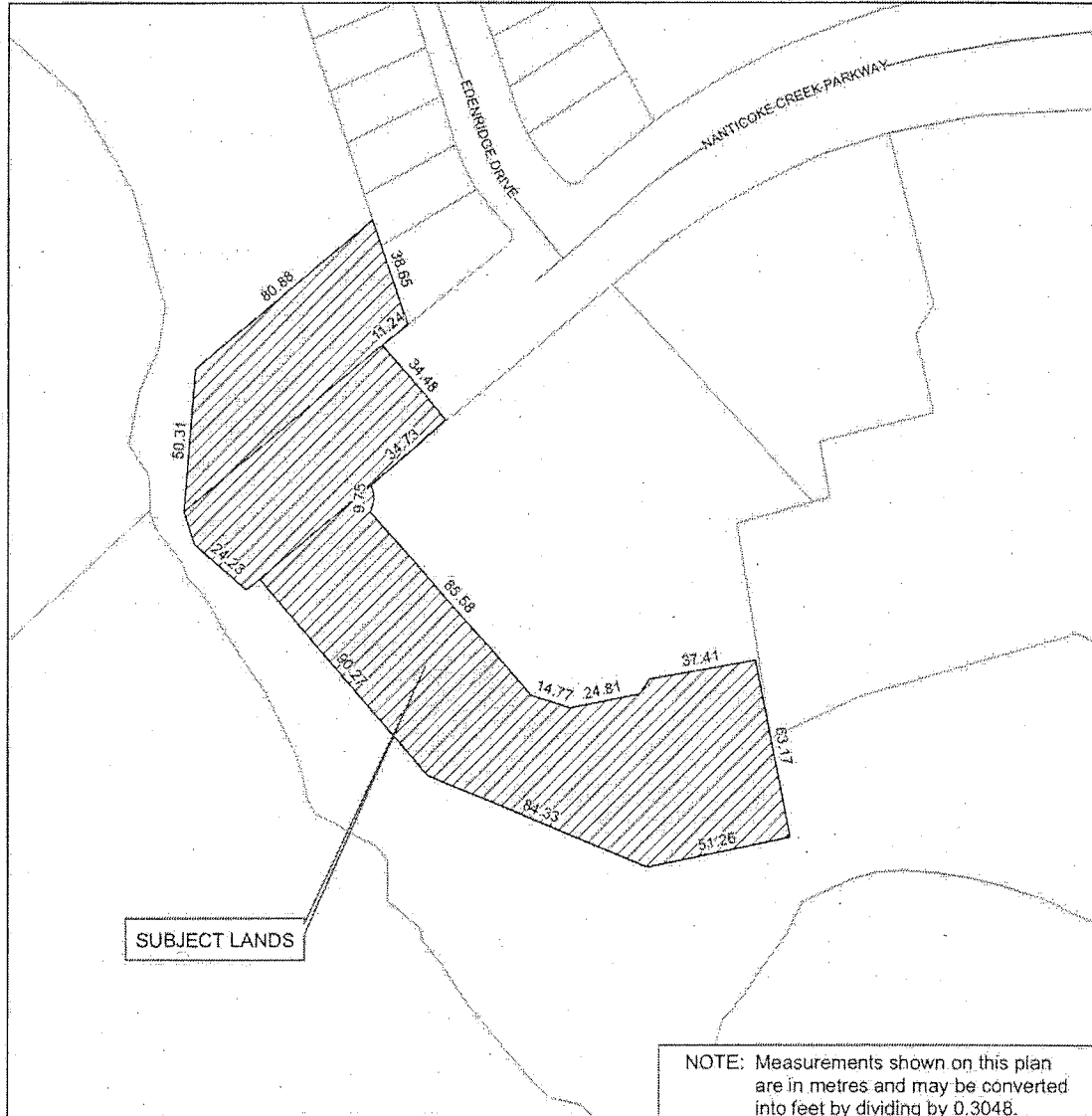
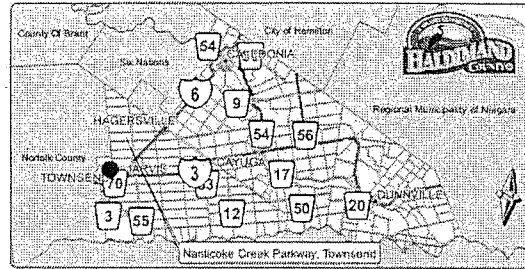
  
CLERK

# Amendment No. HC-8

To the Official Plan for  
The Former City of Nanticoke



0 10,000 20,000 30,000 40,000 50,000 Metres



## SCHEDULE 'A'

Ref: Z-HA-8/2007 & OP-HA-3/2007

AMENDMENT NO. HC-8  
TO THE CITY OF NANTICOKE  
OFFICIAL PLAN

PART A: PREAMBLE TO THE AMENDMENT

1. Purpose of the Amendment:

The purpose of this Official Plan Amendment is to redesignate the property from 'Town Centre' to 'Residential'. This will allow the proposed development of 28 group townhouse units located on an internal private road to proceed.

2. Location of the Lands Affected:

The subject lands are described as Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R 8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County. The location of the subject lands is illustrated on the attached Schedule "A".

3. Basis of the Amendment:

The lands affected by this Official Plan Amendment are currently designated 'Town Centre' on Schedule "E3" Townsend Land Use Plan in the City of Nanticoke Official Plan.

The policies of the 'Town Centre' designation that are established for the subject lands permit a range of retail, government, business and professional offices, entertainment, recreational, and high density residential uses.

The amendment proposes to redesign the property to Residential and allow a 28 unit group townhouse development.

It is Planning staff's recommendation that there are other existing commercial lands within the urban area of Townsend for future commercial and retail development, these lands are located on the south side of Nanticoke Creek at the south end of the urban boundary of Townsend (currently near the Children's Aid Building). The removal of the subject lands from commercial use to residential use is appropriate. The configuration of the lands is adequate for residential group townhouses, yet may be awkward for further commercial development. Future commercial development can be situated at the south end of Townsend where a large block of commercial lands remain designated and zoned appropriately. Furthermore, the overall long term plans for the communities of both Jarvis and Townsend to grow together are still anticipated, and it can be further justified that Jarvis has an appropriate and long time established downtown core where future commercial development should also be encouraged to grow.

The City of Nanticoke Official Plan designates the subject lands as Hazard Lands and Floodway. Policies in the Official Plans outline that development may be permitted in the Hazard Land designations if technical justification is provided and approved by the Province and the Long Point Region Conservation Authority. No development is allowed within the Floodway (this also includes the use of fill). The Long Point Regional Conservation Authority has provided comments stating that the proposed development does not fall within the floodway boundaries, or within the 100 year flood line limit.

A Geotechnical Study has been submitted as part of the site plan application to safely address the above concerns and is currently in circulation to the Long Point Region Conservation Authority. The Long Point Regional Conservation Authority continue to work with Planning staff on the site plan application and have commented that additional revisions are requested in relation to the submitted concept for storm water management and more specifically storm water run off on the site.

The Growth Plan outlines various policies on managing growth and encourages directing development to settlement areas with a range and mix of housing types. Infill and intensification in the built up areas is also promoted to utilize appropriate infrastructure and maintain the existing rural landscape. The proposed development of 28 group townhouses is located within the built boundary of urban Townsend. Therefore, this development will assist Haldimand County meet the Province's directed minimum intensification target of 40 percent overall development within the built boundary by the year 2015.

#### PART B: THE AMENDMENT:

The City of Nanticoke Official Plan is hereby amended as follows:

##### Map Amendments:

Schedule "E3" Townsend Land Use Plan, is hereby amended by identifying the lands shown as the Subject Lands on Schedule "A" of this amendment (attached to and forming part of this amendment) as having reference to Policy G.1. Policy G.1. states that Residential housing units shall be the main permitted uses in the residential designation of the Urban Areas as shown on Schedules E-1, E-2 and E-3.

#### PART C: ADDITIONAL INFORMATION:

##### Implementation:

This amendment will be implemented by Haldimand County by enacting an amendment to the adopted Haldimand County Official Plan and the City of Nanticoke Zoning By-law NE-1-2000. The lands are also subject to site plan control to review the location of access, parking, landscaping, stormwater management/drainage and other identified matters.

Report PED-PD-66--2008  
File No.: OP-HA-3/2007  
Related File No.: Z-HA 8/2007  
Riverwood Golf & County  
Roll No. 2810-2810.339.080.31650



## NOTICE OF ADOPTION

### WITH RESPECT TO OFFICIAL PLAN SUBSECTION 17(22) AND 17(21) OF THE PLANNING ACT

Applicant:	Riverwood Golf & Country Club	Date of Decision:	November 10, 2008
File No.:	OP-HA 3/2007	Date of Notice	November 18, 2008
Related Application No.:	Z-HA 8/2007		
Location:	Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R 8922 and Part of Part 3 Plan 37R-7429		
Roll Number:	2810-339-080-31650		

A decision was made on the date noted above to adopt Amendment No. HC-OP-14 to the Haldimand County Official Plan adopted by Haldimand County By-law No. 597-HC/08.

#### Affected policies, Figure and Schedules

The purpose of this Official Plan Amendment is to re-designate the property from 'Community Commercial' to 'Residential'. This will allow the proposed development of 28 group townhouse units located on an internal private road to proceed.


#### When Proposed Decision is Final

The Ministry of Municipal Affairs has not rendered a Decision regarding Haldimand County's new Official Plan. If you wish to be notified of their decision please contact Mr. Scott Oliver, Team Lead, Community Planning and Development, Ministry of Municipal Affairs and Housing 2nd Flr, 659 Exeter Road, London ON N6E1L3.

#### Getting Additional Information

Information about the decision is available for public inspection between 8:30 a.m. and 4:30 p.m. Monday to Friday at the Haldimand County Office, 45 Munsee Street North, Cayuga, Ontario N0A 1E0. **Pamela Duesling**, Senior Planner can be contacted for additional information at **905-318-5732** Extension 203.

Submit request for appeal to the attention of the Clerk  
Janis Lankester, Clerk, Haldimand County  
45 Munsee Street North, Cayuga ON N0A 1E0

  
for Janis Lankester  
Clerk

## THE CORPORATION OF HALDIMAND COUNTY

By-law No. 597-HC/08

Being a by-law to adopt Amendment No. HC-OP-14 to the Haldimand County Official Plan for a property described as Part of Unit 1, Plan D-37-5, 01 & 20 on Plan 37R 8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County (Riverwood Golf & Country)

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WHEREAS Haldimand County is empowered to enact this by-law by virtue of the provisions of Sections 17 and 21 of the Planning Act, R.S.O. 1990, c.P. 13, as amended;

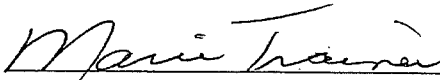
AND WHEREAS this by-law conforms to the Official Plans of the Regional Municipality of Haldimand-Norfolk and the City of Nanticoke;

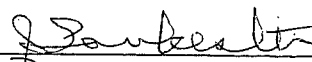
NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:

1. THAT Amendment No. HC-OP-14 to the Haldimand County Official Plan consisting of the map and explanatory text, as attached to the form a part of this by-law, be hereby adopted.
2. AND THAT the effective date of this by-law shall be the date of final approval of the Haldimand County Official Plan by the Ministry of Municipal Affairs and Housing.

READ a first and second time this 10<sup>th</sup> day of November, 2008.

READ a third time and finally passed this 10<sup>th</sup> day of November, 2008.

  
MAYOR

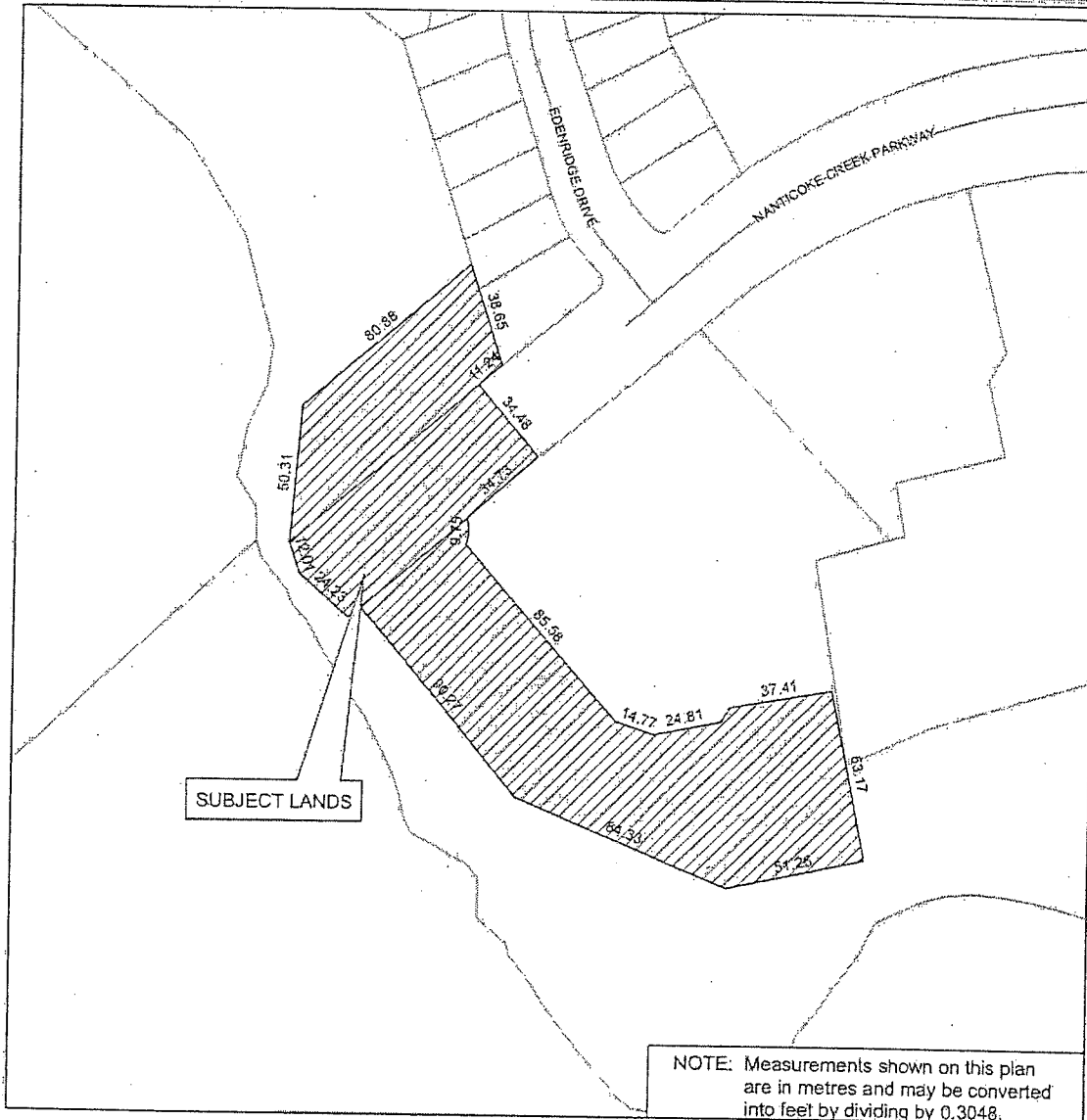
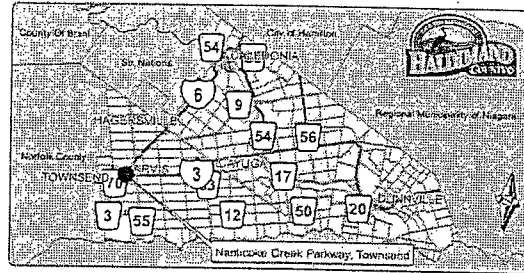
  
CLERK

# Amendment No. HC-OP-14

To the Haldimand County Council  
Adopted Official Plan



0 10,000 20,000 30,000 40,000 50,000 Metres



SCHEDULE 'A'

Ref: Z-HA-8/2007 & OP-HA-3/2007

AMENDMENT NO. HC-OP-14  
TO THE HALDIMAND COUNTY  
OFFICIAL PLAN

PART A: PREAMBLE TO THE AMENDMENT

1. Purpose of the Amendment:

The purpose of this Official Plan Amendment is to re-designate the property from 'Community Commercial' to 'Residential'. This will allow the proposed development of 28 group townhouse units located on an internal private road to proceed.

2. Location of the Lands Affected:

The subject lands are described as Part of Unit 1, Plan D-37-5, 0 1 & 20 on Plan 37R 8922 and Part of Part 3 Plan 37R-7429, Townsend, Geographic Township of Walpole, now in Haldimand County. The location of the subject lands is illustrated on the attached Schedule "A".

3. Basis of the Amendment:

The lands affected by this Official Plan Amendment are currently designated 'Community Commercial' on Schedule "B6" Townsend Urban Area Land Use Plan in the adopted Haldimand County Official Plan.

The policies of the 'Community Commercial' designation that are established for the subject lands permit a range of uses including retail and service commercial facilities; business; personal and professional offices; recreation and entertainment facilities; communication and transportation services; hotels; restaurants; private clubs; government offices, community and cultural facilities and public and private institutions. Residential uses, primarily in the form of apartments, may be permitted in the Community Commercial designation however not on the street level storefront portion of a building.

The amendment proposes to redesign the property to Residential and allow a 28 unit group townhouse development.

It is Planning staff's recommendation that there are other existing commercial lands within the urban area of Townsend for future commercial and retail development, these lands are located on the south side of Nanticoke Creek at the south end of the urban boundary of Townsend (currently near the Children's Aid Building). The removal of the subject lands from commercial use to residential use is appropriate. The configuration of the lands is adequate for residential group townhouses, yet may be awkward for further commercial development. Future commercial development can be situated at the south end of Townsend where a large block of commercial lands remain designated and zoned appropriately. Furthermore, the overall long term plans for the communities of both Jarvis and Townsend to grow together are still anticipated, and it can be further justified that Jarvis has an appropriate and long time established downtown core where future commercial development should also be encouraged to grow.

The adopted Haldimand County Official Plan designates the lands as Riverine Hazard Lands and Floodway. Policies in the Official Plan outline that development may be permitted in the Riverine Hazard Land designations if technical justification is provided and approved by the Province and the Long Point Region Conservation Authority. No development is allowed within the Floodway (this also includes the use of fill). The Long Point Regional Conservation Authority has provided comments stating that the proposed development does not fall within the floodway boundaries, or within the 100 year flood line limit.

A geotechnical study has been submitted as part of the site plan application to safely address the above concerns and is currently in circulation to the Long Point Region Conservation Authority. The Long Point Regional Conservation Authority continue to work with Planning staff on the site plan application and have commented that additional revisions are requested in relation to the submitted concept for storm water management and more specifically storm water run off on the site.

The Growth Plan outlines various policies on managing growth and encourages directing development to settlement areas with a range and mix of housing types. Infill and intensification in the built up areas is also promoted to utilize appropriate infrastructure and maintain the existing rural landscape. The proposed development of 28 group townhouses is located within the built boundary of urban Townsend. Therefore, this development will assist Haldimand County in meeting the Province's directed minimum intensification target of 40 percent overall development within the built boundary by the year 2015.

#### PART B: THE AMENDMENT:

The adopted Haldimand County Official Plan is hereby amended as follows:

##### Map Amendments:

Schedule "B6" Townsend Urban Area Land Use Plan, is hereby amended by identifying the lands shown as the Subject Lands on Schedule "A" of this amendment (attached to and forming part of this amendment) as having reference to the Growth Management – Residential Policies of 4.B.2.

#### PART C: ADDITIONAL INFORMATION:

##### Implementation:

This amendment will be implemented by Haldimand County by enacting an amendment to the City of Nanticoke Official Plan and the City of Nanticoke Zoning By-law NE-1-2000. The lands are also subject to site plan control to review the location of access, parking, landscaping, stormwater management/drainage and other identified matters.

Related File No.: Z-HA 8/2007  
Riverwood Golf & County  
Roll No. 2810-2810.339.080.31650

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# HALDIMAND COUNTY

## Report FCA-03-2022 Asset Management Plan Update

For Consideration by Council in Committee on December 6, 2022

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### OBJECTIVE:

To provide an updated Asset Management Plan, as required by O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure, and to comply with funding eligibility requirements for applicable federal and provincial infrastructure grants.

### RECOMMENDATIONS:

1. THAT Report FCA-03-2022 Asset Management Plan Update be received;
2. AND THAT the proposed Asset Management Plan for Haldimand County, included as Attachment 1 to Report FCA-03-2022, be approved as required by O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure.

**Prepared by:** Cindy King, Asset Management Analyst, Facilities Capital & Asset Management

**Reviewed by:** Jeff Oakes, Manager, Facilities Capital & Asset Management

**Respectfully submitted:** Tyson Haedrich, M. Eng., P. Eng., General Manager of Engineering & Capital Works

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

In December 2017, Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure legislation (O. Reg. 588/17) was approved under the Infrastructure for Jobs and Prosperity Act, 2015 to regulate asset management planning activities and to improve municipalities' infrastructure decision-making processes. Good asset management practices enable a municipality to maximize benefits and mitigate risk for their infrastructure assets in order to provide acceptable and sustainable levels of service to its community.

An Asset Management Plan (AM Plan) is a required component of O. Reg. 588/17 and by July 1<sup>st</sup> of this year, municipalities were required to have an updated AM Plan for core assets which includes roads, bridges and culverts, and water, sanitary and storm networks. Haldimand received an extension to the end of 2022 to complete this task from the Province.

Included as Attachment 1 is Haldimand County's 2022 Asset Management Plan, incorporating both core assets as indicated above and also non-core assets.

### BACKGROUND:

The Province of Ontario has focused on improving asset management planning for municipal infrastructure since 2012. At that time, the Ministry of Infrastructure worked with municipalities and the

federal government to establish a municipal infrastructure strategy. Under O. Reg. 588/17 they outlined requirements to assist municipalities with their infrastructure planning.

These requirements are as follows and include the extended deadlines as amended by the Ministry of Infrastructure due to the COVID 19 pandemic:

July 1, 2019	Adopt initial strategic asset management policy. Section 3 of the legislation sets out 12 matters that this policy must include and the policy must be reviewed every 5 years.
July 1, 2022	Require an adopted asset management plan for core assets (roads, bridges and culverts, water, wastewater and storm water management) that discusses current levels of service and the cost of maintaining those services. The regulation sets out both qualitative descriptions and technical metrics for each of the core assets.
July 1, 2024	Require an adopted asset management plan for all other municipal infrastructure assets, which also discusses current levels of service and the cost of maintaining those services. The municipality is to set the technical metrics and qualitative descriptions for its other assets (e.g., culture and recreation facilities).
July 1, 2025	Approved asset management plans shall include a discussion of proposed levels of service, the assumptions related to the proposed levels of service, what activities will be required to meet proposed levels of service and a strategy to fund the activities.

In April 2014, through Report PW-GM-01-2014 – 2014 Asset Management Plan, Public Works staff presented an AM Plan to Council for core infrastructure assets as outlined above and provided an update in December 2014 through Report PW-GM-03-2014 – 2014 Update on the County Asset Management Plan.

In June 2018, through Report CS-FI-12-2018 Asset Management Plan, Finance staff presented an updated AM Plan to Council for non-core infrastructure assets including buildings, land improvements (ex: cemeteries, parking lots, pathways, sports fields, etc.), machinery & equipment (ex: furniture & fixtures, library books, divisional machinery & equipment, etc.) and fleet vehicles.

Later in 2018, the County restructured and the Facilities Capital & Asset Management (FCA) division was created in part to develop the County's asset management program in compliance with legislative requirements.

In June 2019, through Report FCA-01-2019 Asset Management Policy, FCA staff presented an Asset Management Policy to Council. The purpose of the policy is to provide guidance and a consistent, organization-wide framework for the development and implementation of the Haldimand County Asset Management System (AMS).

In June 2021, Council approved funding for an outside consultant to complete the AM Plan updates after a staff review of the work involved and the potential impact of the updated plan on the County's long-term asset management strategy. In July of that same year, the County entered into an agreement with PSD Citywide Inc. (PSD) for the completion of this work. PSD (previously Public Sector Digest) also completed the County's original 2014 AM Plan and the 2018 AM Plan.

As identified by FCA in the 2022 capital budget, Council approved a new initiative for a three-year asset management program. This approval supplied consultant funding in 2022 and opportunity for continued funding for the next two years, providing a necessary resource for the development of the County's asset management competencies and overall program.

As the AM Plan July 1<sup>st</sup> 2022 deadline approached, the County notified the Ministry of Infrastructure that the County's AM Plan would be completed by December 15<sup>th</sup>, 2022 as project delays were

experienced from various factors including the pandemic, corporate software changes/ implementations affecting asset management and substantial staff turnover in key supporting areas. The Province extended the submission time to the end of December 2022.

## ANALYSIS:

As outlined in Attachment 1, an AM Plan is a foundational document for asset management planning and reporting. The AM Plan needs to be a continually evolving, 'living' document and asset management activities need to include much more than just asset reporting. Responsible asset management requires having a thorough understanding of the characteristics and condition of infrastructure assets, knowing what service levels are expected and whether they can be met. It also involves knowing and incorporating what is needed to make this happen in a sustainable manner, while considering organizational, financial, risk, growth, supply and climate change environments.

With past AM Plan documents, the County included asset information such as inventory, valuation/ replacement cost, function/ performance, asset life requirements (maintenance, rehabilitation or replacement), useful life analysis, investment requirements and long term financial plans. However, due to the lack of data for asset conditions and deterioration/ replacement indicators, assumptions were made - for example using asset age and useful life estimates when condition assessments weren't available.

Through the development of the County's asset management program and the AM Plan update work, it is apparent that the County continues to experience data gaps in particular related to condition assessments needing to be completed for certain assets and consolidation with existing records. As mentioned in the plan, the County is not alone in this struggle and since the last plans were completed, work has stalled or progress has been delayed due to staff turnover, organizational restructuring, software changes and the COVID pandemic resulting in data dormancy and significant complications with respect to how and where the data needs to be stored.

In order to re-establish a starting point, the AM Plan update included information for both core assets and non-core assets along with legislated level of service requirements where this information was available. Any assumptions due to information gaps are identified in the AM Plan document.

As non-core assets were not part of the 2022 legislative deadline, the information used for this asset group came from existing financial data sets. The data hierarchy structuring and the inventory review wasn't completed as with the core assets. These steps will be included in the next phase of work for the O. Reg. 588/17 requirements that are due by July 1<sup>st</sup>, 2024.

Readers need to be aware that the AM Plan is a 'snapshot' in time and information will continue to change as new data becomes available and more refined and as asset data collection activities improve. When there are key information data gaps, the County should treat asset health and financial status information contained in the AM Plan as estimated forecasts, and use indicators for review, not comparison purposes.

To help fill these data gaps, FCA is working with the asset owner divisions and key supporting divisions such as GIS, Finance and ITS to collect and document this information in a centralized registry within Citywide (for enterprise asset management - EAM), while supplementing and connecting it with additional information in other software systems such as ArcGIS (for GIS mapping and spatial analysis) and Pearl (for work order management). Although this work is time consuming and extensive requiring the involvement of many, it is necessary to provide the basis for asset decision-making strategies and processes. It also provides opportunities for business efficiencies in accessing asset information and advances asset management knowledge throughout the organization to help ensure understanding and sustainability of the asset management program.

PSD is the owner/ creator of the Citywide software and as they develop the County's AM Plans, staff will use their expertise to continue to populate and improve their asset information, incorporate levels of service and develop lifecycle, financial, risk, growth, supply and climate change management strategies and activities. Although PSD owns the software, the County retains ownership of the data and plan information should alternative software be implemented or a different consultant is hired in the future. This work will also include an asset management roadmap to outline program work still required and guidance to identify and expand tools for analysis, planning and decision-making.

Overall, the 2022 AM Plan indicates a replacement value of \$3.3 billion for the asset categories included and owned by Haldimand County and an estimated annual funding deficit of \$43.3 million. It should be noted that an infrastructure gap is expected and will continue to be refined as our asset management program is further developed. This infrastructure gap will be addressed related to our financial position in 2025 when our legislated asset management plan will include a discussion of levels of service, required activities and a strategy to fund the activities.

Condition data was available for 50% of the County's assets, however only core assets were reviewed for this information at the time of the update and condition information will continue to be gathered as work progresses. Also, as the County improves its asset inventory and lifecycle activities including cost valuations, AM Plan indicators will also improve, providing the County with a better-quality perspective going forward.

The purpose of the consultant's recommendations outlined in section (i) of the AM Plan, is to provide necessary information for further discussions and to guide determination of next steps essential for the success of the County's asset management program. Financial strategy recommendations will not be brought forward until further input and analysis can take place. FCA's focus in the next year will be on the asset data central registry and recommendations outlined under risk and level of service, initially dealing with compiling the necessary asset data across all asset groups and improving asset management communications, knowledge, awareness to County staff, SMT, Council and external stakeholders.

## **FINANCIAL/LEGAL IMPLICATIONS**

Completion of AM Plans are required for the County to comply with O. Reg. 588/17 legislation and to receive or continue to remain eligible for Federal and Provincial infrastructure funding such as the Canada Community Building Fund (CCBF – previously known as the Gas Tax Fund) and the Ontario Community Infrastructure Fund (OCIF). Infrastructure funding is imperative for municipalities to fund asset lifecycle activities in order to provide safe and reliable levels of service to its community. AM Plans are an integral organizational asset management component required to help the County determine the state of its infrastructure assets, levels of service and associated lifecycle costs while considering risk, growth and climate impacts.

## **STAKEHOLDER IMPACTS:**

In order for asset management to be effective and sustainable, it must involve the entire corporation and all stakeholders including the community. Asset management needs to become a 'way of work' and continue to be championed by SMT and Council. The success of the County's asset management program will depend on increased awareness and knowledge in order to develop; better information and processes in order to continually improve; and applied commitment and innovation in order to excel.

## **REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

## **REFERENCES:**

1. [Policy No. 2019-03 Asset Management Policy](#)

## **ATTACHMENTS:**

1. The 2022 Asset Management Plan for Haldimand County as prepared by PSD Citywide Inc.



**Haldimand**  
County

# 2022 Asset Management Plan



This Asset Management Program was prepared by:



Empowering your organization through advanced  
asset management, budgeting & GIS solutions

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# Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of services. The goal of asset management is to balance delivering critical services in a cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

The overall replacement cost of the asset categories owned by Haldimand County totals \$3.3 billion. 89% of all assets analysed are in fair or better condition and assessed condition data was available for 50% of assets. For the remaining assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. Using a combination of proactive lifecycle strategies (roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service, a sustainable financial plan was developed.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the County's average annual capital requirement totals \$72.8 million. Based on a historical analysis of sustainable capital funding sources, the County is committing approximately \$29.5 million towards capital projects or reserves per year. As a result, the County is funding 40% of its annual capital requirements. This creates a total annual funding deficit of \$43.3 million.

Addressing annual infrastructure funding shortfalls is a difficult and long-term endeavour for municipalities. Considering the County's current funding position, it will require many years to reach full funding for current assets. Short phase-in periods to meet these funding targets may place too high a burden on taxpayers too quickly, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

To close annual deficits for capital contributions from tax revenues for asset needs, it is recommended the County review the feasibility of implementing a 2.8% annual increase in



revenues over a 10-year phase-in period. Similarly, water and wastewater rate revenues would need to increase at 6.3% and 1.9% annually to close respective funding gaps. Funding scenarios over longer time frames are also presented which reduce the annual increases.

In addition to annual needs, there is also an infrastructure backlog of \$228 million, comprising assets that remain in service beyond their estimated useful life. It is highly unlikely that all such assets are in a state of disrepair, requiring immediate replacements or full reconstruction. This makes targeted and consistent condition assessments integral to refining long-term replacement and backlog estimates.

Risk frameworks and levels of service targets can then be used to prioritize projects and help select the right lifecycle intervention for the right asset at the right time—including replacement or full reconstruction. The County has developed preliminary risk models which are integrated with its asset register. These models can produce risk matrices that classify assets based on their risk profiles.

Most municipalities in Ontario, and across Canada, continue to struggle with meeting infrastructure demands. This challenge was created over many decades and will take many years to overcome. To this end, several recommendations should be considered, including:

- Continuous and dedicated improvement to the County's infrastructure datasets, which form the foundation for all analysis, including financial projections and needs.
- Continuous refinements to the risk and lifecycle models as additional data becomes available. This will aid in prioritizing projects and creating more strategic long-term capital budgets.
- Development of key performance indicators for all infrastructure programs to meet 2024 Ontario Regulation 588/17 requirements, and to establish benchmark data to calibrate levels of service targets for 2025 regulatory requirements.

The County has taken important steps in building its asset management program, including developing a more complete and accurate asset register—a substantial initiative. Continuous improvement to this inventory will be essential in maintaining momentum, supporting long-term financial planning, and delivering the highest affordable service levels to the Haldimand community.

# About this Document

The Haldimand County Asset Management Plan was developed in accordance with Ontario Regulation 588/17 ("O. Reg 588/17"). It contains a comprehensive analysis of Haldimand County's infrastructure portfolio. This is a living document that should be updated regularly as additional asset and financial data becomes available.

## Ontario Regulation 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure. Along with creating better performing organizations, more livable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

Table 1 Ontario Regulation 588/17 Requirements and Reporting Deadlines

Requirement	2019	2022	2024	2025
1. Asset Management Policy	●		●	
2. Asset Management Plans		●	●	●
<i>State of infrastructure for core assets</i>		●		
<i>State of infrastructure for all assets</i>			●	●
<i>Current levels of service for core assets</i>		●		
<i>Current levels of service for all assets</i>			●	
<i>Proposed levels of service for all assets</i>				●
<i>Lifecycle costs associated with current levels of service</i>		●	●	
<i>Lifecycle costs associated with proposed levels of service</i>				●
<i>Growth and risk impacts</i>		●	●	●
<i>Financial strategy</i>				●

## Scope

The scope of this document is to identify the current practices and strategies that are in place to manage public infrastructure and to make recommendations where they can be further refined. Through the implementation of sound asset management strategies, the County can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

The following asset categories are addressed in further sections:

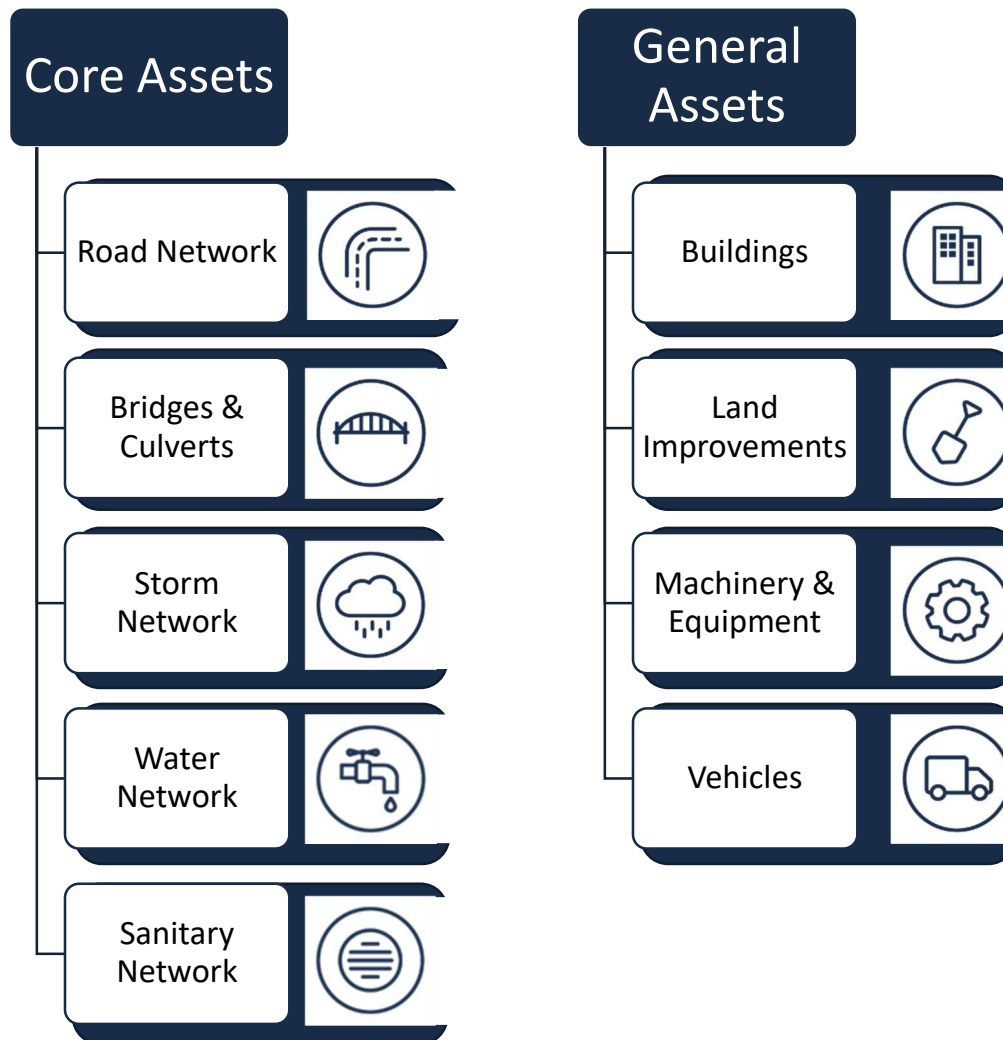


Figure 1 Asset Categories

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## Limitations and Constraints

The asset management program development required substantial effort by staff, it was developed based on best-available data, and is subject to the following broad limitations, constraints, and assumptions:

- The analysis is highly sensitive to several critical data fields, including an asset's estimated useful life, replacement cost, quantity, and in-service date. Inaccuracies or imprecisions in any of these fields can have substantial and cascading impacts on all reporting and analytics.
- User-defined and unit cost estimates, based typically on staff judgment, recent projects, or established through completion of technical studies, offer the most precise approximations of current replacement costs. When this isn't possible, historical costs incurred at the time of asset acquisition or construction can be inflated to present day. This approach, while sometimes necessary, can produce highly inaccurate estimates.
- In the absence of condition assessment data, age was used to estimate asset condition ratings. This approach can result in an over- or understatement of asset needs. As a result, financial requirements generated through this approach can differ from those produced by staff.
- Facilities are not effectively componentized into their individual elements, major components, and minor components. These facilities contain thousands of individual assets, including the substructures, shell, interior assets, various electrical, plumbing, HVAC systems, and other complex equipment and furnishings. Each of these assets has its own useful life and replacement cost, and individual condition rating, as well as installation history. Without componentization, the value of condition ratings, age profiles, and long- and short-term forecasts remains limited.
- The risk models are designed to support objective project prioritization and selection. However, in addition to the inherent limitations that all models face, they also require availability of important asset attribute data to ensure that asset risk ratings are valid, and assets are properly stratified within the risk matrix. Missing attribute data can misclassify assets.

These limitations have a direct impact on most of the analysis presented, including condition summaries, age profiles, long-term replacement and rehabilitation forecasts, and shorter term, 10-year forecasts that are generated from Citywide, the County's primary asset management system.

These challenges are quite common among municipalities and require long-term commitment and sustained effort by staff. As the County's asset management program evolves and advances, the quality of future AMPs and other core documents that support asset management will continue to increase.

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# An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value and levels of service the community receives from the asset portfolio.

Lifecycle costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of the broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan (AMP).

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

## Foundational Documents

In the municipal sector, 'asset management strategy' and 'asset management plan' are often used interchangeably. Other concepts such as 'asset management framework', 'asset management system', and 'strategic asset management plan' further add to the confusion; lack of consistency in the industry on the purpose and definition of these elements offers little clarity. To make a clear distinction between the policy, strategy, and the plan see the following sections for detailed descriptions of the document types.

### Strategic Plan

The strategic plan has a direct, and cascading impact on asset management planning and reporting, making it a foundational element. At the beginning of each term of Council, Council holds strategic planning exercises and discussions to identify major initiatives and administrative improvements it wishes to achieve during its tenure. Staff then identify the scope, resources, timing & other logistical matters associated with proposed initiatives.

When it comes to budgeting, decision-making or changing/introducing services, Haldimand County's 3 Corporate Strategic Pillars serve as guiding principles.

Figure 2 Haldimand County's Corporate Strategic Pillars



## Asset Management Policy

An asset management policy represents a statement of the principles guiding the County's approach to asset management activities. It aligns with the organization and provides clear direction to municipal staff on their roles and responsibilities.

Haldimand County adopted their asset management policy by resolution # 19-130 on June 24<sup>th</sup>, 2019 in accordance with Ontario Regulation 588/17. The objective of the policy is to demonstrate an organization-wide commitment to the good stewardship of municipal infrastructure assets, and to improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

## Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how Haldimand County plans to achieve asset management objectives through planned activities and decision-making criteria.

## Asset Management Plan

The asset management plan is often identified as a key output within the strategy. The AMP has a sharp focus on the current state of the County's asset portfolio, and its approach to managing and funding individual service areas or asset groups. It is tactical in nature and provides a snapshot in time.

## Key Technical Concepts

Effective asset management integrates several key components, including data management, lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

### Asset Hierarchy and Data Classification

Asset hierarchy illustrates the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at the asset segment level.

Table 2 Core Asset Classifications

CLASS	CATEGORY	SEGMENT
Infrastructure	Road Network	Asphalt Roads Surface Treated Roads Gravel Roads Sidewalks Lights
	Bridges & Culverts	OSIM Bridges Structural Culverts
	Water Network	Valve Hydrant Water Treatment Plant Booster Station Storage Water Depot Water Pipe Water Meter
	Sanitary Network	Sanitary Pumping Station Sanitary Manhole Sanitary Valve Sanitary Pipe Water Purification Plant Sanitary Lagoon
	Storm Network	Storm Pipe Storm Structures Storm Ponds

Table 3 Non-Core Asset Classifications

Class	Category	Segment
General Capital	Buildings	Fire / Ambulance Administration Long-term Care Community Centres Libraries Parks / Recreation Museums Public Works
	Land Improvements	Administration Cemeteries Community Services Fire / Ambulance Parks / Recreation Public Works Waste Management
	Machinery & Equipment	Administration Community Services Fire / Ambulance Libraries Parks Public Works Recreation Waste Management
	Vehicles	Administration Community Services Environmental Fire / Ambulance Parks Public Works Recreation

## Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. The two methodologies are:

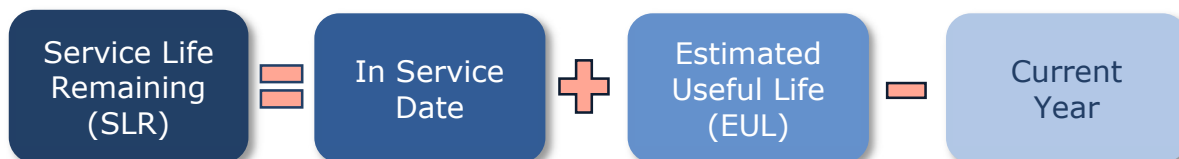
- **User-Defined Cost and Cost/Unit:** Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- **Cost Inflation/CPI Tables:** Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the County incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

## Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the County expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service date and its EUL, the County can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the County can more accurately forecast when it will require replacement. The SLR is calculated as follows:

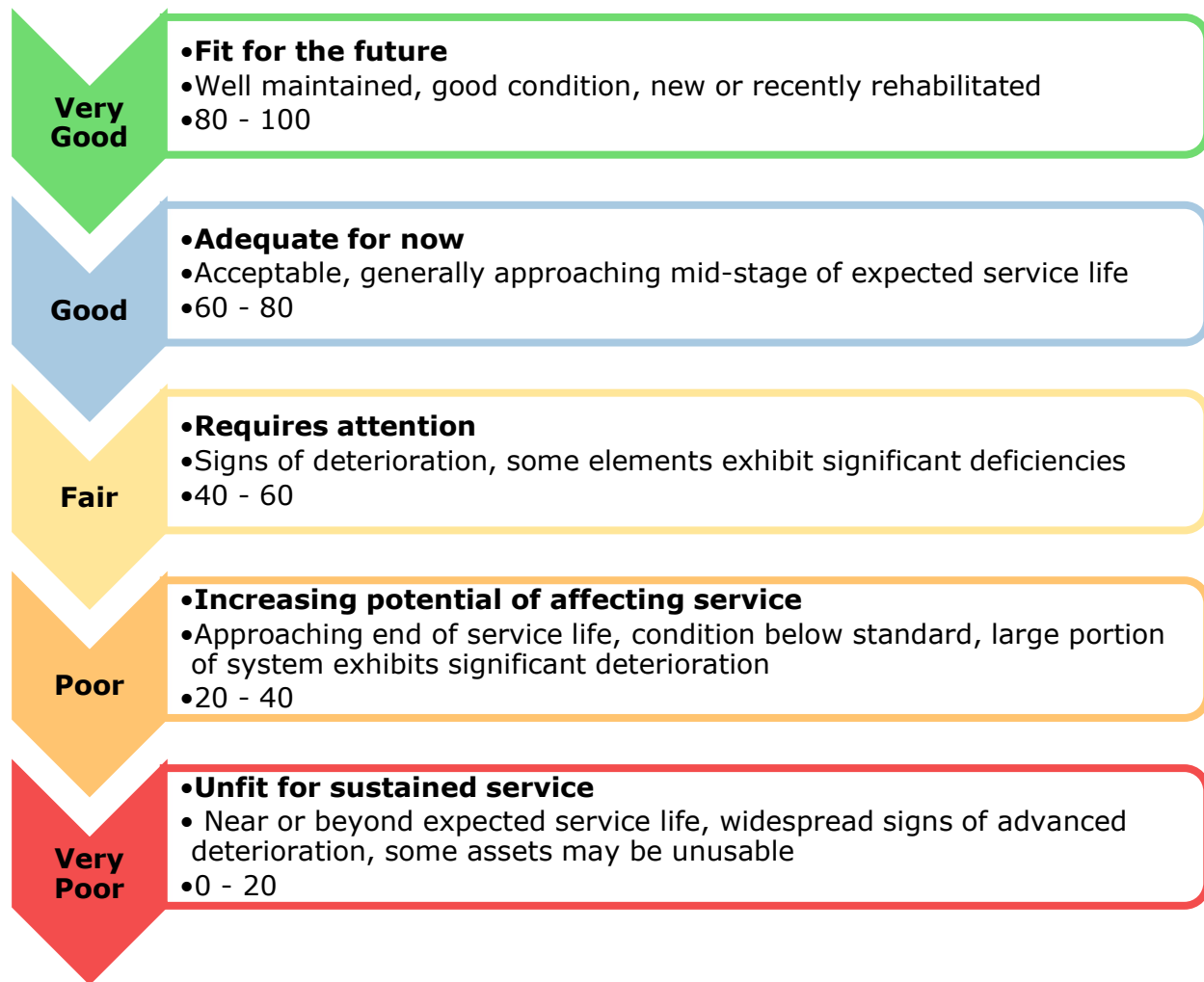


## Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the County's asset portfolio. The table below outlines the condition rating system used to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card.

Figure 3 Standard Condition Rating Scale



The analysis is based on assessed condition data (only as available). In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix M: Condition Assessment Guidelines includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

## Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement. The following table provides a description of each type of activity and the general difference in cost.

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations. Figure 4 provides a description of each type of activity, the general difference in cost, and typical risks associated with each.

The County's approach to lifecycle management is described within each asset category. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

Figure 4 Lifecycle Management Typical Interventions

<p><b>Maintenance</b></p> <ul style="list-style-type: none"> <li>•General level of cost is \$</li> <li>•All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. Maintenance does not increase the service potential of the asset or keep it in its original condition;</li> <li>•it slows down deterioration and delays when rehabilitation or replacement is necessary.</li> </ul>
<p><b>Rehabilitation / Renewal</b></p> <ul style="list-style-type: none"> <li>•General level of cost is \$\$\$</li> <li>•Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification.</li> <li>•Generally involves repairing the asset to deliver its original level of service (i.e. milling and paving of roads) without resorting to significant upgrading or replacement, using available techniques and standards.</li> </ul>
<p><b>Replacement</b></p> <ul style="list-style-type: none"> <li>•General level of cost is \$\$\$\$\$</li> <li>•The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.</li> <li>•Existing asset disposal is generally included</li> </ul>

## Risk Management Strategies

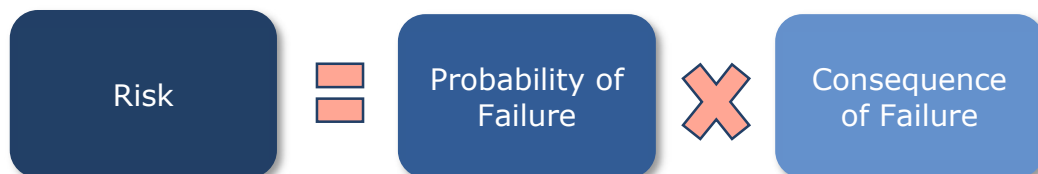
Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

A high-level evaluation of asset risk and criticality was performed. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (low, medium, high) or quantitative measurement (1-5), that can be used to rank assets and projects, identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

Figure 5 Risk Equation



### Probability of Failure

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure, including its condition, age, previous performance history, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.

### Consequence of Failure

Estimating criticality also requires identifying the types of consequences that the organization and community may face from an asset's failure, and the magnitude of those consequences. Consequences of asset failure will vary across the infrastructure portfolio; the failure of some assets may result primarily in high direct financial cost but may pose limited risk to the community. Other assets may have a relatively minor financial value, but any downtime may pose significant health and safety hazards to residents. See Appendix L: Risk Rating Criteria for definitions and the developed risk models.

## Levels of Service

A level of service (LOS) is a measure of the services that Haldimand County is providing to the community and the nature and quality of that service. Within each asset category, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

Two levels of service key performance indicators are provided: Community LOS, and Technical LOS. At this stage, three strategic levels of service are measured for every asset category and they are:

- Financial – this is target reinvestment rate compared to the actual current reinvestment rate.
- Performance – this is the condition breakdown for the asset category.
- Risk – this is the risk profile for the asset category.

Only those LOS that are required under O. Reg. are included in addition to the strategic LOS for core asset categories.

### Community Levels of Service

Community LOS are a simple, plain language description or measure of the service that the community receives. For core asset categories, the Province through O. Reg. 588/17, has provided qualitative descriptions that are required.

For non-core asset categories, the County must determine the qualitative descriptions that will be used by July 1, 2024. The community LOS can be found in the Levels of Service subsection within each asset category section.

### Technical Levels of Service

Technical LOS are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the County's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories, the Province through O. Reg. 588/17, has provided technical metrics that are required. For non-core asset categories, the County must determine the technical metrics that will be used by July 1, 2024. The metrics can be found in the LOS subsection within each asset category.

### Current and Proposed Levels of Service

Haldimand County is focused on measuring the current LOS provided to the community. Once current LOS have been measured and trended the County plans to establish their proposed LOS over a 10-year period, in accordance with O. Reg. 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the County. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals, and long-term sustainability. Once proposed LOS have been established, and prior to July 2025, the County must identify lifecycle management and financial strategies which allow these targets to be achieved.

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## Climate Change

Climate change can cause severe impacts on human and natural systems around the world. The effects of climate change include increasing temperatures, higher levels of precipitation, droughts, and extreme weather events. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012.

By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. The impacts on infrastructure are often a result of climate-related extremes such as droughts, floods, higher frequency of freeze-thaw cycles, extended periods of high temperatures, high winds, and wildfires. Physical infrastructure is vulnerable to damage and increased wear when exposed to these extreme events and climate variabilities. Canadian municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

## Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost. By comparing the actual vs. target reinvestment rate the County can determine the extent of any existing funding gap.

# Portfolio Overview

## Community Profile

Haldimand County is located on the Niagara Peninsula in Southern Ontario. The County is in the Golden Horseshoe and contains landscape of 1250 square kilometres with 83 kilometres of shoreline along Lake Erie. The County is adjacent to major cities like Hamilton, Toronto, and Buffalo.

Haldimand County was established as part of the Niagara District in 1798. The County was opened for general settlement in 1832. In 1974 the County was amalgamated with Norfolk County to become the Regional Municipality of Haldimand-Norfolk.

In 2001, the regional municipality was abolished, and the local municipalities of Dunnville, Haldimand and part of Nanticoke were amalgamated into a single-tier authority. Although a city, it calls itself after its historic name Haldimand County.

Agriculture has been the predominant land use in the County for a long history and Haldimand County will continue to encourage the growth of a strong agricultural community. The County recognizes the opportunities of commercial and industrial expansion with the attraction of its unique location, resources, and rich natural environment.

There are 25 designated hamlets within Haldimand County that are developed as the residential, social, and commercial centres serving the surrounding agricultural community. The growth in Haldimand County is distributed to the six fully serviced urban areas which are Caledonia, Cayuga, Dunnville, Hagersville, Jarvis and Townsend.



Table 4 Haldimand County & Ontario Census Information

Census Characteristic	Haldimand County	Ontario
Population 2021	49,216	14,223,942
Population Change 2016-2021	7.9%	5.8%
Total Private Dwellings	20,710	5,929,250
Population Density	39.4/km <sup>2</sup>	15.9/km <sup>2</sup>
Land Area	1252 km <sup>2</sup>	892,411.76 km <sup>2</sup>

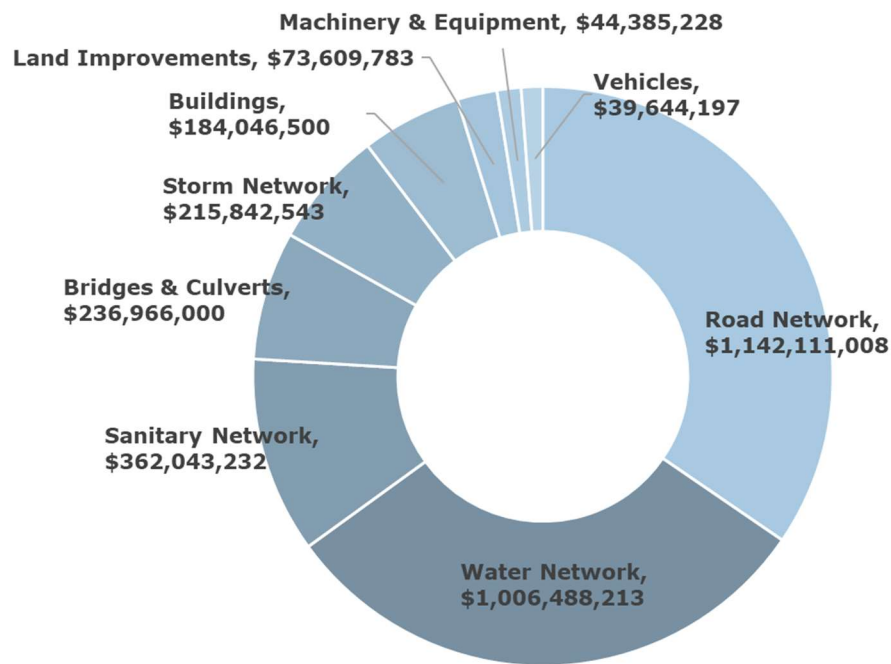
## State of the Infrastructure

Asset Category	Replacement Cost	Asset Condition	Financial Capacity	
Road Network	\$1,142,111,008	Good (66%)	Annual Requirement:	\$25,597,099
			Funding Available:	\$13,521,903
			Annual Deficit:	\$12,075,196
Bridges & Culverts	\$236,966,000	Good (71%)	Annual Requirement:	\$4,739,320
			Funding Available:	\$1,735,869
			Annual Deficit:	\$3,003,451
Storm Network	\$215,842,543	Good (64%)	Annual Requirement:	\$2,200,147
			Funding Available:	\$805,847
			Annual Deficit:	\$1,394,300
Water Network	\$1,006,488,213	Very Good (81%)	Annual Requirement:	\$17,669,336
			Funding Available:	\$5,294,406
			Annual Deficit:	\$12,374,930
Sanitary Network	\$362,043,232	Good (71%)	Annual Requirement:	\$6,792,456
			Funding Available:	\$2,323,959
			Annual Deficit:	\$4,468,498
Buildings	\$184,046,500	Fair (55%)	Annual Requirement:	\$3,789,831
			Funding Available:	\$1,388,100
			Annual Deficit:	\$2,401,731
Land Improvements	\$73,609,783	Fair (51%)	Annual Requirement:	\$4,300,970
			Funding Available:	\$1,575,315
			Annual Deficit:	\$2,725,656
Vehicles	\$39,644,197	Fair (53%)	Annual Requirement:	\$3,046,422
			Funding Available:	\$1,115,812
			Annual Deficit:	\$1,930,610
Machinery & Equipment	\$44,385,228	Fair (45%)	Annual Requirement:	\$4,688,638
			Funding Available:	\$1,717,305
			Annual Deficit:	\$2,971,333
<b>Overall</b>	\$3,305,136,703	Good (72%)	Annual Requirement:	\$72,824,220
			Funding Available:	\$29,478,514
			Annual Deficit:	\$43,345,706

## Replacement Cost

The asset categories have a total replacement cost of \$3.3 billion based on available inventory data. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

Figure 6 Asset Portfolio Replacement Value Breakdown

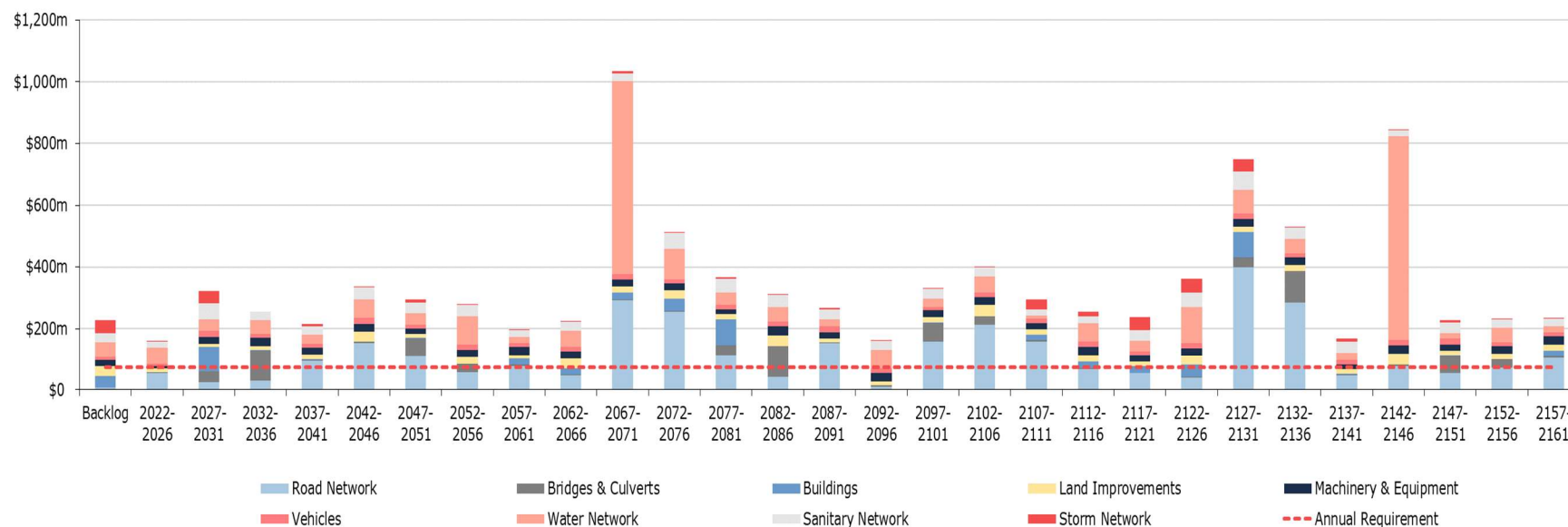


## Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement. Figure 6 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analysed. On average, \$72.8 million is required each year to remain current with capital replacement needs for the County's asset portfolio (red dotted line).

Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data. Based on the current replacement cost of the portfolio, estimated at \$3.3 billion, this represents an annual target reinvestment rate of 2.2%.

Figure 7 Forecasted Capital Requirements



The chart also illustrates a backlog of \$228 million, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements or major renewals. This makes targeted and consistent condition assessments integral.

Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset.

## Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 89% of assets in Haldimand County are in fair or better condition. This estimate relies on both age-based and field condition data.

Assessed condition data is available for 50% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data.

Table 5 Assessed Condition Data Sources

<b>Asset Category</b>	<b>Assets with Assessed Condition</b>	<b>Source of Condition Data</b>
Road Network	97%	Roads Needs Study - Stantec
Bridges & Culverts	100%	Vallee Consulting Engineers, Architects & Planners
Water Network	16%	Engineering Assessment
All other Categories	0%	Age-based Assessments Only

## Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 22% of the County's assets will require rehabilitation / replacement within the next 10 years. Details of the capital requirements over the next 10 years are identified by asset category in each asset section.

## Risk & Criticality

The County has noted key trends, challenges, and risks to service delivery that they are currently facing:



### Organizational Capacity

Staff resources have been focused primarily on accommodating infrastructure requirements. This leaves little time to dedicate towards asset management planning activities such as data refinement and lifecycle strategy development.

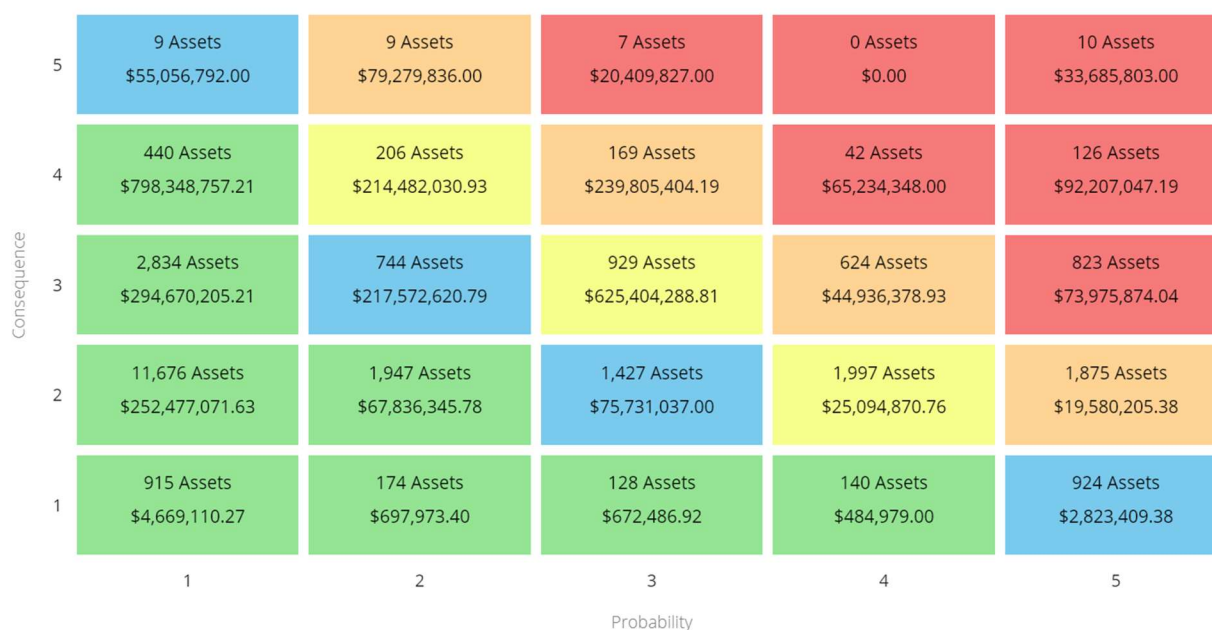


### Asset Data & Information

There is a lack of confidence in the available inventory data for asset management purposes. Staff are in the process of evaluating the resources and activities required to build and/or improve the existing asset inventory including consolidating data sources. Staff plan to prioritize data refinement efforts to increase confidence in the accuracy and reliability of asset data and information.

The overall risk breakdown for Haldimand County's asset inventory is portrayed in Figure 8. Reviewing the list of very high-risk assets to evaluate how best to mitigate the level of risk the County is experiencing will help advance Haldimand County's asset management program.

Figure 8 Overall Asset Risk Breakdown



## Haldimand County Climate Profile

Haldimand County is a rural city-status single-tier municipality on the Niagara Peninsula in southern Ontario. The County is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – Haldimand

County may experience the following trends:

### 1. Higher Average Annual Temperature

- Between the years 1981 and 2010 the annual average temperature was 8.7°C
- Under a high emissions scenario, the annual average temperatures are projected to increase to 10.6°C by the year 2050 and to 14°C by the end of the century.

### 2. Increase in Total Annual Precipitation

- Under a high emissions scenario, Haldimand County is projected to experience a 7% increase in precipitation by the year 2050 and a 14% increase by the end of the century.

### 3. Increase in Frequency of Extreme Weather Events

- It is expected that the frequency and severity of extreme weather events will change.

## Integration Climate Change and Asset Management

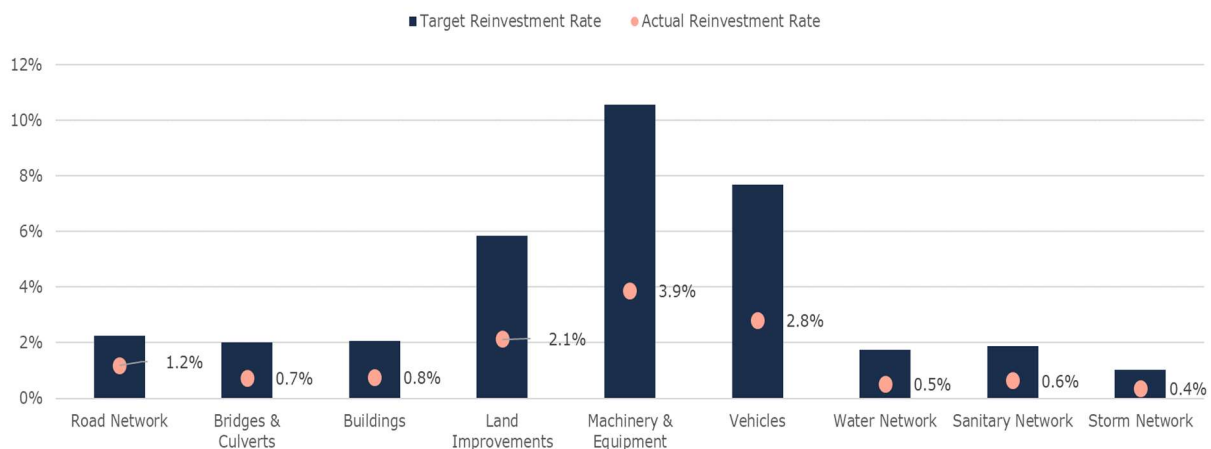
Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve because of climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

## Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the County should be allocating approximately \$72.8 million annually, for a target reinvestment rate of 2.2%. Actual annual spending on infrastructure totals approximately \$29,478,514, for an actual reinvestment rate of 0.89%.

Figure 9 Target vs Actual Reinvestment Rates



# Impacts of Growth

## Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the County to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

### The Haldimand County Official Plan (2006)

The Haldimand County's Official Plan was originally adopted by Council in 2006 and approved by the Province in 2009. The County has undertaken a Municipal Comprehensive Review of the document and broken the project into two phases. Phase 1 was approved by the Province in November 2021 and focused on the County's Growth Strategy, including overall Growth Plan Conformity and population forecasts. Phase 2 relates to a general update of the County policies and the major themes of the Official Plan. It was adopted by Haldimand County Council on August 29th, 2022 and is currently with the Province for approval.

The Official Plan provides guidance for land use in the County and sets out the policies to guide and manage the maintenance, rehabilitation, growth and development of the County to ensure a sustainable living environment that meets the needs of the community over the 30-year planning horizon to 2051. The document facilitates the vision of the County with consideration of the policies of the Provincial Policy Statement 2020, and the Growth Plan for the Greater Golden Horseshoe, 2020.

The vision statement in the Official Plan states that Haldimand County aims to build a caring, friendly community that is an exceptional place to live, work, play and nurture future generations. Haldimand County values its diversity and unique mix of urban and rural interests and is committed to preserving its rich natural environment and small-town character. The vision includes a strong agricultural foundation and a diverse range of economic opportunities based on its strategic location, resources and unique history and heritage. The document planning horizon spans 30 years, covering it to the year 2051.

The following table outlines population, private dwellings and employment changes in the County between 2011-2021 from Statistics Canada, for which the County provides services. The County focuses on maintaining and enhancing appropriate levels of service in both physical infrastructure and social services with respect to the growth opportunities.

Year	Population	Private Dwellings	Employment
2021	49,216	20,710	N/A
2016	45,608	19,472	24,305
2011	44,876	19,108	N/A

---

## Other Related Documents

The Growth Strategy Report for Haldimand County was developed to address the requirements of Phase 1 of the Official Plan Update work program. The report is based on the growth policies of the Provincial Policy Statement 2020 (PPS 2020) and the Growth Plan for the Greater Golden Horseshoe including the recently approved Amendment No. 1 (Growth Plan 2020).

The Growth Strategy Report includes a detailed land needs assessment for residential, community employment and employment area lands with respect to the intensification targets, density targets and the recent population, household, and employment forecasts. The Growth Plan establishes the population and employment forecasts for Haldimand County as a total population of 75,000 and a total employment of 29,000 jobs in 2051.

To accommodate sufficient land supply and affordable housing for expected future growth in the County, the growth is to be concentrated in the six urban areas. The intensification target in the Haldimand Official Plan is currently set at 32% of all new housing units. This target was based on about 68 new housing units being constructed within the delineated built-up areas of the County's six urban communities.

The County will ensure to provide sufficient water and wastewater services to accommodate residential, commercial, institutional, and industrial development in a timely manner through monitoring residual water and sewage treatment reserves.

## Impact of Growth on Lifecycle Activities

By July 1, 2025, the County's asset management plan must include a discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy.

The Official Plan for Haldimand County has indicated the vision statement as fostering healthy change and growth. The County will ensure the sewage treatment, waste disposal services, water supply services, stormwater management, transport pathways, utilities and emergency services are planned and developed to provide for the growth targets outlined in the Official Plan.

As growth-related assets are constructed or acquired, they should be integrated into Haldimand County's asset management program. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the County will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

# Financial Strategy

## Financial Strategy Overview

Each year, Haldimand County makes important investments in its infrastructure's maintenance, renewal, rehabilitation, and replacement to ensure assets remain in a state of good repair. However, spending needs typically exceed fiscal capacity. In fact, most municipalities continue to struggle with annual infrastructure deficits. Achieving full-funding for infrastructure programs will take many years and should be phased-in gradually to reduce burden on the community.

This financial strategy is designed for the County's existing asset portfolio and is premised on two key inputs: the average annual capital requirements and the average annual funding typically available for capital purposes. The annual requirements are based on the replacement cost of assets and their serviceable life, and where available, lifecycle modeling. This figure is calculated for each individual asset and aggregated to develop category-level values.

The annual funding typically available is determined by averaging historical capital expenditures on infrastructure, inclusive of any allocations to reserves for capital purposes. For Haldimand, the approved 2022 values were used to project available funding.

Only reliable and predictable sources of funding are used to benchmark funds that may be available on any given year. The funding sources include:

- Revenue from taxation allocated to reserves for capital purposes
- Revenue from water and wastewater rates allocated to capital reserves
- The Canada Community Benefits Fund (CCBF), formerly the federal Gas Tax Fund
- The Ontario Community Infrastructure Fund (OCIF)

Although provincial and federal infrastructure programs can change with evolving policy, CCBF, OCIF, and OMPF are considered as permanent and predictable.

## Annual Capital Requirements

The annual requirements represent the amount the County should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs, and achieve long-term sustainability. For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the road network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented.

The following table compares two scenarios for the road network:

- **Replacement Only Scenario:** Based on the assumption that assets deteriorate and without regularly scheduled maintenance and rehabilitation are replaced at the end of their service life.
- **Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Table 6 Road Network Annual Requirement Comparison

<b>Asset Category</b>	<b>Annual Requirements (Replacement Only)</b>	<b>Annual Requirements (Lifecycle Strategy)</b>	<b>Difference</b>
Road Network	\$40,849,376	\$25,597,099	\$15,252,277

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of approximately \$15 million for the road network. This represents an overall reduction of the annual requirements by 37%.

As the lifecycle strategy scenario represents the lowest cost option available to the County, we have used this annual requirement in the development of the financial strategy.

Table 7 outlines the total average annual capital requirements for existing assets in each asset category. Based on a replacement cost of \$3.3 billion, annual capital requirements total more than \$72.8 million for all the asset categories analysed.

The table also illustrates the system-generated, equivalent target reinvestment rate (TRR), calculated by dividing the annual capital requirements by the total replacement cost of each category. The cumulative target reinvestment for these categories is estimated at 2.2%.

Table 7 Average Annual Capital Requirements

<b>Asset Category</b>	<b>Replacement Cost</b>	<b>Annual Capital Requirements</b>	<b>Target Reinvestment Rate</b>
Road Network	\$1,142,111,008	\$25,597,099	2.2%
Bridges & Culverts	\$236,966,000	\$4,739,320	2.0%
Stormwater Network	\$215,842,543	\$2,200,147	1.0%
Water Network	\$1,006,488,213	\$17,669,336	1.8%
Sanitary Network	\$362,043,232	\$6,792,456	1.9%
Buildings	\$184,046,500	\$3,789,831	2.1%
Land Improvements	\$73,609,783	\$4,300,970	5.8%
Vehicles	\$39,644,197	\$3,046,422	7.7%
Machinery & Equipment	\$44,385,228	\$4,688,638	10.6%
<b>Total</b>	<b>\$3,305,136,703</b>	<b>\$72,824,220</b>	<b>2.20%</b>

Although there is no industry standard guide on optimal annual investment in infrastructure, the TRR's above provide a useful benchmark for organizations. In 2016, the Canadian Infrastructure Report Card (CIRC) produced an assessment of the health of municipal infrastructure as reported by cities and communities across Canada. The CIRC remains a joint project produced by several organizations, including the Federation of Canadian Municipalities (FCM), the Canadian Society of Civil Engineers (CSCE), the Canadian Network of Asset Managers (CNAM), and the Canadian Public Works Association (CPWA).

The 2016 version of the report card also contained recommended reinvestment rates that can also serve as benchmarks for municipalities. The CIRC suggest that, if increased, these reinvestment rates can "stop the deterioration of municipal infrastructure." The report card contains both a range for reinvestment rates that outlines the lower and upper recommended levels, as well as current municipal averages.

## Current Funding Levels

Table 8 summarizes how current funding levels compare with funding required for each asset category. At existing levels, the County is funding 40% of its annual capital requirements for all infrastructure analyzed. This creates a total annual funding deficit of \$43.3 million.

Table 8 Current Funding Position vs Required Funding

<b>Asset Category</b>	<b>Annual Capital Requirements</b>	<b>Annual Funding Available</b>	<b>Annual Infrastructure Deficit</b>	<b>Funding Level</b>
Road Network	\$25,597,099	\$13,521,903	\$12,075,196	53%
Bridges & Culverts	\$4,739,320	\$1,735,869	\$3,003,451	37%
Stormwater Network	\$2,200,147	\$805,847	\$1,394,300	37%
Water Network	\$17,669,336	\$5,294,406	\$12,374,930	30%
Sanitary Network	\$6,792,456	\$2,323,959	\$4,468,498	34%
Buildings	\$3,789,831	\$1,388,100	\$2,401,731	37%
Land Improvements	\$4,300,970	\$1,575,315	\$2,725,656	37%
Vehicles	\$3,046,422	\$1,115,812	\$1,930,610	37%
Machinery & Equipment	\$4,688,638	\$1,717,305	\$2,971,333	37%
<b>Total</b>	<b>\$72,824,219</b>	<b>\$29,478,516</b>	<b>\$43,345,705</b>	<b>40%</b>

## Closing the Gap

Eliminating annual infrastructure funding shortfalls is a difficult and long-term endeavour for municipalities. Considering the County's current funding position, it will require many years to reach full funding for current assets.

This section outlines how Haldimand County can close the annual funding deficits using own-source revenue streams, i.e., property taxation and utility rates, and without the use of additional debt for existing assets.

### Full Funding Requirements Tax Revenues

In 2022, Haldimand County will have an annual tax revenue of \$73,278,833. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require a 36.2% tax change over time.

To achieve this increase, several scenarios have been developed using phase-in periods ranging from five to twenty years. Shorter phase-in periods may place too high a burden on taxpayers, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

Table 9 Phasing in Annual Tax Increases

Total % Increase Needed in Annual Property Taxation Revenues	Phase-in Period			
	5 Years	10 Years	15 Years	20 Years
36.2%	6.4%	3.1%	2.1%	1.6%

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Under this scenario, projects are unlikely to be deferred to future years. This delivers the highest asset performance and customer levels of service.

Reallocating debt payments as they become available is a financial strategy that Haldimand County currently utilizes. By utilizing the reallocating, the debt payments to capital funding Table 10 illustrates the % annual increase needed.

Table 10 Including Reallocating Debt Payment Phasing in Tax Increases

Phase In Period	5 Years	10 Years	15 Years	20 Years
Available Debt Payment Funds	\$1,291,129	\$3,108,695	\$4,167,283	\$5,607,634
% Increase in Annual Taxation	6.1%	2.8%	1.8%	1.3%

## Full Funding Requirements Utility Rate Revenues

For 2022, Haldimand County's forecasted water rate revenues total \$13,256,920. Annual capital requirements for the water network total \$17,669,336, against available funding of \$5,294,406. This creates a funding deficit of \$12,374,930. To close this annual gap, the County's water revenues would need to increase.

Similarly, sanitary rate revenues are forecasted to be \$9,198,840 in 2022. Average annual requirements for Haldimand County's sanitary assets total \$6,792,456, against available funding of \$2,323,959, creating an annual deficit of \$4,468,498. Rate revenues would need to increase to close this funding gap.

To achieve these increases, several scenarios have been developed using phase-in periods ranging from five to twenty years. As with tax revenues, short phase-in periods may require excessive rate increases, whereas more protracted timeframes may lead to larger backlogs and more unpredictable spending on emergency repairs and replacements.

Table 11 Phasing in Rate Increases

Category	Phase-in Period			
	5 Years	10 Years	15 Years	20 Years
Water Network	14.1%	6.8%	4.5%	3.4%
Sanitary Network	8.2%	4.0%	2.7%	2.0%

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Under this scenario, projects are unlikely to be deferred to future years. This delivers the highest asset performance and customer levels of service.

Reallocating debt payments as they become available is a financial strategy that Haldimand County currently utilizes. By reallocating the debt payments to capital funding Table 12 illustrates the % annual increase needed per category.

Table 12 Including Reallocating Debt Payment Phasing in Rate Increases

Phase In Period	5 Years	10 Years	15 Years	20 Years
<b>Water Network</b>				
Available Debt Payment Funds	\$83,633	\$1,276,286	\$1,276,286	\$1,276,286
% Annual Increase	14.0%	6.3%	4.1%	3.1%
<b>Sanitary Network</b>				
Available Debt Payment Funds	\$373,409	\$2,535,998	\$2,535,998	\$2,535,998
% Annual Increase	7.6%	1.9%	1.3%	1.0%

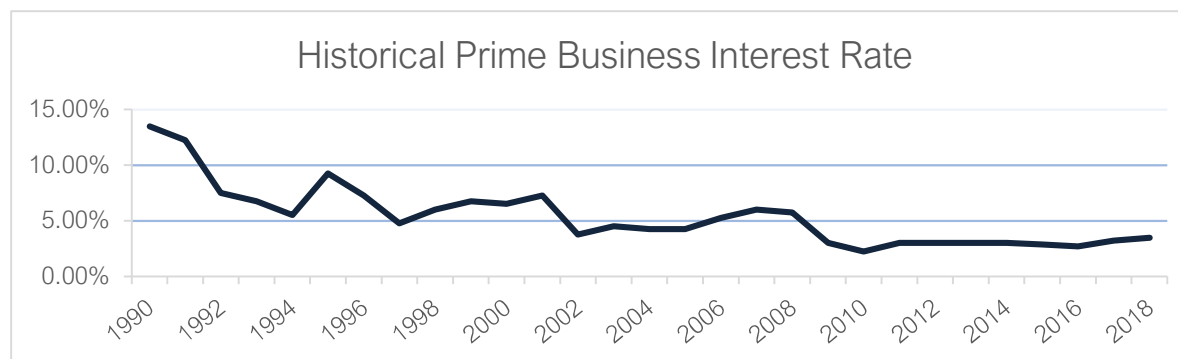
## Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0%<sup>1</sup> over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

<sup>1</sup> Current municipal Infrastructure Ontario rates for 15-year lending is 3.2%.

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:



A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

The following tables outline how Haldimand County has historically used debt for investing in the asset categories as listed.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2017	2018	2019	2020	2021
Tax Categories	\$40,379,088	\$864,700	\$0	\$22,909,800	\$0	\$524,140
Rate Categories	\$23,585,305	\$11,467,300	\$0	\$562,500	\$9,178,950	\$7,824,510
<b>Total</b>	<b>\$63,964,393</b>	<b>\$12,332,000</b>	<b>\$0</b>	<b>\$23,472,300</b>	<b>\$9,178,950</b>	<b>\$8,348,650</b>

The revenue options outlined in this plan allows Haldimand County to fully fund its long-term infrastructure requirements without further use of debt.

# Recommendations and Key Considerations

## Financial Strategies

1. Review feasibility of adopting a full-funding scenario that achieve 100% of average annual requirements for the asset categories analyzed. This involves:
  - Implementing a 2.8% annual tax increase over a 10-year phase-in period and allocating the full increase in revenue toward tax-funded asset categories
  - Implementing a 6.3% rate increase for water, and a 1.9% increase for sanitary, over a 10-year phase-in period
  - Continued allocation of OCIF and CCBF funding as previously outlined
  - Using risk frameworks and staff judgement to prioritize projects, particularly to aid in elimination of existing infrastructure backlogs

Although difficult to capture, inflation costs, supply chain issues, and fluctuations in commodity prices will also influence capital expenditures.

## Asset Data

1. Ensure stormwater inventory is complete and includes appurtenances.
2. Componentize facilities data using Uniformat II Code standard for building classifications. This can be accomplished during building condition assessments. This will improve long-term replacement projections and better align system-generated forecasts with capital budgets.
3. Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
  - the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
  - the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
4. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labour costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
5. Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including condition, long-range forecasting, and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

---

## Risk and Levels of Service

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. These models reflect current data, which was limited. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
2. Although Ontario Regulation 588/17 requires reporting on specific, prescribed KPIs for the County's core assets, municipalities have discretion on the KPIs they select to track the performance of their non-core assets, such as buildings and vehicles. This information will be required for the 2024 iteration of the AMP. KPIs should be established for all non-core asset groups to support regulatory compliance. Further, as available, data on current performance should be centralized and tracked to support any calibration of service levels ahead of O. Reg's 2025 requirements on proposed levels of service.
3. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; and economic conditions and the local tax base. This data can also be used to revise service level targets.

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## Appendix B: Road Network

### State of the Infrastructure

Haldimand County's road network comprises the largest share of its infrastructure portfolio, with a current replacement cost of more than \$1.1 billion, distributed primarily between paved and surface treated roads.

The County also owns and manages other supporting infrastructure and capital assets, including sidewalks and lights (streetlights, traffic lights and other lights).

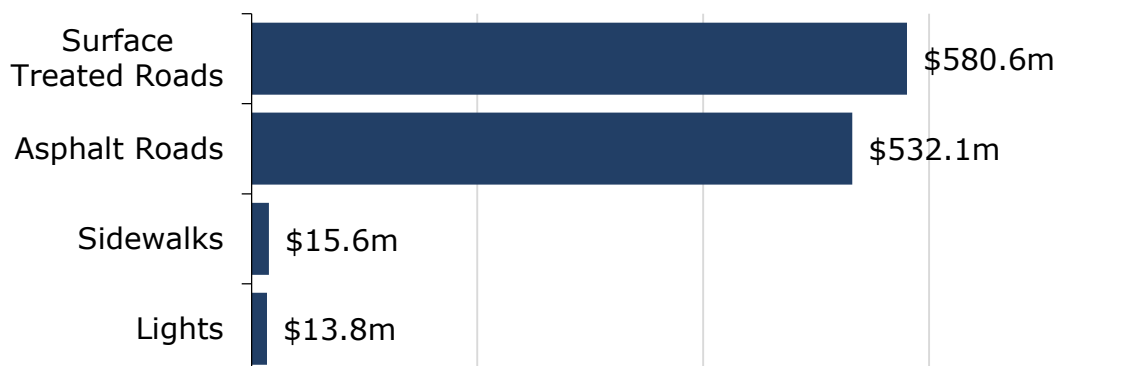
The state of the infrastructure for the road network is summarized below.

Replacement Cost	Condition	Financial Capacity	
\$1,142,111,008	Good (66%)	Annual Requirement:	\$25,597,099
		Funding Available:	\$13,521,903
		Annual Deficit:	\$12,075,196

### Inventory & Valuation

The figure below displays the replacement cost of each asset segment in the County's road inventory.

Figure 10 Road Network Replacement Value

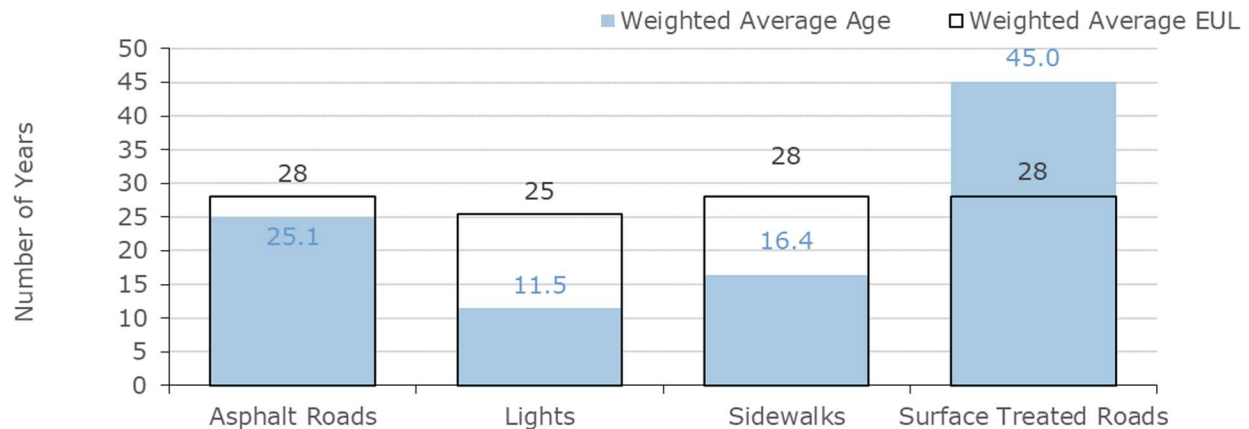


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment. It is all weighted by replacement cost.

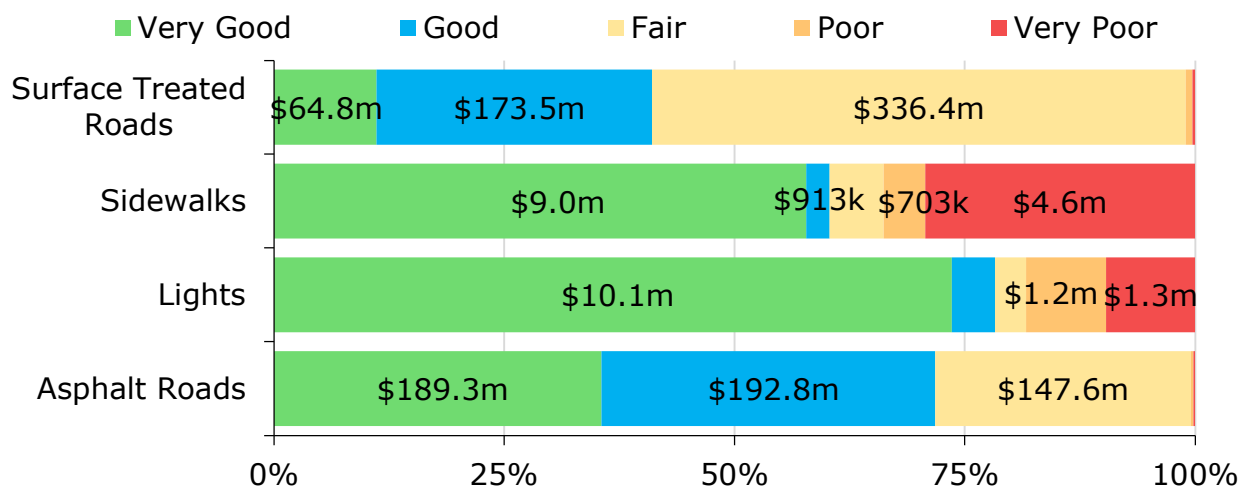
Figure 11 Road Network Average Age vs Average EUL



The analysis shows that, based on in-service dates, surface treated roads continue to remain in operation beyond their expected useful life, with an average age of 45 against an average expected serviceable life of 28 years. This is due to the life cycle management strategies currently being utilized which will be outlined in a later section.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 12 Road Network Condition Breakdown



To ensure that Haldimand County's roads continue to provide an acceptable level of service, the County should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management

strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the roads.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### **Current Approach to Condition Assessment**

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The County's current approach is described below.



The condition scale for roads utilized is from 0 to 100 from Very Poor to Very Good. See the following images as examples of a Very Good road and a road in Fair condition.

Appendix B: Road Network

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Figure 13 Townsend Parkway – LCB Rural (Very Good PCI=100)



Figure 14 Marshall Road – LCB Rural (Fair PCI=41)

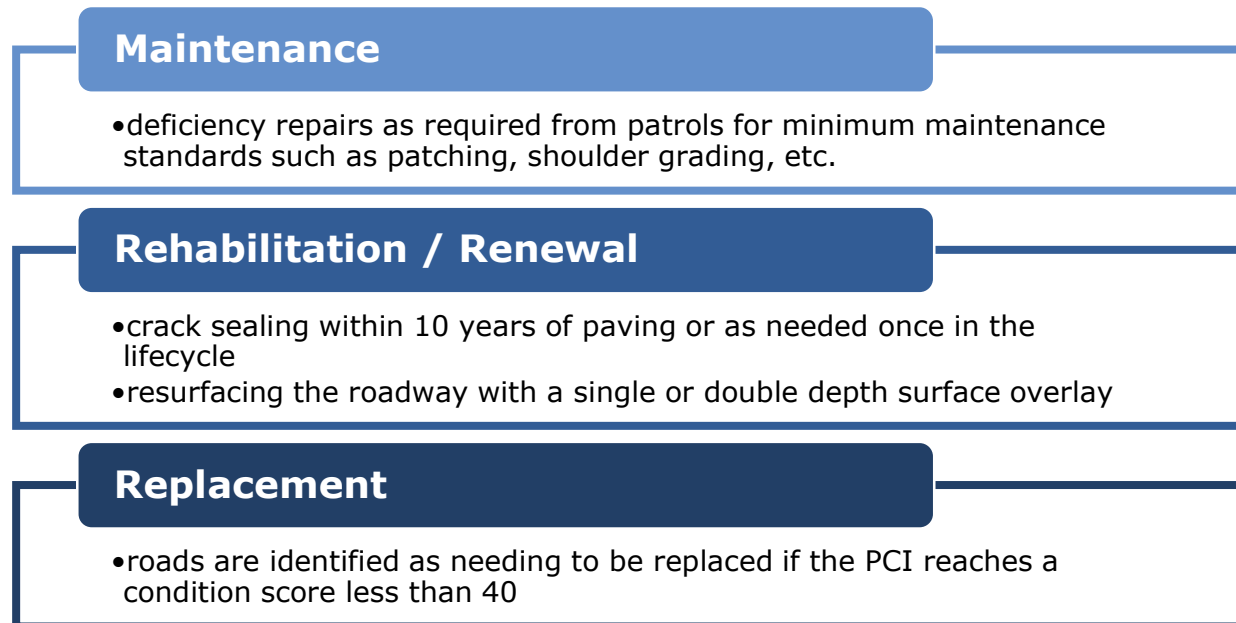


## Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

The following lifecycle strategies shown in Figure 15 have been developed as a proactive approach to managing the lifecycle of municipally owned roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Figure 15 Road Network Current Lifecycle Strategy



PCI scores, staff judgment, traffic loads, and opportunity to bundle projects with utility work help inform the optimal lifecycle intervention, ranging from pothole repairs to potential replacements. A surface treated road lifecycle model is shown in Figure 16 and an asphalt lifecycle model is shown in Figure 17.

Figure 16 Surface Treated (LCB) Road Lifecycle Model

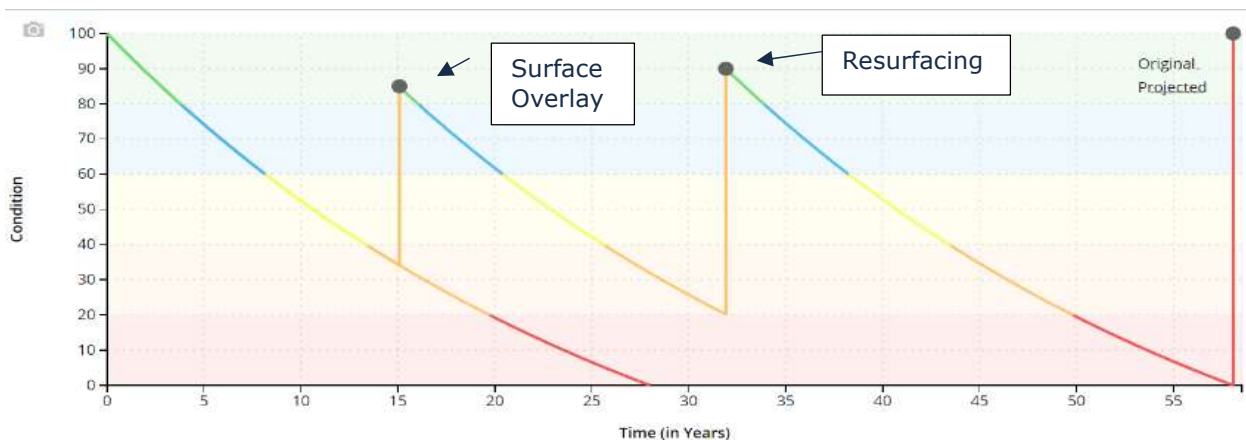
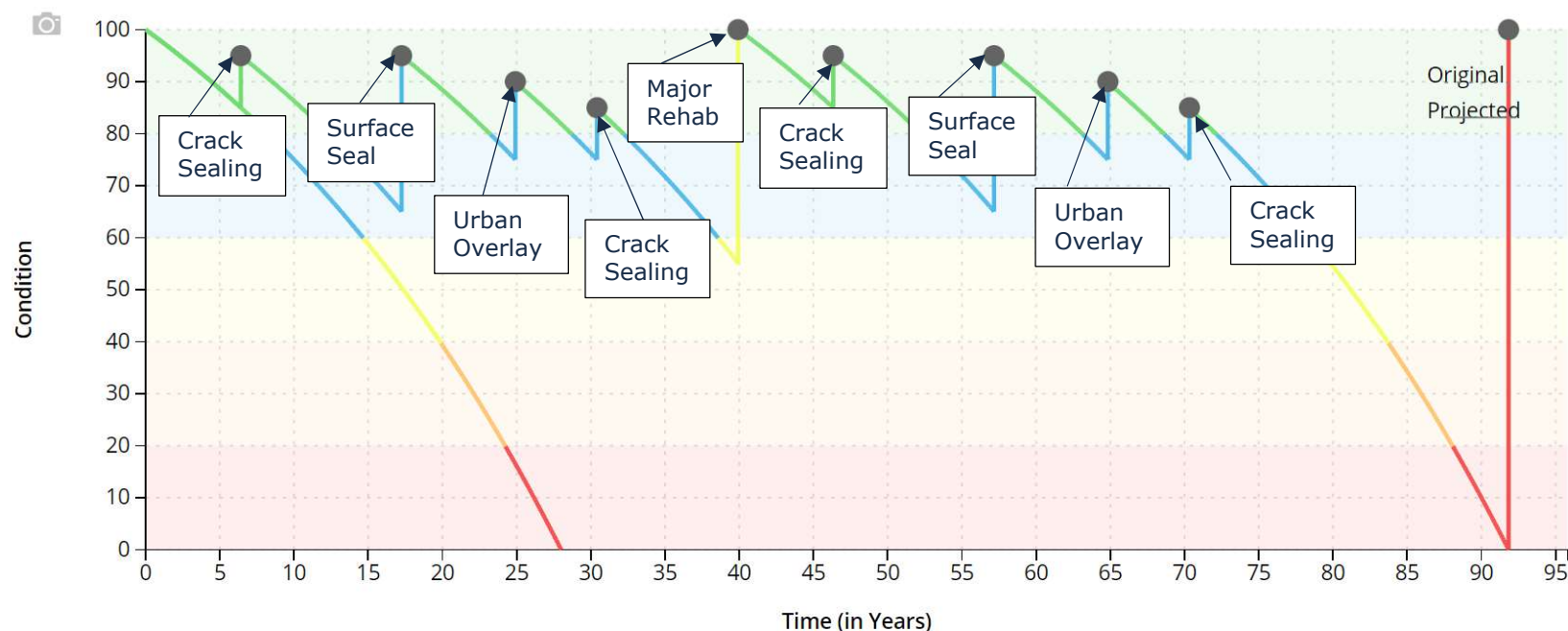


Figure 17 Asphalt (HCB) Road Lifecycle Model



## Forecasted Capital Requirements

Figure 18 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the County's road network. This analysis was run until 2121 to capture at least one iteration of replacement for the longest-lived asset in the asset register.

Haldimand County's average annual requirements (red dotted line) total \$25.6 million for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. The chart illustrates substantial capital needs through the forecast period in 5-year intervals.

It also shows a backlog \$7 million, comprising assets that have reached the end of their useful life. The projections are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support

## Appendix B: Road Network

improved financial planning over several decades. They are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only identified in Figure 16 and Figure 17).

Figure 18 Road Network Forecasted Capital Replacement Requirements

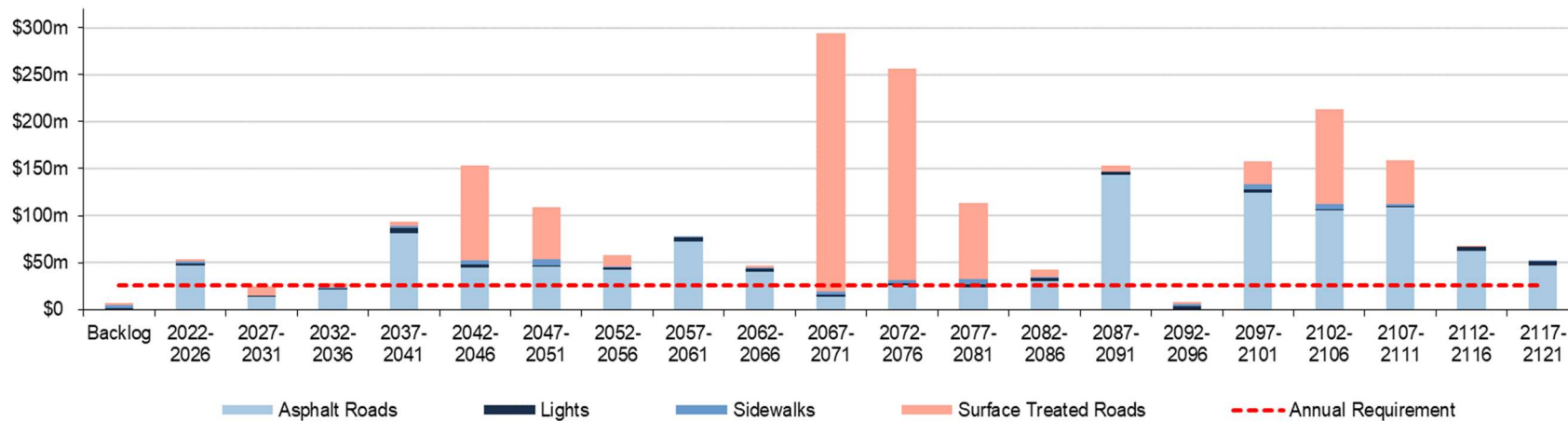


Table 13 below summarizes the projected cost of lifecycle activities (rehabilitation and replacement) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts.

Table 13 Road Network System-generated 10-Year Capital Costs

Segment	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Asphalt Roads	\$61.0m	\$3.9m	\$3.0m	\$9.3m	\$16.6m	\$14.3m	\$7.8m	\$1.8m	\$2.0m	\$966k	\$1.3m
Surface Treated Roads	\$12.0m	\$0	\$47k	\$178k	\$743k	\$1.3m	\$2.4m	\$3.3m	\$1.9m	\$1.1m	\$1.1m
Lights	\$2.4m	\$333k	\$55k	\$340k	\$913k	\$58k	\$345k	\$74k	\$112k	\$82k	\$67k
Sidewalks	\$2.9m	\$501k	\$530k	\$703k	\$268k	\$375k	\$69k	\$201k	\$44k	\$219k	\$0

## Gravel Road Conversion

Haldimand County has 65.8 km of gravel roads throughout the area. The current lifecycle management for gravel roads includes the addition of gravel as well as regular grading and calcium addition which are not captured as capital expenses. Haldimand County is currently undergoing a gravel road conversion to surface treatment and until the gravel roads are converted, they are accounted for as an operating expense. The conversion plan has a target completion year of 2025.

Through 2025, a total of 65.8 km of gravel roads are slated for conversion to surface treated roads, yielding higher service levels and improved user experience. Based on existing replacement costs and target reinvestment rates, this will result in an annual cost increase of \$1.26 million. As roads are converted, their added lifecycle costs need to be factored into future financial planning, which will have implications on required tax revenues.

It is important to note that the capital requirements do not reflect the additional costs that will need to be accounted for as the County implements its gravel conversion program. As with all other areas, this analysis is highly sensitive to asset replacement costs and reinvestment rates.

## Risk & Criticality

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 19 Road Network Risk Matrix



This is a high-level model developed by municipal staff and it should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are documented below:

Table 14 Road Network Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition (Structural)	Replacement Cost (70% Economic 50%)
Service Life Remaining (Functional)	Surface Type (30% Economic 50%)
	AADT (33% Social 50%)
	Road Type (34% Social 50%)
	Speed (33% Social 50%)

The identification of critical assets allows the County to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

The following tables identify the County's metrics to identify their current level of service for the roads. By comparing the cost, performance (average condition) and risk year-over-year, Haldimand County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 20 Road Network Target vs Actual Reinvestment Rate

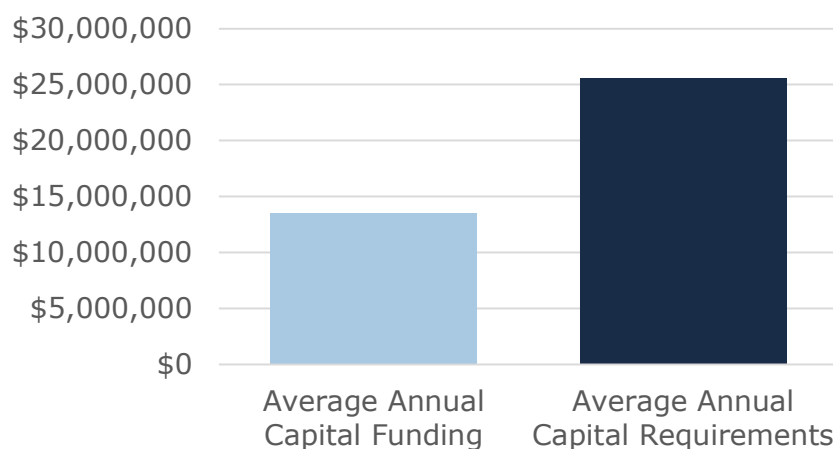
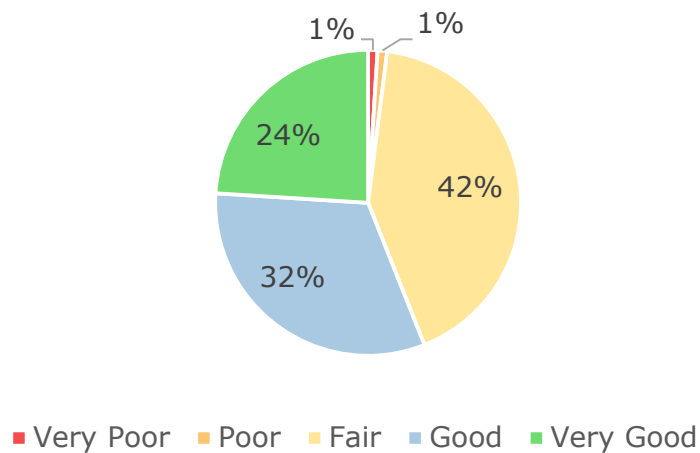
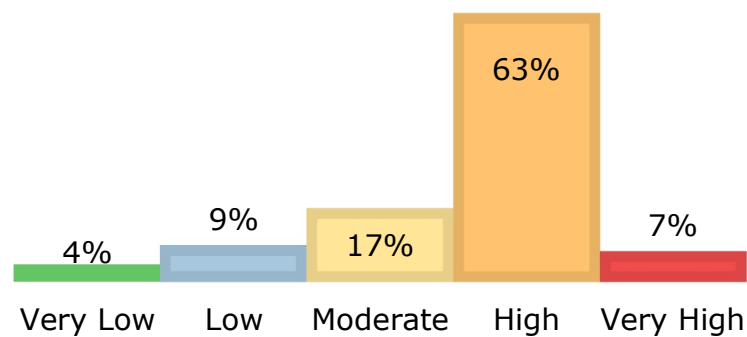


Figure 21 Road Network Average ConditionFigure 22 Road Network Risk Breakdown

The tables that follow summarize Haldimand County's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17.

### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the road network.

Table 15 Ontario Regulation 588/17 Road Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix K: Level of Service Maps
Quality	Description or images that illustrate the different levels of road class pavement condition	See Figure 13 Townsend Parkway – LCB Rural (Very Good PCI=100) and Figure 14 Marshall Road – LCB Rural (Fair PCI=41)

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the road network.

Table 16 Ontario Regulation 588/17 Road Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )	0.694
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )	1.553
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )	0.022
Quality	Average pavement condition index for paved roads	73.9 (Good)
	Average surface condition for unpaved roads (e.g. excellent, good, fair, poor)	Very Poor

# Appendix C: Bridges & Culverts

## State of the Infrastructure

Bridges and culverts (B&C) represent a critical portion of the transportation services provided to the community. The state of the infrastructure for bridges and structural culverts is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$236,966,000	Good (71%)	Annual Requirement:	\$4,739,320
		Funding Available:	\$1,735,869
		Annual Deficit:	\$3,003,451



## Inventory & Valuation

Figure 23 below displays the replacement cost of each asset segment in the County's bridges and culverts inventory.

Figure 23 Bridges & Culverts Replacement Cost

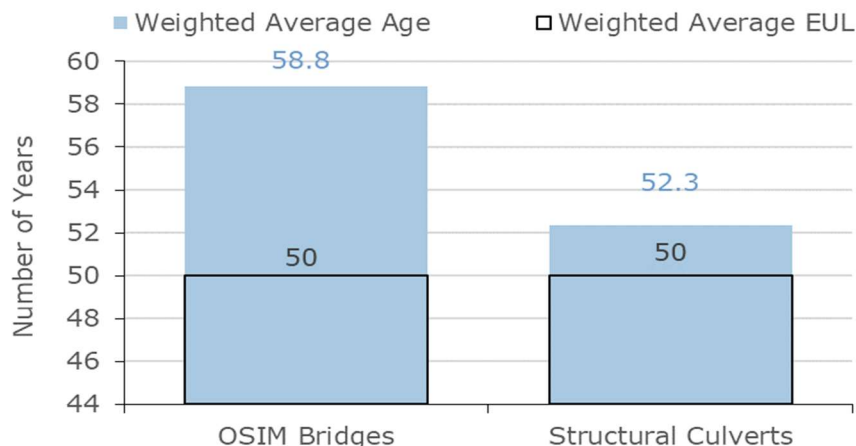


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed.

## Asset Condition & Age

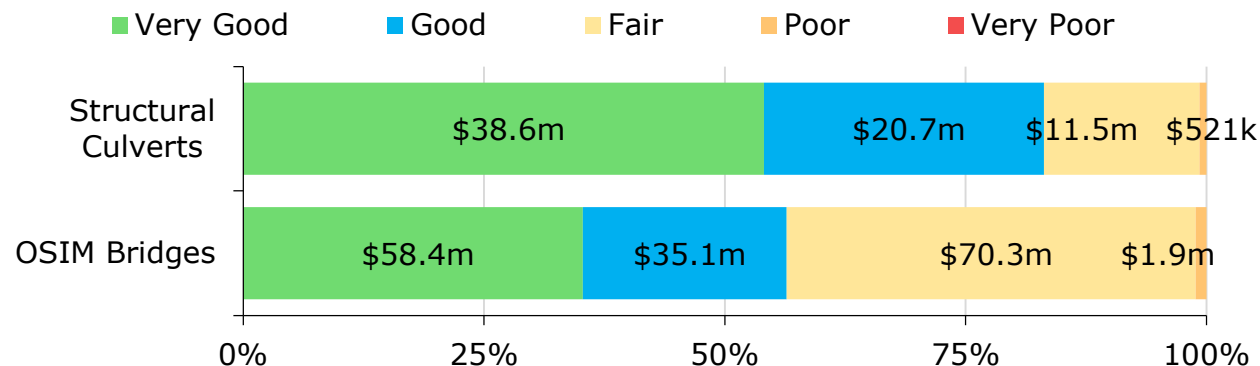
The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 24 B&C Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 25 B&C Condition Breakdown



To ensure that the County's bridges and culverts continue to provide an acceptable level of service, the staff should monitor the average condition of all assets.

Each asset's Estimated Useful Life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Haldimand County's current approach is to assess the 104 bridges and 159 structural culverts every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM). The most recent assessment was completed in 2021 by Vallee Consulting Engineers, Architects & Planners.

Appendix C: Bridges & Culverts

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The condition scale for roads utilized is from 0 to 100 from Very Poor to Very Good. See the following images as examples of a very good bridge and structural culvert as well as a bridge and structural culvert in Fair condition.

Figure 26 Dennis Bridge (BCI=92 Very Good)



Figure 27 Balmoral Bridge (BCI=51 Fair )



Figure 28 Lakeshore Road Culvert (BCI=93 Very Good)



Figure 29 York Road Culvert (BCI=56 Fair)



## Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the County's current lifecycle management strategy.

Figure 30 B&C Current Lifecycle Strategy

### Maintenance / Rehabilitation / Replacement

- All lifecycle activities are driven by the results of inspections completed according to the Ontario Structure Inspection Manual (OSIM)

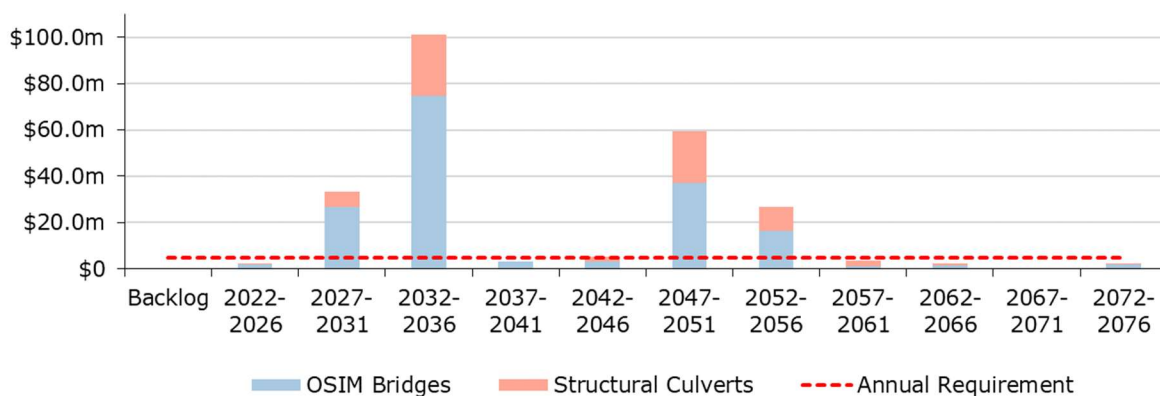
## Forecasted Capital Requirements

Figure 31 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the County's bridges and culverts. These projections are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

The analysis was run until 2076 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Haldimand's average annual requirements (red dotted line) for bridges and culverts total \$4.7 million. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Figure 31 B&C Forecasted Capital Replacement Requirements



## Appendix C: Bridges &amp; Culverts

These are represented at the major asset level, i.e., full cost of bridge or culvert, rather than partial repair, rehabilitation, or replacement.

Table 17 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These are represented at the major asset level, i.e., full cost of bridge or culvert, rather than partial repair, rehabilitation, or replacement.

Table 17 B&C System-generated 10-Year Capital Costs

<b>Segment</b>	<b>Total</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
OSIM Bridges	\$28.8m	\$0	\$0	\$0	\$1.3m	\$579k	\$675k	\$8.6m	\$2.1m	\$13.2m	\$2.3m
Structural Culverts	\$6.6m	\$0	\$0	\$0	\$0	\$144k	\$683k	\$365k	\$594k	\$1.6m	\$3.2m

These projections are generated in Citywide and rely on the data available in the asset register. Assessed condition data and replacement costs were used to assist in forecasting replacement needs for bridges and structural culverts. These projections may be different from actual capital forecasts as outlined in OSIM inspections and recommended workplans. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts, including long-term capital plans.

## Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

## Appendix C: Bridges &amp; Culverts

Figure 32 B&amp;C Risk Matrix



The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of bridges and culverts are documented in the following table.

Table 18 B&amp;C Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Economic 50%)
Service Life Remaining	MMS Class (25% Social 50%)
	Speed (25% Social 50%)
	Width (25% Social 50%)
	School Route (25% Social 50%)

The identification of critical assets allows the County to determine risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

The following graphs identify the County's metrics to identify their current level of service for the bridges and culverts. By comparing the cost, performance (average condition) and risk year-over-year, Haldimand County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 33 B&C Target vs Actual Reinvestment Rate

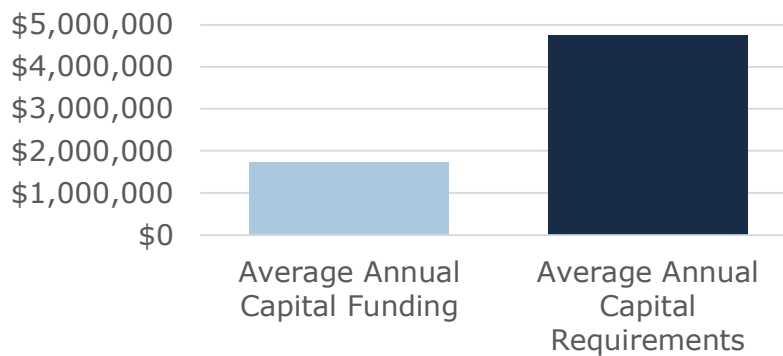


Figure 34 B&C Average Condition

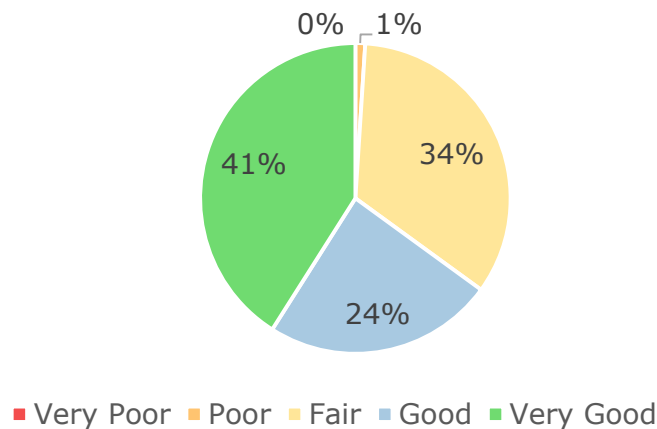
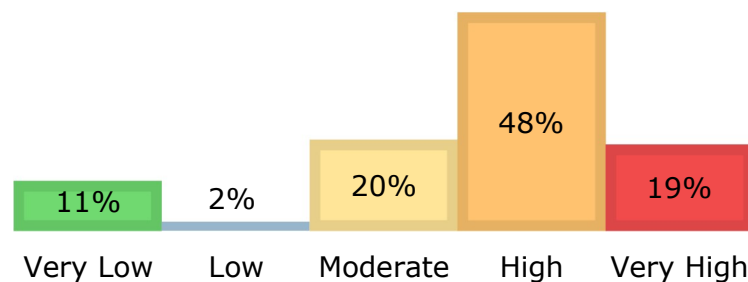


Figure 35 B&C Risk Breakdown



The metrics included below are the technical and community level of service metrics that are required as part of O. Reg. 588/17.

## Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by bridges and culverts.

Table 19 Ontario Regulation 588/17 B&C Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges and culverts are a key component of the municipal transportation network.
Quality	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	See Figure 26 Dennis Bridge (BCI=92 Very Good), Figure 27 Balmoral Bridge (BCI=51 Fair ), Figure 28 Lakeshore Road Culvert (BCI=93 Very Good)and Figure 29 York Road Culvert (BCI=56 Fair)

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by bridges and culverts.

Table 20 Ontario Regulation 588/17 B&C Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Scope	% of bridges in the municipality with loading or dimensional restrictions	2%
Quality	Average bridge condition index value for bridges	73.8
	Average bridge condition index value for structural culverts	77.8

# Appendix D: Stormwater Network

## State of the Infrastructure

The County is responsible for owning and maintaining a storm system in the community which is generally made up of storm mains, catch basins, and manholes.

Staff are working towards improving the accuracy and reliability of their stormwater network inventory to assist with long-term asset management planning as well as assessing the system for capacity and resiliency.

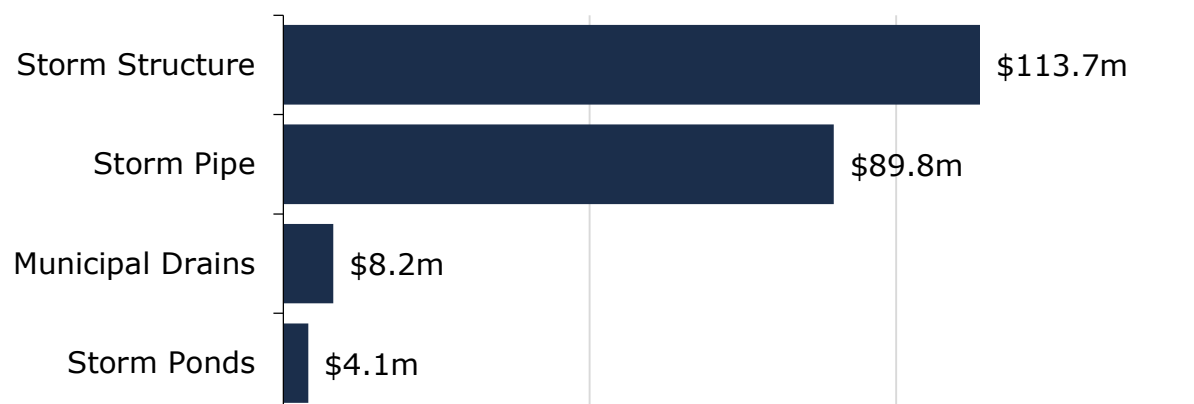
The state of the infrastructure for the stormwater network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$215,842,543	Good (64%)	Annual Requirement:	\$2,200,147
		Funding Available:	\$805,847
		Annual Deficit:	\$1,394,300

## Asset Inventory & Costs

Figure 36 below displays the replacement cost of each asset segment in the County's storm network inventory.

Figure 36 Storm Network Replacement Cost

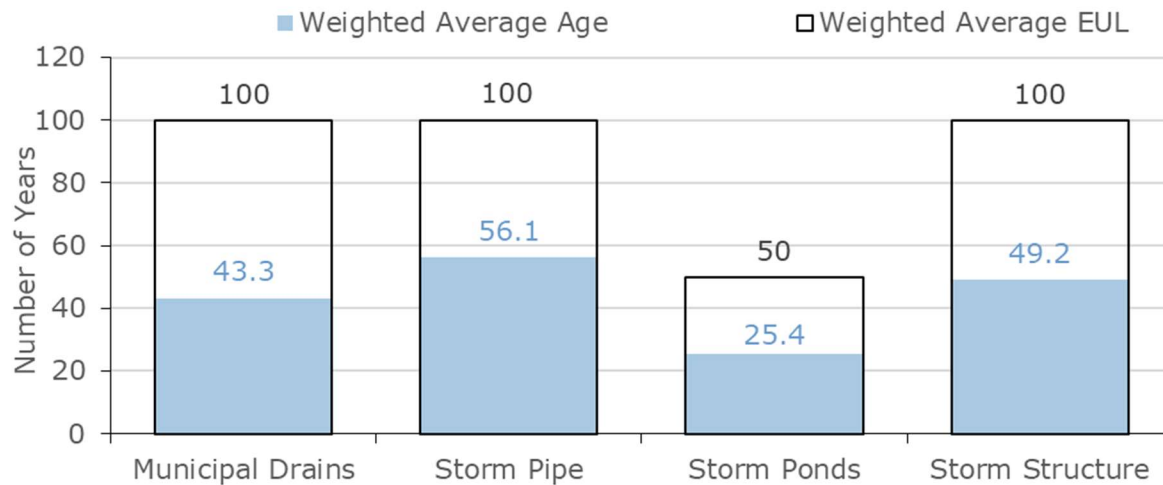


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

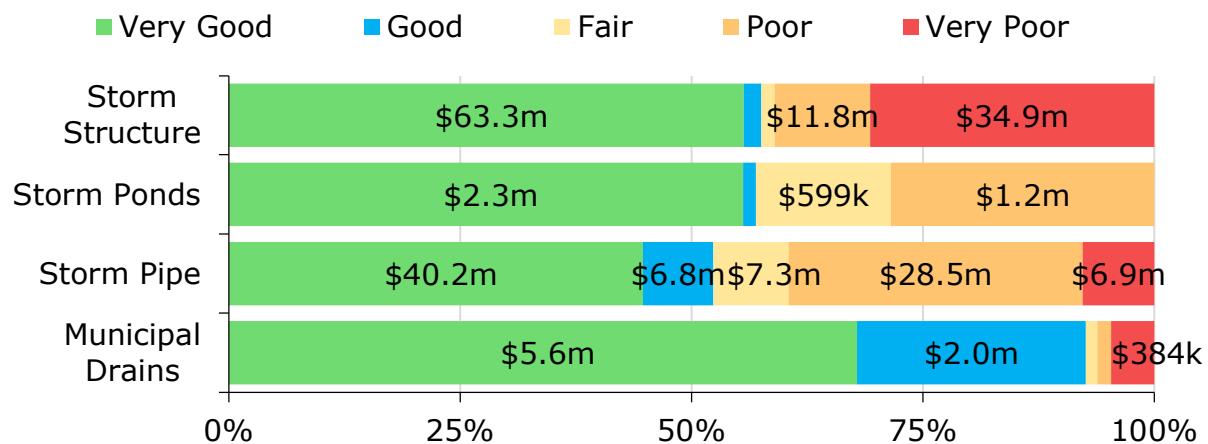
Figure 37 Storm Network Average Age vs Average EUL



Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Figure 38 displays the average condition for each asset segment on a very good to very poor for the storm network in the County. All the condition data for the storm network is age-based estimates.

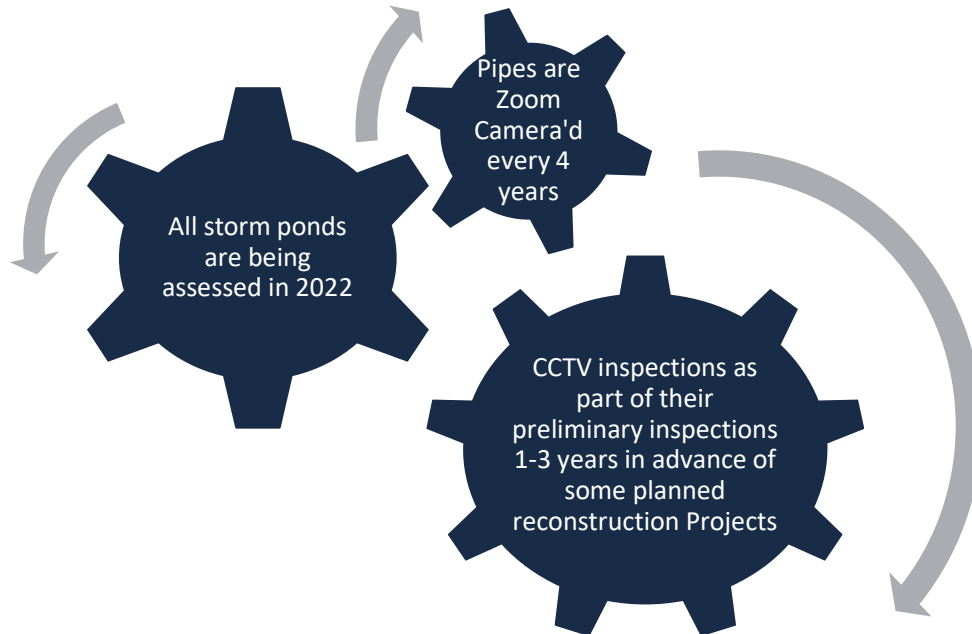
Figure 38 Storm Network Condition Breakdown



To ensure that the County's stormwater network continues to provide an acceptable level of service, the County should monitor the average condition of all assets.

## Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the County's current approach:



## Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following figures outline Haldimand County's current lifecycle management strategy.

Figure 39 Linear Storm Network Current Lifecycle Strategy

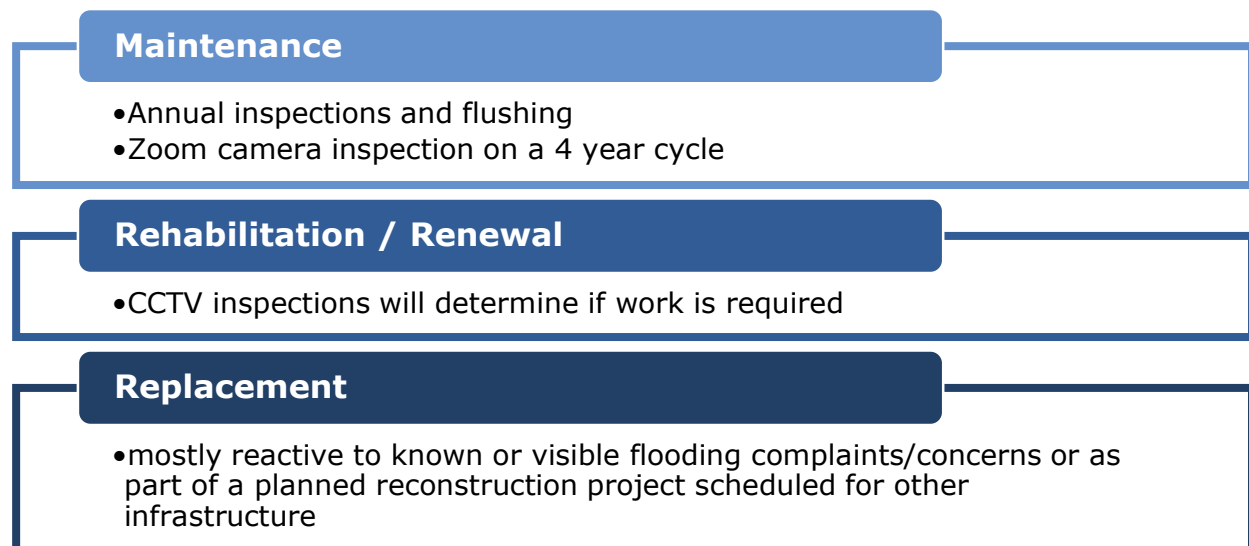
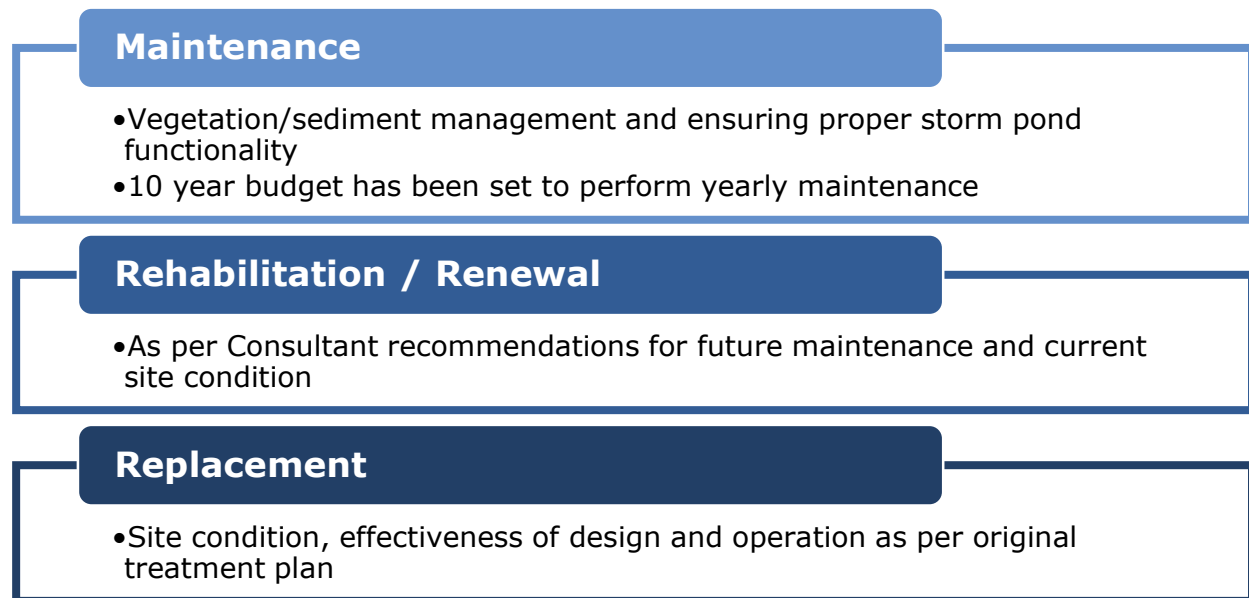


Figure 40 Storm Pond Current Lifecycle Strategy



## Forecasted Capital Requirements

Figure 41 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the County's storm network. This analysis was run until 2131 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Haldimand County's average annual requirements (red dotted line) total \$2.2 million for all assets in the stormwater network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The largest replacement spike is forecasted in the 2070s as mains reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced as forecasted, while others may be replaced as part of coordinated roadwork. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves, and identifying assets that may be candidates for further inspections.

## Appendix D: Stormwater Network

Figure 41 Storm Network Forecasted Capital Replacement Requirements

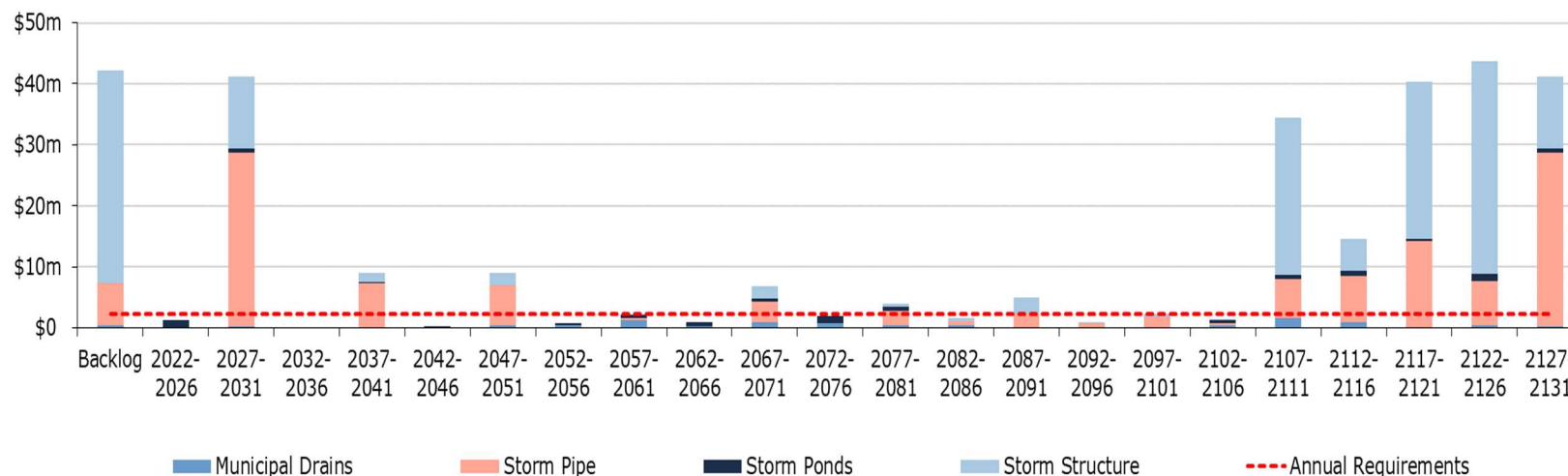


Table 21 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 21 Storm Network System-Generated 10-Year Capital Costs

Segment	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Municipal Drains	\$223k	\$0	\$0	\$0	\$0	\$0	\$0	\$122k	\$0	\$0	\$101k
Storm Pipe	\$28.5m	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28.5m	\$0
Storm Ponds	\$1.8m	\$0	\$0	\$0	\$1.2m	\$0	\$0	\$0	\$599k	\$0	\$0
Storm Structure	\$11.8m	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11.8m	\$0

As no assessed condition data was available for the stormwater network, only age was used to determine forthcoming replacement needs. Further, no data was available on stormwater facilities. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts.

## Risk & Criticality

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 42 Storm Network Risk Matrix



This is a high-level model developed by staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the storm system are documented below:

Table 22 Storm Main Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (50% Economic 70%)
Service Life Remaining	Diameter (50% Economic 70%)
	Road Surface Type (Social 30%)

Table 23 Storm Network Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Economic 70%)
Service Life Remaining	AM Segment (Social 30%)

The identification of critical assets allows the County to determine risk mitigation strategies and treatment options.

## Levels of Service

The following graphs identify the County's metrics to identify their current level of service for the storm network. By comparing the cost, performance (average condition) and risk year-over-year, Haldimand County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 43 Storm Network Target vs Actual Reinvestment Rate

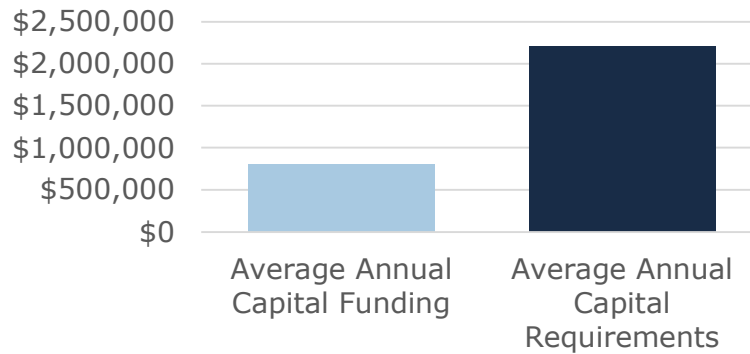


Figure 44 Storm Network Average Condition

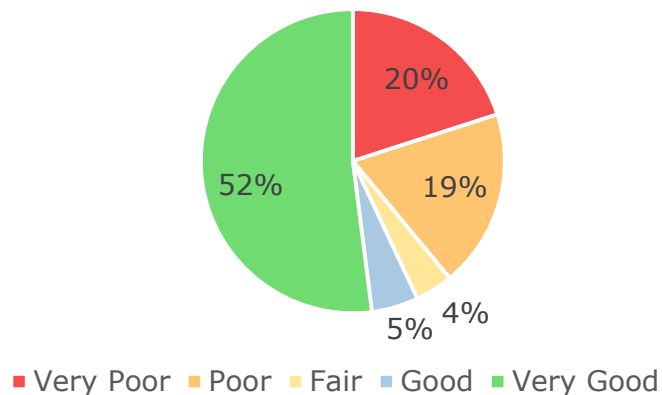
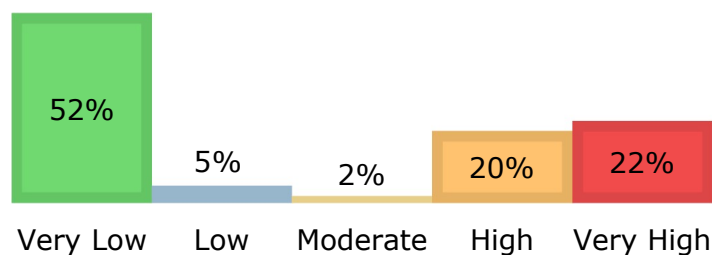


Figure 45 Storm Network Risk Breakdown



The metrics included below are the technical and community level of service metrics that are required as part of O. Reg. 588/17

## Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the storm system.

Table 24 Ontario Regulation 588/17 Storm Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include map, of the user groups or areas of the County that are protected from flooding, including the extent of protection provided by the municipal stormwater system	See Appendix K: Level of Service Maps

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the storm system.

Table 25 Ontario Regulation 588/17 Storm Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Scope	% Properties in the municipality resilient to a 100-year storm	TBD
	% The municipal stormwater management system is resilient to a 5-year storm	TBD

The current design standards require all new storm systems to be designed for 100-year storm resilience, however it is under development how much of the existing system is resilient.

It is currently not required for the storm system to be designed based on a 5-year storm, some requirements are less, and some are substantially more. See **Error! Reference source not found.** for the detailed design requirements currently required by the County.

# Appendix E: Water Network

## State of the Infrastructure

Haldimand County's water network includes mains, hydrants, valves, treatment facilities, towers, bulk water station (water depot), with a total current replacement cost of more than \$306 million. The state of the infrastructure for the water network is summarized in the following table:

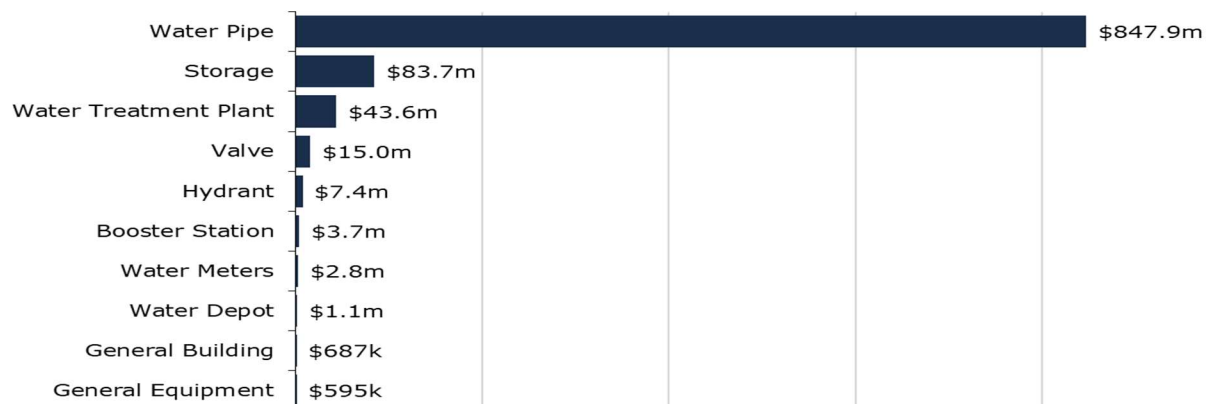
Replacement Cost	Condition	Financial Capacity	
\$1,006,488,213	Very Good (81%)	Annual Requirement:	\$17,669,336
		Funding Available:	\$5,294,406
		Annual Deficit:	\$12,374,930



## Inventory & Valuation

The graph below displays the replacement cost of each asset segment in the County's water network inventory.

Figure 46 Water Network Replacement Cost

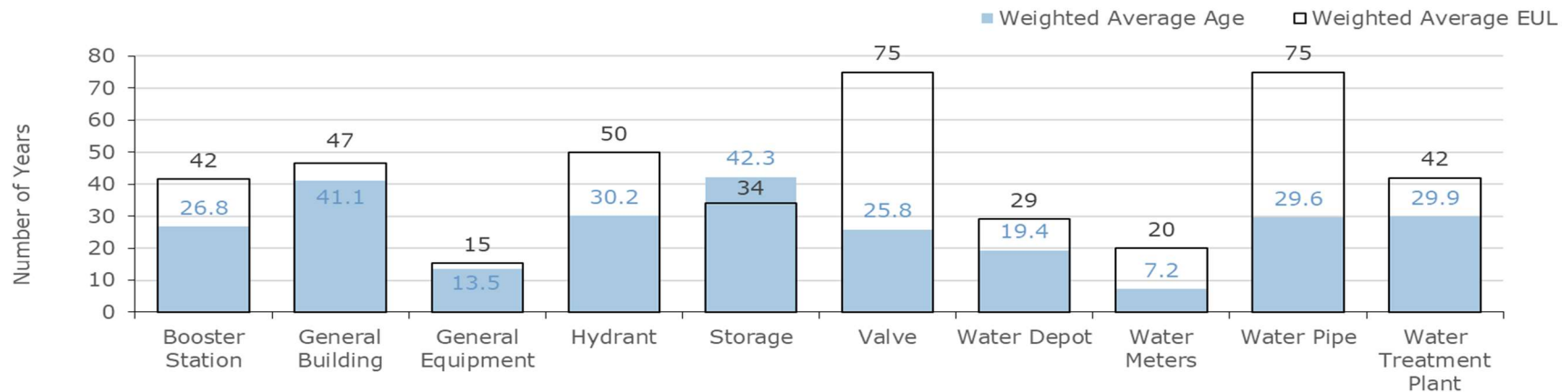


## Appendix E: Water Network

## Asset Condition & Age

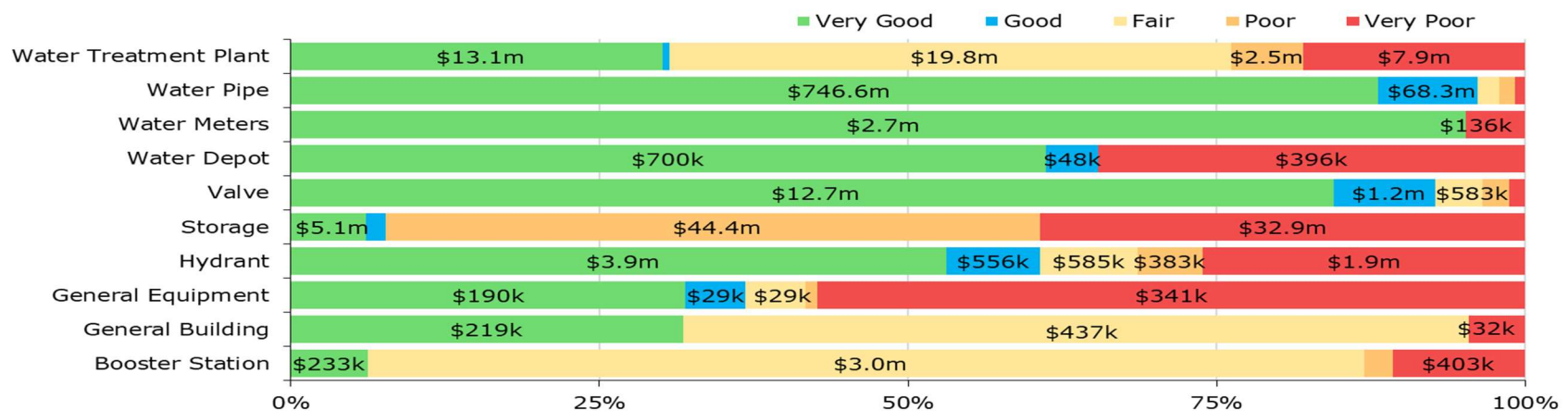
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 47 Water Network Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 48 Water Network Condition Breakdown

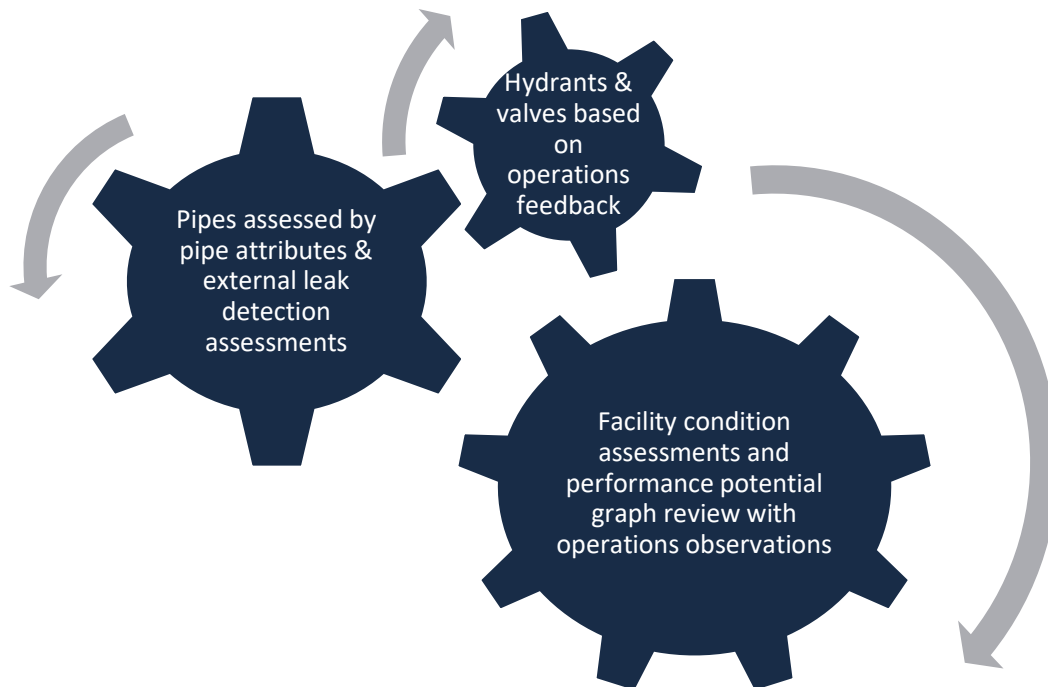


To ensure that Haldimand County's water network continues to provide an acceptable level of service, the County should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate the lifecycle management strategy to determine what combination of activities is required to increase the overall condition of the water network.

Each asset's Estimated Useful Life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the County's current approach:



## Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following figures outline Haldimand County's current lifecycle management strategy.

Figure 49 Linear Water Network Current Lifecycle Strategy

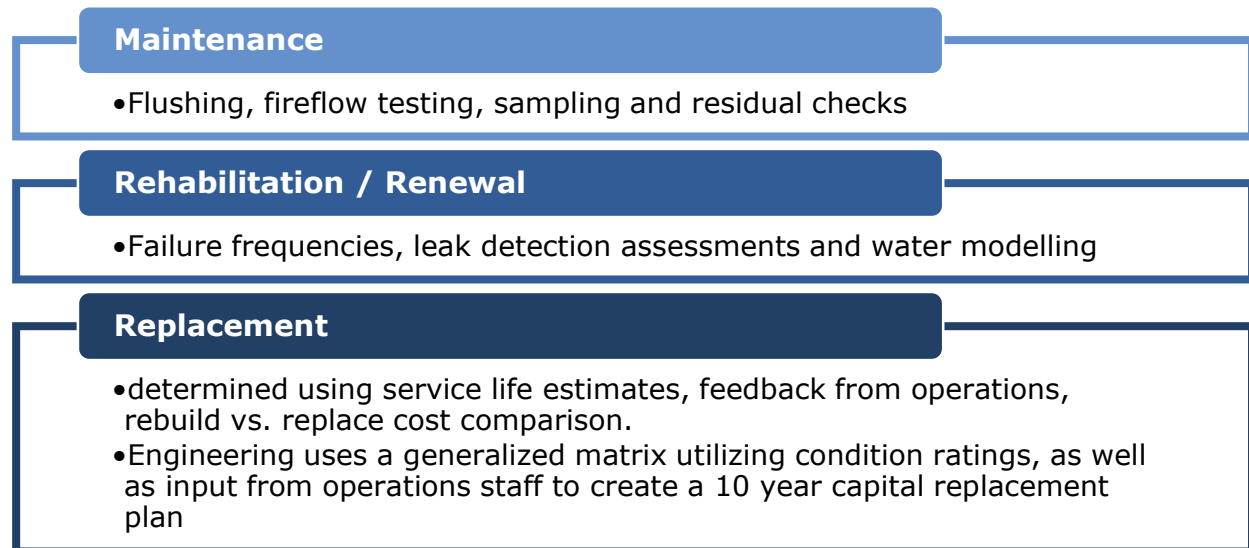
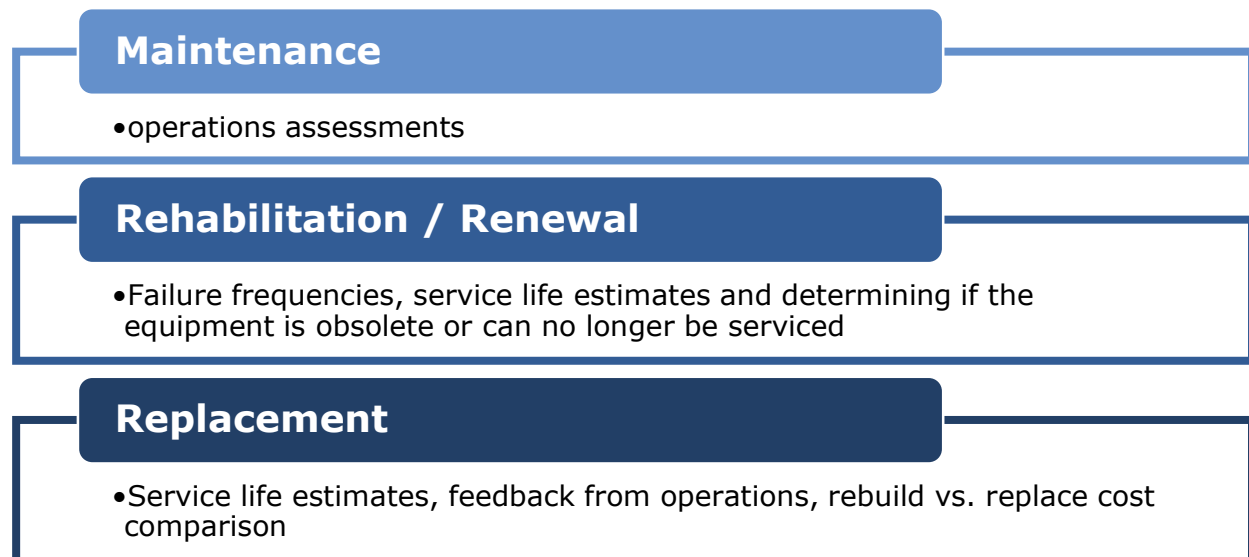


Figure 50 Water Network Facilities Current Lifecycle Strategy

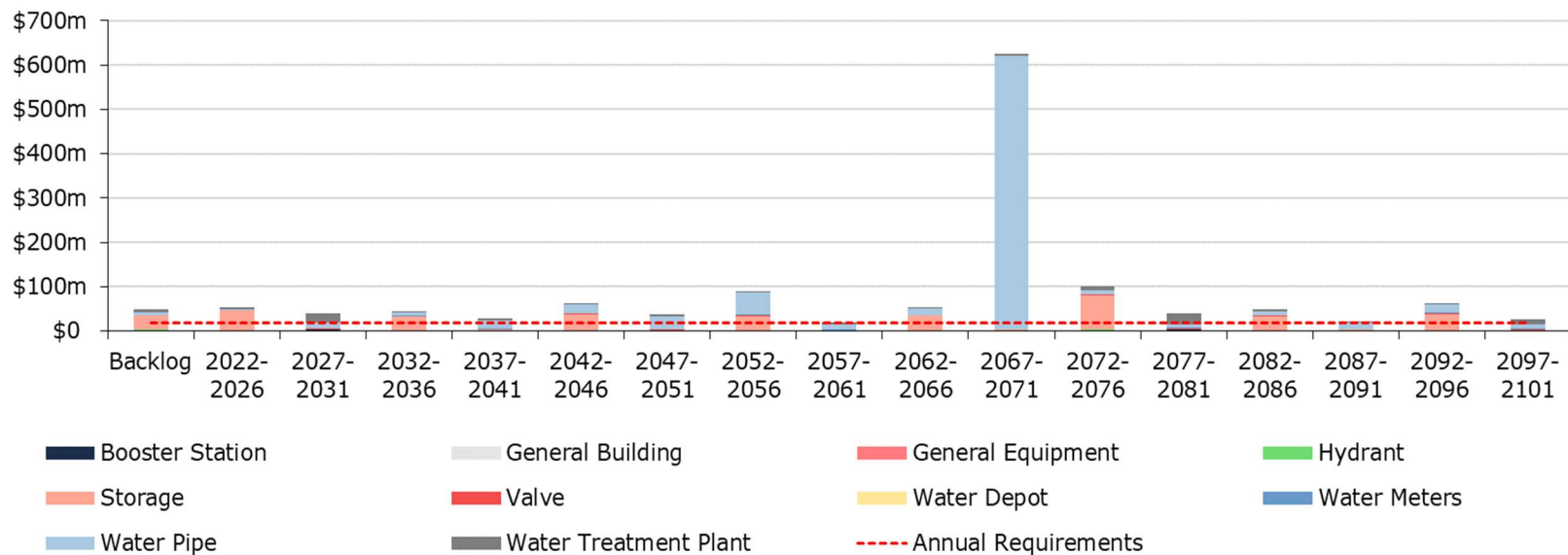


## Forecasted Capital Requirements

Figure 51 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the County's water system portfolio. This analysis was run until 2101 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Haldimand County's average annual requirements (red dotted line) total \$17.7 million for all water network assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Given the lengthy useful life for watermain, replacement needs are forecasted to remain relatively flat, and below \$60 million per 5-year interval until the late 2060s. At this point, replacement needs peak at more than \$620 million between 2067 and 2071. The chart also illustrates a backlog of \$49.6 million, dominated by storage facilities. These projections and estimates are based on current asset records, their replacement costs, and age analysis only. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Figure 51 Water Network Forecasted Capital Replacement Requirements



## Appendix E: Water Network

Table 26 below summarizes the projected cost of lifecycle activities (capital replacement only) that will need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register, which was limited to watermain assessed condition, asset age, replacement cost, and useful life. In addition, as treatment facilities are not componentized, no element- or component-level replacement needs could be forecasted.

Table 26 Water Network System-Generated 10-Year Capital Costs

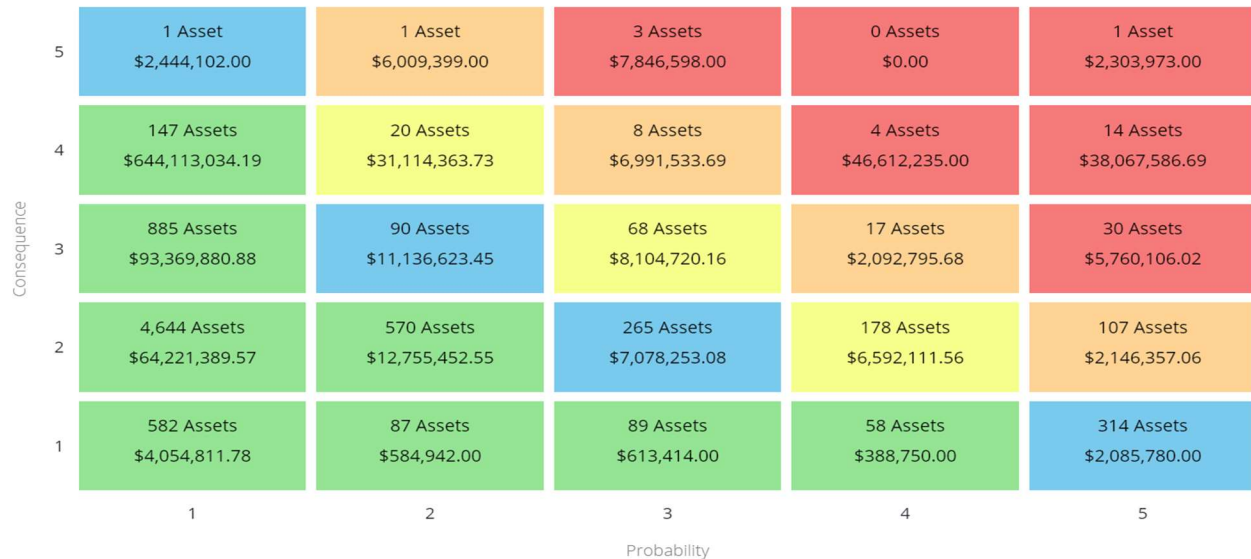
<b>Segment</b>	<b>Total</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
Booster Station	\$3.2m	\$8k	\$90k	\$279k	\$40k	\$0	\$19k	\$2.7m	\$39k	\$0	\$57k
General Building	\$437k	\$0	\$0	\$0	\$0	\$0	\$0	\$157k	\$280k	\$0	\$0
General Equipment	\$374k	\$15k	\$10k	\$45k	\$33k	\$47k	\$89k	\$56k	\$2k	\$51k	\$26k
Hydrant	\$1.0m	\$0	\$101k	\$43k	\$195k	\$144k	\$29k	\$22k	\$166k	\$217k	\$94k
Storage	\$44.4m	\$0	\$0	\$0	\$44.4m	\$0	\$4k	\$12k	\$0	\$0	\$10k
Valve	\$845k	\$90k	\$0	\$0	\$45k	\$0	\$0	\$45k	\$232k	\$426k	\$7k
Water Depot	\$60k	\$0	\$0	\$0	\$48k	\$0	\$12k	\$0	\$0	\$0	\$0
Water Meters	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Pipe	\$17.8m	\$393k	\$171k	\$510k	\$1.6m	\$1.5m	\$2.3m	\$4.0m	\$2.6m	\$4.4m	\$523k
Water Treatment Plant	\$23.6m	\$52k	\$61k	\$771k	\$2.6m	\$24k	\$172k	\$19.0m	\$517k	\$104k	\$239k

Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts.

## Risk & Criticality

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 52 Water Network Risk Matrix



This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the water network are documented below:

Table 27 Water Pipes Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (50% Economic 70%)
Service Life Remaining	Diameter (50% Economic 70%)
	Surface Type (Social 30%)

Table 28 Water System Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Economic 70%)
Service Life Remaining	AM Segment (Social 30%)

The identification of critical assets allows the County to determine appropriate risk mitigation strategies and treatment options.

## Levels of Service

The following tables identify the County's metrics to identify their current level of service for the water network. By comparing the cost, performance (average condition) and risk year-over-year, the County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 53 Water Network Target vs Actual Reinvestment Rate

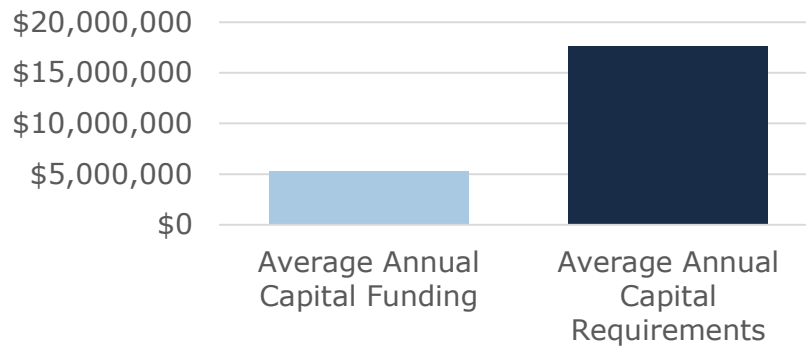


Figure 54 Water Network Average Condition

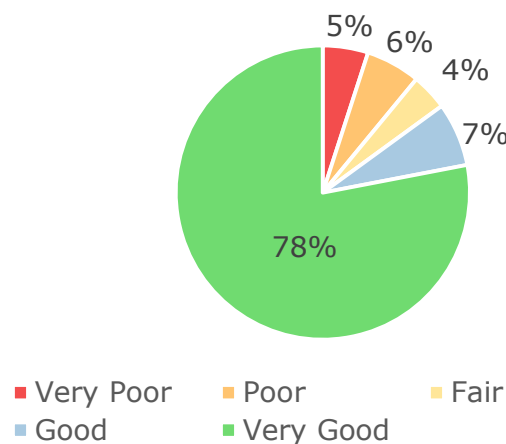
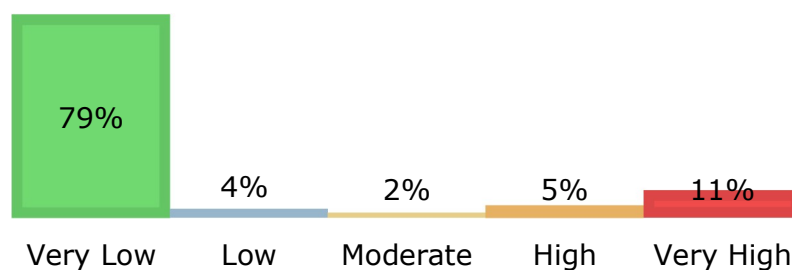


Figure 55 Water Network Risk Breakdown



These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17.

## Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by water network.

Table 29 Ontario Regulation 588/17 Water Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix K: Level of Service Maps
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	Appendix K: Level of Service Maps
Reliability	Description of boil water advisories and service interruptions	There have been no boil water advisories in Haldimand County in 2021 and 12 main breaks

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the water network.

Table 30 Ontario Regulation 588/17 Water Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Scope	% of properties connected to the municipal water system	44.2%
	% of properties where fire flow is available	44.2%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available to water main breaks compared to the total number of properties connected to the municipal water system	0.00106 <sup>2</sup>

<sup>2</sup> The duration of water main breaks is not recorded therefore 1 day was used per break to create the metric. The duration and number of customers affected will be included in tracking going forward.

# Appendix F: Sanitary Network

## State of the Infrastructure

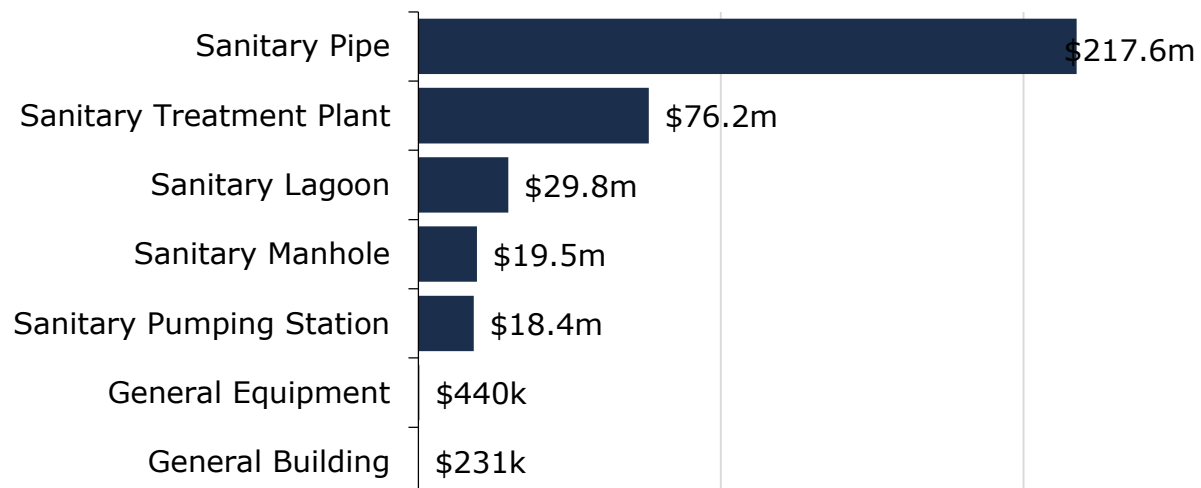
Haldimand County's Sanitary Network infrastructure includes sewer mains, treatment plants, lagoons, pumping stations and various appurtenances. The total current replacement of the County's sanitary collection and treatment infrastructure is estimated at approximately \$362 million. The state of the infrastructure for the sanitary network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$362,043,232	Good (71%)	Annual Requirement:	\$6,792,456
		Funding Available:	\$2,323,959
		Annual Deficit:	\$4,468,498

## Asset Inventory & Valuation

The graph below displays the replacement cost of each asset segment in the County's sanitary network inventory.

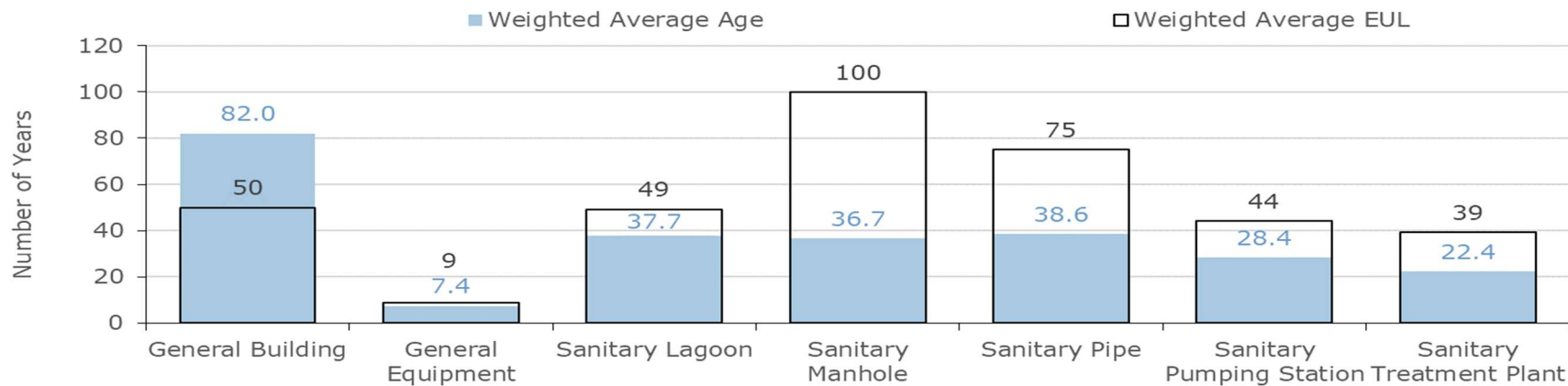
Figure 56 Sanitary Network Replacement Cost



## Asset Condition & Age

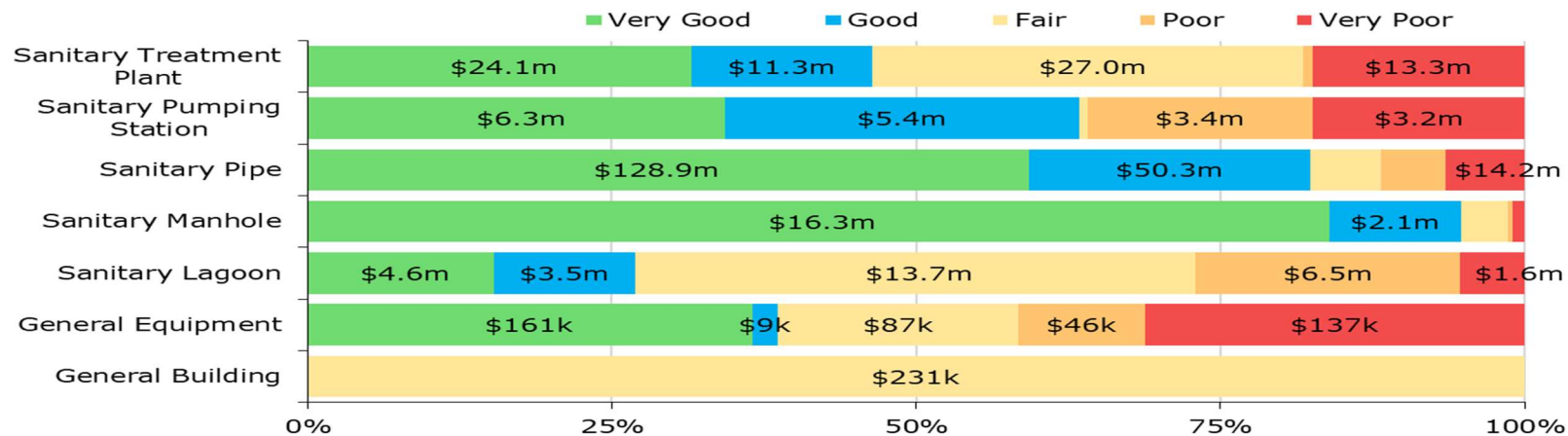
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 57 Sanitary Network Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 58 Sanitary Network Condition Breakdown

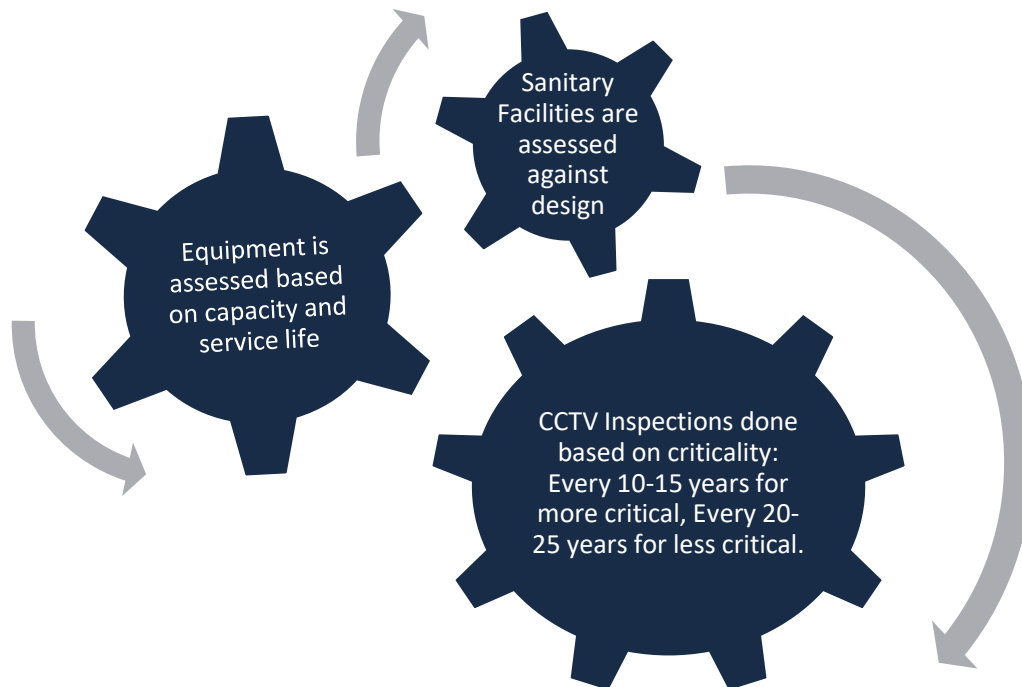


To ensure that the County's sanitary network continues to provide an acceptable level of service, the County should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination activities is required to increase the overall condition of the sanitary network.

Each asset's Estimated Useful Life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### **Current Approach to Condition Assessment**

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the County's current approach:



## Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following figures outline Haldimand County's current lifecycle management strategy.

Figure 59 Linear Sanitary Network Current Lifecycle Strategy

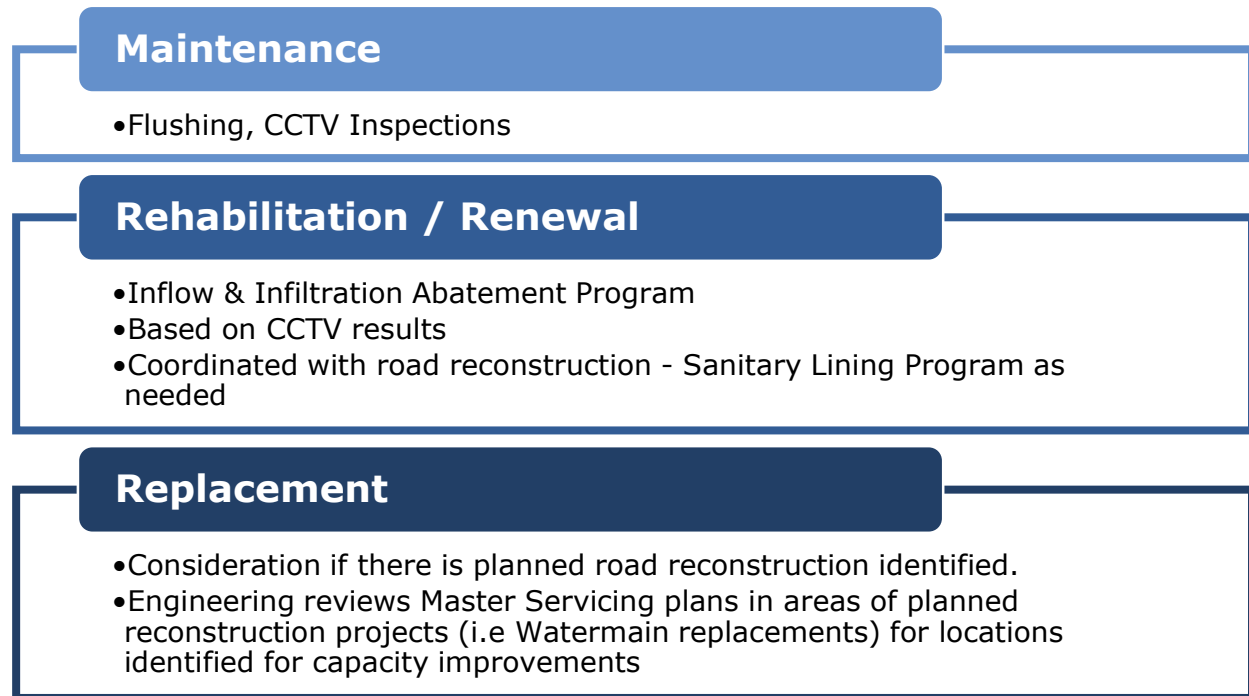
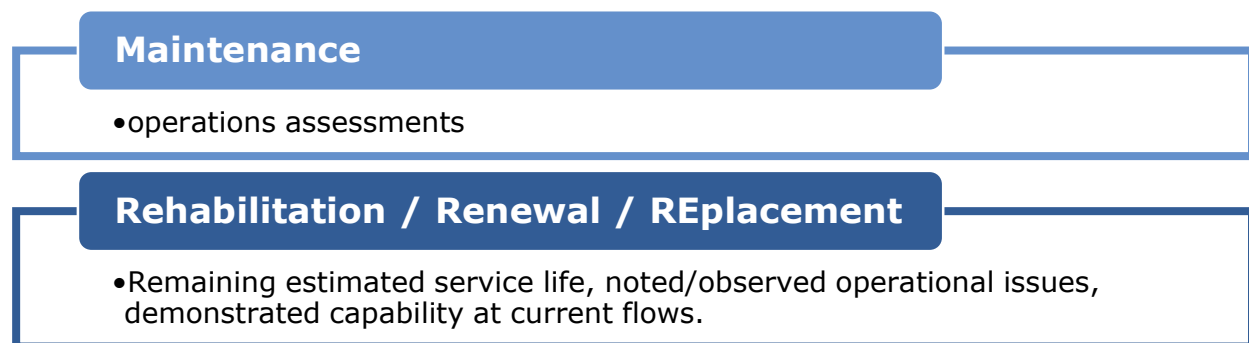


Figure 60 Sanitary Network Facilities Current Lifecycle Strategy

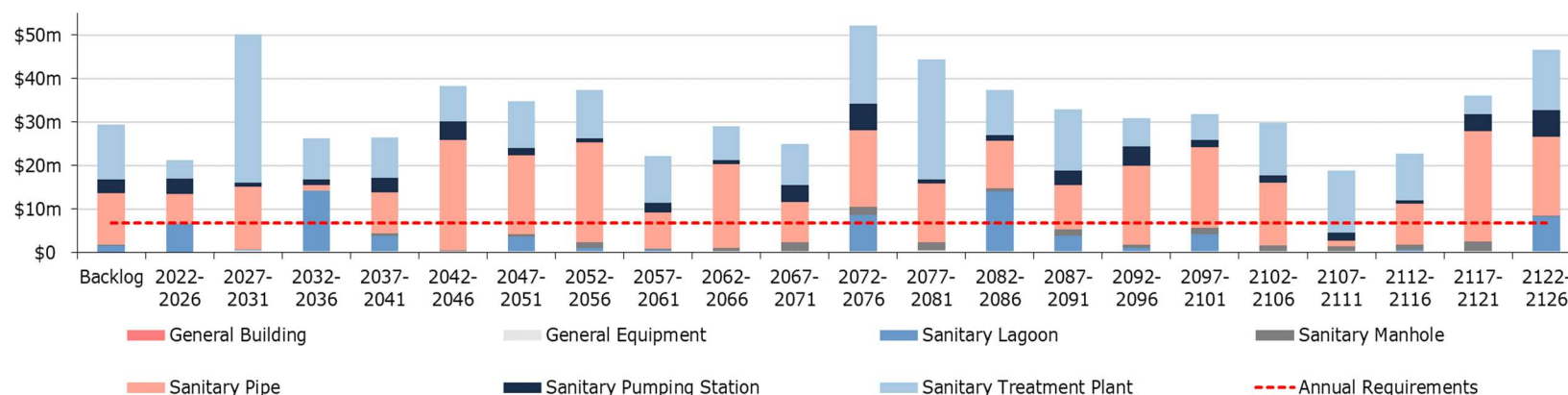


## Forecasted Capital Requirements

Figure 61 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the County's wastewater infrastructure. This analysis was run until 2126 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Haldimand County's average annual requirements (red dotted line) total \$6.8 million for all sanitary network assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate over the 100+ year time horizon, totaling more than \$100 million in the current decade, and peaking at \$52.1 million between 2072 and 2076 as a substantial portion of mains and sanitary treatment plant assets reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades. The chart also shows an age-based backlog of \$29.4 million, comprising assets that have reached the end of their useful life.

Figure 61 Sanitary Network Forecasted Capital Replacement Requirements



Treatment facilities and other assets are not componentized, limiting the accuracy of these projections. In addition, like storm and water assets, particularly mains, it is unlikely that all mains will need to be replaced as forecasted. Coordinated projects, along with CCTV inspection data, may drive replacements and rehabilitations.

## Appendix F: Sanitary Network

Table 31 below summarizes the projected cost of lifecycle activities (capital replacement only) that will need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life. In addition, as treatment facilities are not componentized, no element- or component-level replacement needs could be forecasted.

Table 31 Sanitary Network System-Generated 10-Year Capital Costs

<b>Segment</b>	<b>Total</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
General Building	\$231k	\$0	\$0	\$0	\$0	\$0	\$0	\$231k	\$0	\$0	\$0
General Equipment	\$429k	\$7k	\$112k	\$30k	\$19k	\$0	\$145k	\$12k	\$58k	\$38k	\$7k
Sanitary Lagoon	\$6.7m	\$0	\$60k	\$0	\$6.5m	\$0	\$0	\$7k	\$19k	\$60k	\$37k
Sanitary Manhole	\$85k	\$0	\$0	\$0	\$0	\$0	\$0	\$66k	\$0	\$19k	\$0
Sanitary Pipe	\$21.3m	\$2.5m	\$0	\$0	\$3.4m	\$907k	\$0	\$184k	\$6.9m	\$7.1m	\$294k
Sanitary Pumping Station	\$4.3m	\$0	\$64k	\$0	\$3.4m	\$0	\$122k	\$0	\$629k	\$0	\$62k
Sanitary Treatment Plant	\$38.5m	\$550k	\$595k	\$444k	\$129k	\$2.6m	\$1.4m	\$25.5m	\$748k	\$461k	\$6.0m

Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts

## Risk & Criticality

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 62 Sanitary Network Risk Matrix



This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the sanitary network are documented below:

Table 32 Sanitary Mains Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (50% Economic 70%)
Service Life Remaining	Diameter (50% Economic 70%)
	Surface Type (Social 30%)

Table 33 Sanitary System Risk Criteria

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Economic 70%)
Service Life Remaining	AM Segment (Social 30%)

The identification of critical assets allows the County to determine appropriate risk mitigation strategies and treatment options.

## Levels of Service

The following tables identify Haldimand County's metrics to identify the current level of service for the sanitary network. By comparing the cost, performance (average condition) and risk year-over-year, the County will be able to evaluate how their services/assets are trending. Haldimand County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 63 Sanitary Network Target vs Actual Reinvestment Rate

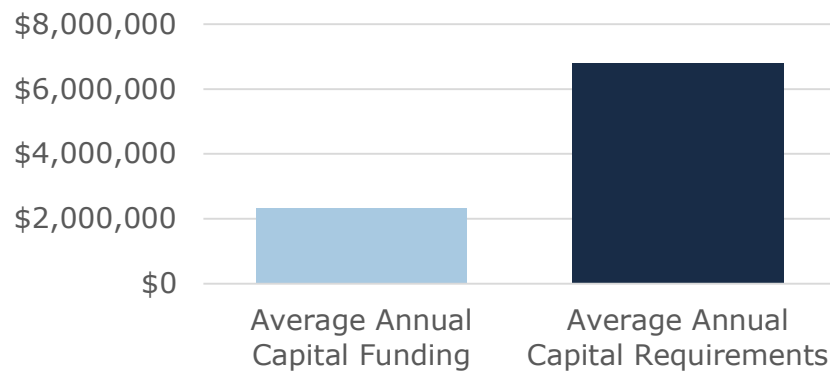


Figure 64 Sanitary Network Average Condition

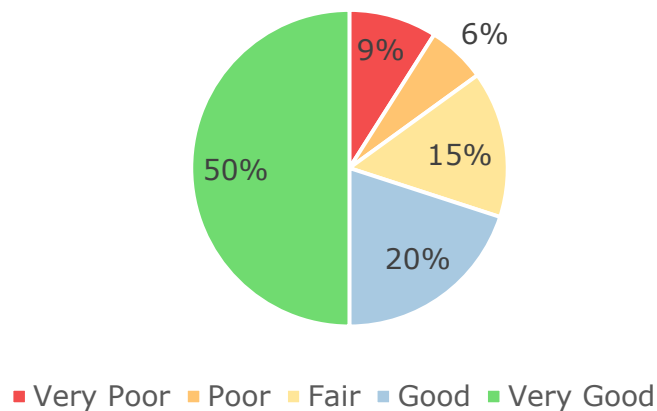
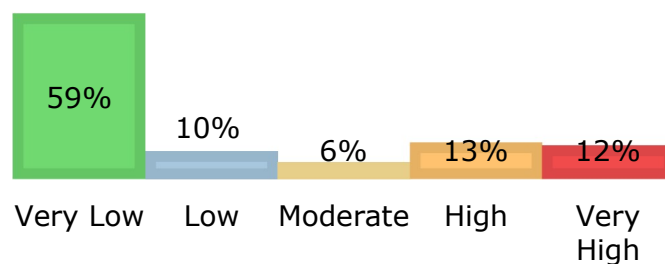


Figure 65 Sanitary Network Risk Breakdown



These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17.

## Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the sanitary network.

Table 34 Ontario Regulation 588/17 Sanitary Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix K: Level of Service Maps
	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	Haldimand County does not own any combined sewers
Reliability	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	Haldimand County does not own any combined sewers
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter into sanitary sewers due to cracks in sanitary mains or through indirect connections (e.g. weeping tiles). In the case of heavy rainfall events, sanitary sewers may experience a volume of water and sewage that exceeds its designed capacity.
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The County follows a series of design standards that integrate servicing requirements and land use considerations when constructing or replacing sanitary sewers.
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent refers to water that is discharged from a sanitary treatment plant, and may include suspended solids, total phosphorous and biological oxygen demand. The Environmental Compliance Approval (ECA) identifies the effluent criteria for municipal wastewater treatment plants.

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the sanitary network.

Table 35 Ontario Regulation 588/17 Sanitary Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Scope	% of properties connected to the municipal wastewater system	41.6%
	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	n/a
Reliability	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	TBD
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	TBD

The number of connection-days per year having wastewater discharge is not an easily determined number currently and is under development.

See the Haldimand County 2021 Annual Reports that provide additional details on the compliance of each sanitary facility.

# Appendix G: Buildings

## State of the Infrastructure

Haldimand County owns and maintains several facilities that provide key services to the community. These include:

- administrative offices
- fire / ambulance stations
- long-term care facility
- public works garages and storage sheds
- community centres
- parks
- libraries & museums

The state of the infrastructure for the buildings and facilities is summarized in the following table.

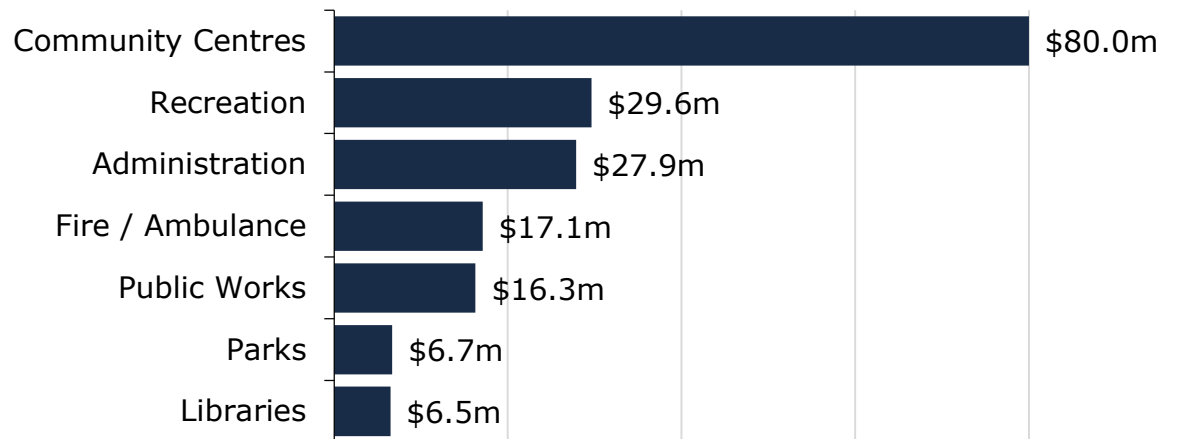
Replacement Cost	Condition	Financial Capacity	
\$184,046,500	Fair (55%)	Annual Requirement:	\$3,789,831
		Funding Available:	\$1,388,100
		Annual Deficit:	\$2,401,731



## Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in Haldimand County's buildings inventory. As the County is in the process of developing their building inventory structure for asset management, buildings such as museums and long-term care facilities are contained within other categories shown below.

Figure 66 Buildings Replacement Cost

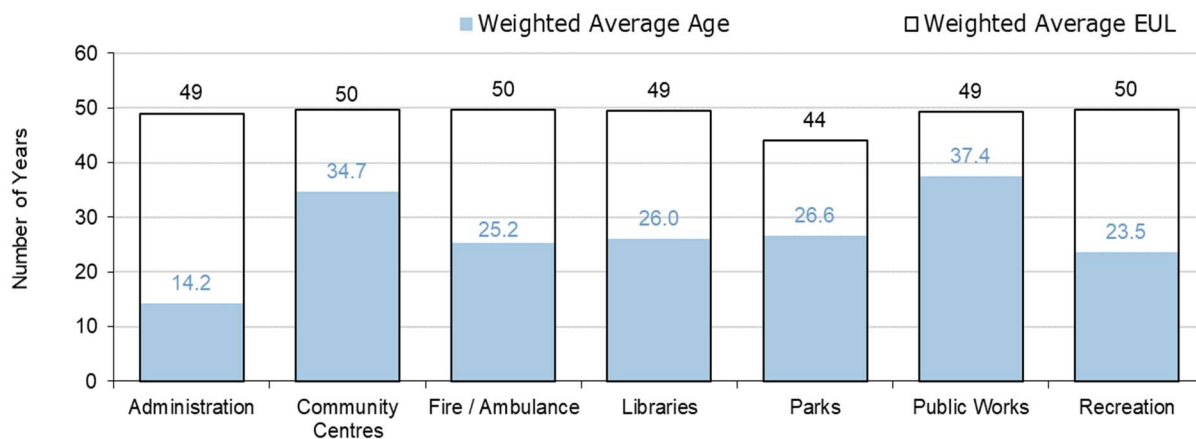


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

## Asset Condition & Age

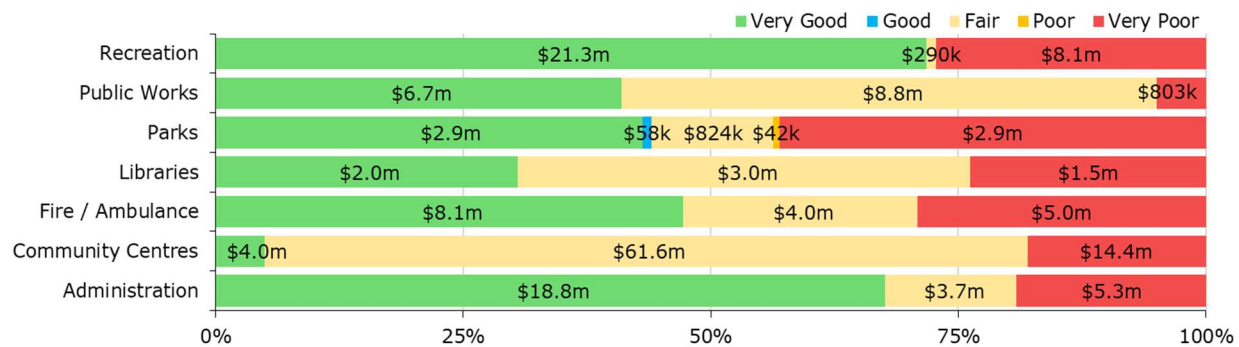
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 67 Buildings Average Age vs Average EUL



These assets are not componentized in detail which limits the accuracy of projections. The graph below visually illustrates the average condition for each asset segment on a very good to very poor.

Figure 68 Buildings Condition Breakdown



To ensure that the municipal buildings continue to provide an acceptable level of service, the County should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the buildings.

Each asset's estimated useful life should also be reviewed to determine whether adjustments need to be made to better align with the observed service life.

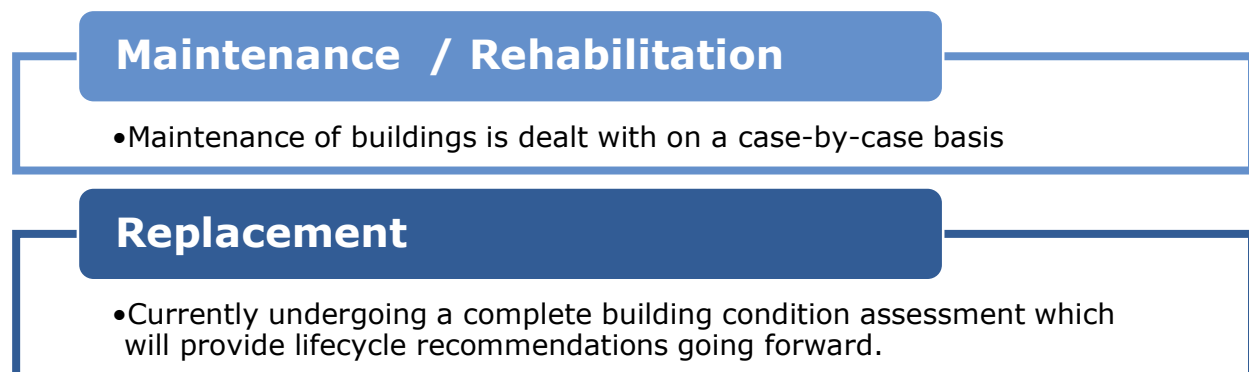
### Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Buildings are repaired as required based on deficiencies identified by outside experts, staff or residents.

### Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the County's current lifecycle management strategy.

Figure 69 Sanitary Network Facilities Current Lifecycle Strategy



## Forecasted Capital Requirements

The annual capital requirement represents the average amount per year that Haldimand County should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 30 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average capital requirements at \$3.8 million.

Figure 70 Buildings Forecasted Capital Replacement Requirements

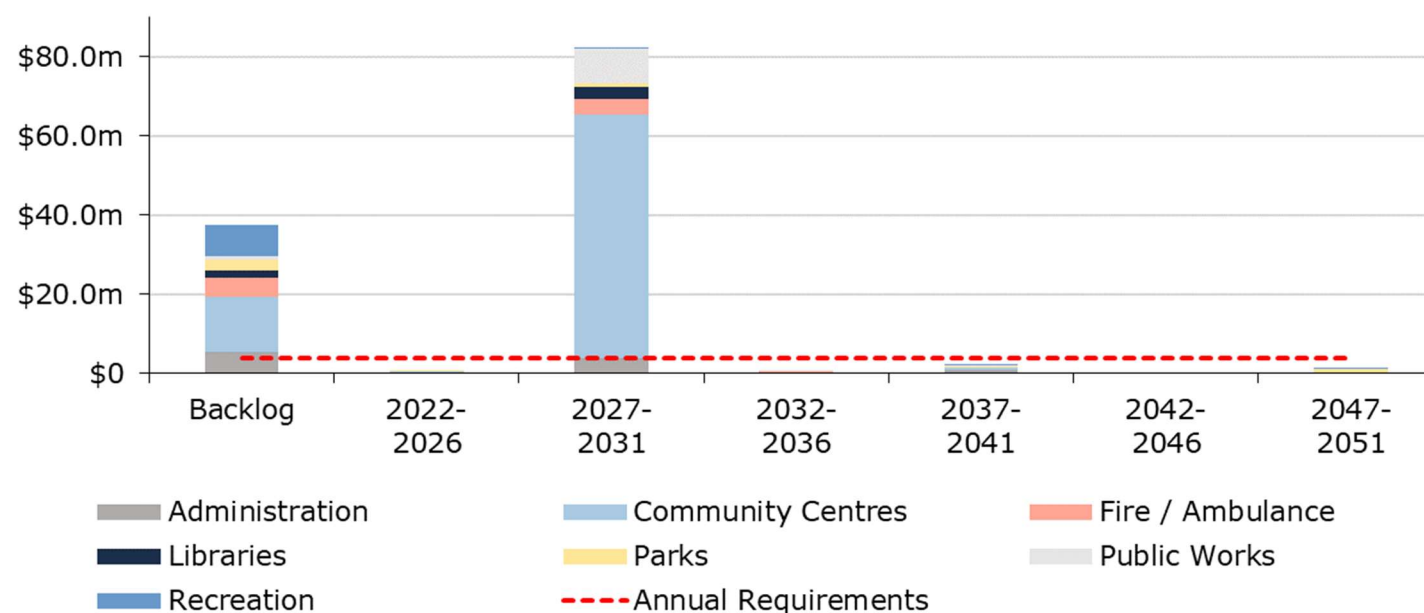


Table 36 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These are represented at the major asset level, i.e., full cost of buildings, rather than partial repair, rehabilitation, or replacement.

## Appendix G: Buildings

Table 36 Buildings System-Generated 10-Year Capital Costs

Segment	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Administration	\$3.7m	\$0	\$0	\$0	\$0	\$0	\$0	\$3.7m	\$0	\$0	\$0
Community Centres	\$62.0m	\$396k	\$0	\$0	\$17k	\$0	\$0	\$61.6m	\$0	\$0	\$0
Fire / Ambulance	\$4.0m	\$0	\$0	\$0	\$0	\$0	\$0	\$4.0m	\$0	\$0	\$0
Libraries	\$3.0m	\$0	\$0	\$0	\$0	\$0	\$0	\$3.0m	\$0	\$0	\$0
Parks	\$932k	\$0	\$0	\$42k	\$0	\$0	\$0	\$881k	\$0	\$0	\$9k
Public Works	\$8.8m	\$0	\$0	\$0	\$0	\$0	\$2.0m	\$4.5m	\$1.3m	\$0	\$988k
Recreation	\$290k	\$0	\$0	\$0	\$0	\$0	\$0	\$290k	\$0	\$0	\$0

These projections are generated in Citywide and rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life. In addition, as buildings are not componentized, no element- or component-level replacement needs could be forecasted.

## Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 71 Buildings Risk Matrix



This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

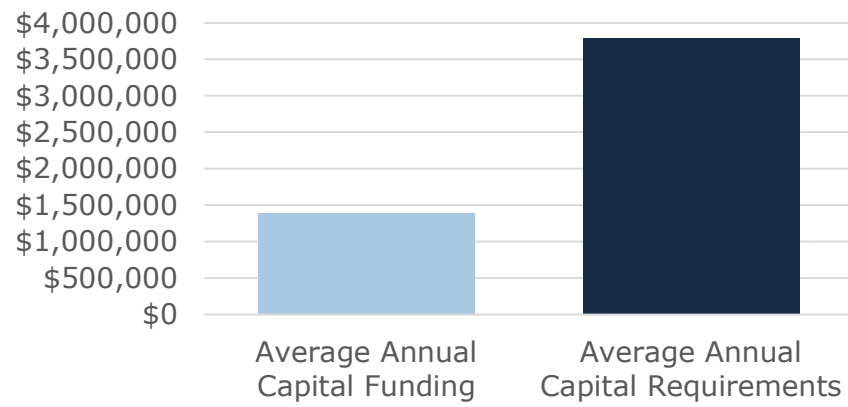
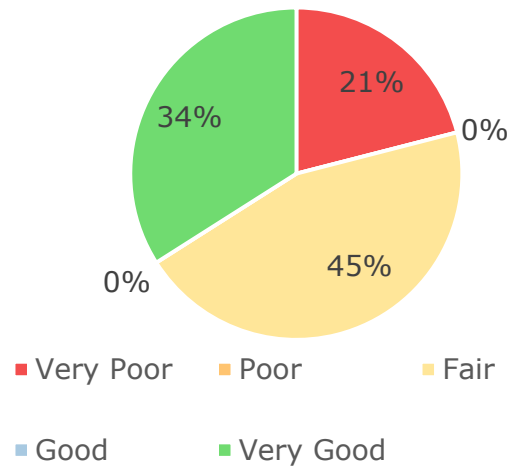
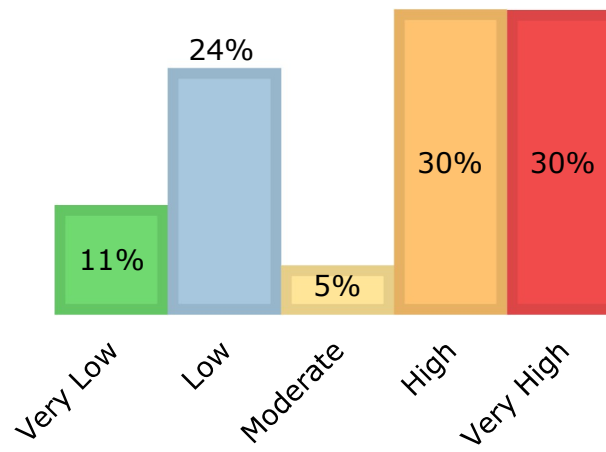
The identification of critical assets allows the County to determine risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

Buildings are considered a non-core asset category and as such, Haldimand County has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided.

By comparing the cost, performance (average condition) and risk year-over-year, the County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

## Appendix G: Buildings

Figure 72 Buildings Target vs Actual Reinvestment RateFigure 73 Buildings Average ConditionFigure 74 Buildings Risk Breakdown

# Appendix H: Land Improvements

## State of the Infrastructure

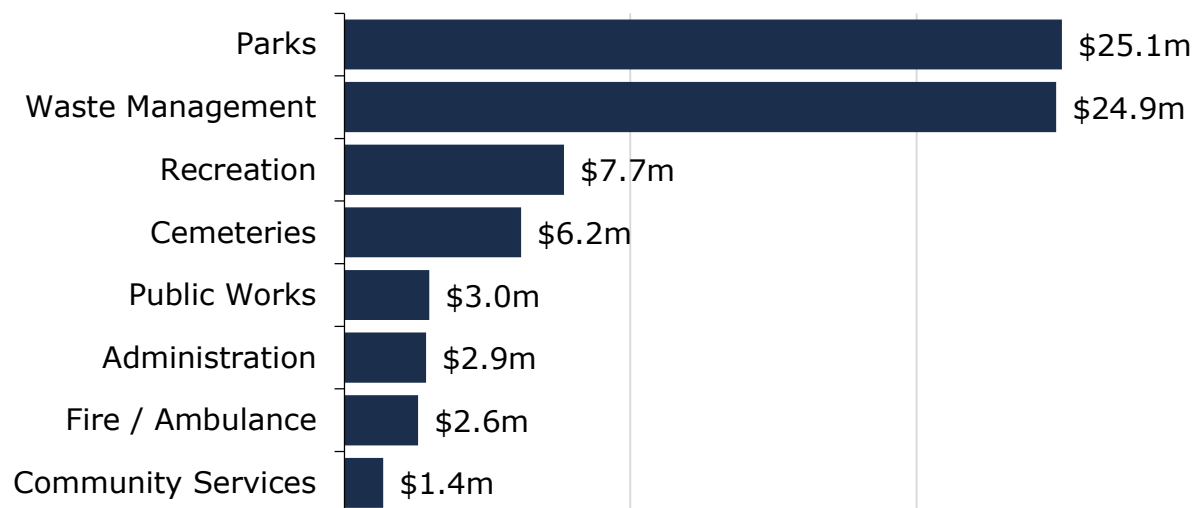
Haldimand County owns several assets that are considered Land Improvements. This category includes park and sports field assets like ball diamonds, soccer fields, outdoor rinks, and pathways. It also includes exterior facility assets such as parking lots and fencing. Cemetery facilities are included in this category as well. The state of the infrastructure for the land improvements is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$73,609,783	Fair (51%)	Annual Requirement:	\$4,300,970
		Funding Available:	\$1,575,315
		Annual Deficit:	\$2,725,656

## Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the County's land improvement inventory.

Figure 75 Land Improvements Replacement Cost

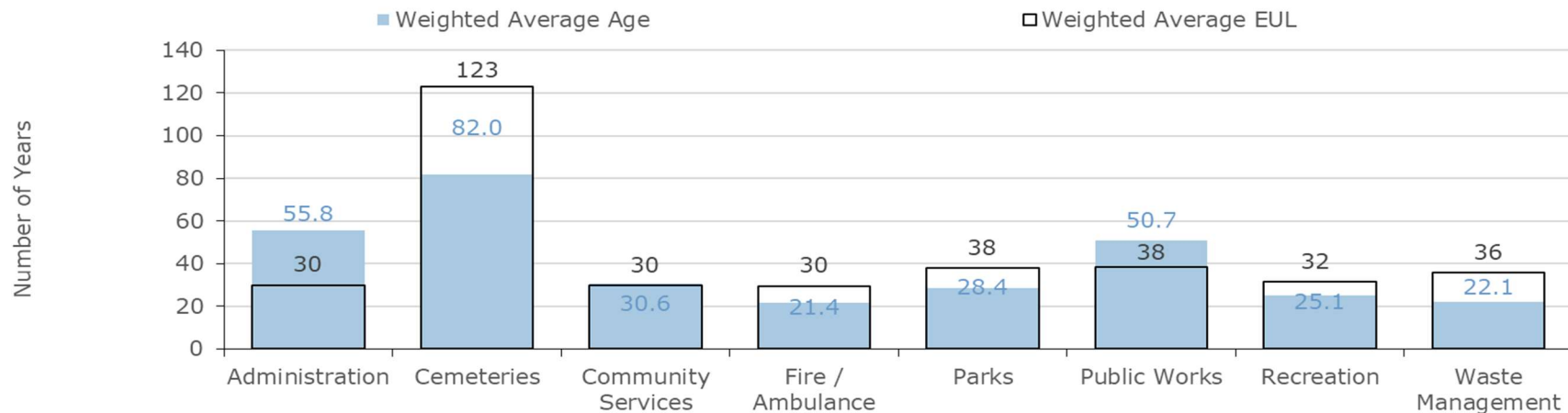


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

## Asset Condition & Age

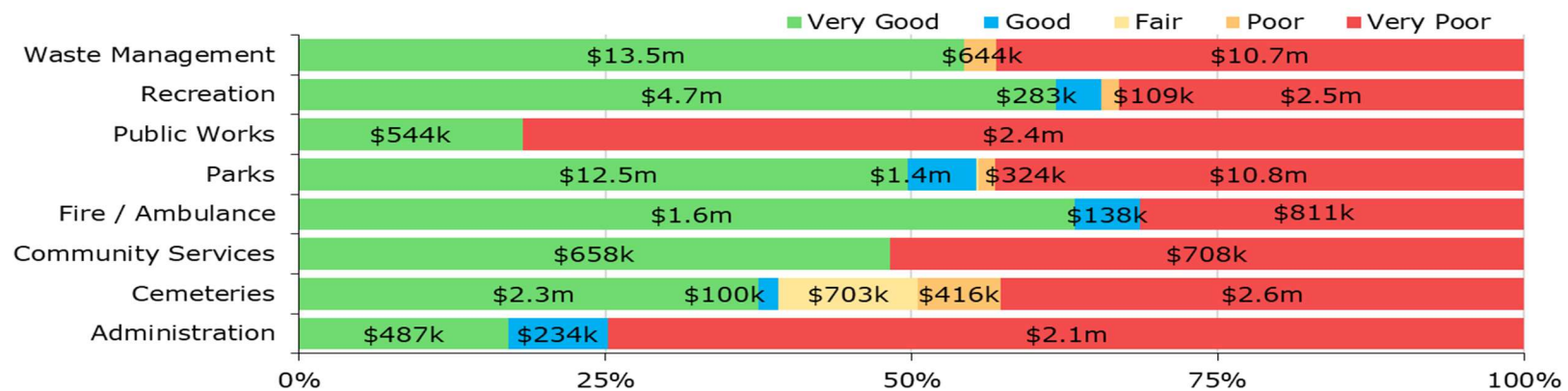
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 76 Land Improvements Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a Very Good to Very Poor scale.

Figure 77 Land Improvements Condition Breakdown



To ensure that the County's land improvements continue to provide an acceptable level of service, Haldimand County should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

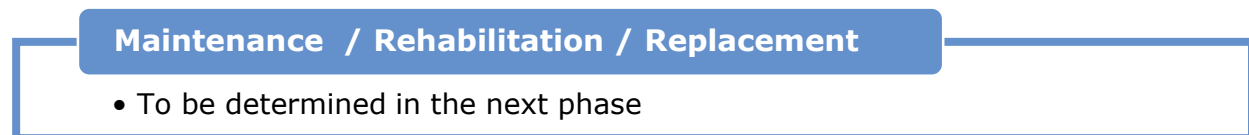
### **Current Approach to Condition Assessment**

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The current approach varies significantly due to the varied assets included in this category

### **Lifecycle Management Strategy**

To ensure that municipal assets are performing as expected and meeting the needs of residents, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following figure outlines the current lifecycle management strategy.

Figure 78 Land Improvement Current Lifecycle Strategy



### **Forecasted Capital Requirements**

The annual capital requirement represents the average amount per year that should be allocated towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 140 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements which are \$4.3 million.

## Appendix H: Land Improvements

Figure 79 Land Improvements Forecasted Capital Replacement Requirements

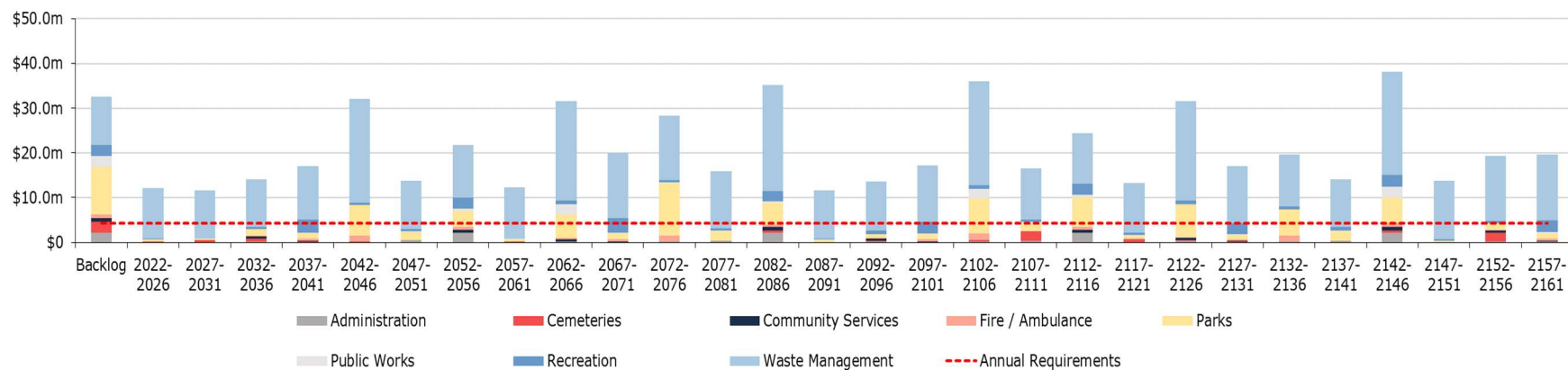


Table 37 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 37 Land Improvements System-Generated 10-Year Capital Costs

Segment	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemeteries	\$603k	\$0	\$132k	\$0	\$0	\$0	\$56k	\$297k	\$119k	\$0	\$0
Community Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire / Ambulance	\$12k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12k
Parks	\$804k	\$31k	\$140k	\$240k	\$110k	\$0	\$0	\$213k	\$40k	\$30k	\$0
Public Works	\$65k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$65k	\$0
Recreation	\$187k	\$0	\$0	\$0	\$109k	\$26k	\$0	\$0	\$21k	\$0	\$30k

## Appendix H: Land Improvements

Waste Management	\$22.0m	\$0	\$0	\$644k	\$0	\$10.7m	\$19k	\$0	\$0	\$10.7m	\$0
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As no assessed condition data was available for the land improvement category, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts

## Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 80 Land Improvements Risk Matrix



This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

## Appendix H: Land Improvements

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The identification of critical assets allows the County to determine risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

Assets in the Land Improvement category are considered a non-core asset category and as such, the County has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided.

By comparing the cost, performance (average condition) and risk year-over-year, the County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 81 Land Improvements Target vs Actual Reinvestment Rate

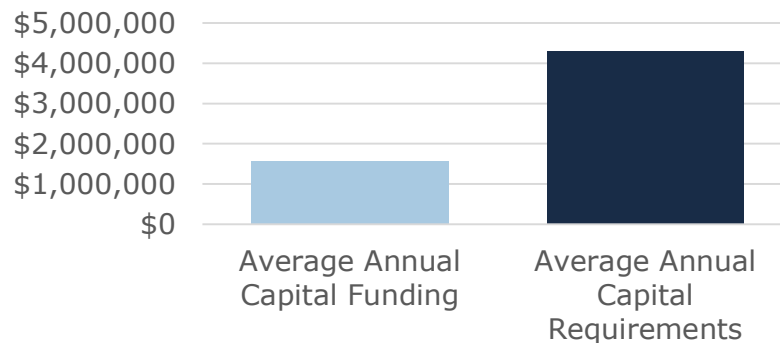


Figure 82 Land Improvements Average Condition

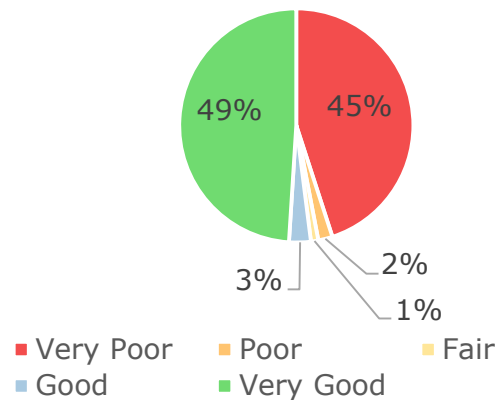
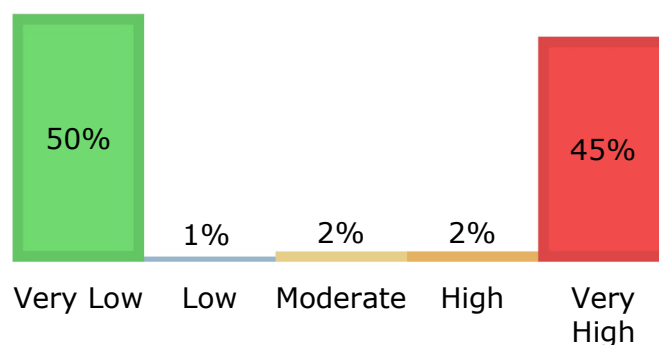


Figure 83 Land Improvements Risk Breakdown



# Appendix I: Vehicles

## State of the Infrastructure

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- tandem axle trucks for winter control activities
- fire rescue vehicles and ambulances to provide protection services
- mowers to provide park maintenance services

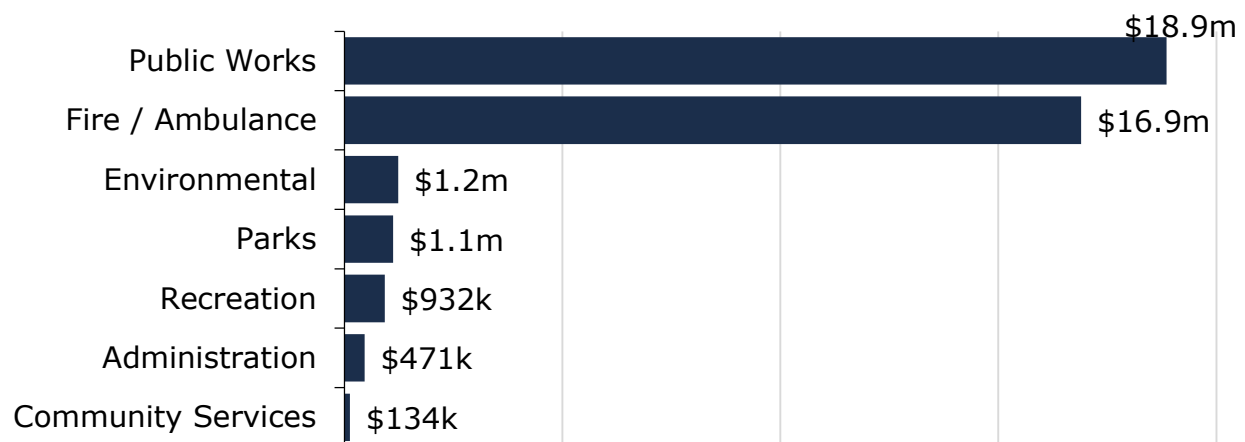
The state of the infrastructure for the vehicles is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$39,644,197	Fair (53%)	Annual Requirement:	\$3,046,422
		Funding Available:	\$1,115,812
		Annual Deficit:	\$1,930,610

## Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the vehicle inventory.

Figure 84 Vehicle Replacement Costs

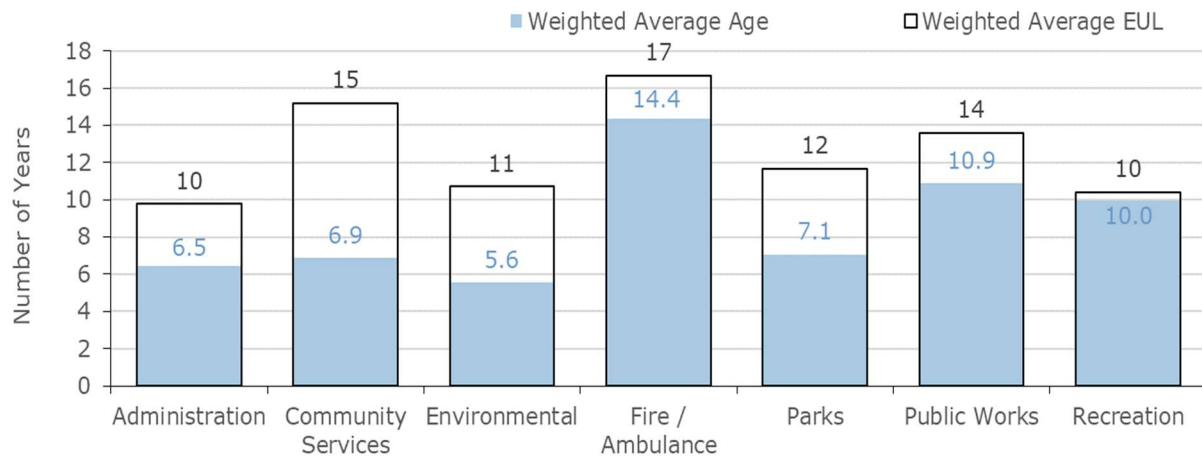


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

## Asset Condition & Age

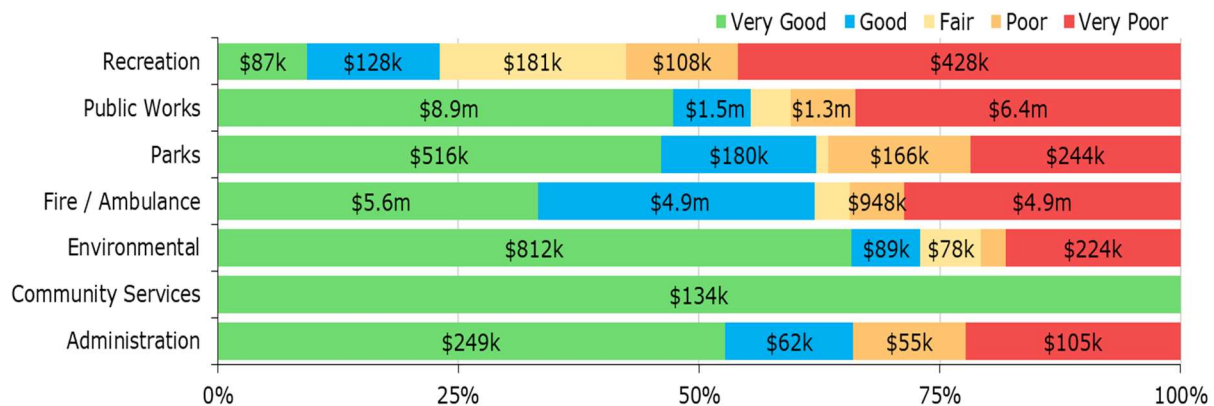
The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 85 Vehicles Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 86 Vehicles Condition Breakdown



To ensure that the County's vehicles continue to provide an acceptable level of service, the County should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the vehicles.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

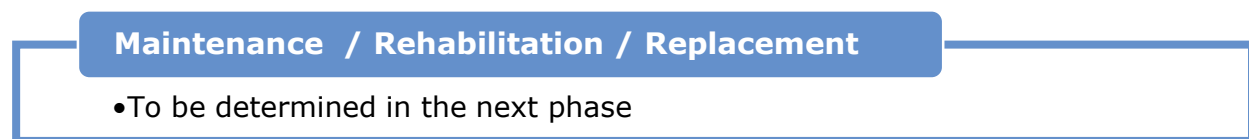
## Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Fleet department continually monitors the condition of vehicles through their preventative maintenance program which includes annual safety inspections (commercial vehicles) and maintenance/ repair activities. Fleet technicians complete thorough in-depth inspections in addition to operator visual inspections. Condition assessments are performed on every asset before replacement is recommended and replacement timelines can be brought forward or delayed depending on these condition assessment activities

## Lifecycle Management Strategy

The condition or performance of assets will deteriorate over time. To ensure vehicles are performing as expected, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Figure 87 Vehicles Current Lifecycle Strategy



## Forecasted Capital Requirements

The annual capital requirement represents the average amount per year that the County should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 30 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at \$3.0 million.

Figure 88 Vehicle Forecasted Capital Replacement Requirements

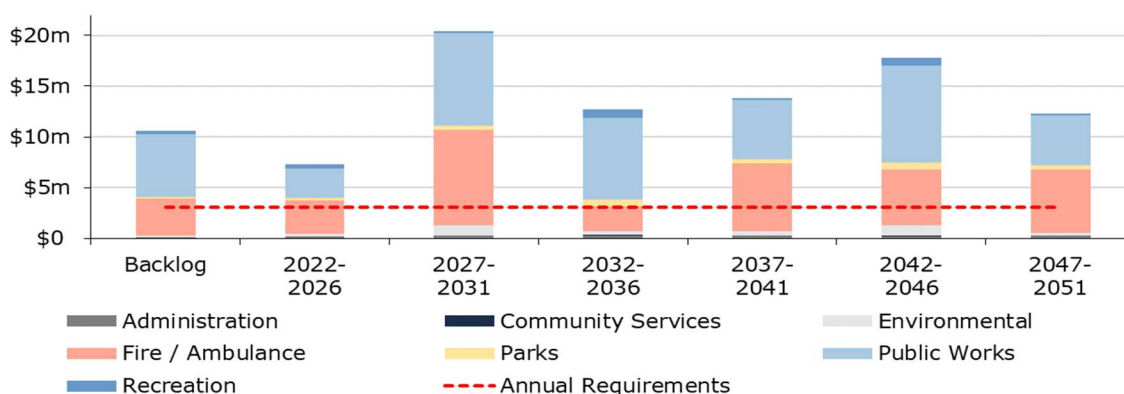


Table 38 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

## Appendix I: Vehicles

Table 38 Vehicles System-Generated 10-Year Capital Costs

Segment	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Administration	\$391k	\$25k	\$55k	\$0	\$29k	\$34k	\$36k	\$67k	\$60k	\$85k	\$0
Community Services	\$58k	\$0	\$0	\$0	\$0	\$0	\$0	\$58k	\$0	\$0	\$0
Environmental	\$1.3m	\$66k	\$110k	\$0	\$59k	\$30k	\$80k	\$34k	\$78k	\$126k	\$683k
Fire / Ambulance	\$12.7m	\$1.2m	\$1.1m	\$547k	\$241k	\$229k	\$2.5m	\$1.1m	\$2.0m	\$2.2m	\$1.6m
Parks	\$775k	\$76k	\$166k	\$14k	\$66k	\$0	\$114k	\$38k	\$218k	\$48k	\$35k
Public Works	\$12.0m	\$232k	\$1.3m	\$749k	\$175k	\$400k	\$637k	\$2.0m	\$2.1m	\$2.5m	\$2.0m
Recreation	\$549k	\$32k	\$108k	\$181k	\$128k	\$0	\$0	\$0	\$69k	\$32k	\$0

As no assessed condition data was available for the vehicles, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts

## Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

## Appendix I: Vehicles

Figure 89 Vehicles Risk Matrix



The identification of critical assets allows the County to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

Vehicles are considered a non-core asset category and as such, the County has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided.

By comparing the cost, performance (average condition) and risk year-over-year, the County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 90 Vehicles Target vs Actual Reinvestment Rate

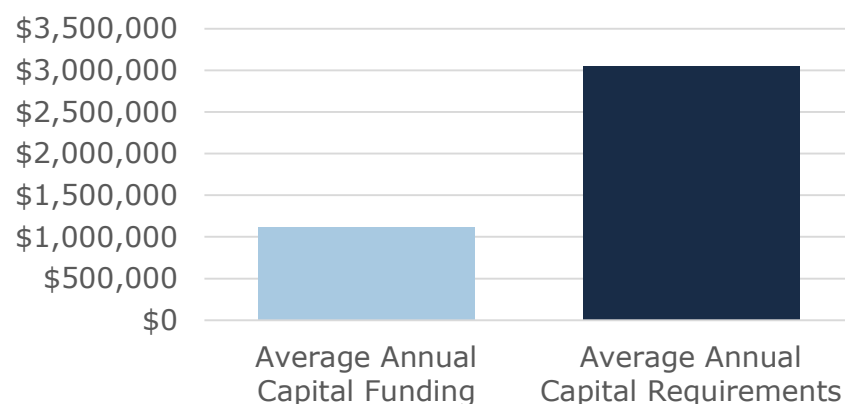
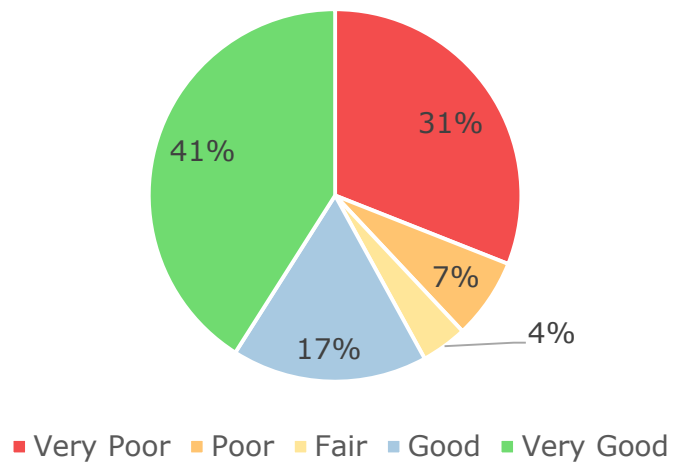
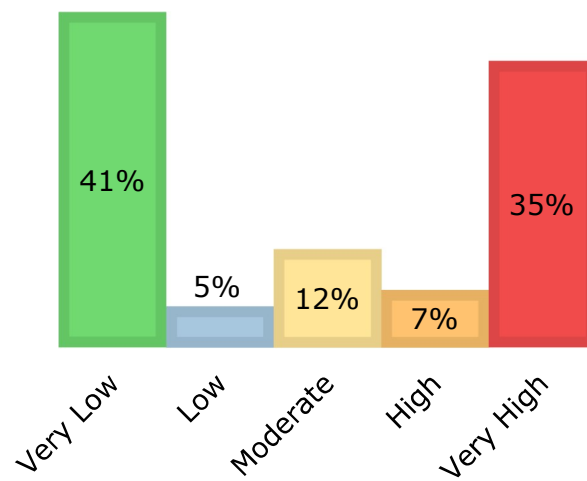


Figure 91 Vehicles Average ConditionFigure 92 Vehicles Risk Breakdown

# Appendix J: Machinery & Equipment

## State of the Infrastructure

To maintain the quality stewardship of Haldimand County's infrastructure and support the delivery of services, municipal staff own and employ various types of equipment. This includes:

- Computer hardware, software, and phone systems to support all municipal services
- Safety equipment to support the delivery of protection services
- Books and equipment for library services
- Playground equipment and bleachers to enable the provision of recreational and parks services

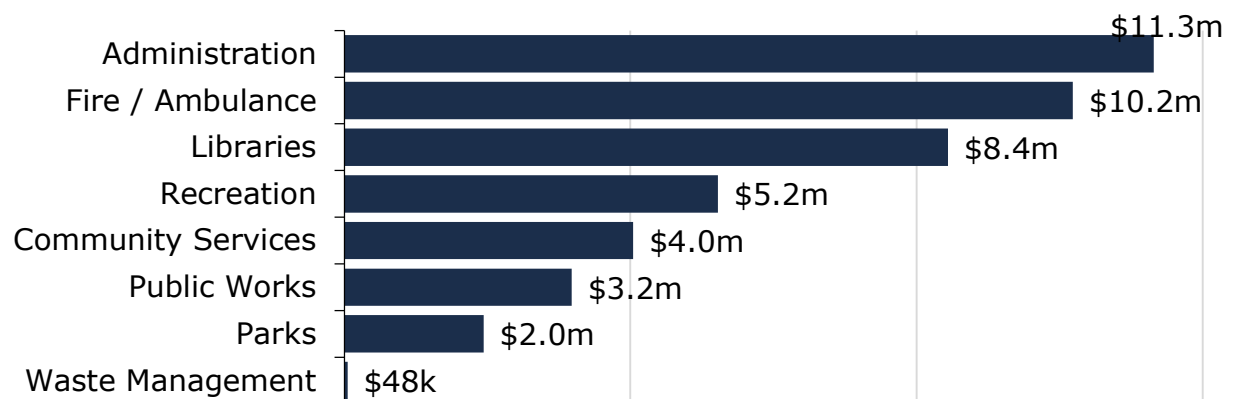
The state of the infrastructure for equipment is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$44,385,228	Fair (45%)	Annual Requirement:	\$4,688,638
		Funding Available:	\$1,717,305
		Annual Deficit:	\$2,971,333

## Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the County's equipment inventory.

Figure 93 Machinery & Equipment Replacement Costs

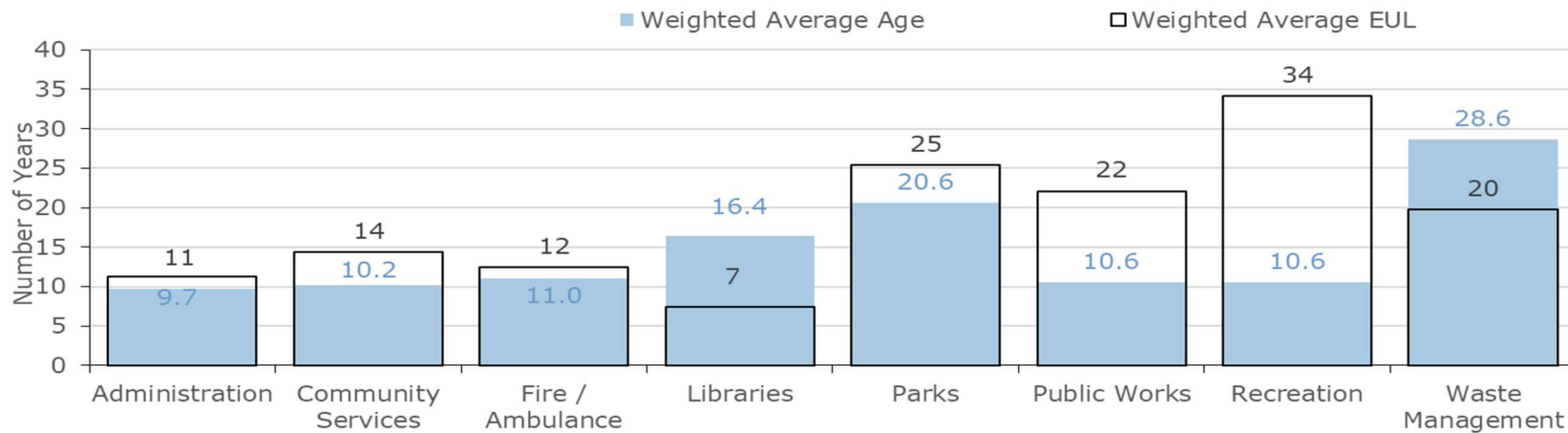


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

## Asset Condition & Age

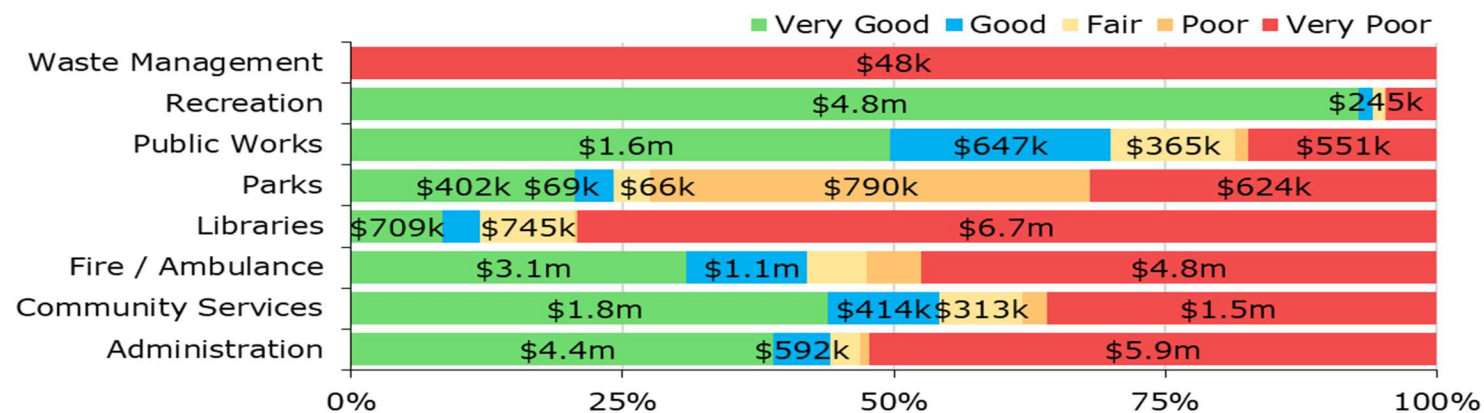
The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 94 Machinery & Equipment Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 95 Machinery & Equipment Condition Breakdown



To ensure that the County's equipment continues to provide an acceptable level of service, the County should continue to monitor the average condition. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### Current Approach to Condition Assessment

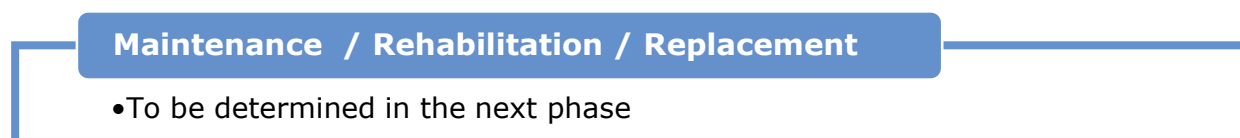
Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets.

The current approach is varied because of the broad range of types of equipment included in this category. There are some types with very established assessments (i.e. Fire Equipment), but also many don't have any assessment procedures.

### Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meet the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Figure 96 Machinery & Equipment Current Lifecycle Strategy



### Forecasted Capital Requirements

The following graph identifies capital requirements over the next 65 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at \$4.7 million.

The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Table 39.

## Appendix J: Machinery &amp; Equipment

Figure 97 Machinery &amp; Equipment Forecasted Capital Replacement Requirements

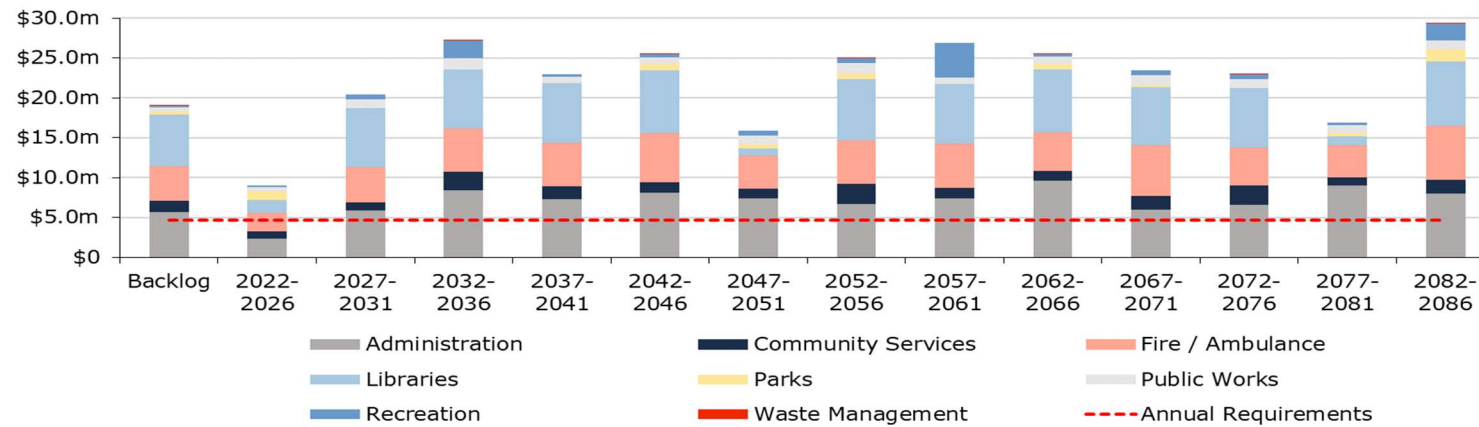


Table 39 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 39 Machinery &amp; Equipment System-Generated 10-Year Capital Costs

Segment	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Administration	\$8.2m	\$222k	\$353k	\$873k	\$513k	\$411k	\$3.1m	\$763k	\$684k	\$1.2m	\$70k
Community Services	\$1.9m	\$101k	\$110k	\$213k	\$202k	\$245k	\$248k	\$180k	\$270k	\$206k	\$99k
Fire / Ambulance	\$6.8m	\$427k	\$552k	\$568k	\$395k	\$376k	\$2.3m	\$930k	\$603k	\$613k	\$44k
Libraries	\$9.0m	\$239k	\$218k	\$710k	\$250k	\$218k	\$73k	\$6.6m	\$223k	\$237k	\$204k
Parks	\$1.1m	\$210k	\$149k	\$654k	\$48k	\$18k	\$13k	\$0	\$56k	\$0	\$0
Public Works	\$1.6m	\$48k	\$4k	\$58k	\$342k	\$88k	\$195k	\$57k	\$229k	\$517k	\$64k
Recreation	\$859k	\$80k	\$56k	\$9k	\$19k	\$66k	\$70k	\$20k	\$79k	\$43k	\$418k
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

As no assessed condition data was available for the equipment, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the County's capital expenditure forecasts

## Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix L: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 98 Machinery & Equipment Risk Matrix



This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the County to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

Equipment is considered a non-core asset category and as such, the County has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided.

By comparing the cost, performance (average condition) and risk year-over-year, the County will be able to evaluate how their services/assets are trending. The County will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

## Appendix J: Machinery &amp; Equipment

Figure 99 Machinery &amp; Equipment Target vs Actual Reinvestment Rate

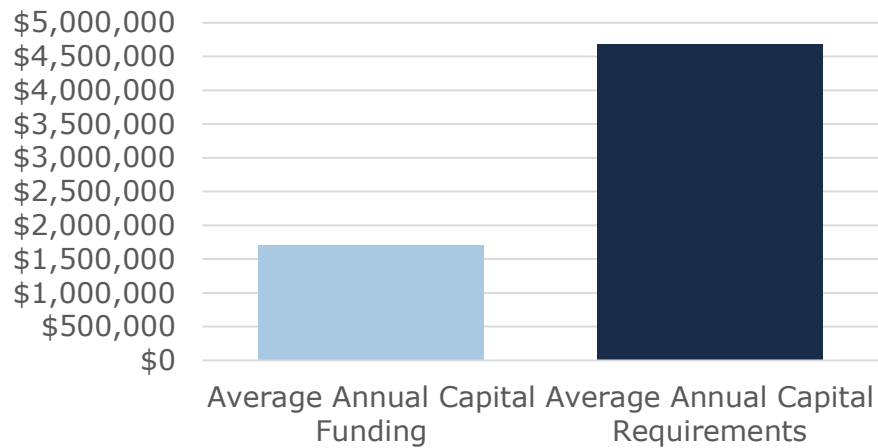


Figure 100 Machinery &amp; Equipment Average Condition

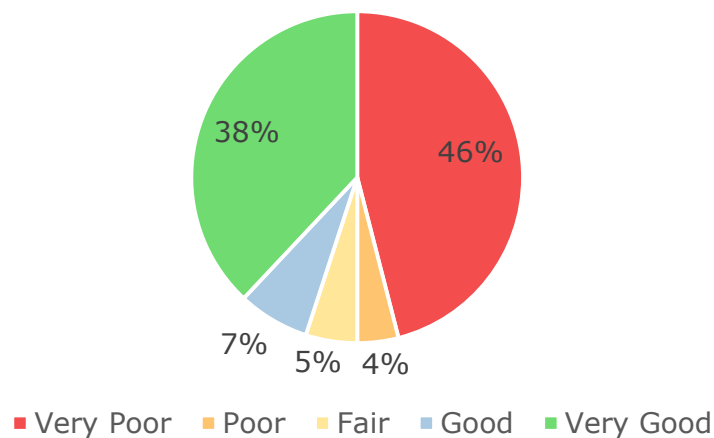
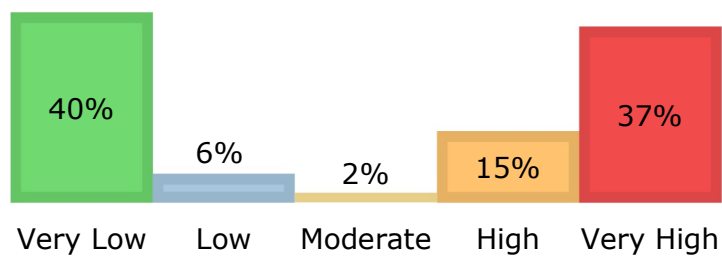


Figure 101 Machinery &amp; Equipment Risk Breakdown

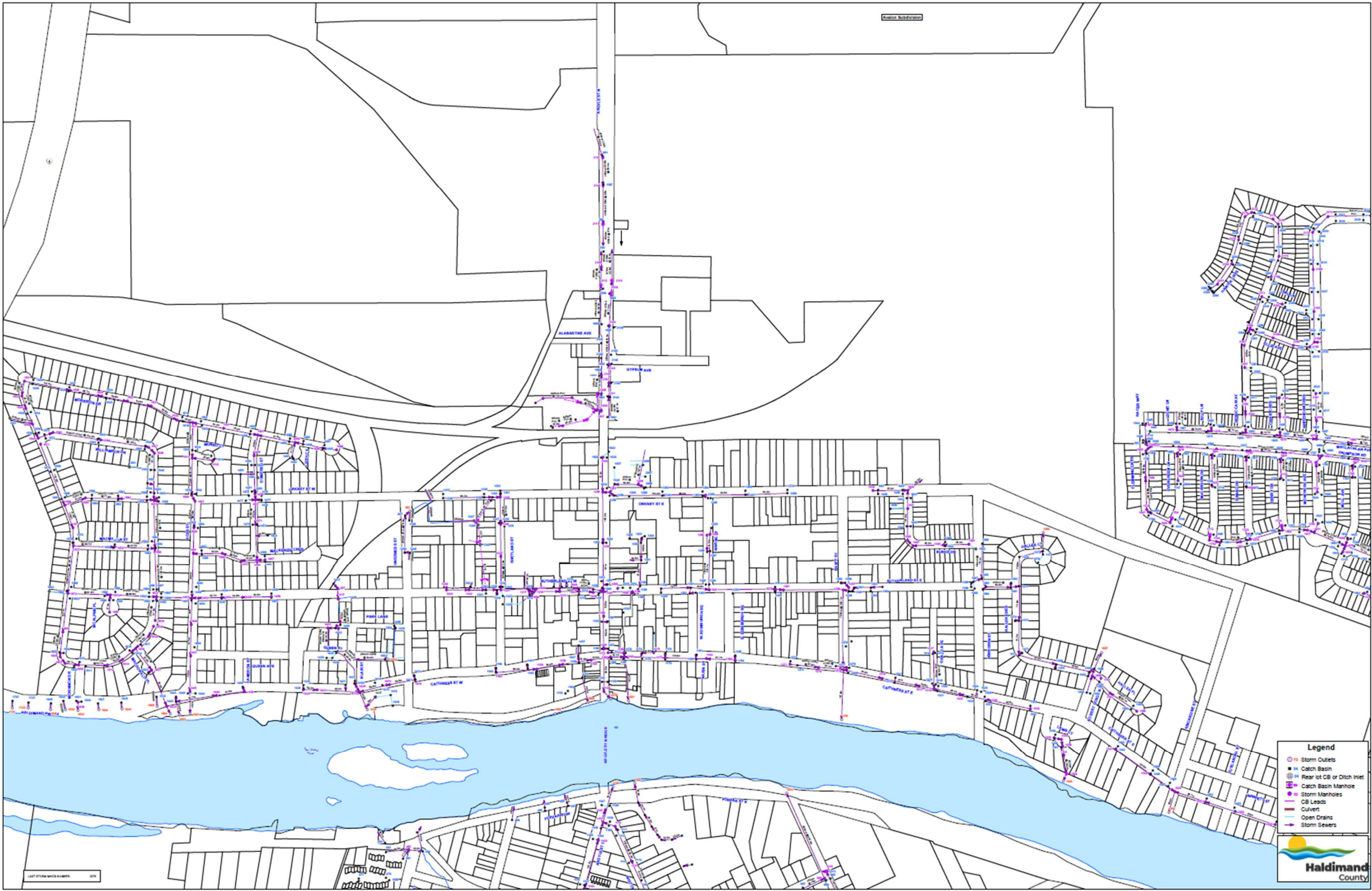


# Appendix K: Level of Service Maps

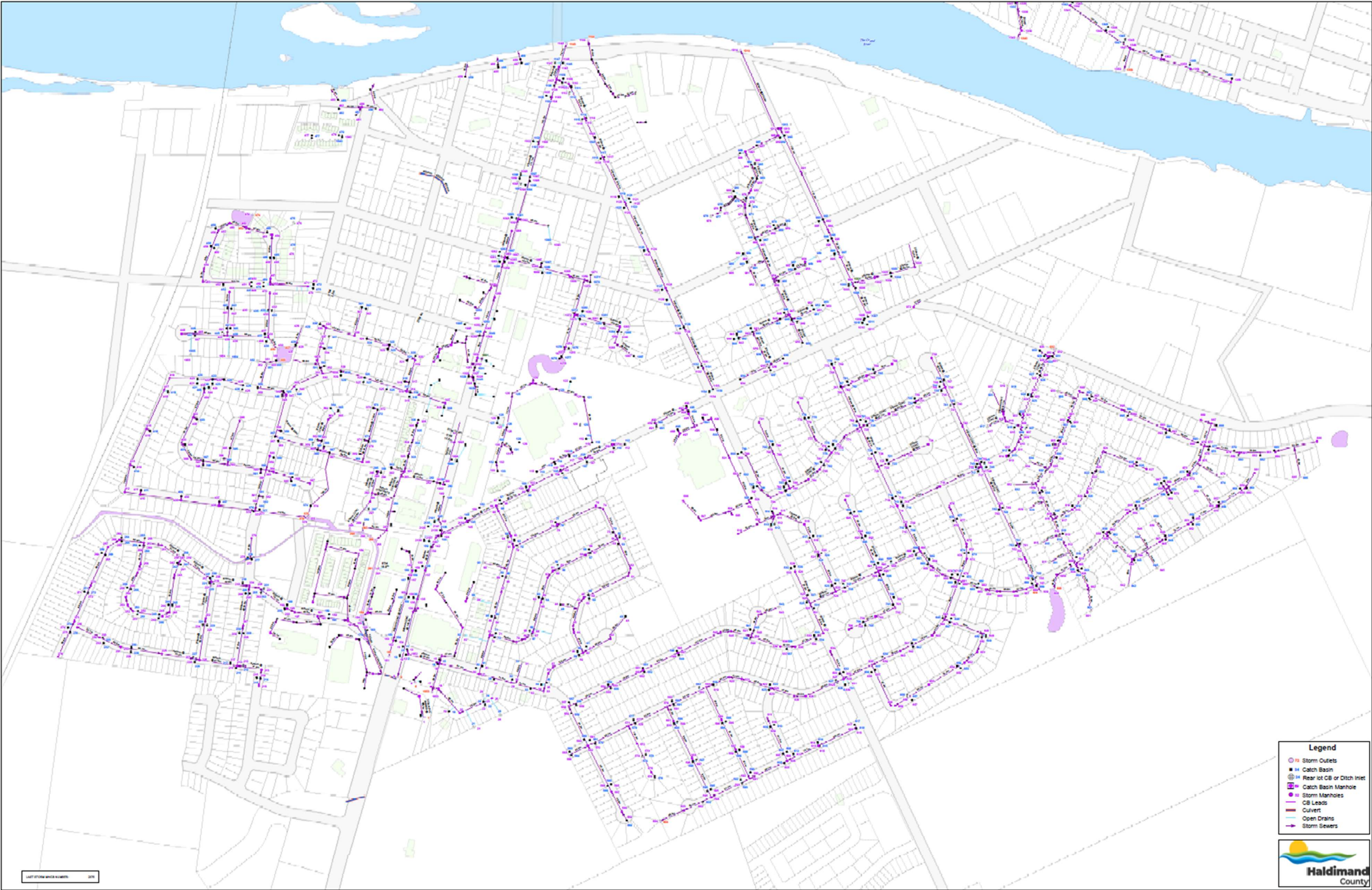
## Road Network Maps



Storm Network Maps

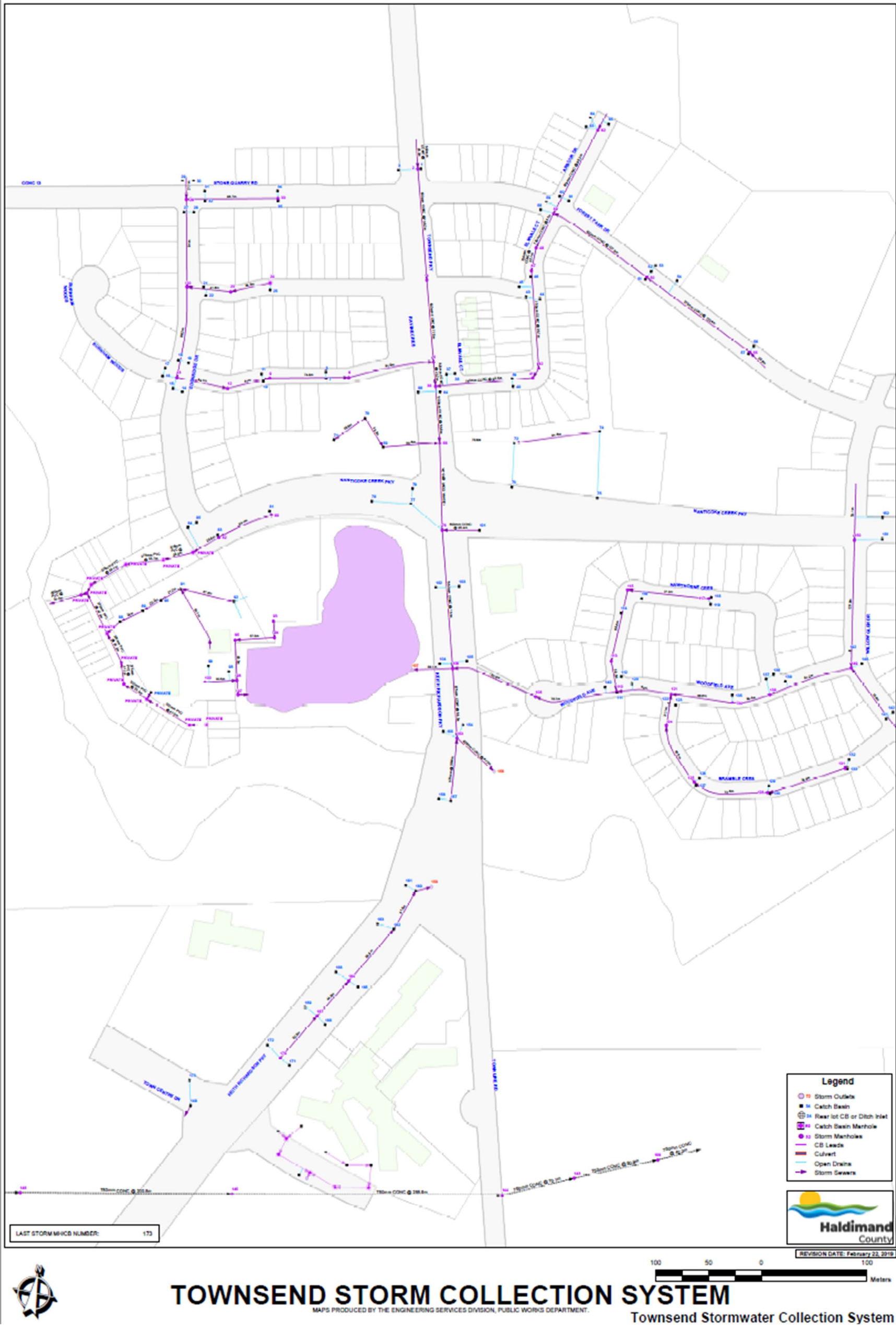


CALEDONIA NORTH STORMWATER COLLECTION SYSTEM

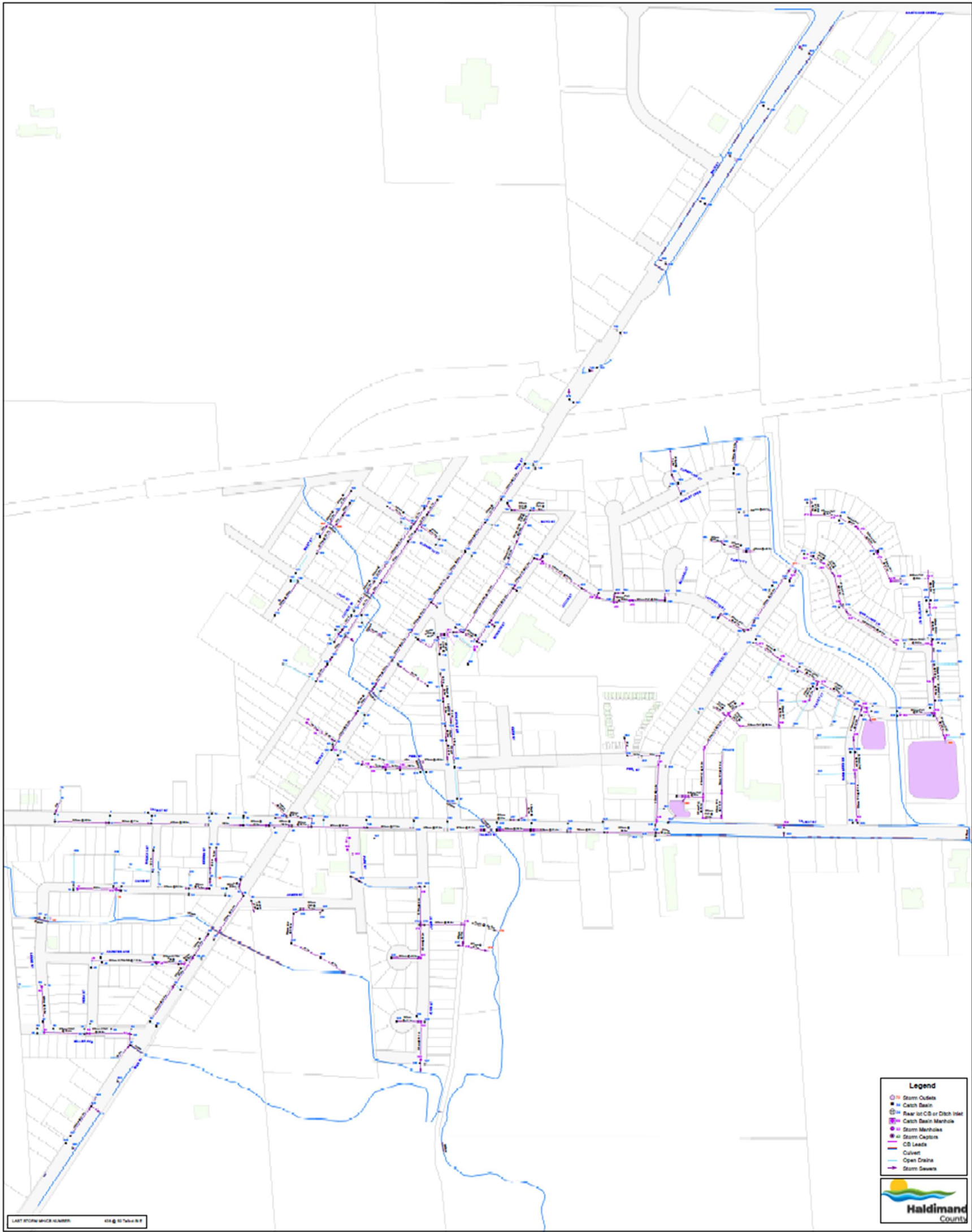


CALEDONIA SOUTH STORMWATER COLLECTION SYSTEM





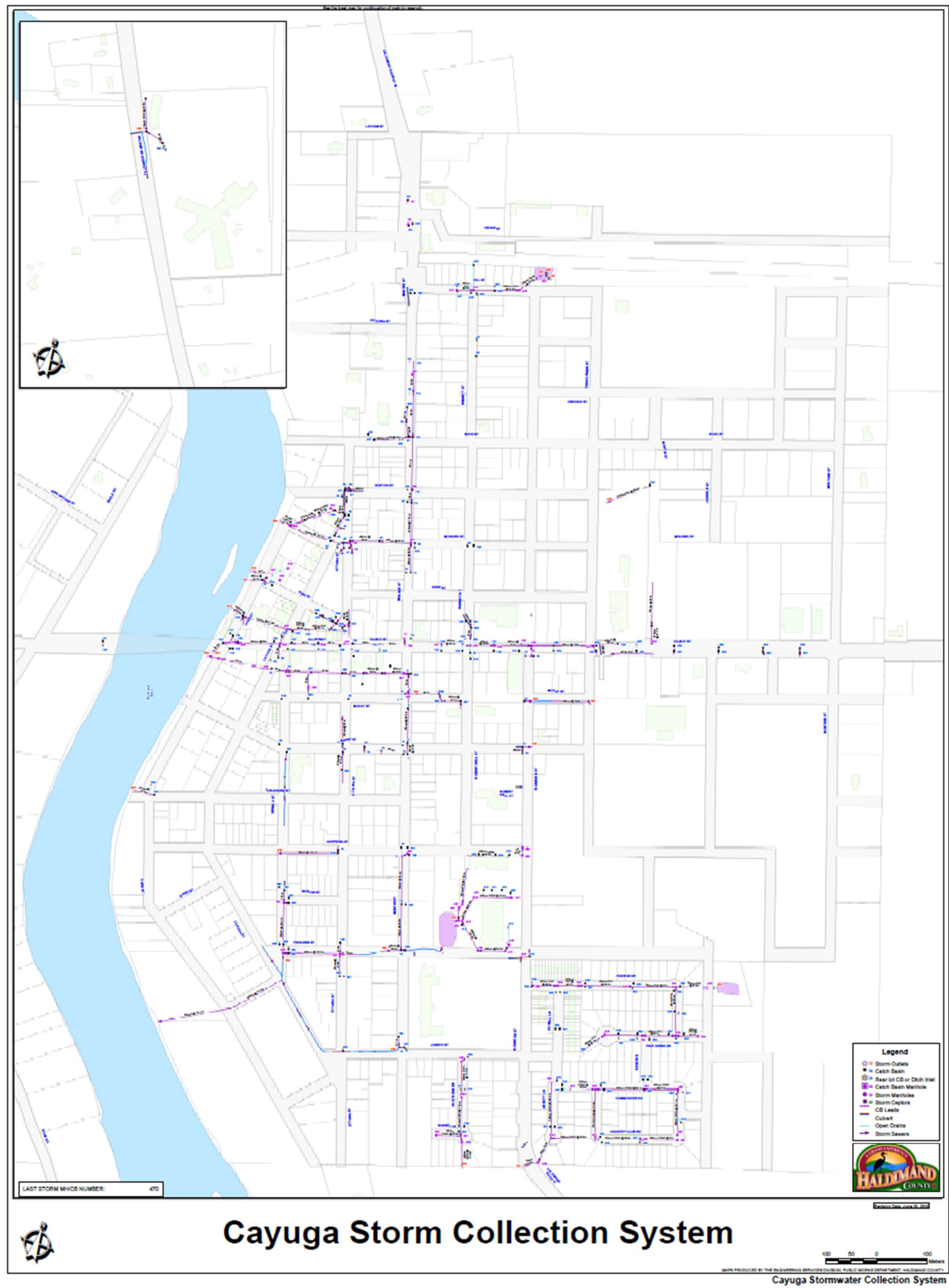


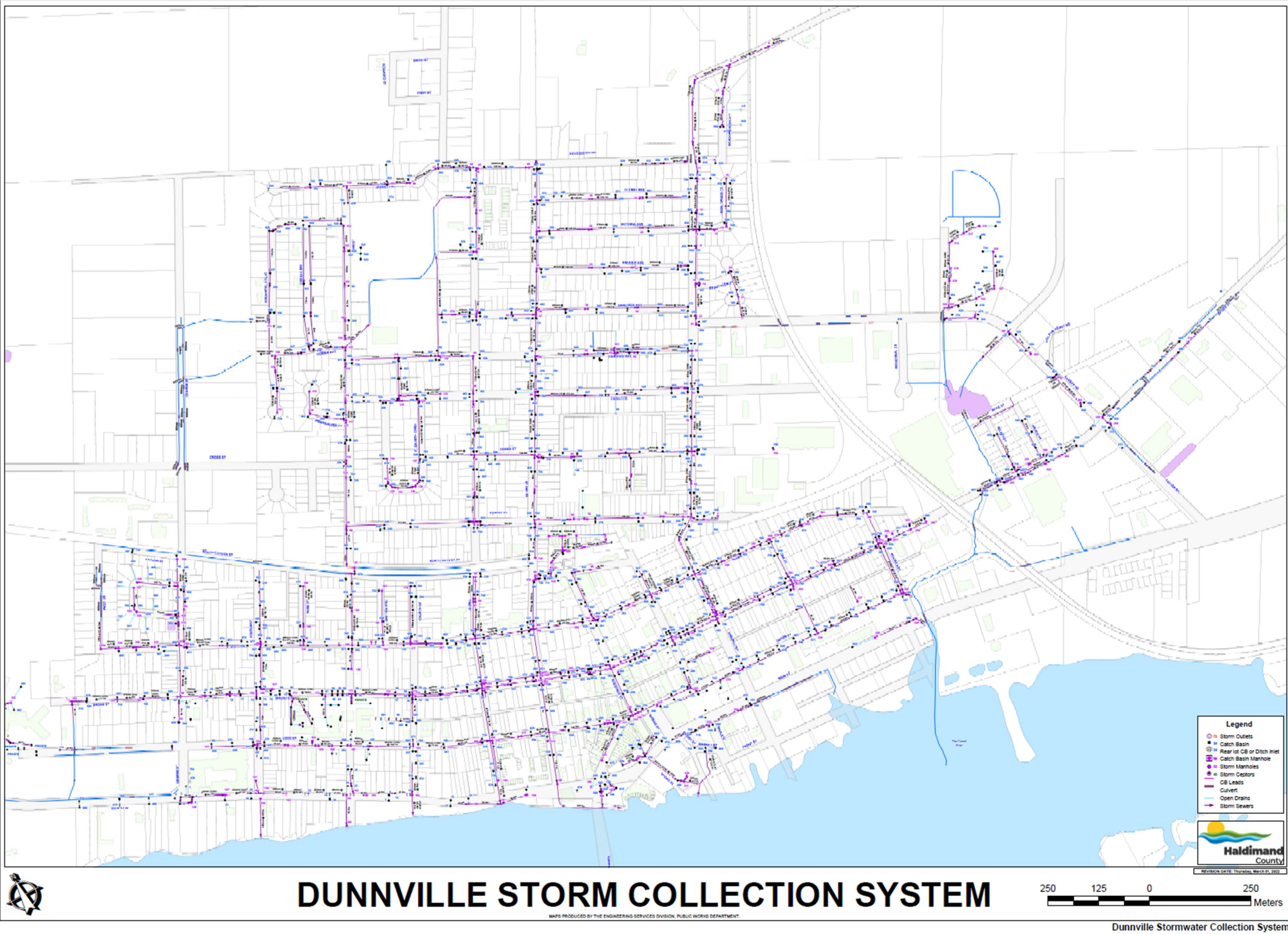


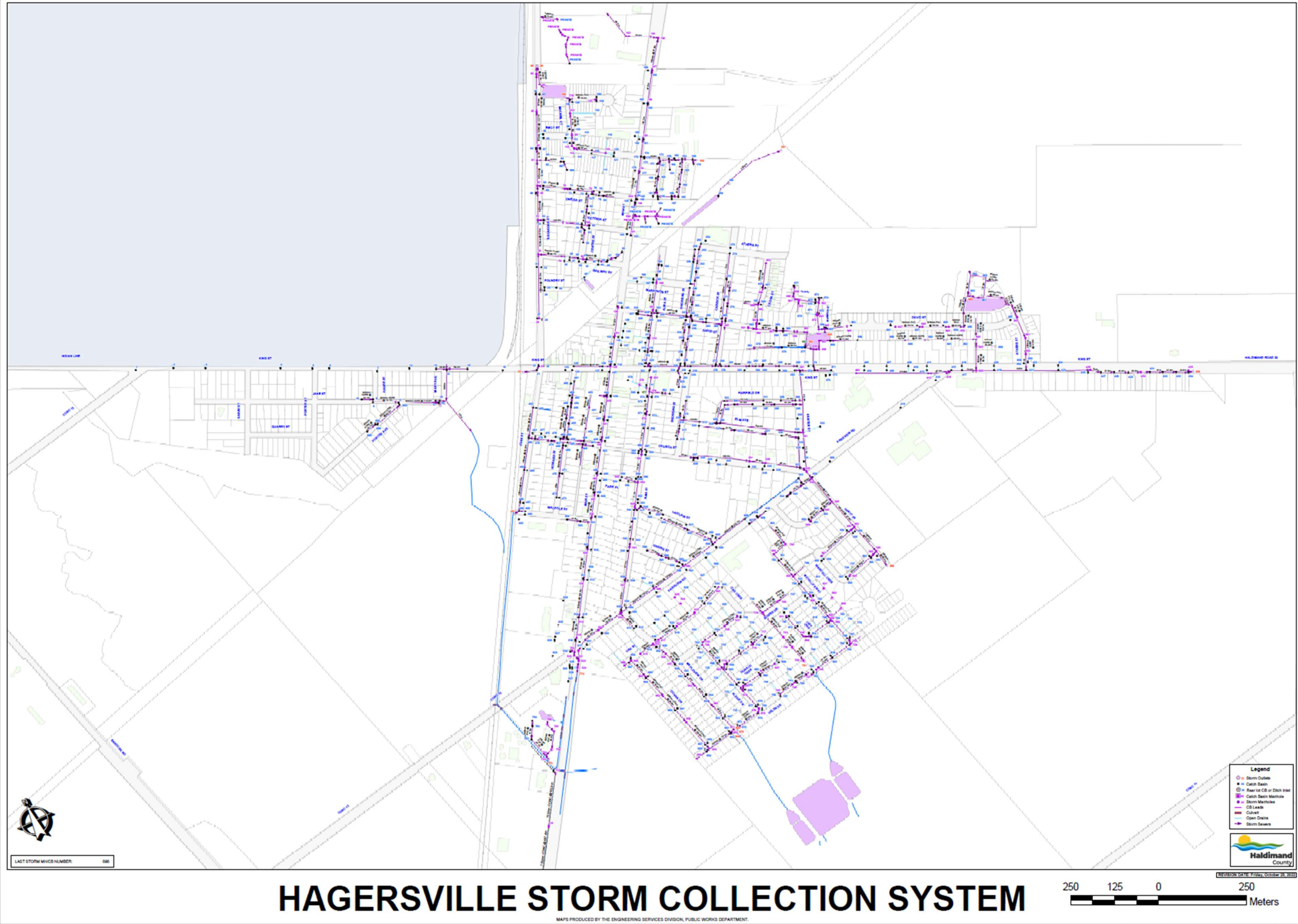
# JARVIS STORM COLLECTION SYSTEM

MAPS PRODUCED BY THE ENGINEERING SERVICES DIVISION, PUBLIC WORKS DEPARTMENT, HALDIMAND COUNTY

Jarvis Stormwater Collection System



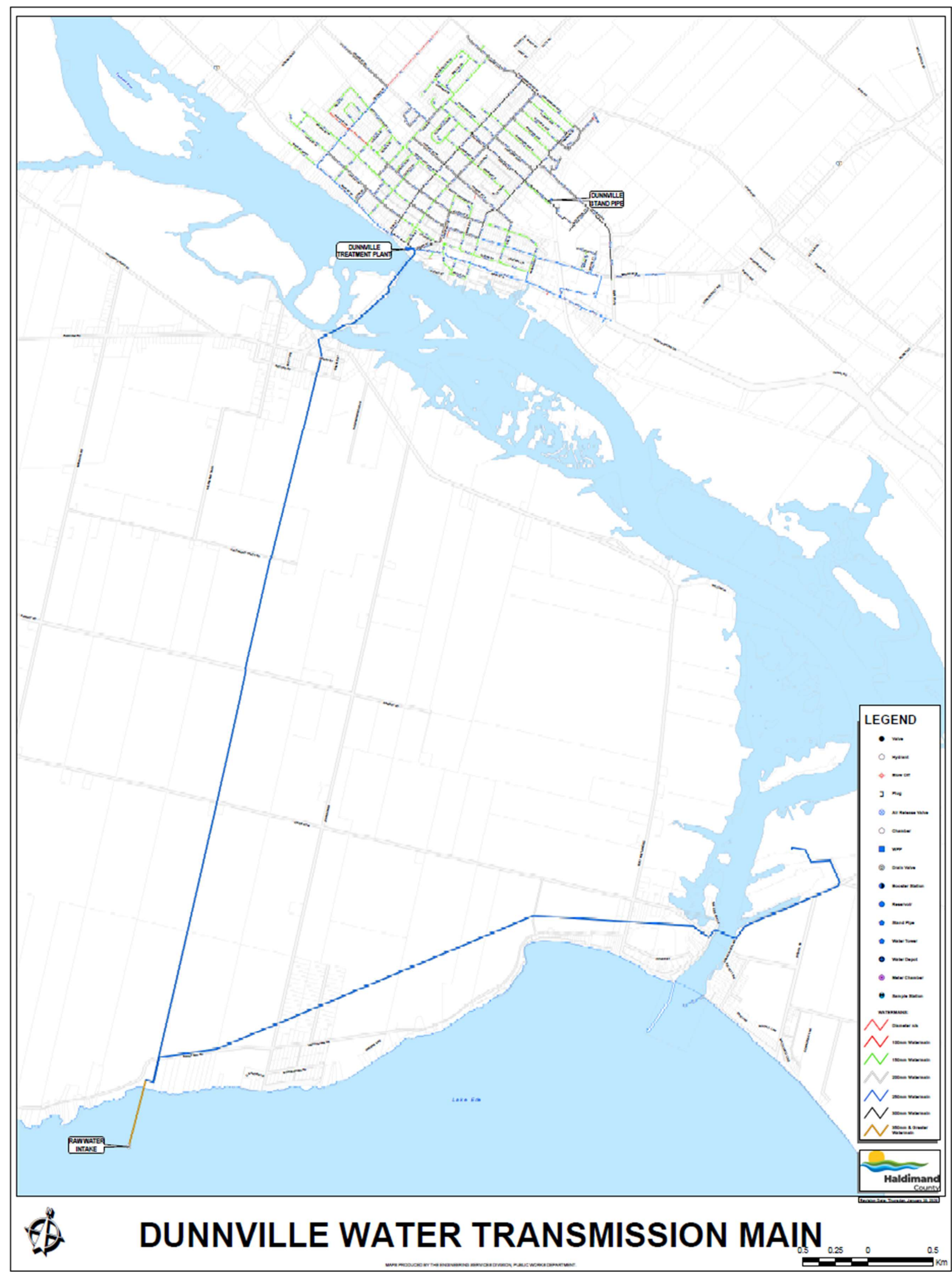


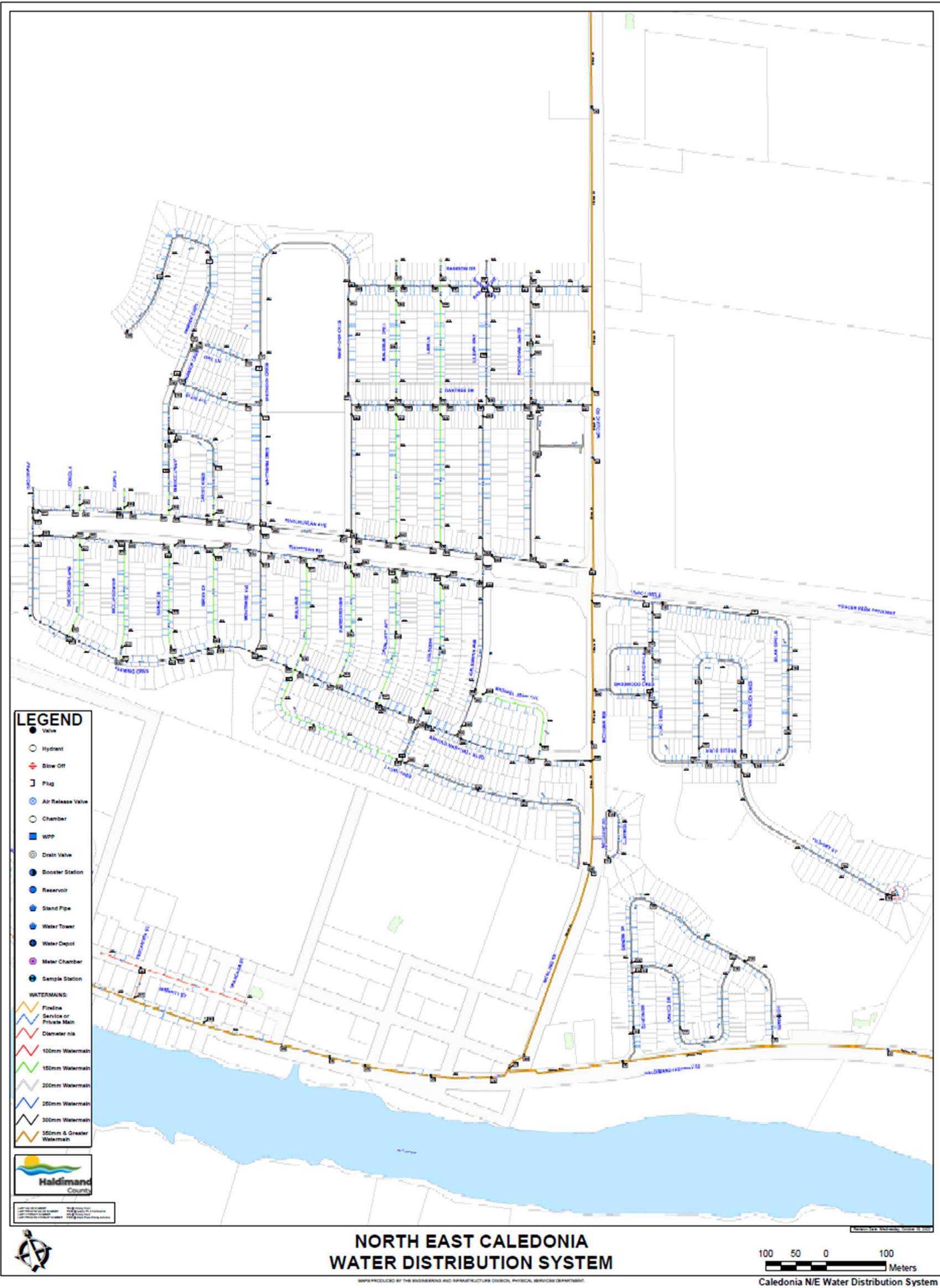






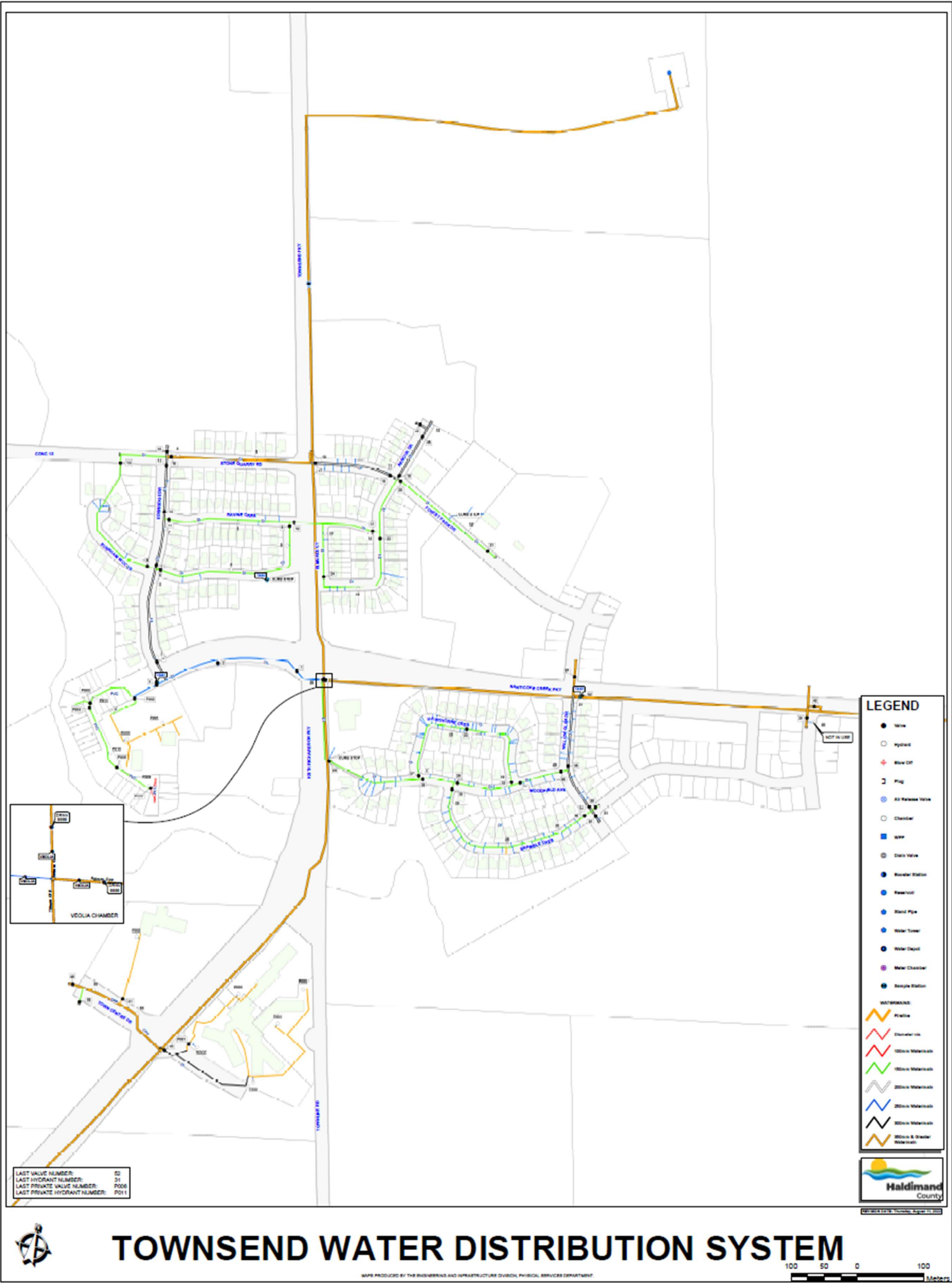
Water Network Maps

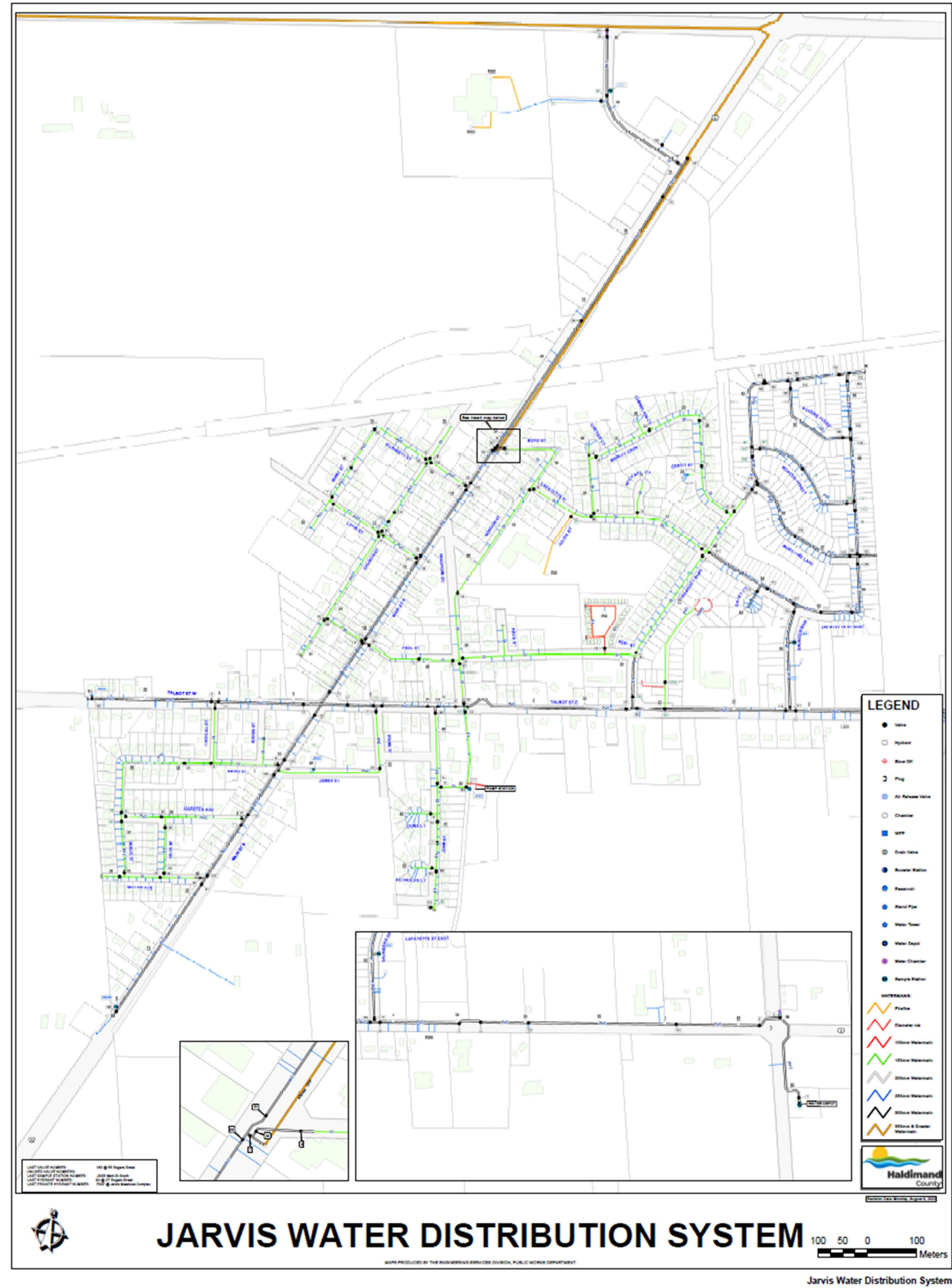


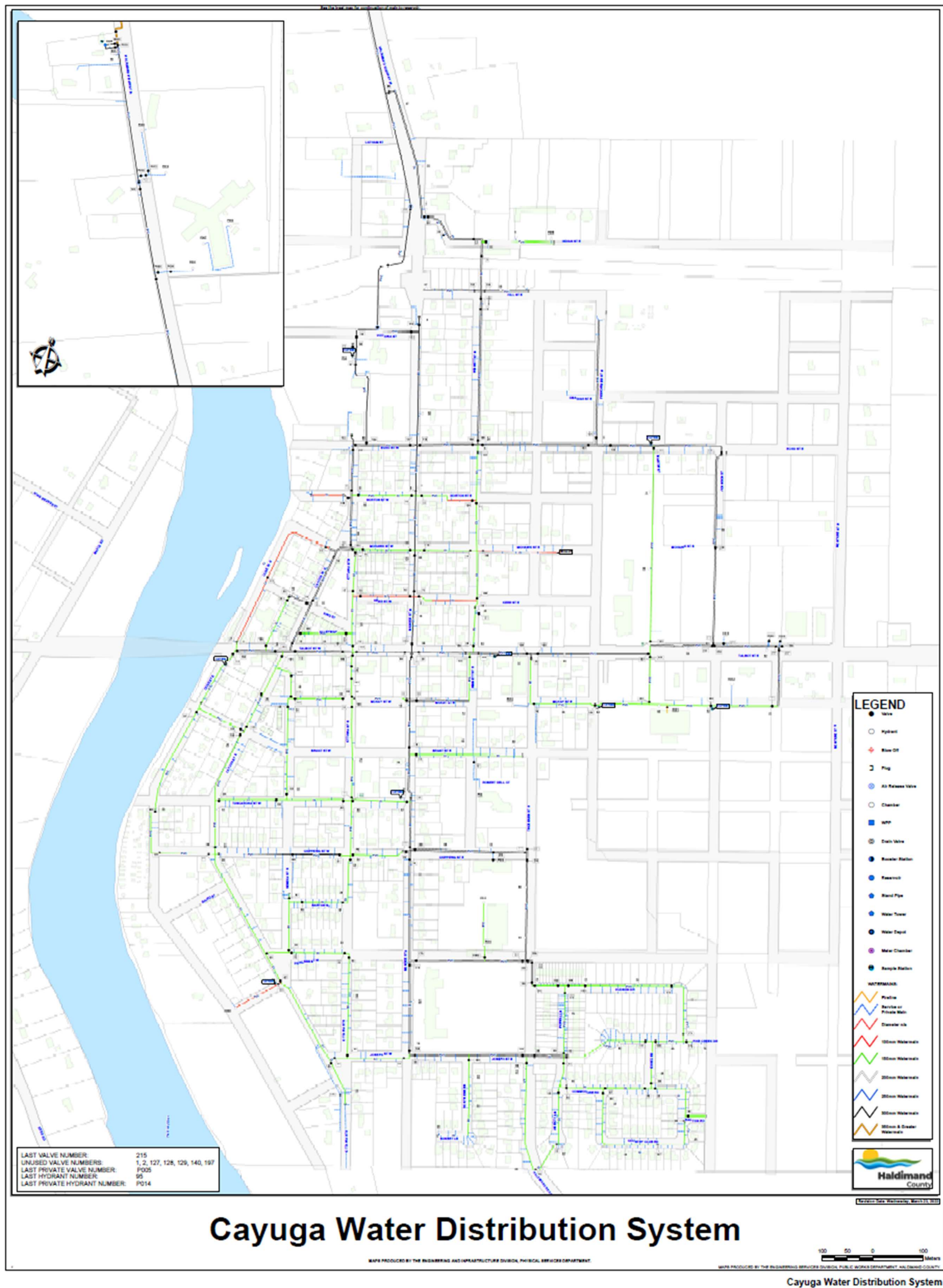


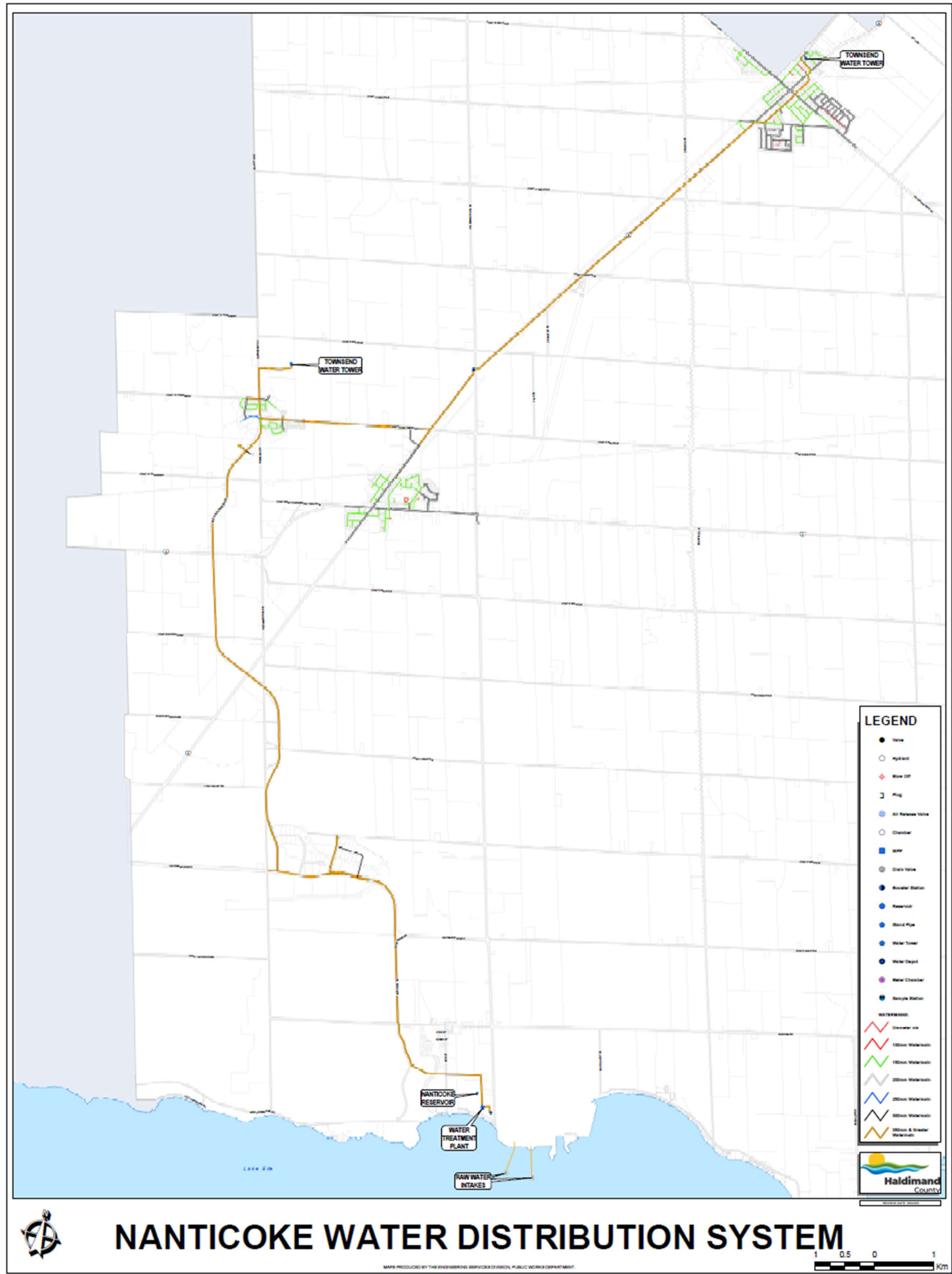
White Oaks Water System

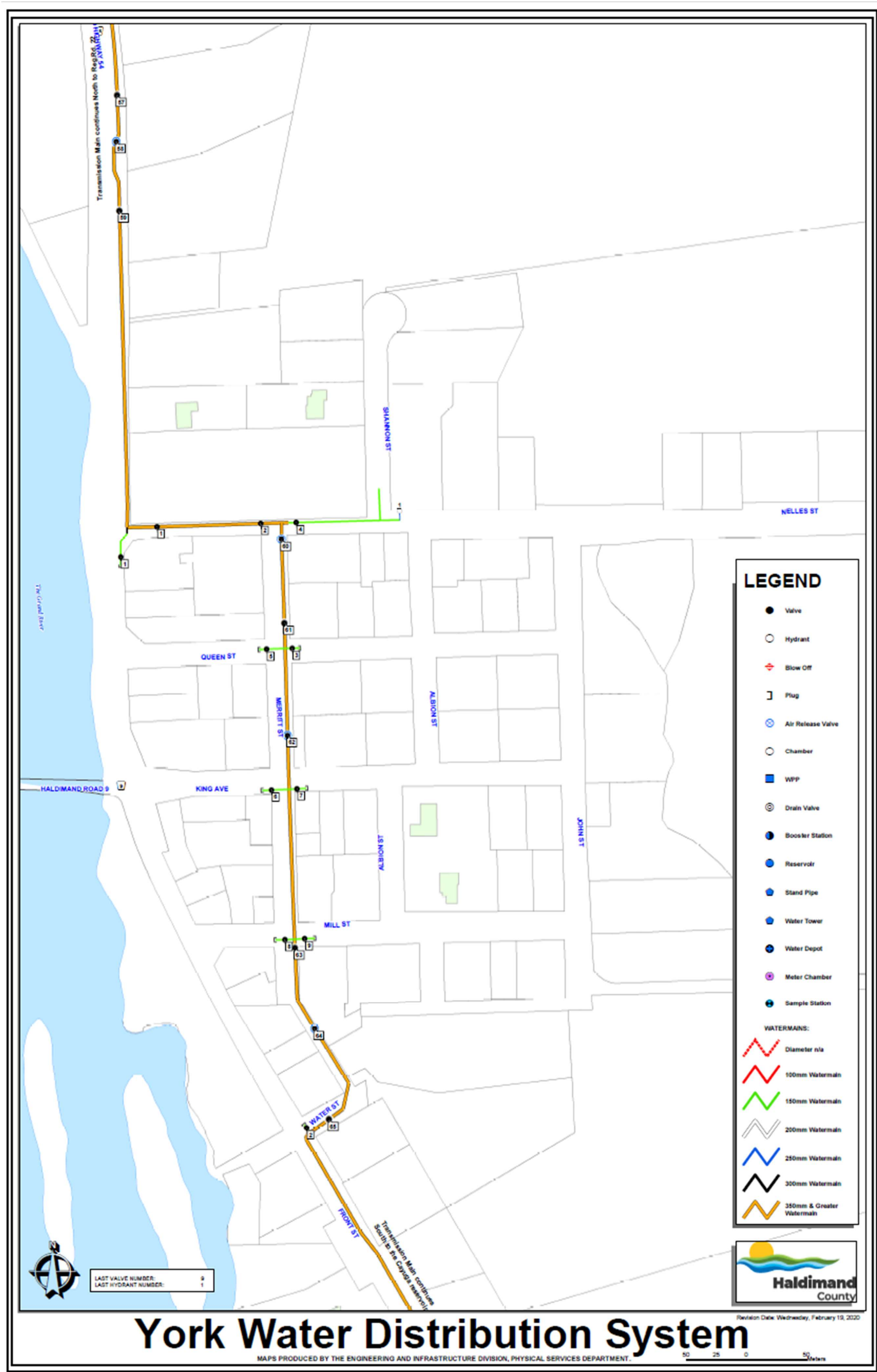


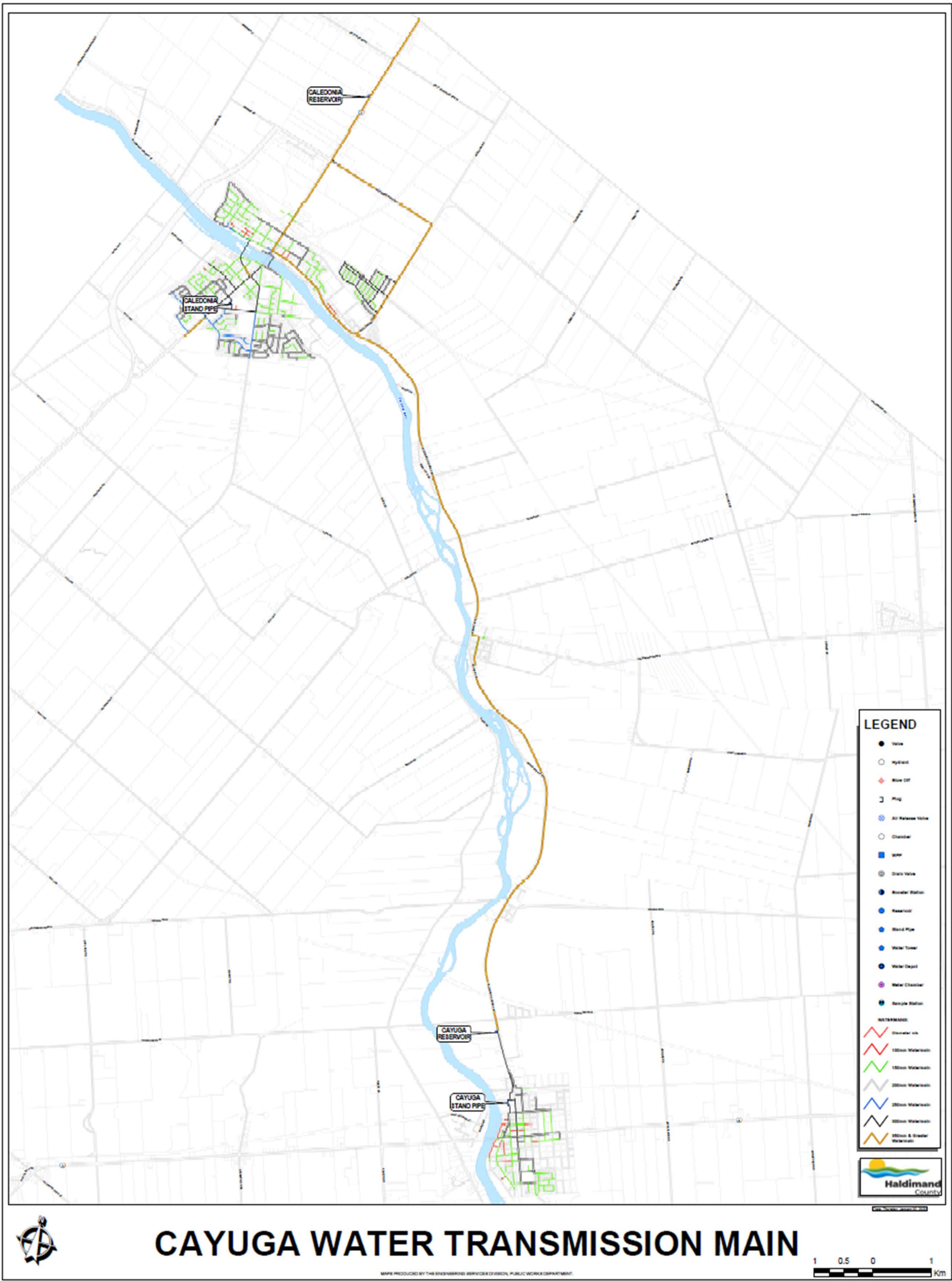


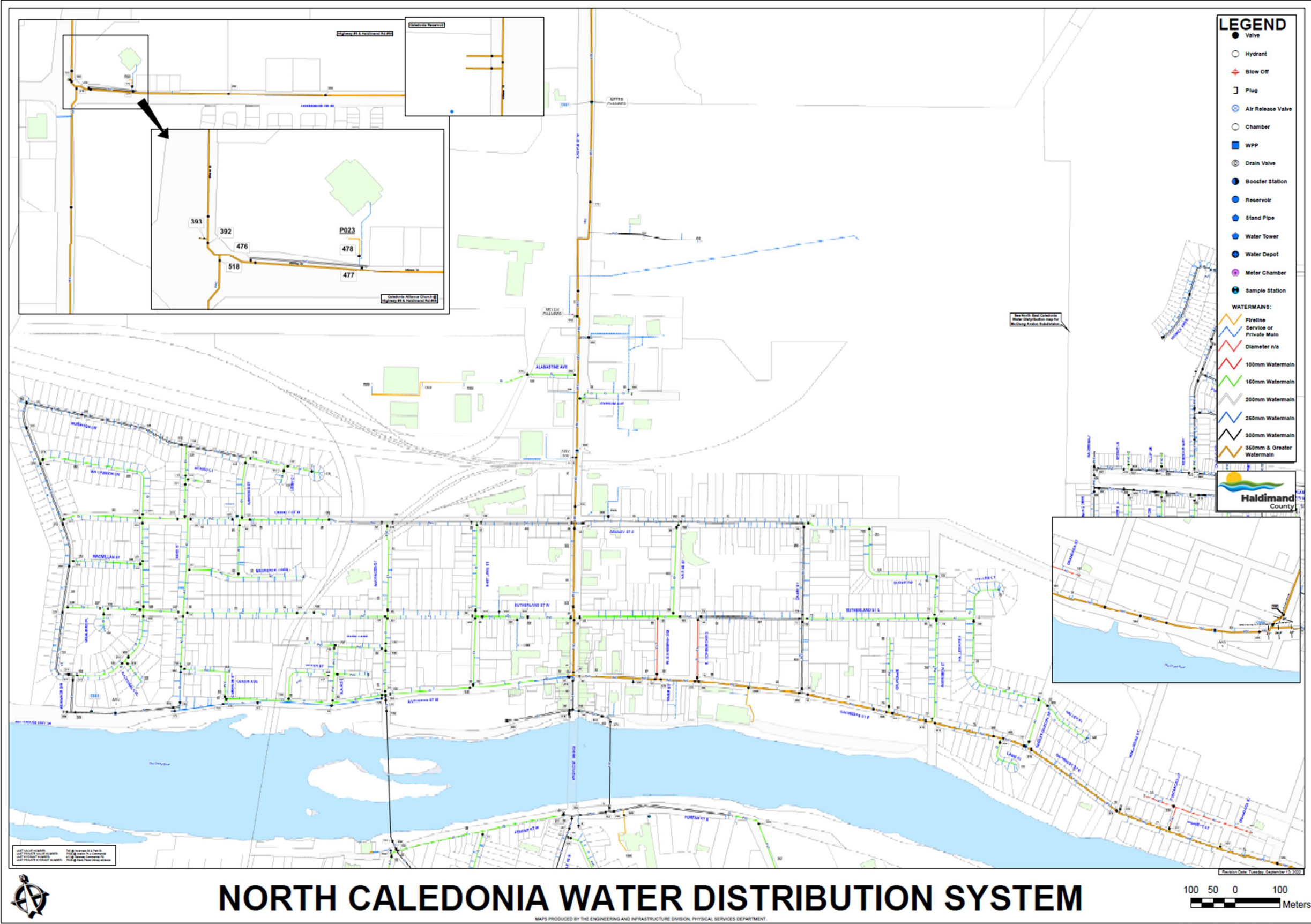


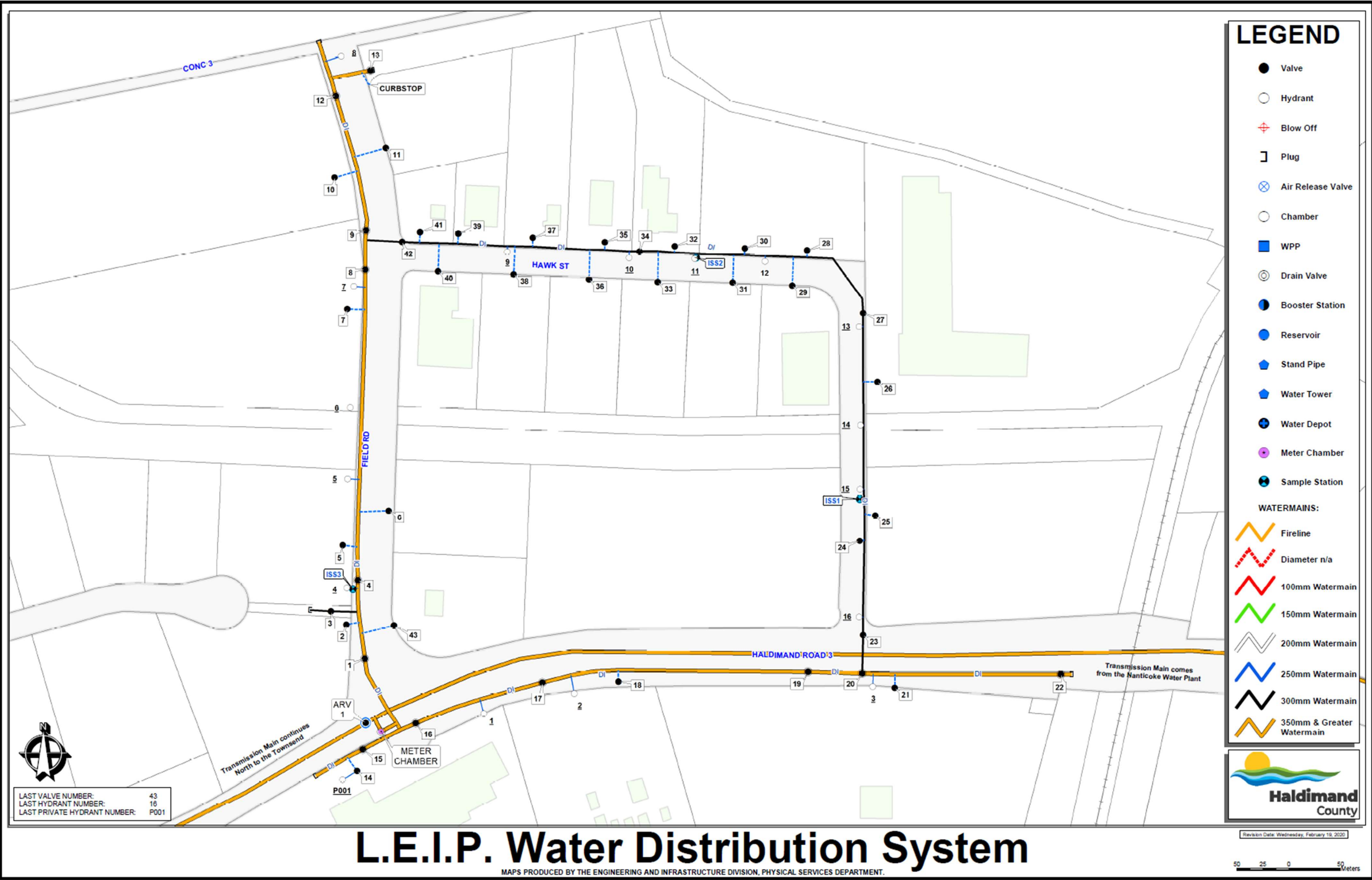


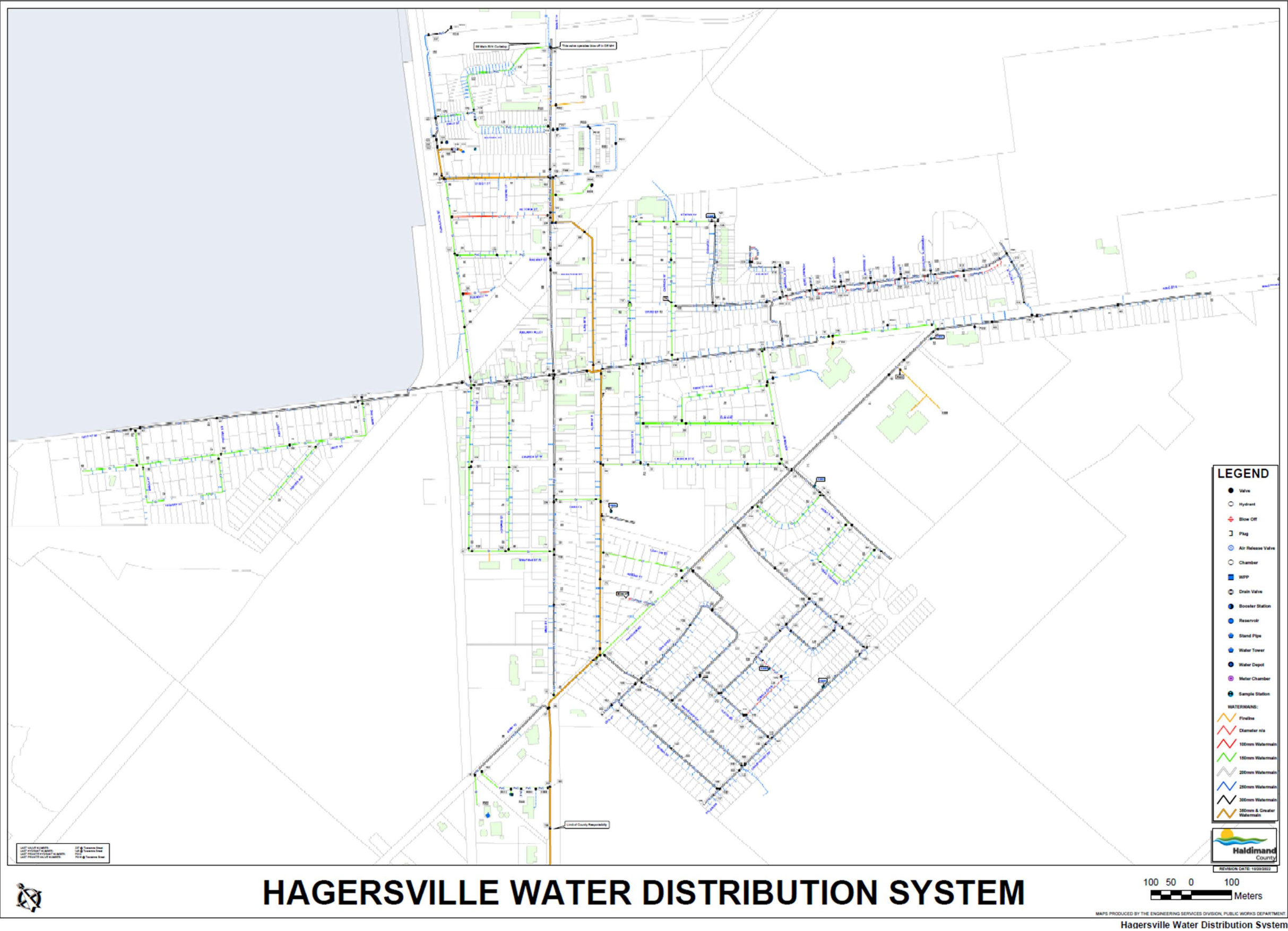


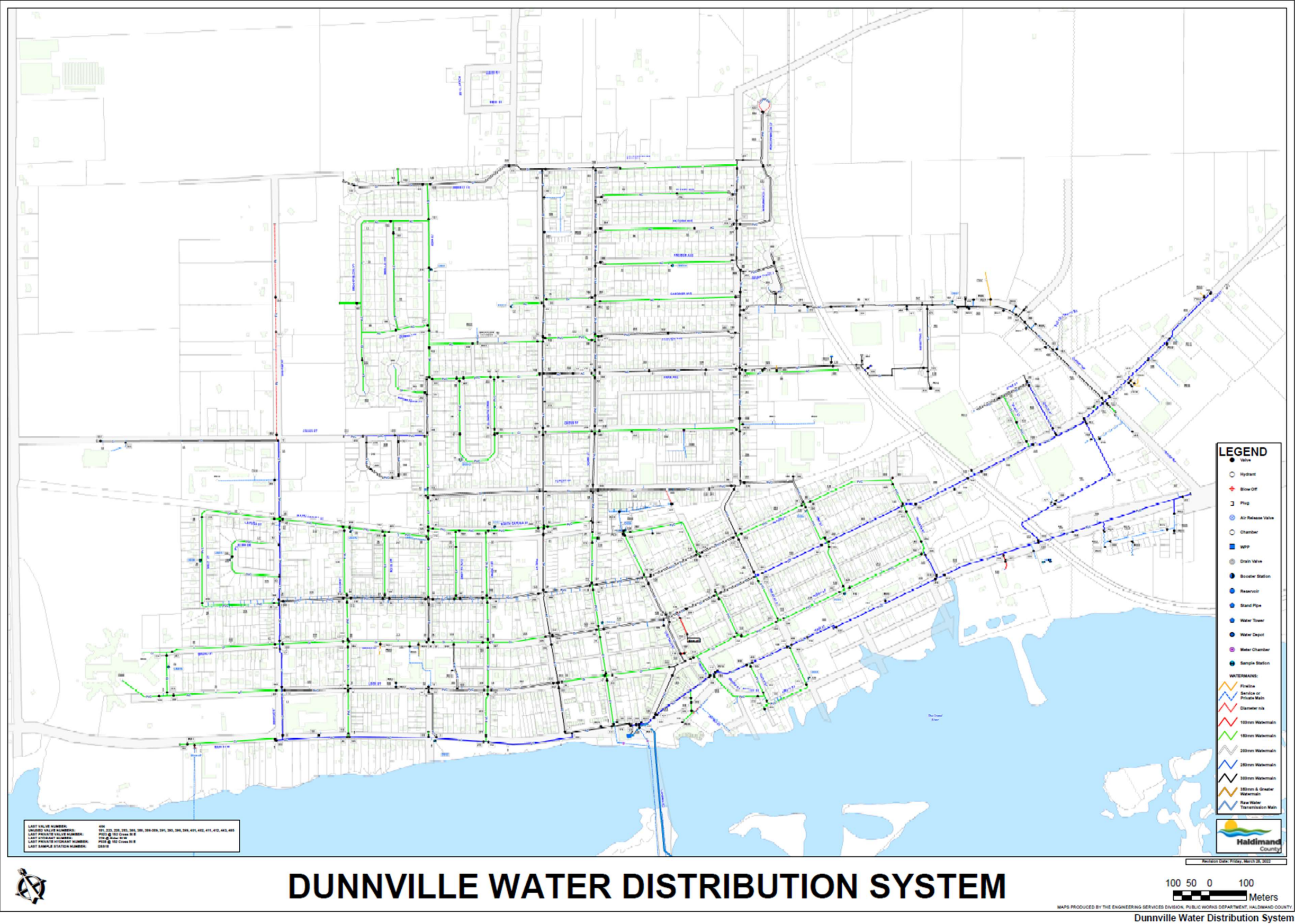


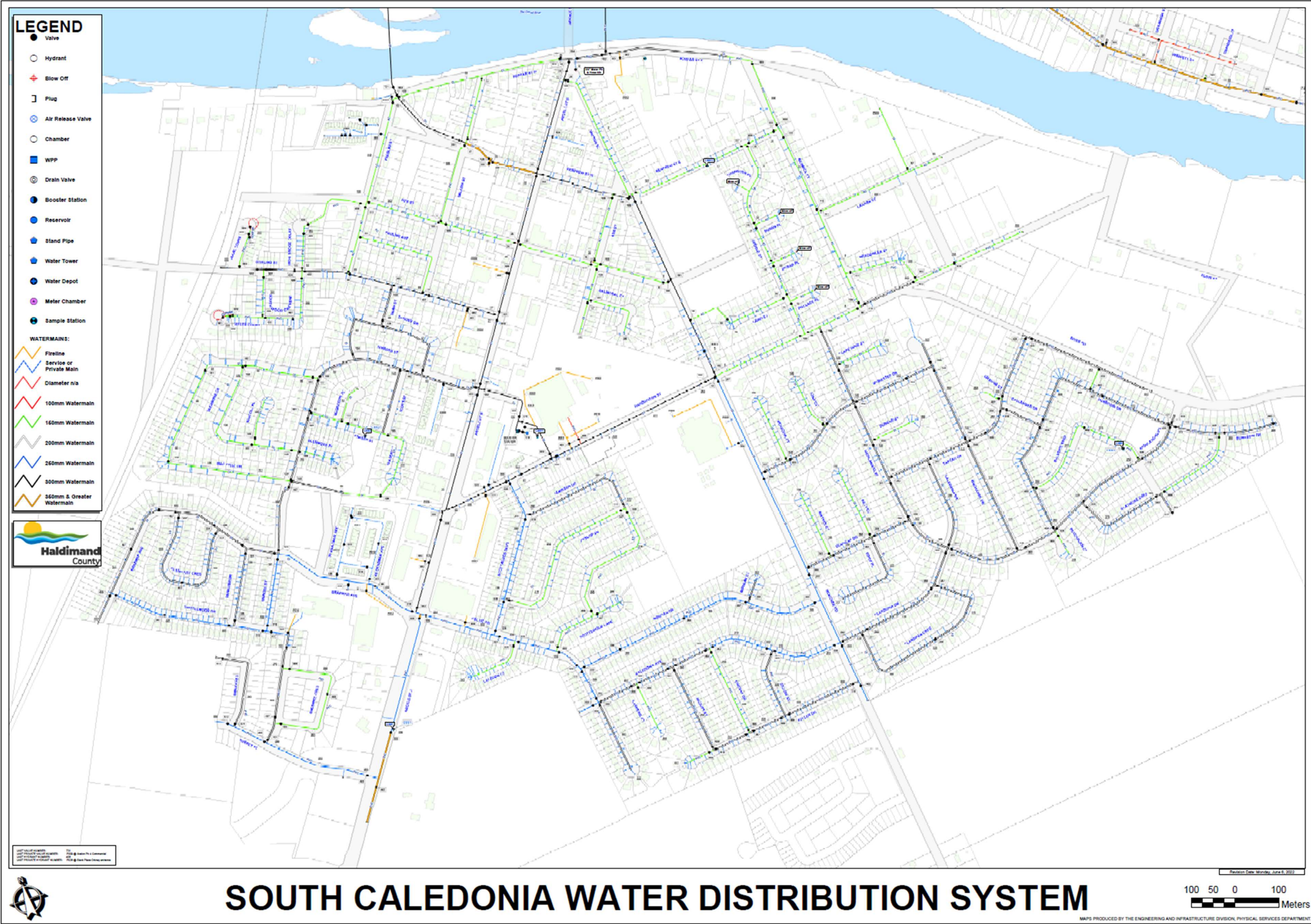






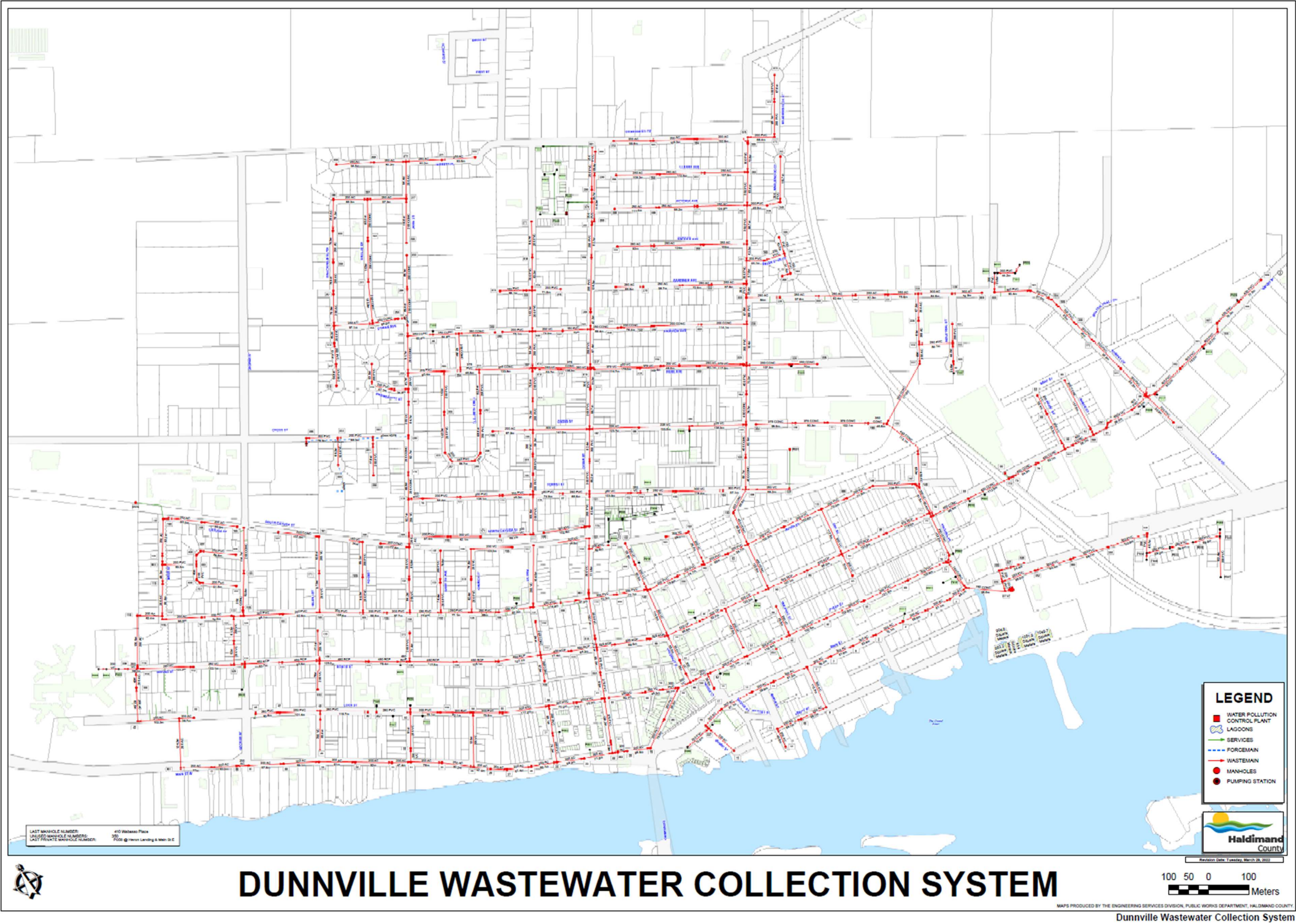


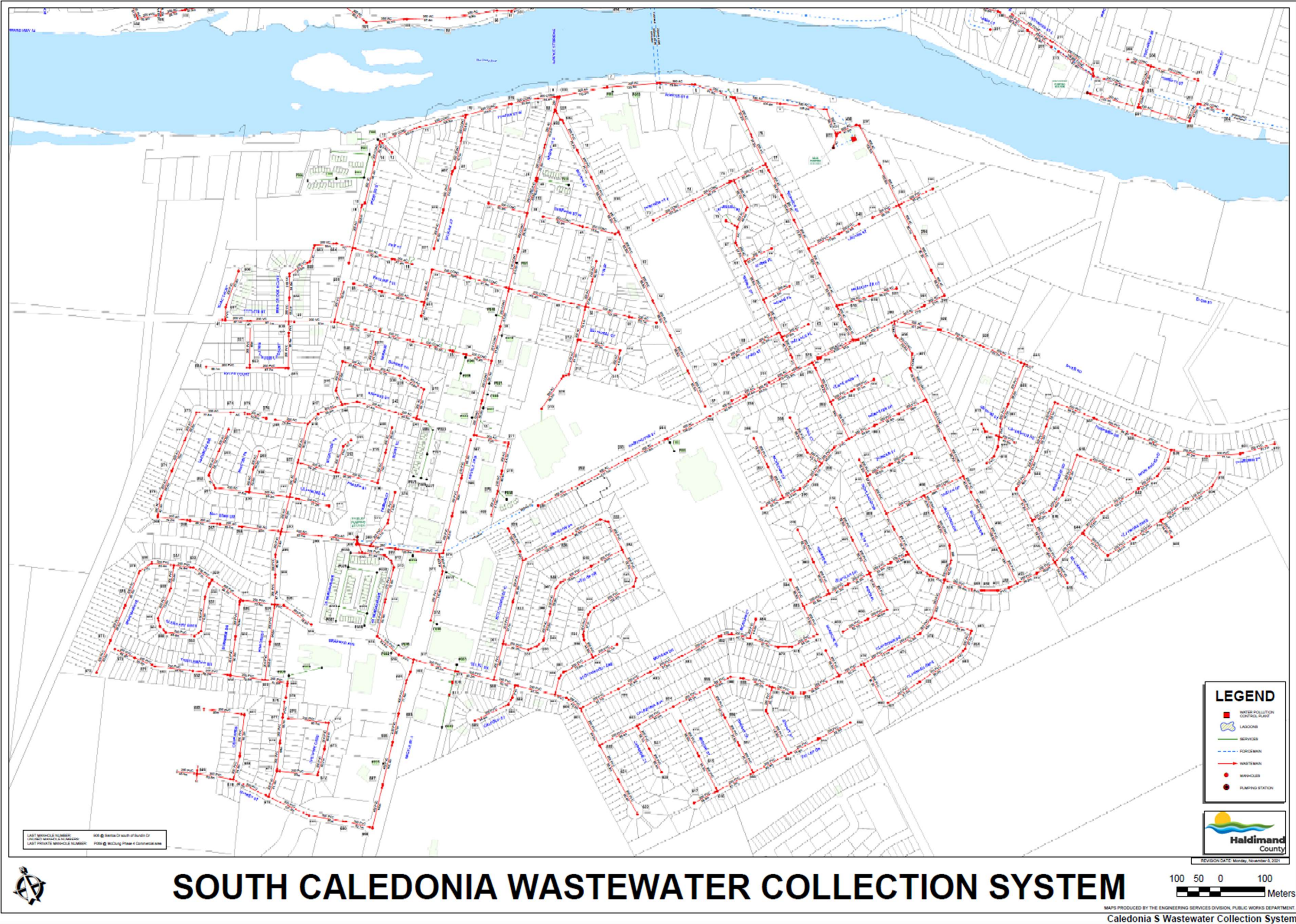


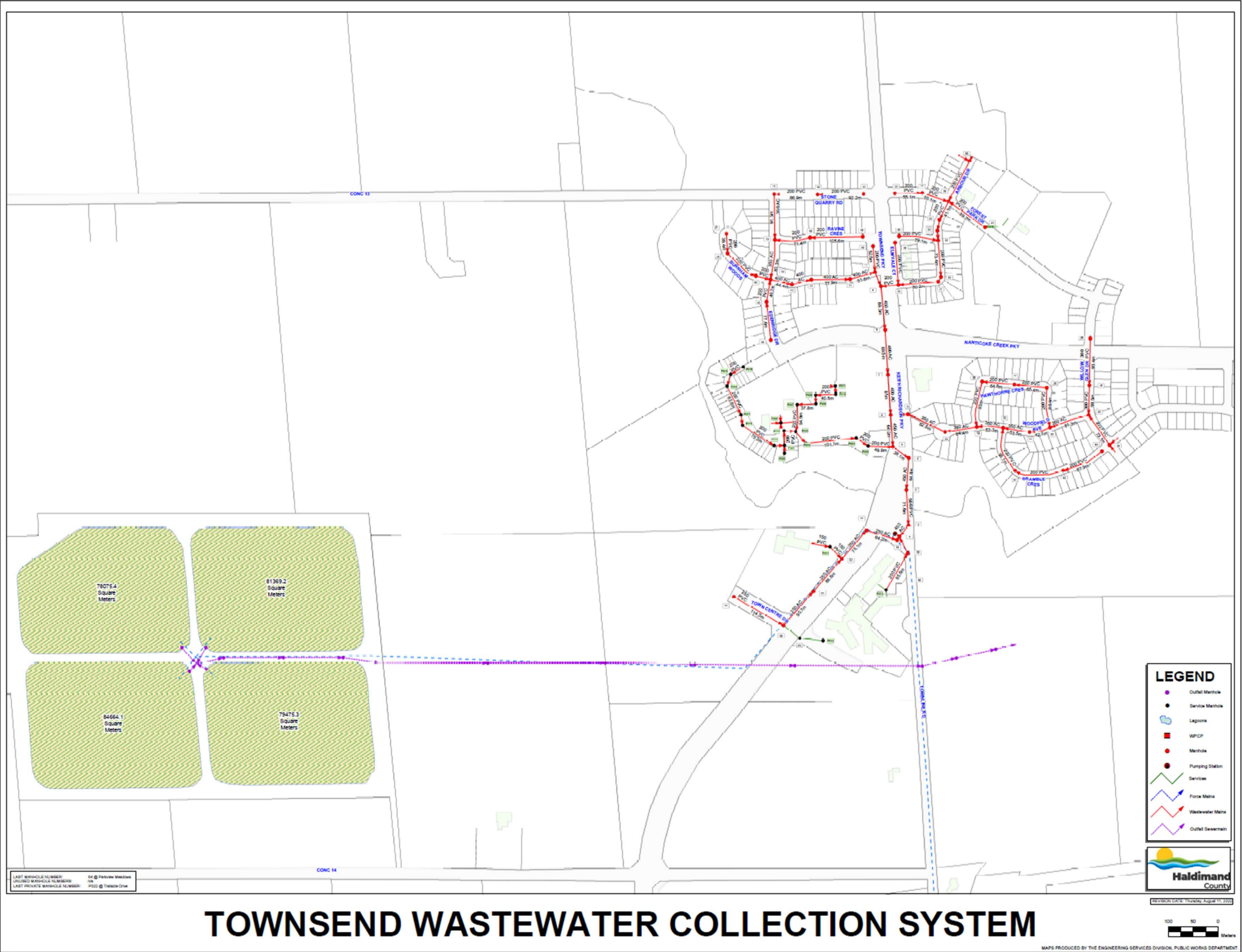


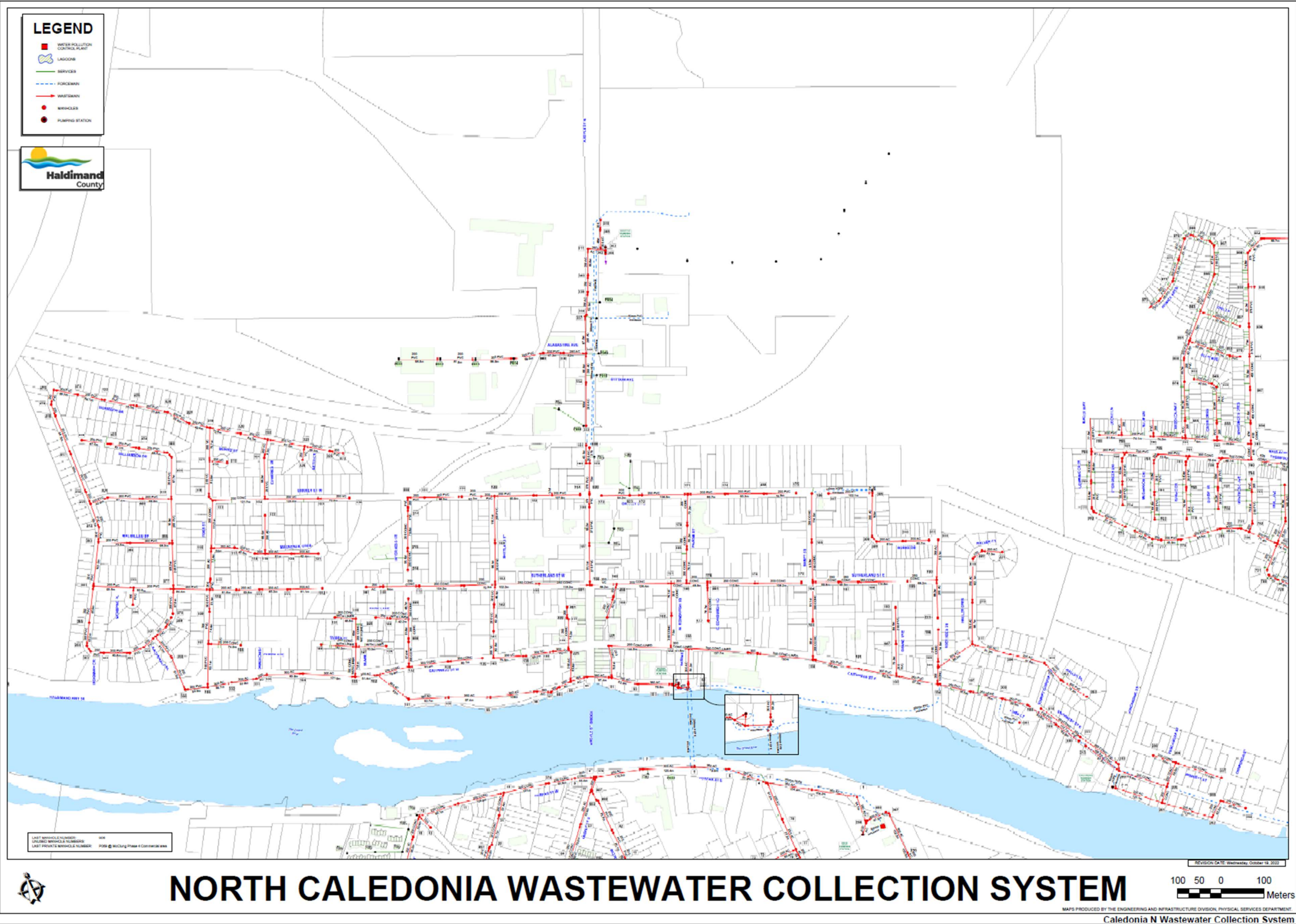
Sanitary Network Maps

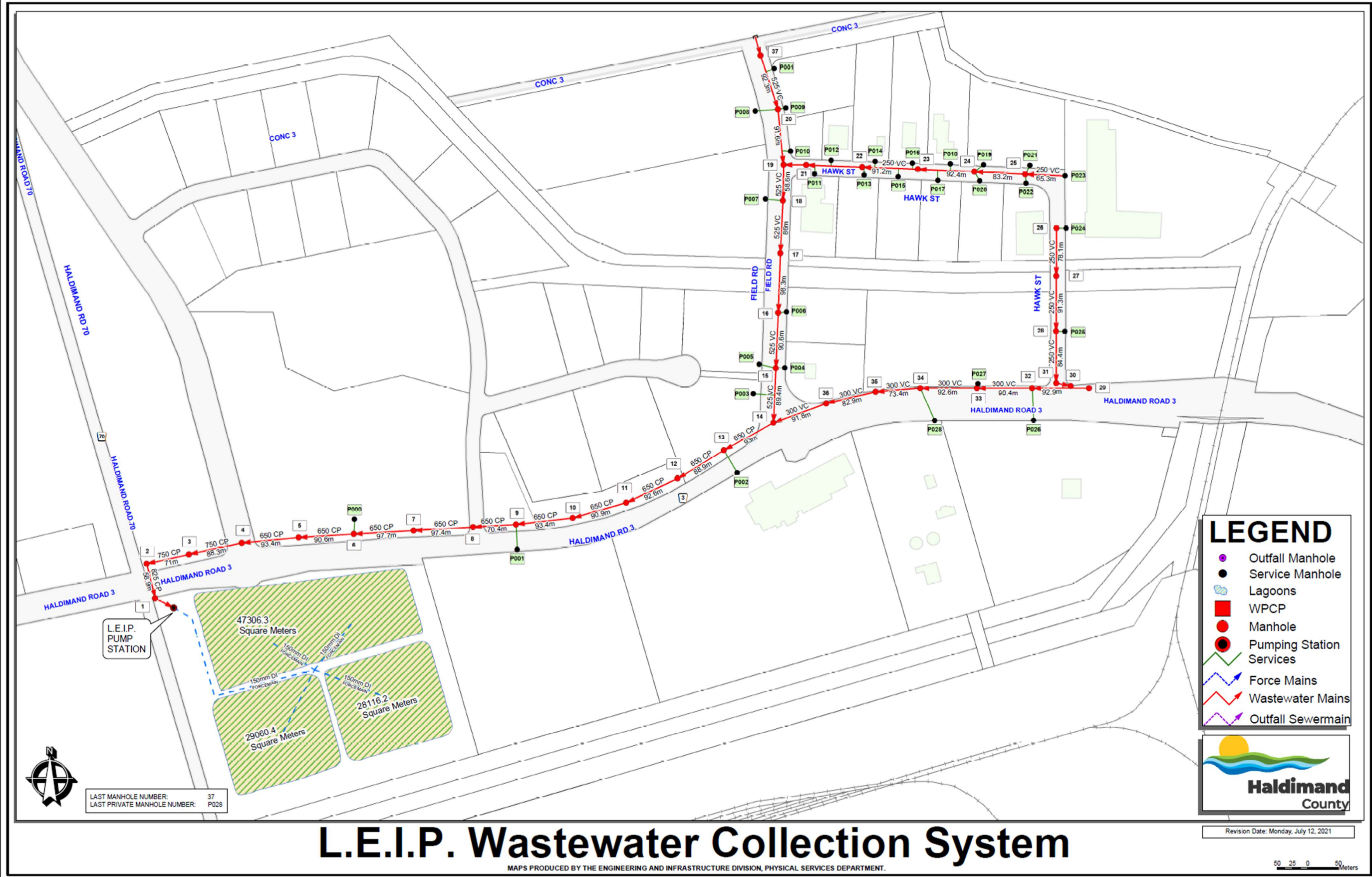


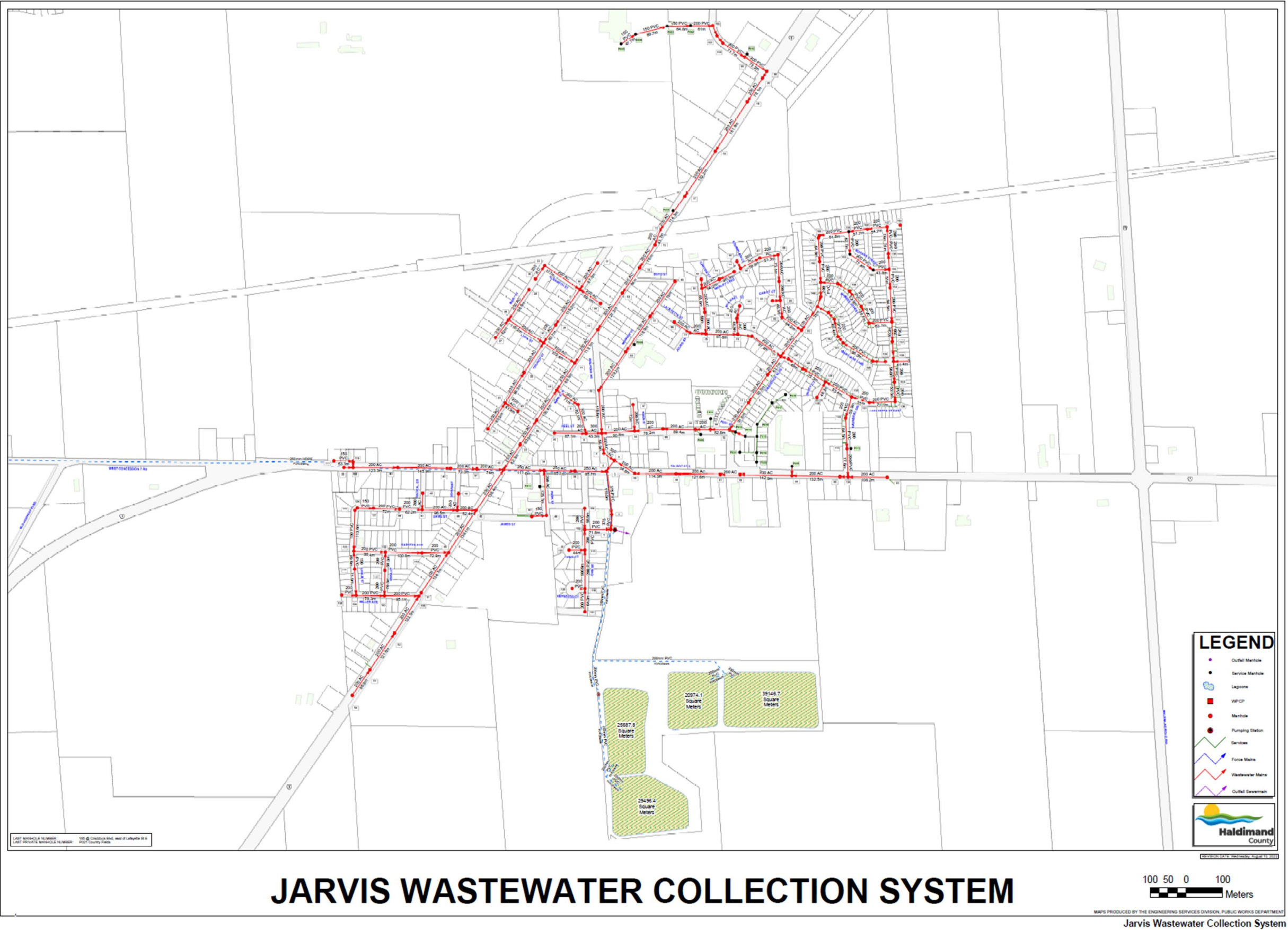




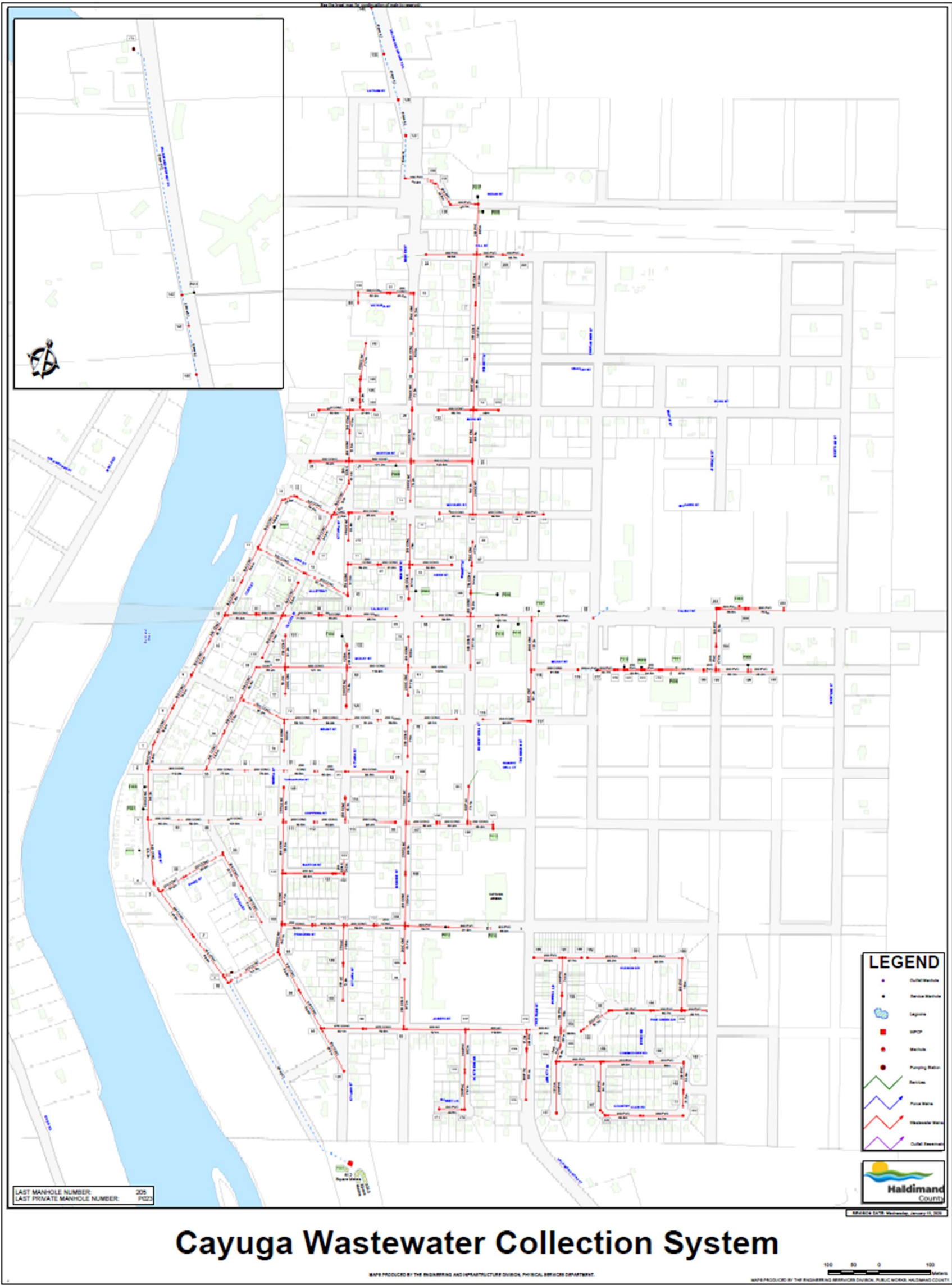


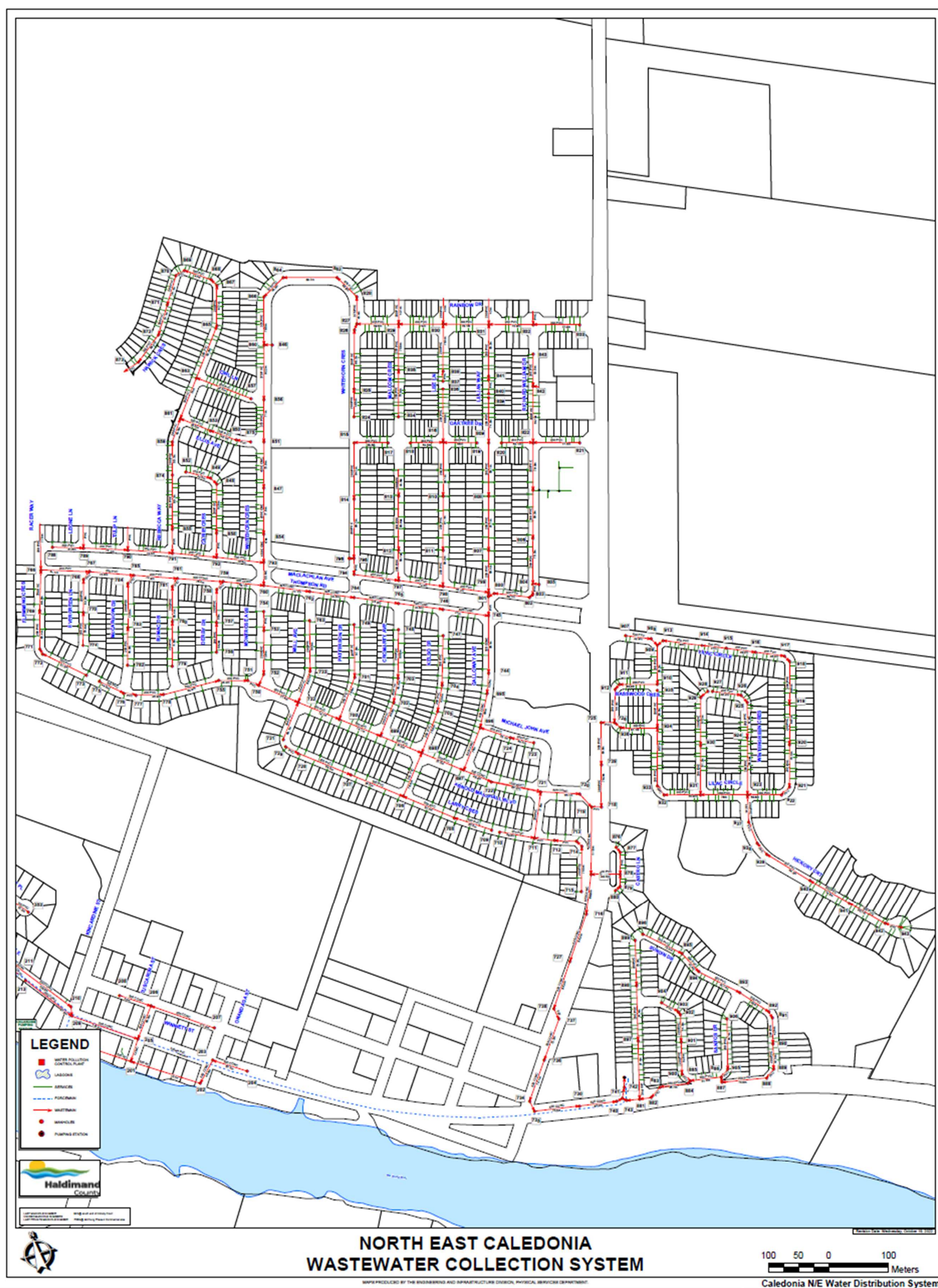


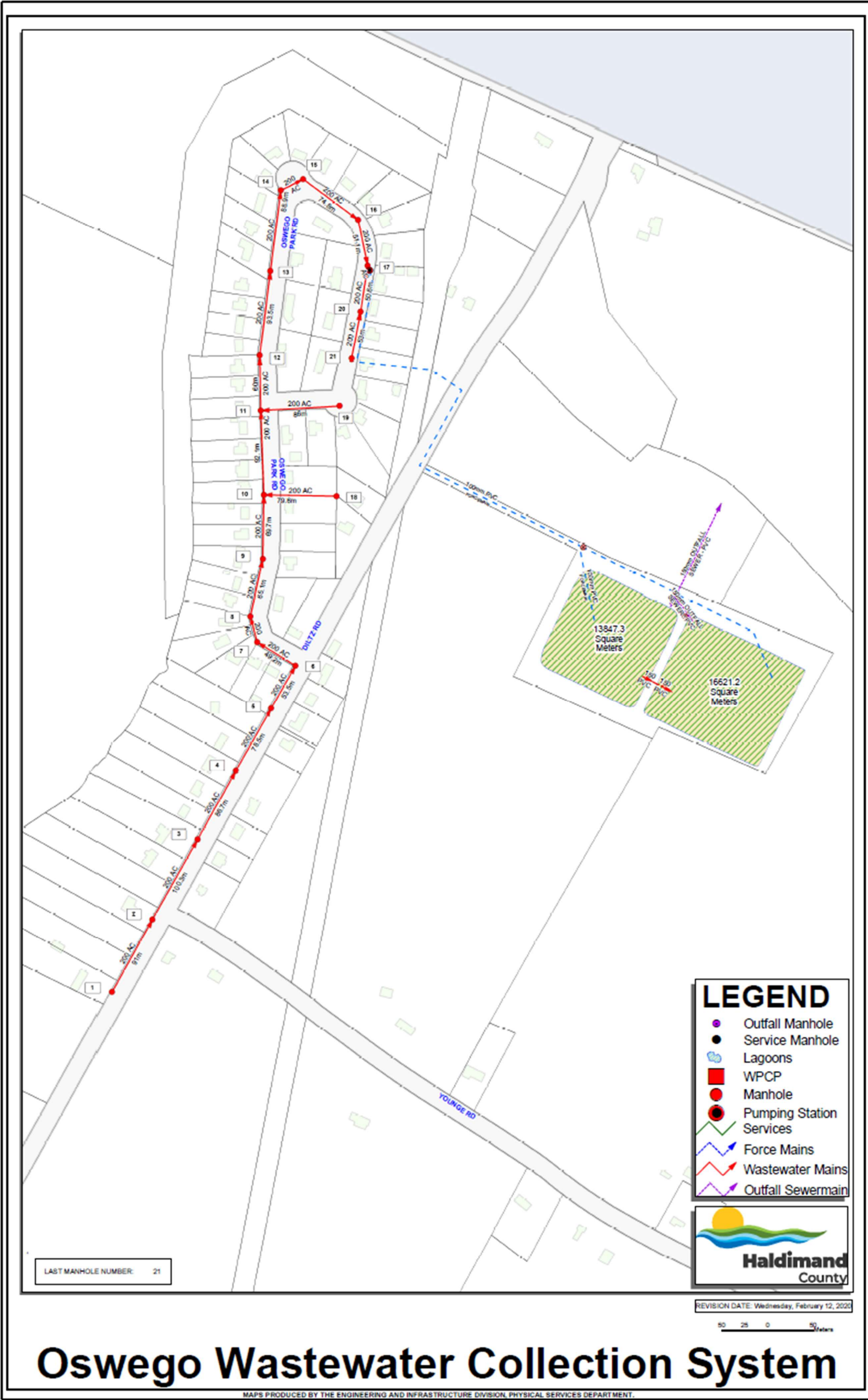












# Appendix L: Risk Rating Criteria

## Risk Definitions

<b>Risk</b>	<p>Integrating a risk management framework into your asset management program requires the translation of risk potential into a quantifiable format. This will allow you to compare and analyze individual assets across your entire asset portfolio. Asset risk is typically defined using the following formula:</p> <p><b>Risk = Probability of Failure (POF) x Consequence of Failure (COF)</b></p>
<b>Probability of Failure (POF)</b>	The probability of failure relates to the likelihood that an asset will fail at a given time. The current physical condition and service life remaining are two commonly used risk parameters in determining this likelihood.
POF - Structural	The likelihood of asset failure due to aspects of an asset such as load carrying capacity, condition or breaks
POF - Functional	The likelihood of asset failure due to its performance
POF - Range	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
<b>Consequences of Failure (COF)</b>	The consequence of failure describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from non-eventful to impactful: a small diameter water main break in a subdivision may cause several rate payers to be without water service for a short time. However, a larger trunk water main may break outside a hospital, leading to significantly higher consequences.
COF - Economic	The monetary consequences of asset failure for the organization and its customers
COF - Social	The consequences of asset failure on the social dimensions of the community
COF - Environmental	The consequence of asset failure on an asset's surrounding environment
COF - Operational	The consequence of asset failure on the Town's day-to-day operations
COF - Health & safety	The consequence of asset failure on the health and well-being of the community
COF - Strategic	The consequence of asset failure on strategic planning
COF - Range	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe

## Appendix L: Risk Rating Criteria

## Risk Frameworks

Asset Category	Asset Segment	Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
General / Corporate		COF	Economic	100%	Replacement Cost	100%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
		POF	Structural	60%	Age Based Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

## Appendix L: Risk Rating Criteria

Asset Category	Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
Bridges & Culverts	COF	Economic	50%	Replacement Cost	70%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
				Structure Type (AM Segment)	30%	Non-OSIM Bridges Structural Culverts OSIM Bridges	2 - Minor 3 - Moderate 4 - Major
		Social	50%	MMS Class	25%	6 5 4 3 2	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
				Speed	25%	=<40km/h =<50km/h =<60km/h =<70km/h =<80km/h	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
				Structure Width	25%	<5 5m - 10m 10m - 15m 15m - 20m >20m	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
				School Route	25%	Yes No	4 - Major 2 - Minor
	POF	Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
		Functional	40%	Service Life Remaining	100%	> 40 20 - 30 10 - 20 1 - 10 < 1	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

## Appendix L: Risk Rating Criteria

Asset Category	Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
Road Network	COF	Economic	50%	Replacement Cost	70%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
				Surface Type (AM Segment)	30%	Earth Gravel Surface Treated Asphalt	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major
		Social	50%	Speed	33%	=<40km/h =<50km/h =<60km/h =<70km/h =<80km/h	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
				Road Type (Level 1)	34%	Local Collector Arterial	2 - Minor 3 - Moderate 4 - Major
				AADT	33%	AADT =<50 >50 AADT =<140 >140 AADT =<360 >360 AADT =<1405 >1405 AADT =<9225	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
	POF	Structural	60%	Assessed Condition (PCI)	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
		Functional	40%	Service Life Remaining	100%	> 40 20 - 30 10 - 20 1 - 10 < 1	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

Appendix L: Risk Rating Criteria

Asset Category	Asset Segment	Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
Storm System	Rest of System	COF	Economic	70%	Replacement Cost	100%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
			Social	30%	System Segments	100%	municipal drains Storm Structures Storm Ponds	2 - Minor 3 - Moderate 4 - Major
		POF	Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
	Storm Mains	COF	Economic	70%	Replacement Cost	50%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
					Diameter	50%	200 250 375 & 400 >450 & < 700 >700	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
			Social	30%	Surface Type (Attribute)	100%	UNK River Surface Treated Asphalt	2 - Minor 5 - Severe 3 - Moderate 4 - Major
		POF	Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

Appendix L: Risk Rating Criteria

Asset Category	Asset Segment	Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
Water System	Watermains	COF	Economic	70%	Replacement Cost	50%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
					Diameter	50%	> 100 100 - 150 150 - 300 300 - 400 > 400	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
		POF	Social	30%	Surface Type (Attribute)	100%	UNK River Surface Treated Asphalt	2 - Minor 5 - Severe 3 - Moderate 4 - Major
			Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
	Rest of System	COF	Economic	70%	Replacement Cost	100%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
			Social	30%	System Segments	100%	Hydrant & General Equipment & Meters Valves General Buildings Storage & Water Depot Booster Station Treatment Plant	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 4 - Major 5 - Severe
		POF	Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

Asset Category	Asset Segment	Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
Sanitary System	Sanitary Mains	COF	Economic	70%	Replacement Cost	50%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
					Diameter	50%	200 250 375 & 400 >450 & < 700 >700	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
		POF	Social	30%	Surface Type (Attribute)	100%	UNK River Surface Treated Asphalt	2 - Minor 5 - Severe 3 - Moderate 4 - Major
			Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
	Rest of System	COF	Economic	70%	Replacement Cost	100%	0 - 2,000 2,000 - 20,000 20,000 - 200,000 200,000 - 2,000,000 >2,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
			Social	30%	System Segments	100%	General Equipment Manholes General Building Lagoon & PS Treatment Plant	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
		POF	Structural	60%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
			Functional	40%	Service Life Remaining	100%	> 40 30 - 40 20 - 30 10 - 20 < 10	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

# Appendix M: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the County's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

## Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the County's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the County can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the County can develop long-term financial strategies with higher accuracy and reliability.

## Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that

should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the County to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

### Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the County should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. **Relevance:** every data item must have a direct influence on the output that is required
2. **Appropriateness:** the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
3. **Reliability:** the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. **Affordability:** the data should be affordable to collect and maintain

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## HALDIMAND COUNTY

### Memorandum CDP-M01-2022 Community Halls Program – Emergency Repair - Cayuga Kinsmen Community Centre



**For Consideration by Council in Committee on December 6, 2022**

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**To:** Mayor Bentley and Members of Council  
**From:** Sheryl Sawyer, Senior Community Partnership Liaison

This Memorandum is intended to provide information regarding an emergency repair to the Cayuga Kinsmen Community Centre—which is part of Haldimand County’s Community Halls Program—and its source of funding.

In April 2022, the volunteers at the Hall reported that there was no heat available to the building. Staff advised the group to call a local contractor to diagnose the problem. The contractor determined the source of the problem and subsequently replaced a faulty flame sensor in the rooftop heating unit for a total cost of \$880.11 (including 1.76% HST).

The Cayuga Kinsmen Community Centre is one of 17 County-owned and volunteer-operated halls in Haldimand County. According to Policy 2003-01 Community Partnership Program – Capital Halls Capital Grants, “capital repairs or replacements related to the structural integrity and public/legislated safety of the Community Hall will be funded at 100% by the County. This capital work can be either planned or on an emergency basis”.

The Council-approved 2022 Tax Supported Capital Budget includes a \$20,000 allocation related to unforeseen expenditures associated with Community Halls. This emergency purchase of \$880.11 was completed in accordance with Procurement Policy 2013-02, as indicated in this excerpt from Section 4.03(k): “Where, in the opinion of the applicable General Manager, an emergency has occurred:... the User Division shall submit a memorandum to Council outlining the purchase and the conditions that constituted an emergency...”.

### REFERENCES:

1. [Policy 2013-02 - Procurement Policy](#)
2. [Policy 2003-01 Community Partnership Program - Community Halls Capital Grant Policy](#)

### ATTACHMENTS:

None.

# HALDIMAND COUNTY

## Memorandum EDT-M02-2022 North Caledonia Employment Lands Feasibility and Servicing Study



For Consideration by Council in Committee on December 6, 2022

**To:** Mayor Bentley and Members of Council  
**From:** Lidy Romanuk, Manager, Economic Development and Tourism, B.A., Ec.D.

### OBJECTIVE

The purpose of this memo is to provide Council with an update on the progress of the North Caledonia Employment Lands Feasibility and Servicing Study (the Study) and to outline the planned future public engagement process.

### BACKGROUND

Haldimand County is growing. Over the past ten years the County has seen and continues to see a substantial increase in residential development. With increased residential development there is a need to provide increased employment opportunities for Haldimand residents and to ensure a good balance in terms of the County's tax base. While commercial/employment focused inquiries also continue to rise, one of the most significant challenges in growing our employment numbers is the lack of well-located shovel ready employment lands to direct these inquiries to.

The key objectives of the North Caledonia Employment Lands Feasibility and Servicing study are to continue to promote economic development within Haldimand County by ensuring there is an adequate supply of serviced and developable lands to attract target employment sectors and businesses over the long term. The lack of readily available serviced lands has been identified as a challenge throughout recent studies as described below.

#### *Economic Development Strategy*

As identified in the 2017 Council approved Economic Development Strategy, Haldimand County is facing challenges securing new business and investments. These challenges are predominately a result of having a very limited supply of well-located shovel ready commercial/industrial lands. The Economic Development Strategy further recommends developing Haldimand County as an investment product by undertaking an industrial/employment land strategy that would include:

1. Creating policies to address the County's responsibility for ensuring a sufficient and continuous supply of shovel-ready employment area available. Policies should include the development of employment/industrial land if/as required;
2. Completing a market and location analysis to identify land within Haldimand County which is strategically located as having the highest investment potential for industrial/employment development;
3. Completing an analysis of the infrastructure and servicing need for development of recommended lands; and
4. Creating a business case for the development of employment/industrial land.

### *Business Development and Planning Advisory Committee of Council*

In addition, the Business Development and Planning Advisory Committee of Council participated in an exercise to identify their recommended priorities for the last term of Council (2018-2022). The Committee identified developing and servicing employment lands as one of the top priorities including:

1. Inventorying of available properties within Haldimand County;
2. Addressing land supply issues through an Employment Lands Strategy for serviced and designated industrial lands;
3. Increased focus on infilling business properties in the County; and
4. Investment into Caledonia Employment lands.

### *Municipal Comprehensive Review and Haldimand County Growth Analysis*

Following the recent completion and approval of the Official Plan Update – Phase 1 (in December 2021), it was further identified that there is a need for the County to play a role in the development of employment lands. The municipal comprehensive review and the growth analysis process outlined that moving forward Haldimand County shall:

1. Accommodate the Provincial 2051 forecast of 77,000 residents and 29,000 jobs;
2. Accommodate an additional population of 30,000 new residents and 12,700 new households and 11,000 new jobs by 2051;
3. Set intensification targets for existing built areas in urban communities;
4. Set a minimum target of 40 residents and jobs per hectare in new community areas;
5. Plan for and protect employment land; and
6. Conform to the Provincial Policy Statement.

Further identified in Haldimand County's Growth Analysis (to 2051) is that a key driver of Haldimand's future population and economic growth is its geographic location within Ontario. Haldimand is located within the southwest region of the Greater Golden Horseshoe (GGH) Outer Ring. The magnitude and distribution of growth through the GGH is of key significance to Haldimand County. More specifically, as the remaining greenfield areas of the more mature areas to the west of the Greater Toronto and Hamilton Area (GTHA) gradually build out, increasing outward growth pressure will be placed on the outlying municipalities of the GGH Outer Ring. For Haldimand County, this outward growth issue is anticipated to be most heavily felt in the County's larger urban centres, most notably Caledonia, and to a lesser extent Hagersville.

In December 2021, the Province approved Phase 1 of Haldimand County's Official Plan Update. The amendments to the Official Plan identified Caledonia as the area of most significant demand, and where employment land interest is growing as residential development advances. As a result, during the Official Plan Phase 1 process, an additional 140 hectares (345 acres) of employment lands were added to the urban boundary of Caledonia. This location recognizes the criticality of being located near the Hamilton airport with easy access to the 403 and Highway 6 which will be further enhanced in the future when the Highway 6 by-pass is extended. This amount of land is aligned with expected employment land needs until 2051. The approved of the Growth Strategy has allowed staff to proceed forward with the North Caledonia Employment Lands Feasibility and Servicing Study.

Addressing the lack of serviced lands will enable the County to retain, grow and attract new business. Recognizing the long-term and significant investment that will be required, Haldimand County will need to be involved in some capacity to ensure this objective continues to move forward. Through the Study there are several business models for development that will be examined and presented to Council for consideration.

Regardless of the model that is selected, it is assumed that the County will need to be involved in some capacity in the future development of these employment lands to ensure the following:

- The upfront investment of the infrastructure needed to create fully-serviced, shovel ready lands and ensuring a cohesive approach to the development of the lands;
- To ensure the best use of these lands and look for those development opportunities that will see an increase of good-paying jobs for our community.

## OVERVIEW OF THE PROJECT

To address the provision of an additional 11,000 jobs by 2051 and ensure there is an adequate supply of employment lands for future development, the County has initiated the Study which consists of three phases (as outline in detail below). This project was approved as part of the 2019 Capital Budget, however was delayed to accommodate the completion of the Official Plan and as a result of the pandemic. The project was initiated in early 2022 and the consultant team of Watson & Associates Economists Ltd., WSP Canada Group Limited and GM BluePlan Engineering were retained to lead the Study.

The purpose of the study was initiated to address the anticipated employment growth as identified in the recent Growth Management Study and Official Plan review and to remain competitive over the long term. Through these three phased studies, the necessary investigations and due diligence will be completed for the future development of employment lands in Caledonia.

The Study incorporates a methodical, critical assessment and forward-looking approach to the future development of employment lands in Caledonia. The study area is 183 hectares (454.23 acres) as identified in the map found as Attachment 1.

The following provides a high-level overview of the project currently underway:

Phase 1 (current focus of the consulting team and staff)

1. Location Analysis will be completed to provide appropriate input into the planning and development process. This will include, but is not limited to review of all plans/surveys; infrastructure servicing plans and the associated capacity; identification of comparative advantages and disadvantages of the subject lands noting the surrounding and nearby development. The consultant will make recommendations for the highest and best use of the land taking into consideration current market conditions of supply and demand and desire for job growth.
2. Market Research and Analysis will include both primary and secondary research that includes the following: analysis of area economy; market demographics; supply and demand analysis; anticipated real estate sales/uptake; risk factors; Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis; best practices/lessons learned of past and comparable developments. Key analysis will include an economic base analysis; local labour force analysis; identification of key sectors and target industries; as well as a competitive analysis and employment land supply and demand analysis.
3. Function Servicing Design will be completed to further confirm any planning and environmental issues. Through this review the consultants will make recommendations on any potential or necessary changes to the Official Plan designations and/or zoning by-laws. In addition, the consultants will include a site servicing cost estimate and provide a conceptual design for subdivision, road layout and lotting plan.

## Phase 2 (project focus in first quarter of 2023)

1. Financial Analysis – the consultant will conduct a financial impact analysis to assess the impacts of the preferred land design and financial policies. This analysis will include a preliminary servicing cost estimate; development of scenarios; estimated operating revenue and expenditures analysis; assessment revenue analysis; capital cost and development charge analysis; annual cash flow and net present value analysis. Based on the above, the consultant will develop a financial model and work with County staff to develop policy recommendations and phasing scenarios. The report will also include discussion on potential development incentives and funding sources the County could consider as part of this endeavour.
2. Business Plan – based on the financial analysis undertaken, a business plan will be prepared. This plan will identify actionable steps and processes for the County to effectively manage the land development/investment opportunity. The business plan will review the following scenarios:
  - Employment lands are privately developed and traditionally designed and operated;
  - Haldimand County acts as the land developer, and in partnership the private sector develops serviced lots;
  - Haldimand County invests in conceptual planning for the site and then shops the plan to a developer who commits to developing the employment lands; and
  - Haldimand County is the developer, acquires, services, markets and sells the employment lands.

Following the conclusion of Phase 1 and Phase 2 and subsequent Council direction, the consultant will commence Phase 3 (expected timing is spring/early summer 2023) which will involve recommendations regarding property administration and management marketing, as well as an implementation plan with anticipated focus as follows:

1. Property Administration and Management – the consultant will identify opportunities to raise the profile of the subject Employment Area both domestically and internationally, building on the target sector analysis completed in Phase 1. The Consultant will provide an outline and general direction regarding a marketing strategy for the North Caledonia employment lands as it relates to targeting, promoting and attracting development to the future Employment Area. The marketing strategies provided will:
  - Identify and evaluate mechanisms, tools and approaches for communicating key advantages to target sectors and companies;
  - Consider the North Caledonia employment lands value proposition to potential investors, how that value may be differentiated from that of competing communities and investment destinations, and the manner in which that value may be effectively communicated;
  - Review of the target sectors to ensure a strong understanding of the key value proposition to potential investors, and a sense of Haldimand County's position within the broader competitive landscape;
  - Review the success of previous business attraction efforts in Haldimand County and build on these efforts to promote and profile the North Caledonia employment lands;
  - Provide consideration to how properties within the North Caledonia employment lands should be marketed and sold; and
  - Identify potential employment land sale negotiation parameters according to the target sectors identified.
2. Implementation Plan – following Council's direction, the consultant team will establish the Council approved business model for the North Caledonia Employment Lands in the final report. The report will also provide a recommended direction on public/private land acquisition and identify an overall plan to implement the finds of the study. This plan will provide guidance on

required additional studies to develop the employment lands, proposed timelines, target sector requirements, sales process, and required resourcing.

### *Updated Public Consultation and Engagement Program*

Due to the sensitivity of this project and upon review of the applicable procurement legislation, the Canadian Free Trade Agreement (CFTA), the consultant services were sought by invitation only to three (3) bidders and not through a public open process. As permitted within CFTA, if there are matters that are confidential or privileged in nature and disclosure of those matters through an open process could reasonably be expected to compromise government confidentially, limited tendering is possible. Once the project was started however, it was determined that a public facing process would better meet the expectations of the County and the community. On that basis, County staff requested the consultants to prepare an updated public engagement and consultation program for the County's consideration. See (Attachment 2) for the July 2022 stakeholder meeting presentation.

The Public Consultation and Engagement Program will be implemented as follows:

Task	Description	Target Schedule
<b>Phase 1</b>		
Stakeholder Consultation Meetings	This task was included in the original scope of work and has since been completed.	Summer 2022 (complete)
Consultation with First Nations	This task was resourced in the original scope of work and has since been completed.	Summer 2022 (complete)
Landowners Meetings	This is a new task that would seek to hold one meeting with interested landowners within the Study area. The intent is to provide an early opportunity for participation of the landowners in the Study.	Fall 2022
Dedicated Project Webpage	This is a new task that would principally be led by the County with advisory input from WSP. A public-facing webpage containing all project information would be established.	Fall 2022
<b>Phase 2</b>		
Advisory Group Meeting	This is a new task that seeks to establish an Advisory Group and hold one meeting during Phase 2. The Advisory Group would be comprised of key stakeholders that were engaged from Phase 1. The intent is to continue to offer a meaningful opportunity for key	Winter 2023

	stakeholders to directly engage with the Project Team, while streamlining the engagement program.	
Landowners Meeting	This is a new task to hold one meeting with interested landowners within the Study area during Phase 2. The intent is to provide continued opportunity for participation of the landowners in the Study.	Winter 2023
Consultation with First Nations	This is a new task that contemplates an additional one-on-one meeting with each of Six Nations of the Grand River and the Mississauga of the Credit First Nation. This task has been identified based on feedback from consultation with First Nations communities that took place during Phase 1.	Winter 2023
Public Information Centre	This task was resourced in the original scope of work and contemplates holding a Public Information Centre during Phase 2 to present the Study and findings to date to the public.	Winter 2023
Delegation to BDAPAC* and AAC**	A delegation to the BDAPAC was resourced in the original scope of work, however a delegation to the AAC is contemplated as a new task.	Winter 2023
Presentation to Council for Information Purposes	This is a new task that contemplates making a formal presentation to Council for information purposes only during Phase 2. The intent of this task is to ensure Council remains informed and updated on the Study as it evolves and prior to commencing Phase 3. A separate task to make an in-camera presentation to Council was contemplated under the original scope of work and is intended to be delivered in conjunction with the public	Winter 2023

	presentation for information purposes, as noted above.	
<b>Phase 3</b>		
Phase 3 will follow a similar structure as Phase 2 with outreach to the same groups. The focus on the meetings will be to focus on gathering input and guidance on the key elements of Phase 3 including:		
<ul style="list-style-type: none"> <li>• Property Administration and Management Marketing; and</li> <li>• Development of the Implementation Plan</li> </ul>		

*\*Business Development and Planning Advisory Committee (BDAPAC)*

*\*\*Agricultural Advisory Committee (AAC)*

The enhanced public engagement and consultation program has resulted in additional costs of \$16,000 to the overall budget. That said, the contingency funds included within the original project budget did allow for these costs to be fully covered without any further impact to the original budget.

The consultants have been actively engaged in the project and have recently provided staff with a draft copy of the partially completed Phase 1 report. Upon Council receipt of this memo, staff will be moving forward with the enhanced public engagement consultations and will develop a project specific web page to share the information with the public.

## CONCLUSION

The lack of serviced, ready to go employment lands is a significant barrier to employment growth in Haldimand County. Inquiries are regularly received from site selectors, realtors and business owners looking for land inventory that is properly zoned and adequately serviced for potential developments. In 2022, over 400 such inquiries were fielded by staff. However, more often than not, staff's ability to move these inquiries to the next step has been limited due to the lack of servicing for any of the land in the County that is currently zoned for employment/industrial use. While it is anticipated that Caledonia will see the most significant growth in jobs from now to 2051 and is the area that receives the greatest number of inquiries, it is also the area that has the least amount of available lands to allow for employment growth. To be successful in business attraction requires that a municipality complete the due diligence required to ensure at the very least, that lands are properly zoned (to the best of our ability) and adequate servicing is available at the site. Businesses do not have the time, money or interest to invest in these basic requirements and will simply move along to an area that is development ready and business friendly.

Over the past number of years, it has become evident that Haldimand County lacks serviced employment lands in the right location. To realize the greatest potential for success, it is crucial that Haldimand County be involved in the long-term planning and execution of employment land development. The County, while needing to ensure that any project is fiscally responsible, has the responsibility to plan for the future growth of the County and provide future employment opportunities to our residents. This includes making or helping to facilitate long term investments in infrastructure and servicing to ensure the greatest impact and best use of these lands. From a market demand perspective, it is anticipated that to be successful the Study will demonstrate the need for Haldimand County to be involved in employment land development in some capacity for the long-term.

The Study will enable the County to develop a long-term strategy to overcome land supply and servicing issues, selecting the best location to leverage opportunity and undertake robust due diligence to develop a business park and accompanying business plan to market and sell these lands. The completion of the North Caledonia Employment Lands Feasibility and Servicing Study will provide

Council with the necessary information to determine how to proceed to continue to advance this project forward.

Following the completion of this Study, and dependant upon Council's decision and directions to staff, future phases of work could include the following:

#### Future Phase 2

1. Conditional Land Acquisition to complete required studies.
2. Due Diligence/Studies including – Environmental Impact Study, Archaeological Study, Agricultural Impact Study, Subwater Shed Study, Geotechnical investigation, structural engineering, survey, title search, site planning, traffic plans, water/sewer requirements.

#### Future Phase 3

1. Construction of infrastructure/servicing.
2. Construction of business park (fully serviced, development ready).

#### Future Phase 4

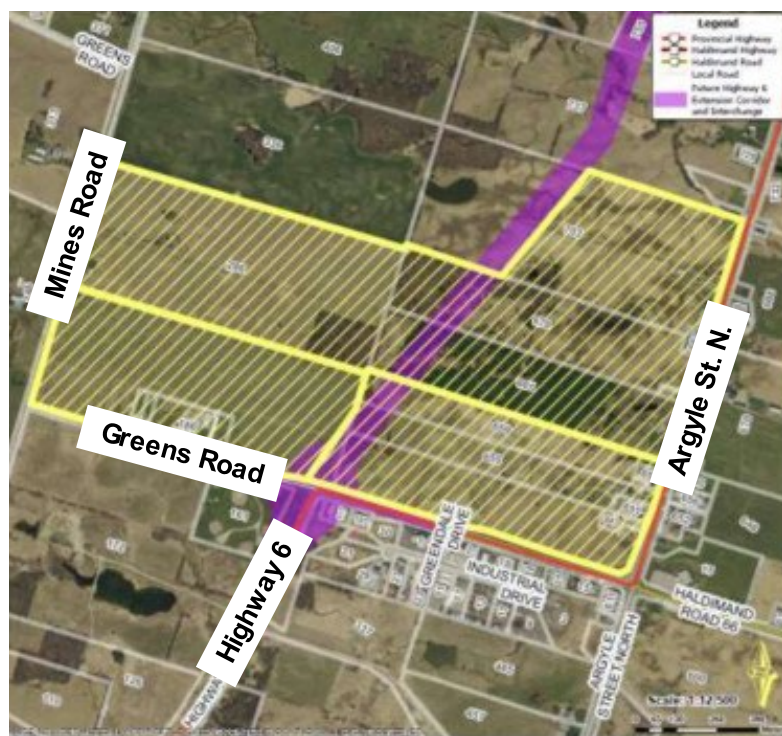
1. Development of Investment Attraction Strategy.
2. Marketing and Sale of Land.

The impacts on future capital and operating budgets for the above phases will be determined as the study moves forward.

### **ATTACHMENTS:**

1. Map of Project location.
2. Stakeholder Presentation.

# Study Area Location



The Study Area is 183.41 hectares (453.23 acres) in size, and located at the north end of Caledonia.

# North Caledonia Employment Lands Feasibility Study

Stakeholder Meetings | July 2022



# Presentation Overview

1. Project Team Introductions
2. Purpose of the Meeting
3. Purpose of the Study
4. Study Area Location
5. Proposed Work Plan and Consultation Schedule
6. Discussion Questions
7. Project Contact Information

# Who is on the Call Today

## On the Call Today:

- Lidy Romanuk, Manager, Economic Development & Tourism, Haldimand County
- Rob Rappolt, Senior Planner, WSP Canada Inc.
- Will Turman, Planner, WSP Canada Inc.

## Listening in:

- Adam Fischer, Land Economist/Planner, Watson
- Dania Chehab, Lead, GM BluePlan

# Purpose of the Meeting

- Engage key stakeholders early in the process
- Identify key considerations and priorities to inform the background analysis
- Establish next steps in the Project, including how and when stakeholders prefer to be engaged

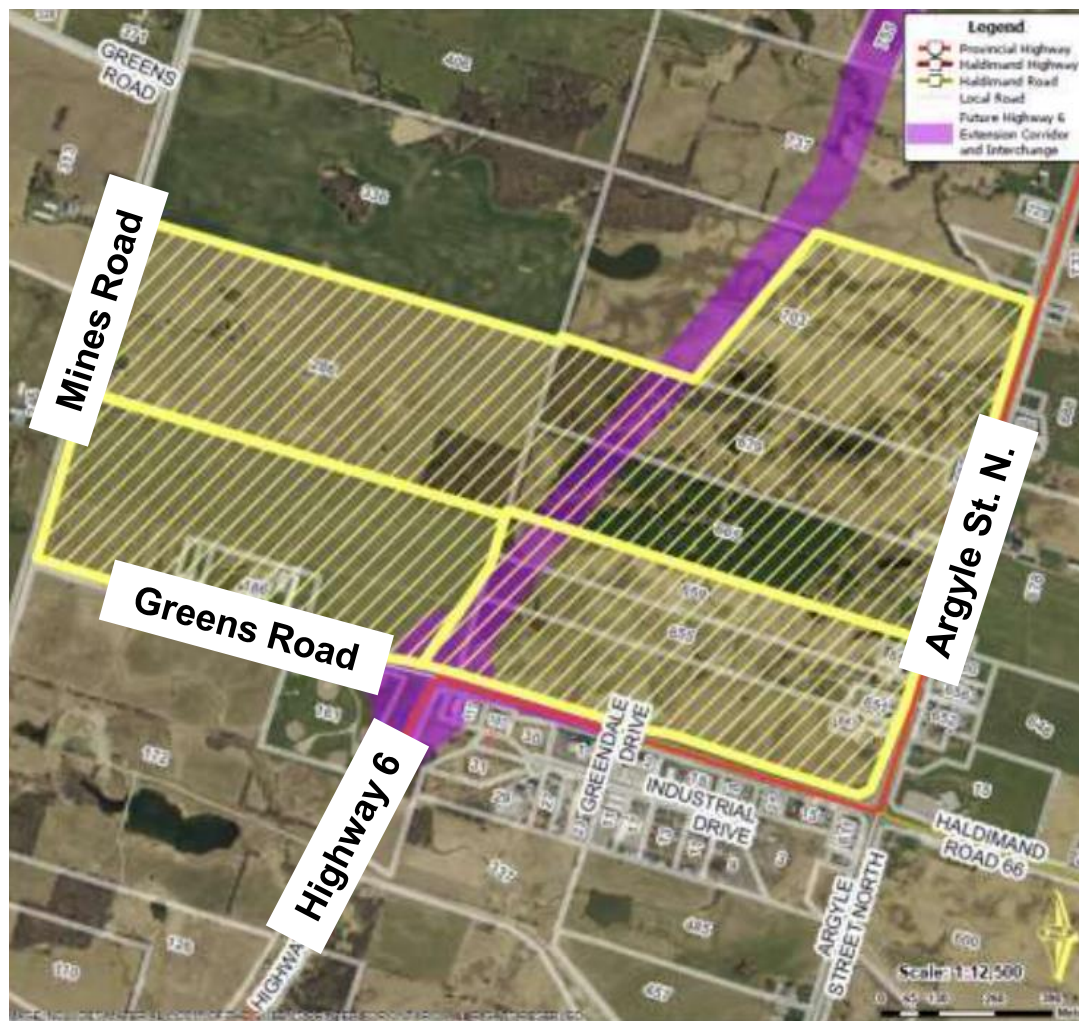
# Purpose of the Study

- Haldimand County has a demonstrated need for additional employment lands over the planning horizon as identified through the recent Official Plan Update.
- Promote economic development within the County by ensuring there is an adequate supply of serviced and developable employment land.
- Provide direction on the type of industry and employment which should be attracted.
- Produce a plan for how these lands should be serviced and financed over the planning horizon.

## Note on Confidentiality:

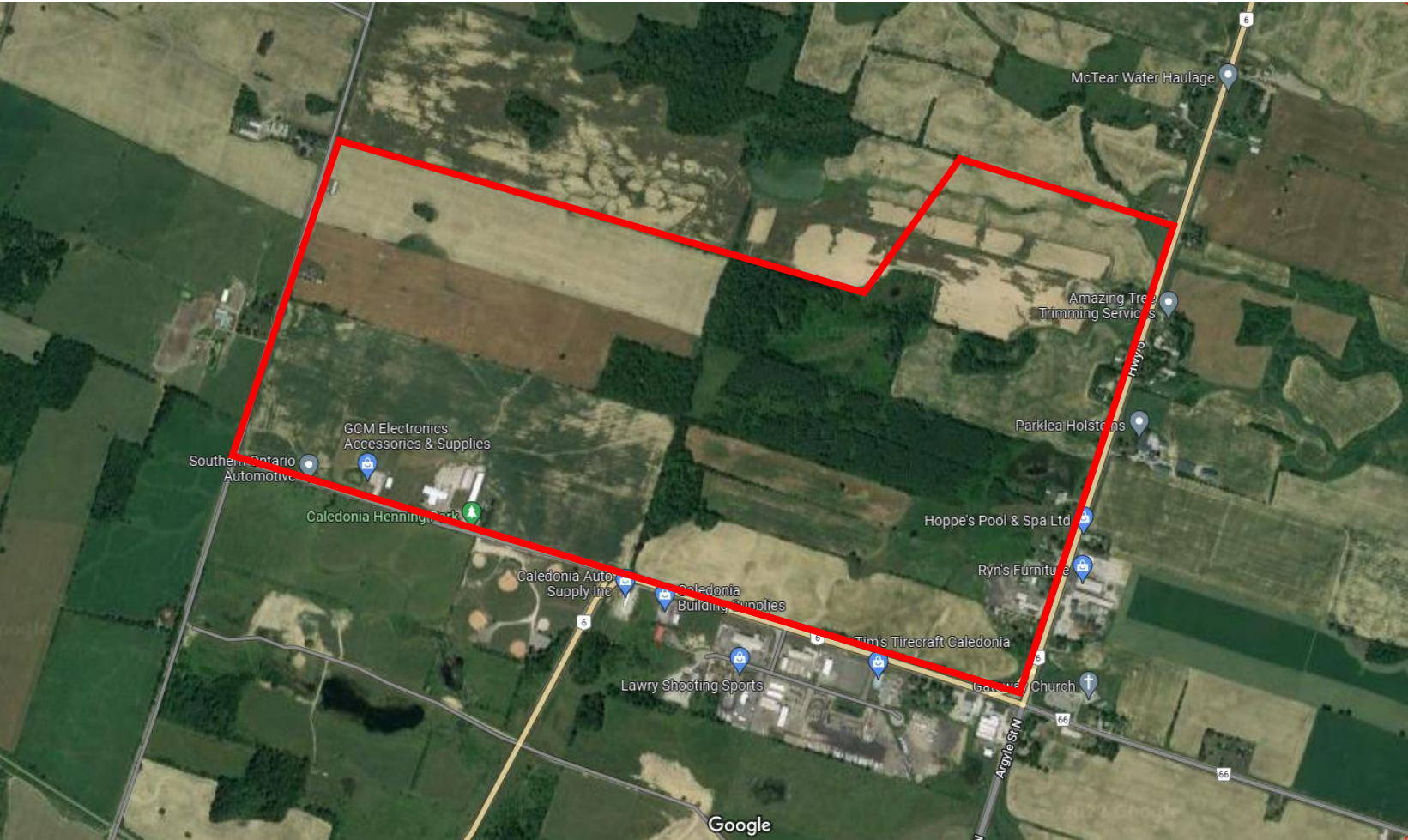
At this time, the Study remains confidential. We appreciate participants respecting the County's request to treat the information and discussions of today's meeting in that regard.

# Study Area Location

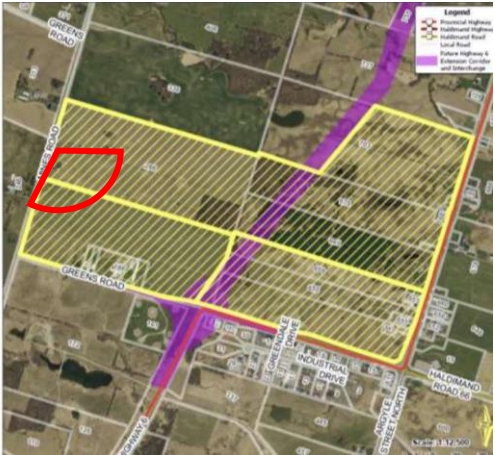


The Study Area is 183.41 hectares (453.23 acres) in size, and located at the north end of Caledonia.

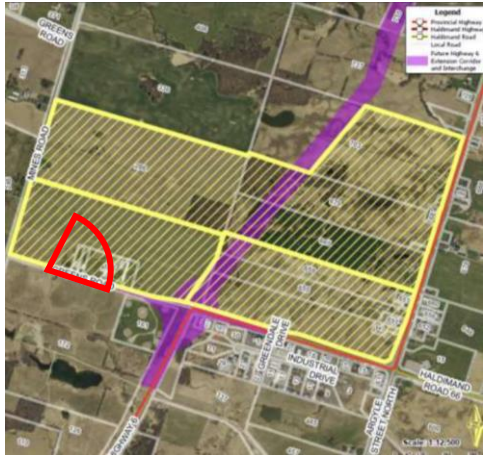
# Study Area Location



# Study Area Location

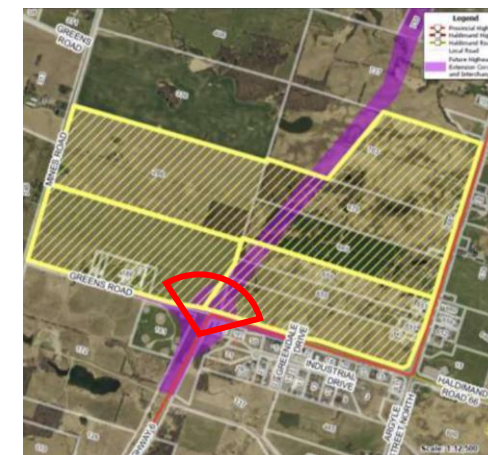


# Study Area Location



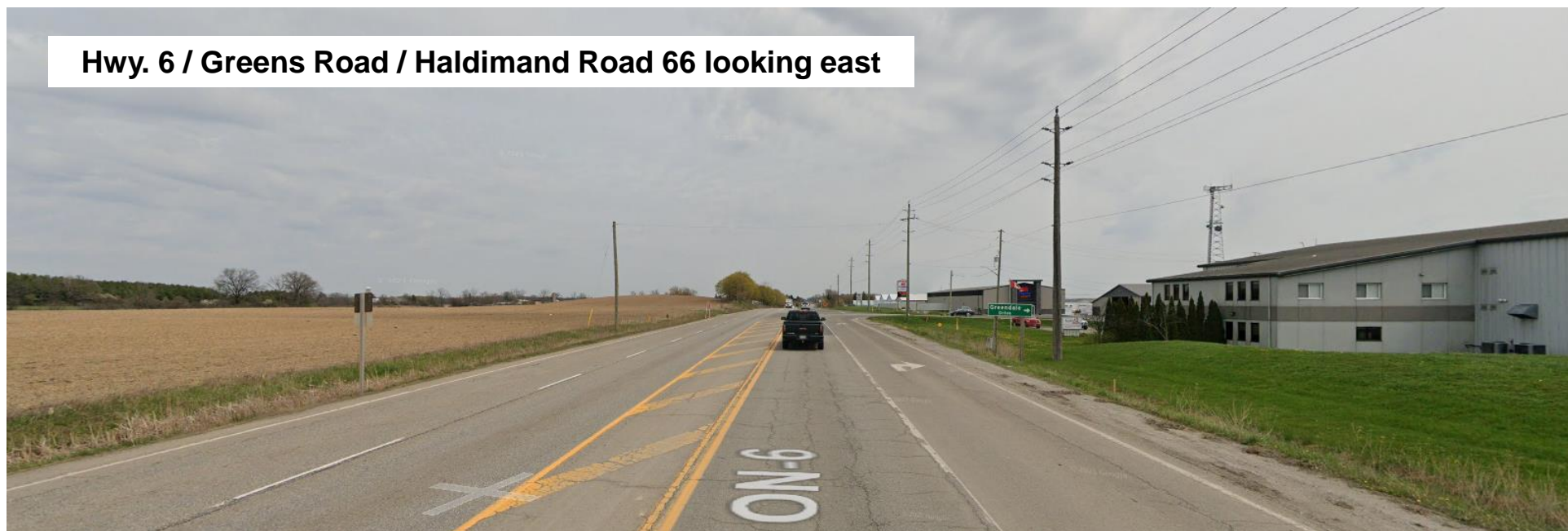
# Study Area Location

Hwy. 6 and Greens Road looking north



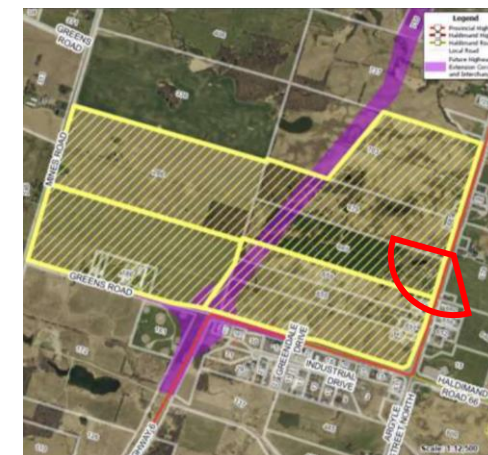
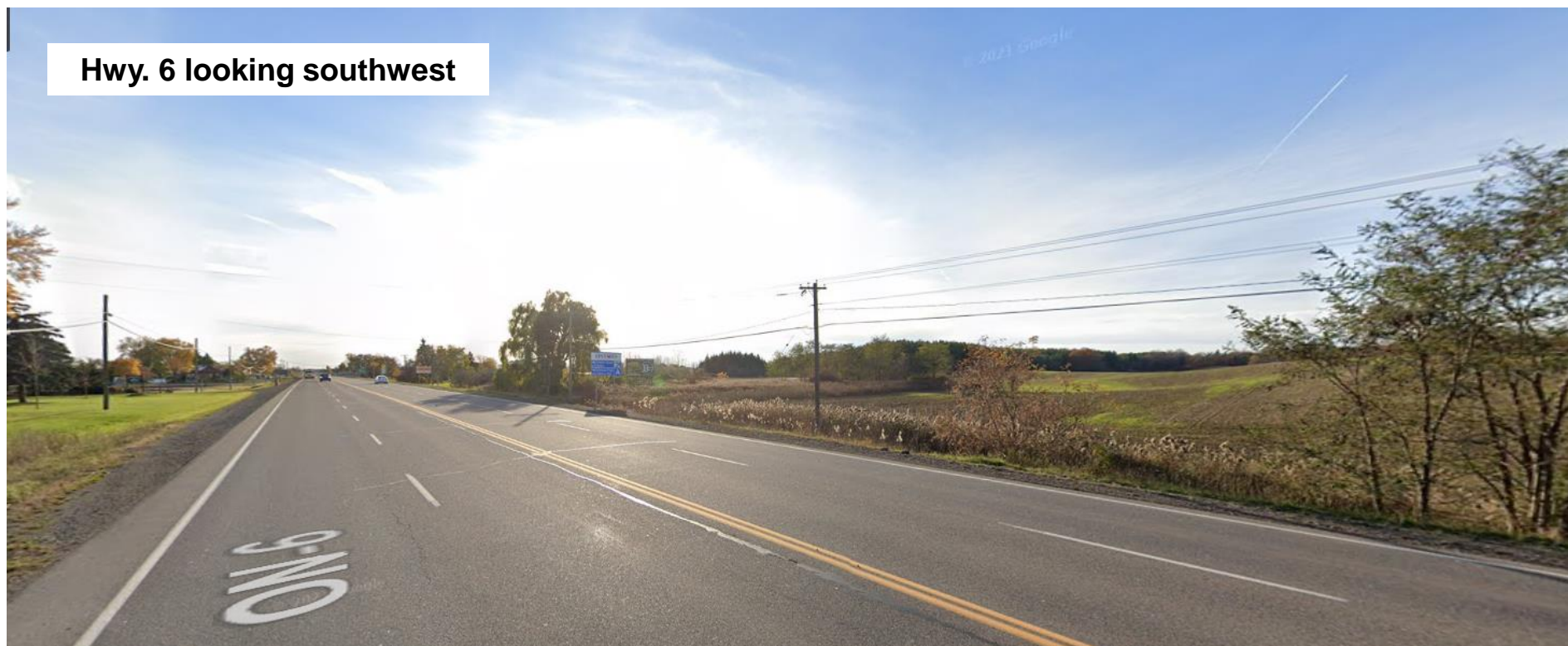
# Study Area Location

Hwy. 6 / Greens Road / Haldimand Road 66 looking east

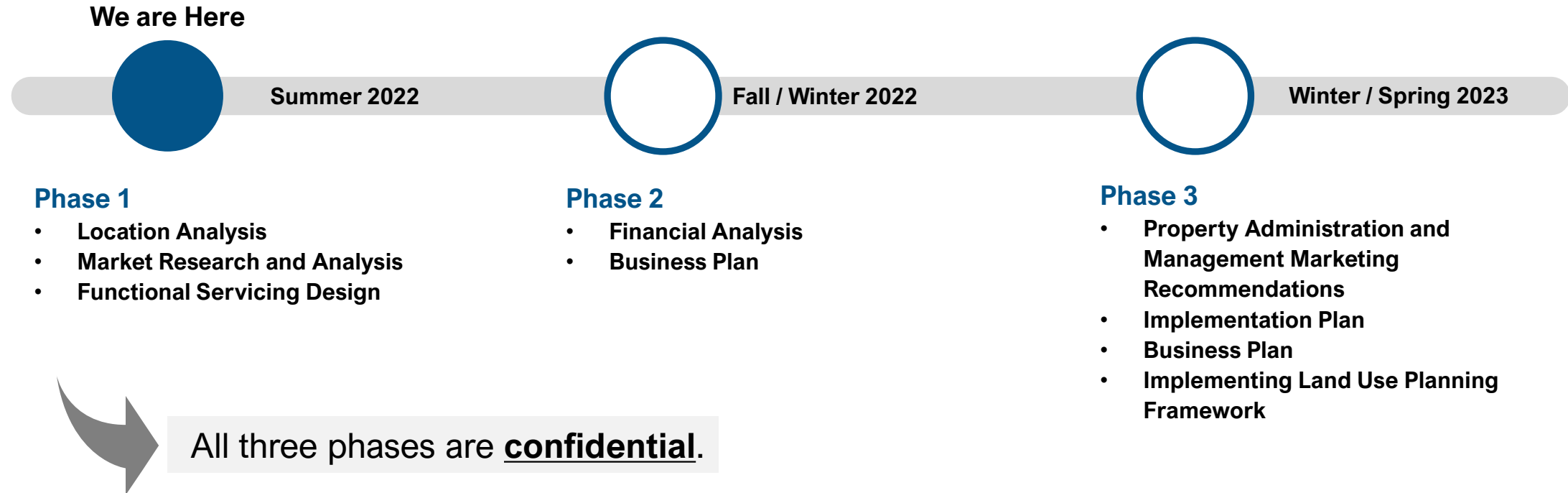


# Study Area Location

Hwy. 6 looking southwest



# Proposed Work Plan



# Proposed Work Plan

We are Here



## Phase 1

- **Location Analysis (background review)**
  - Review plans, surveys, servicing, current capacities
  - Review land use including environmental information
  - Review of site specific characteristics
  - Identify area context
- **Market Research and Analysis**
  - Economic Base, Local Labour Force analyses
  - Identify key sectors/target industries
  - Employment land supply/demand analysis
- **Functional Servicing Design**
  - Recommendations for Official Plan (OP) and Zoning By-law (ZBL) Amendments
  - Prepare conceptual design and layout
  - Recommendations on permitted uses and design control

# Proposed Work Plan



- **Financial Analysis**

- Servicing cost estimates
- Assessment revenue analysis
- Capital Cost Analysis
- Develop policy recommendations and phasing scenarios
- Financial Analysis Report

- **Business Plan**

- Prepare Business Plan based on the analysis from work from Phases 1 and 2

# Proposed Work Plan



- **Property Administration and Management Marketing Recommendations**
  - Assessment and recommendations on municipal practices in industrial land development, marketing, sales, covenant enforcement and policies
  - Development of options for how the properties are to be administered, marketed and sold
  - Development of general processes/procedures
- **Implementation Plan**
  - Development of Business Model, including appropriate plan for land acquisition
  - Identification of Required Development Approvals
  - Preparation of draft policies to support Council's decisions making with respect to employment land development
  - Prepare draft proposed County employment land development policies/objectives

# Proposed Consultation Schedule



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## Summer 2022:

### Stakeholder Meetings

- today's Meeting

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## Fall 2022:

### Stakeholders

- Ongoing project communication to stakeholders

### Business Development and Planning Advisory Committee

- Present to the BDPAC for input

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## Winter/Spring 2023:

### Stakeholders

- Ongoing project communication to stakeholders

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## Spring 2023:

### Business Development and Planning Advisory Committee

- Present draft policies/objectives for input

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## Summer 2023:

### Presentation of Final Draft to Council

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# Consulting First Nations

- Haldimand County has a duty to Consult the Six Nations of the Grand River and the Mississaugas of the Credit First Nation.
- Haldimand County's approach to Indigenous consultation is government-to-government.
- It is anticipated that this consultation will occur over Summer 2022.



# Discussion

1. What are your priorities and/or interests in the Study?
2. What opportunities are there through this Study?
3. What concerns, if any, are there with this Study?
4. What is the best way to stay in touch and how often?
5. Are there any additional key considerations for the Project Team at this time?
6. How can the County support the long-term success of the Employment Lands?
7. What role should Haldimand County play?
8. What would an effective implementation plan consider?

# Project Contact Information

**For project updates,  
more information or to  
provide input on the  
Project**

## **Project Manager**

**Lidy Romanuk**

Manager – Economic Development  
& Tourism

Haldimand County

[lromanuk@haldimandcounty.on.ca](mailto:lromanuk@haldimandcounty.on.ca)

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# HALDIMAND COUNTY

## Report LSS-20-2022 3rd Quarter Insurance Activity - 2022

For Consideration by Council in Committee on December 6, 2022

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### OBJECTIVE:

To advise Council of insurance activity including claims made against the County and costs incurred for the period of July 1, 2022 to September 30, 2022.

### RECOMMENDATIONS:

1. THAT Report LSS-20-2022 3rd Quarter Insurance Activity Report – 2022 be received.

**Prepared by:** Cassie Plug, Claims Coordinator

**Reviewed by:** Lori Friesen, Manager of Legal & Support Services

**Respectfully submitted:** Cathy Case, General Manager of Corporate & Social Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

In the third quarter of 2022, claims against the County and claims by the County are trending higher than previous years. Legal and Support Services staff are continuing to be proactive on all fronts of risk exposure and loss mitigation through data collection and examination, providing staff training and knowledge sharing. These activities assist with the County continuing to be identified as a model municipality in terms of its loss experience. Staff also continue to be proactive in claims subrogation in order to recover costs from third parties where possible as this has a positive impact on the Self Insurance Reserve as described within this report.

### BACKGROUND:

The County pays premiums to the external insurance carriers for general municipal insurance coverage. In addition, funds are allocated annually within the County's budget for the Self Insurance Reserve (SIR) program. The SIR program is designed to cover the costs of investigation, defence and settlement of all claims falling below the County's deductible levels, and also covers payment of the respective deductibles to the insurer.

As with previous years, deductible levels are varied and based on the type of insurance coverage applicable to a loss or claim. For example, municipal liability coverage carries a deductible of \$250,000, the property deductible is \$50,000 and auto deductible is \$25,000.

This report does not quantify the total cost of a claim if a deductible is exceeded. The dollar value of insurance claims over and above the deductible levels are reported in the annual litigation report and are also reflected in annual premium changes, which are based on the County's historical claims experience and changing market conditions.

The following information outlines the statistical data for the 3rd quarter of 2022 and compares the information to historical data in order to recognize the County's risk profile and trends that can be addressed and mitigated.

## ANALYSIS:

Claims can vary in value and scope, are managed according to the specifics of each claim, and fall within one of the three categories:

- **Litigation** - is dealt with by a claims examiner and/or legal counsel assigned by the County and/or the insurer with staff working in close consultation on these matters, typically reserved for incidents resulting in a formal statement of claim.
- **Informal Claims** - are claims for compensation managed by staff or with the assistance of a third party adjuster for more complex matters.
- **Incidents** - are those events where staff receive notification of something happening that may result in an informal claim, but at the time of notification, there is no claim for compensation.

Claims which fall within the litigation category are provided annually to Council in a separate report.

Informal claims will include both claims that are issued *against* the County, which are claims or demands for compensation by third parties to Haldimand County, as well as claims made *by* the County. Claims made *by* the County can include internal claims such as fleet claims due to damaged County vehicles, lost or stolen equipment, as well as damage to County infrastructure by third parties (for example, motor vehicle collisions damaging a street light). Where the County can identify a responsible party for such damage, further administrative duties are completed including subrogating for cost recovery. In the absence of a responsible party, claims are made by the applicable division to the Legal & Support Services staff and processed internally for the originating division's cost recovery. Claims exceeding or nearing the deductible threshold are processed through the County's insurer in accordance with the contractual provisions of the respective insurance policies. Within the parameters set out above, the County is also responsible to report certain types of incidents, including liability claims regarding bodily injury matters to the insurer, even where the deductible threshold has not (yet) been met.

Tracking incidents is a proactive method to identify any type of situation that has the potential of turning into an informal or a litigation claim. It is possible that incidents could remain with an incident status throughout the limitation period due to no further action coming from the event. However, if a claim for compensation, notice of intent, statement of claim, or an internal invoice for repair is received, at that time, the incident will become an informal or litigation claim.

It is important to continually review all reported incidents alongside the claims and litigation matters in order to obtain a holistic view of risk exposure. Staff continually review this data and engage in risk mitigation strategies, such as those described under the Risk Management section of this report.

## Data:

Attachment #1 provides information on incidents and claims against the County received in the third quarter and by what means they are managed. In the third quarter of 2022, Haldimand County received 13 claims against the County. Over the past 3 years, the average annual claims against the County is 41. Claims reported year to date represent 95.12% of the average, indicating that claims are slightly higher in 2022. Claims being reported as "Not County Jurisdiction/Other" are claims that were received, but through an investigation were determined to be made incorrectly against the County, or where the legal responsibility lies with a contractor or third party.

Attachment #1 also breaks down the claims against the County by the applicable division. As is common with municipal operations, the Roads Operations Division experiences the bulk of the annual claims made against the County as it has the highest risk exposure.

In terms of claims made by the County, 17 claims were processed in the third quarter of 2022. A breakdown of this information is provided in Attachment #2. Over the past 3 years, the average annual claims by the County is 74. Claims reported in 2022, year to date represent 60.8% of the average of reported claims. This would indicate a consistent trend in claims; however, it should be noted that the volume of claims in 2019 is an anomaly that may be increasing the three-year average. The anomaly may have been caused by a change in the administrative process (the recording of “incidents” as claims, when in fact the incident didn’t actually result in a claim). This process has now changed, therefore, the more recent years of 2021 and 2022 show a much lower total claims volume which demonstrates that claims by the County may actually be increasing in 2022.

Attachment #2 also outlines the recovery/subrogation data in further detail, which represents costs that Haldimand County was able to recover for damage by a responsible third party. It is important to note that the subrogation figures do not necessarily reflect the actual quarter that the damage/claim may have occurred, rather, they reflect the recovered amounts received in the third quarter. The recovery process and timeline can vary depending on the type and nature of the claim. Staff have been working diligently on subrogation and it is expected these efforts will be realized in the fourth quarter.

Finally, Attachment #3 outlines costs associated with resolving claims, both by and for the County, as described above. The resolution of a claim is either in the form of settlement or denial of a claim, or in the case of litigation, a judgement/award. In previous reporting years, subrogation claims that were recorded under the settled category are now separated and recorded as recovered, giving a clearer picture of the closure of these types of claims. Costs associated with denial of claims are usually limited to the expenses incurred to investigate a claim and efforts are made to keep these costs to a minimum. Costs for settled claims during the stated period are not necessarily relative to the actual claims received during the same period, as the timeline and process of claims investigation varies according to the specific nature of each claim. Costs pertaining to claims from previous quarters and prior years include expenses to resolve claims involved in the litigation process. Settlement amounts vary from claim to claim, never exceeding the County’s deductible threshold, and in fact, settlement internally is most often somewhat lower in value.

As represented by the solid line on the YTD Comparable – Resolution of Claims Costs table (Attachment 3), there was an increase in the first three quarters of 2022 costs. It is anticipated that each quarter in 2022 will see higher costs than the previous year as we are still seeing the impacts of COVID-19 which caused slower resolutions throughout 2021.

## **Risk Management:**

Efforts are made to reduce the frequency and severity of claims and costs incurred, using both proactive and reactive risk management measures. For example, incidents involving County vehicles and equipment are reviewed by the Vehicle Accident Review Committee (VARC) on a monthly basis. The VARC is comprised of stakeholders from Human Resources, Fleet, Roads Operations, and Legal & Support Services. Recommendations are made by the Committee to the applicable Manager and Supervisor in an effort to mitigate future losses by use of training, reassessment of business processes, as well as any other measures that may be applicable to the loss. Senior staff are also kept aware of liability claims that are received, as well as the outcomes of those claims. Legal & Support Services staff has initiated a formal process whereby Notices of Settlement are issued to the applicable division manager. When settlements have taken place and in consultation with senior staff, recommendations are made to assist divisions with mitigating or preventing future losses.

The practices of risk management are not limited to the division responsible for the insurance and risk program. For example, the Fleet division is responsible for administering the Commercial Vehicle Operators Registration (CVOR) program as mandated through the Highway Traffic Act. Through their continued efforts at mitigating and reducing risk, the Fleet division confirms it is within compliance of the CVOR program.

In 2023, the risk management team is developing the frame work for a Corporate Risk Management Strategy including education, training, and techniques that can be applied to corporate projects and implemented in the day-to-day operations throughout Haldimand County. The goal is to work collaboratively with all departments to further reduce risks associated with municipal operations.

## **FINANCIAL/LEGAL IMPLICATIONS:**

When a claim is received, staff estimate the value of the claim and a dollar figure is allocated to the claim - this is known as setting a claim reserve. Setting claim reserves allows the County to meet future financial obligations such as defending and/or settlement of claims that fall under the applicable policy deductible. To establish accurate claim reserves, regular adjustments are made to reflect the value of the claim as it goes through the claim process; as this enables staff to allocate actual expenses and accrue future projections to the Self Insurance Reserve (SIR) at year-end. The SIR fund avoids significant negative variances affecting the budget, due to overages, or related to unusual and costly events, which are typically not expected as part of the day-to-day business. Without such a source of funding, there would be major fluctuations in the annual expenditures incurred within the various operating divisions, as well as challenges in defining, monitoring and managing “normal” operations.

The 2022 budget for insurance claims costs and deductibles (both internal and external) was established at \$400,000. The expenses allocated to the SIR at the end of the third quarter is \$404,299.13 or 101.07% of this budget being expended. This does not include any allowance for outstanding and/or unresolved claims or reserves that have been established by the insurer for larger claims. It also excludes costs related to claims for which reimbursement through subrogation is being sought and is actively being worked on to offset claim expenses. In 2021, only 35.48% of the SIR budget was expended which demonstrates the importance of the established SIR fund as noted above. The 2022 allocated expense is reflective of a large settlement that typically would have been realized in the 4<sup>th</sup> quarter of 2021, however, due to pandemic related delays, it was resolved in the 2<sup>nd</sup> quarter of 2022 ultimately showing a decrease in 2021 resolutions, and an increase in the 2022 resolutions thus far. In the third quarter of 2022, the SIR has a projected balance of approximately \$1,519,000. This balance includes an accrual for outstanding claims currently in litigation or under investigation totalling \$1,200,100. The accrual is adjusted at year-end based upon updated claim reserve amounts. On an ongoing basis, staff continue to monitor the SIR in light of current claims experience (both internal and external). Any adjustments to the self-insured contributions would be recommended to Council through the budget review process and/or insurance policy renewal report. At this time, staff continue to monitor the SIR.

## **STAKEHOLDER IMPACTS:**

All Managers are provided with the details of the insurance claims filed against the County, as well as the internal claims made, on a regular basis throughout the year.

**REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

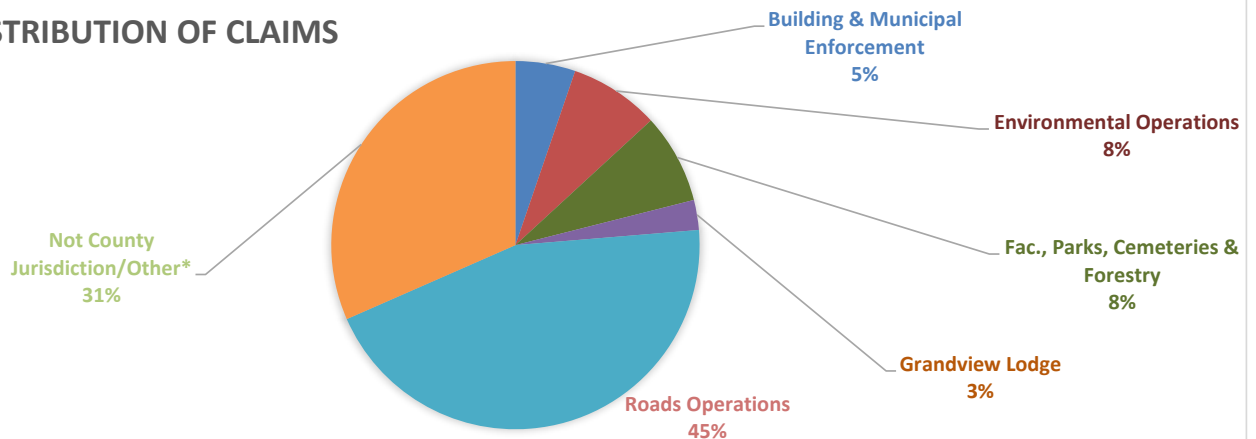
Policy: No

**ATTACHMENTS:**

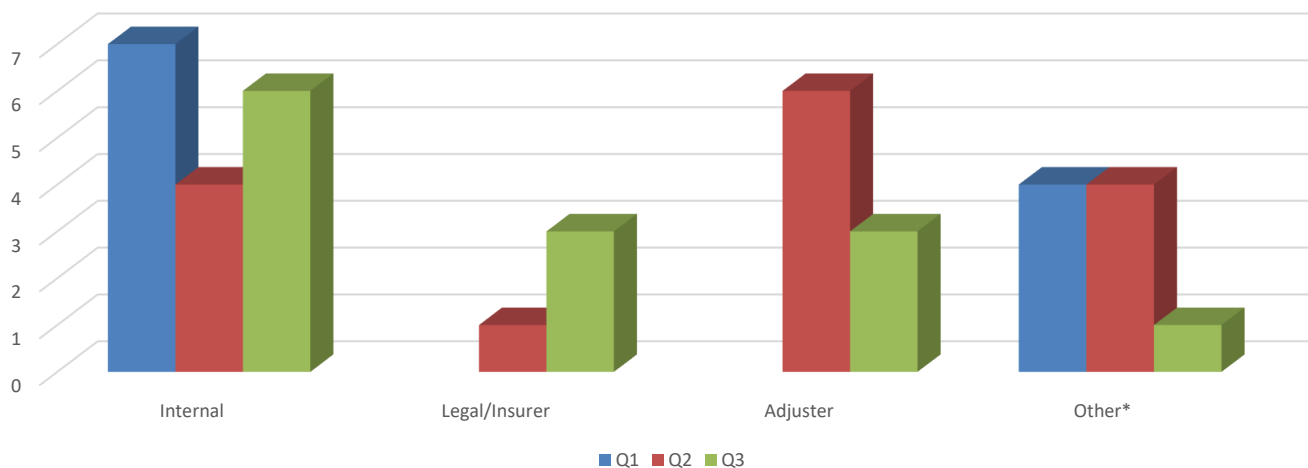
1. Total Claims against the County
2. Total Claims by the County
3. Resolution of Claims

Haldimand County								
2022 - Q3 Claims Data - Total Claims against the County								
Dept./Division Affected	Q1	Q2	Q3	Q4	2019 YTD	2020 YTD	2021 YTD	2022 YTD
Building & Municipal Enforcement		1	1		0	1	4	2
Comm. Dev. & Partnerships					1	0	0	0
Corporate & Social Services					0	0	1	0
Council & Mayor's Office					1	1	0	0
Economic Dev. & Tourism					0	0	0	0
Emergency Services			1		2	1	0	1
Engineering Services					2	1	0	0
Environmental Operations	1	1	1		8	2	9	3
Fac., Parks, Cemeteries & Forestry		1	2		10	7	4	3
Financial & Data Services					1	0	0	0
Fleet Operations					0	0	0	0
Grandview Lodge		1			1	0	0	1
Libraries					0	0	0	0
Roads Operations	6	6	5		19	18	15	17
Not County Jurisdiction/Other*	4	5	3		0	10	5	12
<b>Total</b>	<b>11</b>	<b>15</b>	<b>13</b>	<b>0</b>	<b>45</b>	<b>41</b>	<b>38</b>	<b>39</b>

### 2022- YTD- DISTRIBUTION OF CLAIMS

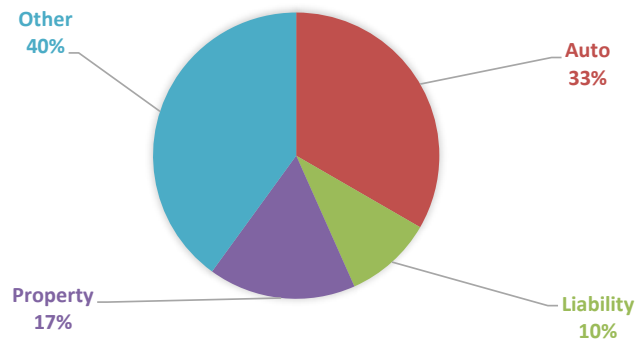
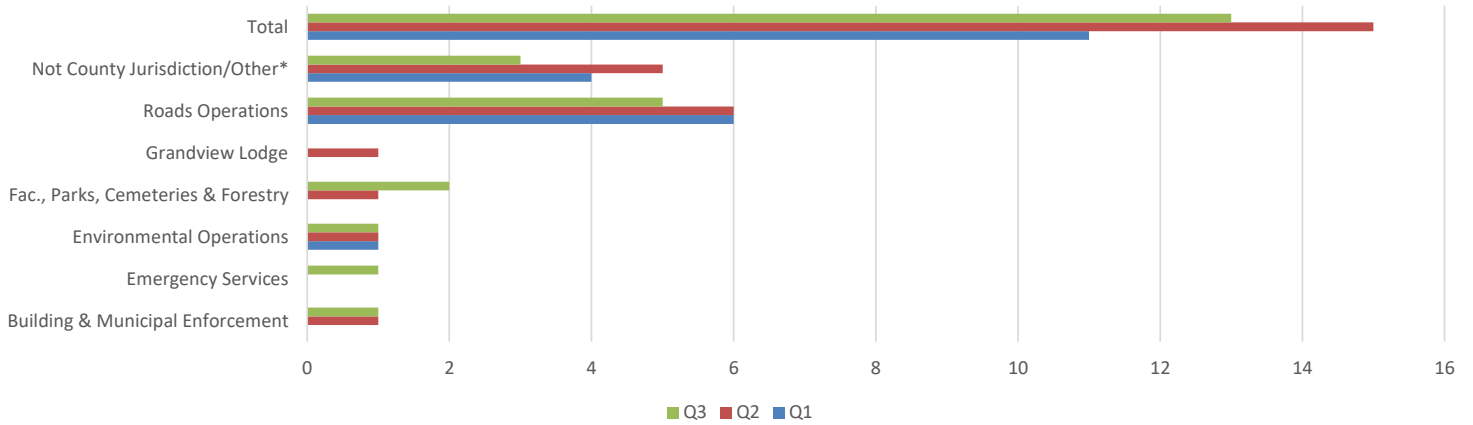


### 2022 - YTD - MANAGMENT OF CLAIMS



\*Third Party/Contractor Responsibility

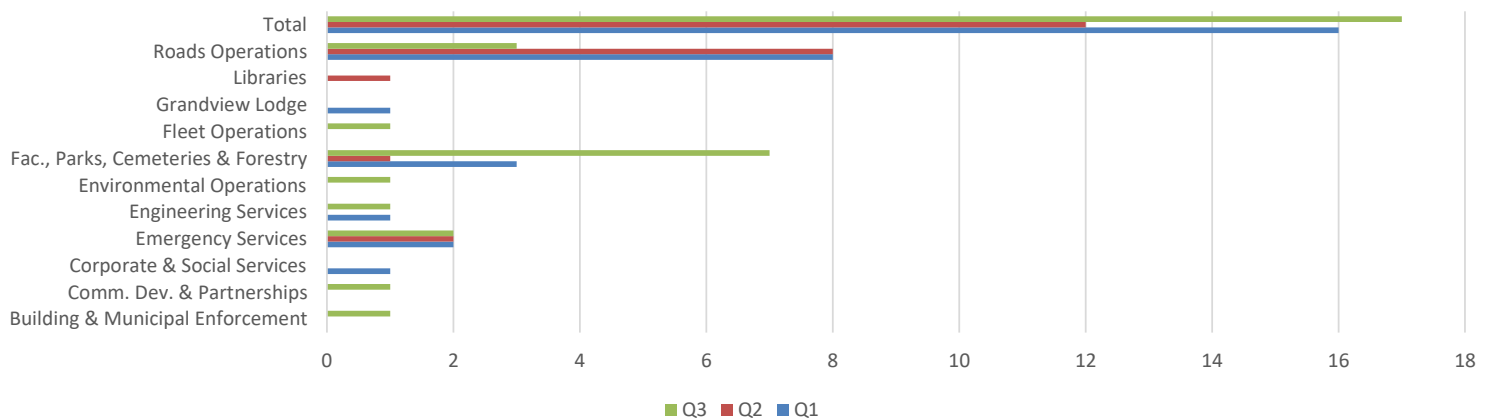
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**2022 - YTD - INCIDENT TYPES****2022 - YTD - Incidents by Division**

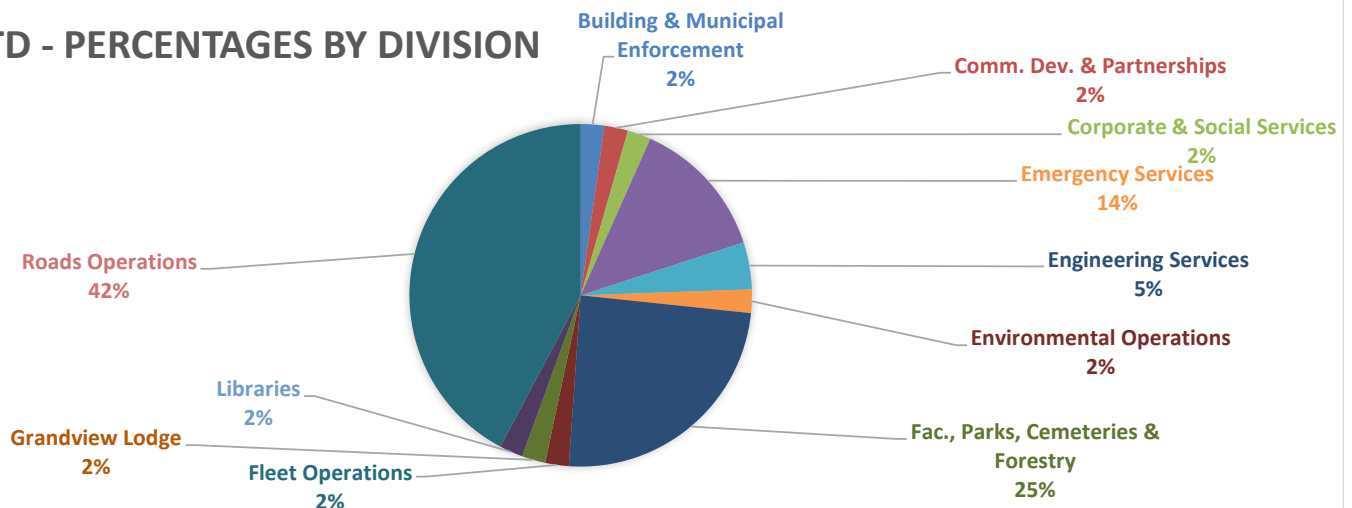
*Data showing zero values have been removed from charts*

Haldimand County								
2022 - Q3 Claims Data - Total Claims by Haldimand County								
Dept./Division	Q1	Q2	Q3	Q4	2019 YTD	2020 YTD	2021 YTD	2022 YTD
Building & Municipal Enforcement			1		2	3	2	1
Comm. Dev. & Partnerships			1		1		1	1
Corporate & Social Services	1							1
Council & Mayor's Office					1	1		0
Economic Dev. & Tourism								0
Emergency Services	2	2	2		21	7	2	6
Engineering Services	1		1		4		3	2
Environmental Operations			1		10	4	5	1
Fac., Parks, Cemeteries & Forestry	3	1	7		20	11	9	11
Financial & Data Services					1	1		0
Fleet Operations			1		1			1
Grandview Lodge	1				2			1
Libraries		1			1			1
Roads Operations	8	8	3		46	29	33	19
Not County Jurisdiction/Other*								0
<b>Total</b>	<b>16</b>	<b>12</b>	<b>17</b>	<b>0</b>	<b>110</b>	<b>56</b>	<b>55</b>	<b>45</b>

### 2022 - YTD - TOTAL CLAIMS BY HALDIMAND COUNTY

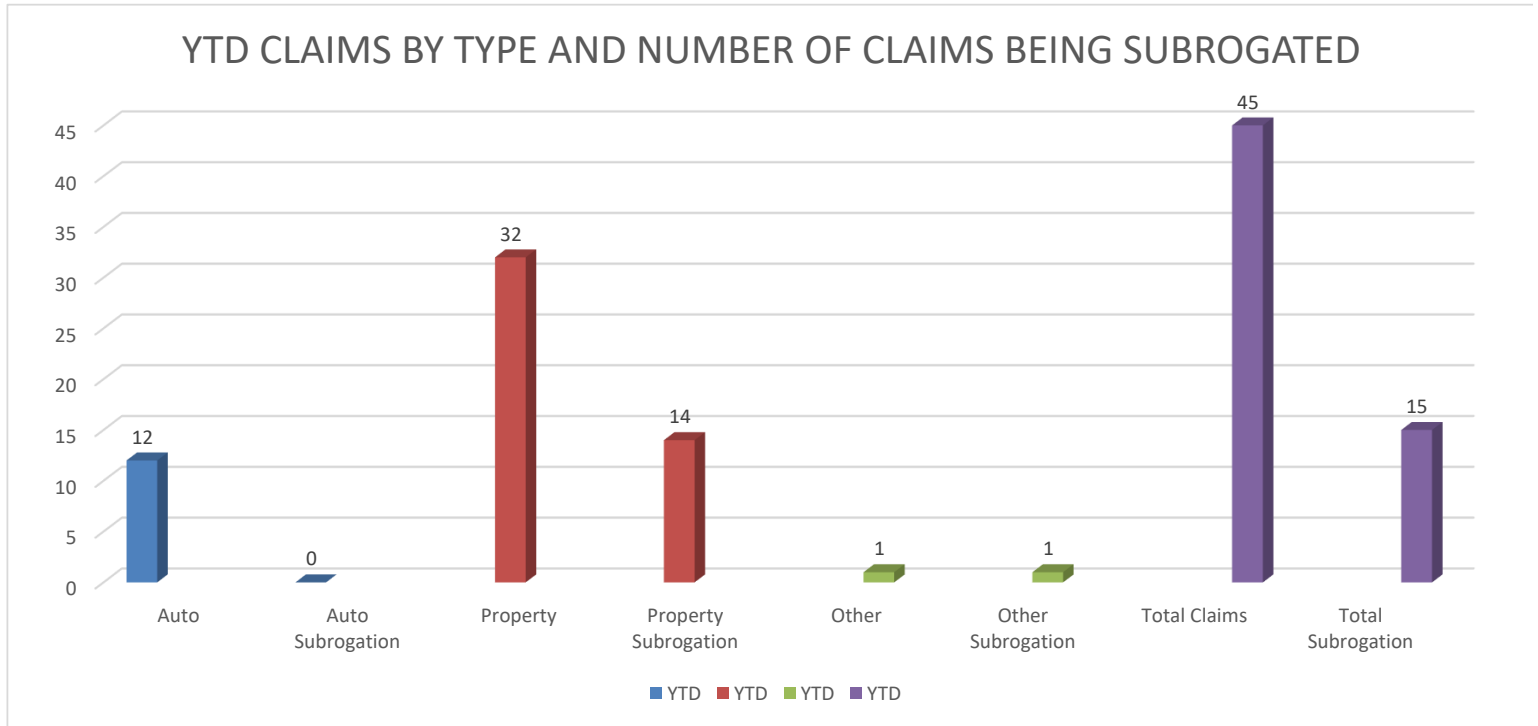


### 2022 - YTD - PERCENTAGES BY DIVISION



Data showing zero values have been removed from charts

2021 - YTD - Paid vs Recovered					
Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2021 Total
Total Payments	\$43,144.45	\$26,324.93	\$116,205.85		\$185,675.23
Total Costs Recovered	\$19,857.24	\$9,666.94	\$559.34		\$30,083.52



**Subrogation represents the number of claims that Haldimand County will be seeking cost recovery by a responsible third party.**

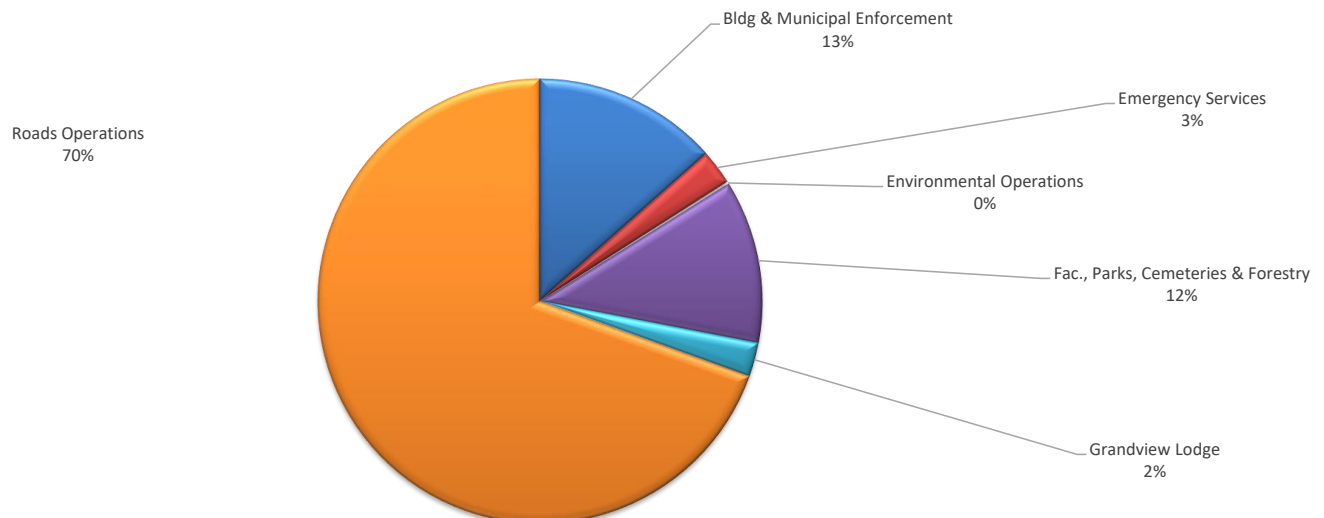
## Haldimand County

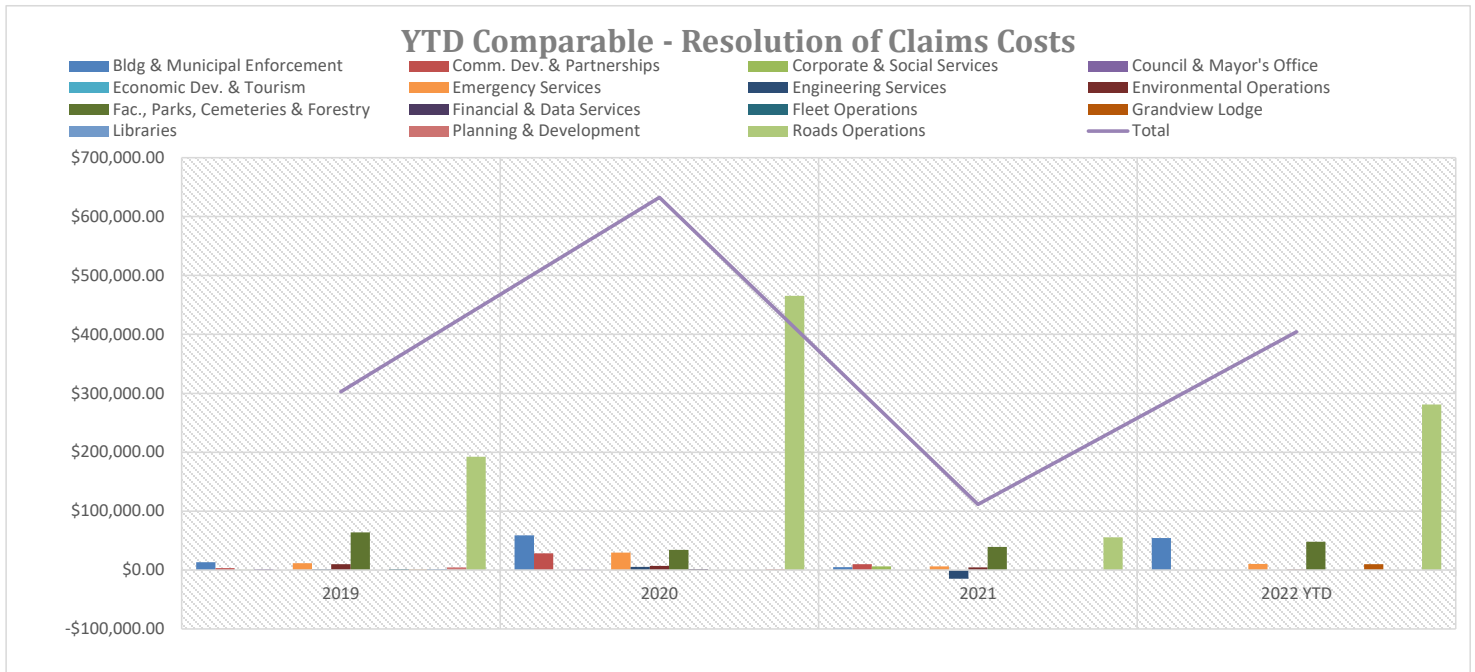
### 2022 - Q3 Claims Data - Resolution of Claims

Dept./Division Affected	Q1	Q2	Q3	2019	2020	2021	2022 YTD
Bldg & Municipal Enforcement	\$24,626.91		\$29,732.46	\$13,481.19	\$59,022.67	\$4,956.67	\$54,359.37
Comm. Dev. & Partnerships				\$3,226.81	\$28,551.42	\$9,768.96	\$0.00
Corporate & Social Services				\$281.37	\$0.00	\$6,339.48	\$0.00
Council & Mayor's Office				\$1,709.67	\$541.01	\$0.00	\$0.00
Economic Dev. & Tourism				\$0.00	\$0.00	\$0.00	\$0.00
Emergency Services	\$88.54	\$5,495.96	\$4,579.69	\$11,499.76	\$29,738.19	\$6,047.47	\$10,164.19
Engineering Services				\$1,060.51	\$5,308.95	-\$14,794.66	\$0.00
Environmental Operations			\$674.66	\$9,838.29	\$7,132.65	\$4,387.78	\$674.66
Fac., Parks, Cemeteries & Forestry	\$21,659.77	\$3,997.97	\$22,341.98	\$63,720.75	\$34,331.81	\$39,159.92	\$47,999.72
Financial & Data Services				\$0.00	\$1,300.00	\$0.00	\$0.00
Fleet Operations				\$532.89	\$0.00	\$0.00	\$0.00
Grandview Lodge		\$9,975.46		\$545.49	\$0.00	\$0.00	\$9,975.46
Libraries				\$49.06	\$0.00	\$0.00	\$0.00
Planning & Development				\$4,476.48	\$1,145.30	\$0.00	\$0.00
Roads Operations	\$8,271.22	\$262,127.83	\$10,726.68	\$192,438.08	\$465,498.12	\$55,589.94	\$281,125.73
<b>Total</b>	<b>\$54,646.44</b>	<b>\$281,597.22</b>	<b>\$68,055.47</b>	<b>\$302,860.35</b>	<b>\$632,570.12</b>	<b>\$111,455.56</b>	<b>\$404,299.13</b>

**Note:** It is typical for latter Quarters to show higher costs due to the timing of the claims process. More recent years are likely to not reflect the final costs of those year's claims.

### 2022 - YTD - PROPORTIONAL SHARE BY DIVISION





**Note:** The line represents the Total overall trends of costs associated with resolution of claims. The bars represent the costs for each respective year, outlined by applicable Division the costs were associated with.

Data showing zero values have been removed from Charts

2022- YTD - Resolution of Claims		
Settled	39.71%	27
Denied	39.71%	27
Recovered	7.35%	5
Unrecoverable	1.47%	1
Inactive	11.76%	8
<b>Total</b>		<b>68</b>

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## HALDIMAND COUNTY

### Report EMS-04-2022 Revised By-law to Establish and Regulate a Fire Department in Haldimand County

For Consideration by Council in Committee on December 6, 2022

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#### OBJECTIVE:

To provide an updated by-law to establish and regulate a Fire Department for Haldimand County that properly reflects the current department name, practices and service delivery levels.

#### RECOMMENDATIONS:

1. THAT Report EMS-04-2022 Revised By-law to Establish and Regulate a Fire Department in Haldimand County be received;
2. AND THAT the revised By-law to Establish and Regulate a Fire Department for Haldimand County as set out in Attachment 1 of Report EMS-04-2022, be presented for enactment.

**Prepared by:** Jason Gallagher, Manager of Emergency Services/Fire Chief

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

#### EXECUTIVE SUMMARY:

Fire Department staff recommends adopting the revised Haldimand County By-law to Establish and Regulate a Fire Department as required by Provincial legislation. The revised by-law focuses primarily on housekeeping matters, including changes to address grammatical errors, update relevant year of legislation or update practices and processes to current standards. There are no significant changes to the overarching intent of the by-law that would lead to any service level changes, funding implications or otherwise.

#### BACKGROUND:

The *Municipal Act* states “that Council may by by-law, establish and regulate a fire department”. The County has had a by-law in place since the last update in 2009. The by-law is required to establish the level of service that the County provides to its resident and covers areas including fire suppression, emergency medical services, rescue services and public assistance calls.

The *Fire Protection and Prevention Act* (FPPA) 1997, requires “each municipality to provide public education, fire prevention services and other services according to needs and circumstances”. Those are to be defined in a by-law such as that which is the subject of this report. It is then dependant on each municipal Council to decide upon the level of service that the municipality will provide. The level of service that Council has decided upon is reflected in the by-law attached and is not changing as a result of this update.

From time to time, by-laws (including that subject to this report) require updating to reflect current service levels, respond to/reference new legislation, and to properly reflect current titles/positions/etc. This collection of items captures the impetus for the changes being introduced by way of this report.

## **ANALYSIS:**

Overall, the structure referenced in the by-law remains the same, however, some of the general operating principles require revision and more detail, in particular as it relates to titles, legislative references, effective dates and clarity on the level of service that is provided. Those are summarized as follows:

- Fire Prevention – the by-law better defines what this is and outlines what the County has and continues to provide in this service area;
- Fire Education – the by-law better defines what this is and outlines what the County has and continues to provide in this service area;
- More detailed response identification to specific emergencies and type of service identified, i.e. Interior Fire Fighting, Exterior Fire Fighting, Medical Calls, etc.; and
- Staffing – clarification on our staffing numbers in relation to the level of service provided.

In addition to above, recent legislative changes make it mandatory that every firefighter in the province of Ontario is certified to the NFPA Standard 1001, Level I and Level II Firefighter which includes Hazmat Operations NFPA 1072. These changes need to be reflected in the by-law in connection with what services are provided by the Haldimand County Fire Department to reduce potential risk of legal action taken against the municipality for fire suppression and prevention services provided. The attached by-law has been updated to reflect this.

Overall, revisions to the by-law are minor in nature and either reflect corrections to grammatical errors, update relevant year of legislation or update practices and processes to current standards. Changes to the by-law are bolded for easier reference when comparing the new proposed by-law to the existing by-law (see Attachment 1).

## **FINANCIAL/LEGAL IMPLICATIONS:**

Not applicable.

## **STAKEHOLDER IMPACTS:**

Not applicable.

## **REPORT IMPACTS:**

Agreement: No

By-law: Yes

Budget Amendment: No

Policy: No

## **REFERENCES:**

None.

**ATTACHMENTS:**

1. Amended by-law to Establish and Regulate a Fire Department.

## THE CORPORATION OF HALDIMAND COUNTY

By-law Number /22

### **Being a by-law to establish and regulate a fire department for Haldimand County and to repeal By-law 1002/09**

**WHEREAS** Section 2 of the *Fire Protection and Prevention Act, 1997* S.O. 1997, c. 4 (Act) requires every municipality to establish a program which must include public education with respect to fire safety and certain components of fire prevention, and to provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances;

**WHEREAS** Section 5 of the Act, authorizes the council of a municipality to establish, maintain and operate a fire department to provide fire suppression services and other fire protection services in the municipality;

**WHEREAS** Section 10 of the *Municipal Act, 2001*, S. O. 2001, c. 25, authorizes a single-tier municipality to provide any service that the municipality considers necessary or desirable for the public, and to pass by-laws respecting, health, safety and wellbeing of persons; protection of persons and property, and services that the municipality is authorized to provide;

**AND WHEREAS** By-law 1002/09 was previously enacted to establish a Fire Department and it is deemed expedient to revise and update the existing by-law to establish and regulate a Fire Department for Haldimand County,

**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

1. Definitions:

THAT for the purposes of this by-law:

- a) "Company" means a complement of personnel operating one or more pieces of apparatus under the supervision of an officer;
- b) "Council" means the Council of the Corporation of Haldimand County;
- c) "Department" means the Haldimand County Fire Department;
- d) "Deputy Fire Chief" means the person(s) appointed by Council to act in the place of the Chief of the Fire Department in their absence or in the case of a vacancy in this office;
- e) "Fire Chief" means the person appointed by Council **to act as fire chief for the fire department and who is ultimately responsible to Council as set out in the *Fire Protection and Prevention Act, 1997*.**

- f) "Fire Protection" means a range of programs designed to protect the lives and property of the inhabitants of Haldimand County from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by man or nature and includes:

**1. Fire Prevention and Public Education:**

**i) Fire Inspection Services:**

- (a) Conducting complaints inspections.**
- (b) Conducting vulnerable occupancy inspections.**
- (c) Conducting requested inspections.**
- (d) Conducting routine inspections.**
- (e) Conducting licensing inspections.**
- (f) Systems checking, testing and approval.**
- (g) Enforcing code compliance.**
- (h) Enforcing municipal by-laws.**
- (i) Preparing reports and issuing written responses to requests.**

**ii) Public Education Services:**

- (a) Providing fire and life safety public education programs.**
- (b) Facilitating smoke alarm and carbon monoxide alarm initiatives.**
- (c) Distributing public safety messaging to the media.**
- (d) Delivery of specialized programs.**

**iii) Fire Investigation Services:**

- (a) Determining cause and origin of fires and explosions.**
- (b) Assessing code compliance.**
- (c) Determining effectiveness of built-in suppression features.**
- (d) Determining compliance with building standards.**
- (e) Interacting with police, fire investigators, and other agencies.**
- (f) Supporting criminal prosecutions, including appearances in court.**

**iv) Plans Examination Services:**

- (a) Reviewing and approving fire safety plans.**
- (b) Examining and providing comment on new construction and renovation plans.**
- (c) Reviewing and providing comment on subdivision and development agreements.**
- (d) Reviewing and providing comment on site plans.**
- (e) Inspecting sites of approved plans to determine compliance.**

**v) Risk Assessment Services:**

- (a) Conducting community fire risk assessments.**
- (b) Compiling, analyzing and disseminating functional statistics.**
- (c) Selecting appropriate fire service programs.**

**vi) Consultation Services:**

- (a) Consulting with families, schools, health professionals, and police with respect to TAPP-C and other juvenile fire-starting programs.
- b) Consulting with architects, engineers, planners, and builders.
- (c) Interacting with building departments.
- (d) Interacting with other government agencies.
- (e) Providing input into fire prevention policy development.

**vii) Assistant to the Fire Marshal Services – Fire Prevention:**

- (a) Duties of Assistant to the Fire Marshal shall be carried out as prescribed by the Fire Protection and Prevention Act.

**2. Structural fire Services:**

- i) For the purpose of this by-law, “Structural Firefighting” shall have the same meaning as Structural Firefighting as defined by NFPA 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.
- ii) Interior Search and Rescue – Shall be provided when possible and as appropriate in accordance with the following:
  - Service shall be provided to search for and rescue endangered, trapped or potentially trapped persons within the structure.
  - Service shall be provided only when, in the opinion of the Fire Chief or most senior Officer in charge, all of the following are true:
    - a) A scene risk assessment has been completed, and the level of risk reasonably justifies entry into the structure;
    - b) Building integrity permits entry into the structure;
    - c) Sufficient Trained Firefighter staffing is deployed at the fire ground;
    - d) Reliable water supply with adequate flow can be sustained
    - e) Adequate fireground supervision and support is provided
- iii) Interior Fire Suppression (Offensive Operations)
  - Service shall be provided to contain the fire and prevent further loss of property.
  - Service shall be provided only when, in the opinion of the Fire Chief or most senior Officer in charge, all of the following are true:
    - a) A scene risk assessment has been completed, and level of risk reasonably justifies Firefighter entry into the structure;
    - b) Building integrity permits entry into the structure;
    - c) Sufficient Trained Firefighter staffing is deployed at the fireground;

- d) **Reliable water supply with adequate flow can be sustained;**
- e) **Adequate fireground supervision and support is provided.**

**3. Exterior Fire Suppression (Defensive Operations) – Shall be provided when possible and as appropriate, in the opinion of the Fire Chief or most senior Officer in charge, in accordance with the following:**

- **There shall be no expected rescue component with this service.**
- **Service shall be provided to prevent fire spread to adjacent areas.**
- **Service shall be provided when Interior Fire Suppression is not possible or appropriate.**
- **Service shall be provided as water supply permits.**

**4. Rural Firefighting Operations:**

- i) **Rural firefighting operations using tanker shuttle service shall be provided in areas without municipal water supply and best efforts shall be exercised to conform to NFPA 1142, Standard on Water Supplies for Suburban and Rural Fire Fighting.**
- ii) **The Fire Department shall maintain Superior Tanker Shuttle Service accreditation by Fire Underwriters Survey or other recognized accreditation body.**

**5. Non-structural fire suppression including rescue from fire**

**6. Hazardous materials response:**

- i) **Service shall be provided at the Operations Level NFPA 1072.**
- ii) **Hazardous materials response services at the NFPA 472 Technician Level shall not be provided by the fire department.**

**7. Rope rescue response at the awareness level (no rescue attempt from within the immediate hazard area)**

**8. Confined space rescue response at the awareness level (no rescue attempt from within the immediate hazard area)**

**9. Ice and water rescue at the water entry and/or vessel-based technician level for the Grand River and inland waters**

- i) **Surface Water Rescue - Service shall be provided at the Technician Level NFPA 1006.**

**ii) Swift Water Rescue – Service shall be provided at the technician level NFPA 1006.**

**iii) Ice Rescue – Service shall be provided at the technician level NFPA 1006**

10. Ice and water rescue at the shore-based level for Lake Erie

11. Emergency medical response at the basic level (First Aid, Cardio-Pulmonary Resuscitation and Automated External Defibrillation)

**The Haldimand County Fire Department (all stations) is to be tiered (through St. Catharines Fire Dispatch) to all calls that meet the following criteria (bullets #1-9) regardless of ambulance delay:**

- i. Absence of Breathing/Cardiac Arrest/Choking**
- ii. Where EMS is dispatched Code 4 to any of the following:**
  - a) Motor Vehicle Collision**
  - b) Farm Accident**
  - c) Pedestrian or Cyclist Struck**
  - d) Penetrating Trauma/Amputations**
  - e) Falls > 10 Feet**
  - f) Uncontrolled Severe Bleeding (excluding vaginal, rectal or nasal)**
- iii. Burns/Electrocutions/Drownings**
- iv. Hazardous Materials Emergency/Carbon Monoxide Poisoning (including chemicals, spills of gasoline, diesel fuel, propane, etc., or where there is any indication that the patient was exposed to chemicals)**
- v. Multiple Casualty Incident (MCI) with > 3 patients**
- vi. Rescue/Trapped Victim/Fire/Structural Hazard/Hydro Wires Down**
- vii. Unconscious/Unresponsive**
- viii. Seizures**
- ix. Overdoses**

**Fire to be tiered whenever requested by Paramedic crew, regardless of whether the above criteria are met.**

**12. Vehicle Accident and Extrication Services:**

- i) The Fire Department shall respond to vehicle accidents to provide the following services:**
  - a) Stabilizing the scene of the accident;**
  - b) Stabilizing the vehicles involved in the accident;**
  - c) Providing aid and extrication to injured or trapped persons;**
  - d) Mitigating adverse effects to the natural environment.**

- ii) **Vehicle search and rescue services, including extrication, shall be provided at the level trained for and level required by NFPA 1001 stabilizing the scene, stabilizing the vehicle and stabilizing the patient.**

13. Regular public assistance calls as deemed necessary

- g) "Full-time Firefighter" means a person regularly employed with the Haldimand County Fire Department on a full-time salaried basis and assigned exclusively to fire protection or fire prevention duties, and includes the Fire Chief, Deputy Fire Chief, Fire Prevention Officers, Fire Training Coordinator, Officers and Firefighters;
  - h) "Volunteer Firefighter" means a person who voluntarily acts as a firefighter for a nominal consideration or honorarium.
2.
    - a) THAT a Fire Department, to be known as the Haldimand County Fire Department be established for the municipality of Haldimand County;
    - b) THAT the goals and mission statement of the Haldimand County Fire Department shall be as those set-out in Schedule "A", attached to and forming part of this by-law, and the Haldimand County Fire Department shall be organized as per Schedule "B", attached to, and forming part of this by-law.
  3.
    - a) THAT a Fire Chief be appointed by by-law for the Haldimand County Fire Department, who shall be known as the Chief of the Department.
    - b) THAT in addition to the Chief of the Department, the Department personnel shall consist of one Deputy Chief to be appointed by by-law and such number of officers and members as from time to time may be deemed necessary by Council.
  4.
    - a) THAT every member of the Haldimand County Fire Department appointed for firefighting duties is subject to a medical examination upon appointment and at such other times as the Chief of the Department may require.
    - b) THAT a person appointed as a member of the **Haldimand County Fire Department** for firefighting and fire prevention duties shall be on probation for a period of twelve (12) months during which period he/she shall take **such training to the level made mandatory by the Province of Ontario. Haldimand County will make every effort to certify it's firefighters to the NFPA Standard 1001 Firefighter I and II, which includes Hazmat Operations NFPA Standard 1072. This also includes any examinations as may be required by the Chief of the Department.**
  5.
    - a) THAT the Chief of the Department may reprimand, suspend or recommend dismissal of any member for insubordination, inefficiency, misconduct, tardiness or for noncompliance with any of the provisions of this by-law or general orders and Departmental rules, that in the opinion of the Chief, would be detrimental to the discipline and efficiency of the Department.

- b) THAT following the suspension of any member, the Chief of the Department shall report the suspension and his/her recommendations to the Council in writing.
  - c) THAT a member receiving a notice of dismissal may request a hearing before Council, by submitting a written request for such a hearing within seven (7) days of receiving notice of proposed dismissal and the decision of the Council shall be final.
- 6. THAT the remuneration of all members of the Haldimand County Fire Department shall be as determined by the Council.
- 7. THAT the Chief of the Department is ultimately responsible to Council for the proper administration and operation of the Department, for the discipline of its members and,
  - a) shall develop, and publish such written standard operating guidelines and such general orders and Departmental policies as may be necessary for the care and protection of the Department, equipment and personnel, and generally for the efficient operation of the Department, provided that such general orders and policies do not conflict with the provisions of any by-laws of the municipality;
  - b) shall review periodically the policies and guidelines of the Department;
  - c) shall take all proper measures for the prevention, control and extinguishment of fires and for the protection of life and property and shall enforce all municipal by-laws respecting fire prevention and exercise the powers imposed on them by the Fire Protection and Prevention Act and/or the Fire Marshals Act and the Chief of the Department or their designate shall be empowered to authorize Department members to:
    - i) pull down or demolish any building or structure to prevent the spread of fire;
    - ii) when unable to contact the property owner, to take such necessary action which may include boarding up or barricading of buildings or property to guard against fire or other danger, risk or accident;
    - iii) the Corporation may recover expenses incurred by such necessary action in a manner provided by the Municipal Act;
  - d) is responsible for the enforcement of this by-law and the general orders and Departmental policies;
  - e) shall report all fires to the Fire Marshal as required by the Fire Protection and Prevention Act;
  - f) shall submit to the Council for its approval the annual estimates for the Department.

8. THAT the Deputy Fire Chief shall be the second ranking officer of the Department and it shall be their responsibility to carry out the orders of the Chief, and, in the absence of the Chief, have all the powers and shall perform all the duties of the Chief of the Department.
9.
  - a) The Department is composed of the following divisional functions:
    - Division of Administration
    - Division of Apparatus, Equipment and Communications
    - Division of Fire Operations
    - Division of Fire Prevention
    - Division of Training
    - Division of Emergency Management**
  - b) Each division of the Department is the responsibility of the Chief of the Department and is under their direction or their designates.
10. THAT the Chief of the Department is responsible for carrying out, or delegating in total, or in part, the following duties pertaining to the function of the Division of Administration:
  - a) Provide administration facilities for the Chief, Deputy Chief and other staff of the Department;
  - b) Prepare the Departmental budget and exercise control of the budget;
  - c) Initiate requisitions for materials and services and certify all accounts of the Department;
  - d) Maintain personnel records;
  - e) Arrange for the provision of medical services;
  - f) Arrange for the provisions of new buildings;
  - g) Provide liaison with the local Firefighters Associations;
  - h) **Prepare annual reports of the Department;**
  - i) Carry out the general administrative duties of the Department.
  - j) **Carry out the roles and responsibilities of the Fire Coordinator for Haldimand County.**
  - k) Prepare the Regional Emergency Fire Service Plan and Program.
11. THAT the Chief of the Department is responsible for carrying out, or delegating in total, or in part, the following duties pertaining to the function of the Division of Apparatus, Equipment and Communications:
  - a) Prepare specifications for the purchase of apparatus and equipment;

- b) Maintain and keep in repair all existing buildings and apparatus of the Department;
  - c) Make necessary modifications to existing apparatus and equipment;
  - d) Provide facilities for refilling self compressed breathing air cylinders;
  - e) Where a waterworks division or commission is established, provide liaison in order to ensure an adequate flow of water in new waterworks projects and the adequate maintenance of existing waterworks facilities for the use of the Fire Department;
  - f) Issue clothing, equipment and supplies as required;
  - g) Provide or ensure the provision of facilities to receive alarms and dispatch equipment;
  - h) Prepare specifications for new communications systems and for additions and improvements to existing communications systems;
  - i) Maintain the communications systems of the Department.
12. a) THAT the Division of Fire Operations is composed of such number of companies as the Chief of the Department may determine.
- b) THAT the Chief of the Department is responsible for carrying out, or delegating in total, or in part, the following duties pertaining to the function of the Division of Fire Operations:
- i) Prevent, control and extinguish fires;
  - ii) Perform rescue and salvage operations and render first aid;
  - iii) Respond and assist at such emergencies as may be required;
  - iv) Participate in training;
  - v) Conduct pre-fire operations planning;
  - vi) Ensure that apparatus cleaning duties **and basic maintenance** are carried out at the stations.
- c) THAT an officer (District Chief, or Captain) is in command of the company to which they are assigned and is responsible for the proper operation of that company to the Chief of the Department.
- d) THAT where the Chief of the Department designates members to act in the place of an officer in the Department, such member, when acting so, has all the powers and shall perform all the duties of the officer replaced.

13. THAT the Chief of the Department is responsible for carrying out, or delegating in total, or in part, the following duties pertaining to the function of the Division of Fire Prevention:
- a) Conduct fire prevention inspections of premises;
  - b) Enforce fire prevention legislation;
  - c) Examine building plans;
  - d) Provide fire safety education
  - e) Conduct investigations of fires in order to determine cause and origin, and where appropriate, request the office of the Fire Marshal or other experts to assist with investigations;
  - f) Maintain fire loss records;
  - g) Receive, process and follow-up reports of fire prevention inspections conducted under the division of fire operations;
14. THAT the Chief of the Department is responsible for carrying out, or delegating in total, or in part, the following duties pertaining to the function of the Division of Training:
- a) Establish a Department training program complete with written records, and conduct training for all personnel of the Department;
  - b) Administer training programs;
  - c) Prepare and conduct examinations of members as required.
15. a) THAT the Chief shall develop and maintain the approved Department promotional policy based on such evaluations, written, practical and oral examinations as deemed necessary;
- b) THAT as part of the approved promotional policy, the Chief of the Department and the Deputy Chief shall evaluate all members of the Department who are participating in an examination for promotion;
- c) THAT when in the opinion of the Chief of the Department, all other factors for the promotion of two or more members are equal, seniority or service in the Department governs.
16. THAT the firefighting and station record of each member of the Department shall be annually evaluated as follows:
- a) The District Chief of each station shall review the performance of each member of the station;
  - b) The Fire Chief or designate shall review the performance of each **District Chief** of the Department

17. THAT the Department shall not respond to a call with respect to a fire or emergency outside the limits of the municipality except with respect to a fire or emergency:
- a) That in the opinion of the Chief of the Department threatens property in the municipality or property situated outside the municipality that is owned or occupied by the municipality;
  - b) In a municipality with which an agreement has been entered into to provide fire protection;
  - c) On property with respect to which an agreement has been entered into with any person or corporation to provide fire protection;
  - d) At the discretion of the Chief to a municipality authorized to participate in the County/District/Regional emergency fire service mutual aid plan and program or any other organized plan or program on a reciprocal basis;
  - e) On those highways that are under the jurisdiction of the Ministry of Transportation;
  - f) On property beyond the municipal boundary where the Chief of the Department or their designate determines that immediate action is necessary to preserve and protect life and/or property and the correct Fire Department is notified and/or assumes command.
18. THAT By-law 1002/09 is hereby repealed.
19. AND THAT this by-law shall take precedence over any by-law with which it is inconsistent and shall come into effect on the date of passing.

READ a first and second time this 12<sup>th</sup> day of December, 2022.

READ a third time and finally passed this 12<sup>th</sup> day of December, 2022.

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MAYOR

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CLERK

## **Schedule “A”**

### **A: Primary Goals of the Haldimand County Fire Department**

The goal of the Haldimand County Fire Department is to provide fire protection services through a range of programs designed to protect the lives and property of the inhabitants from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by man or nature; first to their municipality; second, to those municipalities requiring assistance through authorized emergency fire service plan and program (mutual aid) activities; and third, to those municipalities which are provided fire protection by the fire department via authorized agreement or other legislation.

### **B: Primary Objectives of the Haldimand County Fire Department**

In order to achieve the goal of the Haldimand County Fire Department, necessary funding must be in place and the following objectives met:

1. Identify and review the fire services requirements of the municipality.
2. Provide an administrative process consistent with the needs of the Department.
3. Ensure that firefighting equipment and operating personnel are available within the municipality to provide adequate response to a citizens call within a reasonable length of time.
4. Provide Departmental training to an accepted standard which will ensure the continuous upgrading of all personnel in the latest techniques of fire prevention, firefighting and control of emergency situations and to co-operate with other municipal departments with respect to management training and other programs.
5. Provide a maintenance program to ensure all fire protection apparatus and equipment is ready to respond to emergency calls.
6. Provide an effective fire prevention program to:
  - a) Ensure, through plans examination and inspection, that required fire protection equipment is installed and maintained within buildings;
  - b) Reduce and/or eliminate fire hazards;
  - c) Ensure compliance with applicable Federal, Provincial and Municipal fire prevention legislation, statutes, codes and regulations with respect to fire safety.
7. Develop and maintain an effective public information system and educational program, with particular emphasis on school fire safety programs and commercial, industrial and institutional staff training.
8. Ensure that in the event of a major catastrophe in the municipality, assistance to cope with the situation is available for outside Fire Departments and other agencies.

9. Develop and maintain a good working relationship with all Federal, Provincial and Municipal Departments, utilities and agencies related to the protection of life and property.

10. Interact with other municipal departments respecting the aspects of fire on any given programs.

11. Ensure these objectives are not in conflict with any other municipal departments.

## **C: Haldimand County Fire Department Mission & Vision Statement**

### **Who We Are Today**

Haldimand County Emergency Services are here to protect the lives and property of our citizens and visitors by providing prompt and professional service in the event of fire, accident, medical emergency, disaster or any other event which may threaten the public welfare. We will serve the community through fire and accident prevention, education and the immediate response to emergencies.

### **Our Preferred Future**

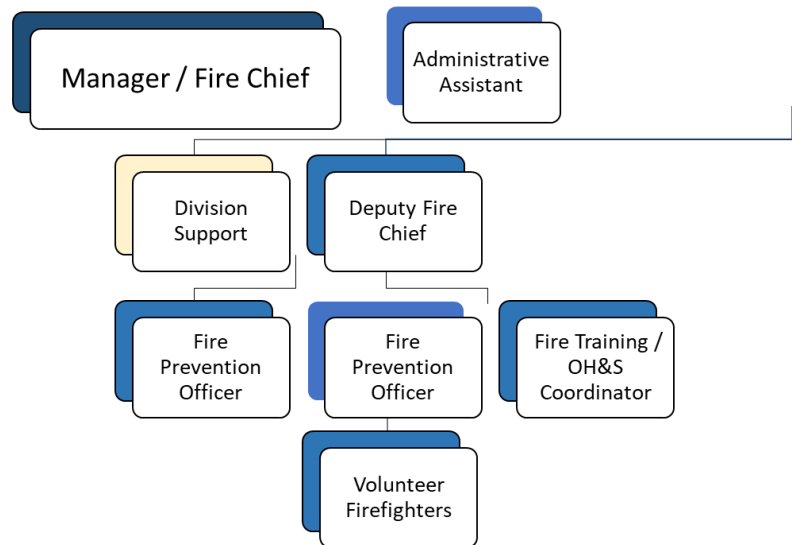
We will provide high quality and caring service to those who live in, work in and visit our County – safely, efficiently and effectively. In order to fulfill this vision, we pledge to learn from our past, train for the present and plan for the future.

### **Core Values:**

\*Safety\* \*Integrity\* \*Respect\* \*Service Excellence\*

### **How We Will Achieve Our Mission & Vision**

1. Provide highly trained and skilled staff
2. Reduce the incidence of injury, loss of life and property damage by providing public education programs, accident and injury prevention and fire prevention service.
3. Conform to legislation, regulations, standards and policies thereby mitigating liabilities/losses to the County's assets.
4. Be responsive to local economics so that our service reflects the needs of the community we serve.
5. Treat all persons with respect, compassion and dignity.

**Schedule “B”****Haldimand County Fire Department Organization**

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## HALDIMAND COUNTY

### Report EMS-05-2022 Adoption of the Haldimand County Emergency Management Program and Emergency Response Plan

For Consideration by Council in Committee on December 6, 2022

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#### OBJECTIVE:

To provide an update on the Haldimand County Emergency Management Program and Emergency Response Plan.

#### RECOMMENDATIONS:

1. THAT Report EMS-05-2022 Adoption of the Haldimand County Emergency Management Program and Emergency Response Plan be received;
2. AND THAT the Annual Emergency Management Program Statement of Completion be signed by the Mayor and Community Emergency Management Coordinator, and be submitted to the Ontario Fire Marshal and Emergency Management.

**Prepared by:** Jason Gallagher, Manager of Emergency Services/Fire Chief

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

#### EXECUTIVE SUMMARY:

The Community Emergency Management Program and the Haldimand County Emergency Response Plan (EMP) meets the County's current needs and is in compliance with Emergency Management Ontario regulations.

Upon adoption of the program the "Annual Emergency Management Program Statement of Completion" can be signed by the Mayor and Community Emergency Management Coordinator, and be submitted to Emergency Management Ontario. This would satisfy the obligations of the County for the year 2022, as it relates the EMP statutory requirements.

#### BACKGROUND:

The *Emergency Management and Civil Protection Act* requires each Ontario municipality to develop, implement and maintain a Community Emergency Management Program. There are eleven elements that are required annually for a municipality to maintain compliance. These are outlined in the Analysis section below. The components of this program require an annual review of the Emergency Response Plan and the Community Emergency Management Program.

The Emergency Services Division coordinates the Haldimand County Emergency Management Program. The Manager of Emergency Services, Jason Gallagher (as appointed by Council) continues to act as the primary Community Emergency Management Coordinator (CEMC). The two alternate CEMC's (as appointed by Council) are Deputy Fire Chief, Rodger Hill and Deputy Paramedic Chief,

Don Otterman. All CEMC's will maintain current provincial certification. In 2021, Haldimand County Emergency Services, with Council's approval, added a part-time Coordinator of Emergency Management/Fire Educator ('Coordinator') to better meet the needs of the County's Emergency Response Plan. A Coordinator was hired in September 2021 and resigned in July 2022. A new Coordinator, Katie McNaught, was hired in mid-October 2022. This position's responsibilities include reviewing and revising the Emergency Management Program and Response Plan. The Coordinator will also become the Emergency Information Officer (EIO) for Haldimand County, which is in charge of media releases, website and social media posts, media relations, and emergency communications during an emergency within the county. The Coordinator will also be responsible to train and educate staff on the current Emergency Management Program, as well as the new implementations to the plan which were developed in 2021.

Throughout 2022, the Emergency Services Division has worked diligently to ensure that the eleven core components of the EMP were met and improved upon as required. A summary of that compliance is outlined in the Analysis section below.

## **ANALYSIS:**

In 2019, Haldimand County Adopted the Incident Management System (IMS), which is a provincially adopted system that assigns responsibilities in accordance with a common organizational structure. The assignment of responsibility is made by function rather than by position. This organizational structure is intended to be consistently used by provincial staff and other municipalities which will approve the management of the emergency.

While the management of the emergency will commence with persons and agencies exercising their collective and individual responsibilities, as described in the Emergency Response Plan, in order to effectively manage a large-scale and/or long duration emergency, the transition to the IMS shall be coordinated by the Emergency Control Group (ECG).

Haldimand County Senior Staff received training and were signed off in the IMS in the fall of 2019. In 2021 the Emergency Control group also participated in IMS100 Training. Staff continue to be trained and tested on IMS through annual emergency management exercises and training which is required annually by the province to meet compliance. The County's 2022 training and exercises were completed in October and November respectively.

The eleven core components required for compliance include:

- 1) Designation of a Community Emergency Management Coordinator (CEMC).
  - Haldimand County has one primary CEMC and two alternate CEMC's.
- 2) There has been the formation of an Emergency Management Program Committee (EMPC).
  - Haldimand County has a Council approved Emergency Management Program Committee.
- 3) The municipality has reviewed the Hazard Identification and Risk Assessment (HIRA).
  - The Hazard Identification and Risk Assessment has been reviewed and revised by the Emergency Management Program Committee in 2022.
- 4) The municipality has identified its critical infrastructure.
  - The critical infrastructure identification has been reviewed in 2022 by the Emergency Management Program Committee.
- 5) The municipality's by-law adopting its Emergency Response Plan is current.
  - The Haldimand County Emergency Response Plan has previously been adopted through By-law 1993/18 and repealed in 2021 referencing By-law 2320/21. Haldimand County's

Emergency Response Plan required a significant review and revision in 2019 due to changes in the Corporate Organizational Structure and implications relative to responsibilities within the plan. Once the revised plan is finalized, it will be presented to Council for adoption. This adoption was planned for 2020, however, due to COVID-19 it was delayed to 2021. Due to the change in the Coordinator of Emergency Management the by-law will need to be repealed and adopted by Council.

- 6) There has been annual training provided to the municipality's Emergency Control Group and Emergency Operations Center support staff, and the Emergency Control Group and Emergency Operations Center support staff have conducted an annual exercise.
  - Haldimand County completed training in Emergency Planning, and the Incident Management System, IMS100. Haldimand's Emergency Control Group also participated in an Emergency Exercise which was a table top exercise, in which a weather event, affects a specific area of Haldimand County.
- 7) The municipality has designated an appropriate Emergency Operations Center (EOC).
  - The Haldimand County Administration Building (HCAB) in Cayuga has been designated as the primary EOC, and the Dunnville Multi-purpose Building has been designated as the alternate EOC.
- 8) Individual(s) have been identified to act as the Emergency Information Officer.
  - The Coordinator of Emergency Management has been identified to act as Haldimand County's Emergency Information Officer (EIO).
- 9) The municipality had developed and implemented an Emergency Management public awareness program.
  - The public awareness and education program has been continually active. In 2022, Haldimand County participated in Emergency Preparedness Week which was recognized in the month of May. The theme for 2022 was "Emergency Preparedness: Be Ready for Anything". Haldimand County's Emergency Services Division was busy with social media messages, website updates, media releases and communications provided via local radio. An internal staff quiz was initiated with the award of a 72-hour kit. Static displays were also set up at HCAB. Haldimand County's Emergency Services Division continues to use social media on a regular basis to communicate Emergency Management communications, warnings, as well as on Haldimand County's website.
- 10) The municipality has conducted an annual review of the Emergency Management Program.
  - The Emergency Management Program has undergone substantial changes since 2019. Haldimand County has adopted the Incident Management System (IMS) model, used currently by multiple municipalities throughout the province. The IMS system is also the Emergency Management Program of choice used extensively by Emergency Management Ontario (EMO). Due to the approved hiring of a Coordinator of Emergency Management and Fire Education by Council, this had allowed a robust review and upgrade of the County's program, thus keeping the County inline with today's needs for Emergency Management. The County's CEMC has reviewed the current Emergency Response Plan for 2022.
- 11) The By-law for the Emergency Management Program must be adopted by Council.
  - The County's current Emergency Management Program was previously adopted by Council as By-law 2320/21.

**FINANCIAL/LEGAL IMPLICATIONS:**

Not applicable.

**STAKEHOLDER IMPACTS:**

All departments within The Corporation of Haldimand County play a key role in the Community Emergency Management Program. Various stakeholders provide insight on key components which lead to overall program improvements.

**REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

**REFERENCES:**

None.

**ATTACHMENTS:**

1. Haldimand County Emergency Response Plan.



# Emergency Response Plan



Edition 2020

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## Abbreviations

<b>CACC</b>	Central Ambulance Communication Centre
<b>CBRN</b>	Chemical, Biological, Radioactive & Nuclear
<b>CCAC</b>	Community Care Access Centre
<b>CEMC</b>	Community Emergency Management Co-ordinator
<b>EAP</b>	Employee Assistance Program
<b>ECG</b>	Emergency Control Group
<b>ECGMR</b>	Emergency Control Group Meeting Room
<b>EEC</b>	Emergency Evacuation Coordinator
<b>EIC</b>	Emergency Information Centre
<b>EIO</b>	Emergency Information Officer
<b>EMAT</b>	Emergency Medical Response Team
<b>EMP</b>	Emergency Management Program
<b>EMPC</b>	Emergency Management Program Committee
<b>EOC</b>	Emergency Operation Centre
<b>ERP</b>	Emergency Response Plan
<b>ESC</b>	Evacuation Site Coordinator
<b>ESG</b>	Emergency Support Group
<b>ESM</b>	Emergency Site Manager
<b>HUSAR</b>	Heavy Urban Search and Rescue (Team)
<b>IMS</b>	Incident Management System
<b>MECG</b>	Municipal Emergency Control Group
<b>OFMEM</b>	Office of the Fire Marshal and Emergency Management Ontario
<b>PEOC</b>	Provincial Emergency Operations Centre
<b>PERT</b>	Provincial Emergency Response Team
<b>SEP</b>	Supplementary Emergency Plan

## EXECUTIVE SUMMARY

An emergency is defined under the Emergency Management and Civil Act of Ontario as:

*“a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.”*

Although the focus of this definition is on the potential impact of life and property, it is implicitly understood that major threats to social, environmental, political and/or economical well being may also be considered emergencies.

Due to its nature or magnitude, such emergency requires a co-ordinated response by a number of agencies under the direction of the Emergency Control Group. These are distinct from the normal day-to-day operations carried out by emergency response agencies.

Whenever an emergency occurs, which affects the lives and property of citizens, the initial and prime responsibility for providing immediate assistance rests with the local municipal government. This Emergency Response Plan is designed to ensure the co-ordination of municipal and non-municipal services in an emergency to bring the situation under control as quickly as possible.

The purpose of this document is to establish a plan of action for the earliest possible response to an emergency with the resources available to protect the health, safety, welfare and property of the inhabitants of the emergency area and to prepare for and establish a procedure for the declaration of an emergency.

Response to a large-scale emergency requires an assessment of the situation, and the efficient deployment and management of resources. The primary function of this Emergency Response Plan is to provide the organizational framework to co-ordinate the response for key officials, agencies and departments within Haldimand County. The Emergency Response Plan will provide a general guideline for the initial response to an emergency and an overview of their responsibilities during an emergency.

The Emergency Response Plan in itself cannot guarantee an efficient and effective response to an emergency. It must be:

- utilized as a tool to assist emergency and municipal services and officials in their emergency response activities
- flexible enough to adapt to a broad spectrum of disasters
- supported with adequate personnel, equipment and expertise from the responding agencies
- aware of resources that may be available from neighbouring municipalities and the private sector
- tested on a regular basis
- reviewed on a regular basis

## SECTION 1 – THE PLAN

### 1.0 Introduction

*An emergency management/information or response plan is a course of action developed to mitigate the damage of potential events that could endanger an organization's ability to function. Such a plan should include measures that provide for the safety of personnel and, if possible, property and facilities.*

The Haldimand County Emergency Response Plan has been prepared to provide key officials, agencies and departments within Haldimand County with a general guideline to the response to an emergency and an overview of their responsibilities during an emergency.

For this plan to be effective it is important that all affiliates be made aware of its provisions and that every official, agency and department be prepared to carry out their assigned functions and responsibilities in an emergency.

### 1.1 Purpose

The purpose of the Haldimand County Emergency Response Plan is to establish a plan of action to provide the efficient and effective deployment of services and resources in the event of a potential and/or declared emergency; to protect and preserve health, safety and welfare of the residents and visitors of Haldimand County and to limit or prevent damage and destruction of property, infrastructure and the environment.

The Haldimand County Emergency Response Plan enables a centralized and coordinated response to such emergencies in Haldimand County and meets the legislated requirements of the Emergency Management and Civil Protection Act (2006).

### 1.2 Authority

The *Emergency Management and Civil Protection Act* is the legal authority for this Emergency Response Plan. The *Emergency Management and Civil Protection Act* states that:

*“Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the Council of the municipality shall by by-law adopt the emergency plan.” [Section 3 (1)]*

Under the provisions of the *Emergency Management and Civil Protection Act Declaration of Emergency (2006)*:

*“The head of Council may declare that an emergency exists in the municipality or in any part thereof, and may take such actions and make orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the*

*emergency area.” [Section 4 (1)]*

As enabled by the Emergency Management and Civil Protection Act, Haldimand County's Emergency Response Plan has been issued under the authority of the Corporation of Haldimand County by By-law # 1993/18. A copy is filed with the Office of the Fire Marshal and Emergency Management Ontario and the Provincial Emergency Operations Centre.

### **1.2.1 Protection from liability for implementation of the plan**

Section 11 of the *Emergency Management and Civil Protection Act* states:

(1) *Protection From Action:*

*No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for an act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or neglect or default in the good faith exercise or performance of such a power or duty.*

2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (6)

(2) *Crown not relieved of liability;*

*Despite subsection 8 (3) of the Crown Liability and Proceedings Act, 2019, subsection (1) does not relieve the Crown of liability for the acts or omissions of a minister of the Crown or a public servant referred to in subsection (1) and the Crown is liable under that Act as if subsection (1) had not been enacted.* 2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (7); 2019, c. 7, Sched. 17, s. 64.

(3) *Municipality not relieved of liability:*

*Subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council as if the member were an employee of the municipality.* 2006, c. 13, s. 1 (6).

### **1.2.2 Public Access to the Plan**

Section 10 of the *Emergency Management and Civil Protection Act* states:

*Except for plans respecting continuity of operations or services, an emergency plan formulated under section 3, 6, 8, shall be made available to the public for inspection and copying during ordinary business hours at an office of the municipality, ministry or branch of government, as the case may be.* R.S.O. 1990, c. E.9, s. 10; 2009, c. 33, Sched. 9, s. 4.

### 1.2.3 ***Freedom of Information and Protection of Privacy***

Section 7.0.2 Emergency Powers and Orders of the Emergency Management and Civil Protection Act States:

Subsection (4)

13. Subject to subsection (7), requiring that any person collect, use or disclose information that in the opinion of the Lieutenant Governor in Council may be necessary in order to prevent, respond to or alleviate the effects of the emergency.

***Disclosure of Information:***

Subsection (7)

The following rules apply with respect to an order under paragraph 13. of subsection (4):

1. Information that is subject to the order must be used to prevent, respond to or alleviate the effects of the emergency and for no other purpose.
2. Information that is subject to the order that is personal information within the meaning of the ***Freedom of Information and Protection of Privacy Act*** is subject to any law with respect to the privacy and confidentiality of personal information when the declared emergency is terminated. 2006, c. 13, s. 1 (4).

## 1.3 **Objectives**

The Haldimand County Emergency Response Plan may be implemented in whole or in part, as the situation warrants and provides guidance and direction in responding to an emergency or disaster that may involve multiple sites and jurisdictions. The main objectives of the Emergency Response Plan are:

- 1- To ensure the earliest possible response and overall control of the emergency operations;
- 2- To undertake immediate actions to eliminate all sources of potential danger within the affected area;
- 3- To ensure coordinated acquisition and distribution of emergency resources, supplies and equipment;
- 4- To establish an Emergency Operations Centre and any other necessary emergency operation control facilities (reception/evacuation centres, command posts, information centres etc.);
- 5- To rescue all persons affected by the emergency and provide appropriate medical

aid and transportation to hospitals and/or other designated sites;

- 6- To secure the emergency site to establish crowd control, facilitate emergency operations access/egress and prevent injuries/casualties;
- 7- To provide timely, factual and official information to the emergency operations officials, media, public and individuals seeking personal information;
- 8- To evacuate any building or area that poses a threat to public safety;
- 9- To provide emergency food, lodging, clothing and essential social services and assistance to persons affected by the incident and emergency services personnel involved;
- 10-To authorize expenses, restore critical services and commence coordinated recovery activities.

## SECTION 2 - THE EMERGENCY MANAGEMENT PROGRAM

### **2.0 The Emergency Management Program**

This section will describe the operations of the Haldimand County Emergency Management Program. It will define the work of the Emergency Management Program Committee (EMPC) and the Community Emergency Management Co-ordinators (CEMC).

Under the *Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9*, s. 2.1. Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program. 2002, c. 14, s. 4

Pursuant to that Act, Haldimand County By-law 2320/21 adopted Haldimand County Emergency Management Program that includes:

- (1) An emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of Haldimand County and others will respond to the emergencies.
- (2) Training programs and exercises for employees of Haldimand County and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities.
- (3) Public education on risks to public safety and on public preparedness for emergencies.
- (4) Identification and assessment of the various hazards and risks to public safety that could give rise to emergencies.
- (5) Identification of the facilities and other elements of the infrastructure that are at risk of being affected by emergencies.
- (6) Any other elements required by the standards for emergency management programs set under section 14. 2002, c. 14, s. 14.

Emergency management consists of organized programs and activities that utilize a risk management approach to dealing with actual or potential emergencies or disasters. Emergency management encompasses the following five activities:

#### **2.0.1 Prevention:**

Are the actions taken to prevent or eliminate an emergency /disaster or risk to human life and property from natural and technological hazards. These measures may include legislation, building codes, fire prevention inspections and land use management.

**2.0.2 Mitigation:**

Are the actions taken to reduce the adverse impacts on an emergency or disaster. This would include steps taken to reduce the severity of the impact of an incident. These actions may include levies, barricades, and policy or procedure changes.

**2.0.3 Emergency Preparedness:**

Are the measures taken prior to an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Emergency preparedness includes emergency plans, establishing an emergency operation centre, training, exercises, generating avenues for emergency information and public awareness and education.

**2.0.4 Emergency Response:**

Are the actions taken immediately during and directly after an emergency/incident, to save lives, minimize damage to property, the environment, the economy and/or other services. Response measures include activating the Emergency Response Plan, emergency instructions to the public, staffing an Emergency Operations Centre (EOC) and the acquisition of additional resources, personnel, services and/or equipment.

**2.0.5 Emergency Recovery:**

Is the process of restoring the community to pre-disaster/ emergency level of functioning. This includes restoring the physical infrastructure as well as addressing the emotional, social, economic and physical well-being of those involved. Such measures include damage assessment, debris clearance and environmental clean-up, crisis counselling and financial assistance.

**2.1 Emergency Management Program Committee**

Every municipality must have an Emergency Management Program Committee. The Emergency Management Program Committee (EMPC) is the critical management team that oversees the development, implementation and maintenance of the emergency management program.

The formation of an Emergency Management Program Committee is a key organizational step toward making the emergency management process work at the local level. To reach its full potential, the committee needs to represent the various departments that have a voice in implementing and maintaining the Emergency Management Program.

Haldimand County's Emergency Management Program Committee is comprised of the following positions:

- Mayor of Haldimand County (or Deputy Mayor)
- Chief Administrative Officer (CAO)
- Manager Emergency Services/Fire Chief
  - Community Emergency Management Co-ordinator (Primary- CEMC)

- Deputy Fire Chief (Alternate CEMC)
- Deputy Paramedic Chief (Alternate CEMC)
- Coordinator of Emergency Management
- General Manager Public Works Operations
- General Manager Community & Development Services
- General Manager Engineer & Capital Works
- Manager Building & Municipal Enforcement Services
- Manager Engineering Services
- Manager Information Systems
- Supervisor Cooperate Affairs
- Haldimand Norfolk Health Social Services Representative
- Police Services Representative

The Haldimand County Emergency Management Program Committee (EMPC) shall be scheduled for three meetings at a minimum per year. Additional meetings or meetings of sub-committees shall occur as required.

### ***2.1.1 Responsibilities***

Some of the responsibilities of the Emergency Management Program Committee shall include:

- Conducting/reviewing of the community's Hazard Identification and Risk Assessment (HIRA) process.
- Reviewing and revising the Haldimand County Emergency Response Plan (ERP), as well as knowledge of their roles and responsibilities during an emergency.
- Conducting the critical infrastructure identification process.
- Conducting annual training for the members of the Emergency Control Group (ECG), the Emergency Control Group alternates, the Emergency Support Group (ESG), the Emergency Support Group alternates and other Emergency Operations Centre (EOC) staff.
- Ensuring the designation, development, and operation of an appropriate Emergency Operations Centre (EOC).
- Conducting an annual exercise to evaluate the community's emergency response capabilities.
- Develop and implement an Emergency Management Public Awareness and Education Program.
- Knowledge of the notification procedures used to notify members of the Municipal Emergency Control Group, (MECG) when the Municipal Emergency Response Plan is activated.
- Conducting an annual review of the Haldimand County Emergency Management Program.

## 2.2 Community Emergency Management Co-ordinators

Haldimand County will at all times have a Community Emergency Management Co-ordinator (CEMC) who is appointed by Council. The Community Emergency Management Co-ordinator shall have successfully completed all training that is required by the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) and shall maintain their certification at all times.

Additionally, Haldimand County will maintain two alternate Community Emergency Management Co-ordinators who shall also maintain or be working towards provincial certification.

Some of the responsibilities of the Community Emergency Management Co-ordinators shall include:

1. Maintain familiarity at all times with current standards and legislation.
2. Ensure that senior management and elected officials are kept apprised of all Emergency Management Program activities.
3. Identify Emergency Management Program financial and resource requirements and prepare an annual Emergency Management Program budget.
4. Facilitate the work of the Emergency Management Program Committee.
5. Provide emergency management expertise to the Emergency Control Group during an emergency.
6. Liaise with The Office of the Fire Marshal and Emergency Management Ontario and ensure that at all times the Haldimand County Emergency Management program meets all legislated standards and requirements.
7. Monitor the level of mandated Emergency Management Program achievements and process the required verification documents for The Office of the Fire Marshal and Emergency Management Ontario.

## 2.3 Community Hazard Identification & Risk Assessment

Haldimand County has identified and analysed realistic hazards which may occur and assessed them in terms of frequency (likelihood of occurrence) and consequence (potential impact).

This assessment is known as the Hazard Identification & Risk Assessment (HIRA). The Hazard Identification & Risk Assessment shall be reviewed at least annually by the Emergency Management Program Committee and revised as necessary.

The current Hazard Identification is an accompanied *Appendix # 6 Hazard Identification & Risk Assessment* to this plan and shall remain confidential.

## 2.4 Critical Infrastructure Identification

Haldimand County has identified critical infrastructure within its municipality that may be at risk during an emergency. Identifying critical infrastructure before an emergency occurs will ensure that the emergency response calculates the risk to this infrastructure and attempts to mitigate (where possible) any damage that may occur.

The Critical Infrastructure Identification is an accompanied *Appendix # 7 - Critical Infrastructure Identification* to this plan and shall remain confidential.

## 2.5 Annual Emergency Management Training

Haldimand County shall conduct, at minimum, one annual training session for all members (and alternate members) of the Emergency Control Group and Emergency Support Group.

This training will be comprised of various topics related to Emergency Management and to the role of the Emergency Control Group member.

The training will include other responding agencies that would respond in conjunction with and/or assist Haldimand County with managing an emergency.

In addition to the annual training, Haldimand County will strive to offer additional training opportunities to other potential Emergency Operations Centre staff.

## 2.6 Annual Emergency Management Exercise

Haldimand County shall conduct, at minimum, one annual emergency exercise with the objective of testing its Emergency Response Plan and emergency response capabilities. This exercise will involve all Emergency Control Group members (and alternates), Emergency Support Group members (and alternates) and Emergency Operations Centre staff.

## 2.7 Annual Office Of The Fire Marshal And Emergency Management Ontario Compliance

Under the Office of the Fire Marshal and Emergency Management of Ontario, Haldimand County is required to complete and submit a compliance checklist that verifies that the municipality has met all Provincial requirements.

This compliance checklist will be completed annually by the Community Emergency Management Coordinator and submitted to the Office of the Fire Marshal and Emergency Management Ontario.

## **SECTION 3 -THE EMERGENCY RESPONSE PLAN**

### **3.0 The Emergency Response Plan**

The Emergency Response Plan is the key resource that will be utilized during an emergency. This section describes the structure of the plan, designates a custodian and outlines the process to revise and distribute the plan. This section also outlines the process to review and test the plan regularly.

### **3.1 The Custodian**

The Haldimand County Community Emergency Management Coordinator (CEMC) shall act as the custodian of the Haldimand County Emergency Response Plan.

The custodian of the plan shall maintain the original electronic (master) version of the plan and shall be responsible for making any revisions or administrative changes that are required in accordance with the below process.

All copies of the Emergency Response Plan shall carry the revision date on the footer in order to easily identify the most current version of the plan. All distributed copies of the plan shall be paper copies or PDF electronic versions in order to ensure the security of the plan.

### **3.2 Appendices / Documents**

The appendices / documents do not form part of this plan. Any reference to an appendix/ document within the Emergency Response Plan is solely for the assistance of the document users as identified on the distribution list. There are a number of appendices/documents to this plan, some of which shall remain confidential.

The Haldimand County Emergency Response Plan shall be distributed to all members of the Emergency Control Group (ECG) (and alternates), the Emergency Support Group (ESG) (and alternates) as well as there will be a copy of the Haldimand County Emergency Response Plan housed within the Emergency Operations Centre (EOC). Subsequently, all appendices/ documents (confidential) will be housed in the Emergency Operation Centres (EOC) in a locked cabinet in the form of a “binder library” as well as one copy “binder library” housed at the Emergency Services Headquarters.

The appendices/ documents to this plan shall be reviewed annually and revisions made as necessary by the Emergency Management Program Committee. As the appendices/ documents do not form part of this plan, they are not required to be adopted by Council.

The table of contents for the Haldimand County Emergency Response Plan appendices/ documents can be located at the end of this document.

### **3.3 Distribution**

The Emergency Response Plan may be re-printed and re-circulated in its entirety or simply as a document update re-printed and re-circulated to replace specific areas of this document which have been revised.

Upon receipt of the revised Emergency Response Plan (or Plan updates) the person receiving the document (or updates) shall be responsible for placing them into their Emergency Response Plan copy and appropriately discarding the previous material. Previous confidential components must be disposed of in a manner which maintains the confidentiality of the information (i.e. destroyed, shredded etc.).

### **3.4 Amendments**

The Emergency Response Plan, as approved by By-law 1993/18, may only be amended by Haldimand County Council. Regulatory changes will be automatically adopted as part of the plan as enacted. However, minor administrative changes that do not change the intent or direction of the Emergency Response Plan can be approved by the Emergency Management Program Committee without re-submitting the entire document to Council.

### **3.5 Annual Review**

The Haldimand County Emergency Response Plan shall be reviewed at least annually by the Emergency Management Program Committee and, where necessary, revisions will be identified.

Each time this document is recommended for revisions that change the content relative to emergency planning and response it must be forwarded to Council for approval. Revisions that are of an administrative nature or that correct spelling or grammar errors and do not change the intent or direction of the document may be made by the Emergency Management Program Committee.

It is the responsibility of each person, agency, service or department named within this plan to review the plan regularly (and at minimum annually) and to notify the Community Emergency Management Co-ordinator (CEMC) of any required revisions or administrative changes.

### **3.6 Annual Emergency Exercise**

An annual exercise will be conducted in order to test the overall effectiveness of the Emergency Response Plan, the Emergency Control Group (ECG), the Emergency Operations Centre (EOC) and all other components to the Haldimand County Emergency Management Program.

### **3.7 Public Access**

The Haldimand County Emergency Response Plan shall be made available to the public at the county administration building and on the Haldimand County website. Confidential appendices/ documents will not be included or available for public viewing.

Copies of the Haldimand County Emergency Response Plan circulated to the public are not subject to document control procedures, recipient names are not recorded and recipients are not informed when the document is revised or updated. Public copies of this Emergency Response Plan are only current as of their print date.

### **3.8 Supplementary Emergency Plans**

The purpose of a Supplementary Emergency Plan is for each agency, division or department to determine how it will fulfil its roles and responsibilities as assigned within the Haldimand County Emergency Response Plan. Supplementary Plans should detail the functional guidelines, operational details and available resources available to each agency, division or department to support this document and to ensure a continuity of operations within their own service area.

Each agency, division and department referenced within this document are encouraged to complete an assessment of their own area and to complete their own Supplementary Emergency Plan in order to ensure an effective response to an emergency at all levels within all organizations.

## **SECTION 4 – EMERGENCY NOTIFICATION SYSTEM**

### **4.0 Notification & Mobilization Of The Emergency Control Group**

An essential component of the Emergency Management program is the ability to quickly notify members and/or alternates of the Emergency Control Group (ECG) and Emergency Support Group (ESG) once an emergency has been declared. The Emergency Notification System is coordinated by a contracted answering service, who once activated, calls all members and/or alternates of the Emergency Control Group (ECG) and Emergency Support Group (ESG). It will be the responsibility of the Community Emergency Management Co-ordinator (CEMC) to ensure that the Emergency Notification System is tested regularly.

### **4.1 Procedures for Activation**

The Emergency Response Plan outlines the process to notify and mobilize these groups in order to activate the Emergency Operations Centre (EOC).

#### ***4.1.1 Who can Activate***

The Haldimand County Emergency Notification System can be activated by any of the five following positions:

1. Mayor (or designate)
2. Chief Administrative Officer (or designate)
3. Haldimand County OPP Detachment Commander (or designate)
4. Haldimand-Norfolk Medical Officer of Health (or designate)
5. Community Emergency Management Coordinator (or designate)

#### ***4.1.2 When to Activate***

Upon receipt of a warning of a real or potential emergency, the Emergency Control Group (ECG) will be notified of their activation through the Emergency Notification System.

The Emergency Notification System shall be activated and the Emergency Control Group (ECG) mobilized in the following situations, (but not limited to):

- an imminent threat to the health or safety of the residents and visitors of Haldimand County, and/or
- an imminent threat to the environment or critical infrastructure within Haldimand County, and/or
- there is cause, or has the potential to cause wide-spread disruptions to the conduct of normal service delivery, and/or
- the need for a response that exceeds or threatens to exceed the normal capabilities of Haldimand County response agencies, and/or (actual or anticipated) situation is leading to large-scale public anxiety.

### **4.1.3 How To Activate**

The Emergency Notification System will commence in the following manner:

1. The Emergency Notification System may be activated by any one of the five identified positions.
2. Each of the primary members of the Emergency Control Group (ECG) and members of the Emergency Support Group (ESG) will be contacted.
3. Where no contact is made with the primary members, the alternate members will be contacted.
4. At the completion of the notification process the Community Emergency Management Coordinator (CEMC) will contact the person responsible for making the notifications and determine which staff have been successfully contacted and will be attending the Emergency Operations Centre (EOC).

As the members of the Emergency Control Group and Emergency Support Group are successfully notified they will be requested to mobilize at a specific location provided by the person(s) completing the notification.

It will be the responsibility of the Emergency Control Group (ECG) and Emergency Support Group (ESG) to notify any further staff or other agencies that are required to attend the Emergency Operations Centre (EOC).

## **4.2 Answering Service Unavailable**

In the event that the contracted answering service is unable to activate the Emergency Notification System, the two alternate methods that have been identified to complete the notifications are:

- 1) Utilizing the Fire Department Dispatch Centre, which has been provided with the appropriate contact information
- 2) Utilizing an internal phone tree

## **4.3 Contact Information**

The contact information for all members and alternates of the Emergency Control Group (ECG) and the Emergency Support Group (ESG) along with the Divisional Support and Scribes will be located in the accompanied *Appendix # 2 Contact Number Information*. The contact information required to initiate the Emergency Notification System through the

contracted answering service will also be located in the accompanied *Appendix # 2 Contact Number Information* which is a confidential document.

It is the responsibility of all members and alternates of the Emergency Control Group (ECG) and the Emergency Support Group (ESG) to communicate any changes to their contact information to the Community Emergency Management Co-ordinator (CEMC) so that the information can be updated.

## **4.4 Requesting Assistance**

### **4.4.1 Provincial and Federal Government**

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. These requests are made by the Community Emergency Management Co-ordinator (CEMC) directly to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM). The Office of the Fire Marshal and Emergency Management Ontario (OFMEM) will be contacted, through the Provincial Emergency Operations Centre (PEOC), located in Toronto, which is staffed 24 hours a day, 365 days a year.

Requests for assistance from the Federal Government are also to be made via the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) through the Provincial Emergency Operations Centre (PEOC). The Federal assistance is needed with such manners such as utilizing the Coast Guard.

Specific contact information for the Provincial Emergency Operations Centre (PEOC) is located in the accompanied *Appendix # 3 Vital Services Directory* to this plan and is a confidential document.

### **4.4.2 Private Sector**

Assistance may be requested from the private sector as required. The decision to request private sector assistance will be made by the Emergency Control Group (ECG) in accordance with emergency procurement guidelines.

Haldimand County maintains Emergency Assistance Agreements&/or Memorandum of Understandings (MOU) with various businesses throughout Haldimand County that can be activated in the event of an emergency. These agreements are located in the accompanied *Appendix # 8 Emergency Assistance Agreements/Memorandum of Understandings* and shall remain confidential.

### **4.4.3 Other Municipalities**

Assistance may be requested from other municipalities by contacting the respective Community Emergency Management Coordinator (CEMC) and/or Head of Council or Senior Staff. This contact information is located in the accompanied *Appendix # 3 Vital Services Directory* and shall remain confidential.

## **SECTION 5 – EMERGENCY OPERATION CENTRE**

### **5.0 Emergency Operations Centre (EOC)**

An Emergency Operations Centre (EOC) is the central facility from which the Emergency Control Group (ECG) directs, coordinates and supports emergency operations within the municipality's jurisdiction.

In the event of an emergency requiring the Emergency Control Group (ECG), the Emergency Operations Centre (EOC) will be activated. The Emergency Operation Centre (EOC) will be the central site of municipal emergency operations and will house the Emergency Control Group (ECG) and the Emergency Support Group (ESG). At the Emergency Operation Centre (EOC) both groups will share information, make decisions and provide strategic management as required to mitigate the effects of the emergency, as well as calling on assistance from Haldimand Divisional Support as needed.

### **5.1 Location**

Haldimand County has established a primary and alternate Emergency Operations Centre (EOC).

In Haldimand County both the primary and alternate Emergency Operation Centre (EOC), house regular municipal services and as such, if required as an Emergency Operation Centre (EOC), will have to be commandeered and then set up to function as an Emergency Operations Centre (EOC).

If the primary Emergency Operation Centre (EOC) is unable to be utilized due to the location being in or is expected to be in a hazard zone of the emergency, it is unavailable for use or the circumstances of the situation indicate that the alternate Emergency Operation Centre (EOC) is more appropriate, both Emergency Control Group (ECG) and Emergency Support Group (ESG) will be advised to report to the alternate Emergency Operation Centre (EOC).

In the event that neither the primary or alternate Emergency Operations Centre (EOC) can be utilized, the Emergency Control Group (ECG) shall designate an appropriate location as the Emergency Operations Centre (EOC).

Location and Information surrounding the Emergency Operation Centre can be located in the supporting *Appendix # 5 Incident Management System: Emergency Operation Centre Information and Forms*

### **5.2 Registration And Security**

Once the Emergency Operations Centre (EOC) has been activated and set-up, the facility must now adhere to the security measures as outlined. Security measures will consist of setting up a registration area. Where possible, the security of the Emergency Operations Centre (EOC) will be maintained by the Ontario Provincial Police (OPP), or an approved

security contractor. All personnel entering the Emergency Operations Centre (EOC) must report to registration area and be properly registered. All personnel attending the Emergency Operations Centre (EOC) must sign in and out of the facility through this area.

This will be especially important where the nature of the emergency requires heightened security or threatens the security and/or safety of the Emergency Operations Centre (EOC) and/or its staff.

Responsibilities for Emergency Operations Centre (EOC) registration and security will be further outlined in the position and responsibilities section.

## **5.3 Personnel Access to the EOC**

### **5.3.1 Access Allowed**

The following persons are *normally* allowed into the Emergency Operations Centre:

- Emergency Control Group (ECG) members and their alternates
- Emergency Support Group (ESG) members and their alternates
- Haldimand County Divisional Support and their alternates
- Police personnel for facility security
- Members directly invited by the Emergency Control Group (ECG)

### **5.3.2 Access Denied**

The following persons are *not normally* allowed into the Emergency Operations Centre (EOC):

- Members of any media group
- Members of Council not on the Emergency Control Group (ECG)
- Members of the public
- Any persons without direct business with Emergency Operations Centre (EOC) operations

## **5.4 Procedures For Set-Up**

### **5.4.1 Responsibility**

Once the Emergency Operations Centre (EOC) has been activated through the Emergency Notification System, arriving members and/or alternates of the Emergency Control Group (ECG) and Emergency Support Group (ESG) will be responsible for immediately setting up the equipment and supplies to make the Emergency Operations Centre (EOC) a functioning location.

The equipment and supplies stored at these location will allow the Emergency Operations Centre (EOC) to be established and function in accordance with the Emergency Operations Centre set-up and operating guidelines which are located in each Emergency Operation Centre (EOC) in the accompanied Appendix # 5 *Incident Management System: Emergency Operation Centre Information and Forms*. .

### **5.4.2 Components for Functioning**

The Emergency Operations Centre shall consist of:

- The Emergency Control Group/Emergency Support Group meeting room
  - (refer to 5.4.2.1)
- A working area for the Emergency Support Group.
- Adequate working space (break-out rooms) for all Emergency Operations Centre (EOC) Staff to operate between meeting sessions
- Adequate parking for all Emergency Operations Centre (EOC) Staff
- An adequate back-up power supply
- Appropriate comfort facilities including washrooms, kitchen and rest area
- Adequate communication infrastructure including (but not limited to) phones, fax machines, computers, printers, photocopiers and radios

#### **5.4.2.1 The Emergency Control Group Meeting Room**

The Emergency Control Group Meeting Room (ECGMR) is a secure board room where the Emergency Control Group (ECG) can conduct business cycle meetings to address the current situation and mitigate the emergency. This room is to be kept free of distractions and limited to Haldimand County's ECG, their support personnel and other invited members.

The Emergency Control Group Meeting Room (*ECGMR*) shall contain or have readily available the following:

- Sufficient tables and chairs for all present
- An accurate clock which is synchronized with all other clocks
- Maps (of suitable scale) for depicting and updating emergency operations
- A television for media updates
- Devices for recording Emergency Control Group (ECG) meetings
- Visual boards for logging emergency operations status, key decisions and other information
- A computer (with internet access)
- Display Screen to display information
- GIS capabilities (including laptop and Display Screen)
- Telephone(s)
- Printer
- All necessary stationery requirements and office supplies

## **5.5 Emergency Operations**

During an emergency, the Emergency Control Group (ECG) will assemble at the Emergency Operations Centre (EOC) and will commence the coordination for the response effort.

During the initial response, the Emergency Control Group (ECG) will be responsible for establishing the working personnel positions to make the Emergency Operation Centre (EOC) a functioning body.

Primary responsibilities will include:

1. Appointing the Emergency Operation Centre (EOC) Command Chief and Incident Command Chief.
2. Appoint and recognize the Operations Section Chief in the Emergency Operation Centre (EOC) and on site. The Onsite Operations Section Chief will manage the emergency site, communicate back to the Emergency Operation Centre (EOC) and implement Emergency Control Group's (ECG) decisions at the site.
3. Implement the *Incident Management System (IMS)* within the Emergency Operations Centre and appoint personnel to the appropriate IMS positions under the Command, Operations, Planning, Logistics and Finance/Administration Sectors.
4. Appoint under Command, the Liaison Officer, Safety Officer and the *Emergency Information Officer (EIO)* and establish an *Emergency Information Centre (EIC)* or area to manage media and public requests for information.
5. Activating *Supplementary Plans* within each Department/Division as necessary. This will include alerting and mobilizing each Department's/Division's own staff resources as needed to implement the emergency plans.
6. Establishing a *Meeting Cycle* which will determine the intervals at which the Emergency Control Group (ECG) will meet. (refer to 5.5.1)

### **5.5.1 Meeting Cycle**

The meeting cycle is a designated meeting time which member and/or alternates of the Emergency Control Group (ECG) will meet together to discuss the progress of the emergency and required actions.

The Emergency Operation Centre (EOC) Command for Haldimand County or his/her delegate will be designated as the chairperson for such meetings. The frequency and duration of the meetings shall be determined by the Emergency Operation Centre (EOC) Command and/or delegate ensuring this will allow members of the group to carry out their individual responsibilities.

When a meeting commences all Emergency Control Group (ECG) members and /or alternates will come to the table and briefly update the group on the actions of their respective area. At each meeting a status board shall be updated to reflect current information gathered at the meeting, as well as identify issues needing resolution and seek input from the group to assist in rectifying the issues.

As part of each meeting, all Emergency Control Group (ECG) members and/ or alternates shall report the length of time that they have been present at the emergency. This will allow the Emergency Control Group (ECG) to consider facilitating staff relief to avoid employee fatigue due to a long duration response.

When the Emergency Control Group (ECG) meets according to the meeting cycle there will be no interruptions (unless urgent) until the meeting is concluded.

## **5.6 Major Events, Decisions And Activities Documentation Logs**

All events, decisions and activities of the Emergency Control Group (ECG) and Emergency Operation Centre (EOC) staff shall be properly documented. Documentation will be through use of the Haldimand County Emergency Management Notebooks, activity logs or through Emergency Management Forms issued to each department. There shall be two types of logs maintained: the Main Event Log (Incident Action Plan), documenting large decisions and actions taken as a whole, recorded during the Meeting Cycles, scribed under the Planning Division and the Emergency Management Notebooks/Activity Log, from which documents the decision and actions taken by each individual under their own Sector or portfolio.

### **5.6.1 Main Event Log**

The Main Event Log (Incident Action Plan) shall be a master log that records all Emergency Control Group (ECG) and Emergency Support Group (ESG) meetings. The log will include all decisions, updates and communications with an accurate timeline. This log shall be maintained by Emergency Operations Centre (EOC) Planning Division. Scribe positions will be made available to assist with this task.

### **5.6.2 Emergency Management Notebook / Activity Log**

The Emergency Management Notebook/Activity Log is a personal log of all decisions, actions and communications of all Emergency Control Group (ECG) and Emergency Support Group (ESG) members and /or alternates. Assistance from *Scribes* may be requested to help maintain the personal logs on their behalf.

## SECTION 6 - DECLARING AND TERMINATING A STATE OF EMERGENCY

### **6.0 Declaring & Terminating An Emergency**

When an emergency exists, but has not yet been officially declared, the Emergency Control Group (ECG), community officials and employees may take such action(s) under this Emergency Response Plan, to protect property, infrastructure and the health, safety and welfare of the residents of Haldimand County.

The Emergency Response Plan will outline the framework to formally declare and terminate a state of emergency.

### **6.1 Declaring**

#### **6.1.1 Authority**

The *Emergency Management and Civil Protection Act* states that:

#### ***Declaration of Emergency 2.1***

*(4) “The head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O.1990, c. E.9, s. 4 (1)”.*

#### **6.1.2 Decision for Declaration**

Declaring an emergency within Haldimand County is not required prior or subsequent to the activation of the Emergency Response Plan. An emergency declaration is not required prior to any personnel taking any actions under this plan to protect the lives, health and property of the inhabitants of Haldimand County.

An emergency declaration however, may create a greater understanding and promote a sense of urgency to the public regarding the severity of an emergency situation. However, declaring an emergency may also result in a sense of panic and could have potential negative effects.

The decision to declare a state of emergency is an important one that shall be made by the Head of Council, in consultation with the Emergency Control Group (ECG) after a thorough assessment of the situation has been made. The Office of the Fire Marshal and Emergency Management Ontario (OFMEM) Duty Officer may also be consulted regarding the decision to formally declare an emergency to exist. An emergency

declaration is required if the Emergency Control Group (ECG) will be requesting provincial emergency resources and will allow for possible provincial funding of costs related to the emergency.

An emergency declaration will be beneficial if the Emergency Control Group (ECG) will be requesting public and/or private sector assistance.

Once an emergency is declared, every registered volunteer participating in the emergency will be considered a municipal employee and protected under the provisions of the Workplace Safety and Insurance Board (WSIB) Section 71 (4).

### **6.1.3 Determining if Appropriate**

There is no definitive point at which a community or wide area emergency becomes a declared emergency. Emergencies vary in intensity and complexity, depending on factors such as time of occurrence, severity of impact, nature of building construction, existing weather conditions and demographics.

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality or throughout Ontario, or any part thereof.

Occasionally, emergencies arise that are of such significance that they exceed the capacity of local authorities to carry out the extensive emergency operations necessary to save lives and protect property and the environment. In a few rare cases, provincial response capability may also be challenged.

#### **6.1.3.1 Provincial Checklist to Assist in Determining**

The Province of Ontario has developed a checklist that will assist and provide guidance to the Head of Council and the Emergency Operation Centre (EOC) with determining whether a declaration of a state of emergency is appropriate. The following are items to consider: Refer can be made through the accompanied *Appendix # 4 Declaring / Terminating an Emergency*

- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for resources, deployment of personnel, and/or operations?
- Are large numbers of communities and/or other municipalities affected? Is the emergency wide spread and severe?
- Is there a need to promote public confidence by providing reassurance that appropriate measures are being put in place through the declaration of an emergency?
- Does the situation pose a large-scale disruption to routine patterns of residence or transportation, or re-routing of large numbers of people and vehicles?
- Is there major social and economic impact?

- Is there a requirement to address provincial/federal disaster relief assistance?
- Has there been a declaration of emergency by another level of government?
- Does the situation pose a threat to critical infrastructure and the provision of essential services (e.g. energy, potable water, sewage treatment/containment, supply of goods or medical care)?
- Does, or might, the situation require assistance from the federal government (e.g. military equipment)?
- Is the situation a large-scale or complex Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) incident?
- Is there a requirement to issue provincial emergency advisories and/or public action directives?
- Are there extraordinary resource requirements from multiple sources (i.e. private and public sectors)?
- Is the event likely to have a long term negative impact on the municipality's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?

#### **6.1.4 Process to Declare**

##### **6.1.4.1 Emergency Declaration Form**

Once the decision has been made to declare an emergency, an Emergency Declaration Form located in the accompanied *Appendix # 4 Declaring / Terminating an Emergency*, must be completed and faxed to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) Duty Officer. A follow-up phone call to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) Ontario Duty Officer shall also be made to ensure that the declaration was received.

##### **6.1.4.2 Personnel Notification**

The following notifications shall be made after the Notification to the OFMEM:

- Haldimand County Council members
- The local Member of Federal Parliament (MP)
- The local Member of Provincial Parliament (MPP)
- Neighbouring municipalities
- The local media
- The general public

## 6.2 Terminating

### 6.2.1 Authority

The *Emergency Management and Civil Protection Act* states that “*The head of Council or the Council of a municipality may at any time declare that an emergency has terminated*”. R.S.O. 1990, c. E.9, s. 4 (2).

The *Emergency Management and Civil Protection Act* further states that “*The Premier of Ontario may at any time declare that an emergency has terminated*”. R.S.O. 1990, c. E.9, s. 4 (4).

### 6.2.2 Provincial Checklist to Assist in Termination

The Province of Ontario has developed a checklist that will assist and provide guidance for decision-making, when authorities are required to make an assessment and decision concerning the need to terminate an emergency declaration. The following questions should be deliberated in order to determine that the situation has or has not been sufficiently resolved to allow the affected public to function without the need for additional emergency support. The following are items to consider, refer to accompanied *Appendix # 4 Declaring / Terminating an Emergency* for the complete list.

- ☐ Is there a requirement to pass legislation to provide for future similar events and continued public safety and protection?
- ☐ What extraordinary measures, which required the declaration of the emergency, remain in place?
- ☐ Is the situation under control and are safeguards and mechanisms in place to deal with future, similar situations?
- ☐ Are the affected systems able to return to a sustainable mode of operation?
- ☐ Are the affected communities able to cope with the situation?
- ☐ What is the public sentiment towards the situation?
- ☐ What further measures such as public information programs need to be in place prior to the decision to terminate?

### 6.2.3 Process to Terminate

#### 6.2.3.1 Termination of a Declared Emergency Form

Once the decision has been made to terminate a declaration of an emergency, a Termination of a Declared Emergency Form, located in the accompanied *Appendix # 4 Declaring / Terminating an Emergency*, must be completed and faxed to the Office of the Fire Marshal and Emergency Management Ontario. A follow-up phone call to the Office of the Fire Marshal and Emergency

Management Ontario Duty Officer shall also be made to ensure that the termination of the declaration was received

#### **6.2.3.2 Personnel Notification**

The following notifications shall be made after the Notification to the OFMEM:

- Haldimand County Council members
- The local Member of Federal Parliament (MP)
- The local Member of Provincial Parliament (MPP)
- Neighbouring municipalities
- The local media
- The general public

## **SECTION 7 - EMERGENCY CONTROL GROUP**

### **7.0 Emergency Control Group**

The response to an emergency will be directed and controlled by the Emergency Control Group (ECG), a group of officials who are responsible for coordinating the municipal response to the emergency. In addition to coordinating the response to the emergency, the Emergency Control Group (ECG) shall be responsible for coordinating the provision of essential municipal services to the community.

The primary role of the Emergency Control Group (ECG) is to co-ordinate a multidisciplinary response and ensure the provision of personnel and resources needed by responders to effectively mitigate and respond to an emergency within Haldimand County.

The Emergency Operation Centre (EOC) advises and assists the Head of Council in carrying out his or her duties under the Emergency Response Plan to protect the safety, security and well-being of residents, property and the environment.

### **7.1 Members**

The Emergency Control Group (ECG) consists of the following officials:

1. Mayor
2. Chief Administrative Officer (CAO)
3. General Manager of Corporate & Social Services
4. General Manager, Financial & Data Services
5. General Manager of Community & Development Services/Deputy CAO
6. General Manager of Public Works Operations
7. General Manager of Engineering & Capital Works
8. General Manager of Health and Social Services
9. Ontario Provincial Police (OPP) Detachment Commander
10. Manager of Emergency Services/Fire Chief
11. Community Emergency Management Coordinator (CEMC)
12. Executive Assistant/Communications, CAO Office
13. Supervisor of Corporate Affairs
14. Coordinator of Health and Safety
15. Coordinator of Emergency Management

Each Emergency Control Group (ECG) member shall have at least one identified alternate. The alternate is appointed by the Emergency Control Group (ECG) member and must be aware of their responsibilities on an on-going basis.

The Emergency Control Group (ECG) may function with only a limited number of persons depending upon the emergency and therefore would not necessarily require the presence of all the people listed as members. In every emergency however, all members of the Emergency Control Group (ECG) shall be notified.

## 7.2 Collective Responsibilities

The collective responsibilities of the Emergency Control Group (ECG) are as follows:

- Activate the Emergency Response Plan, as required.
- Report to and assist with the set-up of the Emergency Operations Centre (EOC).
- Determine if the location of the Emergency Operations Centre is appropriate.
- Determine if the composition of the Emergency Control Group (ECG) is appropriate.
- Determine which support staff are required to assist with the Emergency Operations Centre (EOC) operations and request their assistance.
- Appoint or confirm the appointment of an Emergency Site Manager (ESM) for each emergency site.
- Establish communications with the Emergency Site Manager (ESM) to obtain briefings and/or reports of change in emergency status.
- Monitor and support the activities of the Emergency Site Manager (ESM) and provide resources to the emergency site as required.
- Determine the nature and impact of the incident and, based on information received, call out and/or mobilize emergency services, County departments, County staff and equipment as required.
- Establish and participate in regular meetings (frequency will be dictated by need) as a group to inform one another of actions being taken, their status, and to plan strategies.
- Maintain a detailed record/log of decisions made and actions taken by the Emergency Control Group (ECG) during all emergency operations.
- Provide advice and assistance to the Head of Council in making an emergency declaration, if warranted, and ensuring that all required are informed of a declaration or other decision made by the Head of Council.
- Exercise overall management responsibility for the coordination of all emergency response and recovery operations during and after an incident.
- Coordinate and direct all agencies, departments and service providers ensuring that all necessary actions to mitigate the emergency are conducted, and are not contrary to law.
- Designate any area within the municipality as an “Emergency Area” and ensure that the Emergency Site Manager (ESM) establishes an inner and outer perimeter around the emergency site.
- Determine whether to evacuate any area within the Municipality and coordinate and /or oversee the evacuation of inhabitants considered to be in danger.
- Ensure administrative and logistical support is provided for emergency workers at the emergency site(s) and post incident (i.e., food, water, shelter, sanitary facilities, maintenance, fuel, etc.).
- Ensure rest periods for staff and the ability to maintain 24/7 operations, by supporting staff with accommodations and/or the ability to be relieved by alternates and support staff.

- Ensure the Emergency Responders disperse and/or remove any people not involved in emergency operations, who are in danger, or whose presence hinders emergency operations being carried out by the Emergency Responders.
- Direct the discontinuation of any service or utility, where continuation of such service constitutes a hazard to emergency operations or public safety.
- Arrange for the provision of services and equipment from local agencies not under Municipal control, i.e., private contractors, volunteer agencies, service clubs.
- Authorize expenditures of municipal funds required immediately for emergency operations, emergency humanitarian aid and the preservation of the life, health and safety of anyone involved in or adversely affected by the emergency.
- Determine if volunteers are required and if appeals for volunteers are warranted.
- Exercise overall management responsibility for the Corporation's business continuity, including ensuring that adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site.
- Ensure the provision of emergency food, shelter and clothing, on a temporary basis, for any citizens who are in need of assistance as a result of the emergency.
- Determine if transportation is required for the movement of persons or supplies. If it is required, ensure it is arranged.
- Implement the Emergency Information Plan (EIP) Appendix # 10. Collect and disseminate information on the emergency and provide factual information to officials involved in emergency operations, the news media and the general public through the establishment of an Emergency Information Center (EIC) and the appointment of an Emergency Information Officer (EIO).
- Arrange for assistance from and/or liaise with other governmental departments/agencies, volunteer organizations, the private sector and the general public for the provision of information, resources and/or advice, as necessary.
- Determine the need for experts and/or establishment of advisory groups and/or sub-committees.
- Determine if a Recovery Committee needs to be established, and if so, nominate the chair and composition of that committee, along with its reporting structure, before the response to an emergency has been completed. This committee will coordinate the agencies (Social Services, Health, Public Works, Planning) required to return the community to its pre-emergency state.
- Provide advice and assistance to the Head of Council in terminating an emergency declaration, and ensuring that all services, agencies, groups or persons under the direction of the Emergency Control Group are informed of the termination of any emergency declaration.
- Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

## 7.3 Individual Responsibilities

The Emergency Response Plan outlines the general individual responsibilities of the official Emergency Control Group (ECG) members. Each member of the Emergency Control Group (ECG) will be given a complete responsibilities package upon arrival at the Emergency Operation Centre (EOC).

### 7.3.1 Mayor

- Activate the Emergency Notification System, as required.
- Upon recommendation of the Emergency Control Group (ECG), declare an emergency to exist within the municipality.
- Ensure that the Haldimand County Council, the County's Member of Parliament and Member of Provincial Parliament, neighbouring municipalities and the public are advised of any emergency declaration or termination made by Haldimand County, and that they are kept apprised of the emergency situation, as necessary.
- In consultation with the Emergency Control Group (ECG), issue orders considered necessary to implement this Emergency Response Plan to protect the safety, health, welfare and property of the citizens of Haldimand County.
- Act as a liaison between the Emergency Control Group (ECG) and Council; keep members of Council informed about the emergency situation and chair emergency Council meetings as required.
- Discussion and approve if agreed upon, all decisions made by the Emergency Control Group (ECG) pertaining to "extra-ordinary measures" affecting the lives and property of citizens within Haldimand County.
- Provide advice to the Emergency Control Group (ECG) on political issues.
- Liaise with Heads of Council of neighbouring municipalities on issues of mutual concern.
- Obtain any necessary assistance from senior levels of government, other municipalities, and the private sector regarding taking any action necessary to minimize the effects of an emergency on Haldimand County.
- Act as the spokesperson for the County, in coordination with the Emergency Information Officer in accordance with the Emergency Information Plan (EIP) – Appendix # 10.
- Authorize the release of information on behalf of the County, in conjunction with the CAO and/or the Emergency Information Officer.
- Terminate the emergency at the appropriate time and ensure all concerned have been notified.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### 7.3.2 *Chief Administrative Officer (CAO)*

- Activate the Emergency Notification System, as required.
- Schedule and Chair Emergency Control Group (ECG) meetings.
- Lead and direct all operations in the Emergency Operations Centre (EOC), including:
  - establishing a cycle of Emergency Control Group (ECG) meetings and ensuring that the members adhere to it.
  - providing administrative direction, including the maintenance of an agenda of issues/problems, actions and solutions so at each meeting the issues/problems are identified and recorded
  - responding to and facilitating requests from the emergency site adjusting staff and resource levels
  - ensuring that all responsibilities of the Emergency Control Group (ECG) are fulfilled
- Act as principal advisor to the Mayor and Council.
- Provide guidance on short-term and long-term operational planning and establishment of the priorities for the restoration of services and facilities that have been damaged, temporarily suspended or reduced as a result of the emergency.
- Ensure a record is kept of all issues and problems identified, resolved and yet to be resolved, major decisions made, instructions issued and actions taken.
- Ensure a record of all expenditures is maintained for later cost recovery, if warranted.
- Ensure compliance with applicable legislation, regulations, by-laws and policies.
- Liaise, as required, with senior officials in provincial ministries and agencies, neighbouring municipalities, non-government agencies and other stakeholders in the community to coordinate response activities and/or request assistance when existing resources are inadequate to meet the demands of the emergency.
- Ensure through the Emergency Information Officer (EIO) that the Emergency Information Centre (EIC) is operational and that the telephone numbers are broadcast and published for use by the public and the media.
- Ensure, in consultation with the Mayor and Emergency Information Officer (EIO) that a schedule of media conferences, news releases and public service announcements have been established.
- Approve major announcements and media releases prepared by the Emergency Information Officer (EIO), in consultation with the members of the Emergency Control Group (ECG).
- Chair a special meeting of the Emergency Control Group (ECG) as soon as practicable after the termination of the emergency to ensure the post-emergency debriefing takes place and to consider a report on the emergency response.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.3 General Manager Of Corporate & Social Services**

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Corporate & Social Services.
- Oversee the Corporate & Social Services Department comprised of the Citizen & Legislative Services, Human Resources, Grandview Lodge, and Legal & Support Services Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to Council, clients and the parts of the community not affected by the emergency.
- Provide general direction of department activities including personnel and resource management within to meet corporate response and continuity of operations objectives.
- Advise regarding expenditures approved by the Emergency Control Group (ECG) that may contravene the procurement policy.
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to workplace issues, agreements and contracts, legal affairs, compliance with legislation and other issues as may arise.
- Oversee that accurate corporate records are maintained of all requests, recommendations and decisions made, directions received and/or given, issues resolved or not resolved and actions taken.
- Coordinate the contract with the Haldimand County solicitor and consult with the solicitor as required.
- Coordinate (with the assistance of other General Managers and the Director of Human Resources) the Staff Deployment component of the Continuity of Operations Plan Appendix # 13 (Draft in progress)
- Ensure the provision of support staff to assist the Emergency Control Group (ECG) in the coordination, collection and dissemination of information relative to the emergency.
- Under the direction of the Emergency Control Group, coordinate offers of and appeals for, volunteers that may be required to assist with operations other than the staffing of reception and evacuation centres (Health & Social Services responsibility).
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms –Appendix # 5 I.M.S. Incident Management System: Emergency Operation Centre Information and Forms - which shall be retained and forwarded to the Director of Human Resources.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.4 General Manager Of Financial & Data Services**

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Financial and Data Services.
- Ensure Records of expenses are maintained for future claim purposes and that appropriate accounting processes are being followed. Maintain the petty cash and keep the accounting of all cash/cheques going in and out.
- Oversee the Financial & Data Services Department comprised of the Finance, Information Systems, and System Controls in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Provide general direction of department activities including personnel and resource and financial management and facilitating extraordinary expenditures, within authorized limits, to meet corporate response and continuity of operations objectives.
- Liaise with the Ministry of Municipal Affairs and Housing regarding the Disaster Relief programs for both Ontarians and Municipalities.
- Ensure that the Information Systems Division has been assigned to coordinate all communications and information technology resources within the Emergency Operations Centre (EOC).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.5 General Manager Of Community & Development Services**

- Manage the Emergency Control Group (ECG) and schedule and chair Emergency Control Group meetings in the absence of the CAO.
- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group on matters pertaining to Building & Municipal Enforcement, Planning, Economic Development & Tourism, Community Development and Partnerships and Emergency Services.
- Oversee the Community & Development Services comprised of Building & Municipal Enforcement Services, Economic Development & Tourism, Community Development and Partnerships, Planning & Development, and Emergency Services Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Provide general direction of department activities including building services and community partnerships, to meet corporate response and continuity of operations objectives.

- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to community programs, damage assessments, property and building rehabilitation and other issues as may arise.
- Continually update and maintain the emergency map.
- Arrange, as required, for the Chief Building Official to inspect and take appropriate action (demolition or remediation) for unsafe buildings.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.6 General Manager Of Public Works Operations**

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Public Works.
- Oversee the Public Works Operations Department comprised of Roads Operations, Fleet Operations, Environmental Operations, Facilities, Parks, Cemeteries & Forestry Operations Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Provide general direction of department activities including physical resource management, roads operations, facility operations and infrastructure management to meet corporate response and continuity of operations objectives.
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to roads operations, environmental concerns, infrastructure rehabilitation, facility use/operations and other issues that may arise.
- Ensure that County-owned facilities, such as community centres, are structurally sound and buildings unaffected by the emergency are prepared to accept people for the purpose of reception or evacuation centres.
- Provide the Emergency Control Group (ECG) with advice on technical, engineering and public works matters.
- Provide engineering materials, supplies and equipment as required.
- Coordinate the acquisition, distribution and scheduling of various modes of transport (i.e., public transit, school buses, trains, boats, and trucks) for the purpose of transporting persons and/or supplies, as required, by members of the Emergency Control Group (ECG).
- Liaise with public utilities to disconnect any service representing a hazard and/or arrange for the provision of alternate services.
- Maintain water systems and services (when possible).
- Discontinue any water service as required and restore these services when appropriate.

- Discontinue any Roads, Sanitary Sewer and Waste Management service, as required.
- Restore discontinued Roads, Sanitary Sewer and Waste Management services as determined by the Emergency Control Group (ECG).
- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health.
- Ensure the provision and maintenance of infrastructure and service such as storm sewers, sanitation sewers, garbage collection and disposal and roads operations.
- Liaise with the Fire Department Lead concerning water supply for firefighting purposes.
- Arrange municipal vehicles, equipment and operators or additional heavy construction equipment as required.
- Coordinate emergency flood mitigation as required (pumping, sandbagging etc.).
- Perform other duties as assigned, in accordance with corporate objectives.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required and contribute to the debriefing and preparation report of the emergency.

### **7.3.7 General Manager of Engineering and Capital Works**

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Engineering and Capital Works.
- Oversee the Engineering & Capital works Department comprised of Facilities Capital & Asset Management, Engineering Services, Water & Wastewater Engineering and Compliance in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Provide general direction of department activities to meet corporate response and continuity of operations objectives.
- Provide the Emergency Control Group (ECG) with advice on technical, engineering and capital asset matters.
- Work with the General Manager of Public Works to provide engineering materials, supplies and equipment as required.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.8 General Manager Of Health And Social Services (HNN&SS)**

- Act as a coordinating link for all Health and Social Services matters at the Emergency Control Group (ECG).
- Activate applicable Emergency Response Plans of the Haldimand-Norfolk Health and Social Services Department as required.
- Continue to deliver the essential and mandated public health programs and services to ensure public health protection, as resources permit.
- Continue to deliver the essential and mandated social services programs and services to ensure public health protection, as resources permit.
- Liaise with the Provincial Ministry of Health and Long Term Care, Ministry of Community and Social Services and other relevant Provincial contacts as required.
- Work with the Medical Officer of Health to:
  - Provide advice on any matters that may adversely affect public health.
  - Provide instructions on health matters to the public through the Emergency Information Officer (EIO).
  - Coordinate the response to disease-related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long Term Care policies and the Haldimand-Norfolk Health Unit (HNU) Emergency Response Plan.
  - Liaise with Community Care Access Centre (CCAC) to ensure coordination of care of residents requiring special medical care at home and in evacuation centres during an emergency.
  - Ensure public health inspections of emergency sites and evacuation centres as necessary to ensure safe water, safe food and the prevention of health hazards and communicable diseases.
  - Notify the General Manager of Public Works Operations regarding the need for potable water supplies and sanitation facilities.
  - In coordination with the Public Works Department, monitor the quality of drinking water supplies for the community and make recommendations for alternate drinking water, as necessary.
  - Liaising with local health service providers (Paramedic Services, hospitals, physicians, etc.) regarding mutual areas of concern.
- Work with the Emergency Information Officer (EIO) and the Community Care Access Centre (CCAC) to determine which persons in the community may not have access to conventional methods of communication (television, radio, internet, and phone) and make all efforts to communicate emergency information to these persons.
- Implement the Haldimand-Norfolk Social Services Emergency Shelter Plan which coordinates the opening and operation of available facilities as reception and/or evacuation centres.
- Coordinate the provision of basic medical care for evacuees on site at emergency evacuation centres.

- Working with the Canadian Red Cross, coordinate the request for and registration and management of volunteers related to the operation of reception and evacuation centres.
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms which shall be retained and forwarded to the Director of Human Resources.
- Working with applicable agencies (Canadian Red Cross, Salvation Army, Victim Services, etc.) arrange for the clothing, feeding, housing and personal services for those people who have been evacuated as a result of the emergency.
- Liaise with voluntary and private agencies, as required, for augmenting and coordinating Health and Social Services resources.
- Where applicable, ensure provision of emergency income assistance for those persons affected by an evacuation within Haldimand County.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.9 Haldimand County OPP Detachment Commander**

- Activate the Emergency Notification System, as required.
- Provide input on the strategic direction and management of the County's response to an emergency and advice to the Emergency Control Group (ECG) on matters pertaining to protection of life and property, prevention of crime, law enforcement, control of vehicular and pedestrian traffic, and issues of evacuation and repopulation as they relate to the police service.
- Implement the Ontario Provincial Police (OPP) Emergency Plan as required.
- Organize and direct the activities of the Ontario Provincial Police in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Appoint a Police Incident Commander and establish an on-scene command post with communications to the Emergency Operations Centre (EOC).
- Ensure that on-site response agencies establish emergency routes, inner and outer perimeters, staging areas, and make recommendations to the Emergency Control Group (ECG) about evacuation requirements/zones, as required.
- Investigate the incident where legally required to do so.
- Ensure security within the perimeters of the emergency site
- Ensure security at the Emergency Operations Centre (EOC), if necessary.
- Guard against vandalism and looting and patrol areas with evacuated

buildings.

- Ensure that a traffic control system is activated in order to facilitate the movement of emergency vehicles to and from the outer perimeters.
- Ensure that a system of crowd control and, if necessary, crowd dispersal is initiated in order to maintain the integrity of the outer perimeters.
- Assume a leading role and liaise with the Emergency Services Division, as appropriate, in planning and conducting an evacuation.
- Ensure that persons endangered by the emergency are alerted (via media, loud hailers, door-to-door, etc.) and advised about evacuation procedures.
- Provide police services at evacuation centres, holding areas and other areas and sites, as required to maintain law and order.
- Notify the Coroner of fatalities and assist the Coroner with respect to the identification and processing of deceased persons including proper management of their property.
- Liaise with other community, provincial and federal police agencies, and activate mutual aid and mutual assistance agreements, as required.
- Provide the services of a media relations officer where required.
- Provide resources to assist in mobile communications, should they become necessary.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.10 Manager Of Emergency Services/Fire Chief Or Designate**

- Activate the Emergency Notification System, as required.
- Provide input on the strategic direction and management of the County's response to an emergency and advice to the Emergency Control Group (ECG) on matters pertaining to fire suppression, fire prevention, hazardous materials response, rescue and Paramedic Services.
- Manage and direct the fire suppression, fire prevention, hazardous materials response, search and rescue and patient care activities of the Haldimand County Emergency Services Division in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Appoint both Fire Department and Paramedic Incident Commanders and establish a command post with communications to the Emergency Operations Centre (EOC).
- Provide an Emergency Site Manager (ESM) when required by the Emergency Control Group (ECG) and ensure they provide regular status updates.
- Ensure on site response agencies establish emergency routes, inner and

outer perimeters, staging areas, and make recommendations to the Emergency Control Group (ECG) about evacuation requirements/zones, as required.

- Activate the Mutual Fire Aid System (if required).
- Determine if additional or special information, vehicles, equipment, supplies and/or expertise to assist the Fire response will be required, and make arrangements for procurement through the office of the Fire Marshal of Ontario.
- Assess the need for and /or request through the Central Ambulance Communications Centre (CACC) special Paramedic resources at the emergency site (e.g. multi-patient units, emergency support units, air ambulances, remote access vehicles, etc.)
- Assist other departments/agencies as required with non-fire fighting operations as resources are available.
- Advise the Emergency Control Group (ECG) on issues that fall under the jurisdiction of the Fire Service, regarding the need to evacuate buildings/areas, or demolish structures, which present an immediate danger.
- In collaboration with OPP, Conservation Authorities, Public Works Operations Department and the Provincial Emergency Operations Centre (PEOC), contain spills and ensure compliance with legislation with respect to testing and disposal.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Coordinate post-emergency debriefing and preparation of a report on the emergency.

### **7.3.11 Community Emergency Management Coordinator (CEMC)**

- Activate the Emergency Notification System, as required.
- Assist in activating the emergency notification system, ensuring all members of the Emergency Control Group (ECG) are notified.
- Act as a facilitator and resource to the Emergency Control Group (ECG) providing information and guidance related to emergency management matters, procedures and plan implementation.
- Act as a resource to the Chief Administrative Officer (CAO) and Emergency Control Group (ECG) members, assisting them in fulfilling their respective duties at the Emergency Operations Centre (EOC).
- Act as the primary point of contact with the Office of the Fire Marshal and Emergency Management Ontario.
- Arrange for the response of the *Provincial Emergency Response Teams (PERT)*, such as:

### *Urban Search and Rescue (USAR) team,*

A group of specialized rescue skills supplemented by search, medical and structural assessment resources combined in a mobile, highly integrated team. USAR teams rescue victims from major structural collapse or other entrapments using specially trained dogs and electronic search equipment. A team may respond to a variety of incidents, including earthquakes, tornadoes, severe storms and explosions. USAR teams are classified at three levels of capability: heavy, medium and light. Within the provincial response system, Ontario has one heavy USAR (HUSAR) team and one medium USAR (MUSAR) team. Ontario's HUSAR team is maintained by the City of Toronto through an MOU with the Office of the Fire Marshal. Ontario's MUSAR team is maintained by the Ontario Provincial Police (OPP) as part of the Urban Search and Rescue and CBRNE Response Team (UCRT).

### *Provincial Chemical, Biological, Radioactive, Nuclear and Explosives (CBRNE) Response Team*

A chemical, biological, radiological, nuclear and explosives (CBRNE) event is an uncontrolled release of chemicals, biological agents or radioactive contamination into the environment or explosions that cause widespread damage. These incidents can be caused by accidents or by acts of terrorism. Ontario has a number of CBRNE response teams able to respond to these events. Teams are classified as level 1, level 2 or level 3 teams based on the complexity of incidents they are able to respond to. Ontario has three level 3 expert (technician) teams – Toronto, Windsor and Ottawa; and six level 2 operational support teams – Peterborough, Cornwall, Sault Ste. Marie, Thunder Bay, North Bay and Waterloo Region. Additionally, the Ontario Provincial Police (OPP)'s UCRT (Urban search and rescue, CBRNE Response Team) is trained in CBRNE response.

### *Emergency Medical Assistance Team (EMAT)*

A provincial mobile medical field unit that can be requested by the health system in Ontario when health resources are significantly stressed by an emergency or major incident. EMAT is a flexible, modular team which has the ability to send specific medical services and supports depending on the nature of the incident. At full capacity it can provide 56 beds, including 20 critical care beds and 36 intermediate care beds. EMAT does not have surgical capacity. It can be deployed to any road-accessible community in Ontario, and requires approximately 24 hours from the time deployment is approved to arrive on site.

- Coordinate the internal functioning of the Emergency Operations Centre (EOC) for effective operational capability.
- Provide advice and assistance to the various sub-committees, groups, departments and personnel involved at the Emergency Operations Centre (EOC), and any other location, as required.
- Ensure that Emergency Control Group (EOC) members have the necessary resources (plans, maps equipment, supplies, etc.).
- Undertake special assignments at the request of the Emergency Operations Centre (EOC) Command.
- Coordinate a post-emergency debriefing.
- Coordinate, prepare and circulate the post-emergency report.

- Organizing and overseeing the Demobilization of the Incident

### **7.3.12 Executive Assistant/Communications To C.A.O.**

- Provide assistance to the Chief Administrative Officer (CAO) as required.
- Assist Emergency Information Officer (EIO) as required.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **7.3.13 Supervisor Of Corporate Affairs**

- Activate the Emergency Information Plan (EIP) – Appendix # 10 as necessary for the Emergency.
- Act as the Emergency Information Officer (EIO) and will establish an Emergency Information Centre(s) (EIC) at the scene(s) and/or at a location established by the Control Group (ECG) in order to inform the media and the public of the status of the emergency on an ongoing basis.
- Responsible for the dissemination of news and information to the media and public.
- Establish a communication link with the Community Spokesperson, and other media coordinator(s) (i.e. Provincial, Federal, Private Industry, etc.) involved in the incident, ensuring that all information released to the media or public is timely, full and accurate.
- Ensure liaison with the Emergency Control Group (ECG) to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences.
- Ensure that the following are advised of the telephone number of the Emergency Information Centre (EIC):
  - Media
  - Emergency Control Group (ECG)
  - Community Spokesperson
  - Police Public Relations Officer
  - Neighbouring Communities
  - Any other appropriate persons, agencies, or businesses.
- Ensure media releases are approved by the Emergency Control Group (ECG) prior to dissemination, and distributing hard copies of the media release to the Emergency Information Centre (EIC), the Emergency Control Group (ECG), and other key persons handling media inquiries.
- Monitor news coverage, correcting any erroneous information.
- Maintain copies of media releases and newspaper articles pertaining to the

emergency.

- Maintain a personal log of all actions taken.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

#### **7.3.14 Coordinator of Health and Safety**

- Research, develop and recommend County policies, procedures and practices that foster a safe and healthy work environment during the incident.
- Provide advice regarding the OHSA, WSIA and other applicable acts, regulations and standards.
- Act as a resource to all staff including Command, Planning, Logistics, Finance/Administration and Operation Sectors.
- Research, develop and recommend policies and procedures that ensure an effective and financially accountable WSIB claims management process/system.
- Assist the Compensation and Claims Leader with the Workplace Safety Insurance Board (WSIB) Schedule 2 claims.
- Liaise with the Ministry of Labour and the Workplace Safety and Insurance Board as necessary.
- Act as a resource or participate in accident investigations, audits, risk and hazard assessments to ensure adequate controls are in place, recommend corrective measures and follow up.
- Identify the need for and either develop and instruct or coordinate the delivery of health and safety training during incident as necessary.
- Perform other duties as assigned.

#### **7.3.15 Coordinator of Emergency Management**

- Act in a resource and advisory capacity to the Emergency Control Group (ECG), and other Emergency and Support staff, as required.
- Ensure the effective administrative operation of the Emergency Operations Centre (EOC).
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Assist with media releases and notification of media outlets, if directed by the Emergency Information Officer (EIO).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

## SECTION 8 - EMERGENCY SUPPORT GROUP

### **8.0 Emergency Support Group**

The Emergency Support Group (ESG) is comprised of key municipal officials who will be required to advise and assist the Emergency Control Group (ECG) during an emergency. The primary role of the Emergency Support Group (ESG) is to assist and support the response effort and ensure the provision of personnel and resources to the Emergency Control Group (ECG).

The Emergency Support Group (ESG) provides support in the form of technical expertise, staff resource management and physical resource management.

### **8.1 Members**

The Emergency Support Group (ESG) consists of the following officials:

1. Manager, Citizen & Legislative Services / Clerk
2. Manager of Information Systems
3. Manager of Roads Operations
4. Manager of Engineering Services
5. Director of Planning and Development
6. Director of Human Resources
7. Deputy Fire Chief
8. Deputy Paramedic Chief(s)
9. Emergency Services Division Administration Staff
10. Geographic Information System (GIS) Staff
11. Treasurer/ Finance
12. Manager of Legal & Support Services
13. Administrative Coordinator, Community & Development (Alternate)

Each Emergency Support Group (ESG) member shall have at least one identified alternate. The alternate is appointed by the Emergency Support Group (ESG) member and must be aware of their responsibilities on an on-going basis. The appointment of an alternate can be made by either position or person.

The Emergency Support Group (ESG) may function with only a limited number of persons depending upon the emergency.

While the nature and scope of the emergency may require the Emergency Control Group (ECG) to request the assistance of other municipal or non-municipal persons or agencies, the formal Emergency Support Group (ESG) as listed above will be automatically activated whenever the Emergency Control Group (ECG) is activated.

## 8.2 Collective Responsibilities

The collective responsibilities of the Emergency Support Group (ESG) are as follows:

- Assist with the physical set-up of the Emergency Operations Centre (EOC).
- Assist with the establishment of communications and information technology systems within the Emergency Operations Centre (EOC).
- Participate in Emergency Control Group (ECG) meetings (as required) to provide technical expertise.
- Assist with maintaining a detailed record/log of decisions made and actions taken by the Emergency Control Group (ECG) during all emergency operations.
- Assist with ensuring administrative and logistical support is provided for Emergency Operations Centre (EOC) staff.
- Collect and disseminate information on the emergency.

## 8.3 Individual Responsibilities

The Emergency Response Plan (ERP) outlines the individual responsibilities of the Emergency Support Group (ESG) members. Each member of the Emergency Support Group (ESG) will be notified of their roles and responsibilities for when are reporting to the Emergency Operation Centre (EOC).

### ***8.3.1 Manager, Citizen & Legislative Services/ Clerk***

- Manage the regular activities of the Citizen & Legislative Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide advice, in consultation with legal counsel, to the Emergency Control Group (ECG) on matters of a legal nature as they may apply to the actions of Haldimand County in its response to the emergency.
- Upon direction of the Mayor, ensure Council is advised of the emergency and arrange or attend special meetings of Council, as required and or assign an alternate to attend.
- Initiate the opening, operation and staffing of switchboards at the County Offices as part of the public information process, if required.
- Provide administrative/clerical staff to the Emergency Operations Centre (EOC), as required.
- Coordinate and oversee the record-keeping of the Emergency Control Group (ECG) and Emergency Operations Centre (EOC).
- Log all decisions made by the Emergency Control Group (ECG).
- Record the minutes of the Emergency Control Group (ECG) business cycle meetings.
- Perform other duties as assigned.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **8.3.2 Manager Of Information Systems**

- Manage the regular activities of the Information Systems Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide the Emergency Control Group (ECG) with technical advice regarding information technology and telecommunications.
- Report to the designated Emergency Operations Centre (EOC) and assist with the set-up of communication/technology equipment. Coordinate the provision and installation of telephone(s), computer(s), fax machine(s), printer(s), internet connectivity and other required equipment in the Emergency Operations Centre (EOC).
- Activate the Haldimand County Information Systems Division Continuity of Operations Plan- Appendix # 11 (Draft in Progress), as required to ensure effective communications are maintained.
- Provide and support all information and telecommunications requirements including:
  - Computer servers
  - Local area network infrastructure
  - Wide area network infrastructure
  - Desktop/laptop computers and office automation software
  - Telephones/telephone system
  - Corporate software applications
- Initiate the necessary action to ensure the telephone system functions as effectively as possible. As required, establish a telephone system that can function as a public inquiry method.
- Provide information technology advice and assistance, as required.
- Identify and resolve any problems related to information technology.
- Ensure that the automated voice recordings through the County phone system contain current information.
- Maintain an appropriate inventory of phones, computers and other necessary equipment for deployment to the Emergency Operations Centre (EOC).
- Arrange to acquire additional communications equipment, if required.
- Perform other duties as assigned.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### **8.3.3 Manager Of Roads Operations**

- Manage the regular activities of the Roads Operations Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide the Emergency Control Group (ECG) with technical advice regarding Roads Operations.

- Provide Roads Operations staff and equipment, as required.
- Provide road barriers and traffic markers, as requested.
- In cooperation with the Fire Departments, manage spills of hazardous materials.
- Perform other duties as assigned.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

#### **8.3.4 *Manager of Engineering Services***

- Manage the regular activities of the Engineering Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and technical advice related to engineering and infrastructure during emergency operations.
- Provide engineering materials, supplies and equipment as required.
- Other duties as assigned

#### **8.3.5 *Director Of Planning & Development***

- Manage the regular activities of the Planning and Development Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide the Emergency Operations Centre (EOC) staff with maps, as required.
- Assist the Emergency Operations Centre (EOC) staff with Geographic Information System (GIS) access and advice in the absence of GIS staff.
- Other duties as assigned.

#### **8.3.6 *Director Of Human Resources***

- Manage the regular activities of the Human Resources Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Assist the General Manager of Corporate & Social Services with the implementation of any staff re-deployment that may be required to maintain essential municipal operations, in accordance with the Continuity of Operations Plan - Appendix # 11 (Draft in Progress)
- Coordinate requests for Human Resources required to assist with the emergency.
- Provide guidance and advice relating to Human Resources.
- Assist the General Manager of Corporate & Social Services and the General Manager of Health and Social Services with the logistical

requirements to utilize volunteers. This will include responsibility for ensuring that volunteers are properly screened, registered and identified.

- Ensure that a Volunteer Registration Form is completed and a copy retained in County records.
- Assist with the coordination of Critical Incident Stress Debriefings and the Employee Assistance Program (EAP).
- Provide guidance and advice as it relates to workplace safety during the emergency operations.
- Coordinate a process that allows employees engaged in emergency operations to be contacted by their families.
- Ensure a process is in place to track all union and non-union employees for time worked during the emergency, to enable proper compensation.
- Other duties as assigned

### **8.3.7 Deputy Fire Chief**

- Oversee the operations of the Haldimand County Fire Department, as required.
- Act as the Emergency Site Manager (ESM), as required.
- Ensure a Fire Department Incident Commander is appointed and establish communications with the Incident Commander at the Command Post.
- Liaise with the Fire Department Incident Commander to ensure that staging, accountability and rehabilitation sectors have been established and are effectively operating.
- Activate the Mutual Fire Aid System (if required).
- Determine if additional or special information, vehicles, equipment, supplies and/or expertise to assist the Fire response will be required, and make arrangements for procurement through the Office of the Fire Marshal of Ontario.
- Advise the Emergency Control Group (ECG) on issues that fall under the jurisdiction of the Fire Service, regarding the need to evacuate buildings/areas, or demolish structures, which present an immediate danger.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.
- Perform other duties as assigned.

### **8.3.8 Deputy Paramedic Chief**

- Oversee the operations of Haldimand County Paramedic Services, as required.
- Act as the Emergency Site Manager (ESM), as required.
- Ensure a Paramedic Incident Commander is appointed and establish communications with the Incident Commander at the Command Post.

- Liaise with the Paramedic Incident Commander to ensure that Emergency staging, triage, treatment and transport sectors have been established and are effectively operating.
- Liaise with the Manager of Health and Social Services and the Community Care Access Centre (CCAC) for information regarding vulnerable citizens who may require stretcher transportation in order to effectively evacuate.
- Assess the need for (and request if required) on-site medical teams to manage extra-ordinary circumstances such as prolonged and extensive entrapment.
- Assess the need for (and request if required) special Emergency Paramedic Services resources at the emergency site, the request will be made through the Central Ambulance Communications Centre (CACC) (e.g. multi-patient units, emergency support units, air ambulances, remote access vehicles, etc.).
- Notify the Emergency Health Services Branch (EHSB) of the emergency.
- Communicate with Hamilton Central Ambulance Communications Centre (CACC) to notify hospitals and coordinate the transportation of casualties to the hospitals.
- Request on-site dispatching through Hamilton Central Ambulance Communications Centre (CACC), if necessary.
- Coordinate assistance from St. John Ambulance, if required.
- Assist (where possible) in co-ordinating the transportation of people to and/or from health care facilities, long-term care facilities and retirement homes that are to be evacuated.
- Ensure accurate and timely documentation of casualty care and movement and conduct of ambulance operations, as per Ministry of Health and Long Term Care Multi-casualty Incident (MCI) Emergency Response Guidelines.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.
- Perform other duties as assigned.

### **8.3.9 Emergency Services Division Administration Staff**

- Coordinate clerical operations of the Emergency Operations Centre (EOC).
- Act as scribes when required and coordinate the scribe function as necessary.
- Arrange for the printing of required materials.
- Coordinate the maintenance and operation of feeding, sleeping and meeting areas at the Emergency Operations Centre (EOC), as required.
- Assist the Emergency Control Group (ECG) and Emergency Operations Centre (EOC) staff, as required.
- Perform other duties as assigned.

### **8.3.10 Geographic Information System (GIS) Staff**

- Assist with the establishment of communications and information technology systems in accordance to Geographic Information System (GIS) technology within the Emergency Operations Centre (EOC).
- Assist with the preparation and delivery of data and mapping during an emergency.
- Use techniques to manipulate, extract, locate and analyze geographic data.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.
- Perform other duties as assigned.

### **8.3.11 Treasurer/ Finance**

- Manage the regular activities of the Finance Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and advice regarding finance matters and emergency expenditures.
- Oversee record-keeping of financial transactions and expenditures related to the emergency.
- Other duties as assigned.

### **8.3.12 Manager Of Legal & Support Services**

- Manage the regular activities of the Legal & Support Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and advice related to risk assessment and management during emergency operations.
- Act as a liaison between Haldimand County and purchasing cooperatives across Ontario to aid in sourcing goods, services and construction related to emergencies.
- Other duties as assigned.

## SECTION 9 - HALDIMAND COUNTY DIVISION AND STAFF RESPONSIBILITIES

### **9.0 Haldimand County Divisional Staff**

The Emergency Control Group (ECG) may require various Haldimand County staff to provide assistance during an emergency. The assistance may be provided through attendance at the Emergency Operations Centre (EOC), at the request of the Emergency Control Group (ECG) or through communication with the Emergency Operations Centre (EOC) without the need to attend.

### **9.1 Members**

The Haldimand County Divisional Staff consists of the following officials:

1. Manager of Environmental Operations
2. Manager of Fleet Operation
3. Manager of Building & Municipal Enforcement Services/Chief Building Official
4. Manger of Economic Development & Tourism
5. Manager of Community Development and Partnership
6. Manager of Facilities, Parks, Cemeteries & Forestry Operations
7. Grandview Lodge Administrator
8. Haldimand County Public Library CEO
9. Scribes
10. Haldimand County Divisional Staff Alternates

### **9.2 Individual Responsibilities of Staff**

#### ***9.2.1 Manager of Environmental Operations***

- Manage the regular activities of the Environmental Operations, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and technical advice related to environmental services during emergency operations.
- Maintain water systems and services (when possible).
- Discontinue any water services as required and restore these services when appropriate.
- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health.
- Discontinue any Sanitary Sewer and Waste Management services, as required.
- Restore of discontinued Sanitary Sewer and Waste Management

services as determined by the Emergency Control Group (ECG).

- Ensure the provision and maintenance of infrastructure and service such as storm sewers, sanitation sewers and garbage collection and disposal.
- Other duties as assigned.

### **9.2.2 *Manager of Fleet Operations***

- Manage the regular activities of the Fleet Operations, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and technical advice related to fleet matters during emergency operations.
- Provide municipal vehicles, equipment and staff as required.
- Coordinate the fuel supply for County vehicles during the emergency.
- Other duties as assigned.

### **9.2.3 *Manager Of Building & Municipal Enforcement Services (CBO)***

- Manage the regular activities of the Building & Municipal Enforcement Services, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Undertake field review to determine overall safety of buildings or structures directly or indirectly affected by the emergency.
- Administer the Building Code Act and the Ontario Building Code.
- Ensure that essential by-law enforcement is maintained.
- Issue any orders for required remedial actions to be undertaken.
- Proceed with any actions required to “render safe” any buildings or structures.
- Provide guidance and advice relating to Building Controls and By-law Enforcement.
- Other duties as assigned.

### **9.2.4 *Manager Of Economic Development & Tourism***

- Manage the regular activities of the Economic Development & Tourism Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Other duties as assigned.

### **9.2.5 *Manager Of Community Development & Partnerships***

- Manage the regular activities of the Community Development and Partnerships Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Assist with soliciting and managing volunteers.
- Coordinate the care of family members for those employees involved in a long duration response to the emergency. Providing child care for family members of employees will ensure that staff essential to the management of the emergency can remain at work.
- Other duties as assigned.

### **9.2.6 *Manager Of Facilities, Parks, Cemeteries & Forestry Operations***

- Manage the regular activities of the Facilities, Parks, Cemeteries & Forestry Operations, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and technical advice related to facility matters during emergency operations.
- Provide staff, as required.
- Assist with the opening, set-up, maintenance and operations of County buildings for use during the emergency.
- Ensure power for community and corporate facilities.
- Provide facilities with ice-making capabilities for use by the coroner as temporary morgues.
- Other duties as assigned.

### **9.2.7 *Grandview Lodge Administrator***

- Manage the regular activities of Grandview Lodge, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Other duties as assigned.

### **9.2.8 *Haldimand County Public Library CEO***

- Manage the regular activities of Haldimand County libraries, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Other duties as assigned.

### **9.2.9 Scribes**

- Upon arrival shall report to the Scribe Leader for direction and assignment.
- Assist a lead position through notetaking and documentation as indicated.
- Record information with clear, legible documentation.
- Provide a written summary of events as discussed.
- Other duties as assigned.

### **9.2.10 Haldimand County Divisional Staff Alternates**

- Upon arrive to the Emergency Operation Centre (EOC), organize and begin tasks from the responsibilities documents associated with the position to which the personnel is the alternate for.

## **9.3 Deployment of Haldimand County Staff**

In the event of an emergency, remaining Haldimand County staff will be deployed as necessary in order to:

- Effectively manage the emergency situation(s)
- Ensure the continuity of essential municipal operations

In order to effectively deploy staff to meet these objectives, some staff may be re-deployed to different roles than usual. The deployment of staff will be managed in accordance with Haldimand County's Continuity of Operations Plan – Appendix # 11 (Draft in Progress)

### **9.3.1 Continuity of Operations Plan**

The Continuity of Operations Plan is located in the accompanied Appendix # 11 (Draft in Progress) Continuity of Operations, which is a confidential document. This plan outlines what municipal services are considered essential and establishes the required staffing levels to maintain these services. The Continuity of Operations Plan relies upon an employee "other skills" database that outlines skills, experience, education, training and licenses that each Haldimand County employee has that may be beneficial in a role outside of their regular position.

This skills inventory database is maintained by the Human Resources Division.

The co-ordination of the deployment of staff to essential operations (in accordance with the Continuity of Operations Plan) will be the responsibility of the General Manager of Corporate & Social Services (or designate) who will co-ordinate staff deployment requirements with the General Managers from each Department.

## SECTION 10 - OUTSIDE AGENCIES

### 10.0 Responsibilities

Outside agencies play an important role within the county. During an emergency these agencies may be relied upon for information and also may be required to provide hands on assistance. Their assistance may be required through an external communication conversation or through attending the Emergency Operations Centre (EOC). This communication or request would be carried out by the Emergency Control Group (ECG).

### 10.1 Members

1. Hydro Utilities - Hydro One
2. Natural Gas Utilities - Union Gas and/or Enbridge
3. Conservation Authorities – Grand River, Niagara Peninsula, Long Point
4. School Boards – Grand Erie District, Brant Haldimand Norfolk Catholic
5. Canadian Red Cross
6. Medical Officer of Health
7. Hospitals – HWMH/Dunnville WHGH/Hagersville NGH/ Norfolk
8. St. Johns Ambulance
9. Salvation Army
10. Community Care Access Centre (CCAC)
11. Victim Services of Haldimand Norfolk
12. Welland Humane Society

### 10.2 Individual Responsibilities Of Outside Agencies

#### ***10.2.1 Hydro Utilities (Hydro One)***

- Provide advice and expertise regarding hydro-electricity service and potential hydro-electricity emergencies to the Emergency Control Group (ECG).
- Should the situation develop to require Emergency Operations Centre (EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested.
- Advise the Emergency Control Group (ECG) as to when the discontinuation of electricity (public or private) is necessary in the interest of public safety.
- Disconnect/discontinue hydro-electricity service where continuation of such service constitutes a hazard to emergency operations or public safety.
- Ensure immediate action is taken to eliminate sources of potential danger related to hydro-electricity.
- Respond to requests for assistance at emergency sites.

- Provide personnel and equipment required to mitigate hydro-electricity emergencies.
- Liaise with the Electrical Safety Authority (ESA) and other utilities regarding areas of mutual concern or interest during the emergency.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Re-establish hydro service at the end of the emergency.
- Participate in the debriefing following the emergency.

### **10.2.2 Natural Gas Utilities (Union Gas/Enbridge)**

- Provide advice and expertise regarding natural gas & pipeline service and potential natural gas & pipeline emergencies to the Emergency Control Group (ECG).
- Should the situation develop to require Emergency Operations Centre(EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested.
- Advise the Emergency Control Group (ECG) as to when the discontinuation of natural gas is necessary in the interest of public safety.
- Disconnect/discontinue natural gas service where continuation of such service constitutes a hazard to emergency operations or public safety.
- Ensure immediate action is taken to eliminate sources of potential danger related to natural gas & pipeline emergencies.
- Respond to requests for assistance at emergency sites.
- Provide personnel and equipment required to mitigate natural gas & pipeline emergencies.
- Liaise with other utilities regarding areas of mutual concern or interest during the emergency.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Re-establish natural gas service & pipeline service at the end of the emergency.
- Participate in the debriefing following the emergency.

### **10.2.3 Conservation Authorities**

#### **Grand River, Niagara Peninsula, Long Point**

- Provide advice and expertise regarding potential flooding.
- Should the situation develop to require Emergency Operations Centre(EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested.
- Provide appropriate warnings and advise of specific direction in advance of actual flood events.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate in the debriefing following the emergency.

#### **10.2.4 School Boards**

##### **Grand Erie District School Board**

##### **Brant/ Haldimand/ Norfolk Catholic District School Board**

- Act as a resource should schools be potentially required for use during an emergency.
- Should the situation develop to require Emergency Operations Centre(EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested.
- Liaise with the Emergency Control Group (ECG) regarding emergencies that may affect schools or school properties directly.
- Liaise with the Emergency Control Group (ECG) regarding emergencies that may affect the release of school children.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate in the debriefing following the emergency.

#### **10.2.5 Canadian Red Cross**

- Activate the local Red Cross Emergency Plan, if required.
- Activate the Memorandum of Understanding between the Canadian Red Cross and Haldimand County for the provision of disaster assistance services.
- Establish and maintain contact with the General Manager of Health and Social Services in the Emergency Operations Centre (EOC).
- Assist with the establishment, staffing and management of reception and/or evacuation centres.
- Provide emergency lodging and emergency personal services to persons in need, as required.
- Maintain a record of all actions taken.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Communicate with the Medical Leader and the Evacuation Coordinator at the Emergency Operation Centre (EOC) to ensure accurate up to date information
- Participate in the debriefing following the emergency.

#### **10.2.6 Medical Officer Of Health**

- Provide advice and expertise to the Emergency Control Group (ECG) on matters relating to public health.
- Assess the impact of the emergency on the health of the public.
- Provide advice to the public on any matters that may adversely affect public health.
- Provide advice on the health and safety of emergency water supply, sanitation, shelters and food supply.

- Notify other agencies and senior levels of government on health matters relating to the emergency.
- Coordinate all efforts to prevent and control the spread of disease.
- Coordinate mass immunization clinics, as required.
- Coordinate vaccine storage, handling and distribution.
- Prescribe the disease control requirements for temporary morgues and the management of deceased persons, in consultation with the Office of the Coroner.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Communicate with the Medical Leader at the Emergency Operation Centre (EOC) to ensure accurate up to date information.
- Participate in the debriefing following the emergency.

### **10.2.7 Hospitals**

**Haldimand War Memorial Hospital-Dunnville**  
**West Haldimand General Hospital- Hagersville**  
**Norfolk General Hospital – Simcoe**

- Implement their own internal hospital emergency plan, as required.
- Should the situation develop to require Emergency Operations Centre(EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested.
- Liaise with the Medical Officer of Health regarding issues of mutual concern.
- Liaise with Haldimand County Paramedic Services regarding patient capacity and transportation issues that may affect the ability of hospitals to receive patients for treatment.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Communicate with the Medical Leader at the Emergency Operation Centre (EOC) to ensure accurate up to date information.
- Participate in the debriefing following the emergency.

### **10.2.8 St. John Ambulance**

- Activate the local St. John Ambulance Emergency Plan, if required.
- Under the direction of the Manager of Emergency Services, provide personnel and equipment to assist with emergency medical care at the emergency site and/or reception and evacuation centres.
- May assist in the search for missing persons, as necessary.
- May assist with the evacuation of persons, as necessary.
- Liaise with other agencies as required by the Emergency Control Group.
- Communicate with the Medical Leader and/or Evacuation Coordinator at the Emergency Operation Centre (EOC) to ensure accurate up to date information
- Participate in the debriefing following the emergency.

### **10.2.9 *Salvation Army***

- Activate the local Salvation Army Emergency Plan, if required.
- Establish and maintain contact with the General Manager of Health and Social Services in the Emergency Operations Centre (EOC).
- Work with the Food Leader in the organization of Food for the Emergency as needed.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate in the debriefing following the emergency.

### **10.2.10 *Community Care Access Centre* Hamilton- Niagara- Brant- Haldimand / Norfolk Branch**

- Activate the HNHB CCAC Incident Management Plan, if required.
- Assist with identifying clients who may have been affected by the emergency.
- Authorize new admissions to long-term care facilities, as required.
- Provide information to the Emergency Control Group (ECG) regarding the number, location and needs of vulnerable residents within the community.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Communicate with the Medical Leader and/or Evacuation Coordinator at the Emergency Operation Centre (EOC) for current and up to date information
- Participate in the debriefing following the emergency.

### **10.2.11 *Victim Services Of Haldimand-Norfolk***

- Provide crisis intervention to persons affected by the emergency, as required.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate in the debriefing following the emergency.

### **10.2.12 *Welland Humane Society***

- Provide care for animals displaced as a result of the emergency.
- Liaise with other agencies as required by the Emergency Control Group (ECG) under the direction of the Specialist Leader.
- Participate in the debriefing following the emergency.

## SECTION 11 - INCIDENT MANAGEMENT SYSTEM

### **11.0 The Incident Management System (IMS)**

During a large scale emergency the Emergency Control Group (ECG) and Emergency Operations Centre (EOC) staff shall *transition the management* of the emergency from a position-based structure to the Incident Management System (IMS).

The Incident Management System (IMS) is a provincially adopted system that assigns responsibilities in accordance with a common organizational structure. The assignment of responsibility is made by function rather than by position. This organizational structure is intended to be consistently used by provincial staff and other municipalities which will improve the management of the emergency.

While the management of the emergency will commence with persons and agencies exercising their collective and individual responsibilities, as describe in the Emergency Response Plan, in order to effectively manage a large-scale and/or long duration emergency, the transition to the Incident Management System shall be coordinated by the Emergency Control Group (ECG).

### **11.1 Incident Management System Functions**

A key principle of the Incident Management System (IMS) is to always address the five key functions for every incident:

1. *Command*
2. *Operations*
3. *Planning*
4. *Logistics*
5. *Finance/Administration*

In a simple incident or in the very early stages of a complex incident one person may carry out all five functions. In a complex incident, the five functions are separate and assigned to a specific member. All 5 sections would operate from the Emergency Operations Centre (EOC).

### **11.2 Command Section**

The Command section is the first and primary organizational component of the Incident Management System (IMS) structure. It will consist of the Mayor, Emergency Operation Centre (EOC) Command Chief and the Emergency Operation Centre (EOC) Incident Command Chief. These positions will lead all aspects of the response and assist the entire team as need arises. Within the team of the two Command Chiefs, there will also consist of 3 main sub sections which will all be assigned responsibilities. In some emergencies there may also be other personnel required based on subject matter expertise or specialists to support the command section. Command section staff may have an assistant or assistants, as needed.

### **11.2.1 Collective Responsibilities**

- Ensuring the safety of all responders.
- Assessing and reassessing the situation.
- Determining goals, strategies, objectives and priorities appropriate to the level of response.
- Establishing an appropriate command structure using Incident Management System (IMS).
- Coordinating all incident management activities.
- Establishing and maintaining liaison with supporting and/or assisting organizations.
- Providing information to/briefing senior and elected officials as required.
- Establishing an operational planning cycle as required.
- Approving an Incident Action Plan (IAP).
- Managing incident resources (including approval of volunteers, etc.).
- Managing sensitive issues arising from the incident.
- Authorizing the release of emergency information to the public in cooperation with other levels of response.

### **11.2.2 Individual Responsibilities**

Each Incident Management System (IMS) sectional position will review their responsibilities on a regular basis as to be prepared to respond to the Emergency Operation Centre (EOC).

### **11.2.3 Emergency Operations Centre (EOC) Command Chief (Chief Administration Officer (CAO))**

The Emergency Operation Centre (EOC) Command Chief is responsible for the overall management of the Emergency Operation Centre (EOC), including the provisions of support to an Incident Management Team at a site or at the Emergency Operation Centre (EOC). In most cases the Emergency Operation Centre (EOC) Command Chief is used for executive decision-making and coordinating off site support for the Incident Command. This support typically involves the setting of strategic guidance, information support, resource management support, legal support, financial support, among other forms of off-site support. All Emergency Operation Centre (EOC) activities are the responsibility of the Emergency Operation Centre (EOC) Command Chief and include but not limited to:

- Determining the appropriate level of Emergency Operation Centre (EOC) activation- based on known situation
- Co-ordinate all of the operations of the Emergency Operations Centre (EOC) and ensure proper set up and is ready for operation
- Determine and Assign section Chiefs as appropriate within the IMS System- Command, Operations, Planning, Logistics, Finance/Administration,

Liaison, Safety, Emergency Information.

- Ensure that the Incident Organizational Chart is posted and completed (Liaison Officer +/-or Resource Leader)
- Ensure that the Emergency Operation Centre (EOC) check in procedures are established
- Arrange for required personnel and physical resources.
- Ensure that the appropriate security (direction from Specialist Leader) for the Emergency Operation Centre (EOC), Emergency Information Centre (EIC), Reception Centres and other facilities in use during the emergency, as utilized as required.
- Ensure that alternates of Emergency Control Group (ECG) and Emergency Support Group (ESG) members are alerted and on standby to perform duties in the Emergency Operations Centre (EOC) should the emergency last long enough to warrant relief for primary members or in the absence of the primary members.
- Monitor the status of the emergency situation and the need for declaration or termination
- Schedule the meeting cycles to include incident briefing, and objective and strategies.
- Provide information and briefings to senior and elected officials as required
- Review all Incident Action Plans (IAP) for completeness/accuracy and verify the objectives are incorporated/ prioritized

#### **11.2.4 Emergency Operation Centre (EOC) Incident Command Chief Emergency Services Manager/Community Emergency Management Coordinator (CEMC)**

The Emergency Operation Centre (E.O.C) Incident Command Chief is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities.

- Assist with the determination of appropriate level of activation based on situation known.
- Brief the Emergency Operation Centre (EOC) Command Chief on the known facts of the incident and together establish the need for further Emergency Operation Centre (EOC) staff as required.
- Ensure that the onsite Incident Command is set up and ready for Operations.
- Ensure all check in procedures both at the Emergency Operation Centre (EOC) and on Site are adhered to.
- Assign Command Staff Positions and Sectional Chiefs as appropriate to ensure they are staffed to perform the objectives
- Communicate with on site Incident Command and relay appropriate information to the Emergency Operation Centre (EOC)
- Assist in the developing of an Action Incident Plan (IAP) for the situation and brief the Emergency Operation Centre (EOC)

- Confer with the Emergency Operation Centre (EOC) and Onsite staff to determine if outside organizations will be needed for the event. Provide information and briefings to senior and elected officials as required.
- Ensure the proper conduct at the Planning Meeting throughout the meeting cycles
- Keep organized officials informed on incident- related problems and progress
- Order Incident demobilization as appropriate

### **11.2.5 Emergency Information Officer (EIO) (Supervisor Corporate Affairs)**

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information regarding the incident to the public. Command must approve all emergency information that the Emergency Information Officer (EIO) release. This includes managing both the media inquiry and public inquiry components of the Emergency Information Plan (EIP) – Appendix # 10. During a complex incident, assistants may be assigned to the Emergency Information Officer (EIO) as required and tasks may be delegated to the Emergency Information Team. The responsibilities of the Emergency Information Officer (EIO) include:

- Activating the Emergency Information Plan –  
(accompanied *Appendix # 10 Emergency Information Plan*)
- Utilizing the Media Broadcast  
(TV, Radio, County Website, Social Media)
  - Cable 14
  - <https://www.haldimandcounty.ca>
  - <https://www.929thegrand.fm/>
  - facebook.com/HaldimandCounty/
  - <https://twitter.com/HaldimandCounty>
  - <https://twitter.com/HaldEmerg>
- Establish a communication link to the emergency site to receive accurate information for dissemination.
- Appoint an emergency site spokesperson, if required.
- Liaise with other media coordinators (Ontario Provincial Police, Provincial, Federal, Health and Social Services etc.) as required.
- Coordinate all media releases.
- Coordinate media briefings and press conferences.
- Monitor the media for incorrect information and amend inaccuracies.
- Coordinate the opening and management of the Emergency Information Centre(s) (EIC).

- Arrange to have calls/inquiries from the public routed through the public inquiry centre to the appropriate person or agency.
- Maintain copies of media releases and news articles pertaining to the emergency.
- Arrange to have information distributed door-to-door in affected areas in the event conventional communications are not possible.
- Where necessary and appropriate, coordinate media and photo sessions at the emergency site.
- Arrange to have media representatives seeking information directly from the emergency site or seeking emergency site visits to be arranged by the police.
- Coordinate on-site interviews between media and emergency services personnel.

#### **11.2.6 Safety Officer (Health and Safety Coordinator)**

The Safety Officer monitors risk and safety conditions and develops measures to mitigate risk management and safety issues. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident responders. The Safety Officer must have knowledge and professional experience to be able to control or reduce occupational hazards and exposures. Task may be delegated to an appropriate assistant if needed.

Specific functions include:

- Working closely with the Operations Chief to ensure that responders are as safe as possible under the circumstances, including wearing appropriate protective equipment and implementing the safest operational options.
- Advising the Emergency Operations Centre (EOC) Command Chiefs on issues regarding incident safety.
- Minimizing employee risk by promoting safety procedures (e.g. ensure an adequate personnel accountability system is in place to track the status/movement of all personnel).
- Altering, suspending or terminating any or all activities that are deemed hazardous regardless of jurisdiction.
- Assessing potential municipal risk/liability and advising the Emergency Operations Centre (EOC) Command Chiefs on appropriate risk management options.
- Assisting in the review of the Incident Action Plan (IAP) to identify safety concerns and issues.
- Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions or alternate tactics.
- Ensure incident/accident are properly documented for follow-up if need be

- Coordinate Critical Incident Stress, hazardous materials or other debriefings as necessary.

### **11.2.7 Liaison Officer (Coordinator of Emergency Management)**

The Liaison Officer serves as the primary contact for assisting or supporting agencies or organizations. The Liaison Officer advises the Emergency Operations Centre (EOC) Command Chiefs of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants who may come from other organizations also involved in the incident response.

Specific functions include:

- Gathering information from and about organizations that are involved with the incident. This includes obtaining from their representatives, information about standard and specialized resources they might have, or special support that they might need, and whether there are considerations or restrictions that may impact how such resources may be used.
- Serving as a coordinator for organizations not represented in the Emergency Operations Centre (EOC).
- Providing briefings to organization representatives about the emergency.
- Interview organizations representative concerning resources, capabilities and restriction on use. Provide this information at the Planning Meetings, as needed
- Maintaining a list of supporting and assisting organizations, and keeping it updated as the incident evolves.
- Bring complaints pertaining to logistical problems, communications and strategic and tactical direction to the attention of the Command Chiefs.
- Work with the Emergency Information Officer (EIO) and Command to coordinate media released associated with inter-organizational cooperation issues.
- Meet with incoming organizations to the Emergency Information Officer (EOC) to brief on area of support and who they will be reporting to.
- Maintain contact with the Resources Unit Leader to ensure all personnel and resources are documented and accounted for

### **11.2.8 Mayor**

- Activate the Emergency Notification System, as required.
- Upon recommendation of the Emergency Control Group (ECG), Declare an Emergency to exist within the municipality.
- Document the Declaration and submit the form.  
Appendix # 4 Declaration/Termination of an Emergency
- Ensure that the Haldimand County Council, the County's Member of

Parliament and Member of Provincial Parliament, neighbouring municipalities and the public are advised of any emergency declaration or termination made by Haldimand County, and that they are kept apprised of the emergency situation, as necessary.

- In consultation with the Emergency Control Group (ECG), issue orders considered necessary to implement this Emergency Response Plan to protect the safety, health, welfare and property of the citizens of Haldimand County.
- Act as a liaison between the Emergency Control Group (ECG) and Council; keep members of Council informed about the emergency situation and chair emergency Council meetings as required.
- Approve all decisions made by the Emergency Control Group (ECG) pertaining to “extra-ordinary measures” affecting the lives and property of citizens within Haldimand County.
- Provide advice to the Emergency Control Group (ECG) on political issues.
- Liaise with Heads of Council of neighbouring municipalities on issues of mutual concern.
- Obtain any necessary assistance from senior levels of government, other municipalities, and the private sector regarding taking any action necessary to minimize the effects of an emergency on Haldimand County.
- Act as the primary spokesperson for the County, in coordination with the Emergency Information Plan (EIP)-Appendix 10.
- Authorize the release of information on behalf of the County, in conjunction with the CAO and/or the Emergency Information Officer.
- Terminate the emergency at the appropriate time and ensure all concerned have been notified.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

### 11.3 Operations Section

The Operations Section implements the Incident Action Plan (IAP) and is responsible for all physical operations involved in mitigating the emergency. The Operation Section evolves based on the incident at hand and the needed resources within the incident. The Operations of the Incident perform their duties most generally at the site of the incident and are in communications with the Emergency Operation Centre (EOC). The operations (on site) will function similar to the Emergency Operation Centre (EOC) in a hierarchy state in order to facilitate organization and thorough response to the incident. Although the structure of the Operation section is based solely on the responded incident, general operation sections and responsibilities are described below.

### **11.3.1 Operations Section Chief (OSC) (Deputy Chief of Emergency Services- alternate CEMC- OPP)**

An Operations Sector Chief heads the Operations Section. The Operation Sector Chief is responsible for providing overall supervision and leadership to the Operation Section, including assisting in the development of the Incident Action Plan (IAP), implementing the Incident Action Plan and organizing, assigning and supervising all resources assigned operational tasks within an incident. The Operations Sector Chief must work closely with other member of the Command Sector and General Staff to coordinate operational activities and delegate the appropriate levels of response. The Operation Sector Chief may be active at the Emergency Operation Centre (EOC) or onsite at the Incident. The responsibilities of the Operations Section Chief include:

- Developing and managing the Operations Section to accomplish the incident objectives set by Emergency Operations Centre (EOC).
- Organizing, assigning, and supervising all resources assigned to an incident.
- Working closely with other members of the Emergency Operations Centre (EOC) Staff to coordinate operational activities.
- Based on the situation, activate appropriate branches within the section.
- Communicate with the telecommunication to ensure that strong communication links are made between the incident site and the Emergency Operation Centre (EOC).
- Coordinate with the Liaison Officer regarding the need for Organization Representatives in the Operation Section.
- Identify key issues requiring immediate attention and communicate the with the Emergency Operation Centre (EOC)
- Coordinate media field visits with the Emergency Information Officer (EIO).
- Ensure all media contacts are referred to the Emergency Information Officer (EIO).
- Establish staging areas if required.
- Develop and manage tactical operation to meet incident objectives.
- Assess life safety and implement and enforce appropriate safety precautions.
- Continually evaluate situation and update the Incident Commander immediately on new findings
- Keep the safety officer involved in tactical decision making

### **11.3.2 Operations Branches**

Within the Operation section and depending on the Incident there may be many branches that are utilized throughout the operations. The branches will be headed by individuals who are responsible for their section based on there specific profession. The Operations Section Chief (OSC) will determine the different branches and assign staff accordingly. The following will give examples of the different branches that may be utilized and the assignments with each. The Emergency Services operate with

certain Policies and SOG's, and will adhere to them through-out the incident unless otherwise directed by the Operations Sections Chief, the Incident Command Chief or the Emergency Operation Centre (EOC) Command Chief.

#### **11.3.2.1 Fire Department**

Lead area Operation Branches may include but not limited to:

- Safety Officer
- Fire Suppression
- Search and Rescue
- Land Operations
- Water Operations
- Overhaul
- First Aid
- Evacuation

#### **11.3.2.2 Paramedic Services**

Lead Area Operation Branches may include but not limited to:

- Safety Officer
- Triage Officer
- Treatment Sector
- Staging area
- Transportation Coordination
- Evacuation

#### **11.3.2.3 Police Services**

Lead Area Operation Branches may include but not limited to:

- Safety Officer
- Security
- Traffic Control
- Media Relations
- Assisted Rescue- Land , Water
- Scene/ Investigation preservation

#### **11.3.2.4 Evacuation Coordinator – ON SITE**

Lead Area Operation Branches may include but not limited to:

- Safety Officer
- Documentation
- Individual assistance
- Hazard recognition and mitigation

## 11.4 Planning Section

The Planning Section is responsible for the developing of the Incident Action Plan (IAP) and overseeing the collection, evaluation, processing, dissemination and use of information regarding the evolution of the incident and status resources. The information is needed to understand the current situation, predict probable course of incident events and lead the incident planning process.

### **11.4.1 Planning Section Chief (General Manager of Community & Development Services)**

The Planning Section Chief oversees and provides leadership to the Planning Section.

- Ensure the Planning area is set up properly and that the appropriate equipment and supplies are in place, including maps and status boards.
- Ensure that incident briefing is completed and documented
- Obtain and review all incident reports or documents to ensure understanding within the Operations Sections
- Inform the Incident Command Chief and Emergency Operation Centre (EOC) Command Chief when new information is received as to add to the action plan.
- Create incident Maps and establish weather and data collection system when needed.
- Ensure the Emergency Information Officer (EIO) has immediate access to status reports and displays.
- Working closely with Emergency Operations Centre (EOC) Staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the incident.
- Managing the planning process including preparing and documenting the Incident Action Plan (IAP) for each operational period.
- Maintaining incident documentation.

### **11.4.2 Situation /Map Leader + G.I.S. Specialist (Manager of Planning & Development + G.I.S. Staff)**

The Situation/Map Leader is responsible for the collection processing and organizing of all incident information. This may include future projections of incident growth, maps, intelligence, the Incident Action Plan (IAP) and status summary reports. The Situation Leader will also advise and inform areas that house increased numbers of population. Including factories, schools, nursing and retirement centres.

- Review the Incident Briefing Form for incident status and the need for further assistance.
- Determine current situation status/ intelligence and future predictions
- Sort data into categories of information: geographic area, population, facilities, environmental values at risk, location of facilities, etc.

- Determine appropriate map displays and request specialized maps as required.
- Review data for completeness, accuracy and relevancy prior to positing
- Plot incident boundaries, location perimeters, facilities, access routes, etc. on display maps
- Develop additional displays, weather reports, status summaries, as necessary
- Ensure display and amps are kept up to date.
- Designate Photographic services if need be to utilize as intelligence
- Designate and utilize specialist to assist in the development of clear understating of the incident and the predictions ahead.
- Assis in the development of the Incident Action Plan. (IAP)
- Advise the Incident Command Chief of increased population areas at given times and the need for them to be contact to implement their internal Emergency Response Plan as needed -(school)

*The G.I.S. Specialist will assist the Map/ Situation Leader in populating and creating visual aspect for current and future predictions of the emergency to assist in the decision making process efforts throughout the Emergency Incident*

#### **11.4.3 Resource Unit Leader (Manager of Community Development and Partnership)**

The Resource Unit Leader is responsible for maintaining the status of all assigned resources at an incident. This is achieved through the over sight of all check-in activities and the maintenance of a master list of all resources, including a system to track resource location and status.

- Responsible for the Check in List at the EOC
- Prepare the Incident Organizational Chart and post and maintain as well
- Tracking resources assigned to the incident- support personnel and equipment.
- Confirm resources assigned to Staging (if necessary)
- Confirm Resources assigned Operations (if necessary)
- Confirm resources assigned to other staff functions
- Maintain tracking sheets of number of personnel assigned to the incident
- Total number of resources assigned to each section
- Total number of specific equipment /apparatus types

#### **11.4.4 Documentation Unit Leader (Manager of Citizen & Legislative Services/ Clerk)**

The Documentation Unit Leader is responsible for the maintenance of accurate, up-to date incident files, the provision of duplication services and collection of all incident documentation from other section. Incident files will be stored for legal, analytical and historical purposes. Further responsibilities are:

- Organize incident files.
- Ensure adequate duplication capability and adequate staff to assist in the copying and documentation process.
- Respond to request for duplication (copying) and duplicate the needed files or official forms for reports.
- Ensure all staff have the appropriate Emergency Management Notebook logs/ activity sheets as well as Provincial Forms to maintain the documentation.
- File reports and forms submitted throughout the incident to prepare a final report.
- Review and ensure completeness of documentation submitted for file
- Ensure all completed files and documents are organized and submitted to the Planning Section Chief.

#### **11.4.5 Specialist Leader (Manager of Building & Municipal Enforcement)**

The Specialist Leader provide observations and recommendations to the incident staff in the specialized areas as required.

- Ensure all recommendations are appropriately documented
- Contact and resource the specialty care for pets/animals – if an evacuation is issued (i.e.: Vets/SPCA/OMAFRA) and advise the planning section of efforts needed
- Communicate with Police Officers and County Contracted Security Services to ensure security at the Emergency Operation Centre (EOC), Incident Sites and Evacuation Centres and document in the Incident Action Plan (IAP).
- Participate in the planning meeting to assist in informed decisions.
- Participate in the Demobilization and inspections of the area affected in need arises.
- Organize and Assist with the structure inspections for evacuation or re-entry of buildings or engineering specs.

#### **11.4.6 Health And Social Services (HNN&SS)**

- Act as a coordinating link for all Health and Social Services matters at the Emergency Control Group (ECG).
- Activate applicable Emergency Response Plans of the Haldimand-Norfolk Health and Social Services Department as required.
- Continue to deliver the essential and mandated public health programs and services to ensure public health protection, as resources permit.
- Continue to deliver the essential and mandated social services programs and services to ensure public health protection, as resources permit.
- Liaise with the Provincial Ministry of Health and Long Term Care, Ministry of Community and Social Services and other relevant Provincial contacts as

required.

- Work with the Medical Officer of Health to:
  - Provide advice on any matters that may adversely affect public health.
  - Provide instructions on health matters to the public through the Emergency Information Officer (EIO).
  - Coordinate the response to disease-related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long Term Care policies and the Haldimand-Norfolk Health Unit (HNHU) Emergency Response Plan.
  - Liaise with Community Care Access Centre (CCAC) to ensure coordination of care of residents requiring special medical care at home and in evacuation centres during an emergency.
  - Ensure public health inspections of emergency sites and evacuation centres as necessary to ensure safe water, safe food and the prevention of health hazards and communicable diseases.
  - Notify the General Manager of Public Works Operations regarding the need for potable water supplies and sanitation facilities.
  - In coordination with the Public Works Department, monitor the quality of drinking water supplies for the community and make recommendations for alternate drinking water, as necessary.
  - Liaising with local health service providers (Paramedic Services, hospitals, physicians, etc.) regarding mutual areas of concern.
- Work with the Emergency Information Officer (EIO) and the Community Care Access Centre (CCAC) to determine which persons in the community may not have access to conventional methods of communication (television, radio, internet, and phone) and make all efforts to communicate emergency information to these persons.
- Implement the Haldimand-Norfolk Social Services Emergency Shelter Plan which coordinates the opening and operation of available facilities as reception and/or evacuation centres.
- Coordinate the provision of basic medical care for evacuees on site at emergency evacuation centres.
- Working with the Canadian Red Cross, coordinate the request for and registration and management of volunteers related to the operation of reception and evacuation centres.
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms which shall be retained and forwarded to the Director of Human Resources.
- Working with applicable agencies (Canadian Red Cross, Salvation Army, Victim Services, etc.) arrange for the clothing, feeding, housing and personal services for those people who have been evacuated as a result of the emergency.
- Liaise with voluntary and private agencies, as required, for augmenting and

coordinating Health and Social Services resources.

- Where applicable, ensure provision of emergency income assistance for those persons affected by an evacuation within Haldimand County.
- Liaise with other agencies as required by the Emergency Control Group (ECG).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

#### **11.4.7 Evacuation Coordinator (Administrator Grandview Lodge/Deputy Paramedic Chief or Designate)**

The Evacuation Coordinator will be responsible for implementing the Haldimand County Mass Evacuation Plan – Appendix # 12, within the boundaries of Haldimand County. They will assist any needed Haldimand Specific request under the direction of the Haldimand & Norfolk Social Services (HNSS) throughout the following:

- The communication of and coordinated efforts of the following services if applicable:
  - Canadian Red Cross
  - St. Johns Ambulance
  - Salvation Army
  - CCAC- Community Care Access Centre
- Directing the specifics within the plan to ensure all involved within the IMS system are working together within the coordinated system.
- Ensure all requests from the HNSS in response to the food, shelter, clothing and other essential are in place through the coordinated efforts of the Logistics Section as well as outlying agencies.
- Work with the Organization Representative to ensure all documents are complete and tracking of events is recorded.
- Report to the Emergency Operation Centre (EOC) for updates and steps moving forward.

## **11.5 Logistics Section**

The Logistics Section provides all supporting resources to the incident. The Logistic Section works closely with Finance to contract for and purchase goods and services as needed at the incident. They are responsible for the development of several written portions of the Incident Action Plan and forwards them to the Planning Section Chief. The Logistic section is responsible for all the resources needed both at the Incident and within the supporting factors. Within the Logistics section there are both the Service Specific and the Supporting Specific roles.

### **11.5.1 Logistic Support Chief (General Manager Public Works)**

A Logistics Support Chief is responsible for the development and implementation of the logistic plans in support of the Incident Action Plan (IAP). The Support Chief supervised the operation of the Supply, Facilities and Ground Support Units and Water Sectors. Further responsibilities include:

- Determine facilities activated in the support of the incident.
- Determine the ground support and transportation needs.
- Determine resources ordering needs and process.
- Ensure proper methods of inspections for contracted equipment and resources used.
- Provide summary of the supplies, facilities, and ground support needs during the Emergency Operation Centre (EOC) meetings.
- Obtaining, maintaining, and accounting for essential personnel, equipment, and supplies beyond those immediately accessible by the Operations Section.
- Providing incident telecommunication/information technology services and resources.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Initiate the evacuation set up of the facilities.

#### **11.5.1.1 Supply Unit Leader (Manager of Road Operations)**

The Supply Unit Leader is responsible for ordering, receiving, processing and storing all incident related resources.

- Consider dividing ordering responsibilities by either discipline or by category - equipment, personnel and supplies.
- Ensure the unit staff observe the ordering system and chain of command for ordering.
- Confirm process for coordinating contract related activities with the Procurement Unit Leader.
- Confirm emergency purchase orders with the Finance section.
- Understand and have recorded the amount of supplies and equipment on hand and enroute- (signs, barriers, PPE, vehicles).
- Resource the orders from authorized incident staff, document and order.
- Determine qualifying specification (category, kind, type, size, extra equipment, PPE, qualifications Etc.)
- Determine the desired delivery time and location.
- Person ordering and person to whom the resource should report or be delivered.
- Obtain estimated price for resources which expect reimbursement.

- Coordinate the delivery of rented equipment to Ground Support Unit for inspection before use.
- Work with Facilities Unit Leader to identify and activate appropriate facilities for use in storage, receiving and distribution of supplies.
- Obtain resource name, number, identifier etc. along with the estimated Times of Arrival.
- Bring attention to the Logistics Support Chief should there be outstanding orders, updates on current activities and unusual circumstances.

#### **11.5.1.2 Facilities Unit Leader (Manager of Facilities, Parks & Cemeteries)**

The Facilities Unit Leader is responsible for the set-up, maintenance and demobilization of all incident support facilities except in the staging areas onsite. The Facilities Unit will also work with the Specialist Unit to provide security to the facilities should the need arise. The Facility Unit Leader is also responsible for:

- Assessing the readiness of the facilities for evacuation purposes in the need arises.
- Organize the facility should the Supply Unit require an area to house their supplies and distribution.
- Prepare the specific facilities and ensure the readiness of the :
  - Sanitation
  - Sleeping area
  - Feeding area
  - Supply area
  - Medical support
  - Communication (IT needs)
  - Security Needs
  - Lighting
  - Signage
  - Equipment/food storage
- Work with outside agencies to provide the necessities – including but not limited to Canadian Red Cross, Salvation Army and St. Johns Ambulance.
- Assess the ability for parking at all facilities and report to the Logistic Support Head.
- Provide when needed the facilities layouts and available space to be utilized.

### **11.5.1.3 Ground Support Unit Leader (Manager of Fleet Operations)**

The Ground Support Unit Leader is primarily responsible for the maintenance, service and fueling of all mobile equipment and vehicles. The Ground Support Unit also has responsibilities for the ground transportation of personnel, supplies, equipment and incident traffic plan.

- Work with the Situation/Map Leader to obtain information surrounding traffic issues and logistics of providing needed equipment to the area of the incident.
- Initiate a plan for re-fueling of equipment being utilized and organize the personnel to do their tasks.
- Consider the need to utilize the County vehicles for transportation resources or requiring rental vehicles to augment the transportation resources.
- Notify the Resource Unit of all changes on support and transportation vehicles.
- Arrange for or activate towing, fueling, maintenance and repair services.
- Maintain fuel, parts and service use records and cost summaries and forward to Finance/Administration Section.
- Provide an inventory list of what is available within the County.
- Identify and report predictions for mileage, fuel consumption and any other cost association and report them to the Logistics, Support Chief.
- Advise on Timelines for services rendered and work with Logistics to complete the Incident Action Plan. (IAP)

### **11.5.1.4 Water Sector Leader (Manager of Environmental Operations)**

The Water Sector Leader is responsible for all environmental aspects surrounding the water and the interaction of the incident. This also includes aspects related to the potable water, water and waste water, flood zones and assisting with the understanding of the emergency plan for the conservation authorities.

- Advise and implement plans for the supply of Potable water
- Advise the Logistics Supply Chief on steps needed to ensure the proper treatment and maintaining of the water and wastewater
- Develop and assist in the organization and collection and disposal of the waste and recyclable material
- Assess the risk and contamination of the water sources within the incident and surrounding zones
- Work with the conservation authorities as needed – Grand River, Niagara Peninsula and Long Point

### **11.5.2 Logistics Service Chief (General Manager of Engineering & Capital Works)**

The Logistics Section Service Chief is responsible for the management of all service activities at the incident. This include supervising the operations of the Telecommunications, Medical, Food Units and Utilities.

- Determine the communications systems to be utilized
- Determine the need for medical support needs within the incident
- Determine the number of personnel involved in the emergency response efforts and the need for nourishment and relief
- Assist and develop with the Planning Situation Chief to understand the Utilities involved utilizing both mapping and Geographic Information System (GIS)
- Assist with Engineering inquires surrounding the Incident Action Plan and advise accordingly
- Set up personnel needs and Food Services

#### **11.5.2.1 Communications Leader (Manager of Information Systems)**

The Communications Leader is responsible for developing plans for the use of incident telecommunications equipment and facilities; installing and testing of telecommunications equipment; supervising the Incident Communications Centre (if applicable) and distributing and providing maintenance of telecommunications equipment.

- Advise on telecommunication capabilities and limitations
- Implement effective telecommunication procedures for internal and external to the Incident and Emergency Operation Centre (EOC).
- Make available assignment to all other resources including volunteer, contractor or mutual aid is applicable.
- Determine and assign specific telephones for Emergency Operation Centre (EOC) members
- Identify all facilities and locations with which telecommunications must be established and identify and document the numbers. Work with the Facilities Leader to determine which are active.
- Determine which phones/numbers should be used by what personnel and for what purpose.
- Assign specific telephone numbers for incoming calls, and report these numbers to staff and off site parties such as other local jurisdictions through the Logistics Service Chief.
- Ensure proper controls over outgoing call lines
- Facilitate repair of malfunctioning telecommunication systems
- Maintain a telecommunications equipment accountability system

- Maintain a current inventory of available equipment and its capabilities

#### **11.5.2.2 Medical Unit Leader (Deputy Chief Paramedic Services)**

The Medical Unit Leader is responsible for providing extra medical assistance to incident responders and personnel. This assistance could be available through the up staffing of ambulances, importing needed equipment and supplies. This unit develops an Incident Medical Plan – which is included in the Incident Action Plan and assist the Finance /Administration Section with processing injury-related claims. They are responsible for:

- Obtaining information on any injuries that occurred during initial response operations.
- Organizing and activating locations of aid stations through outside agencies.
- Be in contact with Central Ambulance Communication Center, (CACC) to assess the number and location of standby ambulances, air ambulance that are available.
- Estimate and activate if needed further medical personnel for the incident.
- Inventory and report on the available medical supplies.
- Organize and implement any need according to the demands of the Operation Command.
- Discuss and report any injuries with the Safety Officer and the Logistics Service Chief.
- Provide all documentation to the Documentation Leader based on the need.
- Assist the Finance/Administration Chiefs for continued service for the rest of the county during the Incident.
- Assist in the communication of:
  - The Ministry of Medical Officer of Health
  - Hospitals

#### **11.5.2.3 Food Unit Leader (Emergency Services Divisional Staff)**

The Food Unit Leader is responsible for supplying the food needs for the entire incident responders including the Emergency Operation Centre (EOC) and other personnel who are unable to leave the tactical field assignments. They will receive a briefing from the Logistics Service Chief and an understating of the need shall be discussed and implemented. Documentation will be developed to record, number to be fed, timing of food and drink and location of personnel. Other considerations will be;

- Best method of feeding situation- refer to agreements and work with the Procurement Unit (Finance) on direction.
- Understand and ensure sufficient potable water and beverages are available for incident personnel. Discussing with the Water Sector to ensure potable water at the facilities.
- Organize the transportation of food and drinks to the scene through the Ground Support Unit within the Logistics Section and the Operations Command.
- Ensure appropriate food handling practices and safety measures are taken and coordinate activity with the Safety Officer.
- Ensure copies of receipts, and bills are organized and distributed to the Finance/ Administration Section.
- Elicit extra assistance if required – the Logistics Service Chief will assign assistant aid.

#### **11.5.2.4 Utilities Leader (Manager of Engineering Services)**

The Utilities Leader will be responsible for all information and organization required for the utilities sector and associated resources. They will utilize mapping and Geographic Information System (GIS) when needed to understand what elements of the utilities are involved and will advise the Logistics Section Chief of the findings. They will organize and work with the head of the Utilities should they arrive at the Emergency Operation Centre (EOC). Such Utilities may include but not limited to:

- Hydro – (Hydro One)
- Natural Gas Company – (Union)

## **11.6 Finance/Administration Section**

The Finance/Administration Section provides the financial support to an incident, including business processes, cost analysis, and all financial and administrative aspects.

### **11.6.1 Finance & Administration Chiefs (General Manager of Financial & Data Services and the General Manager of Corporate & Social Services)**

The Finance/Administration Chiefs provide direction and supervision to Finance/Administration Section Staff and ensures compliance with policies and procedures. Task may be delegated to the appropriate Unit leader if need be. Responsibilities include:

- Monitoring the financial Processes.

- Monitoring and organizing for potential legal claims arising out of incident activities.
- Understanding the duration and complexity of incident and the possibility of cost sharing.
- Advise the authority to Command of the financial process including the procurements.
- Organize the financial requirement plans for the expected operations.
- Ensure the agreements are in place for purchasing of equipment, contracted equipment and rentals.
- Ensure proper tax documentation is completed.
- Tracking and reporting on financial usage.
- Making reimbursements (individual and organization/department).
- Preparing costs analysis, including the identification of incremental and extraordinary costs associated directly with the incident.
- Making cost estimates for alternative response strategies.
- Tracking disaster relief assistance including local funding raising, if relevant.
- Planning and Organizing the temporary staff is need arises.
- Determine the level of purchasing authority to be delegated to the Logistic section.
- Ensure all Finance/Administration position logs and other necessary files are maintained.
- Ensure all display are current and the information posted is legible and concise manner.
- Maintain information on status of incident, planned operations, changes in objectives, use of personnel, equipment and local or organizational concerns.
- Meet with assisting and supporting organizations as required to determine any cost share agreements or financial obligations.
- Initiate, maintain and ensure completeness of documentation needed to support claims for Emergency Funds, including auditing and documenting labour, equipment, materials and services.
- Initiate, maintain and ensure completeness of documentation needed to support claims for injury and property damage injury information should be kept on contracted personnel formally assigned to the incident as well as paid employees and mutual aid personnel.
- Ensure that all personnel time records reflect incident activity and that records for non-organization personnel are transmitted to home organization or department according to policy.
- Assist the Logistics Section with resource procurement- identifying vendors for which open purchase orders or contract must be established and/or negotiated ad hoc contracts.

### **11.6.2 Cost Unit Leader (Treasurer / Finance)**

The Cost Unit Leader is responsible for providing all incident cost analyses, including the proper identification of all equipment and personnel requiring payment, records all cost data, analyzing and preparing estimates of incident costs and maintaining accurate records of incident costs. The Cost Unit Leader is responsible for:

- Determine reporting times.
- Determine desired report format from the Finance/administration Managers.
- Ensure that all financial records are maintained throughout the event or disaster.
- Obtain and record all cost data for equipment, contracted or mutual aid equipment and personnel costs.
- Obtain record and predictions of damage to facilities, infrastructure, equipment or vehicles.
- Obtain and document cost associated with any supplies, food or facility needs
- Identify in reports all equipment/personnel requiring payment.
- If cost share agreement is done, determine what cost need to be tracked.
- Prepare cost estimates of resources determined for planning purposes.
- Ensure estimates are up to date with actual cost as they become available.
- Ensure all information is provided as needed to the Planning Section throughout the incident.
- Make any recommendations to the Finance/Administration Chiefs in coordination of the Operations and Planning Sections.
- Maintain a cumulative incident cost record. Cost should reflect each individual entity.

### **11.6.3 Compensation & Claims Unit Leader (Director of Human Resources)**

The Compensation & Claims Unit Leader is responsible for processing Compensation-for-injury on behalf of responders and for managing all claims-related activities (other than injury) for an incident. Delegation to other personnel for specific claims may be required.

- Establish contact with the Incident Safety Officer and Liaison Officer for update of status of Safety and External agencies.
- Determine the need for Compensation for Injury and/or any claims.
- Determine the need for additional staffing.
- Establish procedures with Medical Unit Leader on Prompt notification of injuries or death.
- Ensure that volunteer personnel have been appropriately registered.
- Ensure written authority for persons requiring medical treatment.
- Ensure correct billing forms for transmittal to doctor and/or hospital.

- Ensure all witness statements and statement from Safety Officer and medical unit are reviewed for completeness.
- Coordinate with the Safety Officer to:
  - Analyse the circumstance of injured and if possible;
  - Ensure appropriate level of PPE is being used, and that proper training of personnel has been completed
- Maintain copies of hazardous materials and other medical debriefings.
- Ensure all documents are included in the final reports of the incident.
- Complete all Compensation for Injury Log as needed.

#### **11.6.4 Organization Representative (Manger of Economic Development and Tourism)**

In incidents involving multiple response organizations or jurisdictions, organizations with significant involvement may send a representative to the Emergency Operation Centre (EOC) of another organization to assist in coordinating response efforts. This individual typically interfaces with the Emergency Operation Centre Liaison Officer and functions as a representative for Haldimand County, making decisions (consistent with delegated authority) and facilitating communications and coordination between the Emergency Operation Centre (EOC) and Haldimand County.

Organization Representatives must be fully conversant with their level of authority so as to be able to appropriately represent their organization. Responsibilities include:

- Going to a separate jurisdiction Emergency Operation Centre (EOC) to coordinate with the Liaison Officer to assist in coordinated efforts.
- Be mindful of any significant issue that could impact Haldimand County.
- Provide input on Haldimand County's current situation and resources available.
- Advise them on need or requirements that Haldimand County required.
- Anticipate and identify future resources needed.
- Review and coordinate Policies, Procedures and agreements as necessary.
- Report to Haldimand County as findings occur.
- Coordinate efforts with the Haldimand County Evacuation Coordinator in all aspects of the Haldimand County Mass Evacuation Plan. Appendix - 12

#### **11.6.5 Procurement Unit Leader (Manager Legal and Support Services)**

The Procurement Unit Leader is responsible for all financial matters pertaining to vendor contracts, lease and fiscal agreements. The Procurement Unit Leader establishes local sources for equipment and supplies; manages all equipment rental agreement and process all rental and supply fiscal document billing invoices. They are also responsible for maintaining equipment time record and works closely with

local fiscal authorities to ensure efficiency. The Procurement Unit Leader is responsible for:

- Obtain briefing form the Finance/Administration Chiefs on the charge code and delegation of authority to commit organization funds.
- Determine whether a buying team has been assigned to purchase all equipment, supplies etc. from the incident and work in conjunction with them.
- Contact the supply unit on incident needs and any special procedure or requirements.
- Develop a specific incident procurement plan to record all information surrounding, financial caps, purchasing authority, cap exceeding approval, communication process with the Supply Unit for emergency purchase ordered.
- Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident.
- Provide hourly rates as needed to the Cost Unit.
- Prepare and sign contracts, land use agreements, and cost share agreements as necessary.
- Draft Memorandums of Understanding as needed.
- Establish contact with supply vendors as needed.
- Determine if additional vendor-service agreements will be necessary.
- Interpret Contracts/agreements and resolve claims or disputes within the delegated authority.
- Provide cost data from rental agreements, contract etc. to Cost Unit Leader according to reporting time frames established for a set operational period.
- Verify all invoices.
- Ensure all contractors are accounted for and the time documented.
- Ensure all equipment rental documents and inspections are complete-coordinate inspection information with the Ground Support Unit and/or Operations before signing.
- Complete final processing and send documents for payment.
- Maintain all documents and complete a final report including:
  - Copies of all vendor invoices and Purchase Orders (P.O.)
  - All equipment times recorded and are complete
  - Audit trail for all procurement documents
  - Completeness of all data entries on vendor invoices
  - Verify that only authorized personnel initiate orders
- Coordinate with other Municipals Continuity of Operations Plan (COOP) to obtain vender sources.
- Coordinate Purchasing Card requirements for equipment. (i.e. increase limits and/or ghost card purchasing)
- Maintain emergency Purchase Order system.

### **11.6.6 Time Unit (Executive Assistant to the CAO/Communications)**

The Time Unit Leader is responsible for ensuring the accurate recording of daily personnel time, compliance with specific organizations time recording policies and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period. They will be responsible for:

- Obtaining a briefing from the Finance /Administration Section Chiefs on the incident requirements for time recording.
- Be advised on time-line requirements for the reports.
- Maintain the number of personnel and rental equipment for which time will be kept.
- Advise the Ground Support Unit, Facilities Unit of the requirement of a daily record of equipment and personnel time.
- Determine if there are time restraints for supportive agencies and advise the associated section of the time period.
- Ensure that the daily personnel and equipment time recording documents are prepared and compliance with the time policy is maintained.
- Establish files for time record as appropriate.
- Review and ensure all documents are complete.
- Ensure that all time report from assisting agencies are release to the respective Organization.

### **11.6.7 Lead Scribe (Administrative Assistant Emergency Services)**

The Emergency Responses Plan outlines the responsibilities of the working framework however throughout the incident there are decisions that need to be made quickly and are very reliant on strong, credible information that has been gathered. One of the primary methods to capture and retain information within the emergency response is through the use of Scribes. Scribes are utilized to make written and /or electronic copies of events and decisions that are made. The Lead Scribe will:

- Ensure preparation for complete note taking- pens/paper/ visual of a clock for accurate timing.
- Assign incoming Scribes to members that are in immediate need of Scribe assistance.
- Record all assignment and roles given to incoming scribes.
- Maintain a knowledge of the number of scribes present and/ or the need for further activation.
- Ensure all scribes complete the sign off (scribed log activity notebook or documentation) upon commencement of their shift and/or the incident
- Assist with any copies required or other duties as needed throughout the incident.

- Update training for the Scribes as needed to maintain efficiency prior to the emergency.

## 11.7 On Site Emergency Site Positions

In addition to the 5 management functions at the Emergency Operation Centre (EOC), there are identified positions operating at the Emergency Site under the direction of the Operations branch.

During an emergency, emergency service personnel will meet at the scene and work together to mitigate the situation. Emergency operations of each agency represented at the emergency scene will be performed within their respective chain of command structure with the senior ranking officials from each agency establishing an Incident Commander (IC) at each emergency site. This Incident Commander will direct their agencies operations from their identified command post.

As soon as possible, the Incident Commanders from each agency will come together to operate from a unified command post.

### 11.7.1 *Emergency Site Manager*

The Emergency Control Group (ECG) will appoint an Emergency Site Manager (ESM) who will assume overall responsibility for co-ordinating efforts at the emergency site. The Emergency Site Manager (ESM) will designate one Command Post as the primary communications centre, from which they will operate to coordinate the response, in co-operation with each agency's On Site Incident Commander. All inter-agency communication will be channeled through this Command Post and a direct link (radio and/or telephone) will be established with the Emergency Control Group (ECG) at the Emergency Operations Centre (EOC).

Once appointed, the Emergency Site Manager (ESM) assumes responsibility for overall co-ordination of all operations at the emergency site, and will no longer be responsible for the operations or command of his/her own agency. The Emergency Site Manager shall report directly to the Emergency Control Group (ECG) through the Emergency Operation Centre (EOC) Operations Section Chief.

#### 11.7.1.1 Responsibilities

Responsibilities of the Emergency Site Manager (ESM) include:

- Coordinate all emergency site activities.
- Request additional resources for the Emergency Site through the Emergency Control Group (ECG) – Emergency Operation Centre (EOC) Operations Section Chief
- Ensure that strategies, priorities, tactics and task assignments are

- established to contain and mitigate the emergency situation.
- Ensure the Emergency Operation Centre (EOC) is informed of the locations of the emergency site perimeters.
- Ensure the health, safety and well-being of responders, including volunteers who contribute to the emergency response at the scene.
- Ensure the Emergency Operation Centre (EOC) is aware of and agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief.
- Maintain a communications link with the Emergency Operation Centre (EOC) for the flow of accurate information and assistance in managing the emergency.
- Upon consultation with the Emergency Information Officer (EIO) appoint an On Site Media Spokesperson.
- Ensure that all responsible agency commanders meet on a regular basis to update each other on individual agency actions and progress made, to share information, to set common priorities, to set common objectives and to determine what additional resources may be required.
- Monitor the operation of the site management and make suggestions where appropriate.
- Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lightning, etc.
- Understand which laws and policies that must be taken into consideration during the management or recovery of the emergency.
- Maintain a log outlining communications and actions taken.
- Demobilize resources at the termination of the emergency, ensuring an orderly, safe and cost effective movement of personnel and equipment.
- Participate in post-incident debriefing sessions.
- Prepare a post-emergency report and submit to the Community Emergency Management Coordinator (CEMC) following termination of the emergency.

### **11.7.2 On Site Incident Commanders Agency Specific**

Agency Specific Site Incident Commanders would consist of but not limited to Fire, Paramedics, Police, factory representatives are all examples.

#### **11.7.2.1 Responsibilities**

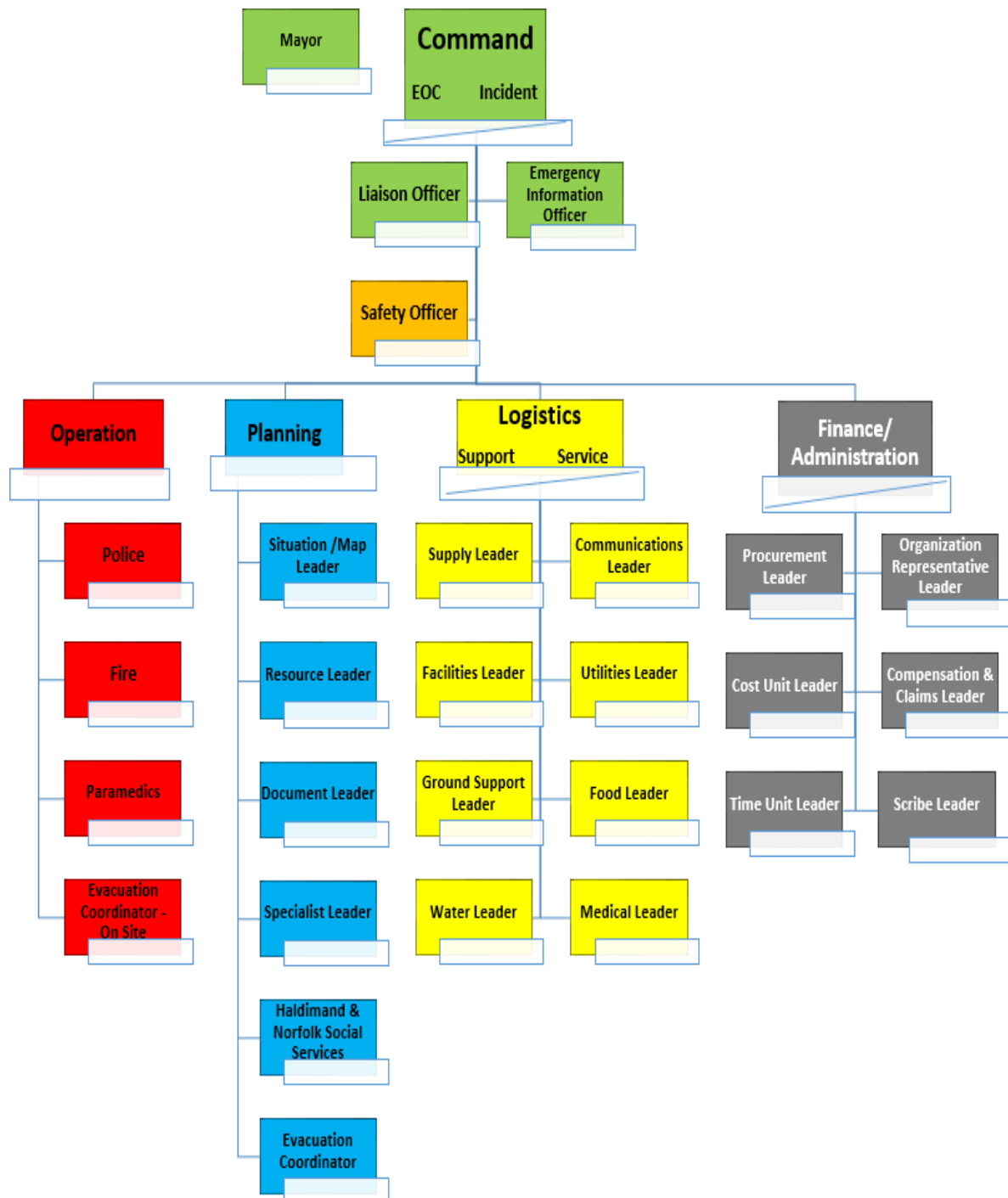
- Direct, control and coordinate the on-site emergency response effort of the agency for which the incident commander represents.
- Report to the Emergency Site Manager (ESM) who will ensure a communication link with the Emergency Operations Centre (EOC) and Emergency Control Group (ECG).
- Establish a unified command post and unified command structure

- with other emergency response agencies, as required.
- Establish and maintain emergency site communications.
- Continuously assess the situation and establish an incident action plan for the agency for which the incident commander represents.
- Take such action as necessary to minimize the effects of the emergency.
- Maintain a log of all actions taken at the emergency site.

### **11.7.3 On-Site Media Spokesperson**

The On Site Media Spokesperson will be confirmed by the On Site Operations Command in consultation with the Emergency Control Group (ECG). The On-Site Media Spokesperson will collaborate closely with the Emergency Information Officer (EIO) at the Emergency Operations Centre (EOC).

## 11.8 Incident Management Flow Chart



## **APPENDICES LIBRARY**

**Binder 1** — **Haldimand County Emergency Response Plan**

### **Contact Information**

**Binder 2** — **Appendix 2 - Contact Number Information** (Confidential)

**Binder 3** — **Appendix 3 - Vital Services Directory** (Confidential)

### **Emergency Management**

**Binder 4** — **Appendix 4 - Declaration / Termination of an Emergency**

**Binder 5** — **Appendix 5 - Incident Management System: Emergency Operation Centre & Forms**

**Binder 6** — **Appendix 6 - Hazard Identification & Risk Assessment** (Confidential)

**Binder 7** — **Appendix 7 - Critical Infrastructure Identification** (Confidential)

**Binder 8** — **Appendix 8 - Emergency Assistance Agreements/ MOU** (Confidential)

**Binder 9** — **Appendix 9 - Emergency Preparedness Information/ Handouts**

### **Haldimand County Supportive Plans**

**Binder 10** — **Appendix 10 - Emergency Information Plan**

**Binder 11** — **Appendix 11 - Continuity of Operation Plan** (Draft in Progress)

**Binder 12** — **Appendix 12 - Mass Evacuation Plan** *Red Cross Shelter/ Reception Centre*

**Binder 13** — **Appendix 13 - Infectious Disease Response Plan**

**Binder 14** — **Appendix 14 - Pandemic Supporting Plan**

**Binder 15** — **Appendix 15 - Drinking Water Emergency Response Plan**

**Binder 16** — **Appendix 16 - Flood Contingency Plan** (Draft in Progress)

## **Outside Agency Plans**

<b>Binder 1</b>	<b><i>Conservation Authority: GRCA, LPRCA, NPCA</i></b>
<b>Binder 2</b>	<b><i>Haldimand Norfolk Social Services Emergency Response Plan</i></b>
<b>Binder 3</b>	<b><i>Innophos Canada Emergency Plan</i></b>
<b>Binder 4</b>	<b><i>New Credit First Nation Emergency Plan</i></b>
<b>Binder 5</b>	<b><i>ENBRIDGE Pipeline Safety and Emergency Information</i></b>

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## HALDIMAND COUNTY

### Report PDD-41-2022 Removal of Holding Provision – 30 Johnson Road For Consideration by Council in Committee on December 6, 2022

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#### OBJECTIVE:

To obtain Council's approval to remove a Holding (H) provision from the zoning of the subject lands to facilitate the construction of a single detached dwelling on a vacant lot of record in the Lakeshore Node of Johnson Road.

#### RECOMMENDATIONS:

1. THAT Report PDD-41-2022 Removal of Holding Provision – 30 Johnson Road be received;
2. AND THAT the request to remove a Holding (H) provision from the zoning of the subject lands to allow for the construction of a single detached dwelling be approved for reasons outlined in Report PDD-41-2022;
3. AND THAT the proposal is deemed to be consistent with the Provincial Policy Statement (2020) and conforms to A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020), Haldimand County Official Plan, and Haldimand County Zoning By-law HC 1-2020;
4. AND THAT the Holding (H) provision by-law attached to Report PDD-41-2022 be presented for enactment.

**Prepared by:** Ashley Crosbie, MCIP, RPP, M.PI, Senior Planner

**Reviewed by:** Shannon VanDalen, MCIP, RPP, CMMI, Manager of Planning & Development

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

#### EXECUTIVE SUMMARY:

The objective of this report is to obtain Council's approval to remove the Holding (H) provision that was affixed to the zoning of 30 Johnson Road in 1988. The Holding (H) provision was affixed to the zoning of lots in the Lakeshore Node of Johnson Road due to the way in which the lots were created (via "checker-boarding") and to ensure development of the lots proceeded appropriately and safely. As the technical matters relating to the Holding (H) provision removal have been addressed through the subject application (payment of cash-in-lieu of parkland dedication, registration of a development agreement on the title of the subject lands, and County approval of grading and septic plans), Planning staff recommend that the Holding (H) provision be removed from the subject lands to allow for issuance of building permits for a single detached dwelling.

## BACKGROUND:

The purpose of the subject application is to remove the Holding (H) provision from the zoning of the subject lands (Attachment 1) to permit the construction of a single detached dwelling (Attachment 2). The subject lands are described as Part of Lot 19 Concession 5 South of Dover Road, former Geographic Township of Dunn, now in Haldimand County, and are municipally known as 30 Johnson Road. The subject lands have 32 metres (105 feet) of frontage on the east side of Johnson Road (an open and maintained public road) and are 0.41 hectares (1.02 acres) in size. The subject lands are currently vacant.

The subject lands are located in the Lakeshore Node of Johnson Road, which is a resort residential area along the lakeshore comprised of 98 lots with approximately sixty (60%) being vacant. The roads in this Lakeshore Node include Lighthouse Drive, Johnson Road, Stonehaven Road, and Boulder Road. Lighthouse Drive, Johnson Road, and Stonehaven Road are constructed and open public roads that are maintained year-round. Boulder Road has not been constructed. All 28 lots fronting onto Stonehaven Road have been constructed, 16 of the 40 lots fronting onto Lighthouse Drive and Johnson Road are approved for construction or constructed, and 30 lots fronting onto Boulder Road (unconstructed) remain vacant.

The lots in this Lakeshore Node were created over 50 years ago by individuals that divided their property and registered the lots in different names, a process commonly referred to as “checkerboarding”. During this period, there were few planning controls in place to ensure that new lot creation proceeded in an appropriate and safe way. As a safeguard, staff and the previous Councils of the Town of Dunnville and Region of Haldimand-Norfolk felt it was imperative that something be implemented to ensure development proceeded appropriately and safely. Under Section 36 (1) “Holding provision by-law” of the *Planning Act*, Council is authorized to pass a Zoning By-law containing a Holding (H) provision to specify the use to which lands, buildings, or structures may be put at such time in the future as the H provision is removed following clearance of the conditions contained in the Zoning By-law by amendment to the Zoning By-law. As such, a Holding (H) provision was affixed to the zoning of the lots fronting onto Lighthouse Drive, Johnson Road, and Boulder Road which had the effect of preventing the lots from being developed until such time as specific technical conditions were addressed.

To that end, in 1988 the Town of Dunnville Council amended Zoning By-law 1-DU 80 to rezone the lands from “Agricultural (A)” Zone to “Seasonal Residential – Holding (RS – H)” Zone (now “Lakeshore Residential – Holding (RL – H)” Zone in the Haldimand County Zoning By-law HC 1-2020) and “Open Space – Holding (OS – H)” Zone via site specific Zoning By-law 1-DU 88. Zoning By-law 1-DU 88 outlined that the Holding (H) provision was to remain in place and restrict development on these lots until such time as the creation of parkland or payment of cash-in-lieu of parkland is provided, a development agreement is registered on title, and the County approves a grading and drainage plan. Given the Holding (H) provision was applied via a Zoning By-law Amendment application in 1988, prior to the practice of Council delegating Holding (H) provision removal authority to staff (the General Manager of Community & Development Services) starting in 2011, the subject application requires approval by Council.

It is Planning staff’s opinion that the conditions of the H provision have been satisfied and the H provision can be removed because the subject lands front onto Johnson Road (an open and maintained road), payment of cash-in-lieu of parkland dedication (\$500.00) has been received, the applicant has registered a development (lot grading) agreement on title legally binding the applicant to the County accepted grading plan, and the County has approved a grading plan for the subject lands (Attachment 2). The County has also reviewed and accepted a septic plan for the subject lands.

## ANALYSIS:

The proposal before Council is to remove the Holding (H) provision from the subject lands. The conditions of the H provision include:

- 1) Cash-in-Lieu of Parkland Dedication;
- 2) Development (Lot Grading) Agreement;
- 3) Grading Plan; and

Additionally, the County requires these lots demonstrate that private servicing can be adequately addressed. In this case, the County has also reviewed:

- 4) Septic Plans.

The conditions of the Holding (H) provision have been addressed as follows:

### 1) Cash-in-Lieu of Parkland Dedication

When new lots are created, developers and builders are required under the *Planning Act* to either set aside five (5%) of the lands to be developed for parkland (parkland dedication) or pay cash-in-lieu of parkland dedication if it is determined that there are adequate parks and recreational facilities to service the area. Parkland, or cash-in-lieu of parkland dedication (which was identified as the preferred option in this scenario), was never collected for the lots in the Lakeshore Node of Johnson Road when they were created (pre-1970), and as such, when the Holding (H) provision was applied to the lots in 1988, it stipulated that cash-in-lieu of parkland was to be collected prior to the development of the lands. The proponent submitted the \$500.00 cash-in-lieu of parkland dedication payment. It is Planning staff's opinion that the condition has been satisfied.

### 2) Development (Lot Grading) Agreement

The Holding (H) provision was also affixed to the zoning of the subject lands to ensure that a development agreement was entered into and a proper plan of subdivision was created (including the construction of Boulder Road, which is not applicable to this application as the subject lands front onto Johnson Road, an open and maintained County road, rather than Boulder Road); since the H provision was affixed to the zoning of the subject lands, nobody has come forward with a plan of subdivision and comprehensive grading plan. In recent years, the County has entertained and supported a number of H provision removals where satisfactory grading can be accommodated on site. The County's Development Technologist has accepted a lot grading plan prepared by a Professional Engineer for the subject lands. The applicant has entered into a development agreement relating to lot grading to ensure adherence to the approved plan and mitigate any off-site impacts. It is Planning staff's opinion that the condition has been satisfied.

### 3) Grading Plan

The County's Development Technologist has accepted a lot grading plan prepared by KLS Engineering. It is Planning staff's opinion that the condition has been satisfied.

### 4) Septic Plans

The applicant is proposing to privately service the subject lands. The Senior Building Inspector has accepted the septic plans prepared by Attema Consulting Services Inc. It is Planning staff's opinion that the condition has been satisfied.

Planning staff recommend that the proposal for removal of the Holding (H) provision be approved and the related by-law (Attachment 3) be passed since the conditions for the removal of the H provision have been satisfied. The subject lands are designated 'Resort Residential' in the Haldimand County

Official Plan and are located within the Lakeshore Node of Johnson Road. The subject lands are zoned 'Lakeshore Residential – Holding (RL – H)' which permits a single family dwelling or cottage, and all zoning provisions are satisfied. Removal of the H provision will permit Building & Municipal Enforcement Services to issue building permits.

## **FINANCIAL/LEGAL IMPLICATIONS:**

The cash-in-lieu of parkland dedication fee of \$500.00 has been paid to the County in accordance with the *Planning Act*, the County's parkland by-law 2349/22, and Holding (H) provision by-law 1-DU 88. The parkland dedication fee will be held and utilized by the County in accordance with the *Planning Act* and by-law 2349/22. Development Charges will be paid at the time of building permit issuance.

## **STAKEHOLDER IMPACTS:**

A resolution from a Council meeting in 2011, set out that all owners of the perimeter lots (i.e. those with frontage on Johnson Road and Lighthouse Drive) were to receive notice of the process that is available to them to have the Holding (H) provision removed from their lands. That notice was prepared by Planning staff in 2011 and was issued. It clearly sets out the requirements described in detail in this report.

The *Planning Act* only requires public notice to be given to those individuals or groups that have given the Clerk of the municipality a written request for notice of the intention to pass an amending by-law to remove a Holding (H) provision from a Zoning By-law under subsection 36(4) of the *Act*. Since no requests were received, public notification was not required.

Planning & Development, Development Technologist – Has reviewed and accepted the lot grading plan.

Building & Municipal Enforcement Services, Senior Building Inspector – Has reviewed and accepted the septic plans and has no comments or concerns with the application.

## **REPORT IMPACTS:**

Agreement: Yes

By-law: Yes

Budget Amendment: No

Policy: No

## **ATTACHMENTS:**

1. Location Map.
2. Site & Grading Plan.
3. Draft By-law.

# Location Map FILE #PLRH-2022-101 APPLICANT: Cornelia



Location:

**30 JOHNSON ROAD  
GEOGRAPHIC TOWNSHIP OF DUNN  
WARD 5**

Legal Description:

**DUN CON 5 SDR PT LOT 19 DEP 72117  
PCL 49**

Property Assessment Number:

**2810 021 003 00168 0000**

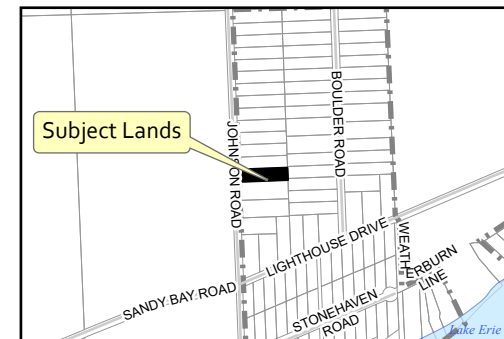
Size:

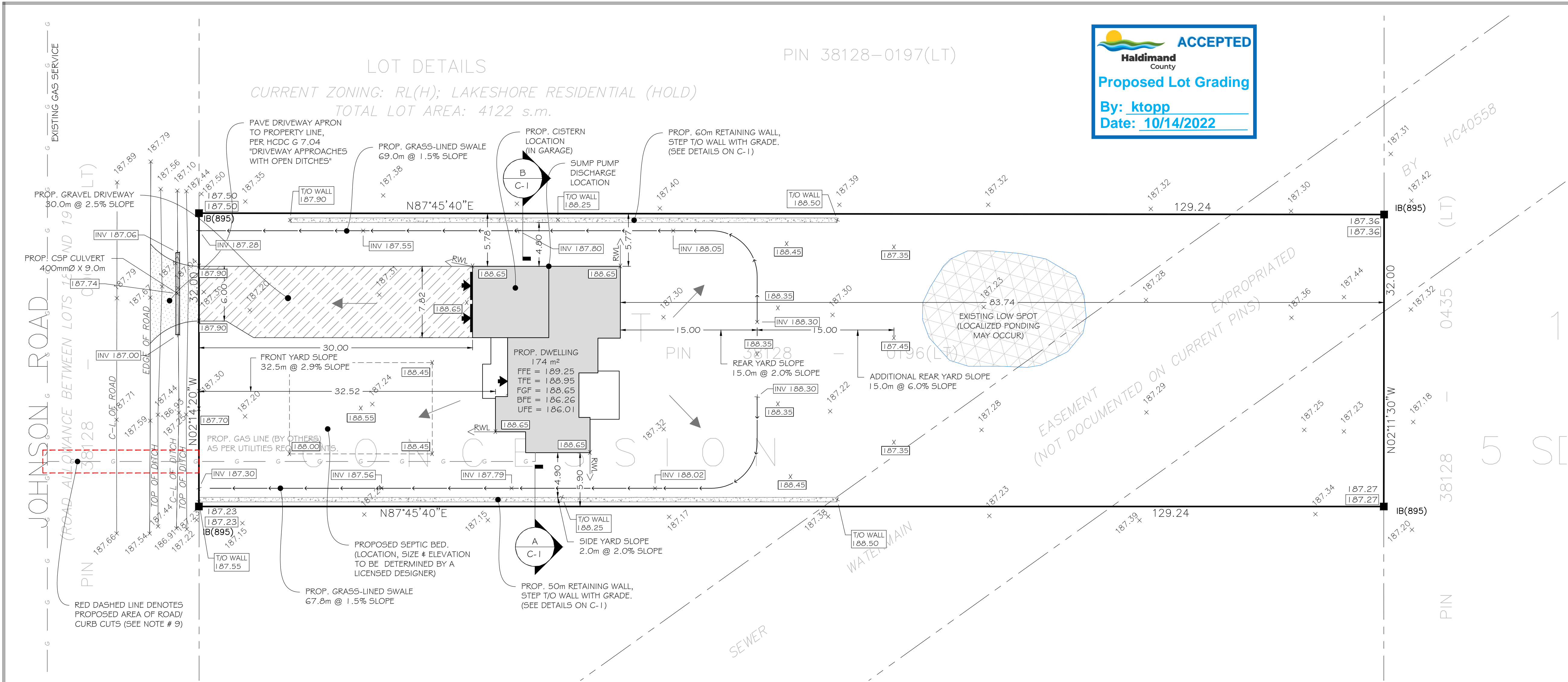
**1.02 Acres**

Zoning:

**RL(H) - Lakeshore Residential - Holding**

HALDIMAND COUNTY, ITS EMPLOYEES, OFFICERS AND AGENTS ARE NOT RESPONSIBLE FOR ANY ERRORS, OMISSIONS OR INACCURACIES WHETHER DUE TO THEIR OWN NEGLIGENCE OR OTHERWISE. DO NOT USE FOR OPERATING MAP OR DESIGN PURPOSES. ALL INFORMATION TO BE VERIFIED.





PROPOSED SITE # GRADING PLAN  
PART OF LOT 19  
CONC. 5 SOUTH OF DOVER ROAD  
PIN 38128-0196 (LT)  
IN THE GEOGRAPHIC TOWNSHIP OF DUNN  
HALDIMAND COUNTY

METRIC NOTE  
DISTANCES SHOWN ON THIS PLAN ARE IN METERS AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

BEARING NOTE  
BEARINGS HEREON ARE GRID, UTM ZONE 17 (NAD 83-CRS) (EPOCH 1997.0) DERIVED FROM OBSERVED REFERENCE POINTS (ORP) USING THE CAN-NET VRS NETWORK AND ARE REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 17 (81° WEST LONGITUDE)

ELEVATION NOTE  
ELEVATIONS ARE GEODETIC, DERIVED BY GPS OBSERVATIONS, REFERRED TO GEODETIC SURVEY OF CANADA BENCHMARK 001 (1987.1101) HAVING AN ELEVATION OF 179.70m (CGVD-1928 : 1978)  
LOCATION : DUNNVILLE CONCRETE HIGHWAY BRIDGE OVER NORTH CHANNEL OF GRAND RIVER, 0.3 KM SOUTH OF POST OFFICE, TABLET IN EAST FACE OF CONCRETE CURB ON EAST SIDE OF BRIDGE, 90 CM FROM NORTH END, 15 CM BELOW TOP OF CURB, AT ROAD LEVEL

ALL FUTURE GRADE WORK ON SITE TO BE BASED ON SITE BENCHMARK. ANY ELEVATION DISCREPANCIES TO BE REPORTED TO RASCH & HYDE LTD.

TEMPORARY BENCHMARK NOTE  
SPIKE IN HYDRO POLE HAVING AN ELEVATION OF 183.80m (GEODETIC)

LEGEND

PROPOSED X ELEVATIONS	000.00
PROPOSED DRAINAGE PATTERN	
TOP OF BANK	
TRAFFIC FLOW	
OVERHEAD UTILITY LINE	--OUL--
UNDERGROUND HYDRO CABLE	--HCU--
UNDERGROUND SANITARY PIPE	--SAN--
UNDERGROUND NATURAL GAS PIPE	--G--
UNDERGROUND STORM SEWER	--SW--
UNDERGROUND POTABLE WATER PIPE	--W--
UNDERGROUND BELL SERVICE	--B--
CONCRETE	
GRAVEL	
ASPHALT	
LIGHT-DUTY ASPHALT	
GRASS	

LEGEND

FINISHED FLOOR ELEVATION	FFE
TOP OF FOUNDATION ELEVATION	TFE
FINISHED GARAGE FLOOR ELEVATION	FGF
BASEMENT FLOOR ELEVATION	BFE
UNDERSIDE FOOTING ELEVATION	UFE
RAIN WATER LEADER	RWL
LIGHT STANDARD	LS
CATCHBASIN	CB
MANHOLE	MH
HYDRO POLE	HP
FIRE HYDRANT	
GAS VALVE	GV
STANDARD IRON BAR	SIB
IRON BAR	IB
PROPERTY LINE	---
BARRIER-FREE PARKING SPACE	
PERSONNEL DOOR	
OVERHEAD DOOR	
SILT FENCE	
FENCE, HEIGHT AND MATERIAL AS NOTED ON PLAN	--X--
DITCH	-->>--
SWALE	-->--
EXISTING ELEVATIONS	X 000.00

GENERAL NOTES:

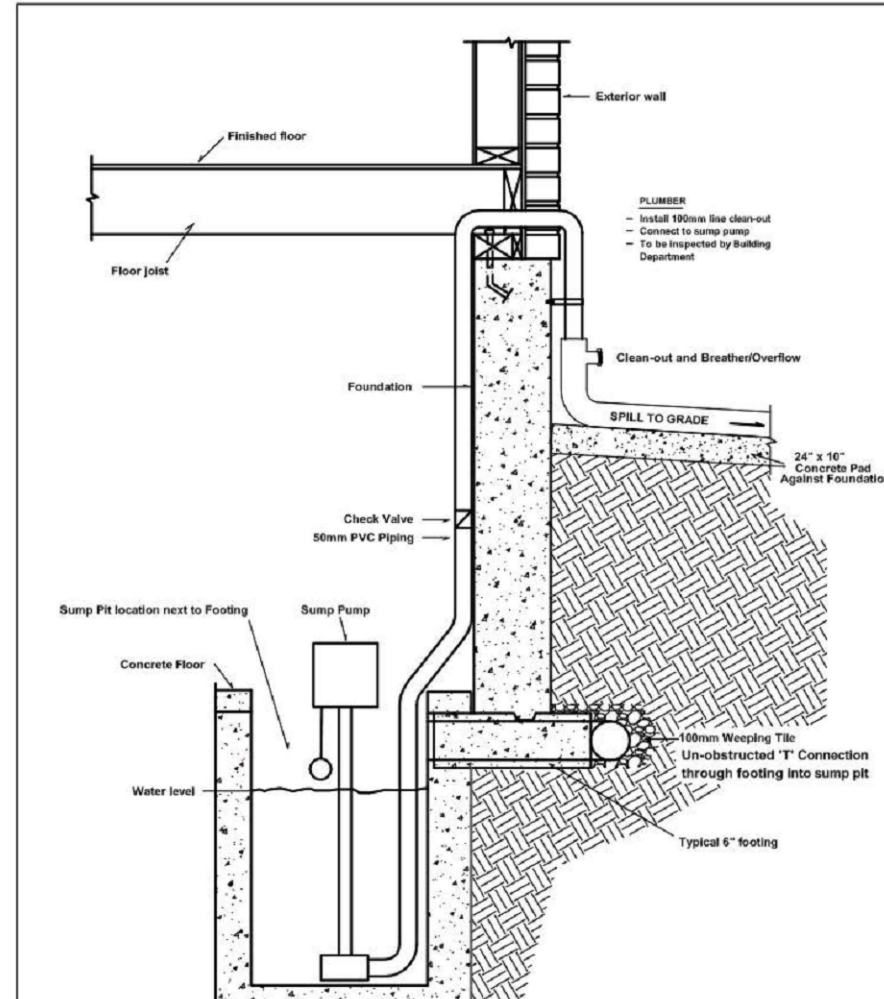
- DO NOT SCALE DRAWINGS.
- ALL DIMENSIONS TO BE VERIFIED BY CONTRACTOR.
- ANY ERRORS / OMISSIONS / CHANGES TO BE REPORTED TO THE ENGINEER PRIOR TO AND DURING CONSTRUCTION.
- 2% SLOPE AWAY FROM DWELLING FOR MIN. 1.0m AS PER HCDC SEC. 12.0, PARAGRAPH 9
- ROOF RAIN WATER LEADERS ARE TO DISCHARGE DIRECTLY TO THE GROUND ON SPLASH PADS UNLESS OTHERWISE NOTED. AS PER DETAIL "11A"
- A 1.0m STRIP SHALL BE LEFT UNDISTURBED ALONG THE BOUNDARIES ADJACENT ADJACENT PROPERTIES.
- ALL WORK TO CONFORM TO O.B.C. 2012

DEVELOPER/CONTRACTOR NOTES:

- HEAVY-DUTY SILT FENCE BARRIER TO BE INSTALLED AS PER OPSD 21.9.130
- SEE HCDC 16.01, WHEN EARTH CUTS & FILL IN EXCESS OF 0.5m ARE REQUIRED.
- IF APPLICABLE: DEVELOPER/CONTRACTOR MUST OBTAIN "ENTRANCE PERMIT" BY COMPLETING "ENTRANCE APPLICATION" THROUGH HALDIMAND COUNTY ROADS OPERATIONS DIVISION (905-318-5932 x 8601)
- IF APPLICABLE: DEVELOPER/CONTRACTOR MUST OBTAIN "WATER & SANITARY CONNECTION PERMITS" BY COMPLETING "APPLICATION FOR WATER, SANITARY AND/OR STORM SEWER CONNECTION PERMITS" FORM AT TIME OF APPLYING FOR BUILDING PERMIT
- IF APPLICABLE: DEVELOPER/CONTRACTOR MUST OBTAIN "ROAD EXCAVATION PERMIT" THROUGH HALDIMAND COUNTY ROADS OPERATIONS DIVISION (905-318-5932 x 8601)

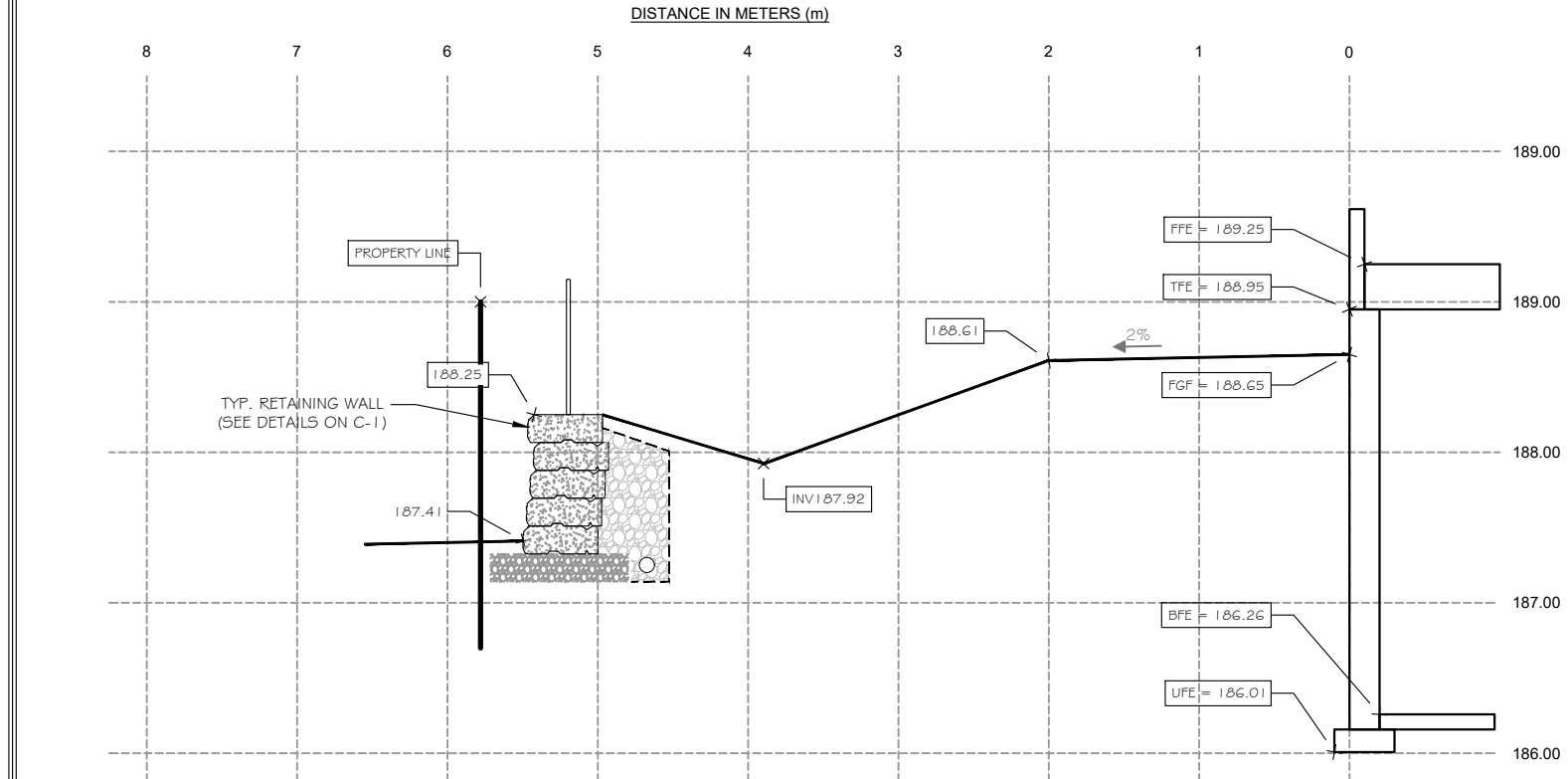
HALDIMAND COUNTY DESIGN CRITERIA  
SECTION 1 - STORM DRAINAGE CONNECTIONS

PAGE 5



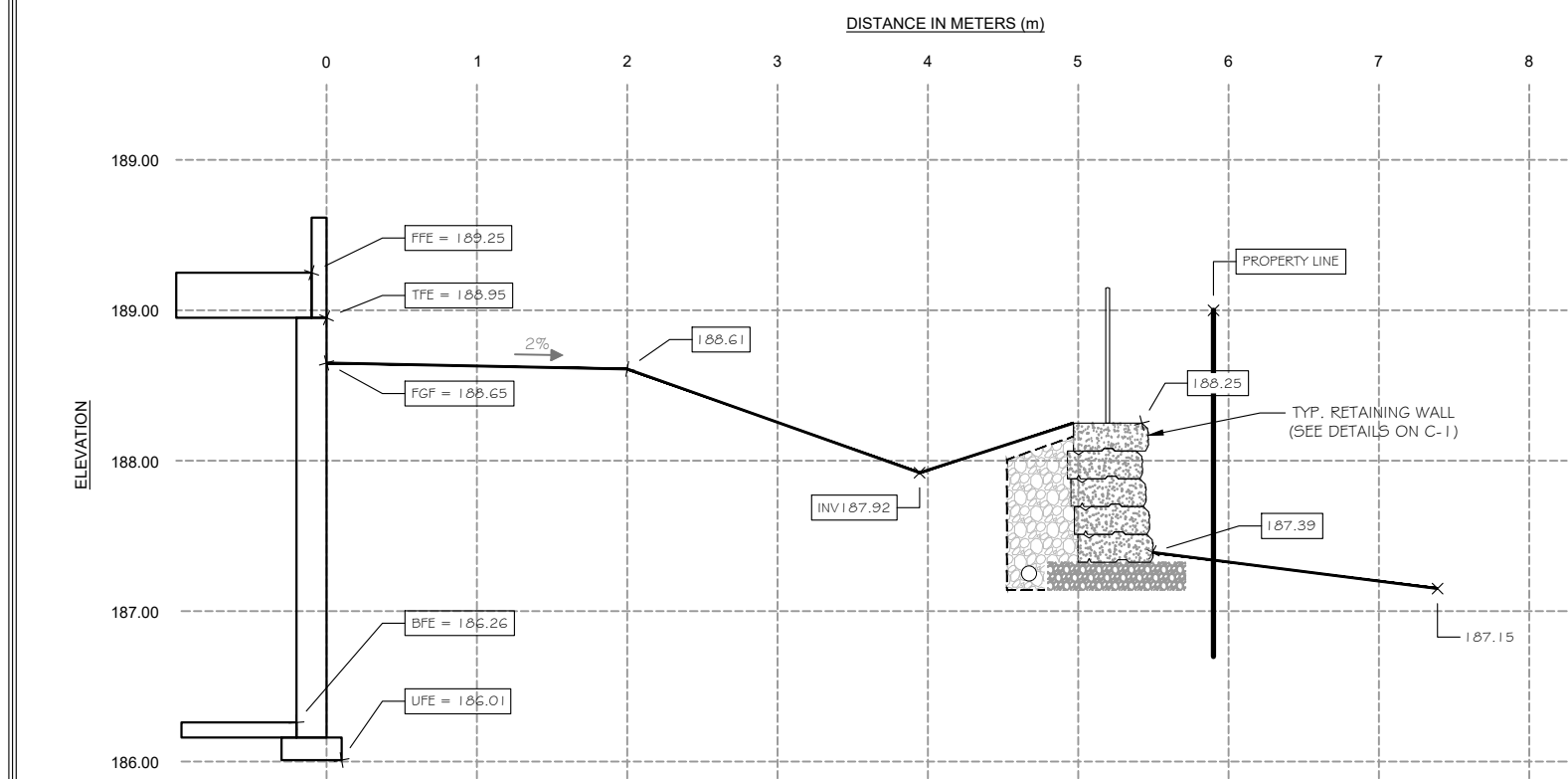
SUMP PUMP AND DISCHARGE LATERAL - TYPICAL DETAIL (PREFERRED)

Drawing Number  
**I1A**



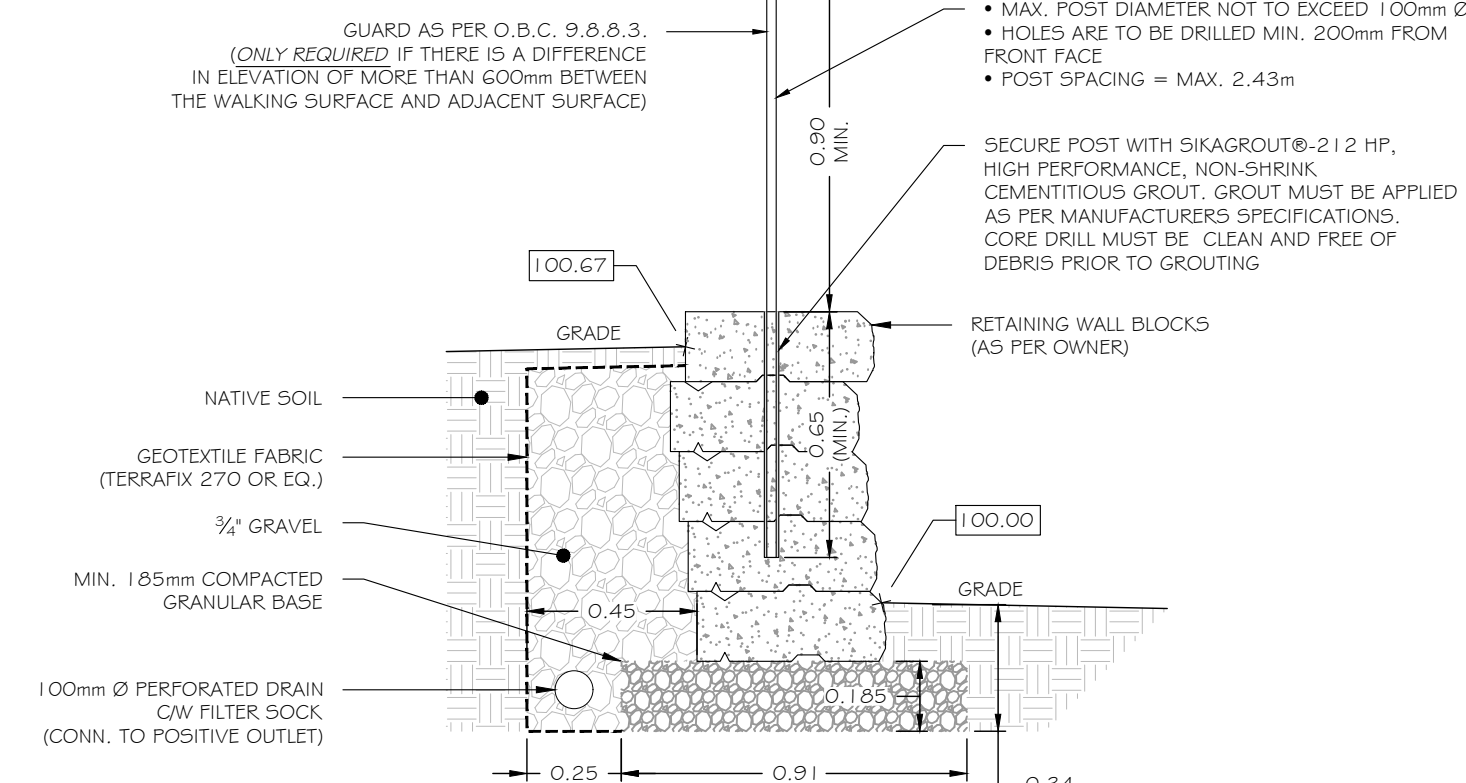
NORTH RETAINING WALL - DETAIL

SCALE: 1:50



SOUTH RETAINING WALL - DETAIL

SCALE: 1:50

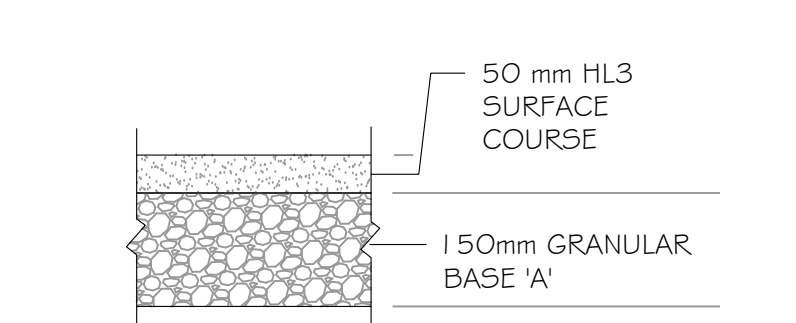


TYPICAL RETAINING WALL DETAIL

SCALE: 1:20

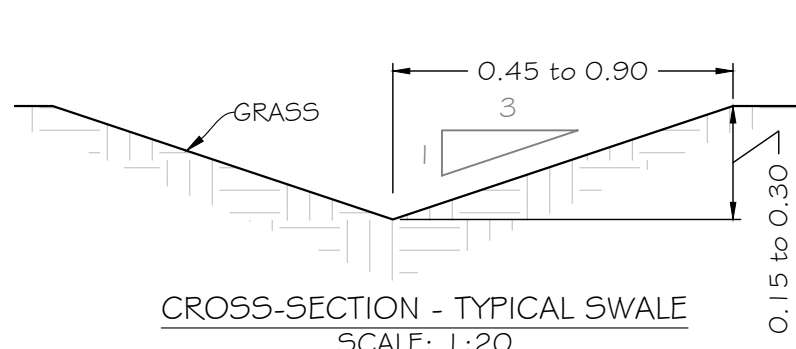
CROSS-SECTION - GRAVEL DRIVEWAY

SCALE: 1:10



CROSS-SECTION - DRIVEWAY APRON

SCALE: 1:10

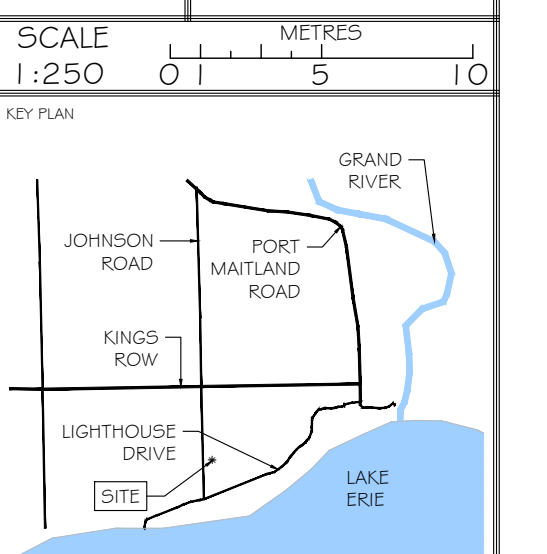
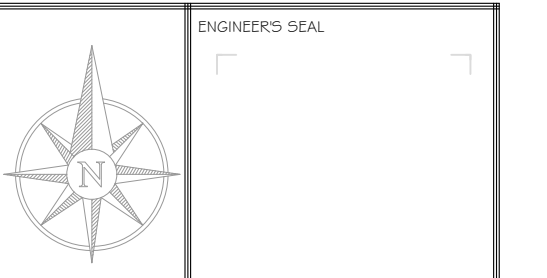


CROSS-SECTION - TYPICAL SWALE

SCALE: 1:20



THE DRAWINGS AND SPECIFICATIONS ARE THE PROPERTY OF THE ENGINEER TO BE USED ONLY FOR THE PROJECT FOR WHICH THEY WERE ISSUED.  
COPYRIGHT 2021



ROLL No.: 0210-030-016-80000  
PLANNING APPLICATION: N/A

THIS DRAINAGE PLAN IS BASED ON SURVEY INFORMATION PROVIDED BY:

RASCH & HYDE LTD.  
ONTARIO LAND SURVEYORS  
P.O. BOX 6, 1333 HIGHWAY #3  
EAST, UNIT B  
DUNNVILLE, ON, N1A 2X1  
TEL. (905) 774-7168  
SURVEY No. 21-357

5	REV'D AS PER HC	SEPT 1/22	MD
4	COMMENTS AUG 1/22		
3	ISSUED FOR APPROVAL	MAY 13/22	MD
2	ISSUED FOR REVIEW	DEC 17/21	MD
1	ISSUED FOR REVIEW	DEC 8/21	MD
#	PURPOSE OF ISSUE	DATE OF ISSUE	BY

ARJAN VOS

DRAINAGE PLAN

30 JOHNSON RD  
DUNNVILLE, ON  
N1A 2W6

DRAWING

DRAINAGE PLAN

FILE NO.  
V50-21-450-2.dwg

DRAWN BY  
MIKE DWYER

START DATE  
DECEMBER 3, 2021

SHEET  
1 OF 1

DRAWING NUMBER  
C-1

## THE CORPORATION OF HALDIMAND COUNTY

By-law Number -HC/22

**Being a by-law to amend Zoning By-law HC 1-2020, as amended, for property described in the name of Cornelia Bulk, Otto Bulk, and Black Rose Financial Services Inc.**

**WHEREAS** Haldimand County is authorized to enact this by-law, by virtue of the provisions of Section 34 and 36(1) of the *Planning Act*, R.S.O. 1990, CHAPTER P.13, as amended;

**AND WHEREAS** this by-law conforms to the Haldimand County Official Plan,

**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

1. **THAT** this by-law shall apply to lands described as PT LT 19 CON 5 S OF DOVER RD DUNN AS IN HC185469; T/W HC185469; Haldimand County and shown on Maps “A” and “B” attached to and forming part of this by-law.
2. **THAT** Schedule “A” of By-law HC 1-2020, as amended, is hereby further amended by removing the symbol “(H)” on the subject lands identified on Map “A” (attached to and forming part of this by-law).
3. **THAT** this by-law shall come into force in accordance with the provisions of the *Planning Act*.

READ a first and second time this 12<sup>th</sup> day of December, 2022.

READ a third time and finally passed this 12<sup>th</sup> day of December, 2022.

---

MAYOR

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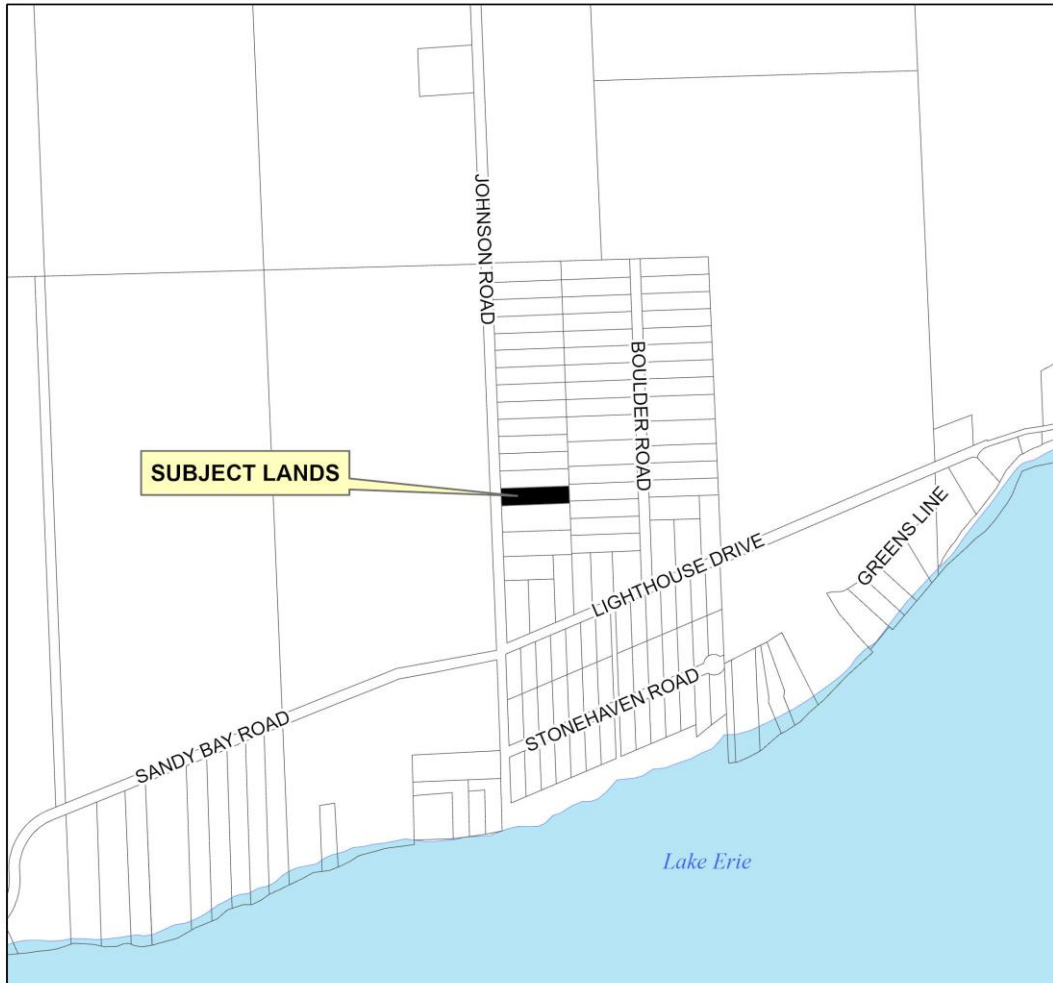
CLERK

**MAP A - Key Map**

Haldimand County  
Geographic Township of Dunn  
Ward 5



0 100 200 300 400  
Metres



This is Map A to Zoning By-law \_\_\_\_\_ Passed the \_\_\_\_ day of \_\_\_\_\_ 2022.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

Ref: PLRH-2022-101

T:\Planning and Economic Development\PD\GIS\Applications\2022\PLRH\PLRH-2022-101\PLRH2022101\PLRH2022101.aprx

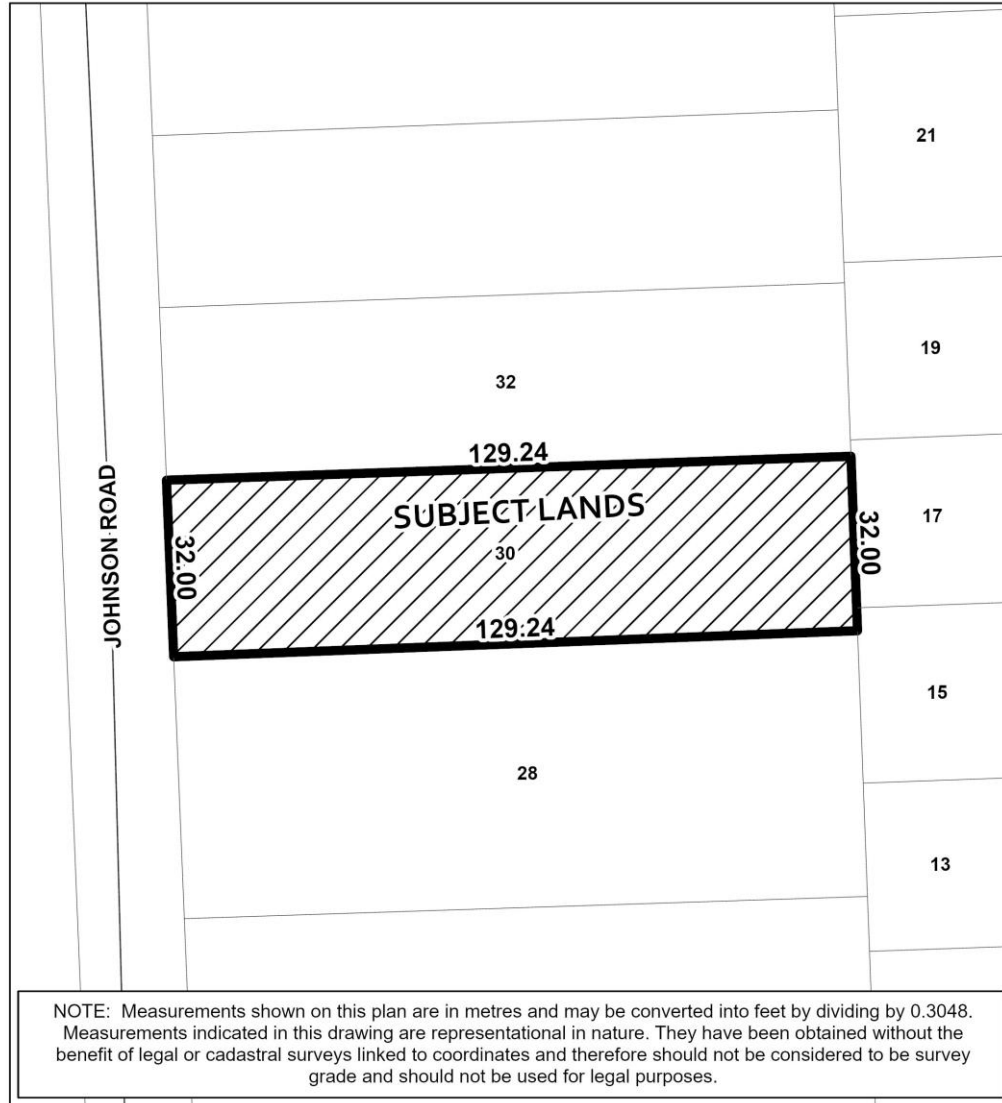
**MAP B - Detail Map**

Haldimand County

Geographic Township of Dunn, Ward 5

SCALE - 1:1,000

0 10 20 30 40 Metres



This is Map B to Zoning By-law \_\_\_\_\_ Passed the \_\_\_\_ day of \_\_\_\_\_ 2022.

\_\_\_\_\_  
MAYOR\_\_\_\_\_  
CLERK

Ref: PLRH-2022-101

**PURPOSE AND EFFECT OF BY-LAW /22**

The subject lands are legally described as PT LT 19 CON 5 S OF DOVER RD DUNN AS IN HC185469; T/W HC185469; Haldimand County. The subject lands are municipally known as 30 Johnson Road, Dunnville.

The purpose of this by-law is remove the Holding (H) provision from the 'Lakeshore Residential (RL)' Zone on the subject lands to facilitate the development of a single family dwelling. The Holding (H) provision was affixed to the zoning of the lots in this area (Lakeshore Node of Johnson Road) in 1988 due to the way in which the lots were created (via "checker-boarding") and to ensure development of the lots proceeded appropriately and safely. The basis for the Holding (H) provision removal is that the cash-in-lieu of parkland dedication fee has been provided, the applicant has registered the development agreement on the title of the subject lands, the County has approved a lot grading plan, and the County has approved septic plans.

Report Number:	PDD-41-2022
File No:	PLRH-2022-101
Name:	Cornelia Bulk, Otto Bulk, and Black Rose Financial Services Inc.
Roll No.	2810.021.003.00168.0000

# HALDIMAND COUNTY

## Report PDD-48-2022 Information Report for Telecommunications Tower Application at 2583 North Shore Drive, Lowbanks

For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To consider a request under Industry Canada's Radiocommunication and Broadcasting Antenna System Protocol for a telecommunications tower location.

### RECOMMENDATIONS:

1. THAT Report PDD-48-2022 Information Report for Telecommunications Tower Application at 2583 North Shore Drive, Lowbanks be received;
2. AND THAT the proposed location request for a Telecommunications Tower structure by Niagara Wireless Internet Co. (NWIC) at 2583 North Shore Drive, be approved for reasons outlines in Report PDD-48-2022;
3. AND THAT the proposal is deemed to be consistent with the Provincial Policy Statement (2020), and other matters of national and provincial interest, including Industry Canada – Procedure for Radiocommunication and Broadcasting Antenna Systems.

**Prepared by:** Ashley Crosbie, MCIP, RPP, M.PI, Senior Planner

**Reviewed by:** Shannon VanDalen, MCIP, RPP, CMMI, Manager of Planning & Development

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

The purpose of this report is to notify Council of a request received from Niagara Wireless Internet Co. (NWIC) to construct a new 36.58 metres (120 foot) telecommunications tower at 2583 North Shore Drive, Lowbanks. The proponent is following Industry Canada's process with respect to the construction of a new telecommunications tower. This report serves to fulfill one of Industry Canada's processes, and will be used to satisfy the requirement that the local Council be made aware of and supports the proposed tower construction. It is Planning staff's opinion that this proposal is consistent and conforms to Federal, Provincial, and County policy frameworks and requirements, and is considered compatible with the surrounding area. As such, Planning staff recommends approval of this proposal.

### BACKGROUND:

Niagara Wireless Internet Co. (NWIC) submitted a request to install a new telecommunications tower at 2583 North Shore Drive, Lowbanks to provide next generation wireless internet speeds to the residents of Lowbanks and surrounding area. The subject lands (Attachment 1) contain a concrete products manufacturing operation known as WD Moody Concrete. NWIC currently occupies a concrete

silo on the subject lands to service nearby residents; however, NWIC has determined that in order to provide internet target speeds required by the Canadian Radio-television and Telecommunications Commission (CRTC), they require additional height and stronger wind-loading capabilities that cannot be accommodated via their existing antenna on the concrete silo. As such, NWIC is proposing to construct a new telecommunications tower behind the existing buildings on the subject lands (Attachments 1 and 2), which will replace the use of the existing antenna on the concrete silo.

Radiocommunication and broadcasting towers and services are regulated by the *Radiocommunications Act* to ensure the orderly development and efficient operation of said systems within Canada. Through the *Act*, Industry Canada has established procedures for installation or modification of antenna systems; the systems include masts, towers, and other surrounding structures. The procedures include requirements for land-use authority (i.e. Council) approval and public consultation, and subsequent final concurrence for the proposal by the land-use approval authority, either by letter or report. Approval from the land-use authority can occur by one or two means, either:

1. Through a report and approved minutes by the local land use authority (i.e. Council); or
2. Where a land-use authority has established and approved Antenna Siting Protocols/Telecommunications Tower Policies, a letter signed from a delegated authority.

Currently, Haldimand County staff does not have delegated authority to sign the concurrence letter required by Industry Canada; therefore, Industry Canada must receive concurrence from Council regarding the proposal and tower location. This report serves to address this requirement.

### **Land Location and Description**

The subject lands are described as Part of Lot 9 Concession 1 from Lake Erie former Geographic Township of Moulton, now in Haldimand County, and are municipally known as 2583 North Shore Drive, Lowbanks. The subject lands front onto the north side of North Shore Drive and are located within the Lakeshore Node of Mohawk North. The property is 1.93 hectares (4.78 acres) in size and contains WD Moody Concrete. Surrounding lands uses include agriculture to the north, residential to the east, residential and Lake Erie to the south, and agriculture and residential to the west.

The telecommunications tower is proposed to be 36.58 metres (120 feet) in height; occupy a footprint of 4 metres (13 feet) by 4 metres (13 feet) or 16 square metres (172 square feet); made of galvanized steel, self-supported (no guy wires), and unfenced (tower constructed to be anti-climb) (Attachment 3). The telecommunications tower is proposed to be located approximately 110 metres (360 feet) from North Shore Drive. The telecommunications tower is proposed to be located 15.64 metres (51.31 feet) from the west property line (which contains an agricultural field with the dwelling and outbuildings located much further south along North Shore Drive) and well removed from all other property lines. The telecommunications tower is located approximately 90 metres (295 feet) to the nearest dwelling on adjacent properties. The telecommunications tower is proposed to be located 43.34 metres (142 feet) from the principle building and approximately 10 metres (33 feet) from an accessory building on the subject lands. WD Moody Concrete has agreed to the location of the proposed telecommunications tower on the subject lands.

### **ANALYSIS:**

As set out in the Background section of this report, Industry Canada requires the proponent to complete formal consultation with both the land-use authority (i.e. Council) and members of the public prior to issuing formal approval for an antenna system. In terms of municipal consultation, Industry Canada requires the following to be satisfied (staff comments in response are included):

1. Discuss site options;

**Planning Comment:** NWIC has an existing antenna on the subject lands that is proposed to be replaced with the new telecommunications tower to provide next generation wireless internet speeds to the residents of Lowbanks and the surrounding area. Without the proposed telecommunications tower, NWIC will not be able to provide internet target speeds required by the CRTC to area residents. According to NWIC, there are no telecommunications towers within 1 kilometre of the subject lands. Staff have no concerns with the location of the proposed telecommunications tower on the subject lands. The subject lands are industrial in nature, and the proposed telecommunications tower will be substantially setback from Northshore Drive (including behind the principle building on the subject lands) such that the tower will not affect the streetscape along North Shore Drive.

2. Ensure that the local processes related to antenna system are respected;

**Planning Comment:** In terms of local (County) process, staff have completed the following:

- i. **Site Plan Circulation:** The site plan was circulated to the Building & Municipal Enforcement Services, Development Technologist, Emergency Services, Bell Canada, Enbridge, Hydro One (Corridor and High Voltage), Hydro One (Local), Metro Loop, and Rogers. Staff and agencies are satisfied with the proposed location (Attachment 1) and site plan (Attachment 2).
- ii. **Review of Haldimand County Official Plan (OP) Criteria:** The OP creates the long-term framework for guiding land use changes in the County.

- a. **Current Haldimand County OP:** The County's current OP (Council approved June 26, 2006 and Ministry approved June 8, 2009) includes policies for locating communications/telecommunications facilities, and recognizes that certain Federal and/or Provincially regulated communications/telecommunications facilities are not within the direct authority of the municipality. The proposed telecommunications tower falls within such category and is not regulated by the County. However, as described in the Background section of this report, Council must provide a formal endorsement of said telecommunications tower as prescribed under Industry Canada protocols. To assist in the formation of a recommendation to Council, staff have referred to the policies within the OP which set out the general location criteria for consideration when locating facilities, as follows:

- a) Compatibility with adjacent uses;

**Planning Comment:** The subject lands are fully built-out and utilized as a concrete products manufacturing operation. The proposed telecommunications tower will be located behind the existing buildings (which are large, tall, and industrial in nature) on the subject lands and will be setback a substantial distance from North Shore Drive and adjacent dwellings. There are no structures on the adjacent lands to the west within the fall zone of the tower. There are no hydro poles or lines on the subject lands or adjacent lands within the fall zone of the tower. The owners of the subject lands have agreed to the location of the proposed telecommunications tower on the subject lands. The proposal conforms.

- b) Impacts on agriculture;

**Planning Comment:** The subject lands are zoned 'Rural Industrial (MR)' Zone and are subject to special provision 37.88 which permits a concrete products manufacturing operation. The subject lands are fully built-out and utilized for such use. The proposal has no impact on agriculture. The proposal conforms.

- c) Impacts on Natural Environment Areas; and

**Planning Comment:** The subject lands are not located within a Natural Environment Area in the current OP or updated OP and are permitted and fully built-out as a concrete products manufacturing operation. The proposal has no impact on any Natural Environment Area. The proposal conforms.

- d) Access for maintenance purposes.

**Planning Comment:** NWIC can utilize the existing entrance to the subject lands. The proposal conforms.

- b. Council Adopted Haldimand County OP:** Council adopted By-law 1320-HC/22 on August 29, 2022 to amend the OP through a comprehensive review in accordance with the *Planning Act*, which requires that an OP be updated ten (10) years after it comes into effect and every five (5) years thereafter. At the time of writing this report, the Province had yet to approve the updated OP. Notwithstanding, the updated OP provides Council direction on the goals, objectives, and policies to manage and direct physical change within the County over the next thirty (30) years that should be reviewed in the meantime.

In addition to the general location criteria listed in the current OP above, the updated OP recognizes that telecommunications towers are exempt from municipal zoning by-laws and Section 41 “Site Plan Control area” of the *Planning Act*. In lieu, the County has developed the following siting protocols intended to guide and regulate the construction of this type of infrastructure. The County will:

- a) Direct new telecommunications towers to Industrial and Rural lands wherever possible;

**Planning Comment:** The subject lands are zoned ‘Rural Industrial (MR)’ Zone and are subject to special provision 37.88 which permits a concrete products manufacturing operation. The subject lands are fully built-out and utilized for such use. The proposal conforms.

- b) Ensure that tower placement does not have a negative impact any natural environment area, built heritage, or cultural heritage landscape, and minimizes the amount of land taken out of agricultural production;

**Planning Comment:** The subject lands are not located within a Natural Environment Area in the current OP or updated OP and are permitted and fully built-out as a concrete products manufacturing operation. The proposal conforms.

- c) Encourage co-location of multiple service providers’ equipment on a single tower and strongly discourage new towers where there is an existing tower within two kilometres;

**Planning Comment:** The current antenna on the subject lands does not provide target internet speeds to area residents. Therefore, replacement with a new tower is proposed on the subject lands.

- d) Prefer monopod or monopole towers over latticed and/or guyed towers, encourage attachment of facilities to existing buildings, where appropriate, and encourage blending facilities into surroundings through landscaping, buffering, or design;

**Planning Comment:** The proposed telecommunication tower will be a latticed design but will not have guy wires. The proposed telecommunications tower will be located behind the existing buildings (which are large, tall, and industrial in

nature) on the subject lands. The proposed tower will be setback a substantial distance from North Shore Drive; the distance of the proposed telecommunications tower to North Shore Drive will be three (3) times the height of the tower. Planning staff have no concerns with the visual aesthetics of the proposed telecommunication tower.

- e) Prefer that a minimum setback be applied from all residential zones and dwellings wherever possible, unless necessary to provide adequate service to such areas and it is supported by justification by the proponent;

**Planning Comment:** No setback standard has been established to date. The proposed telecommunications tower will be located approximately 100 metres (328 feet) from the dwelling located on the adjacent property to the east at 2587 North Shore Drive, 90 metres (295 feet) from the dwelling located to the south at 2577 North Shore Drive, 170 metres (558 feet) from the dwelling located to the south at 2559 North Shore Drive, and 230 metres (755 feet) from the dwelling located to the west at 2543 North Shore Drive. All dwellings are located closer to the buildings, structures, and outdoor storage associated with the concrete products manufacturing operation. Planning staff have no concerns with the location or height of the proposed telecommunications tower in relation to the adjacent dwellings.

- f) Require proponents to have a pre-consultation meeting with County staff and if required, arrange further meetings with County staff to address any issues arising through any public notification or consultation process. If necessary, the proponent may be required to host an Open House in addition to the public consultation efforts described below;

**Planning Comment:** This is addressed by item 3 below.

- g) Will, unless the facility is building mounted and does not exceed 25% of the building's height, require proponents to provide notice and undertake public engagement where a facility is located closer than 250 metres (820 feet) or six (6) times tower height to a dwelling or residential designation, whichever is more restrictive; and

**Planning Comment:** This is addressed by item 3 below.

- h) Will establish notification policies and procedures for proponents to follow to ensure appropriate public engagement in the siting and development of such facilities.

**Planning Comment:** This is addressed by item 3 below.

3. Address reasonable and relevant concerns from both the land-use authority and the community that they represent; and

**Planning Comment:** Staff and agencies are satisfied with the proposed location (Attachment 1) and site plan (Attachment 2).

In terms of community consultation, the County has not established notification policies and procedures for public engagement to date. Therefore, NWIC must follow the approval process as administered by Industry Canada (while recognizing that the County's notification radius is six (6) times the tower height or 250 metres, whichever is greater, extended from the location of the tower's base rather than Industry Canada's notification radius of three (3) times the height of the tower). In this case, the radius included fourteen (14) adjacent properties, and they received a mail out from NWIC. The mail out was circulated on October 25, 2022 with the

commenting period ending on December 02, 2022. The agent also placed a newspaper advertisement in The Haldimand Press and The Sachem. The electronic version was distributed on October 28, 2022 and the hardcopy was distributed on November 3, 2022. The one (1) month commenting period ended on December 02, 2022. NWIC will confirm with staff ahead of the Council in Committee any responses received from the public. The newspaper advertisement also included Planning staff contact; no comments or concerns have been raised to Planning staff as of November 30, 2022 when the report was finalized. Planning staff have received one (1) email of full support from an area resident within the circulation radius.

4. Obtain land-use authority concurrence in writing.

**Planning Comment:** A copy of this report has been provided to the proponent, and subsequently a copy of the Council resolution will be provided for Industry Canada's acceptance. A letter of concurrence will also be provided, should it be requested. Planning staff have reviewed the proposal relative to Provincial and County policy frameworks and the principle of land use is compatible and considered appropriate development for the area. The proposal is consistent with the Provincial Policy Statement (2020) and conforms to the policies of the Haldimand County Official Plan (including the updated OP). Planning staff are of the opinion that issues regarding compatibility with surrounding uses and federal requirements have been satisfied. Based on the foregoing, Planning staff recommend approval of this proposal.

## **FINANCIAL/LEGAL IMPLICATIONS:**

Not applicable.

## **STAKEHOLDER IMPACTS:**

Staff and agencies are satisfied with the proposed location (Attachment 1) and site plan (Attachment 2). No comments or concerns were raised by adjacent property owners as of November 30, 2022 (the date the report was finalized). Any outstanding comments received until December 02, 2022 (the circulation period) will be provided to Council at the December 06, 2022 Council in Committee meeting. Planning staff received one email of full support from a property owner at 2605 North Shore Drive.

## **REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

## **ATTACHMENTS:**

1. Location Map.
2. Site Plan.
3. Tower Design.

# Location Map - Telecommunication Tower - 2583 North Shore Drive



**Location:**

**2583 NORTH SHORE DRIVE  
GEOGRAPHIC TOWNSHIP OF MOULTON  
WARD 5**

**Legal Description:**

**CON 1 LAKE ERIE PT LOT 9 RP 18R6482  
PARTS 2 TO 4**

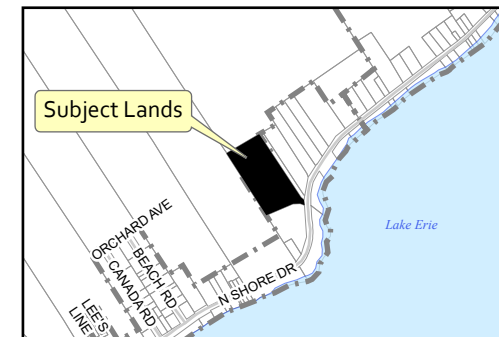
**Property Assessment Number:**

**2810 023 003 12200 0000**

**Size:**

**4.78 Acres**

HALDIMAND COUNTY, ITS EMPLOYEES, OFFICERS AND AGENTS ARE NOT RESPONSIBLE FOR ANY ERRORS, OMISSIONS OR INACCURACIES WHETHER DUE TO THEIR OWN NEGLIGENCE OR OTHERWISE. DO NOT USE FOR OPERATING MAP OR DESIGN PURPOSES. ALL INFORMATION TO BE VERIFIED.





PDD-48-2022, Attachment 3

### Tower Design



Max Tower FA-120

# HALDIMAND COUNTY

## Report PDD-50-2022 Long Point Region Conservation Authority – 2023 Levy For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To advise Council of the upcoming Long Point Region Conservation Authority (LPRCA) 2023 levy budget, which requires funding from Haldimand County.

### RECOMMENDATIONS:

1. THAT Report PDD-50-2022 Long Point Region Conservation Authority - 2023 Levy be received.

**Prepared by:** Shannon VanDalen, MCIP, RPP, Manager of Planning and Development

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Haldimand County has been provided with information outlining the proposed 2023 municipal levy for the Long Point Region Conservation Authority (LPRCA), an increase of 8.23% over last years' levy and representing a \$24,646.00 increase. Notice from Grand River Conservation Authority (GRCA) and the Niagara Peninsula Conservation Authority (NPCA)—the second and third of the three Conservation Authorities covering the County—has yet to be received and is anticipated early in the new year.

A protocol developed many years ago between Conservation Ontario and the Association of Municipalities of Ontario gives municipalities control over only the amount of discretionary nonmatching conservation authority levies to be set annually. These levies are set by the Authority Board and are allocated to member municipalities based on their share of assessment in the watershed. Appointees to each Authority are expected to vote on proposed Conservation Authority levies based on the direction of their respective Municipal Council. Staff are not recommending any specific direction be given to this municipality's appointees regarding the general levies proposed by the Long Point Region Conservation Authority for 2023.

### BACKGROUND:

Haldimand County funds three Conservation Authorities whose watersheds fall within this municipality's boundaries. The general levy for each Conservation Authority is apportioned to its watershed municipalities on the basis of a "modified current value assessment" model as set out in Ontario Regulation 670/2000.

The *Conservation Authorities Act* (the "Act") requires Conservation Authorities to provide notice to their member municipalities regarding the coming year's levies. Ontario Regulations 139/96 and 106/98 both state that 30 days notice must be provided to the municipality of a meeting being held by the Conservation Authority to approve the non-matching levy. The LPRCA Board of Directors intends to

vote on the Final 2023 budget at its January 11, 2023 meeting, and request any comments regarding the draft budget by December 13<sup>th</sup>, 2022. Following Council's consideration of this report, the resolution will be shared with the LPRCA.

The County's share of the total general municipal levy for 2023 for the LPRCA is 14.42%, and as reflected in this percentage, Haldimand County does not comprise the weighted majority membership in the Conservation Authority. As a result, there may be little control or influence that the County's appointees can exert on the decisions of the authorities in setting their 2023 budget for the general levy component. Any proposed special levies are subject to the approval of only the benefiting municipality (Note: there are no special levies in 2023 for Haldimand County).

The table below shows the total impact of the municipal levy:

	<b>2022 Levy</b>	<b>2023 Levy</b>	<b>Increase (\$)</b>	<b>Increase (%)</b>
LPRCA	\$299,638	\$324,284	\$24,646	8.23%

The increase is generally seen across all municipal levies from an Operation Levy perspective, with the largest increase for Haldimand County relating to a project in the Haldimand Conservation Park for water system upgrades. Additionally, the overall increase relates to rising inflation; a decrease of federal funding; and higher operation costs.

Generally, appointees to each Conservation Authority are to vote on the proposed levy apportionment based on the direction of their respective Municipal Councils. Given the overall minor impact in costs to the County, staff have not recommended that any specific direction be given to Haldimand's appointees regarding the 2023 levy proposed by the Long Point Region Conservation Authority. If Council supports this approach, this report need only be received as information; otherwise, specific direction by resolution should be given to the County's appointees.

The Province has recently proposed additional legislation changes through Bill 23, More Homes Built Faster Act, 2022, that could see significant changes to the *Conservation Authorities Act* including:

- Exemptions to transfer conservation authority regulatory responsibilities to municipalities;
- Proposed legislation that would prohibit CAs from entering into Memorandums of Understanding with municipalities for other services;
- Freezing of CA fees; and
- Development opportunities on sensitive natural areas and Wetland Offsetting policies.

At the time of preparation of this report, Bill 23 is in its second reading before the legislature, with the comment period to be closed on November 24, 2022. These changes could have potential impacts on the municipal levy, however, details are currently not available. Staff will follow up regarding outcomes and report to Council when information is available or via the annual levy report.

## **FINANCIAL/LEGAL IMPLICATIONS:**

In the past, Haldimand County Council chose to allow each of its Board appointees to "vote their conscience" at the budget approval meetings. If the current Council supports the same approach, this report need only be received as information. Otherwise, specific direction by resolution should be given to the County's appointees as to how they should vote on the upcoming Long Point Region Conservation Authority 2023 Budget.

## **STAKEHOLDER IMPACTS:**

Not applicable.

**REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

**REFERENCES:**

None.

**ATTACHMENTS:**

1. 2023 Draft LPRCA Budget.

5 Year Summary by Municipality of Levy Apportioned by CVA %

LPRCA

		Draft Budget				Operating Levy				Draft Budget				Capital Levy				Draft Budget				Total Levy					
		\$				2,099,510								\$150,000								\$2,249,510					
Municipality	Year	Municipal Levy - Operating								Municipal Levy - Capital								Municipal Levy - Combined									
		Amount of Levy Share		% of Total Levy*	\$ Increase Year over Year		% Increase Year over Year	Amount of Share		% of Total Levy*	\$ Increase Year over Year		% Increase Year over Year	Amount of Levy Share		% of Total Levy*	\$ Increase Year over Year		% Increase Year over Year	Amount of Levy Share		% of Total Levy*	\$ Increase Year over Year		% Increase Year over Year		
Haldimand County	2019	\$226,963	14.12%	\$8,919	4.09%	\$54,734	14.12%	\$3,011	5.82%	\$281,697	14.14%	\$11,930	4.42%	\$281,697	14.14%	\$11,930	4.42%	\$281,697	14.14%	\$11,930	4.42%	\$281,697	14.14%	\$11,930	4.42%		
	2020	\$232,601	14.14%	\$5,637	2.48%	\$54,631	14.14%	(\$103)	-0.19%	\$287,231	14.14%	\$5,534	1.96%	\$287,231	14.14%	\$5,534	1.96%	\$287,231	14.14%	\$5,534	1.96%	\$287,231	14.14%	\$5,534	1.96%		
	2021	\$240,090	14.23%	\$7,489	3.22%	\$53,371	14.23%	(\$1,260)	-2.31%	\$293,461	14.23%	\$6,230	2.17%	\$293,461	14.23%	\$6,230	2.17%	\$293,461	14.23%	\$6,230	2.17%	\$293,461	14.23%	\$6,230	2.17%		
	2022	\$245,330	14.23%	\$5,239	2.25%	\$54,309	14.23%	\$938	1.72%	\$299,638	14.23%	\$6,177	2.15%	\$299,638	14.23%	\$6,177	2.15%	\$299,638	14.23%	\$6,177	2.15%	\$299,638	14.23%	\$6,177	2.15%		
	2023	\$302,661	14.42%	\$57,331	23.37%	\$21,624	14.42%	(\$32,685)	-60.18%	\$324,284	14.42%	\$24,646	8.23%	\$324,284	14.42%	\$24,646	8.23%	\$324,284	14.42%	\$24,646	8.23%	\$324,284	14.42%	\$24,646	8.23%		
Norfolk County	2019	\$845,974	52.63%	\$23,275	2.83%	\$204,014	52.63%	\$8,860	4.54%	\$1,049,988	52.63%	\$32,135	3.16%	\$1,049,988	52.63%	\$32,135	3.16%	\$1,049,988	52.63%	\$32,135	3.16%	\$1,049,988	52.63%	\$32,135	3.16%		
	2020	\$865,971	52.64%	\$19,996	2.36%	\$203,390	52.64%	(\$624)	-0.31%	\$1,069,361	52.64%	\$19,373	1.85%	\$1,069,361	52.64%	\$19,373	1.85%	\$1,069,361	52.64%	\$19,373	1.85%	\$1,069,361	52.64%	\$19,373	1.85%		
	2021	\$882,185	52.29%	\$16,214	1.87%	\$196,106	52.29%	(\$7,284)	-3.58%	\$1,078,290	52.29%	\$8,930	0.84%	\$1,078,290	52.29%	\$8,930	0.84%	\$1,078,290	52.29%	\$8,930	0.84%	\$1,078,290	52.29%	\$8,930	0.84%		
	2022	\$901,067	52.26%	\$18,883	2.18%	\$199,470	52.26%	\$3,364	1.65%	\$1,100,537	52.26%	\$22,247	2.08%	\$1,100,537	52.26%	\$22,247	2.08%	\$1,100,537	52.26%	\$22,247	2.08%	\$1,100,537	52.26%	\$22,247	2.08%		
	2023	\$1,088,124	51.83%	\$187,057	20.76%	\$77,741	51.83%	(\$121,729)	-61.03%	\$1,165,865	51.83%	\$65,328	5.94%	\$1,165,865	51.83%	\$65,328	5.94%	\$1,165,865	51.83%	\$65,328	5.94%	\$1,165,865	51.83%	\$65,328	5.94%		
Oxford County*	2019	\$344,257	21.42%	\$10,699	3.21%	\$83,020	21.42%	\$3,896	4.92%	\$427,277	21.42%	\$14,595	3.54%	\$427,277	21.42%	\$14,595	3.54%	\$427,277	21.42%	\$14,595	3.54%	\$427,277	21.42%	\$14,595	3.54%		
	2020	\$349,761	21.26%	\$5,504	1.60%	\$82,148	21.26%	(\$872)	-1.05%	\$431,908	21.26%	\$4,631	1.08%	\$431,908	21.26%	\$4,631	1.08%	\$431,908	21.26%	\$4,631	1.08%	\$431,908	21.26%	\$4,631	1.08%		
	2021	\$360,609	21.38%	\$10,848	3.10%	\$80,162	21.38%	(\$1,986)	-2.42%	\$440,771	21.38%	\$8,862	2.05%	\$440,771	21.38%	\$8,862	2.05%	\$440,771	21.38%	\$8,862	2.05%	\$440,771	21.38%	\$8,862	2.05%		
	2022	\$368,308	21.36%	\$7,699	2.20%	\$81,533	21.36%	\$1,371	1.67%	\$449,841	21.36%	\$9,070	2.10%	\$449,841	21.36%	\$9,070	2.10%	\$449,841	21.36%	\$9,070	2.10%	\$449,841	21.36%	\$9,070	2.10%		
	2023	\$451,909	21.52%	\$83,601	22.70%	\$32,287	21.52%	(\$49,246)	-60.40%	\$484,196	21.52%	\$34,355	7.64%	\$484,196	21.52%	\$34,355	7.64%	\$484,196	21.52%	\$34,355	7.64%	\$484,196	21.52%	\$34,355	7.64%		
Brant County	2019	\$105,228	6.55%	\$7,419	7.59%	\$25,377	6.55%	\$2,176	9.38%	\$130,605	6.55%	\$9,595	7.93%	\$130,605	6.55%	\$9,595	7.93%	\$130,605	6.55%	\$9,595	7.93%	\$130,605	6.55%	\$9,595	7.93%		
	2020	\$109,970	6.69%	\$4,742	4.51%	\$25,829	6.69%	\$452	1.78%	\$135,799	6.69%	\$5,194	3.98%	\$135,799	6.69%	\$5,194	3.98%	\$135,799	6.69%	\$5,194	3.98%	\$135,799	6.69%	\$5,194	3.98%		
	2021	\$114,930	6.81%	\$4,959	4.51%	\$25,548	6.81%	(\$280)	-1.09%	\$140,478	6.81%	\$4,679	3.45%	\$140,478	6.81%	\$4,679	3.45%	\$140,478	6.81%	\$4,679	3.45%	\$140,478	6.81%	\$4,679	3.45%		
	2022	\$119,089	6.91%	\$4,159	3.78%	\$26,363	6.91%	\$814	3.15%	\$145,452	6.91%	\$4,974	3.66%	\$145,452	6.91%	\$4,974	3.66%	\$145,452	6.91%	\$4,974	3.66%	\$145,452	6.91%	\$4,974	3.66%		
	2023	\$147,095	7.01%	\$28,006	23.52%	\$10,509	7.01%	(\$15,854)	-60.14%	\$157,605	7.01%	\$12,153	8.36%	\$157,605	7.01%	\$12,153	8.36%	\$157,605	7.01%	\$12,153	8.36%	\$157,605	7.01%	\$12,153	8.36%		
Bayham Municipality	2019	\$73,371	4.56%	\$3,070	4.37%	\$17,694	4.56%	\$1,018	6.10%	\$91,064	4.56%	\$4,087	4.70%	\$91,064	4.56%	\$4,087	4.70%	\$91,064	4.56%	\$4,087	4.70%	\$91,064	4.56%	\$4,087	4.70%		
	2020	\$74,792	4.55%	\$1,422	1.94%	\$17,566	4.55%	(\$128)	-0.72%	\$92,359	4.55%	\$1,294	1.42%	\$92,359	4.55%	\$1,294	1.42%	\$92,359	4.55%	\$1,294	1.42%	\$92,359	4.55%	\$1,294	1.42%		
	2021	\$76,671	4.54%	\$1,879	2.51%	\$17,044	4.54%	(\$523)	-2.98%	\$93,715	4.54%	\$1,356	1.47%	\$93,715	4.54%	\$1,356	1.47%	\$93,715	4.54%	\$1,356	1.47%	\$93,715	4.54%	\$1,356	1.47%		
	2022	\$77,927	4.52%	\$1,256	1.68%	\$17,251	4.52%	\$207	1.18%	\$95,177	4.52%	\$1,463	1.58%	\$95,177	4.52%	\$1,463	1.58%	\$95,177	4.52%	\$1,463	1.58%	\$95,177	4.52%	\$1,463	1.58%		
	2023	\$94,466	4.50%	\$16,539	21.22%	\$6,749	4.50%	(\$10,502)	-59.78%	\$101,215	4.50%	\$6,038	6.34%	\$101,215	4.50%	\$6,038	6.34%	\$101,215	4.50%	\$6,038	6.34%	\$101,215	4.50%	\$6,038	6.34%		
Malahide Township	2019	\$11,659	0.73%	\$398	3.53%	\$2,812	0.73%	\$141	5.27%	\$14,471	0.73%	\$539	3.87%	\$14,471	0.73%	\$539	3.87%	\$14,471	0.73%	\$539	3.87%	\$14,471	0.73%	\$539	3.87%		
	2020	\$11,866	0.72%	\$207	1.77%	\$2,787	0.72%	(\$25)	-0.88%	\$14,652	0.72%	\$182	1.26%	\$14,652	0.72%	\$182	1.26%	\$14,652	0.72%	\$182	1.26%	\$14,652	0.72%	\$182	1.26%		
	2021	\$12,459	0.74%	\$594	5.00%	\$2,770	0.74%	(\$17)	-0.62%	\$15,229	0.74%	\$576	3.93%	\$15,229	0.74%	\$576	3.93%	\$15,229	0.74%	\$576	3.93%	\$15,229	0.74%	\$576	3.93%		
	2022	\$12,538	0.73%	\$79	0.66%	\$2,775	0.73%	\$6	0.21%	\$15,313	0.73%	\$84	0.58%	\$15,313	0.73%	\$84	0.58%	\$15,313	0.73%	\$84	0.58%	\$15,313	0.73%	\$84	0.58%		
	2023	\$15,255	0.73%	\$2,717	21.67%	\$1,090	0.73%	(\$1,686)	-60.73%	\$16,345	0.73%	\$1,032	7.04%	\$16,345	0.73%	\$1,032	7.04%	\$16,345	0.73%	\$1,032	7.04%	\$16,345	0.73%	\$1,032	7.04%		
2023		\$2,099,510		\$375,251		22.24%		\$150,000		(\$231,700)		-60.70%		\$2,249,510		\$143,551		\$2,249,510		\$143,551		\$2,249,510		\$143,551		6.82%	

	Operating		Capital		Combined	
2019	\$ 1,607,452		\$ 387,650		\$ 1,995,102	
2020	\$ 1,644,960	\$ 37,508	\$ 386,350	2.33%	\$ 2,031,310	\$ 36,208 1.81%
2021	\$ 1,686,943	\$ 41,983	\$ 375,000	2.55%	\$ 2,061,943	\$ 30,633 1.51%
2022	\$ 1,686,943	\$ -	\$ 381,700	0.00%	\$ 2,105,959	\$ 44,015 2.13%
2023	\$ 1,724,259	\$ 37,315	\$ 150,000	2.21%	\$ 1,874,259	\$ (231,700) -11.24%
<b>Total</b>	<b>\$ 8,350,558</b>		<b>\$ 1,680,700</b>		<b>\$ 10,068,573</b>	

<u>Notes: Operating</u>		<u>Notes: Capital</u>		<u>Notes: Combined</u>	
2019	\$16.47 per capita	2019	\$3.97 per capita	2019	\$20.44 per capita
2020	\$16.85 per capita	2020	\$3.96 per capita	2020	\$20.81 per capita
2021	\$17.22 per capita	2021	\$3.83 per capita	2021	\$21.05 per capita
2022	\$17.71 per capita	2022	\$3.92 per capita	2022	\$21.63 per capita
2023	\$21.41 per capita	2023	\$1.53 per capita	2023	\$22.94 per capita
<u>Oxford County Apportionment:</u>		<u>Oxford County Apportionment:</u>		<u>Oxford County Apportionment:</u>	
Norwich Twp.	\$ 147,333	Norwich Twp.	\$ 10,526	Norwich Twp.	\$ 157,859
South-West Oxford	\$ 44,004	South-West Oxford	\$ 3,144	South-West Oxford	\$ 47,148
Tillsonburg	\$ 260,571	Tillsonburg	\$ 18,617	Tillsonburg	\$ 279,188
	\$ 451,909		\$ 32,287		\$ 484,196

# HALDIMAND COUNTY

## Memorandum PDD-M02-2022 Planning Legislation Information Update For Consideration by Council in Committee on December 6, 2022



**To:** Mayor Bentley and Members of Council

**From:** Shannon VanDalen, MCIP, RPP, Manager Planning and Development and  
Mark Merritt, General Manager, Financial & Data Services

There have been a number of changes in 2022 to various pieces of Provincial legislation that impact the development process in Haldimand County. Those changes have been introduced through multiple legislative bills, as follows:

- i. Bill 109 – *More Homes for Everyone Act, 2022*
  - First Reading: March 30, 2022
  - Royal Assent: April 14, 2022
- ii. Bill 23 – *More homes Built Faster Act, 2022*
  - First Reading: October 25, 2022
  - Royal Assent: November 28, 2022
- iii. Bill 27 – *Protecting Agricultural Land Act, 2022*
  - First Reading: October 27, 2022

While the legislation includes changes to a number of Ontario Acts, from a Haldimand County development perspective the impacts relate to the *Planning Act, 1990*; *Development Charges Act, 1997*; *Conservation Authorities Act*; *Ontario Heritage Act*; and *Ontario Land Tribunal Act, 2022*.

The following memo will identify key components of the Bills and potential benefits or implications to the municipality. On the whole, the changes being introduced by this collection of Bills are very concerning to staff. These changes will fundamentally upend decades of checks and balances in terms of proper planning, stakeholder input, environmental review, and appeal rights. Further, they impose significant reductions to municipal development charges and planning application revenues, all of which would see more money remaining in the pockets of developers and less in the pockets of municipal tax payers (i.e. increased likelihood of property tax increases). Staff in Finance and Planning & Development have contributed to numerous submissions to the Province on the Bills through their work and memberships in the Development Directors of Ontario, Regional Planning Commissioners of Ontario, and Municipal Finance Officers' Association. Each of these associations, which include representation from Chief Financial Officers and Chief Planners of the major municipalities in Ontario, have expressed significant concerns to the Province in line with those contained in this memo. Further, the Association of Municipalities of Ontario (AMO), which represents the voice of all Ontario municipalities, has submitted a formal letter of concern (included as Attachment 1) with respect to Bill 23, which closely aligns with County staff comments in the tables below. While commenting periods are closed, and the Bills of greatest concern are in effect (Bill 109 and Bill 23), staff have ensured the concerns of the County have been expressed in concert with those of many other municipalities in the province.

## **Bill 109 – More Homes for Everyone Act, 2022**

Bill 109 impacts the *Planning Act* and received Royal Assent on April 14, 2022. As such, its sweeping changes are in force and effect or soon to be (i.e. January 1<sup>st</sup>, 2023) across the entire Province. The following chart provides a summary of the most impactful changes to the County and staff's comment relative thereto.

<b>Changes</b>	<b>Description</b>	<b>Comment</b>
Minister Review of Official Plans & Amendments – Suspension of the Timeline	<p>Prior to Bill 109 the Minister had 120 days to make a decision on official plan matters for which the minister is the approval authority. With the change, the Minister now has the ability to “stop the clock” to allow additional time for review.</p> <p>This change is currently in effect and retroactive to any Official Plan matters before the Minister.</p>	<p>Phase 2 of the Haldimand County Municipal Comprehensive Review (Official Plan Update) was adopted by Council on August 29, 2022 and has been with the Ministry of Municipal Affairs and Housing as a complete submission/under review since September 20, 2022. Under the 120 day requirement the Ministry was required to issue its decision the Official Plan Update by January 17, 2023.</p> <p>Notwithstanding, on November 16, 2022, the County received a letter from Minister Clark advising that he was using his authority to suspend the 120 day timeline for Haldimand. It is staff's understanding that all municipalities in Ontario with an Official Plan Update at a similar stage in process received this letter.</p>
Streamlining the Approvals Process: Application Fees Refund	<p>The legislation contains new penalizing provisions that require municipalities to refund, in part or in entirety, fees for rezoning or combined official plan and zoning by-law amendment applications if a decision by the municipality is not made within the timelines prescribed in the <i>Planning Act</i>. This change is to take effect on January 1, 2023.</p> <p>A municipality shall refund any fee paid as follows:</p> <p>Zoning By-law (ZBL)</p> <ul style="list-style-type: none"> <li>➤ 0-90 days = no refund</li> <li>➤ 91-150 days = 50% refund</li> <li>➤ 151-210 days = 75% refund</li> <li>➤ Greater than 210 days = full refund</li> </ul> <p>Combined Official Plan and ZBL</p> <ul style="list-style-type: none"> <li>➤ 0-120 days = no refund</li> <li>➤ 121-180 days = 50% refund</li> <li>➤ 181-240 days = 75% refund</li> <li>➤ Greater than 240 days = full refund</li> </ul>	<p>Planning staff will continue to track and work to meet the identified timelines. In 2022, the 0-90 day (no refund) timeline for Zoning Amendments is being met approximately 75% percent of the time. The 25% of applications that have not met the 0-90-day timeline are those that relate to larger developments such as Plans of Subdivisions or for complex applications where additional studies, information or public consultation was required. In almost all cases, this grouping of applications met with a decision in the 91 – 150 days timeline. If the legislation were in effect in 2022, the amount of application fees to be refunded would have been \$13,413.00 of the total \$63,946.00 revenue.</p> <p>Official Plan amendments are operating at approximately 60% within the identified 120 day (no refund) timeline. In all other cases the applications met with a Council decision within the 180 day timeline. Those applications that were within the 180 days were impacted by delays in review/comment by Provincial Ministries. If the legislation were in effect in 2022, the amount of application fees to be</p>

Changes	Description	Comment
		<p>refunded would have been \$32,704.00 of the total \$50,710.00 revenue.</p> <p>Going forward there will be some operational changes implemented by Planning staff to minimize the financial impacts and potential refunds. This will be addressed by putting a greater emphasis on the upfront review and potential multi-stage assessment of applications to ensure that the required studies are completed and include the essential details. There will need to be a stronger focus prior to the application being submitted to ensure that all information is provided before staff consider it complete and the planning process and timeline commences. For staff, it will mean additional multi-divisional pre-screening to ensure completeness and minimize the amount of times that staff have to go back to the applicant for revisions/additional information. If all the prescribed information is not provided or addressed, the application would be deemed incomplete and returned to the proponent with direction as to what is still outstanding. The proponent would then have to resubmit when all details are addressed.</p> <p>Staff will continue to monitor the applications and work with departments and agencies to meet the prescribed timelines.</p>
Amendments to Site Plan Control	<p>Site Plan approval must be delegated to staff (no longer optional) – Council can no longer be the approval authority for site plans.</p> <p>Site Plans must be approved within 60-days of being deemed complete, and a municipality cannot deny or refuse Site Plan Approval.</p> <p>If approval is not granted within the 60-days, a full refund of application fees is required.</p>	<p>The General Manager of Community &amp; Development Services has had delegated authority for Site Plan Approval for a number of years, with Council previously acting on this option.</p> <p>The most significant impact of this legislative change is the 60 day approval requirement. Historically, site plan approvals have ranged from 60 to 120 days, with the majority being over 60 days. The main reason for such is the process that the County has in place. The current approval process requires that all aspects of the design must be fully completed and approved – this includes site plan, lot grading/drainage, stormwater management, photometrics (lighting), electrical, archaeological, etc. The current process also requires all administrative (e.g. posting of</p>

Changes	Description	Comment
		<p>security, insurance, etc.) and legal agreement requirements are fully submitted and executed prior to final site plan approval being issued. Given the complexity and myriad of staff (internal and external) involved in all of these aspects of the process, it is simply not possible to meet the 60 day timeframe.</p> <p>Based on the above, staff will be implementing a new process to ensure that compliance can be achieved. That process, which has been employed for years by other municipalities in Ontario (and soon by many more as a result of the Act changes), would see a conditional approval granted to the site plan. What this would look like in practice is that site design would be approved and would be subject to meeting a series of conditions which could include things such as final stormwater management plan, final lot grading/drainage plan, final photometrics plan/electrical plan, completion and execution of a site plan agreement, submission of all fees, securities and insurance, etc. In effect, the developer would be responsible for all the same things they are today, staff efforts/expectations in the process would remain largely unchanged and the entire review and approval process would end up being the same – however, as there would be a conditional plan approval within 60 days, it allows for the <i>Planning Act</i> refund timeline to be achieved and impacts to ratepayers (to effectively subsidize private development) would be mitigated.</p>
Complete Application	A new complete application process for Site Plan Applications is also contained in Bill 109. Similar complete application requirements that were previously applied to Official Plan Amendment and Zoning By-law Amendment applications now also apply to Site Plans. This means that all the components of a development must be identified and verified for submission before an application can be deemed complete and the processing time starts.	Through the Municipal Comprehensive Review (Official Plan Update Phase 2), policies have been developed to address this change and there will be more robust policies and detailed lists of what studies may be required and what would constitute a complete application, including the types of reports, plan and supporting information needed to complete a fully review of a proposal.

Changes	Description	Comment
Amendments to Subdivision Control	The Minister now has the power to prescribe matters that <i>cannot</i> form the basis of draft plan approval – i.e. what conditions cannot be applied as part of the subdivision approval process. Additionally, the legislation also enables a mechanism for plans of subdivisions where approvals have lapsed, the ability not to lapse due to certain conditions.	The change could impact the types of conditions that are applied to a subdivision prior to final registration, however, no additional information or guidelines have been provided. The intent of this change is to create consistency across the Province and application of condition requirements. Given the unknowns of where this may land, it is not possible at this time to measure the potential impact to the County.
Community Infrastructure and Housing Accelerator Tool and Tool Guideline	This legislation change will allow developments under certain circumstances that planning instruments – including the Provincial Policy Statement; a provincial plan or an official plan - will not apply to. The draft policy reflects a wide range of developments such as all forms of housing proposals; employment and economic development and mixed-use developments.	This guideline has not been released and there is little detail at this time as to what the accelerator tool might look like or where it could apply. As additional information becomes available, staff will provide updates to Council.
Regulations re: Surety Bonds and other Instruments	This will allow Surety Bonds as a means to secure planning obligations – an additional method for developers to provide securities to the municipality to complete the requirements of works to be completed.	Haldimand County does allow for bonds to be provided for securities. The municipality does accept bonds for up to 90% of the value of a required security.

### **Proposed Bill 23 Changes**

The changes and amendments proposed through Bill 23, which received Royal Assent on November 28<sup>th</sup>, 2022, will substantially and fundamentally alter the planning process in Ontario, and will see a shifting of focus from public interests and environmental considerations to prioritizing new housing and benefiting the development industry above all other. It will also fundamentally impact the collection of Development Charges, including how they are collected and for what they can be collected for. These changes will have significant financial implications for Ontario municipalities, including the County.

The following chart provides a summary of the proposed Acts to be affected, a description of the changes and a brief comment on the change.

Changes	Description	Comment
<b>Conservation Authorities Act</b>		
Approval and review authority	Remove the CA's ability to review/comment on planning applications. Open up potential development opportunities in Wetlands and regulated areas.	These changes would effectively transfer the responsibility for review on a variety of studies and technical processes related to hazard mitigation and natural feature protections to the County. Haldimand, like most Ontario municipalities, does not have in house expertise to assess natural hazard issues/feature protections and thus relies fully on the CAs to complete this work as part of the development review process. Expecting municipalities to complete this work (without the requisite resources and expertise) would pose significant risk to features and new developments, thus increasing the potential liability to the County should a project proceed that otherwise should not have. To that end, should these changes take full effect, the County would likely be required to hire a Resource Planner that has the qualifications and full capacity to assess developments against natural hazard issues and feature protections. This outcome would carry significant cost for the County that could range between \$80,000 to \$100,000 per annum.
<b>Development Charges Act</b>		
Exemptions, Caps and considerations of Development Charges	Require full exemption from DCs for affordable and attainable residential units; non-profit housing and include inclusionary zoning on residential units.	This change would see full exemption required for all forms of affordable and attainable housing. Currently, the Haldimand County Development Charges By-law does not recognize these exemptions, and would require an amendment to conform to the Act. This change will impact the Development Charges By-law and the overall tax base for the County. Additional review will be required. Attainable Housing is housing that can be afforded by people earning around the Area Median Income and is typically applied to rent that does not exceed 30% of gross annual household income. Affordable housing is housing that is subsidized. This part of the legislation is not yet in force but the details of how this is defined could have significant implications on the ability to collect Development Charges.

Changes	Description	Comment
Mandatory Discounted Phase in of New DC Rates	All new rates are subject to a mandatory phase – in over 5 years.	This change would require all DC rate increases when passing a new by-law to be phased in over 5 years. The loss revenues from this phase-in would have to be recovered from property taxes.
Costs of Associated Studies and Land Acquisition Ineligible	All studies required to support the DC Background Study would be ineligible to be recovered from DC charges.	Several studies (e.g. DC Study, Population Forecasts, Master Servicing Studies, etc.) are required to prepare the Provincially required Background Study required to enact a DC By-law/rates. These studies would have to be recovered from property taxes.
Removes Housing as an Eligible Service	Municipalities would no longer be eligible to collect DCs for Affordable housing.	Currently, the County does not collect DC funds to develop new Social Housing, however, this provision eliminates this as a revenue source in the future.
Increasing Historical Service Levels standard period from 10 to 15 years	The maximum eligible DC costs for each service would be limited to the average cost over the past 15 years vs. 10 years.	The <i>Development Charges Act</i> limits the eligible costs for a service to the historical cost level over the past 10 years. By expanding this to 15 years, the inflationary impacts over this period will not be reflected in the future costs to provide these growth infrastructure needs. Any shortfalls will require additional funds from property taxes.
<b>Ontario Land Tribunal Act</b>		
Appeal rights and associated costs	<p>Ability of the OLT to additionally dismiss appeals without a full hearing, if the party who brought the proceeding is contributing to undue delay, and if it is the opinion of the Tribunal that the party has failed to comply with a Tribunal order.</p> <p>Providing the OLT with the ability to Prioritize the resolution of certain proceedings.</p>	<p>Typically, the OLT does not award cost as part of its decision. However, this change would see the opportunity for the OLT to specify that the Tribunal may order an unsuccessful party to pay a successful party's cost. This provision could be utilized if, in the opinion of the OLT, there is an undue impact or hardship or that there was an act in bad faith.</p> <p>Regarding the OLT's ability to prioritize certain proceedings, this would be based on certain criteria or types of development, such as additional residential units or affordable housing.</p>
<b>Planning Act Changes</b>		
Third Party Appeals	Reduction of the ability for Third Party appeal to only a "specified person". A "specified person" is defined as public bodies such as Ontario Power Generation, Hydro One Inc., operators of railway lines and telecommunications	As it stands currently, anyone who makes written or oral submission at a public meeting can file an appeal with the OLT. However, this proposed change would eliminate that opportunity and revise the wording of the <i>Planning Act</i> to "only specified persons". This would mean that neighbouring land owners,

Changes	Description	Comment
	infrastructure providers. This would apply back to appeals that have not had a hearing on the merits of the application scheduled before October 25, 2022, as well as all appeals moving forward.	public groups, interested parties, and in some cases even the property owner themselves, could not appeal a decision. As drafted, this applies to any Official Plan, Zoning By-law, Minor Variance or Consent application. The implication of this would be that a decision of Council if final, cannot be challenged by the OLT, same expected by the “specified persons” noted in the column to the left.
Two-Year Moratorium and Aggregate Projects	The <i>Planning Act</i> currently provides for a two-year moratorium on private development applications to amend a new Official Plan; Secondary Plan or Comprehensive Zoning By-law. Bill 23 proposes to lift this requirement if the application relates to a pit and/or quarry.	This process change would have a relatively minor impact on Haldimand County as we are currently in the process of receiving MCR approval, and through the OPA By-law adopted by Council, there was a waiver of the 2-year moratorium implemented – meaning, County Council has already made a decision to cancel the moratorium and allow for changes to the various planning instruments in the 2 year window.
Cap on Community Benefit Charges (CBC) Contribution	The <i>Planning Act</i> currently provides that the amount of a CBC charge payable in any given case shall not exceed an amount equal to 4% of the value of the land. Bill 23 proposes to introduce a cap on the total amount payable based on floor areas of the development or redevelopment.	Haldimand County presently does not have a CBC By-law and as a result, this change will not impact our current processes. However, should the municipality look to establish a CBC By-law, this legislation would be applicable.
Site Plan Control	<p>Bill 23 proposes to amend the <i>Planning Act</i> to expand the list of exempted development forms that would not be subject to site plan control to include residential development with 10 or less residential units.</p> <p>Also, the proposed legislation intends to limit the types of lands and drawings reviewed through site plan control, in particular to exclude any exterior design plans and landscape plans.</p>	<p>Currently, site plan control is applicable for any residential development in an R3 Zone or higher – which covers a tri-plex, four-plex, townhouse dwelling units, and apartment units. This change would result in any multi-residential proposals of 10-units or less being exempt from the site plan process which is often critical to ensure the property planning and design of property drainage/grading, stormwater management, access arrangements, lighting, etc. The absence of authority to regulate these types of technical matters, could lead to incompatible development situations and civil issues surrounding property (e.g. flooding out neighbouring lots). This would not be subject to site plan control.</p> <p>In addition, the removal of architectural control (exterior design plans) and landscape plans</p>

Changes	Description	Comment
		from site plan approval for all types of developments (as is proposed), would have a significant impact on the overall quality and aesthetic appeal of new developments in the County.
As of Right Multi-Unit Provisions	<p>Official Plans and Zoning By-laws cannot prohibit up to three (3) residential units per parcel of urban residential lands. This configuration could be:</p> <ul style="list-style-type: none"> <li>• Three (3) in the primary dwelling structure;</li> <li>• Two (2) in the primary dwelling structure and one (1) in an accessory building; or</li> <li>• one (1) as the primary dwelling structure and Two (2) in an accessory building.</li> </ul> <p>This would apply to all single detached, semi-detached and townhouse units as well as limiting parking requirements and eliminating minimum floor area requirements.</p>	<p>The Haldimand County Zoning By-law currently allows for up to two (2) secondary suites per property, with one (1) secondary suite to be located within the principal dwelling. These changes could modify the current zoning provisions slightly, but would not significantly impact the municipalities current practice, save and except that of parking. The legislation proposes that each of the 3 dwelling units would only be required to provide one parking space – meaning, there could be 3 separate family units on a lot with just 3 parking spaces provided. In turn, that could lead to overflow onto municipal streets which would create By-law Enforcement and winter control challenges.</p>
Parkland Dedication Requirements	<p>Bill 23 proposes changes to:</p> <ul style="list-style-type: none"> <li>• The maximum parkland dedication rates</li> <li>• New exceptions for non-profit housing and additional residential units</li> <li>• New timing for calculation of parkland contribution</li> <li>• Requirements for a Park Plan prior to a Parkland dedication By-law</li> <li>• Parkland appeals to the OLT</li> <li>• Requirement to Spend Parkland Monies</li> </ul>	<p>Haldimand County enacted a Parkland Dedication By-law in May 2022. The by-law addresses the conveyance of land for park or other public recreational purposes or cash-in-lieu to established clear and consistent provisions. As the County's Parkland was passed prior to the legislation coming into effect, it remains in good standing and at this time a parks plan is not required to be completed.</p> <p>One of the key changes is the timing for calculations of cash-in-lieu contributions which would be applicable either at the time the Site Plan application is submitted for approval or when the Zoning By-law is approved, whichever is later. This value would be applicable for a period of two (2) years. If construction does not occur within that timeframe, the value would need to be recalculated at the building permit stage. It is difficult to determine if this would be</p>

Changes	Description	Comment
		<p>an advantage or disadvantage given land values could fluctuate one way or another in that period of time.</p> <p>Additionally, the type of land that can be considered for dedication to the County by developers has been expanded and now can be encumbered by easements or limitations (e.g. natural hazards), or can be Privately-Owned, Publicly Accessible spaces (POPS). This change could impact the quality/usability of the land that is conveyed to the County – for example, encumbered lands would not be available to construct functional greenspace, accommodate play equipment, etc.; but the County would be compelled to accept such lands as the developer's parkland contribution. This would significantly impact the County's ability to actually expand its functional parkland space to keep pace with development and may lead to situations where the County has to purchase additional lands over and above the lands conveyed through development approval processes.</p>
Public Meetings for Plans of Subdivision	Remove the legislative requirement to hold a public meeting.	Currently, a Public Meeting is required for a Plan of Subdivision under the <i>Planning Act</i> . The proposed amendment will totally remove this requirement so that no public meeting would be needed meaning that a proposed Plan of Subdivision could be approved without public input or discussion before Council-in-Committee. This change significantly impacts the public process and eliminates the ability for members of the public to express concerns or speak to matters of interest relating to what are often significant development proposals. This moves away from several of the central tenets of the land use planning process in Ontario which are consultation and transparency.

There are a few other items considered under Bill 23 including changes to the *Ontario Heritage Act*, the *City of Toronto Act, 2006* and the *Municipal Act, 2001* – however, they do not have a specific planning component relating to the Planning process or Haldimand County and are not being addressed through this information memo.

## **Proposed Bill 27 Changes**

### **Planning Act**

<b>Changes</b>	<b>Description</b>	<b>Comment</b>
Lands zoned or Prescribed for Agriculture	A municipality shall not pass a zoning by-law that changes the uses permitted on the land or the zoning of the land unless an Agricultural Impact Assessment has been completed.	Haldimand County has strong policies for the preservation of Agricultural lands and utilizes the OMAFRA Guidelines for On-Farm Diversified uses as a tool for secondary uses on a farm. However, going forward if a Zoning Amendment is proposed to introduce a use currently not contemplated on an Agricultural zoned property, an Agricultural Impact Assessment report would be required as part of a complete application.

## **LEGAL/FINANCIAL IMPACTS**

It is currently very difficult to understand the full financial impacts of this proposed bill given the limited time to respond and the uncertainty/lack of details on how some of these provisions will be enacted. Suffice it to say, if this bill is enacted as drafted, it will ensure Development does not pay for Development. This is a fundamental principle the County has built our long-term financial plans upon.

More over, it is difficult to understand how the reduction in these fees will make housing more affordable in the Province of Ontario. As there is no correlation between the cost of a new home and the fees that Developers currently pay to the County. In fact, it appears counter-intuitive as the Province is eliminating the fees that are necessary to ensure the required infrastructure is in place to support the growth that is much needed. Without these critically important fees, these costs will have to be passed on to existing residents or projects and will have to be delayed which may prevent the intended development from occurring in the first place.

Based on a preliminary analysis of the *Development Charge Act* changes, the following chart outlines the anticipated impact on the County's tax levy on an annual basis, noting that several impacts are unknown at this time.

<b>Proposed Change</b>	<b>Annual Impact</b>
Phase-in of New Rates	\$1,500,000
Removal of Land	\$300,000
Removal of Studies	\$100,000
Removal of Housing	unknown
Change in Historical Service Levels	unknown
Statutory Exemptions for Certain Development	unknown
<b>Total</b>	<b>\$1,900,000</b>

The above chart includes cost impacts exclusive to the *Development Charges Act* only and does not include any direct or indirect costs of the changes proposed to other pieces of legislation noted above.

Based on the County's existing tax levy of approximately \$76.2 million, this could have a potential tax annual levy impact of over 2.5% on the average residential home.

Based on early estimates by the Association of Municipalities of Ontario (AMO), the projected financial impact of the 29 largest municipalities in Ontario, which are expected to account for over 80% of the targeted 1.5 million homes in Ontario over the next 10 years, could exceed \$1 Billion annual to municipal taxpayers.

Many municipalities and associations have or plan to make presentations to the Province to outline the severe financial impacts these changes would have on municipal finances and our ability to provide the infrastructure and services to support the intended growth.

**REFERENCES:**

None.

**ATTACHMENTS:**

1. AMO Submission on Bill 23.

## Office of the President

Sent via email to: [schicp@ola.org](mailto:schicp@ola.org)

November 16, 2022

Laurie Scott, MPP, Haliburton—Kawartha Lakes—Brock  
Chair, Standing Committee on Heritage, Infrastructure and Cultural Policy  
c/o Isaiah Thorning, Committee Clerk  
Whitney Block, Room 1405  
99 Wellesley Street W  
Toronto, ON  
M7A 1A2

**Re: AMO Submission on Bill 23, *More Homes Built Faster Act*, 2022**

Dear Committee Chair Scott and Members of the Committee,

Attached is AMO's submission to the Committee on Bill 23.

The submission reiterates the municipal commitment to working with the Government to increase the supply of housing and to improve housing affordability in Ontario. It acknowledges positive aspects of the Bill and plan. It also outlines serious concerns about the Bill, which will have the effect of undermining the financial capacity of municipalities to support growth and diminishing essential environmental protections.

Preliminary analysis of the Bill indicates the transfer of up to \$1 billion a year in costs from private sector developers to property taxpayers without any likelihood of improved housing affordability. Similarly, the bill's provisions designed to reduce environmental protection will benefit developers in the short term, with costs to the public and homeowners that cannot be calculated.

Members of the Committee and all Members of the Provincial Parliament will need to consider in whose interest they govern. Bill 23, as drafted, benefits private interests at the expense of public interests – at the expense of property taxpayers and Ontario's natural environment.

The submission recommends that certain provisions be removed or deferred pending focused consultation.

AMO's submission concludes with an appeal to the Government, noting that solutions to the housing crisis can be found in collaboration, cooperation, and innovation. It is time for Ontario to work with all of its housing partners toward advances in land use planning and an integrated approach to environmental, social and economic policy that allows Ontario to take its place ahead of competing jurisdictions.

Yours truly,

A handwritten signature in black ink, appearing to read 'Colin Best', with a long, sweeping horizontal line extending to the right.

Colin Best  
AMO President  
Halton Regional Councillor

- c. Ontario MPPs  
AMO Board of Directors



# Bill 23, *More Homes Built Faster Act*, 2022 and plan

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AMO Submission to the Standing Committee on Heritage,  
Infrastructure and Cultural Policy

November 16, 2022

## Summary

The Association of Municipalities of Ontario (AMO) commends the government for recognizing it has a role to play in addressing the national housing crisis.

AMO and its member municipal governments have been sounding the alarm on housing affordability for years. That's why AMO released the "[Blueprint for Action: An Integrated Approach to Address the Ontario Housing Crisis](#)" in February 2022. It contains 55 recommendations for provincial action to address housing supply and housing affordability along with many other recommendations for the federal and municipal governments, and the development industry.

Municipalities are eager to increase the supply of housing, especially housing options that have been historically ignored by the development industry.

Bill 23 includes several important provisions that will advance provincial and municipal housing supply goals including gentle density and increased capacity at the Ontario Land Tribunal. AMO supports those elements of the Bill as they reflect current municipal planning practice innovations and ideas advanced by the municipal sector and others committed to improving housing supply and affordability.

AMO also supports elements of the Plan that address much needed provincial action to address the gaps in provincial services that limit growth, such as access to schools.

AMO looks forward to working with the government's new Housing Supply Action Plan Implementation Team on measures intended to improve housing supply and affordability.

Provisions of the bill that advance and modernize Ontario's land use planning framework are supported. Those that turn back the clock on planning, access to affordable housing, environmental protection, green building practices, and sustainable infrastructure financing are not supported and should be removed from the Bill or deferred pending focused consultation.

Current residents and businesses, the next generation of homeowners and renters, and the hundreds of thousands of newcomers who will make Ontario home will demand livable and safe communities with adequate amenities and a healthy and sustainable environment in which to thrive and prosper. That is not the future that Bill 23 will provide.

The province has offered no evidence that the radical elements of the bill will improve housing affordability. It is more likely that the bill will enhance the profitability of the development industry at the expense of taxpayers and the natural environment.

This submission outlines key areas of concern and recommends that a number of provisions should be removed, including those that shift the costs of growth to property taxpayers; those that undermine good planning practices and community livability; and those that increase risks to human and environmental health.

## Key Areas of Concern

Many of the proposed changes under Bill 23 create more problems than they solve, and will negatively impact housing affordability across Ontario for three reasons:

1. The bill proposes changes to infrastructure financing that would shift costs from developers to municipalities based on a faulty assumption that savings will be passed on to new homeowners and renters, (i.e., that house prices are determined by the cost of inputs rather than market forces). Unless fully offset with a new source of municipal infrastructure funding, this departure from the principle that growth pays for growth will result in property tax increases and service reductions. Preliminary analysis indicates that Bill 23, if enacted, would reduce the municipal resources available to service new developments by more than \$5.1 billion over the next 9 years. This estimate includes a reduction of over \$400 million for community housing during the same period.
2. By making changes to municipal governance and municipal planning approvals, the legislative proposals strip municipalities of the tools required to manage growth deliberately and responsibly, with potentially negative impacts for the liveability of Ontario's communities.
3. The legislation will create serious risks to the environment and human health at a time when the impacts of climate change are evident and urgent. The proposed changes to how municipalities approve development and manage where and how growth occurs signal a move away from environmental protection when it is needed most.

## 1. Shifting the Cost Burden of Growth

### DEVELOPMENT CHARGES

Development charges are designed to help municipalities pay for a portion of the capital infrastructure required to support new growth. Premised on the widely accepted principle that growth should pay for growth, development charges help to ensure that existing taxpayers are not required to subsidize costs of the infrastructure or services needed to support new residents and businesses.

Bill 23 proposes a suite of changes to the *Development Charges Act*, that will shift the cost of growth onto municipalities and property taxpayers including, but not limited to:

- Removing housing services from the list of eligible development charge services
- Excluding the cost of studies and cost to acquire land for specific services from eligible costs that can be recouped by development charges
- Reducing development charges on rental housing, based on the number of bedrooms
- Requiring a mandatory 5-year phase in of development charge rates for by-laws approved after June 1, 2022
- Exempting development charges for affordable housing, attainable residential units, non-profit housing developments and inclusionary zoning residential units
- Increasing the historic service level standard period from 10 to 15 years.

The Housing Supply Action Plan sets the ambitious target of building 1.5 million homes by 2031, with 1.23 million in Ontario's 29 largest communities. If Bill 23 passes, AMO estimates that development charges in these communities will drop by at least \$5.1 billion – or \$569 million per year in today's dollars. This includes revenue losses from the following sources:

- Ineligibility of the cost of studies: \$117 million
- Ineligibility of the cost of housing services: \$426 million
- Discounts for rental units: \$1,189 million
- Exemptions for affordable units: \$3,385 million

This preliminary estimate only partially accounts for the impact of Bill 23, as tight timelines have meant AMO is unable to estimate revenue losses resulting from significant elements such as the mandatory phase-in of development charges, the ineligibility of the value of land, or the extension of the service level standard period from 10 to 15 years. When taken together, these factors could put the cost of Bill 23 for municipal taxpayers at closer to \$1 billion annually.

While AMO supports the province's stated housing objectives, changes that shift the burden of cost from developers to taxpayers, including low-income taxpayers, cannot be supported. The proposed changes will significantly impact how municipal governments fund growth, resulting either in significant increases to property taxes or cuts to existing services and a loss of frontline workers.

Without evidence that the province will fully offset the cost of Bill 23 provisions that shift costs from the development industry to municipalities, these radical changes should be deleted from the Bill including the entirety of Schedule 3.

AMO has [called upon the province](#) to provide major infrastructure funding to support the government's housing supply goals as set out in Bill 23. If the government wants to increase the supply of housing in Ontario, it will need to make a major investment in municipal infrastructure and it has the means to do so.

## **PARKLAND DEDICATION**

Parkland dedication levies exist to ensure that municipal park systems grow alongside other community developments. Increasing the supply and mix of housing is an important goal that we all share, however, sufficient access to parks and greenspace cannot be overlooked as we try to create meaningful alternatives to single-family dwellings.

Bill 23 proposes changes that will reduce a municipality's ability to provide for local parks, negatively impacting the function and enjoyment of our communities with a number of changes, including but not limited to:

- Capping the amount of land or equivalent value at 10% or 15% for sites under or over 5 ha, respectively
- Reducing the maximum alternative dedication rate (high density development) to 1 ha/600 units for land and 1 ha/1000 units for cash in lieu
- Allowing encumbered land and privately owned publicly accessible spaces to be eligible for parkland credits.

Bill 23, as proposed, will reduce the amount of quality, safe, accessible parkland available to these growing communities and cost municipalities even more money. These provisions should be removed from the bill.

## **IMPACT ON HOUSING SERVICES**

Changes in Bill 23 also limit the tools available to municipalities to support homeless and underhoused people and families, some of the most vulnerable people in our communities. Currently, municipal governments can include housing services in their development charge fees, which are then used to improve and increase the community housing facilities municipalities operate.

According to provincial Financial Information Return data, from 2015 to 2019, municipalities collected nearly \$150 million for housing services. Should this Bill pass unamended, that funding will no longer be available to support housing services for vulnerable populations. Unless fully offset with new provincial funding, these provisions contradict the government's goal of improving housing and addressing homelessness.

## **2. Undermining Planning and Community Livability**

Provincial statutes and policies are implemented locally through municipal official plans and land use control instruments. Lower and upper-tier municipalities collaborate extensively on managing local planning policy matters, with upper-tier municipalities often responsible for coordinating and managing infrastructure servicing and planning.

Bill 23 fundamentally alters the municipal role and responsibilities in planning by proposing a suite of changes to the *Municipal Act*, *Planning Act*, *Heritage Act*, *Ontario Land Tribunal Act*, and *Conservation Authorities Act* that limit municipalities' ability to manage growth in a holistic and efficient way that reflects local realities. These include, but are not limited to:

- Reducing or eliminating the planning roles of some upper-tier municipalities
- Limiting local powers regarding the demolition and conversion of residential rental properties
- Proposing new rules around heritage properties
- Limiting third-party appeals to the OLT of official plans and amendments, zoning by-laws and amendments, consents, and minor variances
- Changing existing zoning by-laws to allow up to 3 residential units per lot "as of right," with no local ability to regulate minimum dwelling size or parking requirements beyond 1 space/unit
- Exempting developments under 10 units from the site plan control process
- Repealing certain provisions respecting public meetings for draft plan of subdivision.

## **REGIONAL/COUNTY PLANNING**

The significant restrictions to the roles of some upper-tier municipalities breaks the logical link between planning for development and servicing development. These changes may lead to uncoordinated and inefficient growth with the potential for higher infrastructure costs. It also risks building housing without access to coordinated services, amenities and essential infrastructure.

Supporting rapid growth efficiently requires a high degree of coordination. This coordination ensures that investments made today can leverage future growth and that assets can be managed for maximum performance. Upper-tier municipalities do this currently by coordinating local plan alignment and managing servicing for maximum effect. Breaking this link is counterintuitive and will lead to inefficiency, confusion and potential gaps in the infrastructure required to support local growth.

Bill 23 should be amended to restore the growth management planning function for the seven named upper-tier municipalities. Consideration must be given to how lower-tier municipalities will be able to pay for the costs and build capacity associated with bringing upper-tier municipality and conservation authority expertise in-house.

## **DEVELOPMENT APPROVALS PROCESS**

The elimination of public meetings for approval of a draft plan of a subdivision and the exemption of site plan control requirements for projects with fewer than 10 residential units will impact the ability for municipalities and the public to bring up substantial issues with planning proposals. Small, rural and remote communities will be particularly impacted by the restrictions on projects with fewer than 10 residential units given the typical scale of development in these communities.

When considered in isolation, these changes may seem to improve the process, but the cumulative impact of less public consultation, limiting third-party appeal rights, and the steep reduction of regional coordination and service planning will significantly and negatively impact how municipal governments conduct land use planning. The government should refer these provisions of the Bill to its Housing Supply Action Plan Implementation Team before they are passed into law.

## **3. Exacerbating Risks to the Environment and Human Health**

Across the province, municipalities work closely with 36 Conservation Authorities (CAs). Those that are covered by CAs rely on their expertise to undertake watershed-based programs to protect people and property from flooding and other natural hazards, and to conserve and protect natural resources for their economic, social, and environmental benefits.

Healthy, well-connected ecosystems serve as valuable green infrastructure that provide essential services to residents (e.g., stormwater retention) and can be difficult and costly to replicate with traditional built infrastructure. Ontario's natural environment does not recognize municipal boundaries and municipalities are not well suited to monitor and evaluate ecological functions. Municipalities do not have a watershed-scale perspective that spans political boundaries and considers the impacts of changes in land use and climate change on the natural environment. As our communities grow, the demand for parkland and connected natural spaces will grow as well.

The proposed changes to the *Conservation Authorities Act* and the *Planning Act* under Bill 23 severely impact the ability of Conservation Authorities to work with municipalities to understand and mitigate environmental, human health and natural heritage risks by:

- Exempting some development from permits under the *Planning Act* where certain conditions are met
- Requiring CAs to issue permits for projects subject to a Community Infrastructure and Housing Accelerator and allowing the Minister to review/amend any conditions attached to those permits
- Prohibiting CAs and municipalities from entering Memorandums of Understanding for any program or service outside of matters relating to Mandatory Programs and Services
- Imposing limits on CA appeals of land use planning decisions to only matters with respect to natural hazard policies in provincial policy statements
- Enabling the Minister to direct a CA to maintain its fees charged for programs and services at current levels
- Eliminating the ability for municipalities to integrate their environmental green standards through site plan control.

AMO shares the concerns expressed by Conservation Ontario that the changes proposed in Bill 23 will not meet the goals for increasing housing supply and will instead increase the risks to life and property for Ontario residents. The diminished role of CAs could also lead to more development being located in natural hazards, higher costs as a result of property damage due to flooding or other climate change events, increased burden on municipal partners, and the decline of the ecosystem approach currently applied through the established integrated watershed management lens.

Municipalities have successfully relied on the benefits of a long-standing conservation authority partnership which has used local watershed science to guide decision-making. Bill 23 places new responsibilities on municipalities related to natural hazards and natural resources that they are unprepared for and under-resourced to take on.

As proposed, Bill 23 removes the ability for municipalities to shape the amount, location and type of green space in their communities through site plan control. Combined with the prohibition for municipalities to enter into a Memorandum of Understanding for CAs to deliver Category 2 and 3 municipal programs and services on behalf of the municipality will adversely impact municipal budgets and could increase the potential for delay and poorer environmental outcomes. If so, this will undo the significant recent progress to improve how CAs and municipalities work together.

AMO recommends that Schedule 2 of this bill be removed and that the productive Ministry-led Conservation Authority Working Group be re-established to consider appropriate changes to support the Housing Supply Action Plan without sacrificing the environment.

## Conclusion

The assertion that the nationwide housing affordability crisis is the product of Ontario's land use planning and environmental protection framework, and municipalities slow to approve planning applications is objectively false.

For decades, Ontario's housing supply in high growth regions has been determined by developers and land speculators managing supply to optimize price, and those who view housing units as solely an investment. No one anticipated the massive shift in demand resulting from COVID-19.

Ontario's goal of an additional 1.5 million homes is laudable and probably achievable. Schemes designed to incentivize developers at the expense of property taxpayers and the natural environment will not get the job done. Previous governments have downloaded costs to municipalities and cut environmental protections to disastrous effect. At some point the bill will come due, and there will be a heavy price to pay.

Instead, the solutions can be found in collaboration, cooperation, and innovation. It is time for Ontario to work with all of its housing partners toward advances in land use planning and an integrated approach to environmental, social and economic policy that allows Ontario to take its place ahead of competing jurisdictions and to allow Ontario to maintain its status as a favoured destination for people and investment.

# HALDIMAND COUNTY

## Report ECW-02-2022 Proposed Ward Specific Funding Program For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To provide Council with the proposed Ward Specific Funding Program for inclusion in the 2023 Draft Tax Supported Capital Budget and Forecast.

### RECOMMENDATIONS:

1. THAT Report ECW-02-2022 Proposed Ward Specific Funding Program be received;
2. AND THAT the Ward Specific Funding Program, as outlined in Report ECW-02-2022, be implemented in the 2023 Draft Tax Supported Capital Budget and Forecast.

**Respectfully submitted:** Tyson Haedrich, M. Eng., P. Eng., General Manager of Engineering & Capital Works

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Over the past number of years, staff and Council have used various methods to add projects into the tax supported capital budget that weren't included in the draft budget documents presented to Council. While this process has been improved over the years there is still uncertainty and a sense of competition as to whether a specific project can be brought forward outside of the standard budget process.

Council has approved in principle the incorporation of a Ward Specific Funding Program within the 2023 Capital budget which is intended to formalize this process and allow Councillor-driven projects to move forward in a fair and transparent manner. Council also requires that the details of the program be provided and approved in advance of the budget deliberations. The program will provide each Ward Councillor with a \$50,000 funding allocation per year for capital projects on municipal property within their ward, and this funding will be available for each of the four years of the Council term for a total of \$200,000.

The program is planned to be implemented starting in the 2023 budget year to align with the start of the new Council term and to be funded from the Non Specified 20% portion of the Community Vibrancy Fund.

### BACKGROUND:

At the March 3, 2022 Council of the Whole meeting to consider the 2022 Draft Tax Supported Capital Budget and Forecast, staff were given direction through the following resolutions:

*"THAT a Ward Specific Funding Program be supported in principle, and be included for consideration in the 2023 Tax Supported Capital Budget;*

*AND THAT staff be directed to report back to Council in December 2022 on proposed project criteria and other considerations to be taken into account with this program.”*

Over the past number of years staff and Council have used various methods to add projects into the tax capital budget that weren't included in the draft budget documents presented to Council. Prior to 2018 this was typically done through a Council resolution directing staff to include the project in the draft budget or, alternatively, raised during the Council budget deliberations.

In 2018, a more formal process was adopted that allowed Councillors to identify projects during the year through a resolution. A budget brief would be written for each project and the briefs would be considered together at the Council budget deliberations including identifying the cumulative financial effects on the budget. This method has brought some formality and order to the process of introducing new projects into the capital budget, however it still creates some uncertainty and a sense of competition as to whether a project will be included in the budget.

The proposed Ward Specific Funding Program (see Attachment 1) is intended to replace this process and allow Councillor-driven projects to move forward in a process that ensures fairness and transparency.

## **ANALYSIS:**

The proposed Ward Specific Funding Program is intended to provide each Ward Councillor with a \$50,000 funding allocation per year for capital projects on municipal property within their ward. The intent is this funding will be available for each of the four years of the Council term for a total of \$200,000. The program is planned to be implemented starting in the 2023 budget year to align with the start of the new Council term.

The program is proposed to allow Councillors the ability to 'roll forward' any unspent funds to future years within the four year term and that any unspent funds at the end of the four-year Council term will be returned to the reserves.

The intent is that, prior to each year's capital budget, staff will meet with each Ward Councillor to review potential projects for the upcoming year based on the following criteria and that the ward specific projects will be included in that year's Tax Supported Capital Budget for approval by Council.

### **Ward Specific Funding Program Criteria:**

- Projects must take place on County (public) property.
- Funding must be used for capital projects such as, infrastructure (i.e. sidewalks, pedestrian crossovers, etc.) or beautification (i.e. tree planting, decorative streetlights, etc.).
- Funding can be used to accelerate/enhance projects which are part of other County programs (e.g. Urban Paving Program, Community Partnership Program, etc.) provided the cost of the acceleration/enhancement is funded by the project.
- Projects will be reviewed by County staff to ensure that all health and safety, installation warrants and legislation are met.
- Projects should support at least one of the County's three corporate priorities (Economic Opportunity; Community Health/Vibrancy; Efficient Government/Enhanced Corporate Image).
- Projects should not create significant inequity in County-wide programs (i.e. purchase of a large number of electronic speed signs for one ward).
- Projects should try, where possible, to not set new levels of service (i.e. park enhancements).
- Joint projects between Ward Councillors can be accommodated.
- In order to manage staff workload, only one project per ward will be considered each year.

It is recognized that this program could add up to six new capital projects per year, however the benefits to identifying the projects as part of the budget development and having the ability to plan for the projects should enable staff to deliver the projects within the expected timelines.

### **FINANCIAL/LEGAL IMPLICATIONS:**

The proposed funding level is \$50,000 per ward per year or \$300,000 annually. It is proposed that the capital component of this program be funded from the Non Specified 20% portion of the Community Vibrancy Fund.

Depending on the projects implemented it is anticipated that there will be some effects on operating costs. These operating costs will be identified however it is assumed that this program will not be responsible for covering the operating costs.

### **STAKEHOLDER IMPACTS:**

Not applicable.

### **REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

### **REFERENCES:**

None.

### **ATTACHMENTS:**

1. Ward Specific Funding Program Summary.

## **Ward Specific Funding Program Summary**

### **Description:**

The Ward Specific Funding Program is intended to provide a process for Councillor driven projects to move forward in a fair and transparent manner.

The Ward Specific Funding Program provides each Ward Councillor with a \$50,000 funding allocation per year for capital projects within their ward. This funding will be available for each of the four years of the Council term for a total of \$200,000.

The program allows Councillors the ability to 'roll forward' any unspent funds to future years within the four year term and that any unspent funds at the end of the four-year Council term will be returned to the reserves.

### **Proposed Project Criteria:**

- Projects must take place on County (public) property.
- Funding must be used for capital projects such as, infrastructure (i.e. sidewalks, pedestrian crossovers, etc.) or beautification (i.e. tree planting, decorative streetlights, etc.).
- Funding can be used to accelerate/enhance projects which are part of other County programs (e.g. Urban Paving Program, Community Partnership Program, etc.) provided the cost of the acceleration/enhancement is funded by the project.
- Projects will be reviewed by County staff to ensure that all health and safety, installation warrants and legislation are met.
- Projects should support at least one of the County's three corporate priorities (Economic Opportunity; Community Health/Vibrancy; Efficient Government/Enhanced Corporate Image).
- Projects should not create significant inequity in County-wide programs (i.e. purchase of a large number of electronic speed signs for one ward).
- Projects should try where possible to not set new levels of service (i.e. park enhancements).
- Joint projects between Ward Councillors can be accommodated.
- In order to manage staff workload only one project per ward will be considered each year.

### **Timelines:**

Prior to each year's capital budget, staff will meet with each Ward Councillor to review potential projects for the upcoming year based on the program criteria and selected ward specific projects will be included in that year's Tax Supported Capital Budget for approval.

### **Capital Budget Impact:**

The proposed capital funding level is \$50,000 per ward per year or \$300,000 annually. The funding source is the Non Specified 20% portion of the Community Vibrancy Fund.

### **Operating Budget Impact:**

Depending on the projects implemented it is anticipated that there will be some effects on operating costs. These operating costs will be identified however it is assumed that this program will not be responsible for covering these costs.

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## HALDIMAND COUNTY

### Report ECW-06-2022 Staff Secondment Extension - Business Application Software Project



For Consideration by Council in Committee on December 6, 2022

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#### OBJECTIVE:

To obtain Council approval to extend the secondments of the four staff assigned to the Business Application Software (BAS) Project through to April 2023.

#### RECOMMENDATIONS:

1. THAT Report ECW-06-2022 Staff Secondment Extension - Business Application Software Project be received;
2. AND THAT the four staff seconded to the Business Application Software Project be extended until April 2023;
3. AND THAT any additional funding required for the staff secondments be funded from CRR - Information Technology.

**Respectfully submitted:** Tyson Haedrich, M. Eng., P. Eng., General Manager of Engineering & Capital Works

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

#### EXECUTIVE SUMMARY:

Due to the timing of the planned transition of the Business Application Software project to the Innovation and Technology Services (ITS) Division, the secondments of the four staff working on the project are proposed to be extended to the end of April 2023 or until a longer term financial plan has been approved by Council. This extension will allow for the completion of the third party review of the project status including the impacts of the planned project transition. Any additional funding that may be required would come from the funding sources related to the current Business Application Software project and there will be no levy impact on the 2023 Draft Tax Supported Capital Budget.

#### BACKGROUND:

The Business Application Software (BAS) project involves the replacement of the County's software systems implemented during the 2001 Transition Board with a comprehensive Enterprise Resource Planning (ERP) solution. This ERP includes integrated business software applications including asset management, property management, customer service and work order management.

In 2020, as part of the Municipal Modernization Project, the County engaged Perry Group Consulting Ltd. to conduct a high-level review of the current BAS project situation, assess project delivery and operational issues with the BAS solution, and provide independent advice to the County on current state, issues and recommended next steps/actions.

The BAS High Level Project Review confirmed that the CentralSquare product-set is broadly suitable and upon completion will significantly increase efficiencies and improve customer service, but additional work is needed to assess gaps and provide solutions for missing or inefficient functionality and that the County should continue on the planned implementation path.

The report also provided the following recommendations specific to required resources including a dedicated full time project manager and additional resources (secondments) from the business units where the system is being deployed

The report also noted that ERP projects typically take up to five years to implement, and while the County is behind its stated schedule, that is not uncommon.

## **ANALYSIS:**

Faced with concerns about the growing complexity of the project and the inability to meet certain key milestones, staff have re-engaged with Perry Group Consulting Ltd. on the BAS project as part of Perry Group's ongoing review of the Innovation and Technology Services (ITS) Division resource requirements. One of the key considerations of the Perry Group's review of resource needs is the transition of the BAS project into the ITS Business Solutions group.

While the Perry Group's final review has not been completed, the general consensus is that the current approach to the BAS project implementation is unlikely to achieve the project goals. Initial recommendations, based on ongoing discussions with the Perry Group, are to transition the project to the Business Solutions Team in ITS and split the project into smaller distinct pieces that may be more manageable to achieve. There is also the recognition that the original goals of the project were unrealistic and that due to the relatively small size of the County related to the complexity of operations of a single tier municipality there will be no perfect solution for the County.

At this time the County is waiting for the final Perry Group reports on their go forward plan for the BAS project as well as the ITS Division resource requirements. In the interim the project will continue to move forward and the following staff will be required to continue their secondments, potentially through to April 2023 until a longer term plan can be presented to Council with the Tax Supported Operating Budget:

- 2.0 FTE Human Resources (Coordinator HRMS/Benefits and Compensation Specialist)
- 2.0 FTE Innovation and Technology Services (Service Desk Analyst and Supervisor, Business Solutions)

It is anticipated that the Perry Group's reports will dictate both the duration and number of secondments required for the BAS project and that any required budget impacts will be addressed at that time.

**FINANCIAL/LEGAL IMPLICATIONS:**

For the reasons discussed in the previous section, the secondments of the four staff working on the BAS project are proposed to be extended to the end of April 2023 or until a longer term financial plan has been approved by Council. Any additional funding that may be required would come from the funding sources related to the Business Application Software project shown in the following table, specifically CRR – Information technology:

	<b>Current Approved Budget</b>
<b>Capital Expenditures:</b>	
Project Expenditures	\$3,150,300
<b>Total Capital Expenditures:</b>	<b>\$3,150,300</b>
<b>Financing:</b>	
CRR- Information Technology	\$1,522,800
CRR – General	\$755,500
Contingency Reserve	\$872,000
<b>Total Financing:</b>	<b>\$3,150,300</b>

As any changes would only impact the capital reserve funds noted above there will be no levy impact on the 2023 Draft Tax Supported Capital Budget.

**STAKEHOLDER IMPACTS:**

Not applicable.

**REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

**ATTACHMENTS:**

None

## HALDIMAND COUNTY

### Report ENG-10-2022 Ministry of Transportation Connecting Links Program 2023-24 Funding Application – Highway 3 (Talbot Street) Jarvis

For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To obtain the required resolutions for the Ministry of Transportation Connecting Links Program 2023-24 Highway 3, Jarvis funding application.

### RECOMMENDATIONS:

1. THAT Report ENG-10-2022 Ministry of Transportation Connecting Links Program 2023-24 Funding Application – Highway 3 (Talbot Street) Jarvis be received;
2. AND THAT the Highway 3 (Talbot Street) Jarvis application meets the requirements of the Ministry of Transportation Connecting Links Program as described in the Program Guide;
3. AND THAT a comprehensive Asset Management Plan including connecting links has been completed and publicly posted;
4. AND THAT Haldimand County will comply with the conditions that apply to designated connecting links under the Highway Traffic Act to ensure the safe and efficient movement of provincial traffic;
5. AND THAT the Highway 3 (Talbot Street) Jarvis project put forward in the application will be completed and the milestones met as stated in the application;
6. AND THAT the Highway 3 (Talbot Street) Jarvis Connecting Links application is complete and factually accurate.

**Prepared by:** Danielle Fletcher, C.Tech, rcji, Project Manager, Municipal Infrastructure, Engineering Services

**Reviewed by:** Kristopher R. Franklin, Manager, Engineering Services

**Respectfully submitted:** Tyson Haedrich, M. Eng., P. Eng., General Manager of Engineering & Capital Works

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Staff have submitted a funding application under the Ministry of Transportation Connecting Links Program 2023-2024 for Highway 3 (Talbot Street) Jarvis. One requirement of the Connecting Links Program application process is obtaining support of Council by approving the recommendations in this report.

This project was originally submitted through the 2022-23 Connecting Links Program and the County was not successful in being approved for funding. The MTO released the 2023-24 Connecting Links Program to municipalities on September 22<sup>nd</sup> with a submission deadline of November 16<sup>th</sup>. This funding application was submitted by the due date, however, given these timelines and the ongoing

municipal election, the MTO extended the deadline for the submission of the required Council resolution until the municipal election was complete and the first available meeting with the new Council.

## **BACKGROUND:**

Connecting links are municipal roads that connect two ends of a provincial highway through a community. These are critical roadways that serve provincial and municipal interests, as they carry long distance provincial highway traffic moving through communities, as well as local traffic within the community.

Connecting links are formally designated under Section 21 of the Public Transportation and Highway Improvement Act, R.S.O. 1990, c. P. 50 as amended. Under the Act, a Connecting Link remains a “highway” under the jurisdiction and control of the municipality, however it is still subject to certain conditions as outlined in the Highway Traffic Act.

Haldimand County has five designated connecting links on Highways 3 and 6 in the communities of Hagersville, Jarvis, Cayuga and Dunnville. The Ministry of Transportation’s Connecting Links Program provides dedicated Provincial funding for road and bridge projects on designated connecting link highways.

Through the 2023-24 Connecting Links Program the Province is investing \$30 million in for the construction and repair of roads and bridges on connecting links. This funding is available to the seventy-seven Ontario municipalities with designated connecting links. The Ministry of Transportation (MTO) will provide funding for up to 90% of total eligible project costs with a maximum amount of \$3 million funding per road project and \$5 million per bridge project. The objectives of the Connecting Links Program are to make connecting link investments that:

- address critical connecting link improvement needs;
- extend the lifecycle of the asset; and
- are cost effective and appropriate to address the connecting link need.

The Connecting Links Program has a one-stage application process requiring eligible connecting link municipalities to submit specific project information through a standard application form along with supporting documents. Funding decisions are expected in early 2023 and will be based on an assessment of connecting link needs, the MTO’s prioritization of submitted projects and the available budget in any year.

The County has been successful in the past with Connecting Link Program applications, receiving funding for the following projects:

- 2016 - Jarvis (Talbot Street) Highway 3 – \$1.3 million.
- 2017 - Hagersville (Main Street) Highway 6 – \$1.8 million.
- 2020 - Dunnville (Broad Street – Oak to Inman) Highway 3 – \$892,100.
- 2021 - Dunnville (Broad Street – Pine to Oak) Highway 3 – \$911,900.

It should be noted that the Highway 3 (Talbot Street) Connecting Link in Cayuga and the Highway 6 (Main Street) Connecting Link in Jarvis were completed by the County in 2015 and 2016, respectively, without funding through this program.

## **ANALYSIS:**

The MTO released the 2023-24 Connecting Links Program to municipalities on September 22<sup>nd</sup> with a submission deadline of November 16<sup>th</sup>. Given these timelines and the ongoing municipal election, the MTO extended the deadline for the submission of the required Council resolution until the first available

meeting with the new Council. For this application staff submitted the same road section on Highway 3 that was approved for the 2022-23 intake.

Based on the existing condition of the County's connecting links, staff have submitted a funding application under this program for Highway 3 (Talbot Street) in Jarvis with estimated eligible costs of \$690,238 (including non-rebateable HST). This includes the cost to mill and repave the roadway and required spot repair of curbs and sidewalks. Since the last resurfacing in 2017 there have been multiple road cuts to the surface of the Talbot Street roadway so resurfacing will improve the ride for this arterial roadway. An application for the 2022 funding was submitted to the MTO for this same section of Highway 3 with eligible costs of \$551,000 (including non-rebateable HST). The increase in costs submitted for 2023 reflects the current construction prices.

It should also be noted that the 2016 Highway 3 (Talbot Street) project funded from the Connecting Link Program included the replacement of all curb and sidewalk as well as some stormwater drainage infrastructure. The current application is only for road resurfacing and hence the difference in cost between the current application and the 2016 grant amount.

One requirement of the Connecting Links Program application process is to demonstrate Council support for the project identified in the application by approving Recommendations 2 to 6 in this report and submitting a Council resolution as part of the application.

Recommendation 2 identifies that the project is eligible for funding as per the guidelines. Recommendation 3 refers to the County's 2022 Asset Management Plan which will be posted on the County's website. Recommendation 4 refers to the County's legislated responsibilities for connecting links under the Highway Traffic Act including MTO approvals for signal lights, traffic by-laws and bridge load postings. The remaining recommendations direct staff to ensure accuracy in the application and follow the process for construction and reporting should the funding be received.

## **FINANCIAL/LEGAL IMPLICATIONS:**

Funding for this project has not been previously budgeted. Based on current estimates, the eligible project costs will be \$690,238 (including non-rebateable HST) of which the County's 10% share will be \$69,024 and would need to be funded from internal reserves.

If the County is successful in receiving provincial funding through the Connecting Links Program, a subsequent report will be required to confirm the award of the funding and request the required budget revisions. If the County is unsuccessful in the funding application, the project will not proceed and will be identified in future Connecting Links Program funding applications.

## **STAKEHOLDER IMPACTS:**

Not applicable.

## **REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

## **ATTACHMENTS:**

1. Map

# Jarvis – Talbot Street Highway 3 – MTO Connecting Link



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# HALDIMAND COUNTY

## Report FIN-15-2022 User Fees and Charges Update for 2023

For Consideration by Council in Committee on December 6, 2022

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### OBJECTIVE:

To provide details of the proposed user fees and service charges for 2023 in preparation of the 2023 Tax Supported Operating Budget.

### RECOMMENDATIONS:

1. THAT Report FIN-15-2022 User Fees and Charges Update for 2023 be received;
2. AND THAT the proposed User Fees and Service Charges be approved, as outlined in Attachment 4 to Report FIN-15-2022, effective January 1, 2023, unless otherwise stated in the User Fees and Charges By-law;
3. AND THAT the User Fees and Charges By-law be presented for enactment.

**Prepared by:** Erika Tardif, Senior Financial Analyst

**Respectfully submitted:** Mark Merritt, CPA, CA, General Manager of Financial & Data Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Haldimand County has a Council approved User Fee policy that governs the setting, review, and maintenance of fees and charges. Based on the User Fee policy, staff recommend an annual increase to Tax Supported user fees; the increase is based on the analysis of underlying cost increases. New rates will take effect January 1, 2023, to avoid any unnecessary revenue shortfalls, as such Council approval of the revised fees prior to the expiry of the current schedule is required.

Generally, for 2023, the recommended fee increase to be applied to most user fees and charges is 3.00%. This is based on the policy which outlines cost recovery methods, with any exceptions to the application of this policy summarized in Table 1 and Table 2 attached to this report. Exceptions are primarily due to rounding, bi-annual increases for low dollar fees and economic conditions where annual fee increases have not kept pace with the underlying costs.

The operational impacts of the increased user fee revenues, in relation to the underlying services, will be reflected in the 2023 Draft Tax Supported Operating Budget.

### BACKGROUND:

The legislative authority and ability to establish fees and charges is set in the Municipal Act (the Act) under Part 12 and its related regulations. This section provides the authorization for a municipality to impose fees or charges on persons as follows:

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and

c) for the use of its property including property under its control.

This report proposes updates to the County's current user fees based on changes to the costs of delivering the services. The intent is to receive Council approval of the fees prior to the expiry of the current schedule, so that the new rates can take effect January 1, 2023 to avoid unnecessary revenue shortfalls. Although the Fees and Charges By-law does not contain an expiry date, some of the specific schedules do have effective dates for certain fees (i.e. Schedule H for Arena fees has an effective date of May 1, 2023 to April 30, 2024). Other schedules indicate the fee is a "2023 Charge" which could lead to confusion to the public if the fee schedule isn't updated for January 1, 2023. Timely annual increases to fees will also ensure the proportionate recovery of costs keeps pace with the anticipated inflationary increase in providing the services.

Council has used consistent principles and cost recovery methods since the establishment of an annual User Fees and Service Charges Update. In order to formalize the way the County determines its user fees, staff developed a policy which describes the key principles involved in administering user fees (Attachment 1). The purpose of this policy is to provide a framework to ensure a consistent approach for establishing user fees across the County. The policy is designed to improve consistency, transparency, efficiency and accountability in establishing and managing user fees. The policy promotes full cost recovery where possible and sets out a schedule for the on-going review of user fees to ensure that they are adjusted to reflect changes in the cost of delivering services, changes in service levels, as well as the continued relevance of policy objectives and actual outcomes. It is anticipated that periodic comprehensive reviews will be undertaken on various services and associated fees to ensure the requirements of the policy are adhered to. Staff will be reviewing these services and prioritizing the timing of the required user rate review schedule.

This report focuses on the proposed changes to the User Fees and Charges By-law and corresponding schedules for the 2023 fiscal year (effective January 1, 2023 unless otherwise noted). Any new services and applicable user fees or new fees for existing services (i.e. not previously recovered through fees) would be reflected by the applicable Division as a new initiative in the 2023 budget and are not included in this report. Additionally, if there are any proposed changes to the current method of applying user fees, they will be included as part of the budget deliberations or through a separate staff report from the applicable Division.

From a timing perspective, this report allows for Council's comprehensive review of fees and charges, independent of the budget deliberations. The expectation is that Council and the public will then better understand the impact of the proposed fees and charges, in relation to the associated costs to provide these services. Maximizing revenues from specific user fees and charges, where such can be identified and justified, helps relieve financial pressure on the overall tax levy. Council has the ability to delay the proposed changes to the Fees and Charges By-law, however this could lead to revenue shortfalls as costs of the services increase. It could also lead to confusion to the public as it has been common practice for several years to update the fees, effective January 1st. The longer the delay in implementing these fees, the more potential for lost revenue, as well as it may impact the ability of user groups to plan activities and develop their required fees.

## **ANALYSIS:**

The purpose of this report is to approve the following, as required to maintain current cost recovery ratios:

- Adjust fees for the economic increase in costs associated with the services being charged;
- Update the results of a re-calculation of the current cost recovery ratio of certain existing user fees;
- Update the User Fee By-law for any changes to fees that have occurred through a

- separate report to Council, but may not have been updated at the time of that report;
- Update the User Fee By-law and corresponding schedules for any description changes – as long as the scope of the service being provided or the method of application of the applicable fees has not changed;
- Advise of fees where no economic adjustment has been applied and provide rationale.

The proposed changes to the User Fees and Charges Schedules are reflected in their entirety as Attachment 4 to this report.

Table 1 (Attachment 2) identifies exceptions to general inflationary increases, such as housekeeping amendments and fees where economic adjustments have not been made (such fees are shaded in blue on Attachment 4). The related rationale for each exception is noted.

Additionally, as Council is aware, there has been an increase in the number of complaints from taxpayers indicating they did not receive their tax bill in the mail. Although the County has limited control over Canada Post and the accuracy of their delivery methods, the cost of a bill reprint in these situations has drawn the ire of many residents. As such, it is recommended that Council delegate the authority to the Treasurer to provide an annual, one-time, waiver of the applicable bill reprint in cases where the taxpayer indicates the original bill was not received. The current by-law delegates the authority to the Treasurer to write-off small balances under \$10 which the current fee would fall under. As these complaints are not significant (i.e. less than 50 per year), the loss revenue is anticipated to be minimal.

Other than the exceptions noted in Table 1, all fees have been subject to an annual inflationary adjustment. Based on an analysis of the increase in underlying costs between 2020 and 2021, the percentage increase, effective January 1st, 2023 (unless otherwise noted), is 3.00%. This increase supports the typically increasing costs to deliver services, year-over-year, while being mindful of the current economic climate and the impact it is having on users. Additionally, the inflationary increase supports the target base operating budget increases for the term of Council that will be presented with the 2023 Budget Guidelines. The actual increase reflected on some of these charges may not equate to exactly 3.00% due to rounding. It is the intent to use an average of historical increases in future years to moderate the annual impacts on fee changes year over year.

Table 2 (Attachment 3) summarizes the fees that have remained unchanged from 2023 (due to rounding adjustments or bi-annual increases in previous years) or have increased substantially more than 3.00% (i.e. by greater than 5%) due to bi-annual increases or specific economic circumstances. All fees that fall within these parameters have been shaded in orange on Attachment 4. This chart also details actual increases that vary from the annual inflationary adjustment due to:

- Small fees that are rounded for cash handling purposes (i.e. Student Educational Programs): It is not reasonable to adjust these on a yearly basis, due to the rounding that needs to be applied. In these circumstances, such fees are typically adjusted on a bi-annual basis in order to stabilize the increase in charges. As a result, certain years will see no increases while other years will see increases greater than the annual inflationary adjustment.
- Specific economic circumstances have resulted in a required increase substantially more than 3.00% (i.e. by greater than 5%): In these cases, annual inflationary adjustments have not kept pace with the underlying actual costs to provide these services (e.g. tax sale services require recalculation of full cost recovery on a periodic basis to ensure the intended recovery percentage is maintained).

## **FINANCIAL/LEGAL IMPLICATIONS:**

User fees and charges represent a major revenue source outside of general property taxes. As specifically identified services have traditionally been recovered in whole or part from user fees, these relative recovery rates must be re-evaluated on an annual basis to determine the impact on the tax levy. This review ensures the appropriate balance and support to the community while maintaining prudent fiscal management. Any reduction in the current relative recovery rates will have a negative impact on the tax levy.

In aggregate, the user fees outlined in the current user fees and charges by-law generate approximately \$4.77 million in annual revenue (excluding the building permit fees as these are legislated to be on a cost recovery/revenue neutral basis). This represents approximately 3.7% of the total annual Tax Supported Operating Revenues of approximately \$129 million.

Consumer inflation is often measured through the Consumer Price Index (CPI), which represents the purchasing patterns of an average consumer. CPI, however, does not adequately represent the municipal purchasing patterns. For example, the 3.0% inflationary increase recommended in this report is derived based on an analysis including the 5 year average of underlying cost increases and the average residential tax increase, where the 5 year CPI average is only 2.45%, however the 2022 average inflationary increase over 2021 is 7.0%. The recommended 3% was selected due to the economic pressures that users are currently facing and changes within the economic environment over the past six months. The operational impacts of the increased user fee revenues, in relation to the underlying services, will be reflected in the 2023 Draft Tax Supported Operating Budget.

## **STAKEHOLDER IMPACTS:**

The proposed fee increases impact the net operating budgets of the applicable Divisions as these fees are intended to recover in whole, or in part, the associated costs of the services provided. All affected Divisions were contacted to review the proposed user fees in the preparation of this report.

## **REPORT IMPACTS:**

Agreement: No

By-law: Yes

Budget Amendment: No

Policy: No

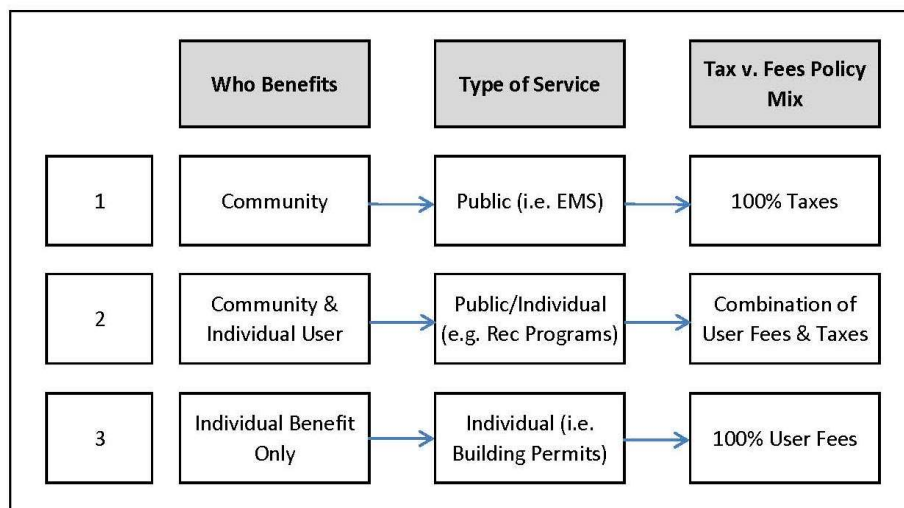
## **ATTACHMENTS:**

1. User Fees and Service Charges – Framework “Policy”
2. Table 1 – Summary of Exceptions
3. Table 2 – Fees with Annual Increases Greater than 5% or Unchanged from Previous Year
4. Draft User Fee By-law with Proposed User Fee Schedules “A” to “R”

### **User Fees and Service Charges Policy**

There are very few limitations/restrictions on fees and charges under the Act or related Regulations. There is also no requirement to consult the public prior to imposing such fees (with exception of Building Permit Fees which requires a public meeting). The County's Public Notice Policy provides specific notice to the public, at least once in a local weekly newspaper as well as on the County website, prior to passing a by-law imposing fees and charges (although there is no legislative requirement to do so). There is no other outside approval required with the exception of cemetery fees that must be submitted to the Cemetery Registrant for review. As a result, the legislative authority is very broad with respect to Council's authority to establish fees and charges.

County fees fall into three broad categories:



### **Principles:**

The following principles are used to govern the County's user fees:

#### **1. When to Charge User Fees:**

When it is determined that a service or activity provided by the County or Local Board confers a direct benefit on individuals, identifiable groups or business, a user fee will be set to recover the cost of providing the service.

If the charge is of a direct benefit to an individual only, the fee determined will cover the full cost of the service. When the service provided provides a benefit to both the individual user and to the community as a whole, then the fee will be subsidized by other revenue sources (e.g. taxation). When a service benefits the community as a whole, it will be funded by direct taxation revenues.

#### **2. Full Service Costs:**

The full cost of providing each User Fee Service will be determined as a starting point for setting each user fee, regardless of whether the full cost will be recovered.

### 3. Calculation of Full Cost

The full cost of each User Fee shall include the direct costs and indirect cost as outlined in the County's **Schedule R Template**. This template is updated annually once the budget is approved. It can be located in Excel, under the Finance tab under "My Templates". Divisional staff are encouraged to contact their Financial Analyst for assistance in calculating any user fees to ensure that all applicable costs captured appropriately.

### 4. Subsidy

Where less than the full cost of providing a user fee service is to be collected, the cost of providing the service is to be subsidized by other revenues. Current areas where subsidies form a part of the user fee structure include the following:

<b>Program/Service</b>	<b>Current Approved Subsidy Level</b>
Arenas	61%
Registered Pool Programs	34%
Recreation Programs	41%
Parks	86%
Cemetery Operational Fees	30%

Subsidy levels for Arenas, Registered Pool Programs, Recreation Programs, and Parks are based the following principles:

#### **Basic Principles for Recreation Fees**

- a) Foster active healthy living through physical activity and increase participation.
- b) Increase inclusion and access to recreation for all residents.
- c) Providing opportunities for choice of activity and that encourage participation in recreation and build strong, caring communities.
- d) Assumption that the investment and ongoing investments in capital facilities generate the expectation of access and use.
- e) The charging of fees should be consistent in terms of whether the service is a registered program or open access and supports healthy lifestyles. Following the Facility Booking Allocation Policy, fees should be structured so the County is competitive to those charged within the wider marketplace in nearby rural communities such that the use of the service is promoted – i.e. the fees should not be an incentive to look elsewhere.
- f) The fees charged for a service should be consistent across the County irrespective of the location by which they are offered.

### 5. Grants, Waivers and Exemptions

Grants, waivers and exemptions to the User Fee Policy may only be awarded if approved by Council, unless authority has been delegated elsewhere.

#### 6. Annual Inflationary Adjustment

Prior to the beginning of the upcoming fiscal year, Finance staff will coordinate and prepare an annual update to the current approved user fees, to be effective January 1<sup>st</sup> unless otherwise noted in the User Fee Schedules. It is the intent to use an average of historical increases (budget, actuals, and average residential tax increase) to moderate the annual impacts on fee changes year over year. By using the County's actual historical year over year increases as the basis for the inflationary adjustment, the user fee changes will better reflect the true costs of the services provided than if a more non-specific increase were to be used (e.g. CPI). There may be instances, however, where the regular inflationary increase is not reasonable. For example, small fees that are rounded for cash handling purposes will need to be reviewed on a case by case basis, as they are often subject to higher increases than the inflationary adjustment due to rounding. In these circumstances, it is suggested that these fees be increased on a bi-annual basis.

As the user fees related to water and wastewater are reviewed along with the budget, the related economic adjustment is to be determined based on the year over year budget increase on the costs drivers. For example, the 2017 economic adjustment would be based on the budgeted increase in drivers over what was budgeted in 2016.

#### 7. User Fee Review

Once initial fees are established, they will be reviewed annually to incorporate the inflationary adjustment mentioned previously, where applicable. A fulsome review for these fees should be considered every five years. If a user division initiates a review outside of the proposed schedule, then the schedule will be adjusted to reflect this change in timing.

#### 8. Public Notice

When user fees are recommended to be introduced or changes, the public will be notified. Public consultation should be included in the process as required (i.e. Building Permits).

#### 9. All Fees Approved by Council

User fees for all programs and services will be approved by Council before implementation. User fees charged by Local Boards will also require approval by Council.

#### 10. Policy Review

This policy should be reviewed annual in conjunction with the user fee update, or at any time there is any significant change in the application of the underlying principles contained herein.

**Table 1 - Summary of Exceptions**
*\*Shaded in blue on attachment 4*

Schedule	User Fee	Rationale
Schedule A - Corporate Administration & Schedule J - Heritage & Culture	Photocopies	<b><u>No economic adjustment applied</u></b> As this fee is small, any increase has a large impact. Given that it is significantly higher than most comparators, this fee is recommended to be kept at the current rate.
Schedule A - Corporate Administration	Marriage Licence	<b><u>No economic adjustment applied</u></b> Staff propose leaving this fee unchanged for 2023 as it is currently higher than many municipal comparitors. Staff intend to complete a thorough review
Schedule A - Corporate Administration	Legal Fee Recoveries / Administration of Tax Sale	<b><u>No economic adjustment applied</u></b> Staff propose leaving these fees unchanged for 2023 as it recovers legal fees charged. Staff will review for 2024
Schedule D - Environmental Operations	Wood Chips (per load)	<b><u>No economic adjustment applied</u></b> This is a nominal fee to ensure HST recovery at the Canborough Waste Management Facility is maximized, and as such, it is recommended to keep this fee status quo at this time.
Schedule F - Community Development & Partnerships - Parks	Lions Park Building (per day - summer only)	<b><u>No economic adjustment applied</u></b> Staff have recommended making fee comparable to Gazebo rentals as kitchen is no longer operational.
Schedule I – Community Development & Partnerships - Aquatics	Non-Resident Daily Admission (per person - Caledonia Pool)	<b><u>No economic adjustment applied</u></b> Applying the economic adjustment would require updating to three permanent signs, which would not be cost-effective given the minimal amount and newness of the fee (initiated in 2018).
Schedule K – Cemetery Services	Flat Marker care and maintenance; Upright monument up to 4ft care & maintenance; Upright monument over 4ft care & maintenance	<b><u>No economic adjustment applied</u></b> These fees are set by the Ministry of Government and Consumer Services and cannot be adjusted.
Schedule L - Emergency Services	Fire Vehicle Emergency Response Fees	<b><u>No economic adjustment applied</u></b> In order to remain consistent with MTO rates applicable on Provincial Highways.
Schedule N - Permits	All Fees	Housekeeping: Approval for 5 years of fees as public meeting was held in October 2022
Schedule O - By-law Enforcement/Animal Control	Dog and Kennel Licence Fees	<b><u>No economic adjustment applied</u></b> These fees are not proposed to increase for 2023 as they would have needed to be passed with an effective date of November 1st.
Schedule P - Community & Development Services	Economic Development & Tourism Sign Maintenance fees	<b><u>No economic adjustment applied</u></b> Staff recommend leaving the fees at their current rates until the strategy is complete.

**Table 2 - Fees with Annual Increases Greater than 5% or Unchanged from Previous Year**

(Higher Impacts Due to Rounding)

\*Shaded in orange on Attachment 4

Schedule	User Fee	2023 Increase	Last Increased
Schedule A - Corporate Administration	Arrears Notice Fee (per property)	0.00%	New in 2020
Schedule A - Corporate Administration	Tax Certificate - Paper Copy Surcharge	0.00%	New in 2022
Schedule B - Licensing	Annual Fee - Priority List - Late Fee	0.00%	2022
Schedule D – Environmental Services	Minimum Tipping Fee – Landfill Site and Transfer Station	5.26%	2022
Schedule F - Community Development & Partnerships - Parks	Ball Diamonds - Youth- Minor Field (per hr)	0.00%	2020
Schedule F - Community Development & Partnerships - Parks	Dunnville Farmers Market/Waterfront Pavilion	0.00%	2022
Schedule H - Community Development & Partnerships - Arenas	Adult/generl prime & non-prime	7.32%	2022
Schedule I - Community Development & Partnerships - Aquatics	Pool Rentals (schools only) - per hour	21.83%	2022
Schedule J - Community Development & Partnerships - Programs	Extended Care - morning or afternoon (per week)	0.00%	2020
Schedule J - Community Development & Partnerships - Programs	Extended Care - morning or afternoon (per day)	0.00%	2020
Schedule J - Community Development & Partnerships - Programs	Student (half day)	0.00%	2019
Schedule J - Community Development & Partnerships - Programs	Student (full day)	0.00%	2019
Schedule J - Community Development & Partnerships - Heritage & Culture	Research Fees - Members (per day)	0.00%	2019
Schedule K – Cemetery – Additional Services	Setting Markers (per 6.45 square cm of surface area)	0.00%	2019
Schedule O – By-law Enforcement – Animal Control	Impound Offence Fee - After hours pick up fee	5.56%	2022
Schedule P - Mapping Fees	Various Mapping Fees	0.00%	2019

Note: The fees in the above table with a 0% increase will be reviewed for 2024 to ensure appropriate increases are applied.

## THE CORPORATION OF HALDIMAND COUNTY

By-law Number /22

**Being a by-law to establish user fees and service charges  
for the Corporation of Haldimand County and to repeal  
By-law 2344/22**

**WHEREAS** Section 391 of the Municipal Act, 2001, S.O. 2001 c.25, as amended, provides that a municipality may pass by-laws imposing fees or charges for services or activities provided, for costs payable for services or activities provided or done by or on behalf of the municipality and for use of its property including property under its control;

**WHEREAS** Section 151 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, states that a municipality may provide for a system of licenses with respect to business and may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any part of the system of licenses established by the municipality;

**WHEREAS** the *Planning Act*, R.S.O. 1990, c.P.13, as amended, and the *Building Code Act*, 1992, S.O. 1992, c. 23, as amended, provide municipalities with authority to impose various fees and charges;

**WHEREAS** Development Charges, Water and Wastewater user fees, and certain license fees, namely Hunting and Lottery Licenses fees, are regulated under separate by-laws;

**AND WHEREAS** the Council of The Corporation of Haldimand County deems it expedient to enact a by-law establishing and requiring the payment of fees for information, services, activities and use of County property;,

**NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:**

1. **THAT** the fees and charges as set out in Schedule "A" through "R" attached hereto and forming part of this by-law are hereby established and adopted by the Council of the Corporation of Haldimand County;
2. **THAT** unless otherwise prescribed, no request by any person for any information, service, activity or use of County property described in Schedules "A" through "R" will be processed or provided by an County Official, unless and until the person requesting the information, service, activity or use of County property has paid the applicable fee or charge in the prescribed amount as set out in Schedules "A" through "R" to the County;
3. **THAT** in the event that any information, service, activity or use of County property is requested by a person, and a fee or charge for such information, service activity or use of County property has not been specifically provided for in Schedules "A" through "Q" hereto, a fee or charge shall be calculated by County staff utilizing the formula described in Schedule "R", attached hereto and

forming part of this by-law, and such fee or charge shall be deemed to be a fee or charge otherwise established and adopted by Council and shall be deemed to be included in Schedules "A" through "Q";

4. **THAT** in the event that any information, service, activity/use/destruction of County property is obtained or incurred by a person, and a fee or charge for such information, service, activity or use of County property has not been specifically provided for in Schedules "A" through "Q" hereto, a fee or charge shall be calculated by County staff utilizing the formula described in Schedule "R", attached hereto and forming part of this by-law, and such fee or charge shall be deemed to be a fee or charge otherwise established and adopted by Council and shall be deemed to be included in Schedules "A" through "Q".
5. **THAT** unless otherwise prescribed, the fees and charges established by this by-law shall be payable to The Corporation of Haldimand County by cash, money order, certified cheque or debit card when due.
6. **THAT** where any payment is received on account, the payment will first be applied against late payment charges owing according to the length of time the charges have been owing, with charges imposed earlier being discharged before charges imposed later. The payment will then be applied against the total amount owing according to the length of time they have been owing, with amounts imposed earlier being discharged before amounts imposed later.
7. **THAT** a percentage of one and on-quarter percent (1¼%) shall be imposed as a penalty for non-payment of fees and charges remaining unpaid on the first day following the last day for payment of such fees and charges and thereafter, an additional charge of one and one-quarter percent (1¼%) shall be imposed and shall be added to any remaining fees and charges remaining unpaid on the first day of such calendar month in which the default continues until a new by-law is established.
8. **THAT** Council delegate the authority to the Treasurer to adjust penalty/interest applied above under the following conditions: (i) if the County has applied said penalty/interest in error, at the sole discretion for the County, 100% of the penalty/interest applied will be removed; or (ii) if the County, at its sole discretion, was negligent or contributed in part to the application of the penalty/interest in error, 50% of the penalty/interest will be removed. All further adjustments to penalty/interest require specific Council approval or an appeal to the applicable Provincial court.
9. **THAT** Council delegate the authority to the Treasurer to write off small unpaid balances under \$10 as the Treasurer deems appropriate.
10. **THAT** in the event any part of this by-law, including any part of Schedules "A" through "R", is determined by a Court of competent jurisdiction to be invalid or of no force and effect, it is the stated intention of Council that such invalid part of the by-law shall be severable and that the remainder of this by-law including the

HALDIMAND COUNTY

By-law Number /22

remainder of Schedules "A" through "R", as applicable, shall continue to operate and to be in force and effect.

11. **THAT** in the event that another by-law of The Corporation of Haldimand County establishes a fee or charge that is not referenced by this by-law and that is not inconsistent with this by-law, the fee or charge established by that or another by-law shall be deemed to be included in Schedules "A" through "R" attached hereto.
12. **THAT** this by-law shall be know as the "User Fees and Service Charges By-law"/
13. **THAT** this by-law shall take precedence over any by-law with which it is inconsistent.
14. **THAT** By-law No. 2344/22 and any amendments thereto are hereby repealed in their entirety effective January 1, 2023 unless otherwise noted.
15. **THAT** this by-law shall be effective January 1, 2023.

READ a first and second time this 12<sup>th</sup> day of December, 2022.

READ a third time and finally passed this 12<sup>th</sup> day of December, 2022.

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MAYOR

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CLERK

Schedule	Division
<b>A</b>	Corporate Administration
<b>B</b>	Licensing
<b>C</b>	Roads Operations
<b>D</b>	Environmental Operations
<b>E</b>	Engineering Services
<b>F</b>	Community Development & Partnerships - Parks
<b>G</b>	Community Development & Partnerships - Facilities
<b>H</b>	Community Development & Partnerships - Arenas
<b>I</b>	Community Development & Partnerships - Aquatics
<b>J</b>	Community Development & Partnerships - Programs/Heritage and Culture
<b>K</b>	Cemetery Services
<b>L</b>	Emergency Services
<b>M</b>	Grandview Lodge
<b>N</b>	Permits
<b>O</b>	By-law Enforcement/Animal Control
<b>P</b>	Community & Development Services
<b>Q</b>	Planning & Development
<b>R</b>	FEES AND CHARGES ESTIMATE FORMULA

**Schedule A**

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Corporate Administration	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
<b>Clerk's Division</b>					
Clerk's Division	Death Registration	\$34.75	\$35.75	2.88%	2
Clerk's Division	Commissioner of Oath Services	\$22.00	\$22.50	2.27%	2
Clerk's Division	Certification of True Copy	\$22.00	\$22.50	2.27%	2
Clerk's Division	Marriage Licence	\$157.00	\$157.00	0.00%	2
Clerk's Division	Retail Business Holidays Act Exemption	\$719.00	\$740.50	2.99%	2
Clerk's Division	Road Side Trapping Permit	\$22.00	\$22.50	2.27%	2
Clerk's Division	Civil Marriages- Administration	\$321.50	\$331.25	3.03%	1
Clerk's Division	Liquor License- Municipal Information Form & Letters for Special Occasion Permits	\$22.00	\$22.50	2.27%	1
Clerk's Division	Photocopies (per page)	\$0.80	\$0.80	0.00%	3
<b>Finance</b>					
Finance Division	Duplicate Receipts/Bill Reprints/Statement of Account (per property/account)	\$7.70	\$7.90	2.60%	2
Finance Division	Income Tax Letters (per property)	\$7.70	\$7.90	2.60%	2
Finance Division	Arrears Notice Fee (per property) - Paper Copy	\$5.00	\$5.00	0.00%	2
Finance Division	Tax Certificates	\$67.50	\$69.50	2.96%	2
Finance Division	Tax Certificates - Paper Copy Surcharge	\$10.00	\$10.00	0.00%	2
Finance Division	NSF/Returned Payment	\$38.00	\$39.00	2.63%	2
Finance Division	Non Canadian Fund Charge	\$71.00	\$73.00	2.82%	2
Finance Division - Agreement Processing	Subdivision per Lot	\$40.50	\$41.50	2.47%	2
Finance Division - Agreement Processing	Subdivision (minimum)	\$460.00	\$474.00	3.04%	2
Finance Division - Agreement Processing	Site Plan with Servicing	\$460.00	\$474.00	3.04%	2
Finance Division - Agreement Processing	Site Plan without Servicing	\$232.00	\$239.00	3.02%	2
Finance Division - Agreement Processing	Administration for Front End Financing - Residential and Non-Residential	\$5,253.00	\$5,411.00	3.01%	2
Finance Division - Agreement Processing	Front End Financing - Residential and Non-Residential - recovery of consulting, legal and other costs incurred	full cost recovery	full cost recovery	n/a	2
Finance Division - Tax Sale Fee	Advertising	Actual Costs Incurred	Actual Costs Incurred	n/a	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process A - Tax Arrears Certificate; Title Search	\$648.00	\$648.00	0.00%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process B - Notification; Statutory Declaration	\$432.00	\$432.00	0.00%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process C - 280 Day Notification; Statutory Declaration	\$324.00	\$324.00	0.00%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process D - Tax Arrears Cancellation Certificate	\$386.00	\$386.00	0.00%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process E - Issue and Registration of Tax Deed	\$551.00	\$551.00	0.00%	2
Finance Division - Tax Sale Fee	Administration of Tax sale Process	\$287.00	\$287.00	0.00%	2
Finance Division - Tax Sale Fee	Tax Sale Extension Agreement	\$287.00	\$287.00	0.00%	2
Finance Division - Tax Sale Fee	Administration of Tax Sale Tender	\$143.00	\$143.00	0.00%	2
Finance Division - Tax Account Setup	New Owner Account Maintenance	\$35.00	\$36.00	2.86%	2
Finance Division - Transfer to Taxes	Transfer Arrears to Taxes for Collection	\$35.00	\$36.00	2.86%	2
<b>Legal &amp; Support Services</b>					
Legal & Support Services Division	Subrogation of Insurance Claims Administration Fee	\$130.00	\$134.00	3.08%	2



### Schedule A

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Corporate Administration	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Legal & Support Services Division	Road Closure- Administration	\$1,243.00	\$1,280.00	2.98%	2
Legal & Support Services Division	Administration Fee - License Agreements, Lease Requests, Easements over County Property and Encroachments	\$242.00	\$249.00	2.89%	2
Legal & Support Services Division	Unsolicited Offers for County Real Estate	\$745.00	\$767.00	2.95%	2
<b>Office of the CAO</b>					
Office of the CAO	Sale of Haldimand County Flags	\$55.00	\$57.00	3.64%	1



### Schedule B

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.  
Licensing application fees are non-refundable.

Licensing	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Adult Entertainment	Parlour – Owner	\$1,751.00	\$1,804.00	3.03%	2
Adult Entertainment	Parlour – Owner Late Fee	\$877.00	\$903.00	2.96%	2
Adult Entertainment	Parlour – Operator	\$366.00	\$377.00	3.01%	2
Adult Entertainment	Parlour – Operator - Late Fee	\$184.00	\$190.00	3.26%	2
Adult Entertainment	Entertainer	\$146.00	\$150.00	2.74%	2
Adult Entertainment	Entertainer - Late Fee	\$75.00	\$77.00	2.67%	2
Adult Entertainment	Adult Sex Film Parlour – Class A	\$877.00	\$903.00	2.96%	2
Adult Entertainment	Adult Sex Film Parlour – Class A - Late Fee	\$440.00	\$453.00	2.95%	2
Adult Entertainment	Adult Sex Film Parlour – Class B	\$440.00	\$453.00	2.95%	2
Adult Entertainment	Adult Sex Film Parlour – Class B - Late Fee	\$221.00	\$228.00	3.17%	2
Adult Entertainment	Charitable Adult Entertainment Event	\$146.00	\$150.00	2.74%	2
Adult Entertainment	Charitable Adult Entertainment Event - Late Fee	\$75.00	\$77.00	2.67%	2
Mobile Food Premises	Mobile Food Premises	\$440.00	\$453.00	2.95%	2
Mobile Food Premises	Mobile Food Premises - Late Fee	\$75.00	\$77.00	2.67%	2
Motor Vehicle Racing - Formula Track	Initial Application	\$2,923.00	\$3,011.00	3.01%	2
Motor Vehicle Racing - Formula Track	Renewal with changes	\$2,923.00	\$3,011.00	3.01%	2
Motor Vehicle Racing - Formula Track	Renewal with changes - Late Fee	\$621.00	\$640.00	3.06%	2
Motor Vehicle Racing - Straight or Oval Track	Initial Application	\$2,632.00	\$2,711.00	3.00%	2
Motor Vehicle Racing - Straight or Oval Track	Renewal with changes	\$2,632.00	\$2,711.00	3.00%	2
Motor Vehicle Racing - Straight or Oval Track	Renewal with changes - Late Fee	\$621.00	\$640.00	3.06%	2
Motor Vehicle Racing - Business	Renewal with no changes	\$696.00	\$717.00	3.02%	2
Motor Vehicle Racing - Business	Renewal with no changes - Late Fee	\$248.00	\$255.00	2.82%	2
Motor Vehicle Racing - Business	Owner Licence Transfer Fee	\$126.00	\$130.00	3.17%	2
Pawn Broker	Pawn Broker License	\$291.00	\$300.00	3.09%	2
Pawn Broker	Pawn Broker License - Late Fee	\$75.00	\$77.00	2.67%	2
Public Entertainment	Motor Vehicle Racing Event License	\$838.00	\$863.00	2.98%	2
Public Entertainment	Public Entertainment License	\$1,243.00	\$1,280.00	2.98%	2
Public Entertainment	Public Entertainment License - Late Fee	\$476.00	\$490.00	2.94%	2



### Schedule B

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.  
Licensing application fees are non-refundable.

Licensing	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Salvage Yards	Owner of a Salvage Yard	\$731.00	\$753.00	3.01%	2
Salvage Yards	Owner of a Salvage Yard - Late Fee	\$221.00	\$228.00	3.17%	2
Hired Vehicle	Taxicab Owner (Per Vehicle)	\$226.00	\$233.00	3.10%	2
Hired Vehicle	Taxicab Owner (Per Vehicle) - Late Fee	\$111.00	\$114.00	2.70%	2
Hired Vehicle	Taxicab Driver	\$88.00	\$91.00	3.41%	2
Hired Vehicle	Taxicab Driver - Late Fee	\$44.00	\$45.00	2.27%	2
Hired Vehicle	Taxicab Substitute Vehicle (Per Vehicle)	\$186.00	\$192.00	3.23%	2
Hired Vehicle	Taxicab - Lost, Damaged or Stolen Licences and Plates	\$37.00	\$38.00	2.70%	2
Hired Vehicle	Specialty Vehicle Owner (Per Vehicle)	\$226.00	\$233.00	3.10%	2
Hired Vehicle	Specialty Vehicle Owner (Per Vehicle) - Late Fee	\$111.00	\$114.00	2.70%	2
Hired Vehicle	Specialty Vehicle Driver	\$88.00	\$91.00	3.41%	2
Hired Vehicle	Specialty Vehicle - Late Fee	\$44.00	\$45.00	2.27%	2
Hired Vehicle	Specialty Vehicle - Lost, Damaged or Stolen Licenses and Plates	\$37.00	\$38.00	2.70%	2
Hired Vehicle	Annual Fee - Priority List	\$61.00	\$63.00	3.28%	2
Hired Vehicle	Annual Fee - Priority List - Late Fee	\$13.00	\$13.00	0.00%	2



### Schedule C

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Roads Operations	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Roads Operations	Entrance Permit	\$191.00	\$197.00	3.14%	2
Roads Operations	Excavation/ Occupancy	\$241.00	\$248.00	2.90%	2
Roads Operations	Entrance Permit Open Ditch - Refundable Deposit	\$216.00	\$222.00	2.78%	2
Roads Operations	Entrance Permit Urban Curb & Gutter - Refundable Deposit	\$865.00	\$891.00	3.01%	2
Roads Operations	Entrance Permit Commercial/Industrial - Refundable Deposit	\$2,102.00	\$2,165.00	3.00%	2
Roads Operations	Excavation Open Ditch - Gravel - Refundable Deposit	\$458.00	\$472.00	3.06%	2
Roads Operations	Excavation Open Ditch - Hardtop - Refundable Deposit	\$1,022.00	\$1,053.00	3.03%	2
Roads Operations	Excavation Urban Curb & Gutter - Refundable Deposit	\$1,870.00	\$1,926.00	2.99%	2
Roads Operations	Excavation Commercial/Industrial - Refundable Deposit	\$2,536.00	\$2,612.00	3.00%	2
Roads Operations	Occupancy - Refundable Deposit	\$115.00	\$118.00	2.61%	2
Roads Operations	Moving/ Oversized load- per trip	\$112.00	\$115.00	2.68%	2
Roads Operations	Moving/ Oversized load- per trip - Refundable Deposit	\$689.00	\$710.00	3.05%	2
Roads Operations	Moving/ Oversized load- annual fee	\$449.00	\$462.00	2.90%	2
Roads Operations	Moving/ Oversized load- annual fee - Refundable Deposit	\$689.00	\$710.00	3.05%	2
Roads Operations	Road Damage Fee	\$114.00	\$117.00	2.63%	2
Roads Operations	Road Damage Deposit	\$701.00	\$722.00	3.00%	2
Roads Operations	Site Alteration Permit	\$241.00	\$248.00	2.90%	2
Roads Operations	Services- Cost Recovered (see below)				2

Cost Recovered Services: The Operation Division also charges the cost for activities/ maintenance required outside of the normal requirements of the Municipality. These include, but are not limited to Motor Vehicle Accidents, Fire (both business and residential), environmental, etc. The Operations Division shall recover all costs to perform the required works in order to return the Municipal property to current standards followed by the Municipality. Recoverable charges include: wages and benefits, administration (OH), supervision, equipment time, materials, outside resources, consultants, contractors, permits required, etc. as mentioned in Schedule "B"



### Schedule D

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Environmental Operations	Description	2021 Charge	2022 Charge	2023 Charge	% Increase	TAX Rate
Solid Waste Operations	Tipping Fee Rate per tonne	\$132.00	\$136.00	\$140.00	2.94%	2
Solid Waste Operations	Minimum Tipping Fee - Transfer Station	\$18.00	\$19.00	\$20.00	5.26%	2
Solid Waste Operations	Mississaugas of the New Credit residential waste	(per agreement)	(per agreement)	(per agreement)	n/a	2
Solid Waste Operations	Sale of Composter	\$33.00	\$34.00	\$35.00	2.94%	3
Solid Waste Operations	Wood Chips (per load)	\$5.00	\$6.00	\$6.00	0.00%	3
Solid Waste Operations	Refrigerant Containing Units (per unit)	\$50.00	\$52.00	\$54.00	3.85%	3
Storm Sewer	Storm Sewer Inspection (per hour)	\$97.00	\$100.00	\$103.00	3.00%	2



## Schedule E

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Engineering Services	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Engineering Services - Subdivision/Condominium/ <b>Site Plan/External</b> <b>Works Agreement Review</b>	3% of work to be assumed	3% of actual cost	3% of actual cost	n/a	2
Engineering Services	All other agreements	\$287.00	\$296.00	3.14%	2
Engineering Services	Municipal drain reapportionment agreement	\$216.00	\$222.00	2.78%	2



## Schedule F

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Parks	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
<b>Park Rentals</b>					
Parks	Pavilion Rentals (per day)	\$62.25	\$64.00	2.81%	1
Parks	Picnic/Bandshell/Gazebo Areas (per day)	\$38.00	\$39.25	3.29%	1
Parks	Lions Park Building (per day - summer only)	\$100.50	\$39.25	-60.95%	1
Park Rentals - Events	Day/Evening Rate with alcohol	\$170.75	\$175.75	2.93%	1
Park Rentals - Events	Day/Evening Rate no alcohol	\$108.75	\$112.00	2.99%	1
Park Rentals - Events	Setup/Takedown	\$68.75	\$70.75	2.91%	1
Dunnville Farmers Market/Waterfront Pavilion	Public Rental - per use	\$38.00	\$38.00	0.00%	1
Park Rentals - Events	Park rentals for County Approved Community Special Events	no charge	no charge	n/a	
Park Rentals - Events	Key Replacement	\$25.00	\$25.00	0.00%	1
<b>Field Rentals</b>					
Ball Diamonds	Adults- Major Field (per hr)	\$23.25	\$24.00	3.23%	1
Ball Diamonds	Adults- Minor Field (per hr)	\$9.75	\$10.00	2.56%	1
Ball Diamonds	Youth- Major Field (per hr)	\$9.75	\$10.00	2.56%	1
Ball Diamonds	Youth- Minor Field (per hr)	\$4.75	\$4.75	0.00%	1
Ball Diamonds	Lights (per evening)	\$25.75	\$26.50	2.91%	1
Ball Diamonds	Youth Practices	no charge	no charge	n/a	
Ball Park Rentals - Events & Tournaments	Day/Evening Rate with alcohol, per Diamond (per day)	\$85.25	\$87.75	2.93%	1
Ball Park Rentals - Events & Tournaments	Day/Evening Rate no alcohol, per Diamond (per day)	\$54.25	\$56.00	3.23%	1
Ball Park Rentals - Events & Tournaments	Setup/Takedown (per day)	\$34.25	\$35.25	2.92%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1



## Schedule G

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Facilities	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
<b>Hall Rentals</b>					
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Day/evening with alcohol	\$253.00	\$261.00	3.16%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Day/evening without alcohol	\$129.00	\$133.00	3.10%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Hourly with alcohol	\$74.00	\$76.25	3.04%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Hourly without alcohol	\$37.25	\$38.25	2.68%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-profit day/evening with alcohol	\$151.00	\$156.00	3.31%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-profit day/evening without alcohol	\$76.75	\$79.00	2.93%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-Profit Hourly with alcohol	\$45.50	\$46.75	2.75%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-profit hourly without alcohol	\$23.00	\$23.75	3.26%	1
Sports Event	In conjunction with ice/floor rental, as per Facility Booking and Ice Allocation Policy	no charge	no charge	n/a	
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
Facility Rental	Damage Deposit	\$304.00	\$313.00	2.96%	1
<b>Community Event Trailer Rentals</b>					
Community Event Trailer	Per Non Profit Event - Within Haldimand County	no charge	no charge	n/a	
Community Event Trailer	Per Corporate Event - Within Haldimand County	\$1,056.25	\$1,088.00	3.01%	1
Community Event Trailer	Per Event - Outside Haldimand County	\$3,029.00	\$3,119.75	3.00%	1



## Schedule H

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Arenas	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
<b>Arena Ice Rentals</b>					
Arena - Ice (per hour)	Adult/general prime	\$198.00	\$212.50	7.32%	1
Arena - Ice (per hour)	Adult/general non-prime	\$99.00	\$106.25	7.32%	1
Arena - Ice (per hour)	Recreational youth - prime	\$137.00	\$141.00	2.92%	1
Arena - Ice (per hour)	Recreational youth - non-prime	\$89.00	\$91.75	3.09%	1
Arena - Ice (per hour)	Youth - prime	\$121.25	\$125.00	3.09%	1
Arena - Ice (per hour)	Youth - non-prime	\$85.00	\$87.50	2.94%	1
Arena - Ice (per hour)	Stat Holiday Premium (applicable prime rate plus stat holiday premium)	\$21.00	\$21.50	2.38%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
<b>Arena Floor Rentals</b>					
Arena - Floor (per hour)	Hourly rate- sports (youth rentals or adults Monday-Friday - no alcohol)	\$48.50	\$50.00	3.09%	1
Arena - Floor (per hour)	Hourly rate- sports ( weekends & STAT holidays -no alcohol)	\$97.00	\$100.00	3.09%	1
Arena - Floor (per day)	For Profit Events with admission (per day)	\$1,091.50	\$1,124.25	3.00%	1
Arena - Floor (per day)	Day/evening rate - non sporting events (with alcohol - per day)	\$702.75	\$723.75	2.99%	1
Arena - Floor (per day)	Day/evening rate - non sporting events (with no alcohol - per day)	\$402.50	\$414.50	2.98%	1
Arena - Floor (per day)	Setup/takedown rate	\$157.00	\$161.75	3.03%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
<b>Arena Programs</b>					
Arena Programs	All Arena Programs	no charge	no charge	n/a	



## Schedule H

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Arenas	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
<b>Arena Advertising</b>					
Arena - Advertising	Arena Board Advertisement	\$866.00	\$892.00	3.00%	1
Arena - Advertising	Non-Prime Arena Board Advertising	\$606.00	\$624.00	2.97%	1
Arena - Advertising	Four Prime Arena Boards for the Price of Three	\$2,599.00	\$2,676.00	2.96%	1
Arena - Advertising	Four Non-Prime Arena Boards for the Price of Three	\$1,817.00	\$1,872.00	3.03%	1
Arena - Advertising	Scoreclock	\$1,731.00	\$1,784.00	3.06%	1
Arena - Advertising	Single Side - Ice Resurfacer	\$866.00	\$892.00	3.00%	1



## Schedule I

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Aquatics	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
<b>Pool Rentals</b>					
Aquatics	Pool Rentals 2 Guards covers max. 75 kids - per hour	\$96.25	\$99.25	3.12%	1
Aquatics	Pool Rentals (schools only) - per hour	\$49.25	\$60.00	21.83%	1
Aquatics	Pool Rentals- Additional Guards - per hour	\$29.75	\$30.00	0.84%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
<b>General Admissions</b>					
Aquatics	Recreational swim (public, family. Length): adults	no charge	no charge	n/a	
Aquatics	Recreational swim (public, family. Length): children	no charge	no charge	n/a	
Aquatics	Recreational swim (public, family, length): family rate	no charge	no charge	n/a	
Aquatics	Non-Resident Swim Admission (per person) - Caledonia Pool	\$5.00	\$5.00	0.00%	3
Aquatics	Aquafit	no charge	no charge	n/a	
<b>Registered Programs</b>					
Aquatics	Parent & Tots (levels 1-3) - 10 Classes	\$58.75	\$60.50	2.98%	2
Aquatics	Preschool (levels A-E) - 10 Classes	\$58.75	\$60.50	2.98%	2
Aquatics	Swim Patrol (7 - rookie, 8 - ranger & 9 - star) - 10 Classes	\$66.50	\$68.50	3.01%	3
Aquatics	Swim Team - Season	\$78.75	\$81.00	2.86%	2
Aquatics	Swimmer (levels 1-6) - 10 Classes	\$58.75	\$60.50	2.98%	2
Aquatics	Teen Lessons - 8 Classes	\$58.75	\$60.50	2.98%	2
Aquatics	Adult Lessons - 8 Classes	\$58.75	\$60.50	2.98%	1
Aquatics	Bronze Cross	\$148.25	\$152.75	3.04%	2
Aquatics	Bronze Medallion	\$143.50	\$147.75	2.96%	2
Aquatics	Emergency First Aid	\$38.00	\$39.25	3.29%	2
Aquatics	Bronze Cross/Bronze Medallion- Manual fee	cost recovery	cost recovery	n/a	3
Aquatics	Bronze Star	\$87.00	\$89.50	2.87%	2
Aquatics	Distinction	\$89.00	\$91.75	3.09%	1
Aquatics	Aquatic Supervisor Training (AST)	\$89.00	\$91.75	3.09%	1
Aquatics	Junior Lifeguard Club - Season	\$66.50	\$68.50	3.01%	2
Aquatics	Lessons- Private (per hr)	\$41.50	\$42.75	3.01%	2
Aquatics	Lessons- Semi-private (per hr)	\$34.75	\$35.75	2.88%	2



## Schedule I

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Aquatics	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
Aquatics	Wading Pool Attendant Course	\$59.25	cost recovery	n/a	1
Aquatics	NL (National Lifeguard) Recertification	\$84.50	\$87.00	2.96%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1



## Schedule J

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Programs/Heritage and Culture	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
<b>Programs</b>					
Day Camps	Day Camps (per week)	\$119.50	\$123.00	2.93%	2
Day Camps	Extended Care - morning or afternoon (per week)	\$30.00	\$30.00	0.00%	2
Day Camps	Extended Care - morning or afternoon (per day)	\$5.50	\$5.50	0.00%	2
Day Camps	One Day (full day, non-trip)	\$24.75	\$25.50	3.03%	2
Day Camps	Trip Day	\$44.50	\$45.75	2.81%	2
March Break Camp	Full Day March Break Camp	\$119.50	\$123.00	2.93%	2
Specialty Camps	Specialty Camps (per week)	\$163.25	\$168.25	3.06%	2
Specialty Camps	Leadership Training (per week)	\$163.25	\$168.25	3.06%	2
Instructional	First Aid, CPR, AED	Actual Cost	Actual Cost	n/a	
Community Guide	Advertising	Cost Recovery	Cost Recovery	n/a	
<b>Heritage &amp; Culture</b>					
Annual Museum Membership Fees	Adult/ Senior Membership	\$28.25	\$29.00	2.65%	2
Annual Museum Membership Fees	Student Membership	\$14.00	\$14.50	3.57%	2
Annual Museum Membership Fees	Family Membership	\$42.25	\$43.50	2.96%	2
Annual Museum Membership Fees	Corporate Membership	\$140.25	\$144.50	3.03%	2
Heritage & Culture	Art Sales (solo & juried exhibitions)	30% commission	30% commission	n/a	2
Children's Workshops	Full Day Program	\$28.25	\$29.00	2.65%	2
Children's Workshops	Half Day Program	\$14.00	\$14.50	3.57%	2
Children's Workshops	Day Program - Materials	Cost Recovery	Cost Recovery	n/a	2
Educational Programs	Student (half day)	\$3.75	\$3.75	0.00%	2
Educational Programs	Student (full day)	\$7.50	\$7.50	0.00%	2
Educational Programs	Walking tour	Cost Recovery	Cost Recovery	n/a	2
Educational Programs	Bus tour	Cost Recovery	Cost Recovery	n/a	2
Adult Workshops	Regular Adult Workshops	Cost Recovery	Cost Recovery	n/a	1
Adult Workshops	Series Adult Workshops	Cost Recovery	Cost Recovery	n/a	1
Meeting Room Rental	Monday to Friday 8:30am-4:30pm - per hour (no alcohol)	\$32.75	\$33.75	3.05%	1
Meeting Room Rental	Evenings and weekends - per hour (no alcohol)	\$46.00	\$47.50	3.26%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
Heritage & Culture	Photocopies	\$0.80	\$0.80	0.00%	3
Research Fees	Non-members (per day)	\$11.00	\$11.25	2.27%	2



## Schedule J

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Programs/Heritage and Culture	Description	Effective May 1, 2022 to April 30, 2023	Effective May 1, 2023 to April 30, 2024	% Increase	TAX Rate
Research Fees	Members (per day)	\$4.00	\$4.00	0.00%	2
Research Fees	Contracted Research - 2 hr min (per hour)	\$27.75	\$28.50	2.70%	2
Heritage & Culture	Various Speaking Engagements- hourly rate plus mileage & accommodation if required	\$55.50	\$57.25	3.15%	2
Heritage & Culture	Juried Art Show Registration (up to 3 submissions) (per artist)	\$27.75	\$28.50	2.70%	2



## Schedule K

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Cemetery Services	Description	2021 Charge	2022 Charge	2023 Charge	% Increase	TAX Rate
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Sold in a row - Land	\$585.00	\$603.00	\$621.00	2.99%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Sold in a row - Care & maintenance)	\$389.00	\$401.00	\$413.00	2.99%	1
	<b>TOTAL Single lot - (1 x 3 m) - Sold in a row including Care &amp; maintenance</b>	<b>\$974.00</b>	<b>\$1,004.00</b>	<b>\$1,034.00</b>	2.99%	<b>1</b>
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Standard - Land	\$654.00	\$674.00	\$694.00	2.97%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Standard - Care & maintenance)	\$436.00	\$449.00	\$462.00	2.90%	1
	<b>TOTAL Single lot - (1 x 3 m) - Standard including Care &amp; maintenance</b>	<b>\$1,090.00</b>	<b>\$1,123.00</b>	<b>\$1,156.00</b>	2.94%	<b>1</b>
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Preferred - Land	\$773.00	\$796.00	\$820.00	3.02%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Preferred - Care & maintenance)	\$515.00	\$530.00	\$546.00	3.02%	1
	<b>TOTAL Single lot - (1 x 3 m) - Preferred including Care &amp; maintenance</b>	<b>\$1,288.00</b>	<b>\$1,326.00</b>	<b>\$1,366.00</b>	3.02%	<b>1</b>
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Standard - Land	\$1,349.00	\$1,389.00	\$1,431.00	3.02%	1
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Standard - Care & maintenance)	\$899.00	\$926.00	\$954.00	3.02%	1
	<b>TOTAL Two lot plots - (2 x 3 m) - Standard including Care &amp; maintenance</b>	<b>\$2,248.00</b>	<b>\$2,315.00</b>	<b>\$2,385.00</b>	3.02%	<b>1</b>
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Preferred - Land	\$1,502.00	\$1,547.00	\$1,593.00	2.97%	1
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Preferred - Care & maintenance)	\$1,002.00	\$1,032.00	\$1,063.00	3.00%	1
	<b>TOTAL Two lot plots - (2 x 3 m) - Preferred including Care &amp; maintenance</b>	<b>\$2,504.00</b>	<b>\$2,579.00</b>	<b>\$2,656.00</b>	2.99%	<b>1</b>
Cemetery Services - Interment Rights	Three lot plots - (3 x 3 m) - Standard - Land	\$2,022.00	\$2,083.00	\$2,145.00	2.98%	1
Cemetery Services - Interment Rights	Three lot plots - (3 x 3 m) - Standard - Care & maintenance)	\$1,349.00	\$1,389.00	\$1,431.00	3.02%	1
	<b>TOTAL Three lot plots - (3 x 3 m) - Standard including Care &amp; maintenance</b>	<b>\$3,371.00</b>	<b>\$3,472.00</b>	<b>\$3,576.00</b>	3.00%	<b>1</b>
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Standard - Land	\$2,700.00	\$2,781.00	\$2,864.00	2.98%	1
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Standard - Care & maintenance)	\$1,800.00	\$1,854.00	\$1,910.00	3.02%	1
	<b>TOTAL Four lot plots - (4 x 4 m) - Standard including Care &amp; maintenance</b>	<b>\$4,500.00</b>	<b>\$4,635.00</b>	<b>\$4,774.00</b>	3.00%	<b>1</b>
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Preferred - Land	\$3,007.00	\$3,097.00	\$3,190.00	3.00%	1
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Preferred - Care & maintenance)	\$2,004.00	\$2,064.00	\$2,126.00	3.00%	1
	<b>TOTAL Four lot plots - (4 x 4 m) - Preferred including Care &amp; maintenance</b>	<b>\$5,011.00</b>	<b>\$5,161.00</b>	<b>\$5,316.00</b>	3.00%	<b>1</b>
Cemetery Services - Interment Rights	Cremation lot - flat marker only - (1 x 1 m) - Land	\$369.00	\$380.00	\$391.00	2.89%	1
Cemetery Services - Interment Rights	Cremation lot - flat marker only - (1 x 1 m) - Care & Maintenance	\$247.00	\$254.00	\$262.00	3.15%	1
	<b>TOTAL Cremation lot - flat marker only - (1 x 1 m) including Care &amp; maintenance</b>	<b>\$616.00</b>	<b>\$634.00</b>	<b>\$653.00</b>	3.00%	<b>1</b>
Cemetery Services - Interment Rights	Infant lot - (.5 x 1 m) - Land	\$331.00	\$341.00	\$351.00	2.93%	1
Cemetery Services - Interment Rights	Infant lot - (.5 x 1 m) - Care & Maintenance	\$223.00	\$230.00	\$237.00	3.04%	1
	<b>TOTAL Infant lot - (.5 x 1 m) including Care &amp; maintenance</b>	<b>\$554.00</b>	<b>\$571.00</b>	<b>\$588.00</b>	2.98%	<b>1</b>
Cemetery Services - Interment Rights	Columbarium niche - (0.3 x 3 m) - Land	\$298.00	\$307.00	\$316.00	2.93%	1
Cemetery Services - Interment Rights	Columbarium niche - (0.3 x 3 m) - Care & Maintenance	\$198.00	\$204.00	\$210.00	2.94%	1
	<b>TOTAL Columbarium niche - (0.3 x 3 m) including Care &amp; maintenance</b>	<b>\$496.00</b>	<b>\$511.00</b>	<b>\$526.00</b>	2.94%	<b>1</b>
Cemetery Services - Interment Rights	Non-Residents: All interment rights sold to non residents of Haldimand County will be sold at 50% higher than the prices shown above.					



## Schedule K

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Cemetery Services	Description	2021 Charge	2022 Charge	2023 Charge	% Increase	TAX Rate
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening Lots under 1.2 m in length	\$300.00	\$309.00	\$318.00	2.91%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening Lots 1.2m to 1.75m in length	\$469.00	\$483.00	\$497.00	2.90%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening Lots over 1.75 m in length	\$877.00	\$903.00	\$930.00	2.99%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening lots for cremated remains including columbarium	\$300.00	\$309.00	\$318.00	2.91%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening for Companion Urn	\$447.00	\$460.00	\$474.00	3.04%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Transfer of Interment Rights	\$58.00	\$60.00	\$62.00	3.33%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Saturday, Sunday & Holidays-Full casket interment	\$1,236.00	\$1,273.00	\$1,311.00	2.99%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Saturday, Sunday & Holidays- Cremation	\$487.00	\$502.00	\$517.00	2.99%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Saturday, Sunday & Holidays- Companion urn	\$585.00	\$603.00	\$621.00	2.99%	1
Cemetery - Additional Services	Monument Foundation (layout and inspection charge)	\$125.00	\$129.00	\$133.00	3.10%	1
Cemetery - Additional Services	Setting Markers (per 6.45 square cm of surface area)	\$0.80	\$0.90	\$0.90	0.00%	1
Cemetery - Additional Services	Minimum marker setting charge	\$119.00	\$123.00	\$127.00	3.25%	1
Cemetery - Additional Services	Setting Corner Marker-each	\$40.00	\$41.00	\$42.00	2.44%	1
Cemetery - Additional Services	Flat Marker care and maintenance (Over 173 square inches)	\$50.00	\$100.00	\$100.00	0.00%	1
Cemetery - Additional Services	Upright monument up to 4ft care & maintenance	\$100.00	\$200.00	\$200.00	0.00%	1
Cemetery - Additional Services	Upright monument over 4ft care & maintenance	\$200.00	\$400.00	\$400.00	0.00%	1
Cemetery - Additional Services	Disinterment including reburial at another location in cemetery	\$2,193.00	\$2,259.00	\$2,327.00	3.01%	1
Cemetery - Additional Services	Disinterment including lowering remains at the same location	\$1,319.00	\$1,359.00	\$1,400.00	3.02%	1
Cemetery - Additional Services	Disinterment Only	\$1,319.00	\$1,359.00	\$1,400.00	3.02%	1
Cemetery - Additional Services	Disinterment of cremated remains and/or reburial in same cemetery	\$539.00	\$555.00	\$572.00	3.06%	1
Cemetery - Additional Services	Labour rate (per hour)	\$56.00	\$58.00	\$60.00	3.45%	1



## Schedule L

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Emergency Services	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Emergency Services	Copy of fire inspection report/compliance letter	\$71.50	\$73.50	2.80%	2
Emergency Services	Copy of fire response incident report	\$71.50	\$73.50	2.80%	2
Emergency Services	Ambulance Call Report	\$71.50	\$73.50	2.80%	2
Emergency Services	Property file search	\$71.50	\$73.50	2.80%	2
Emergency Services	Liquor license fire inspection letter	\$71.50	\$73.50	2.80%	2
Emergency Services	Ambulance Crew paid duty at special events - Ambulance and 2 paramedics (Hourly rate)	\$182.00	\$187.50	3.02%	2
Emergency Services	Ambulance Crew paid duty at special events - Ambulance and 1 paramedic (Hourly rate)	\$104.00	\$107.00	2.88%	2
Emergency Services - Fire Vehicle Emergency Response	Automatic Aid Agreement Response Fees - first hour per vehicle (minimum)	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Automatic Aid Agreement Response Fees - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Preventable false alarm response (3rd and subsequent offences) - flat fee	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	False alarm response due to failure to notify - flat fee	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Standby charges - first hour per vehicle (minimum)	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Standby charges - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Accident Response - first hour per vehicle (minimum) - max 3 vehicles	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Accident Response - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Fire Response - first hour per vehicle (minimum) - max 2 vehicles	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Fire Response - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	MTO billing for vehicle accidents and fires on provincial highways - first hour per vehicle (minimum) - max 3 vehicles	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	MTO billing for vehicle accidents and fires on provincial highways - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Hazardous Materials incident - first hour per vehicle (minimum) - max 3 vehicles	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Hazardous Materials incident - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Natural Gas incident - first hour per vehicle (minimum) - max 3 vehicles	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Natural Gas incident - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to Open Air Fire Burning By-law complaints - first hour per vehicle (minimum) - no vehicle maximum	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to Open Air Fire Burning By-law complaints - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Illicit Drug Labs and/or Marijuana Grow Operations (minimum)	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Illicit Drug Labs and/or Marijuana Grow Operations - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2

**Schedule L**

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Emergency Services	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Emergency Services - Fire Vehicle Emergency Response	Hazardous Materials Spills (minimum)	\$509.89	\$509.89	0.00%	2
Emergency Services - Fire Vehicle Emergency Response	Hazardous Materials Spills - each additional 1/2 hour per vehicle	\$254.95	\$254.95	0.00%	2
Emergency Services	Additional Fire Department Expenses	Actual Cost	Actual Cost	n/a	2
Emergency Services	Open Air Fire Burn Permits	\$26.50	\$27.50	3.77%	2
Emergency Services	Review of Level 1 propane storage risk safety management plan	\$261.00	\$269.00	3.07%	2
Emergency Services	Review of Level 2 propane storage risk safety management plan	\$520.00	\$536.00	3.08%	2
Emergency Services	Fire Extinguisher Training - Group session of up to 20 people	\$173.00	\$178.00	2.89%	2
Emergency Services	Fire Extinguisher Training - additional cost per person	\$11.50	\$11.75	2.17%	2
Emergency Services	Smoke Alarm Recovery Cost	\$23.00	\$23.75	3.26%	2
Emergency Services	Carbon Monoxide Alarm Recovery Cost	\$45.75	\$47.00	2.73%	2
Emergency Services - Fire Code Inspections	Residential-Single Family Dwelling (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Residential-Two Family Dwelling (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Residential-Multiple Family Dwelling of more than 2 units (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Commercial, Industrial and Institutional Occupancies-Less than 5,000 Square Feet (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Commercial, Industrial and Institutional Occupancies-Greater than 5,000 Square Feet (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Hotels & Motels (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Licensed Day Care Centres (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Private Home Day Care Centres (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Foster Care and Group Home (upon request) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Demolition Permit Approval (upon request)	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Fireworks Application Approval (upon request)	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Licensed marijuana grow operations inspection - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Care occupancy inspections and monitored fire drills (to meet provincial requirements) - one hour minimum	\$71.50	\$73.50	2.80%	2
Emergency Services - Fire Code Inspections	Follow-up fire safety inspection to verify compliance with an inspection order issued as a result of fire code violations - one hour minimum	\$71.50	\$73.50	2.80%	2



## Schedule M

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Grandview Lodge	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Grandview Lodge	Monthly Cable Charge- Admin fee	cost recovery + 15%	cost recovery + 15%	n/a	2
Grandview Lodge	Family Overnight Stay (per night)	\$44.00	\$45.25	2.84%	1
Grandview Lodge	Meal Tickets - Guests	\$8.25	\$8.50	3.03%	3
Grandview Lodge	Special Event Meals - staff	cost recovery	cost recovery	n/a	2
Grandview Lodge	Transportation - 15 minute increments	\$18.75	\$19.25	2.67%	3



# Schedule N

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Permits	2022 Charge	2023 Charge	2024 Charge	2025 Charge	2026 Charge	2027 Charge	% Increase	Tax Rate
<b>Minimum Fee</b>								
Minimum fee for processing and issuance of permits, except where specifically noted otherwise in this By-law	\$267.00	\$274.00	\$281.00	\$288.00	\$296.00	\$304.00	2.62%	2
<b>Group A (Assembly Occupancies) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
All Recreation Facilities, Elementary Schools, Daycare Facilities, Libraries, Places of Worship, Restaurants, Theatres, Arenas, Gymnasiums, Indoor Pools, Secondary Schools and all other Group A Buildings	\$17.57	\$18.04	\$18.52	\$19.01	\$19.51	\$20.03	2.68%	2
Portable Classrooms (flat fee)	\$397.00	\$407.52	\$418.32	\$429.41	\$440.79	\$452.47	2.65%	2
Shell only	\$15.25	\$15.65	\$16.06	\$16.49	\$16.93	\$17.38	2.62%	2
Finishing only	\$3.98	\$4.09	\$4.20	\$4.31	\$4.42	\$4.54	2.76%	2
Alterations/Repairs/Additions	\$6.51	\$6.68	\$6.86	\$7.04	\$7.23	\$7.42	2.61%	2
Non-Residential - Outdoor Patio (flat fee)	\$198.00	\$203.25	\$208.64	\$214.17	\$219.85	\$225.68	2.65%	2
<b>Group B (Institutional Occupancies) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Institutional, Hospitals, Medical Care Facilities, Nursing Homes, and other Group B Buildings	\$17.57	\$18.04	\$18.52	\$19.01	\$19.51	\$20.03	2.68%	2
Shell only	\$14.05	\$14.42	\$14.80	\$15.19	\$15.59	\$16.00	2.63%	2
Finishing only	\$3.52	\$3.61	\$3.71	\$3.81	\$3.91	\$4.01	2.56%	2
Alterations/Repairs/Additions	\$6.51	\$6.68	\$6.86	\$7.04	\$7.23	\$7.42	2.61%	2
<b>Group C (Residential Occupancies) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Single Family Dwelling, semi, duplex, row house, townhouse	\$16.88	\$17.33	\$17.79	\$18.26	\$18.74	\$19.24	2.67%	2
Apartment buildings	\$16.75	\$17.19	\$17.65	\$18.12	\$18.60	\$19.09	2.63%	2
Hotels, Motels	\$22.15	\$22.74	\$23.34	\$23.96	\$24.59	\$25.24	2.66%	2
Alterations/Repairs/Additions	\$8.88	\$9.12	\$9.36	\$9.61	\$9.86	\$10.12	2.70%	2
<b>Group D (Business and Personal Services) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Office Buildings (up to 10 storeys) (Shell only)	\$15.20	\$15.60	\$16.01	\$16.43	\$16.87	\$17.32	2.63%	2
Office Buildings (up to 10 storeys) (Finishing only)	\$4.85	\$4.98	\$5.11	\$5.25	\$5.39	\$5.53	2.68%	2
Office Buildings (up to 10 storeys) (Finished)	\$20.03	\$20.56	\$21.10	\$21.66	\$22.23	\$22.82	2.65%	2
Office Buildings (more than 10 storeys) (Shell only)	\$18.39	\$18.88	\$19.38	\$19.89	\$20.42	\$20.96	2.66%	2
Office Buildings (more than 10 storeys) (Finishing only)	\$5.16	\$5.30	\$5.44	\$5.58	\$5.73	\$5.88	2.71%	2
Office Buildings (more than 10 storeys) (Finished)	\$23.54	\$24.16	\$24.80	\$25.46	\$26.13	\$26.82	2.63%	2
Alterations/Repairs/Additions	\$6.51	\$6.68	\$6.86	\$7.04	\$7.23	\$7.42	2.61%	2
<b>Group E (Mercantile) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Retail (Shell only)	\$14.99	\$15.39	\$15.80	\$16.22	\$16.65	\$17.09	2.67%	2
Retail (Finishing only)	\$5.07	\$5.20	\$5.34	\$5.48	\$5.63	\$5.78	2.56%	2
Retail (Finished)	\$20.04	\$20.57	\$21.12	\$21.68	\$22.25	\$22.84	2.64%	2
Alterations/Repairs/Additions	\$6.51	\$6.68	\$6.86	\$7.04	\$7.23	\$7.42	2.61%	2
<b>Group F (Industrial) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Industrial (Shell only)	\$7.77	\$7.98	\$8.19	\$8.41	\$8.63	\$8.86	2.70%	2
Industrial (Finishing only)	\$4.24	\$4.35	\$4.47	\$4.59	\$4.71	\$4.83	2.59%	2
Industrial (Finished)	\$12.04	\$12.36	\$12.69	\$13.03	\$13.38	\$13.73	2.66%	2
Parking Garages	\$7.09	\$7.28	\$7.47	\$7.67	\$7.87	\$8.08	2.68%	2
Gas Stations	\$12.93	\$13.27	\$13.62	\$13.98	\$14.35	\$14.73	2.63%	2
Alterations/Repairs/Additions	\$6.51	\$6.68	\$6.86	\$7.04	\$7.23	\$7.42	2.61%	2
<b>Conditional or Standalone Permits (in addition to the regular permit fee) - Flat Fee unless otherwise indicated</b>								
Footings and Foundation								
Residential under Part 9 of Division B of the Building Code	\$362.00	\$372.00	\$382.00	\$392.00	\$402.00	\$413.00	2.76%	2
Residential/Commercial/Industrial/Institutional under Part 3 of Division B of the Building Code (up to 1,200 m <sup>2</sup> )	\$1,029.00	\$1,056.00	\$1,084.00	\$1,113.00	\$1,142.00	\$1,172.00	2.62%	2
Residential/Commercial/Industrial/Institutional under Part 3 of Division B of the Building Code (more than 1,200 m <sup>2</sup> )	\$3,088.00	\$3,170.00	\$3,254.00	\$3,340.00	\$3,429.00	\$3,520.00	2.66%	2
<b>New Water Service Existing Building (inspection only) - Flat Fee</b>								
New water service (low density residential only)	\$110.00	\$113.00	\$116.00	\$119.00	\$122.00	\$125.00	2.73%	2
New sewer service (low density residential only)	\$110.00	\$113.00	\$116.00	\$119.00	\$122.00	\$125.00	2.73%	2
<b>Designated Structures - Flat Fee</b>								
Communication Tower	\$478.00	\$491.00	\$504.00	\$517.00	\$531.00	\$545.00	2.72%	2
Crane Runway	\$478.00	\$491.00	\$504.00	\$517.00	\$531.00	\$545.00	2.72%	2
Exterior Storage Tanks - Above and below ground (except for fire fighting water reservoirs)	\$478.00	\$491.00	\$504.00	\$517.00	\$531.00	\$545.00	2.72%	2
Pedestrian Bridge/Walkway	\$478.00	\$491.00	\$504.00	\$517.00	\$531.00	\$545.00	2.72%	2
Retaining Wall	\$478.00	\$491.00	\$504.00	\$517.00	\$531.00	\$545.00	2.72%	2
Silos	\$478.00	\$491.00	\$504.00	\$517.00	\$531.00	\$545.00	2.72%	2
Outdoor Public Swimming Pool	\$1,558.00	\$1,599.00	\$1,641.00	\$1,684.00	\$1,729.00	\$1,775.00	2.63%	2
<b>Fire Protection Systems (stand alone - excludes relocation of components for existing system) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Electromagnetic Locks/Electric Strikes	\$168.00 (each) (maximum \$ 668)	\$172.00 (each) (maximum \$688)	\$177.00 (each) (maximum \$708)	\$182.00 (each) (maximum \$728)	\$187.00 (each) (maximum \$748)	\$192.00 (each) (maximum \$768)	2.38%	2
Fire Alarm System (flat fee)	\$397.00	\$408.00	\$419.00	\$430.00	\$441.00	\$453.00	2.77%	2
Emergency Lighting/Exit Signs (flat fee)	\$397.00	\$408.00	\$419.00	\$430.00	\$441.00	\$453.00	2.77%	2
Sprinkler System	\$0.64	\$0.66	\$0.68	\$0.70	\$0.72	\$0.74	3.13%	2
Standpipe System (flat fee)	\$397.00	\$408.00	\$419.00	\$430.00	\$441.00	\$453.00	2.77%	2
Combined Sprinkler and Standpipe System (flat fee)	\$502.00	\$515.00	\$529.00	\$543.00	\$557.00	\$572.00	2.59%	2
<b>Mechanical Systems (stand alone)</b>								
Commercial Cooking Exhaust System (flat fee)	\$397.00	\$408.00	\$419.00	\$430.00	\$441.00	\$453.00	2.77%	2
<b>Demolition (complete or partial building - not issued under Demolition Control By-law) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Residential - single/two family dwelling and townhouses	\$1.01	\$1.03	\$1.06	\$1.09	\$1.12	\$1.15	1.98%	2
Accessory structures to a residential use (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Non-residential and multi residential	\$2.92 (\$925 minimum)	\$3 (\$950 minimum)	\$3.08 (\$975 minimum)	\$3.16 (\$1001 minimum)	\$3.24 (\$1028 minimum)	\$3.33 (\$1055 minimum)	2.74%	2
<b>Plumbing Devices (stand alone) - Flat Fee</b>								
Residential	\$61.00 (flat fee) + \$10.03 per fixture	\$63.00 (flat fee) + \$10.3 (per fixture)	\$65.00 (flat fee) + \$10.57 (per fixture)	\$67.00 (flat fee) + \$10.85 (per fixture)	\$69.00 (flat fee) + \$11.14 (per fixture)	\$71.00 (flat fee) + \$11.44 (per fixture)	3.28%	2
Non-Residential	\$80.00 (flat fee) + \$17.59 per fixture	\$82.00 (flat fee) + \$18.06 (per fixture)	\$84.00 (flat fee) + \$18.54 (per fixture)	\$86.00 (flat fee) + \$19.03 (per fixture)	\$88.00 (flat fee) + \$19.53 (per fixture)	\$90.00 (flat fee) + \$20.05 (per fixture)	2.50%	2
Backflow Preventer:								
For first premise or zone device	\$267.00	\$274.00	\$281.00	\$288.00	\$296.00	\$304.00	2.62%	2
For each additional premise or zone device	\$110.00	\$113.00	\$116.00	\$119.00	\$122.00	\$125.00	2.73%	2
Backwater Valve	\$267.00	\$274.00	\$281.00	\$288.00	\$296.00	\$304.00	2.62%	2
Grease/Oil Interceptor	\$267.00	\$274.00	\$281.00	\$288.00	\$296.00	\$304.00	2.62%	2
<b>Renewable (Green) Energy Systems (Flat Fee)</b>								
Geothermal System for a Single/Two Family Dwelling	\$446.00	\$458.00	\$470.00	\$482.00	\$495.00	\$508.00	2.69%	2
Geothermal System for all other Buildings	\$597.00	\$613.00	\$629.00	\$646.00	\$663.00	\$681.00	2.68%	2
Solar Collector for a Single/Two Family Dwelling	\$247.00	\$254.00	\$261.00	\$268.00	\$275.00	\$282.00	2.83%	2
Solar Collector for all other Buildings	\$446.00	\$458.00	\$470.00	\$482.00	\$495.00	\$508.00	2.69%	2



## Schedule N

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Permits	2022 Charge	2023 Charge	2024 Charge	2025 Charge	2026 Charge	2027 Charge	% Increase	Tax Rate
Wind Turbine	\$446.00	\$458.00	\$470.00	\$482.00	\$495.00	\$508.00	2.69%	2
<b>Sewage Systems (Flat Fee)</b>								
To construct a sewage system pursuant to the provisions of the Act	\$679.00	\$697.00	\$715.00	\$734.00	\$753.00	\$773.00	2.65%	2
To construct a Class 5 sewage systems or to repair a sewage system pursuant to the provisions of the Act	\$408.00	\$419.00	\$430.00	\$441.00	\$453.00	\$465.00	2.70%	2
Sewage System Maintenance Inspection Program	\$345.00	\$354.00	\$363.00	\$373.00	\$383.00	\$393.00	2.61%	2
<b>Other Classifications (not previously listed) - Service Index (SI) \$/m<sup>2</sup> unless otherwise indicated</b>								
Accessory structures, garage, storage shed, new basement, cold cellar, unenclosed canopies, air supported structures	\$3.90	\$4.00	\$4.11	\$4.22	\$4.33	\$4.44	2.56%	2
Farm Buildings - New	\$2.24	\$2.30	\$2.36	\$2.42	\$2.48	\$2.55	2.68%	2
Farm Buildings - Alterations/Repairs/Additions	\$1.64	\$1.68	\$1.72	\$1.77	\$1.82	\$1.87	2.44%	2
Greenhouses	\$1.78 (Maximum \$5,581)	\$1.83 (Maximum \$5,729)	\$1.88 (maximum \$5,881)	\$1.93 (maximum \$6,037)	\$1.98 (maximum \$6,197)	\$2.03 (maximum \$6,361)	2.81%	2
Tents (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Tents on Municipal Property (approved as part of a Special Event)	\$0.00						n/a	
Temporary Structures:								
Sales Offices (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Construction Trailers (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Stages (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Other Structures (intended to be used for less than 6 months) (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Residential greenhouses, deck, balcony, open porch, exterior stair, ramp, open carp (flat fee)	\$84.00	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00	2.38%	2
Exterior barrier free access in existing single and two family dwellings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	2
Re-roofing without any structural changes (except for buildings containing less than 4 dwelling units or townhouses)	\$0.33	\$0.34	\$0.35	\$0.36	\$0.37	\$0.38	3.03%	2
<b>Administrative Fees (Flat Fee)</b>								
Additional Plan Review (Resubmission)	\$172.00 (\$84.00 for each submission beyond the third submission)	\$177.00 (\$86.00 for each submission beyond the third submission)	\$182.00 (\$88.00 for each submission beyond the third submission)	\$187.00 (\$90.00 for each submission beyond the third submission)	\$192.00 (\$92.00 for each submission beyond the third submission)	\$197.00 (\$94.00 for each submission beyond the third submission)	2.91%	2
Alternative Solution:								
Application for an Alternative Solution under Section 2.1, of Division C, of the Building Code (up to 4 hours review time)	\$494.00	\$507.00	\$520.00	\$534.00	\$548.00	\$563.00	2.63%	2
For each additional hour, or part thereof, of review time	\$172.00	\$177.00	\$182.00	\$187.00	\$192.00	\$197.00	2.91%	2
Change of Use Permit								
Change of use Permit with no construction	\$267.00	\$274.00	\$281.00	\$288.00	\$296.00	\$304.00	2.62%	2
Occupancy Permit of an Unfinished Building (per unit)								
Occupancy inspection prior to completion as per Subsection 1.3.3 of Division C of the Building Code	\$172.00	\$177.00	\$182.00	\$187.00	\$192.00	\$197.00	2.91%	2
Premature/Additional Inspections - Where an inspection request is premature and the inspector must re-attend the site to complete the necessary inspection, or an additional inspection is requested or required								
Single Family Dwelling, semi, duplex, row house, townhouse (per inspection)	\$224.00	\$230.00	\$236.00	\$242.00	\$248.00	\$255.00	2.68%	2
All Others (per inspection)	\$279.00	\$286.00	\$294.00	\$302.00	\$310.00	\$318.00	2.51%	2
Transfer of Permit								
Where ownership changes on a property and there are no other changes to the project or the professional services required.	\$172.00	\$177.00	\$182.00	\$187.00	\$192.00	\$197.00	2.91%	2
<b>Refund of Permit Fees under Subsection 6.4 of Building By-law</b>								
The permit fees that may be refunded under Subsection 6.4 of the Building by-law are to be a percentage of the permit fees payable as outlined above.								
Work Performed: Administrative Functions only have been performed	80%	80%	80%	80%	80%	80%	n/a	2
Work Performed: Administrative and zoning functions only have been performed	70%	70%	70%	70%	70%	70%	n/a	2
Work Performed: Administrative, zoning and plan examination functions only have been performed	45%	45%	45%	45%	45%	45%	n/a	2
Work Performed: The permit has been issued and no file inspections have been performed subsequent to the permit issuance	35%	35%	35%	35%	35%	35%	n/a	2
Work Performed: The permit has been issued and field inspections have been performed subsequent to the permit issuance	35% reduced by 5% for each field inspection performed	35% reduced by 5% for each field inspection performed	35% reduced by 5% for each field inspection performed	35% reduced by 5% for each field inspection performed	35% reduced by 5% for each field inspection performed	35% reduced by 5% for each field inspection performed	n/a	2
<b>Percentage Increase in applicable Permit Fees for Work Commenced or Completed Without a Permit</b>								
Additional fee is required to be paid as set out below when work is commenced without the required permit. These fees are intended to cover the additional costs associated with the additional administrative and regulatory actions of the County made necessary by the commencement of work without the required permit. The additional fee is calculated as a percentage increase in the permit fee prescribed above, as follows:								
Work Commenced/Completed Prior to Permit Issuance: Footings/foundations or any other work requiring the issuance of a permit is commenced	25%	25%	25%	25%	25%	25%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Structural framing commenced	50%	50%	50%	50%	50%	50%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Structural framing completed	75%	75%	75%	75%	75%	75%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Building or any other work requiring the issuance of a permit is completed	100%	100%	100%	100%	100%	100%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Demolition or Partial Demolition	100%	100%	100%	100%	100%	100%	n/a	2
<b>Sign Permits</b>								
Permanent Sign - less than 4.0m2	\$95.00	\$98.00	\$101.00	\$104.00	\$107.00	\$110.00	3.16%	2
Permanent Sign - 4.0m2 or greater	\$187.00	\$192.00	\$197.00	\$202.00	\$207.00	\$212.00	2.67%	2
Mobile Sign	\$35.00	\$36.00	\$37.00	\$38.00	\$39.00	\$40.00	2.86%	2
Billboard Sign	\$628.00	\$645.00	\$662.00	\$680.00	\$698.00	\$716.00	2.71%	2



## Schedule O

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

By-law Enforcement/Animal Control	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
<b>Animal Control</b>					
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered/Microchip/Tattooed - On or before January 1st of applicable year	\$21.00	\$21.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered/Microchip/Tattooed - After January 1st of applicable year (includes \$10 late fee)	\$31.00	\$31.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered - On or before January 1st of applicable year	\$28.00	\$28.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered - After January 1st of applicable year (includes \$10 late fee)	\$38.00	\$38.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered/Microchip/Tattooed - On or before January 1st of applicable year	\$39.00	\$39.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered/Microchip/Tattooed - After January 1st of applicable year (includes \$10 late fee)	\$49.00	\$49.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered - On or before January 1st of applicable year	\$43.00	\$43.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered - After January 1st of applicable year (includes \$10 late fee)	\$53.00	\$53.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Dangerous Dog - On or before January 1st of applicable year	\$116.00	\$116.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Dangerous Dog - After January 1st of applicable year (includes \$10 late fee)	\$126.00	\$126.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Purebred Kennel - On or before January 1st of applicable year	\$116.00	\$116.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Purebred Kennel - After January 1st of applicable year (includes \$10 late fee)	\$126.00	\$126.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Commercial Kennel - On or before January 1st of applicable year	\$116.00	\$116.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Commercial Kennel - On or after January 1st of applicable year (includes \$10 late fee)	\$126.00	\$126.00	0.00%	2
By-law Enforcement - Animal Control	Dog Tag - Replacement	\$5.00	\$5.00	0.00%	2
By-law Enforcement - Animal Control	Muzzle Order Appeal Fee	\$122.00	\$126.00	3.28%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, First Day	\$33.00	\$34.00	3.03%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, Second Day	\$60.00	\$62.00	3.33%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, Third Day	\$73.00	\$75.00	2.74%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, Four or more days	\$97.00	\$100.00	3.09%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, First Day	\$38.00	\$39.00	2.63%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, Second Day	\$73.00	\$75.00	2.74%	2



## Schedule O

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

By-law Enforcement/Animal Control	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, Third Day	\$97.00	\$100.00	3.09%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, Four or more days	\$133.00	\$137.00	3.01%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, First Day	\$73.00	\$75.00	2.74%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, Second Day	\$97.00	\$100.00	3.09%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, Third Day	\$133.00	\$137.00	3.01%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, Four or more days	\$145.00	\$149.00	2.76%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, First Day	\$73.00	\$75.00	2.74%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, Second Day	\$97.00	\$100.00	3.09%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, Third Day	\$133.00	\$137.00	3.01%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, Four or more days	\$145.00	\$149.00	2.76%	2
By-law Enforcement - Animal Control	Impound Offence Fee - After hours pick up fee	\$18.00	\$19.00	5.56%	2
By-law Enforcement - Animal Control	Impound Offence Fee - other costs	cost recovery	cost recovery	n/a	2
<b>By-law Enforcement</b>					
By-law Enforcement	Clean Yard By-law Order - County work/clean-up/cut	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement	Snow Clearing By-law Order - County work	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement	Weed Control Act Order - County work/cut	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement	Boulevard Maintenance By-law Order - County work	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement - Property Standards	Property Standards Order - County work/clean-up	\$125.00 plus Cost Recovery	\$125.00 plus Cost Recovery	n/a	2
By-law Enforcement - Property Standards	Property Standards Appeal to Order	\$169.00	\$174.00	2.96%	2
By-law Enforcement - Noise	Application for Noise Exemption	\$133.00	\$137.00	3.01%	2
<b>Building</b>					
By-law Enforcement	Renewable Energy Land Use Certificate/Opinion Fee	\$187.00	\$193.00	3.21%	2
By-law Enforcement	Building Construction Compliance Letter	\$72.00	\$74.00	2.78%	2
By-law Enforcement	Current Zoning of Property & Outstanding Municipal Work Order Letter	\$140.00	\$141.00	0.71%	2
By-law Enforcement	Liquor Licence Letter	\$72.00	\$74.00	2.78%	2
By-law Enforcement	Vehicle Sales Letter	\$72.00	\$74.00	2.78%	2
<b>Forest Conservation</b>					



## Schedule O

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

By-law Enforcement/Animal Control	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
By-law Enforcement - Forest Conservation	Minor Exception Permit (less than one (1) hectare)	\$379.00	\$390.00	2.90%	2
By-law Enforcement - Forest Conservation	Minor Exception Permit (greater than one (1) hectare)	\$2,165.00	\$2,230.00	3.00%	2
By-law Enforcement - Forest Conservation	Reforestation (one (1) hectare of woodlands)	\$4,720.00	\$4,862.00	3.01%	2
By-law Enforcement - Forest Conservation	Good Forestry Practices Permit	\$26.50	\$27.50	3.77%	2



## Schedule P

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community & Development Services	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
<b>Economic Development &amp; Tourism</b>					
Economic Development & Tourism	Filming Fee - per day on County property	Cost Recovery	Cost Recovery	n/a	2
Economic Development & Tourism	Filming Fee - use of Municipal Resources	Cost Recovery	Cost Recovery	n/a	2
Economic Development & Tourism	Type 1 Gateway Sign (cost recovery)	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Type 1 Gateway Sign - Maintenance	\$297.00	\$297.00	0.00%	1
Economic Development & Tourism	Type 2 Way-finding Sign (cost recovery)	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Type 2 Way-finding Sign - Maintenance	\$297.00	\$297.00	0.00%	1
Economic Development & Tourism	Type 3 Urban Directional Sign (cost recovery)	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Type 3 Urban Directional Sign - Maintenance	\$297.00	\$297.00	0.00%	1
Economic Development & Tourism	Advertising within Guides, Maps, Etc.	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Sidewalk Patio - First Time/Full Application Fee	\$303.00	\$312.00	2.97%	1
Economic Development & Tourism	Sidewalk Patio - Renewal Fee	\$107.00	\$110.00	2.80%	1
<b>Mapping/Drawings</b>					
Mapping	Digital Aerial Photography - Spring 2010 - per 1km tile (on cd) Colour	\$114.75	\$118.25	3.05%	1
Mapping	Digital Aerial Photography - Spring 2006 - per 1km tile (on cd) Colour	\$114.75	\$118.25	3.05%	1
Mapping	Digital Aerial Photography - April 2000 - per 6.6km (on cd) B&W	\$114.75	\$118.25	3.05%	1
Mapping	911 Map Booklet - Full booklet (11"x17")	\$14.25	\$14.75	3.51%	1



## Schedule P

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community & Development Services	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Mapping	911 Map Booklet - Single sheet (11"x17") - B&W	\$1.75	\$1.75	0.00%	1
Mapping	911 Map Booklet - Single sheet (11"x17") - Colour	\$7.50	\$7.75	3.33%	1
Mapping	County Map Colour - Small (8.5"x11")	\$2.75	\$2.75	0.00%	1
Mapping	County Map Colour - Medium (11"x17")	\$7.50	\$7.75	3.33%	1
Mapping	County Map Colour - Large (2' x 3')	\$14.25	\$14.75	3.51%	1
Mapping	County Map B&W - Small (8.5"x11")	\$1.75	\$1.75	0.00%	1
Mapping	County Map B&W - Medium (11"x17")	\$3.00	\$3.00	0.00%	1
Mapping	County Map B&W - Large (2' x 3')	\$6.50	\$6.75	3.85%	1
Mapping	OCE Copier (wide bed) - Black & White per foot	\$1.75	\$1.75	0.00%	1
Mapping	Official Plan Schedules - Small (8.5"x11")	\$3.00	\$3.00	0.00%	1
Mapping	Official Plan Schedules - Medium (11"x17")	\$7.50	\$7.75	3.33%	1
Mapping	Zoning Schedules (11"x17")	\$3.00	\$3.00	0.00%	1
Mapping	Plots --Aerial Photo (8.5"x11") - B&W or Colour	\$43.25	\$44.50	2.89%	1
Mapping	Plots - Aerial Photo (11"x17") - B&W or Colour	\$58.00	\$59.75	3.02%	1
Mapping	Plots - Aerial Photo (2' x 3') - B&W or Colour	\$72.00	\$74.25	3.13%	1
Mapping	Custom Work per hour including Electronic Copy	\$89.50	\$92.25	3.07%	1
Drawings	Documentations/Publications Design Criteria - Full Booklet - (8.5"x11") - B&W	\$68.50	\$70.50	2.92%	1
Drawings	Documentations/Publications Design Criteria - Electronic Copy	\$13.75	\$14.25	3.64%	1
Drawings	Documentations/Publications Master Servicing Plan - Full Booklet - B&W	\$412.00	\$424.25	2.97%	1
Drawings	Documentations/Publications Master Servicing Plan - Electronic Copy	\$41.00	\$42.25	3.05%	1
Drawings	Copy of Engineering Drawings, Maps, Plans, Plan/Profile etc. 22"x34" - B&W	\$16.00	\$16.50	3.13%	1
Drawings	Copy of Engineering Drawings, Maps, Plans, Plan/Profile etc. 22"x34" - colour	\$41.00	\$42.25	3.05%	1
Drawings	Copy of Engineering Drawings, Maps, Per Square Foot - B&W	\$2.75	\$2.75	0.00%	1
Drawings	Copy of Engineering Drawings, Maps, Per Square Foot - colour	\$7.25	\$7.50	3.45%	1

**Schedule Q**

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Planning & Development	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Planning and Development - Consent	Major	\$3,620.00	\$3,729.00	3.01%	2
Planning and Development - Consent	Minor	\$2,505.00	\$2,580.00	2.99%	2
Planning and Development - Consent	Deed stamping	\$338.00	\$348.00	2.96%	2
Planning and Development - Consent	Application indicated changes to conditions after approval by Committee of Adjustments- no recirculation required	\$500.00	\$515.00	3.00%	2
Planning and Development - Consent	Application indicated changes after approval by committee of Adjustments - recirculation required	\$527.00	\$543.00	3.04%	2
Planning and Development - Minor Variance	Minor variance deferral - applicant's request	\$191.00	\$197.00	3.14%	2
Planning and Development - Minor Variance	Complex	\$2,596.00	\$2,674.00	3.00%	2
Planning and Development - Minor Variance	Standard	\$1,726.00	\$1,778.00	3.01%	2
Planning and Development - Sign Variance	Standard - no sign erected	\$286.00	\$295.00	3.15%	2
Planning and Development - Sign Variance	Complex - sign already erected	\$568.00	\$585.00	2.99%	2
Planning and Development - Official Plan Amendment	Official plan amendment- regular	\$4,844.00	\$4,989.00	2.99%	2
Planning and Development - Official Plan Amendment	Official plan amendment- major	\$8,218.00	\$8,465.00	3.01%	2
Planning and Development - Official Plan Amendment	Combined official plan and zoning amendment- regular	\$7,311.00	\$7,530.00	3.00%	2
Planning and Development - Official Plan Amendment	Combined official plan and zoning amendment- major	\$11,359.00	\$11,700.00	3.00%	2
Planning and Development - Zoning Amendment	Major	\$7,659.00	\$7,889.00	3.00%	2
Planning and Development - Zoning Amendment	Regular	\$4,072.00	\$4,194.00	3.00%	2
Planning and Development - Zoning Amendment	Condition of Severance	\$2,158.00	\$2,223.00	3.01%	2
Planning and Development - Zoning Amendment	Removal of Holding Provision	\$866.00	\$892.00	3.00%	2
Planning and Development - Subdivision/Condominium	Minimum Fee	\$5,593.00	\$5,761.00	3.00%	2
Planning and Development - Subdivision/Condominium	Each Additional Lot/Unit	\$72.00	\$74.00	2.78%	2
Planning and Development - Subdivision/Condominium	Minor Red Line revision to Draft Plan	\$1,299.00	\$1,338.00	3.00%	2
Planning and Development - Subdivision/Condominium	Major Red Line revision to Draft Plan	\$2,158.00	\$2,223.00	3.01%	2
Planning and Development - Subdivision/Condominium	Extension to draft plan approval	\$1,299.00	\$1,338.00	3.00%	2
Planning and Development - Subdivision/Condominium	Exemption from draft plan (condo)	\$1,396.00	\$1,438.00	3.01%	2
Planning and Development - Subdivision/Condominium	Final approval of plan of subdivision/condominium	\$1,441.00	\$1,484.00	2.98%	2
Planning and Development - Subdivision/Condominium	Clearance of Conditions for Final Plan Approval	\$1,151.00	\$1,186.00	3.04%	2
Planning and Development - Subdivision/Condominium	File Maintenance Fee	\$304.00	\$313.00	2.96%	2
Planning and Development - Subdivision/Condominium	Condominium Conversion	\$4,323.00	\$4,453.00	3.01%	2

**Schedule Q**

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Planning & Development	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Planning and Development - Site Plan	Site plan amendment - minor	\$1,839.00	\$1,894.00	2.99%	2
Planning and Development - Site Plan	Site plan amendment - major / Site Plan approval - Minor	\$3,836.00	\$3,951.00	3.00%	2
Planning and Development - Site Plan	Site plan approval - Major	\$8,059.00	\$8,301.00	3.00%	2
Planning and Development - Site Plan	Waiving Site Plan Control	\$718.00	\$740.00	3.06%	2
Planning and Development - Site Plan	Part lot control	\$3,496.00	\$3,601.00	3.00%	2
Planning and Development - Site Plan	Part lot control extension	\$1,082.00	\$1,114.00	2.96%	2
Planning and Development - Consent	Validation of title	\$1,667.00	\$1,717.00	3.00%	2
Planning and Development - Site Plan	Deeming By-law	\$958.00	\$987.00	3.03%	2
Planning and Development	Temporary use extension - major	\$3,530.00	\$3,636.00	3.00%	2
Planning and Development	Temporary Use Extension	\$1,441.00	\$1,484.00	2.98%	2
Planning and Development	Application deferral at applicant's request	\$291.00	\$300.00	3.09%	2
Planning and Development	OLT Appeal	\$2,502.00	\$2,577.00	3.00%	2
Planning and Development	Preparation of OLT Appeal record	\$215.00	\$221.00	2.79%	2
Planning and Development	Recirculation of Public Notice	\$503.00	\$518.00	2.98%	2
Planning and Development	Application recirculation	\$172.00	\$177.00	2.91%	2
Planning and Development - Agreements	Subdivision/Condo minimum Agreement preparation - with preservicing agreement	\$8,939.00	\$9,207.00	3.00%	2
Planning and Development - Agreements	Subdivision/Condo Agreement review - for third and subsequent reviews, each review	\$1,585.00	\$1,633.00	3.03%	2
Planning and Development - Agreements	Subdivision/Condo minimum Agreement preparation - without preservicing agreement	\$7,862.00	\$8,098.00	3.00%	2
Planning and Development - Agreements	Subdivision/Condo administration fee	\$866.00	\$892.00	3.00%	2
Planning and Development - Agreements	Street naming for subdivisions	\$758.00	\$781.00	3.03%	2
Planning and Development - Agreements	Development - with or without services	\$1,441.00	\$1,484.00	2.98%	2
Planning and Development - Agreements	Site plan agreement preparation (first two revisions)	\$5,264.00	\$5,422.00	3.00%	2
Planning and Development - Agreements	Site Plan Review - Agreement & Drawings (each additional revision)	\$1,188.00	\$1,224.00	3.03%	2
Planning and Development - Agreements	Site plan agreement administration fee	\$866.00	\$892.00	3.00%	2
Planning and Development - Agreements	Discharge of a registered agreement	\$1,082.00	\$1,114.00	2.96%	2
Planning and Development - Agreements	Amendments after registration	\$1,441.00	\$1,484.00	2.98%	2
Planning and Development - Agreements	Subdivision or Development Assumption By-law	\$2,882.00	\$2,968.00	2.98%	2
Planning and Development - Agreements	All other agreements	\$1,758.00	\$1,811.00	3.01%	2
Planning and Development	Civic address signs (purchase of signs)	\$102.00	\$105.00	2.94%	1
Planning and Development	Green Energy proposal review	\$1,082.00	\$1,114.00	2.96%	2
Planning and Development	Communications Tower review/assistance	\$1,082.00	\$1,114.00	2.96%	2



### Schedule Q

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Planning & Development	Description	2022 Charge	2023 Charge	% Increase	TAX Rate
Planning and Development	Mapping Fees per hour	\$102.00	\$105.00	2.94%	2
Planning and Development	Property status letter	\$102.00	\$105.00	2.94%	2
Planning and Development	Official Plan Opinion Letter	\$142.00	\$146.00	2.82%	2
Planning and Development	Zoning Books and Official Plan	\$68.00	\$70.00	2.94%	1
Planning and Development	Official Plan Books - Colour	\$98.00	\$101.00	3.06%	1
Planning and Development	Servicing Allocation Administration Fee - Minor	\$64.00	\$66.00	3.13%	2
Planning and Development	Servicing Allocation Administration Fee - Standard	\$197.00	\$203.00	3.05%	2
Planning and Development	Servicing Allocation Administration Fee - Major	\$527.00	\$543.00	3.04%	2
Development Review	Lot Grading Fee	\$169.00	\$174.00	2.96%	2
Development Review	Consent-Additional engineering required	\$158.00	\$163.00	3.16%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Minimum	\$1,585.00	\$1,633.00	3.03%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Maximum	\$4,759.00	\$4,902.00	3.00%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Peer review costs	Cost Recovery	Cost Recovery	n/a	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Fee per lot- first 10 lots/units	\$79.00	\$81.00	2.53%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review -Each additional lot/unit	\$31.00	\$32.00	3.23%	2
Development Review	Minor revision to Draft Plan - no public notice	\$317.00	\$327.00	3.15%	2
Development Review	Major revision to Draft Plan - public notice	\$636.00	\$655.00	2.99%	2
Development Review	Development pre-consultation	\$340.00	\$350.00	2.94%	2

**Service/Activity to be calculated:****Description of Service/Activity:****Input required in yellow cells only.**

The only items requiring input on this tab are those highlighted in yellow. This sheet is a summary tab of all of the input completed on the subsequent tabs and is used to calculate the final costs for the fee to be charged. There are hyperlinks in the title of each section below which will bring you directly to the tab where the input is required.

Please insert the name of the user fee under **Service/Activity to be calculated** along with a description of the fee under **Description of Service/Activity**.

If the fee is to be offset by a revenue source (i.e. Subsidized by levy, grant funding, etc), enter the percentage or the dollar value of the reduction under **Ancillary Revenues** on this tab.

Once all information has been input, the total fee will be calculated in cell **G59**. If you plan on adjusting the fee (i.e. Rounding, or changing for any other purpose), please input the adjust amount, or duplicate the amount in cell G59 in cell **G60**. Ensure you document why the value is different in the Comment section.

Finally, please select from the drop down beside **Applicable Taxes**. If you are unsure what applies here, please contact your financial analyst for assistance.

COSTS:	DESCRIPTION OF COSTS/SERVICES:	HOURS/UNITS:	ESTIMATED COSTS:
<b>DIRECT COSTS:</b>			
<b>WAGES &amp; BENEFITS:</b>			
Staffing Costs:	Hours x Hourly Rate	0.00	\$0.00
Staffing Benefit Costs:	County Average Benefit Percentage	48%	\$0.00
Supervisor Costs:	Hours x Hourly Rate	0.00	\$0.00
Supervisor Benefit Costs:	County Average Benefit Percentage	48%	\$0.00
<b>VEHICLE COSTS:</b>			
	Vehicles Used:	# of Vehicles Used:	Operating Hours:
		0	\$0.00
			\$0.00
			\$0.00
<b>ADMINISTRATIVE COSTS:</b>			
Inspection Costs:	Number of Staff x Hours x Hourly Rate	0.00	\$0.00
Benefits:	County Average Benefit Percentage	48%	\$0.00
Photocopying	Cost of Photocopying & Paper		\$0.00
Mailing	Cost for Regular Mail		\$0.00
Filing	Copying & Filing Internal Copies		\$0.00
<b>OTHER COSTS:</b>			
	Description:	Cost Per Unit:	Units:
		\$0.00	0
		\$0.00	0
		\$0.00	0
<b>TOTAL DIRECT COSTS:</b>			\$0.00
<b>INDIRECT COSTS:</b>			
Department Overhead Allocation	Allocation to Department of Allocation (%)		\$0.00
County General Admin Overhead	Council, CAO, Finance, Clerk's & General Overhead (%)		\$0.00
<b>TOTAL INDIRECT COSTS:</b>			\$0.00
<b>TOTAL COSTS:</b>			\$0.00
Less: Ancillary Revenues:	Grants & Offsetting Revenues	Percentage:	\$0.00
		\$ Amount:	\$0.00
<b>CALCULATED USER FEE</b>			\$0.00
<b>ADJUSTED USER FEE APPROVED BY COUNCIL</b>			

Applicable Taxes

1

Final User Fee Including Taxes

\$0.00

**Comments:**

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# HALDIMAND COUNTY

## Report GVL-04-2022 Grandview Lodge Committee of Management For Consideration by Council in Committee on December 6, 2022

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### OBJECTIVE:

To designate a Committee of Management for Grandview Lodge Long Term Care Facility to fulfill the requirement under the Fixing Long Term Care Homes Act.

### RECOMMENDATIONS:

1. THAT Report GVL-04-2022 Grandview Lodge Committee of Management be received;
2. AND THAT the Council of Haldimand County be designated as the Committee of Management for Grandview Lodge to fulfill the requirement under section 135 (1) of the *Fixing Long Term Care Act, 2021*;
3. AND THAT staff report back to Council with Terms of Reference for the Committee of Management and/or proposed revisions to the Procedure By-law to enact the requirements under the *Fixing Long Term Care Act, 2021*.

**Respectfully submitted:** Cathy Case, General Manager of Corporate & Social Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

The Fixing Long Term Care Act that came into effect in 2021 requires municipal long term care homes to formalize a Committee of Management to oversee the management of the home. Staff is recommending that Council as a whole be designated as the Committee of Management and that all business related to Grandview Lodge be presented at Council in Committee meetings or Council meetings as required.

### BACKGROUND:

The Fixing Long Term Care Act that came into effect in 2021 requires municipal and First Nations long term care homes to formalize Committees of Management to oversee the management of the homes. The Act states that:

*The council of a municipality establishing and maintaining a municipal home or the councils of the municipalities establishing and maintaining a joint home shall appoint from among the members of the council or councils, as the case may be, a committee of management for the municipal home or joint home.*

This report is presented to Council with recommendations on the composition and designation of the Committee of Management for Grandview Lodge, the only long term care facility owned and operated by the municipality.

## ANALYSIS:

Although the legislation requires municipal homes to formally establish a Committee of Management for long term care homes under their control, the only specific requirement within the regulations is that the composition of the committee must be no fewer than three members of Council.

After review of what other municipal homes have in place in terms of a Committee of Management, it appears the two main types of committees are as follows:

1. Council as a whole is designated the Management Committee for the home.

Under this format, any business or reporting requirements of the home come through the normal Council meeting process and decisions are made by a vote of all members of Council. This is how all Grandview Lodge business has been handled in the past with the only difference being that there had never been a formal resolution passed to designate Council as the Committee of Management.

This format may see a slight change to the agenda whereby all Grandview Lodge business will be under it's own heading within the Corporate & Social Services Department section so that it is clear and transparent to the public that Council is the Committee of Management and business is clearly identified under that area.

**This is the recommended approach.** It allows Grandview Lodge business to continue to be brought forward to all of Council for approvals. This is beneficial in that every Ward Councillor will be apprised and participate in the decision making process as it may relate to constituents in their wards who use the services of Grandview Lodge.

An advantage of designating Council as the Management Committee is that the meeting schedule is much more frequent than it would be if the committee were independent. This allows staff to bring reports to Council in a much more timely fashion than would be possible under a different format.

It is the option that represents the least amount of change and is a format utilized by many other municipal homes.

2. Three or four members of Council are appointed as a separate committee of Council to be the Management Committee.

This format sees a few members of Council appointed to be the Management Committee for the home, meeting separately and in addition to the existing Council meeting schedule. Typically this type of committee meets only four times per year, making decisions independent of the Council as a whole. The meetings would not be part of a Council agenda, but rather would be held independently with Grandview Lodge staff preparing agendas, determining a location to meet that public and media could attend, and taking carriage of the minutes and administrative follow up with respect to procedure.

Although this format is utilized by some municipal homes, it is not being recommended by staff. Grandview Lodge continues to be in a critical staff shortage, much the same as most long term care homes in the province today. This shortage, along with continuing pandemic related provisions from the Ministry of Long Term Care, continue to be taxing on all staff, including the management team, at Grandview Lodge. The additional responsibility of administering separate meetings from Council with Grandview Lodge staff as the primary resources is not feasible at this time when all positions at Grandview are currently maximized in terms of capacity.

Additionally, this format does not allow for all members of Council to stay as involved in Grandview Lodge matters as they would if the reports were presented within the regularly scheduled Council meeting cycle.

For these reasons, **this format is not recommended.**

Police Check Required

Both of the above formats require that members of the Grandview Lodge Management Committee obtain and submit a police check at the beginning of the term. All candidates in the recent municipal election were advised of this requirement in advance. The Act indicates that the police check must be received within one month of each Council members' term of office beginning which will be December 15, 2022. Due to the timing of the first CIC meeting, this deadline is approaching quickly however staff are hopeful that the Ministry will allow some flexibility in meeting it.

Ontario Regulation 246/22 stemming from the *Fixing Long Term Care Act, 2021* describes in detail the requirements for screening of all staff, volunteers and Committee of Management members. The regulation indicates that the police record check is to be conducted to determine the person's suitability to be a member of the Committee of Management. It is notable that the *Municipal Elections Act* does not have a requirement for successful candidates to submit a police check. The police check will screen for various violations of the law within the past five years. The legislation is silent on what is to happen if a police check reveals a violation, however it is reasonable to expect that the individual would be required to remove themselves from any decisions being made by the Committee of Management.

As staff progress through the new legislation and in particular the requirement for a management committee, we will continue to research best practices. Staff will consider if the best approach is to have independent Terms of Reference or if changes to the Procedure By-law would be better suited to allow for the Committee of Management items to be placed on CIC and Council agendas will be proposed. Staff are also recommending that a subsequent report be brought back to Council for approval of Terms of Reference or a by-law amendment related to the Committee of Management, if necessary.

**FINANCIAL/LEGAL IMPLICATIONS:**

Not applicable.

**STAKEHOLDER IMPACTS:**

Not applicable.

**REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

**REFERENCES:**

None.

**ATTACHMENTS:**

None.

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## HALDIMAND COUNTY

### Report GVL-05-2022 Emergency Purchase for Building Centre Core – Cast Iron Sewer Pipe Replacement



For Consideration by Council in Committee on December 6, 2022

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#### OBJECTIVE:

To notify Council of an emergency purchase and seek approval for the appropriate source of funding related to replacing an estimated length of 100 feet of original building cast iron pipe that has failed internally.

#### RECOMMENDATIONS:

1. THAT Report GVL-05-2022 Emergency Purchase for Building Centre Core – Cast Iron Sewer Pipe Replacement be received;
2. AND THAT the emergency purchase outlined in Report GVL-05-2022 Emergency Purchase for Building Centre Core – Cast Iron Sewer Pipe Replacement be funded from the Capital Replacement Reserve – General in the amount of \$22,500 excluding non-rebateable HST.

**Prepared by:** Kellen Mowat, Supervisor, Facility Operations, Grandview Lodge

**Reviewed by:** Jennifer Jacob, Administrator, Grandview Lodge

**Respectfully submitted:** Cathy Case, General Manager of Corporate & Social Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

#### EXECUTIVE SUMMARY:

In October 2022, it was identified that the building centre core cast iron drain pipe had failed internally in several sections. The pipe failure resulted in multiple sewer backups into the building. The specific section of cast iron piping is original to the building's 1960's infrastructure and during the 2006 redevelopment, this specific section of cast drain was utilized in the new design rather than being replaced. For reference please refer to the drawing of the Centre Core – Block F & X Underground Plumbing (Attachment 1) where the section of cast iron drain pipe that has failed is highlighted.

There are no provisions within the 2022 budget to accommodate emergency expenditures. Therefore such expenditures are managed through the Procurement Policy. The Policy requires that a report be presented to Council outlining the purchase details along with a recommendation for the funding source. Staff recommend that the emergency costs in the amount of approximately \$22,500 plus non-rebateable HST, be funded from the Capital Replacement Reserve - General.

#### BACKGROUND:

Grandview Lodge long term care facility was rebuilt in 2006. The complete replacement of resident areas resulted in the 128 bed facility that exists today. However, during that rebuild, portions of the infrastructure at that time were retained including the auditorium, rear entrance and staff room areas,

and the former Maple Villa wing which has since become rental space including Maple Grove assisted living units. Additionally, some of the core plumbing and mechanical infrastructure was also deemed in satisfactory condition at the time of the rebuild and was retained for financial efficiencies. Some of this infrastructure is now aging significantly resulting in unpredictable issues, one of which is the subject of this report.

In October 2022, the building centre core cast iron drain caused three separate sewer backups, that resulted in the flooding of wastewater directly into the central area of the building via toilets and drains. The direct impact to residents was minimal and included closure of the hair salon for one day. Additional impacts included closure of a public washroom, a small laundry room and the main meeting room. None of the resident home areas were affected. Each incident required the acquisition of specialized contracted services which utilized high-pressure equipment to clear the source of the blockages. Additionally, an increase in staff labour hours was required to clean the multiple areas affected by the flooding.

On October 20, 2022, the cast iron drain was scoped with a CCTV (closed-circuit television) camera to locate the source of the blockages. After reviewing the camera footage of the drain, it was documented that there are multiple sections of the cast iron pipe that have been failing internally. These failed sections of cast iron pipe have become catch points for all flushable debris which in turn results in the blockage and eventual drain backups.

After the drain system site review, the contractor identified and confirmed the following two issues that need to be rectified:

- approximately 100 feet of cast iron piping; to be replaced with XFR (X-tra Fire Rated) PVC (polyvinyl chloride) piping, and
- two cleanout replacements.

## **ANALYSIS:**

Staff regularly attempt to balance a proactive approach to replacing infrastructure with the need to be fiscally reasonable and responsible. There is always a risk with aging infrastructure that similar issues could arise, however, the unpredictability of when and to what magnitude make it difficult to integrate into the budgetary process.

An emergency purchase order for the required goods and services to remove the sewer blockages and to repair the plumbing system was issued in the amount of \$22,500 plus non-rebateable HST, and was completed in accordance with the Procurement Policy 2013-02 (Reference 1). The policy allows for non-competitive procurement in emergencies when there is an imminent or actual danger to the life, health or safety of the public and/or an imminent or actual danger of damage to, or destruction of, real or personal property belonging to the County. The policy requires a report to be submitted to Council to identify a funding source if one cannot be found within existing budgets.

Staff reviewed existing maintenance and repair plans that form part of the current budget and determined that there are insufficient funds in the approved Tax Supported Operating Budget to cover the costs of the emergency purchase without negatively impacting other maintenance requirements in the facility. Capital projects were also considered however a reallocation of funds was not readily available without compromising work in progress. Therefore, staff are recommending that the emergency plumbing expenditure be funded from the Capital Replacement Reserve – General.

In recent years enhanced processes have been established to undertake an asset management approach for buildings and facilities in an attempt to review and plan for as much as is possible with respect to replacement and repair of critical areas within the home. Recently Grandview Lodge staff

have undertaken a complete facility condition assessment and developed a replacement schedule for all aspects of the facility. This plan is presented through the annual capital budget process where the ten year forecast identifies various replacement and repair requirements for the facility. It is anticipated that this long range plan will address matters as proactively as possible, reducing this type of emergency expenditure going forward.

## FINANCIAL/LEGAL IMPLICATIONS:

The 2022 Tax Supported Capital Budget did not include an estimate related to this unforeseen expenditure. As a result, a revision to the budget is recommended as outlined below (including non-rebateable HST). Staff are recommending that the emergency plumbing expenditure be funded from the Capital Replacement Reserve – General.

	<b>Current Approved Budget</b>	<b>Proposed Revised Budget</b>
<b>Projects:</b>		
Facility Maintenance and Repair	0	\$22,900
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$22,900</b>
<b>Financing:</b>		
CRR – General	0	\$22,900
<b>Total Financing:</b>	<b>\$0</b>	<b>\$22,900</b>

## STAKEHOLDER IMPACTS:

Not applicable.

## REPORT IMPACTS:

Agreement: No

By-law: No

Budget Amendment: Yes

Policy: No

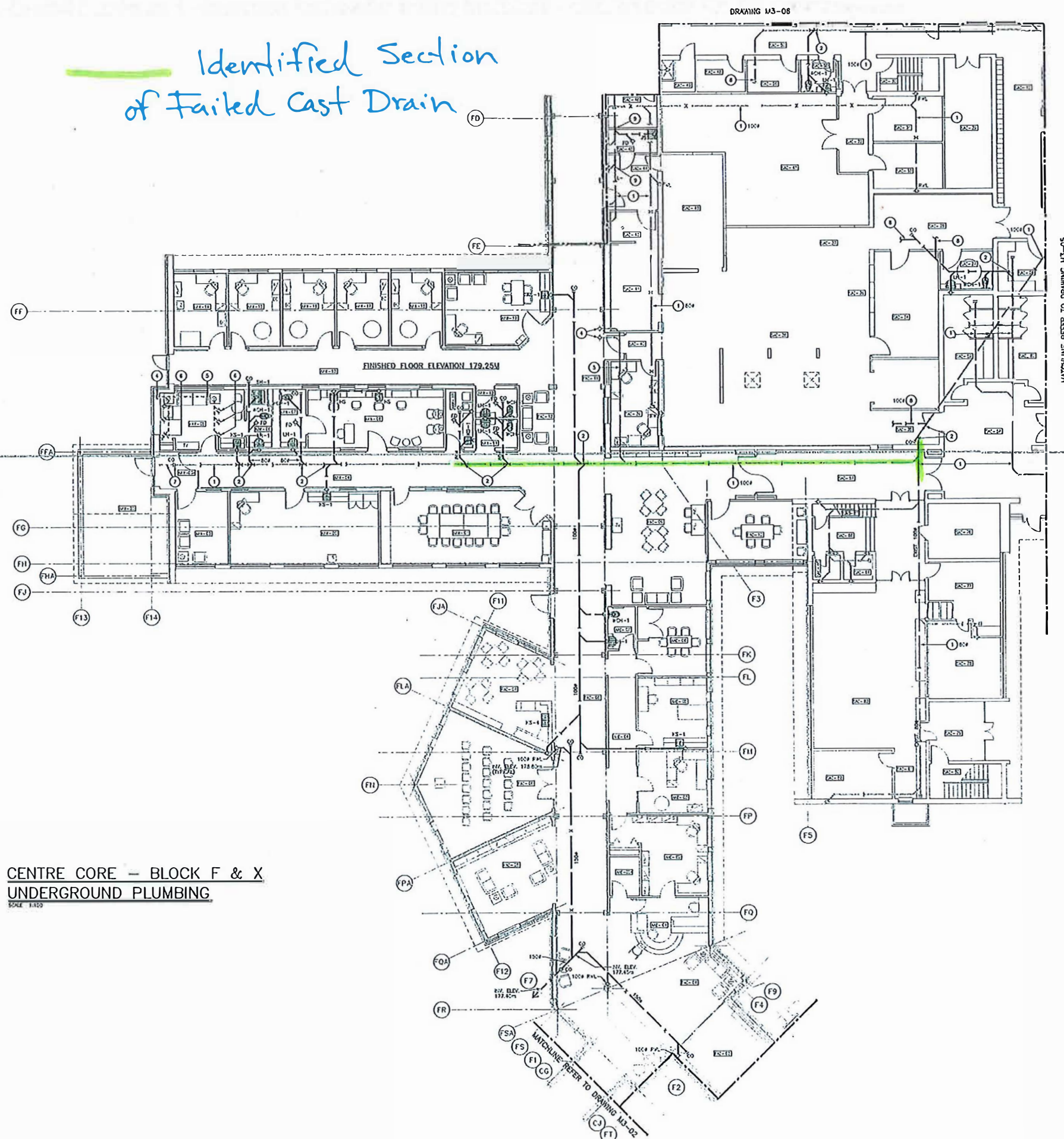
## REFERENCES:

1. [Policy No. 2013-02 Procurement Policy](#)

## ATTACHMENTS:

1. Plumbing Drawing

Identified Section  
of Tailed Cast Drain



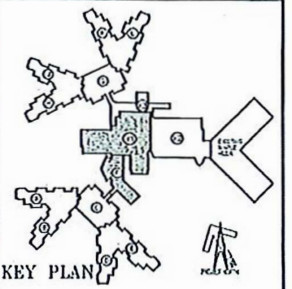
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### DRAWING NOTES

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## ROOM INDEX

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AE-99	LEGISLATIVE OFFICE
AE-100	LEGISLATIVE OFFICE



### KEY PLAN

Prints Issued to

[illegible]

Revisions to drawing



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02055 Ver PROJECT NORTH

## GRANDVIEW LODGE REDEVELOPMENT

DU SSVILLE JUN 10

0211	0211	0211	0211
------	------	------	------

Site no	CU	Plot no
CENTRE CORE - BLOCK F & N UNDERGROUND BUILDING		113.04

## GENERAL NOTES

- A) ALL E-FILED RETURNS TO BE A MINIMUM 60 DAYS BEFORE BEING FILED.
- B) ALL RETURNS, MINUS ALL EQUIPMENT SHALL BE CONSIDERED UNDER COMPLIANCE NOTED.
- C) CO-OWNERS ALL FLOOR DEANS WITH ADDITIONAL PROVISIONS.
- D) ALL FINANCIAL RETURNS TO BE COMPLETE WITHIN THE TRIP AND POWER CONNECTION.
- E) FOR FINANCIAL RECORDS SEE CHARTING W-01

# HALDIMAND COUNTY

## Report LSS-22-2022 General Insurance Renewal - 2023

For Consideration by Council in Committee on December 6, 2022



### OBJECTIVE:

To provide information to the 2023 Municipal Insurance Program renewal with estimated premium amounts.

### RECOMMENDATIONS:

1. THAT Report LSS-22-2022 General Insurance Renewal - 2023 be received;
2. AND THAT the 2023 insurance policies proposed by Marsh Canada Limited and Arthur J. Gallagher Canada Limited at a cost of \$973,411 inclusive of applicable taxes, approximately a 15.4% increase over the 2022 insurance premiums be approved as follows:
  - a. General Insurance Program including general liability, umbrella liability, medical malpractice liability, environmental impairment liability, crime, automobile, property insurance, excess property insurance, municipal volunteers' accident policy and cyber coverage;
  - b. Closed Landfill Policy be renewed, and cost shared with Norfolk County as joint owners;
3. AND THAT the Special Events Insurance Coverage, at 100% municipal cost, for those parades and events that meet the criteria as outlined in Report LSS-22-2022, be approved;
4. AND THAT authority be delegated to the General Manager, Corporate & Social Services to renew the Community Hall Boards and Recreation Affiliates policies, based upon the estimated premiums provided by Marsh Canada Limited and Arthur J. Gallagher Canada Limited to an upset limit of \$17,000 inclusive of applicable taxes, representing approximately a \$1,200 increase over the 2022 insurance premiums;
5. AND THAT the Recreation Affiliates Policy, once renewed, maintain affiliate contributions to this policy premium capped at the amount of \$550 each;
6. AND THAT staff report back to Council if the final rates exceed the upset limit or if there are any significant policy changes for 2023.

**Prepared by:** Tracey Borland, Supervisor, Risk Management & Legal Services

**Reviewed by:** Lori Friesen, Manager of Legal & Support Services

**Respectfully submitted:** Cathy Case, General Manager of Corporate & Social Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

Over the last few years, Ontario municipalities have experienced a global hardening of the insurance market. This has resulted in many municipalities seeing a 25% to 40% premium increase year over year on some policies; a reduction in the number of insurers providing municipal insurance policies (less competition); some municipalities not being able to obtain insurance coverage for various policy

types (i.e. Cyber); stronger disciplined policy underwriting including more policy exclusions (less coverage for more money); and significant delays in annual insurance renewals.

Haldimand, although identified as a model client, has also been impacted by the above factors including experiencing a delay in receiving the 2023 insurance policy renewal premiums. The Community Hall Boards and Recreation Affiliates policy premiums have not yet been received and are being estimated based on advice from the County's broker.

The overall increase is 15.4% representing an additional cost of approximately \$132,000 for a total policy of \$973,411 including applicable taxes. The area with the highest increase is the Property policy and much of that increase is attributable to inflation.

Staff are recommending to proceed with the proposed 2023 premiums as outlined in this report; and seeking delegated authority to renew the two outstanding policies once confirmed.

## BACKGROUND:

Haldimand County's General Insurance Program consists of two parts:

- 1) **Self insurance** – is where an organization maintains its own funding source to cover insurance costs rather than purchasing a policy from an external insurance company. For Haldimand County, claims that fall below the County's established deductible dollar values for each policy type are covered through self insurance. All claim related expenses and/or settlements within this category are funded from the County's Insurance Reserve. (See Attachment #1 for deductible values for each policy type)
- 2) **External insurance** – involves purchasing an external insurance policy from an insurance company to cover claims that are above the County's established deductible dollar values. The policy generally provides coverage for all associated costs or judicial awards that exceed the deductible value. The external insurance policies are renewed annually on January 1<sup>st</sup>, and the 2023 renewal information is the purpose of this report.

The General Insurance Program has adapted and changed since the County's inception to accommodate ongoing fiscal and operational needs by ensuring types and levels of insurance coverage are appropriate, and to mitigate premium increases as much as possible. Some examples of Council approved changes include increasing deductible levels, which at the time, resulted in lower premiums; the addition of a new Cyber Liability policy in 2018; and an Excess Property policy in 2022. Since 2001, the County's insurance coverage has been provided by three different insurers as awarded through the Request for Proposals process:

- 2001 to 2011: Frank Cowan Company
- 2012 to 2016: BFL Canada Risk & Insurance
- 2017 to current date: Jardine Lloyd Thompson which was then purchased by Marsh Canada Limited, utilizing Arthur J. Gallagher for brokerage services

Information regarding the insurance premiums from 2001 to 2022 can be found in Council Report LSS-17-2021 General Insurance Renewal – 2022, of which the link to this report is provided below in the references section. Over the past three years, municipal insurance premiums have increased substantively across the province and Haldimand County has not been immune to the increases, albeit the degree of increase has been lower for Haldimand than many others.

### Market Trends

Each year, staff monitor the insurance market trends to determine potential impacts on the County's insurance program. This includes utilizing a variety of communications such as public insurance market studies, brokerage services and reports, networking with other municipalities, information

provided through various municipal associations, etc. Municipalities throughout Ontario are continuing to face annual premium increases due to the ongoing hard market conditions, characterized by a high demand for insurance coverage and a reduced supply of insurers willing to provide coverage. There are several factors which drive the hard market conditions with the more relevant factors being:

- insurers seeking to have a greater focus on profitability and bottom-line results, resulting in higher premiums;
- the marketplace experiencing a reduction in fiscal capacity due to a decrease in the number of syndicates who provide financing to the insurance market;
- insurers limiting the number of policies issued;
- a growing demand for more insurance coverage (i.e. many auto policies used to be \$1M in coverage and auto owners are now seeking \$5M in coverage);
- insurers imposing stricter underwriting standards which include more exclusions (less coverage); and
- insurers disinclined to negotiate any terms – it is a take it or leave it offer.

Other external impacts which drive premium rates include:

- an increasing number of catastrophic losses, regardless if the event is local, national or international (tornados, flooding, forest fires, etc.);
- a growing number of liability claims and law suits which have increasingly higher court awards – which has resulted in a significant growth of claim costs for insurers; and
- more recently, the growing inflation rate which is increasing the replacement cost of assets which are covered by insurance programs.

Municipal insurance itself is complex in terms of size, diversity of operations, scope of risk and global claim costs. The number of insurers willing to provide coverage for municipalities continues to decline, with the insurers focus shifting to obtaining higher premium revenues rather than providing competitive offerings.

Municipal claim experience also impacts insurance rates; the higher the claims costs, the higher premiums – this is known as a liability loss ratio. Haldimand County is known to be a model client due to proactive risk mitigation activities; and has a lower liability loss ratio than the industry standard, which benefits the County at time of renewal.

### 2023 Insurance Renewal Strategy

Staff were proactive in preparing for the 2023 insurance renewal knowing that there are industry challenges. The extensive insurance renewal package was vetted with a variety of staff to ensure that all information was accurate and that the County is seeking the right amount of coverage and insured values. The insurance renewal package was submitted to the County's insurance broker Arthur J. Gallagher (Gallagher) at the end of August 2022.

To ensure that the County is receiving good value, in addition to entering into negotiations with Marsh for the 2023 renewal, Gallagher also approached other insurance providers for quotes on the County's insurance portfolio. The intent was to utilize foreign and domestic markets to find the best insurance rates and coverage. One of the companies approached was Intact Public Entities (IPE), formerly Frank Cowan Company who had previously provided coverage to Haldimand. After a review of the Haldimand program, IPE declined to submit a formal quote stating that IPE would not be competitive at this time.

Staff are presenting the proposed premium costs as well as the estimates for the two outstanding policies (Community Hall Boards and Recreation Affiliates) and the Special Event Policy for Council review and feedback. The renewal package received to date from Marsh for the County's proposed insurance program is supported by financially strong and stable leading insurers, which is extremely important when sourcing municipal insurance providers. The rate increases for the 2023 renewal are similar to what other model client municipalities are experiencing; and the proposed rate increases are

mostly reflective of the external market conditions with some moderate impact based upon the County's liability loss ratio.

The estimated 2023 premiums represent a 15.4% increase from 2022 and an additional \$1,200 over 2022 for the two outstanding policies for which premiums have yet to be provided. Currently, the deductibles remain the same as in 2022 and as shown on Attachment #1.

## ANALYSIS:

A review of the liability claims experience of the past 6 years shows a liability loss ratio of 21.2% with property and automobile loss ratios of 0.1% and 2.1% respectively. An insurance company uses loss ratios along with the other external factors when determining underwriting rates and subsequently, annual premiums. A loss ratio is a mathematical calculation that takes the total claims that have been reported to the insurer plus any handling costs (adjuster fees, legal fees) divided by the total premiums earned. In general, an acceptable loss ratio to insurers would be in the range of 40% - 60%. At this point in time, the County's loss ratio is significantly less than the industry acceptable loss ratio, which makes Haldimand a model client and results in more favourable renewal rates. If the loss ratio was above 60%, insurers would be applying much higher premium increases, and/or could opt not to provide policy coverage.

Table 2 outlined within the Financial/Legal Implications section of this report, breaks down the costs of the proposed 2023 renewal premiums for the County's General Insurance Program compared the 2022 premiums.

The 2023 General Insurance Program which includes general liability, umbrella liability, medical malpractice liability, environmental impairment liability, crime, automobile, property insurance, excess property insurance, municipal volunteers' accident policy and cyber coverage, Closed Landfill Policy, Facility User Program along with the estimated premium costs of the Community Hall Boards and Recreation Affiliates policy is an approximately \$989,411 (includes applicable tax). The 2023 premiums are approximately \$132,233 more than the 2022 premiums.

Each of the policy types have been identified below along with a brief description of the purpose of the policy, the proposed premium and the increase from 2022 (if applicable). Attachment #2 provides a list of insurance terminology to help further explain the various insurance policies and their attributes.

### i. General Liability Insurance

General liability is coverage for liability related to bodily injury and/or property damage to third parties. The policy includes a number of extensions, coverages, and endorsements such as Errors & Omissions Liability, Employers' Liability, Employee Benefits Liability, Wrongful Dismissal (Legal Expense) Reimbursement, Conflict of Interest, Non-Owned Automobile coverage as well as other smaller lines of coverage. The 2023 premium is \$97,254 which represents approximately 9.8% or \$8,696 increase from 2022.

The County inquired if there would be any premium savings if the deductible for General Liability was increased from \$250,000 to \$500,000. As the premium savings would only be \$9,931, there is no advantage to changing the deductible, noting that this minimal savings does not offset the additional risk / exposure that the County would be administratively and fiscally responsible for. Furthermore, the levy contributions to the Self Insurance Reserve (SIR) fund would need to be increased to offset this additional level of exposure.

### ii. Umbrella Coverage

The General Liability policy has a limit of \$5,000,000 which is known as Primary liability coverage. It is important that the County retain Umbrella coverage as judicial awards related to general liability

exposures have increased and are a significant fiscal exposure to the County. When judicial awards exceed \$5,000,000 the Umbrella coverage provides an additional layer of insurance, in the event that the primary General Liability policy limits are exceeded.

The 2023 premium is \$50,150 which represents an increase of 16% over the 2022 premium and provides additional coverage of \$45,000,000. This additional coverage consists of two (2) excess policies of \$20,000,000 and \$25,000,000 respectively. To date, the County has not drawn upon these policies, but in all likelihood, it is only a matter of time due to the growing litigious society and increased judicial awards. If the County did not retain Umbrella coverage and the Primary liability coverage limit was exceeded, the County would be fully responsible for paying the difference. It is critical that this limit of coverage be retained to adequately protect the County from claims related to catastrophic injury.

Joint and Several Liability, which is a provision of the Negligence Act, is commonly known as the 1% Rule. This is an example of when excess layers of insurance could be required. Under Joint and Several Liability, a municipality is only required to be found 1% liable for the cause of loss which contributed to the plaintiff's injuries, in order to be held jointly and severally liable - potentially having to pay 100% of the amount awarded, despite contributory negligence by the other parties. In other words, current legislation directs that a person injured by two or more negligent parties may collect full damages from any one of the negligent parties even if that party was only 1% responsible for a claim. As municipalities are seen as having "deep pockets" or unlimited financial resources, legal counsel frequently name municipalities in suits on behalf of their clients. Municipalities for years have been requesting this legislation be changed. The Association of Municipalities of Ontario (AMO) have been advocating on behalf of municipalities to the Ministry of Attorney General. More information can be found in Council Report LSS-01-2021 Joint and Several Liability of which the link to this report is provided below in the section.

### **Changes to the Program – New Exclusion added for General Liability Insurance and Umbrella Coverage**

Under the General Liability and the Umbrella Liability policies, Marsh Canada has added the following exclusion: Perfluorinated Compounds, Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) Exclusion. This exclusion applies only to the County's water treatment, water supply and firefighting operations. These compounds and substances mean any organic molecule, salt, free radical or ion, the composition of which includes at least one:

- Perfluorinated methyl group (-CF<sub>3</sub>), or
- Perfluorinated methylene group (-CF<sub>2</sub>)

Per and Polyfluoroalkyl substances (PFAS) are considered emerging contaminants and in recent years have become one of today's most significant environmental issues. PFAS are widely detected in soil, groundwater, surface water and associated with landfills, and wastewater treatment plants.

As the operations of the County's water treatment and water supply are contracted services, the County will continue to work with these service providers to be proactive in addressing this requirement. Risk mitigation strategies to address this with County in-house service providers will also be reviewed.

#### **iii. Medical Malpractice Liability**

Medical Malpractice Liability is a stand-alone policy (separate policy) from the Municipal Insurance program, also known as third party coverage. A medical malpractice policy provides County coverage for healthcare services provided by paramedics, firefighters, personal support workers, registered practical nurses, etc. The 2023 premium is \$39,672 which is 7.5% or \$2,768 over the 2022 premium.

iv. Environmental Impairment Liability

Environmental Impairment Liability provides coverage for claims that arise from sudden and accidental incidents (oil leakage from a County vehicle or a piece of equipment) to gradual loss (leakage/seepage over a period of time). This coverage is available for third party site clean up, applicable emergency costs, etc. The 2023 premium is \$12,164 representing an increase of 12.5% or \$1,364 over the 2022 premium.

v. Crime Insurance

Crime Insurance provides a variety of coverages from employee dishonesty, loss of money, forgery and related professional legal and auditing expenses and is known as first party coverage. The 2023 premium remains the same at \$2,700, a 0% increase.

vi. Automobile Insurance

Automobile Insurance provides liability and physical damage coverage for County owned or leased (over 30 days) vehicles, known as first party coverage. The 2023 premium is \$163,658 representing an overall increase of \$19,938 or 3%. The premium is increased due to an increase in the number of insurable fleet licenced vehicles from 216 in 2022 to 234 units in 2023.

vii. Property Insurance

Property Insurance applies to the physical damage and machinery breakdown for all municipally owned property and is first party coverage. In 2022, the insurance provider established an upset aggregate limit of \$100 million per event. Given that the County has a total insured value of \$518,303,285, the limit of loss is a significant gap in insurance coverage and a detriment to the County. For instance, if full loss was to occur, any expense exceeding \$100 million would need to come from other County funding sources such as County reserves or other available funding mechanisms. In the case of total loss of the Nanticoke Water Treatment Plant which is located in a dense space and valued at \$112,247,520, it would not be fully covered. Haldimand has several other properties which are located in a geographically dense space where collectively the assets have an assigned value that exceeds \$100 million.

In 2023 the insurance provider introduced a 5% rate increase to be applied to all listed properties and added an additional 11% Inflationary Property Value increase. The inflation increase is a result of the increased market costs to rebuild after a loss and is driven by the current and estimated future costs of materials and labour. The 2023 premium is \$443,149 or \$74,830 more than the 2022 premium representing the largest dollar increase to the 2023 program.

viii. Excess Property Insurance

In the past 2 years, insurance carriers experienced significant catastrophic losses such as wildfires, civil commotion and flooding, globally. As noted under property insurance, an upset aggregate limit of \$100 million per event was placed on the County's policy. To ensure that the County has an adequate amount of coverage, Council approved the purchase of an Excess Property policy to ensure proper protection for buildings, structures and contents. The Excess policy provides an additional property limit of \$50,000,000 on any one loss. The 2023 premium is \$70,875 which represents an increase of 11% or \$7,155 over the 2022 premium. The increase is attributable to the same factors as outlined under vii. Property Insurance. The Excess Property policy allows the County to close the gap in the event of a total loss that exceeds \$100 million in one geographic area or for any one property valued higher than this limit. Council should be aware that the County would not be fully covered if the property loss for any one event exceeds \$150 million. Staff continue to review and monitor reserve balances across the County to ensure reasonable balances to best protect the County's assets from an insurance perspective.

ix. Municipal Volunteers' Accident Benefit Policy

The Municipal Volunteers' Accident Benefit policy protects the County's volunteers from financial consequences of accidental injuries. This policy is designed to provide insurance protection for all County volunteers performing supervised and sponsored volunteer activities. The 2023 premium is the same as the 2022 premium at \$1,080.

x. Cyber Insurance

Cyber Insurance is a relatively new insurance policy with the County purchasing its first Cyber policy in 2018 due to the growing trend of cyber risk to municipalities. Cyber policies have been very volatile in rates and some municipalities have been unable to secure Cyber policy coverage. Cyber breaches, cybersecurity matters, and ransomware are becoming more common place with the underwriters realizing the losses associated with this type of risk. Public entities are consistently one of the most heavily impacted classes for cyber losses which is why some key cyber insurers are no longer insuring municipalities or drastically restricting insurance coverage. As insurers and insureds become more aware and knowledgeable around cyber threats and risk management, staff anticipate that the insurance programs for such exposure will stabilize in the coming years.

Cyber insurance differs slightly from other lines of coverage, in that, in addition to incident response, a more proactive service is also included in the premium costs in the event of a cyber concern. The 2023 premium is \$67,770 or 13% over the 2022 premium.

xi. Community Hall Boards

The Community Hall Boards policy extends liability coverage to those boards who are operating County Community Halls on the County's behalf. There are currently 18 Community Halls that are operated by autonomous volunteer boards of directors who manage hall finances. The County remains responsible for the life, health and safety of assets, along with major capital and emergency repairs.

At the time of this report the 2023 Community Halls Liability policy premium was not available. Gallagher has suggested that an increase of 1% over the 2022 premium would not be unreasonable based upon ongoing discussions with the insurer. Based upon this, the estimated 2023 premium would be \$13,284 which is \$132 higher than the 2022 premium. Staff recommend providing delegated authority to the General Manager of Corporate and Social Services to renew this policy once final renewal rates are received.

xii. Recreation Affiliates Insurance

The Recreation Affiliates policy provides liability coverage for incorporated groups who cannot be identified as volunteers under the County General Liability policy because of their incorporated status. This coverage is known as third party coverage.

Currently, the Dunnville Soccer Park Corporation and Haldimand Youth Soccer Corporation are insured under this policy. For several years, the County has facilitated this insurance coverage on the group's behalf in an effort to secure the most economical premium possible. Since 2012, Council has capped these two organizations' contributions to the annual premium at \$550 each, with the remainder of the premium paid by the County.

At the time of this report, the Recreation Affiliates Insurance policy premium was not available. Gallagher has suggested that an increase of 2% over the 2022 premium would not be unreasonable based upon ongoing discussions with the insurer. The estimated 2023 premium would be \$2,700 which is \$53 higher than the 2022 premium. At this time, staff recommend no changes to the cost sharing model currently in place. Staff also recommend providing delegated authority to the General Manager of Corporate and Social Services to renew this policy once final renewal rates are received.

xiii. Joint Municipal Landfill Property and Landfill Liability and Umbrella Liability - Closed

The Joint Municipal Landfill policies are stand-alone policies providing liability and property coverage for those landfills that are jointly owned by Haldimand County and Norfolk County. The property policy has a first party limit of \$2,500,000 blanket limit of loss; the liability coverage has a third party limit of \$5,000,000; while Umbrella policy has an excess liability limit of \$20,000,000. The 2023 premium is \$24,939 which is an increase of 11% or \$2,517 over the 2022 premium.

Norfolk County as co-owner, will cost share the annual premium (56.25% Norfolk share) and will be notified of the 2023 renewal rates.

xiv. Facility User Program

The County offers a number of facilities for rent for the purpose of sports, events and activities whether it is for such things as an organized event or a pick-up hockey game. The rental of County facilities requires that users have liability coverage to protect them and the County against any financial impact of claims associated with the use of the rental. To assist, the County administers a Facility Rental User Liability Insurance Program. This program enables individuals and/or groups renting a County facility to obtain insurance at a reasonable rate while also ensuring that the County's risk exposure is mitigated. This program does not apply to those Users or Groups who have their own insurance coverage and supply the required documentation.

The Facility User Program provides liability coverage for bodily injury and property damage and adds the County as an additional insured. This is known as third party coverage. The premiums are collected by the County when a facility is booked and are remitted directly to the insurance provider.

xv. Special Event Policy

In 2013, Council approved the purchase of a Special Events Policy for parades and special events that meet certain criteria. This initiative was brought forward as community event organizers were experiencing difficulty in obtaining and/or financing the required liability insurance for their events held on Haldimand County property. Anytime an event is held on County property which is approved through an established application process, the County requests insurance coverage in order to protect the County's interests and mitigate risk.

This policy is equally beneficial to the event organizers and to the County. The organizers will benefit by not having to obtain independent insurance for their event, thus avoiding a potential cost as well as the administrative work in securing such coverage and providing the documentation to the County. The County will benefit by having the security of insurance coverage that protects the County's interests based on the terms of coverage specified by the County. It should be noted that any claim under the group policy related to an individual event could have future implications to the coverage, deductible, and premium for all covered events.

The Council approved criteria for receiving insurance coverage under the Special Events Policy is as follows:

- the event is mostly, if not all, held on County owned property;
- the event is sponsored by a volunteer, not-for-profit organization;
- the event is held on an annual recurring basis;
- the event is for the benefit of the general public, as opposed to a specific target audience;
- the event contributes to community vibrancy and may encourage tourism;
- the event is not for the purpose of fundraising;
- the main event is free of admission charges; and
- funding of the insurance for an event does not create an inconsistency with other similar events held on property not owned by the County.

Table 1 (below) outlines 22 special events that are currently utilizing the Special Events Policy coverage. The policy outlines the cost per event and/per day of the event. This policy has a deposit premium which is the amount of money required by an insurer to initiate a policy. Once the deposit premium has been exhausted, the insurer then invoices for each event. This policy has a renewal of April 13, 2022 to April 13, 2023.

**Table 1: Special Events & Annual Parades**

Event Name	Location
Remembrance Day Parades	Jarvis
	Dunnville
	Selkirk
	Hagersville
	Caledonia
Santa Claus Parades	Hagersville
	Caledonia
	Cayuga
	Townsend
Light Up Nights	Jarvis
	Caledonia
	Dunnville
	Hagersville
	Cayuga
Summers End Festival	Hagersville
Canada Day Events	Dunnville
	Caledonia
Cayuga Fest	Cayuga
Fun Day	Fisherville
Mudcat Festival	Dunnville
Pride - Haldimand Norfolk	Caledonia
Jarvis Fest	Jarvis

### Risk Management Strategy

The County's General Insurance Program continues to be Haldimand's main source of risk financing, providing many different policies and coverages for the multitude of exposures based upon the nature of its legislated and operational responsibilities.

The pandemic had some negative effects on insurance renewals as noted throughout this report, but it also delayed submission of claims and court matters which are just starting to come to light. This has been anticipated by insurers who have built in fiscal risk mitigation through their proposed increased premiums. Staff continue to work to identify and mitigate risk and their associated costs.

In 2023, Legal and Support Services will begin working to develop the framework for a Corporate Risk Management Strategy which will include evaluating the total cost of risk (insurance premiums, program structure, loss prevention, claims management, coverage gaps and contractual liability), development of appropriate risk mitigation and risk transfer strategies as well as providing education, training and techniques that can be implemented in the day-to-day operations throughout Haldimand County. The

goal is to work collaboratively with all departments to reduce risks associated with municipal operations and to mitigate future claims and insurance costs. It is anticipated that the development of this strategy and the work required with various County Divisions will span the 2022-2026 term of Council.

### Next Steps

2022 is the last year of the insurance contract with Marsh Canada and Gallagher. In 2023, staff will be going to the marketplace to source an insurance contract for 2024 and future years. Staff are continuing to review the General Insurance Program as a whole to ensure that the County remains fiscally responsible in all activities related to the program.

### FINANCIAL/LEGAL IMPLICATIONS:

Table 2 (below) shows the proposed 2023 insurance premiums compared to the 2022 insurance premiums including the percentage increase and dollar value increase. All values are inclusive of Provincial Sales Tax where applicable. The 2023 increase to insurance premiums will be one of the budget drivers in the 2023 Tax Supported Operating Budget. Unfortunately, with a limited market supply of public sector insurance providers, the global hard market, lack of joint and several liability reform, and recent inflationary increases, the increase appears unavoidable despite the County's reputation as a model client in the public sector portfolio. As noted above, the contract with Marsh Canada ends in December 2023 and a new contract will be sought for future years.

**Table 2: 2022/2023 Insurance Premiums**

<b>Policy</b>	<b>2022 Premium</b>	<b>2023 Premium</b>	<b>2023 Estimated Premium</b>	<b>2023 Increase</b>	<b>2023 Percentage Increase</b>
Municipal General Liability	\$88,558	\$97,254		\$8,696	9.80%
Umbrella Liability	\$43,200	\$50,150		\$6,950	16%
Medical Malpractice Liability	\$36,904	\$39,672		\$2,768	7.50%
Community Hall Boards Liability	\$13,152		\$13,284	\$132	1%
Recreation Affiliates	\$2,646		\$2,699	\$53	2%
Environmental Impairment Liability	\$10,800	\$12,164		\$1,364	12.50%
Crime	\$2,700	\$2,700		\$0	0%
Owned Automobile	\$143,720	\$163,658		\$19,938	3%
Property	\$368,319	\$443,149		\$74,830	5% Rate + 11% in Property Value
Volunteer Accident	\$1,080	\$1,080		\$0	0%
Cyber	\$59,940	\$67,770		\$7,830	13%
Excess Property	\$63,720	\$70,875		\$7,155	10%
Landfill Policies (cost shared with Norfolk County)	\$22,422	\$24,939		\$2,517	11%
	<b>\$857,161</b>	<b>\$973,411</b>	<b>\$15,983</b>	<b>\$132,233</b>	<b>15.40%</b>

Once final renewal figures are received from the insurer, staff will report back via memo to Council to provide the actual increases. If the final increase provided to the County is unexpectedly higher than 25%, staff will report back to Council with options to consider going forward. Likewise, if changes are recommended after further staff analysis is completed on the viability of the County assuming more risk, staff will report back for Council consideration.

## **STAKEHOLDER IMPACTS:**

All departments and various County Boards are insured under and impacted by elements of the General Insurance Program.

The Joint Municipal Landfill Liability costs are shared with Norfolk County. As co-owner, Norfolk is responsible for 56.25% of the 2023 annual premium.

## **REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: Yes

Policy: No

## **REFERENCES:**

1. [LSS-17-2021 General Insurance Renewal – 2022](#)
2. [LSS-01-2022 Joint and Several Liability](#)

## **ATTACHMENTS:**

1. Insurance Deductibles
2. Insurance Definitions

Deductible Listing				
Coverage	2020 Policy Deductible	2021 Policy Deductible	2022 Policy Deductible	2023 Policy Deductible
Municipal General Liability	\$250,000	\$250,000	\$250,000	\$250,000
Errors and Omissions	\$25,000	\$100,000	\$100,000	\$100,000
Umbrella Liability	Nil	Nil	Nil	Nil
Medical Malpractice	\$25,000	\$50,000	\$25,000	\$25,000
Community Hall Boards Liability	\$1,000	\$1,000	\$1,000	\$1,000
Recreation Affiliates	\$1,000	\$1,000	\$1,000	\$1,000
Environmental Impairment Liability	\$25,000	\$25,000	\$25,000	\$25,000
Crime	Nil	Nil	Nil	Nil
Owned Automobile - All Perils Deductible	\$25,000	\$25,000	\$25,000	\$25,000
Primary Property	\$50,000	\$50,000	\$50,000	\$50,000
Volunteers' Accident Benefit	Nil	Nil	Nil	Nil
Cyber Insurance	\$25,000	\$50,000	\$100,000	\$100,000
Excess Property	N/A	N/A	Nil	Nil
Landfill - General Liability	\$250,000	\$250,000	\$250,000	\$250,000
Landfill - Umbrella Liability	Nil	Nil	Nil	Nil
Landfill - Property Policy	\$50,000	\$50,000	\$50,000	\$50,000

	Term	Definition	Example
1	<b>Additional Insured</b>	An additional insured is a person added to an insurance policy who isn't the policyholder or someone directly related to the policyholder.	Haldimand County is required to be listed as an additional insured on a contractors / vendors liability policy.  A certificate of insurance is required to show proof of additional insured status.
2	<b>Aggregate</b>	From an insurance perspective, aggregate means total or maximum.	Some insurance policies with have a maximum limit of \$5,000,000 - liability.
3	<b>All Risk Property Insurance</b>	Property insurance in an amount equal to the full replacement cost of the property of every description and kind owned by the County.	Each year a list of properties with corresponding values is submitted to the insurance provider.
4	<b>Builder's Risk</b>	A type of insurance meant to insure property in the course of construction.  Coverage is usually written on a Broad Form Basis and will cover the property at the construction site, offsite storage locations and in transit.	This type of policy would be required from a contractor if the County was build a new building or add an addition to a current building.
5	<b>Capacity</b>	This is the maximum amount of insurance or reinsurance available from an insurance company.	In a hard market, the capacity is capped.
6	<b>Catastrophic losses</b>	Floods, tornadoes, hurricanes, wildfires and other disasters. These are increasingly common and devastating.	Years of costly disasters like these have compounded losses for insurers, driving up the cost of coverage overall.
7	<b>Claimant</b>	A person or group who makes a claim against the County.  This person or group feels that their injuries have been caused by the County.	The County will receive a Notice of Intent or a Property damage form or a Statement of Claim.
8	<b>Claims Costs</b>	The costs associated with managing a claim or a matter in litigation. Examples include: adjusting fees, legal fees, disbursements.	The frequency and severity of claim cost increase over time and in accordance with population and municipal service growth. Settlement and verdicts for bodily injury claims are steadily rising. This extends to litigation and significantly raises costs to defend a claim.  Additionally, advances in health care have made treatment more effective, and people are living long, fuller lives after a serious accident.  While life expectancy is a positive trend, it has had an impact on compensatory damages and benefits.
9	<b>Claims-Made Policy Form - Wordings</b>	A claims-made policy is triggered when the claim is first made.  Coverage can be extended by purchasing an extended reporting endorsement.	A third party suffers an injury in 2014. Notice was served to the County in 2016. The 2016 policy would be triggered and would be the responding policy.  If the policy was not renewed in 2016, there is no coverage for the claim. This is why it is recommended that either an extended reporting period is purchased or the policy continues to be renewed for so many years after contract termination.  Policies - Medical Malpractice, Errors & Omissions, Environmental Impairment Liability
10	<b>Climate Change</b>	Refers to long term shifts in temperatures and weather patterns. These shifts may be natural or man made. Stronger and more frequent natural disaster are destroying homes and business which have an impact on insurance rates.	The impacts of climate change are reflect in the insurance premiums.

	Term	Definition	Example
11	<b>Compensatory Damages</b>	Insurance policies provide compensatory damages to injured persons.	If a person is successful in a lawsuit, they would receive a sum of money also known as compensatory damages.
12	<b>Deductible</b>	A deductible is the amount of money that you are responsible for paying toward an insured loss.	The Commercial Liability Policy has a deductible of \$250,000. This is the portion of a liability loss that the County pays.
13	<b>Defendant</b>	An individual, company, municipality sued or accused in a court of law.	Typically, municipalities are named as defendants on Statements of Claim.
14	<b>Extended Reporting Period or Tail Coverage</b>	<p>Claims-made policies usually allow a period for the reporting of incidents that could give rise to a claim.</p> <p>Some claims made policies allow for a short reporting period. This reporting period can be extended. The extended reporting period is purchased upon policy termination and extends the policy period for a specific amount of time.</p> <p>The period of time varies and usually an additional premium applies.</p>	If the Errors & Omissions policy was cancelled, the County would purchase this type of endorsement which would Extend the time to report an incident.
15	<b>First Party</b>	In an insurance contract, the first party refers to the person who buys the insurance. Also known as the policyholder or the Insured.	Corporation of Haldimand County is the named insured on all of the insurance policies
16	<b>Hard Market</b>	<p>This is when insurance companies take action to respond to challenging regulatory and environmental pressures that affect their profitability.</p> <p>Hard markets are characterized as having increased insurance premiums, reduced capacity for insurers to take on business, more stringent underwriting criteria, reduced coverage, and less competition as some insurance companies withdraw from certain industries.</p>	<p>The insurance industry has experienced a hard market for the past number of years.</p> <p>For example, the County's Cyber Policy increased by 79% in 2022.</p> <p>Some municipalities did not have their Cyber policies renewed.</p>
17	<b>Insurance Broker</b>	This is a regulated financial advisor who specializes in insurance.	Currently, the insurance broker for Haldimand County is Arthur J. Gallagher Insurance
18	<b>Insurance Provider - Insurer</b>	<p>A company that creates insurance products and takes on risk in return for the payment of premiums.</p> <p>Most insurance companies are stock companies.</p>	The insurance provider is Marsh Canada along with Certain Underwriters at Lloyds and Aviva Insurance Company
19	<b>Joint and Several Liability</b>	<p>This is a provision within the Negligence Act and is commonly referred to as the 1% Rule. Under Joint and Several Liability, a municipality is only required to be found 1% liable for the cause of loss which contributed to the plaintiff's injuries, in order to be held jointly and severally liable - potentially having to pay 100% of the amount awarded, despite contributory negligence by the other parties.</p> <p>Example - current legislation directs that a person injured by two or more negligent parties may collect full damages from any one of the negligent parties even if that party was only 1% responsible for a claim.</p>	As Society become increasingly litigious, municipalities are perceived with having "deep pockets" or high insurance limits.

	Term	Definition	Example
20	<b>Liability Limitation Period</b>	The Limitations Act sets out a basic limitation period of two years. This means that a lawsuit must be commenced in respect of a claim within two years of the day on which the claim was discovered.  Injured have another 6 months to serve the defendant (s).	The County will receive Statements of Claim 2 plus years after an incident has occurred. This has an impact on the Self Insurance Reserve.
21	<b>Litigation</b>	The act, process or practice of settling a dispute in a court of law.  The Ontario Rules of Civil Procedure given civil litigation.	If a claimant is not satisfied with a claims resolution or wants to proceed to court, a Statement of Claim issued. The Statement of Claim starts the litigation process.
22	<b>Loss Ratio</b>	A loss ratio is a mathematical calculation that takes the total claims that have been reported plus any handling costs (adjuster fees, legal fees) divided by the total premiums earned. In general, an acceptable loss ratio would be in the range of 40% - 60%.  If the loss ratio was above 60%, insurance company would be applying high double digits increases.	At this point in time, the County's loss is acceptable and below the industry standard.
23	<b>Occurrence Policy Form - Wordings</b>	These wordings provide coverage for claims arising out of incidents that occurred during the policy period.  The response trigger is the date the event occurred that gave rise to the claim. The policy does not have to be in effect when the claim is made. The policy that was in effect when the claim occurred is the responding policy.  Occurrence policies never end.	A third party suffers bodily injury in 2014. Notice is served upon the County in 2016.  The 2014 policy would be triggered and would be the responding policy not the current 2016 policy.  Policies - Commercial General Liability, Automobile Policy
24	<b>Plaintiff</b>	A person or group who issued a Statement of Claim naming the Corporation of Haldimand County.  This person or group feels that their injuries have been caused by the County.	A Statement of Claim is issued by a Plaintiff.
25	<b>Products &amp; Completed Operations</b>	This type of coverage is found on a commercial general liability policy.  It includes liability arising out of the contractor's products or business operations conducted away from the contractor's premises once those operations have been completed.	This is a required insurance coverage that contractors need to provide prior to undertaking any work on County premises.
26	<b>Primary Liability</b>	This type of policy provides protection for financial loss should the organization be liable for bodily injury or property damage caused by its business operations and / or employees.	Haldimand County carries a \$5,000,000 primary limit of liability.
27	<b>Professional Liability</b>	If a professional is alleged to have made an error or omission or is negligent with services rendered or not rendered, the Errors & Omissions policy provides financial protection to meet the costs of defending legal actions and providing compensatory damages if the professional is found legally liable.  This policy also responds to a Wrongful Act.	Building and Bylaw

	Term	Definition	Example
28	<b>Reinsurance</b>	Reinsurance is coverage for insurance companies.	The reinsurance market is subject to the same difficult market. Carriers often buy reinsurance for risks they can't or don't wish to retain fully. Lately, reinsurance is becoming more expensive to obtain which is causing carriers to increase their rates.
29	<b>Request for Proposal - RFP</b>	This is a business document that announces a project, describes it and solicits bids from qualified contractors / vendors to complete it.	Insurance Broker Services and Insurance Providers are subject to the RFP process.
30	<b>Retroactive Date</b>	<p>A date that is stipulated in all claims-made policies. It is the first date of incidents covered by the policy.</p> <p>The retroactive date provides coverage for incidents that have occurred prior to the current policy term.</p> <p>The retroactive date is usually the first date that the claims-made policy is purchased. The date is carried forward with each subsequent policy.</p>	<p>Policies that carry a retroactive date -</p> <p>a. Medical Malpractice - November 15, 1993  b. Errors &amp; Omissions - Unlimited  c. Environmental Impairment Liability - Unlimited</p>
31	<b>Return on Investment</b>	A simple ratio that divides the net profit of loss from an investment by its costs.	Almost all insurance companies are stock companies. Nearly every insurance carrier uses the funds it receives from premiums to invest in other markets. However, reduced interest rates have negatively impacted profitability and carriers have a reduced appetite for risk as a result.
32	<b>Risk Mitigation</b>	This is a strategy to prepare for and lessen the effects of threats faced by an organization.	This is a part of a Risk Management Strategy. An example is proper documentation.
33	<b>Risk Transfer</b>	This is a risk management and control strategy that involves the contractual shifting of a risk from one party to another.	The purchase of insurance policies is an example of risk transfer.
34	<b>Second Party</b>	In an insurance contract, the second party is the insurance company.	Aviva Insurance is the insurance company on some of the County's policies
35	<b>Self Insured Reserve (SIR)</b>	A reserve (monies) that is set aside to fund future losses.	The County has allocated a budget line for those claims that fall below our policy deductibles. This fund also pays up to the deductible amount for those matters in litigation.
36	<b>Soft Market</b>	<p>This is a market where demand is decreasing or buyers are exiting the market.</p> <p>Soft markets are characterized by lower insurance premiums, broader coverage, relaxed underwriting criteria, increased capacity which means insurance carriers write more policies. There is also increased competition among insurance carriers.</p>	Haldimand County issued Request for Proposals (RFP) in 2007, 2012 and 2017. Each RFP was issued during soft market conditions which was reflected in the insurance premiums and coverages.
37	<b>Statement of Claim</b>	<p>Tells the story of a claim, the facts establishing a claim, the allegations against the defendant respecting liability to the plaintiff and the amounts being sought for damages being claimed.</p> <p>Once filed with the courts, the plaintiff has six (6) months to serve it on the defendant.</p>	A Statement of Claim is received if an informal claim has been denied. Statement of Claims can also be issued as the plaintiff feels that they have sustained substantial injuries and would like a Court to assess the compensation owed.
38	<b>Subrogation</b>	This refers to the right an insurance company holds under an insurance policy after the insurance company has paid a claim. This is known as the right to request reimbursement from the at-fault party.	The County uses this technique to seek reimbursement - example from vehicles that strike and damage County assets.

	Term	Definition	Example
39	<b>Third Party</b>	In an insurance contract, a third party is a person or group who feels that they have been injured because of the first party's negligence.  These third parties are also known as claimants or plaintiffs.	A person / individual or group who feels that the County has caused them harm. For example, a person trips and falls on a County sidewalk.
39	<b>Underwriting Standards</b>	Guidelines set by insurance companies for determining coverage and associated rates / premiums for each line of business.	Insurers are struggling to overcome underwriting losses, especially given how low interest rates have remained in recent time. This has made carriers more cautious, and many are restricting the classes of business and lines of insurance they are willing to underwrite.
40	<b>Umbrella Policy</b>	An Umbrella policy provides protection against large losses. This type of policy sits over a primary liability policy, an automobile policy and errors and omissions policy.	Haldimand County has an Umbrella policy that consists of two excess policies with limits of \$20,000,000 and \$25,000,000 respectively.  These policies are essential as municipalities are subject to Joint and Several Liability.
41	<b>Upper Limit</b>	Maximum limit / cap	The County's property policy has a maximum limit of \$100M
42	<b>Wrongful Act</b>	This means any actual or alleged errors or misstatement or misleading statement or act or omission or neglect or breach of duty by the employee in the discharge of their duties individually or collectively.	Building and Bylaw, Planning

# HALDIMAND COUNTY

## Report CLE-07-2022 Council Appointments to Boards and Committees

### For Consideration by Council in Committee on December 6, 2022



#### OBJECTIVE:

To appoint a Deputy Mayor, Chairs and Vice-Chairs of Council's business divisions and determine certain other Council appointees to boards and committees.

#### RECOMMENDATIONS:

1. THAT Report CLE-07-2022 Council Appointments to Boards and Committees be received;
2. AND THAT Councillor Metcalfe be appointed as Deputy Mayor, for the period from November 15, 2022 to November 14, 2023;
3. AND THAT the following appointments for Chairs and Vice Chairs for the Business Divisions of Council in Committee for Haldimand County be made, for the period from November 15, 2022 to November 14, 2023:

Public Meeting for Planning Applications	Chair - Councillor Patterson Vice Chair - Mayor Bentley
Community & Development Services	Chair - Councillor Lawrence Vice Chair - Councillor Stam
Public Works Operations	Chair - Councillor O'Neill Vice Chair - Councillor Patterson
Engineering & Capital Works	Chair - Councillor Metcalfe Vice Chair - Councillor Lawrence
Financial & Data Services Chair	Chair - Councillor Stam Vice Chair - Councillor Shirton
Corporate & Social Services	Chair - Councillor Shirton Vice Chair - Councillor O'Neill
Corporate Affairs Chair	Mayor - Bentley Vice Chair - Councillor Metcalfe

4. AND THAT Councillor Patterson be appointed to the Accessibility Advisory Committee for a four-year term ending November 14, 2026;
5. AND THAT Councillor Stam be appointed to the Agricultural Advisory Committee for a four-year term ending November 14, 2026;
6. AND THAT Councillor Metcalfe be appointed as an alternate to the Agricultural Advisory Committee for a four-year term ending November 14, 2026;

7. AND THAT Councillor O'Neill and Mayor Bentley be appointed to the Business Development and Planning Advisory Committee, for a four-year term ending November 14, 2026;
8. AND THAT the following members of Council be appointed to the respective Business Improvement Area Boards of Management for a four-year term ending November 14, 2026, or until their successors are appointed:
  - Caledonia - Councillor Lawrence
  - Dunnville - Councillor O'Neill
  - Hagersville - Councillor Stam;
9. AND THAT Councillor Lawrence and Councillor Shirton be appointed to the Grand River Conservation Authority to represent the interests of both Haldimand County and Norfolk County (conditional on the approval of Norfolk County, if required), for a four-year term commencing at the first meeting following this appointment and expiring immediately before the first meeting of the authority after the appointment of their replacement;
10. AND THAT Councillor Patterson and Mayor Bentley be appointed to the Long Point Region Conservation Authority for a four-year term commencing at the first meeting following this appointment and expiring immediately before the first meeting of the authority after the appointment of their replacement;
11. AND THAT Councillor O'Neill and Councillor Metcalfe be appointed to the Niagara Peninsula Conservation Authority, for a four-year term commencing at the first meeting following this appointment and expiring immediately before the first meeting of the authority after the appointment of their replacement;
12. AND THAT the following members of Council be appointed to the Court of Revision for a four-year term ending November 14, 2026:
  - Councillor Patterson
  - Councillor Stam
  - Councillor Metcalfe
  - Councillor Shirton (alternate);
13. AND THAT Councillor O'Neill be appointed to the Diversity, Equity and Inclusion Advisory Committee for a four-year term ending November 14, 2026;
14. AND THAT Councillor Patterson be appointed to the Haldimand Norfolk Housing Corporation for a four-year term ending November 14, 2026;
15. AND THAT the following members of Council be appointed to the Health and Social Services Advisory Committee, for a four-year term ending November 14, 2026:
  - Mayor Bentley
  - Councillor Stam
  - Councillor Metcalfe;
16. AND THAT Councillor O'Neill be appointed to Heritage Haldimand for a four-year term ending November 14, 2026;
17. AND THAT Councillor O'Neill be appointed to the Museums Advisory Board for a four-year term ending November 14, 2026;

18. AND THAT Mayor Bentley and Councillor Stam be appointed to the Police Services Board, for a four-year term ending November 14, 2026, or until their successor is appointed;
19. AND THAT Mayor Bentley be appointed to the Haldimand County Public Library Board for a four-year term ending November 14, 2026, or until their successor is appointed;
20. AND THAT Councillor Metcalfe be appointed to the Seniors Advisory Committee for a four-year term ending November 14, 2026;
21. AND THAT Councillor Shirton be appointed to the Niagara Source Water Protection Committee for a four-year term ending November 14, 2026;
22. AND THAT Councillor Patterson be appointed to the Tom Howe Citizen Liaison Committee for a four-year term ending November 14, 2026 or until such time when the committee is dissolved;
23. AND THAT Councillor Lawrence be appointed to the Trails Advisory Committee for a four-year term ending November 14, 2026;
24. AND THAT Councillor O'Neill be appointed to the Youth Advisory Committee for a four-year term ending November 14, 2026;
25. AND THAT a by-law be presented to enact the appointment of the Deputy Mayor.

**Prepared by:** Evelyn Eichenbaum, Manager, Clerks Division / Municipal Clerk

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

## EXECUTIVE SUMMARY:

Council needs to appoint its members to the various positions identified in this report in order to meet the requirements of provincial legislation, County by-laws and various other terms of reference. The scope and terms for each appointment are outlined in a spreadsheet included as Attachment 1 to this report.

## BACKGROUND:

At the beginning of each term of Council, it is necessary to appoint members to act in specific roles as required by the Procedure By-law, and to fulfill regulated and approved positions on numerous boards and committees. With the new Council term in place from November 15, 2022 to November 14, 2026, this report outlines appointments reflective of current legislation and by-laws.

Based on the past term's activity, the following appointments of Council members are required at this time:

- Deputy Mayor
- Chairs and Vice-Chairs of Council Business Divisions
- Accessibility Advisory Committee
- Agricultural Advisory Committee
- Business Development and Planning Advisory Committee
- Business Improvement Area Boards of Management: Caledonia, Dunnville, Hagersville
- Conservation Authorities: Grand River, Long Point Region, and Niagara Peninsula
- Court of Revision
- Diversity, Equity and Inclusion Advisory Committee
- Haldimand Norfolk Housing Corporation

- Health & Social Services Advisory Committee
- Heritage Haldimand
- Museums Advisory Board
- Police Services Board
- Public Library Board
- Seniors Advisory Committee
- Niagara Source Water Protection Committee
- Tom Howe Citizen Liaison Committee
- Trails Advisory Committee
- Youth Advisory Committee

The proposed Council appointments have been discussed with the members of Council to ensure alignment with interests, representation of community and fairness in terms of the distribution of work.

A separate report will be prepared for consideration at the January 17, 2023 Council in Committee meeting to consider citizen appointments to various boards and committees, some of which are the same as those addressed in this report. A Council approved Process and Evaluation Criteria to be Applied to Citizen Appointments to Boards and Committees is included as Attachment 2 to this report as a reference.

## **ANALYSIS:**

Information above and beyond what is noted in the spreadsheet included as Attachment 1 to this report regarding recommended appointments are described and grouped below according to the nature of the appointments.

### **Procedure By-law**

Haldimand County's Procedure By-law requires that a Deputy Mayor be appointed to act, from time to time, in place of the Mayor when the Mayor is absent (as authorized through Section 242 of the *Municipal Act, 2001*). The by-law also requires the appointment of Chairs and Vice-Chairs of each Business Division, and allows for members to be re-appointed for subsequent terms. The by-law provides for one-year terms for the Deputy Mayor and the Chair and Vice-Chair of the Business Divisions, however, in recent years, this appointment has been repeated in each succeeding year, so that actually, each appointee has served two years in each role. Establishing a one or two-year term allows for members of Council to gain various experience in terms of the business divisions that they are involved with over the four-year Council term.

If members of Council would like to formalize the appointment term to a two-year term for the above-noted positions, rather than a one-year term, the Procedure By-law can be amended to reflect that change.

### **Terms of Appointment**

The terms of appointment for all boards and committees noted in this report are generally for the four-year term of Council. The wording related to some appointments reflect the legislative reference to the appointment term. The *Conservation Authorities Act* indicates that members shall be appointed for a term of up to four years and specifically states that appointments begin at the first meeting of the authority after the appointment and expire immediately before the first meeting of the authority after the appointment of their replacement. This provides for continued representation during the transition from one Council term to the next. (70% of Council appointees must be Council members, so if a Council member is not re-elected, they would not be able to continue during the transition period that extends beyond their Council term.)

Wording in the *Municipal Act, 2001*, the *Public Libraries Act*, and the *Police Services Act*, allows for appointees to Business Improvement Area Boards of Management, Library Boards and Polices Services Boards to serve until their successors are appointed, also providing for some transition.

### **Conservation Authorities**

It should be noted that Haldimand County has historically appointed two members to the Grand River Conservation Authority, and those members have also represented Norfolk County's interests since their watershed area is too small to justify a single member. Accordingly, Haldimand County's recommended appointment has historically received the concurrence of Norfolk County.

Two members from Haldimand County are also appointed to each of the Long Point Region Conservation Authority and the Niagara Peninsula Conservation Authority.

### **Source Water Protection Committees**

Haldimand County has representation on two source water protection committees – Lake Erie and Niagara. The *Clean Water Act* states that a member of these committees cannot be a conservation authority appointee.

Past practice has seen Norfolk County appoint a member of its Council to the Lake Erie Source Protection Committee to represent the interests of both Haldimand County and Norfolk County, and it is recommended that this practice continue.

### **Tom Howe Citizen Liaison Committee**

This Committee is required as a condition of the Environmental Compliance Approval (ECA), issued for the site by the Ministry of the Environment, Conservation and Parks. In addition, the ECA for the site also forms part of the agreement between the Mississaugas of the Credit First Nation and the former Regional Municipality of Haldimand-Norfolk, now Haldimand County and Norfolk County. The Ministry recommends keeping the site open until the leachate treatability study is completed, and the liaison committee will continue to operate until completion of the study.

### **Citizen Appointments to Boards and Committees**

Recruitment for citizen appointees to boards and committees was available and promoted from mid-October to November 30<sup>th</sup>. Review of applications by staff and members of Council will take place aligning with the approved Process and Evaluation Criteria, and a report will be presented at the January 17, 2023 Council in Committee meeting to consider the recommended appointees to each committee.

## **FINANCIAL/LEGAL IMPLICATIONS:**

The member of Council who is appointed to the position of Deputy Mayor receives remuneration in addition to that received as Councillor. The supplemental remuneration for the Deputy Mayor is \$3,459 as of January 1, 2022 and \$3,524 as of January 1, 2023.

As of January 1, 2019, all members of Council receive an annual stipend of \$5,000 in addition to their base remuneration to recognize additional workload associated with their Council-approved appointments to various boards and/or committees. Council members appointed to a particular board or committee that is directly administered by Haldimand County are not eligible for the remuneration that is provided to citizen members, since they are already in receipt of the annual stipend intended to recognize the participation equivalent to a citizen appointee (i.e. Police Services Board). Members appointed to the Board of Directors for the Conservation Authorities receive remuneration from those respective bodies.

**STAKEHOLDER IMPACTS:**

Not applicable.

**REPORT IMPACTS:**

Agreement: No

By-law: Yes

Budget Amendment: No

Policy: No

**REFERENCES:**

None.

**ATTACHMENTS:**

1. List of Council Member Appointments to Boards and Committees
2. Process and Evaluation Criteria to be Applied to Citizen Appointments to Boards and Committees

Council Member Appointments to Boards and Committees							
Appointment	Brief Description	# of Council Members to be Appointed	Term	Approximate # meetings /year	Total # persons on Committee/ Board	Mandatory/ Discretionary	Related Division
Deputy Mayor	Assumes the duties of Mayor in his/her absence including legislative functions, presiding over meetings, dealing with media, attending public functions and executing legal documentation.	1	1 year	Unknown (as needed)	N/A	Mandatory (Procedure By-law)	Mayor's Office
Chair & Vice Chair of Council Business Divisions	Committees for the five business divisions that comprise the Council in Committee (Planning & Economic Development; Corporate Services; Public Works; Community Services; Joint Services)	1 Chair and 1 Vice-Chair for each of the 7 business divisions	1 year	14 (based on CIC/Council meeting schedule)	N/A	Mandatory (Procedure By-law)	All
Accessibility Advisory Committee	Assist Council in facilitating and improving opportunities for persons with disabilities by promoting the implementation of the legislative requirements	1	4 years maximum	Quarterly (schedule of meetings to be determined)	6 plus 1 member of Council	Mandatory (Accessibility for Ontarians with Disabilities Act)	Customer Experience & Communication
Agricultural Advisory Committee	Ensure ongoing dialogue between County and the agricultural community; advises Council on matters, issues and policies pertaining to agriculture and agribusiness in Haldimand	1 + 1 alternate	4 years maximum	6 (3rd Wednesday bi-monthly, 6 p.m.)	8 plus 1 member of Council	Discretionary	Economic Development & Tourism
Business Development and Planning Advisory Committee	Assist business development within Haldimand County and the implementation of Haldimand County's Economic Development and Tourism strategies	2	4 years maximum	6 (currently Monday 9 - 11 a.m.)	7 - 12 (including 2 members of Council and 1 member from the Grand Erie Business Centre)	Discretionary	Economic Development & Tourism
Business Improvement Area Boards of Management	Mandated to oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the designated area to a level beyond that provided at the expense of the municipality; and to promote the area as a business or shopping area.	1 for each of the 3 designated BIAs (Caledonia, Dunnville, Hagersville)	4 years (concurrent with Council but continue until their successors are appointed) as legislated by the Municipal Act	12 (Monthly, as scheduled by individual Boards)	7 - 12 (including 1 member of Council)	Mandatory (Municipal Act and BIA Incorporation Bylaws)	Economic Development & Tourism

Appointment	Brief Description	# of Council Members to be Appointed	Term	Approximate # meetings /year	Total # persons on Committee/ Board	Mandatory/ Discretionary	Related Division
<b>Diversity, Equity and Inclusion Advisory Committee</b>	Assist Council in recognizing the critical role civic leadership has to play in promoting inclusion and upholding the Charter of Rights and Freedoms and the Ontario Human Rights Code	TBD	4 years maximum		7 members	Discretionary	Human Resources
<b>Grand River Conservation Authority</b>	Board consists of representatives of municipalities falling within the Grand River watershed	2 (also represent Norfolk's Interests upon their concurrence)	4 years maximum	12 (4th Friday, Monthly, 9:30 am)	26	Mandatory (Conservation Authorities Act)	Planning & Development
<b>Long Point Region Conservation Authority</b>	Board consists of representatives of municipalities falling within the LPRCA watershed	2	4 years maximum	12 (1st Wednesday, Monthly, 6:30 pm)	25	Mandatory (Conservation Authorities Act)	Planning & Development
<b>Niagara Peninsula Conservation Authority</b>	Board consists of representatives of municipalities falling within the NPCA watershed	2	4 years maximum	12 (3rd Wednesday, Monthly, 7:00 pm)	11	Mandatory (Conservation Authorities Act)	Planning & Development
<b>Court of Revision</b>	Responsible for addressing issues with respect to assessment complaints on newly constructed municipal drains and on maintenance or upgrades to existing drains	3 + 1 alternate	4 years maximum	As Required	3 members of Council	Mandatory (Drainage Act)	Engineering Services
<b>Grandview Lodge Board of Management</b>	Approve annual reports, funding matters, budgets and matters of broad oversight.	Currently, all 7 members of Council	4 years maximum	As Required	Currently, all 7 members of Council	Mandatory	Corporate & Social Services Admin
<b>Haldimand Norfolk Housing Corporation</b>	Manages public housing stock for Haldimand and Norfolk	1 each from Haldimand and Norfolk	4 years maximum	9	Up to 13	Mandatory	Corporate & Social Services Admin
<b>Health and Social Services Advisory Committee</b>	Responsible for reviewing reports and discussing matters related to the delivery of services such as social housing, public health, childcare and social assistance and making recommendations to Norfolk County as the designated CMSM & Board of Health	3	4 years maximum	12 (4th Monday Monthly, 9:30 a.m.) To be confirmed at the beginning of each term.	6 (including 3 members of Norfolk Council)	Discretionary	Corporate & Social Services Admin

Appointment	Brief Description	# of Council Members to be Appointed	Term	Approximate # meetings /year	Total # persons on Committee/ Board	Mandatory/ Discretionary	Related Division
<b>Heritage Haldimand</b>	Provide advice on matters pertaining to Parts IV and V of the Ontario Heritage Act; assist Council in carrying out its heritage conservation program; and provide education and guidance to the community on heritage resources.	1	4 years maximum	9 monthly meetings (last Monday at 7:00 p.m.)	minimum 5 and up to 9, plus 1 member of Council	Mandatory (Ontario Heritage Act)	Community Development and Partnerships
<b>Museums Advisory Committee</b>	Provide advice and recommendations to Council with respect to policy issues related to museums and artifact collections and provide leadership, vision, advocacy and continuity of purpose for the museums.	1	4 years maximum	6 meetings per year	5 - 7, plus 1 member of Council	Required as part of Community Museums Operating Grant process	Community Development and Partnerships
<b>Police Services Board</b>	Meets with OPP Detachment Commander to determine objectives and priorities for policing of the community	Mayor (or alternate) and 1 Councillor	1 year Term is not legislated but cannot exceed term of council	up to 9 but 4 are mandated (4th Thursday, monthly, 9:30 a.m.)	5 (including 1 citizen and 2 Provincial appointees)	Mandatory (Police Services Act, Sect. 10)	Community & Development Services Admin.
<b>Public Library Board</b>	Responsible for operation of six libraries in County and annual operating budget of approximately \$1.9 million	1	4 years (concurrent with Council but continues until their successors are appointed) Term is legislated through the Libraries Act	7 - 10 (minimum 7 meetings required)	7 (including 1 member of Council)	Mandatory (Public Libraries Act)	Libraries
<b>Seniors Advisory Committee</b>	Provide a forum for the exchange of information on seniors' needs, options and initiatives across Haldimand County	1	4 years maximum	minimum 6 meetings per year	7 - 9, plus 1 member of Council	Discretionary	Community Development and Partnerships
<b>Source Water Protection Committees</b>	Multi-stakeholder Steering Committee which leads the development of source protection plans within a watershed area. Haldimand falls under 2 source protection areas - Niagara Peninsula and Lake Erie	Niagara = 1; Lake Erie = 1 shared with Norfolk (member may not be a Conservation Authority appointee)	Individually determined through the respective Source Water Protection Plan	Niagara = currently, 1 to 2 per year; Lake Erie = quarterly	Niagara = 10; Lake Erie = 22	Mandatory (Clean Water Act)	Water & Wastewater Engineering
<b>Tom Howe Citizen Liaison Committee</b>	Monitors and reviews issues of concern surrounding Tom Howe Landfill Site	1	4 years maximum	4 (As scheduled by Committee)	9	Mandatory (per Certificate of Approval)	Environmental Operations

Appointment	Brief Description	# of Council Members to be Appointed	Term	Approximate # meetings /year	Total # persons on Committee/ Board	Mandatory/ Discretionary	Related Division
Trails Advisory Committee	Represent and oversee trail interests on behalf of the residents and trail interest groups across Haldimand County	1	4 years maximum	6 meetings per year	7 - 9, plus 1 member of Council	Discretionary	Community Development and Partnerships
Youth Advisory Committee	Provide a forum for the exchange of information on youth needs, options and initiatives across Haldimand County.	1	4 years maximum	minimum 6 meetings per year	7 - 9, plus 1 member of Council	Discretionary	Community Development and Partnerships

## Process and Evaluation Criteria to be Applied to Citizen Appointments to Boards and Committees

**Committee Name:** (insert)

**Committee Purpose:** (insert description)

### **Step 1 – Initial Screening of Applications:**

The applicable Manager(s) and designated staff, the Council Members who are Chair and Vice-Chair of the Business Division and the Mayor (at his/her discretion) will as a panel:

Review all application submissions and generate a short list of candidates to subsequently interview using the following criteria:

- previous experience on an organized committee or board, preferably with the County;
- skills and experience relevant to the tasks of the Committee and specifically:  
**(insert criteria based on the committee)**
- the applicant's background and knowledge related to the functions of the Committee, and responsibilities of Committee Members;
- leadership experience and abilities gained through employment or other positions;
- geographic location in the County (in an effort to have balanced distribution of candidates and/or rural and urban representation and/or a balance of experienced and new membership);
- familiarity with the County, including key issues and trends before the Committee including the applicant's community involvement and longevity in the County; and
- the applicant's desire and past experience positively working with the County including their understanding of, and the commitment to, solidarity of purpose with the objectives and directions of Council.

### **Step 2 – Interview Process:**

**This is an optional step that is dependent upon the number of applicants relative to the spaces available on the Committee**

In the interview process, the panel shall use the following criteria to assess the candidates:

- familiarity with the County, including key issues and trends before the Committee;
- the applicant's background, previous experience, community involvement and longevity in the community;
- the approach the applicant would take to assess information and matters before the Committee, including what they would consider, how they would interact with fellow Committee members, and how they would render a decision/recommendation;
- demonstration of analytical ability, creativity, problem solving and the ability to consider alternative perspectives;
- understanding of the importance of considering the public interest and how they would reconcile multiple or conflicting public interests;
- understanding of, and commitment to, solidarity of purpose with the objectives and directions of Council – duty of loyalty;
- understanding of the role of the Committee relative to that of Council and the responsibilities and governance principles inherent with this committee role;
- understanding of team dynamics and the demonstration of collaborative conflict management skills, including how they would contribute to the overall committee team and act in the best interests of the County;
- communication skills;
- reasons for wanting to serve on the Committee;
- ability to commit the time for serving on the Committee; and
- ***any specific criteria associated with the Committee***

**Step 3 – Recommendations to Full Council:**

Upon completion of the evaluation process, the panel will develop recommendations to be included in a report to Council in Committee. As part of this report a list of all applicants will be provided, as well as the Committee's Terms of Reference.

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# HALDIMAND COUNTY

## Report FIN-16-2022 Application for Assessment & Tax Adjustments as of November 2022



For Consideration by Council in Committee on December 6, 2022

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### OBJECTIVE:

To approve recommended adjustments for applications received as of November 2022, under Sections 357, 358 and 359 of the Municipal Act.

### RECOMMENDATIONS:

1. THAT Report FIN-16-2022 Applications for Assessment and Tax Adjustments, as of November 2022, be received;
2. AND THAT adjustments of taxes, in accordance with Sections 357, 358 and 359 of the Municipal Act, be approved in the amount of \$6,672.44 as detailed in Attachment 1 to Report FIN-16-2022.

**Prepared by:** Erika Tardif, Senior Financial Analyst

**Reviewed by:** Katherine Cullimore, Supervisor, Accounting Services

**Respectfully submitted:** Mark Merritt, CPA, CA, General Manager of Financial & Data Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

The Assessment and Tax Adjustments summarized in this report relate to Sections 357, 358 and 359 applications processed and returned from the Municipal Property Assessment Corporation (MPAC) up until the end of November 2022. Based on the information provided by MPAC, it is recommended that total tax reductions of \$6,672.44 be approved. Of the proposed reductions, the Municipal share is \$5,836.26 and the Education share, to be recovered from the appropriate School Board, is \$836.18.

Four applications were not recommended by MPAC for reduction as detailed below.

### BACKGROUND:

Sections 357, 358 and 359 of the Municipal Act, 2001 (the "Act") allow for applications to adjust taxes levied for various reasons specific to each section. Haldimand County staff receive applications for assessment adjustments throughout the year. Once received, applications are sent to the Municipal Property Assessment Corporation (MPAC) for review and recommended assessment changes (if any), are then sent back to Haldimand County staff to calculate the applicable tax adjustments.

MPAC's role in processing tax adjustment applications is to provide the municipality with the information it needs to enable Council to determine whether a tax refund, cancellation, reduction or increase is warranted. As outlined in the Act, the jurisdiction to make decisions on applications for tax refunds or tax increases rests solely with a municipal council.

Additional information and examples for these three sections can be found under the Property Types menu of MPAC's website ([www.mpac.ca](http://www.mpac.ca)) in the property assessment procedures section. A brief outline of each section is as follows.

### **Section 357**

Section 357 of the Act provides that property owners may apply for a reduction in assessment resulting in the cancellation, reduction and refund of taxes due to the following reasons:

- change in class;
- the land became vacant land during the year or during the preceding year;
- the land became exempt from taxation;
- a building on the land was razed by fire, demolition or otherwise;
- a building was damaged by fire, demolition or otherwise so as to render it substantially unusable for the purposes for which it was used prior to the damage;
- a mobile unit on the land was removed during the year or during the preceding year;
- the applicant is unable to pay taxes because of sickness or extreme poverty;
- a person was overcharged due to a gross or manifest error that is clerical or factual in nature; or
- repairs or renovations to the land prevented the normal use of the land for a period of at least three months during the year.

For a 357 application, it must be filed with the Treasurer on or before February 28<sup>th</sup> of the year following the taxation year in respect of which the application is made. For an example, if a house was demolished in November 2021, the application to adjust taxes must be filed before February 28, 2022.

### **Section 358**

Section 358 of the Act provides that applicants may apply for a reduction in assessment as a result of a gross or manifest error, in the preparation of the assessment roll, that is clerical or factual in nature, including the transposition of figures, a typographical error or similar errors, but not an error in judgment in assessing the property. In general, this Section relates to an error made by MPAC.

A 358 application must be filed with the Treasurer between March 1<sup>st</sup> and December 31<sup>st</sup>. The application may apply only to taxes levied for one or both of the two years preceding the year in which the application is made.

### **Section 359**

Section 359 of the Act provides that the Treasurer may make application if an undercharge is caused by a gross or manifest error that is factual, but not an error in judgment in assessing the land. An application under this section must be made on or before December 31<sup>st</sup> of the year following the year for which the application is made.

For all applications, Council is required to hold a meeting and notify the applicants of its decision by September of the year following the year with respect to which the application is made. Despite these provisions, these applications are brought forward to Council as soon as all information is available at scheduled intervals during the year (3 times a year – spring, summer and fall).

## **ANALYSIS:**

Attachment 1 to this report provides the details of the proposed Section 357 and 358 tax adjustments that were received over the period of July 2022 to November 2022. The recommendations included in this report cover all applications processed and returned from MPAC to November. Any additional applications awaiting a response from MPAC will be included in the next reduction report scheduled for March 2023, if there are sufficient applications.

In accordance with the requirements under the Act, the applicable property owners have been notified of the recommended changes (if any) contained in this report and the date that Council intends to review the applications. The applicants, according to the Act, should have the opportunity to speak to their specific application, at the December 6, 2022, Council In Committee meeting, if they so choose. In the notification sent to the applicants, they are directed to contact the Clerk to arrange to speak at the applicable Council-in-Committee meeting. In these circumstance, Council will be notified in advance of these requests.

Within 14 days after Council's decision, staff shall notify the applicants and specify the last day for appealing the decision. For Section 357 applications, if the property owner does not agree with the adjustment (if any) as approved by Council, they have the ability to appeal to the Assessment Review Board within 35 days of Council's decision. There is no appeal process for Section 358 applications (the Act states an application shall not be heard by Council unless MPAC confirms an error in the assessment referred to in the application).

#### **Applications with Recommended Reductions:**

The total amount of the proposed tax reductions as shown on Attachment 1, are summarized as follows:

Municipal Purposes	\$5,836.26
Education	<u>\$ 836.18</u>
Total Proposed Reductions	<u>\$6,672.44</u>

#### **Applications with No Recommended Reductions:**

There was one Section 357 application that MPAC has recommended for no assessment change. MPAC advised that there was no change as the structures still exist.

There was one Section 358 application that MPAC has recommended for no assessment change. MPAC can confirm no error in the preparation of the 2021 assessment roll for taxation.

There was one Section 358 application that MPAC has recommended for no assessment change. MPAC can confirm no error in the preparation of the 2020 assessment roll for taxation.

There was one section 358 application that MPAC has recommended for no assessment change. MPAC can confirm no error in the preparation of the 2020 assessment roll for taxation.

### **FINANCIAL/LEGAL IMPLICATIONS:**

Although the tax reductions noted in this report pertain to the taxation years 2021 and 2022, the County's books have been closed for years prior to and including 2021 meaning that the adjustment will be reflected as an expense in 2022. The approved 2022 Tax Supported Operating Budget included an amount of \$39,000 for the County's share of tax reductions. The County's share of tax reductions, as outlined in this report totals \$5,836.26. This brings the cumulative municipal share of the total tax reductions approved to date for 2022 to \$28,267.80.

The education portion of the proposed tax reductions, totaling \$836.18 will be recovered from the applicable school boards.

### **STAKEHOLDER IMPACTS:**

Not applicable.

**REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

**ATTACHMENTS:**

1. Proposed Tax Reductions under Section 357, 358 and 359 of the Municipal Act

**Applications with Recommended Reductions:**

Roll No.	Property Address	Reason for Reduction	Section	Year Affected	Municipal Tax \$	Education Tax \$	Total \$
023.006.01750	684 Canal Bank Road	Demolition/Razed by Fire	357	2022	(\$685.67)	(\$97.90)	(\$783.57)
158.002.10700	26 Hoover Point Lane	Demolition/Razed by Fire	357	2022	(\$112.77)	(\$16.10)	(\$128.87)
332.001.46852	386 Haldimand Road 55	Demolition/Razed by Fire	357	2022	(\$1,553.80)	(\$221.85)	(\$1,775.65)
157.002.24100	2876 Lakeshore Road	Demolition/Razed by Fire	357	2022	(\$728.68)	(\$104.04)	(\$832.72)
332.003.12400	2470 Highway 3	Gross or Manifest Error	357	2022	(\$867.99)	(\$123.93)	(\$991.92)
332.003.12400	2470 Highway 3	Gross or Manifest Error	357	2021	(\$849.75)	(\$123.93)	(\$973.68)
158.001.74050	4830 Rainham Road	Gross or Manifest Error	358	2021	(\$91.79)	(\$13.39)	(\$105.18)
158.001.74050	4830 Rainham Road	Gross or Manifest Error	357	2022	(\$78.09)	(\$11.15)	(\$89.24)
154.004.37500	52 King Street East	Demolition/Razed by Fire	357	2022	(\$808.53)	(\$115.44)	(\$923.97)
155.003.03800	48 Courish Lane	Demolition/Razed by Fire	357	2022	(\$59.19)	(\$8.45)	(\$67.64)
<b>Total Proposed Reductions</b>					<b>(\$5,836.26)</b>	<b>(\$836.18)</b>	<b>(\$6,672.44)</b>

**Applications with No Recommended Reductions:**

Roll No.	Property Address	Reason for Reduction	Section	Year Affected	Reason
156.002.11500	29 Cayuga St N	Became Vacant or Excess Land	357	2022	Application for reduction processed as no change as structures still exist on roll though structure is currently vacant
157.002.24100	2876 Lakeshore Rd	Demolition/Razed by Fire	358	2021	MPAC can confirm no error in the preparation of the assessment roll for 2021 taxation as demolition occurred August 19, 2021
332.003.12400	2470 Highway 3	Gross or Manifest Error	358	2020	MPAC can confirm no error in the preparation of the assessment roll for 2020 taxation as the fire occurred September 12, 2020
158.001.74050	4830 Rainham Rd	Gross or Manifest Error	358	2020	MPAC cannot confirm an error in the preparation of the 2020 Assessment Roll