



2022 TAX SUPPORTED OPERATING BUDGET BRIEFING MEMORANDUM

Annual Budget Request - BDAPAC

Initiative:

Business Development and Planning Advisory Committee (BDAPAC) Budget Request

Council Resolution:

Phil Hauser, Chair, Business Development and Planning Advisory Committee (Committee) attended the Council in Committee meeting (virtually) on August 24, 2021 and provided an update on the Business Development and Planning Advisory Committee, highlighting their accomplishments, contributions within the community, and priorities. As part of that presentation, the Committee requested financial support in the amount of \$50,000 annually as a Committee budget that could be used for things such as specific projects, education resources, data purchase and consulting services.

Mike Lessard, Vice Chair, was also in attendance to respond to questions.

The report and presentation of the Committee were received by Council and it was decided that the \$50,000 budget request be considered as part of the 2022 Tax Supported Operating Budget process.

Description:

The Business Development and Planning Advisory Committee is requesting an annual budget of \$50,000 to allocate to specific projects to advance economic development opportunities within Haldimand County

Some key areas of focus that the BDAPAC may direct funding towards include:

- Financial incentives to attract key businesses in targeted sectors to Haldimand County;
- Purchase of data to understand any gaps/opportunities for business development in Haldimand County;
- Research to further develop the Grand River to promote tourism in Haldimand County;
- Retaining a consultant to further investigate diversity in the agriculture sector, business attraction, development of shovel ready industrial and commercial lands.



Estimated Costs:

Description	Budget Allocation
Incidentals/Travel/Meetings Costs – to include attendance at conferences, tradeshow, travel, offsite meetings, networking, subscriptions, membership fees etc.	\$7,000
Project Implementation/Initiatives – May include consultant costs to complete key studies, educational resources, content development, marketing, promotional items, expertise/consultant requirements	\$40,000
Hardware/Technology – Laptops, other key technology	\$3,000
Total Budgetary Ask	\$50,000

Budget Impact:

It is anticipated that this project would be directly funded from the tax levy.

It is noted that the County has a number of advisory committees to Council – e.g. Accessibility Advisory, Agricultural Advisory, Museums Advisory, etc. – and none of these committees presently have any type of operating budget for purchases, consultant work, marketing, etc. Should the proposal for BDAPAC be supported, it is anticipated that other advisory committees would make similar funding requests.

It is also noted that where staff put forward a new initiative (NI) such as this, which has an on-going budget impact and results in the creation of a new account, there is a structured process to consider the matter which involves the development of a detailed business plan with supporting financial information and outcomes. There is no similar process for an advisory committee of Council and so the level of detail currently available would be inconsistent with established practices for staff. That said, the requested items laid out by the BDAPAC have merit and serve to support the objectives of the committee.



Notwithstanding the above, Council has the option to fully approve the request and direct staff to work with the BDAPAC on a more detailed plan in 2022 and prior to any funds being expended. An alternative for Council, if it is not comfortable with the full request at this time, is it could still support some level of budget amount for conferences and travel in 2022 (i.e. committee training) with the balance of the request (data purchase, research initiatives) to be considered in 2023 subject to a more detailed business plan.

Operating Costs Impacts:

Unknown/difficult to determine – future impacts could vary depending on projects that the committee determines to proceed with.

Impact on Other Projects: N/A

Impact on Staff Workload:

Economic Development and Tourism already have full 2022 work-plan with several new initiatives taking place and limited ability to take on additional projects. Additional staff would be required for any additional work required as a result of the proposed budget.



2022 TAX SUPPORTED OPERATING BUDGET BRIEFING MEMORANDUM

Staffing Request - BDAPAC

Initiative:

Business Development and Planning Advisory Committee (BDAPAC) request for an additional Economic Development and Tourism staff position and approval of RED funding that requires a 50% contribution from Haldimand County

Timing: 1 Permanent FTE and 1 Temporary FTE (RED funding)

Cost:

Permanent FTE - ongoing \$113,700 one-time \$11,000

Temporary FT - \$144,500 over two years

Background:

Phil Hauser, Chair, Business Development and Planning Advisory Committee (Committee) attended the Council in Committee meeting (virtually) on August 24, 2021 and provided an update on the Committee, highlighting their accomplishments, contributions within the community, and priorities. As part of that presentation, the Committee requested the creation of a new staff position within the Economic Development and Tourism (EDT) division to assist the division and the Committee with new initiatives to move forward key economic development items. Mike Lessard, Vice Chair, was also in attendance to respond to questions.

The report and presentation of the Committee were received by Council and it was determined that the staff request be considered by Council as part of the 2022 Tax Supported Operating Budget process.

Description:

The Business Development and Planning Advisory Committee is recommending the creation of a new staff position within the Economic Development and Tourism (EDT) division to assist the Committee with new initiatives to move the County's economic development priorities



forward. The Committee is aware of the full workload and limited capacity of existing EDT staff to take on new projects and initiatives as recommended by the Committee within a timely matter.

In response, the Committee has recommended the creation of a new staff position within EDT that would be responsible for the following:

- Obtaining and utilizing key data to better understand gaps/opportunities for business development and attraction in Haldimand County;
- Initiation of key projects/initiatives as determined by the Committee;
- A focus on business attraction and the development of key financial incentives to attract new business opportunities to Haldimand County;
- Oversee new initiatives that further investigate diversity in the agriculture sector, business attraction, and development of shovel ready industrial and commercial lands.

Should Council approve the creation of the new permanent full-time staff, a detailed job description would be prepared and reviewed through the established human resource process.

Estimated Costs:

The proposal from the Committee is for a permanent, full time position to be created. Based on the high level job description that has been put forward, the position would be most closely aligned with a Project Manager, as exists in numerous other divisions.

The creation of a staff position will require an annual increase to the following operating budgets that would also impact the tax levy:

- Professional Development - \$1,500/year
- Annual cellular telephone charges - \$300/year
- Contribution to reserve for replacement of technology items - \$1,200/year

The estimated costs for such a position are described in the table below:



Description	On-Going Costs	One Time Costs
Project Manager Position (Grade 8 Non-Union)	\$110,700	
Professional Development, Travel	\$1,500	
Furniture Requirements		\$6,000
Technology – 2 in 1, Cell Phone, Monitors, Desk Phone, Microsoft Licenses		\$5,000
Contribution to CRR – IT for replacement of technology items	\$1,200	
Annual cellular telephone charges	\$300	
Total Budgetary Ask	\$113,700	\$11,000

Budget Impact:

The creation of a permanent full-time staff position would have a direct impact of +0.17% to the tax levy.

Considerations:

Following the Committee's request for an increase to EDT's current staff complement; staff began to seek out potential funding programs that could potentially offset the financial impact of the Committee's request to the 2022 operating budget. In the Fall of 2021, staff submitted applications to two potential funding programs – My Main Street Accelerator Program (funded by Fed Dev Ontario through the Economic Development Council of Ontario) and the Rural Economic Development Program (RED) (offered through the Ontario Ministry of Agriculture, Food and Rural Affairs). More details of each program are included below. Staff were recently advised that both funding applications have been approved.

My Main Street Program - One Year Program

EDT in partnership with the Grand Erie Business Centre (GEBC) recently applied for and was successful in receiving funding through the My Main Street program. The funding covers 100% of the costs to hire 2 staff positions for a 1 year period. EDT is currently recruiting for these positions. The program will provide EDT with some of the key data and market research BDAPAC is requesting to understand gaps and opportunities that



exist for each of the six urban areas within the County. This data will be used for business attraction and development purposes to enhance our main streets.

Rural Economic Development Program – Two Year Program

Staff applied to the RED program in an effort to secure grant funding for a program that would address the impact that COVID-19 pandemic has had on local businesses and better understand current trends. This program would take the form of a fulsome Business Retention and Expansion (BR&E) program which is one of the priorities of the Committee. Due to limited staff capacity, the current BR&E activities are limited to a reactive response. Implementing this program would allow a more proactive outreach to the local business community, across all sectors, in efforts to address/understand challenges and opportunities in business development.

The County has been advised that it has been approved for a 50% cost-share grant to hire a 2 year full time position to complete this work. Given this is a 50% grant, it would require the County to incorporate the equivalent funds into its operating budget for the years 2022 to 2024. At this time, the grant has not been accepted given it requires Council's consideration of the budget impacts of the 50% County share. In that regard, the details are as follows:

Initiative Expenditures	2022	2023	2024	Total
Project Manager	\$53,480	\$106,960	\$44,560	\$205,000
Equipment Purchase	\$5,000			\$5,000
Marketing and Promotions	\$8,000	\$8,000		\$16,000
Travel and Meeting Expenses	\$5,000	\$4,000	\$1,000	\$10,000
Professional Development	\$3,000			\$3,00
Implementation Plan		\$50,000		\$50,000
Total Expenses – RED TFT Position	\$74,480	\$168,960	\$45,560	\$289,000
RED Funding (50%)	\$37,240	\$84,480	\$22,780	\$144,500
Operating Levy Impact	\$37,240	\$84,480	\$22,780	\$144,500



For the RED funding specifically, the total cost to the County will be \$ 37,240 in 2022, \$84,479 in 2023 and \$22,783 in 2024. The County's practice is to fund temporary staff positions from contingency funds and therefore should Council approve the receipt of the RED funding there will be no impact to the levy.

While neither the My Main Street nor the Business Retention and Expansion program directly address the request of the Committee for one (1) additional full time employee, to assist with specific projects and initiatives put forward by the Committee, both programs will contribute to moving some key economic development priorities – which have been identified by the Committee - forward. Each of these programs will provide important insight and data to help staff and the Committee better understand the current and ongoing needs of the business community and identify opportunities for future programming and support. The BR&E program funded by RED will include an extensive business survey out to Haldimand businesses across multiple sectors to understand the key challenges and opportunities our existing businesses are currently facing that may impact their ability to expand and/or retain jobs in the future. It is anticipated that the BR&E program will assist in supporting the competitiveness of existing business development and identify opportunities for future investment and job creation which clearly aligns with BDAPAC's goal to better understand the key sectors within the County and how to best support these businesses. Further, the addition of 3 temporary staff (2 for 1 full year as part of My Main Street; and, 1 for 2 full years as part of RED) will be beneficial to the division as a whole and may allow for the division to realign its current workload and look for opportunities for synergies.

Options:

Should Council decide to proceed with the addition of 1 FTE, the cost to the County will be \$113,700 (ongoing) + \$11,000 (one-time).

Alternatively, Council could decide to approve only the RED funding (\$144,500 spread over a number of years including \$37,240 in 2022). This option would provide an opportunity to add an additional resource within the division for a two year period while monitoring how much of the committee's objectives can be achieved. This could be identified as a pilot program with the results being used to determine the need for a permanent FTE in a future budget. This option also does not impact the tax levy as it is funded from the Contingency Reserve.



2022 TAX SUPPORTED OPERATING BUDGET BRIEFING MEMORANDUM

Honoraria Increase – Committee of Adjustment

Initiative:

Increase to Committee of Adjustment Honoraria

Council Resolution:

October 26th Council-In-Committee Meeting

THAT staff be directed to prepare a brief for consideration during the review of the draft 2022 Tax Supported Operating Budget on the Committee of Adjustment request for additional remuneration.

Description:

To consider an increase to the per meeting honoraria that the Committee of Adjustment members receive. The committee members are responsible for monthly meetings to render decisions on Consent/Land Division applications, Minor Variance applications, Property Standards, Sign Variances and Dog Muzzle procedures.

The 2022 approved rate for members is currently \$211 per meeting. This is slightly above 2021's rate of \$207, with an annual increase as outlined in report HR-08-2018.

The increase to the honoraria would bring the Committee members inline with the minimum wage rate as there are 12 Committee of Adjustment meetings per year and the members typically invest between 15-20 hours per month to review the applications and staff reports, complete site inspections, and attend the meetings. The Committee provide an important function for the municipality in their review and hearing of the various Zoning and Land Division applications and By-law Enforcement and procedure matters. The C of A has the delegated authority to render decisions on Councils behalf through delegated authority. In 2021 the Committee deal with 133 items, which averages out to 11 matters per agenda. Site Inspections and having visual knowledge and understanding of the



subject lands and adjacent uses is an important component of the decision making process when it comes to the applications that the members evaluate. Resulting from that is a number of hours associated with competing the assessments to cover the wide breadth of the County. Additionally relating to the Minor Variance and Consent/Severance applications, the works completed by the committee members, is important and supportive to growth and development, and facilitates construction opportunities within Haldimand. The Committee of Adjustment applications and honoraria have not seen any changes or increases in recent years, and with the increasing application volumes and complexity of items, the request has been received to consider the increase. Additionally, even with the proposed increase the application fees would be comparable and on-par with neighbouring municipalities of Brant County; City of Brantford; City of Hamilton and Norfolk County.

Timeframe:

2022

Estimated Cost:

12 meetings per year
7 members

Based on \$300 per meeting the cost would be \$25,200 per year (up from the current budget of \$16,800). Based on report HR-08-2018, an annual increase to the honoraria amount is applied at the same percentage as is approved for increases to the Council members' base remuneration, rounded to the nearest dollar.

Budget Impact:

The increase to the per meeting honoraria that the Committee of Adjustment members receive would result in an increase of \$8,400 to the honoraria budget in the 2022 Tax Supported Operating Budget. In order to address and assist to offset the increase in member compensation, Planning staff have proposed an increase to Committee of Adjustment application fees to User Fee Schedule Q as outlined below:

Category	Description	2022 Initial Charge	2022 Charge	2022 Proposed Charge	% Increase vs Initial Charge
Planning and Development - Consent	Major	\$3,351.00	\$3,452.00	\$3,620.00	8.03%
Planning and Development - Consent	Minor	\$2,317.00	\$2,387.00	\$2,505.00	8.11%
Planning and Development - Consent	Deed stamping	\$313.00	\$322.00	\$338.00	7.99%
Planning and Development - Consent	Application indicated changes to conditions after approval by Committee of Adjustments- no recirculation required	\$463.00	\$477.00	\$500.00	7.99%
Planning and Development - Consent	Application indicated changes after approval by committee of Adjustments - recirculation required	\$488.00	\$503.00	\$527.00	7.99%
Planning and Development - Minor Variance	Minor variance deferral - applicant's request	\$176.00	\$181.00	\$191.00	8.52%
Planning and Development - Minor Variance	Complex	\$2,403.00	\$2,475.00	\$2,596.00	8.03%
Planning and Development - Minor Variance	Standard	\$1,598.00	\$1,646.00	\$1,726.00	8.01%
Planning and Development - Sign Variance	Standard - no sign erected	\$265.00	\$273.00	\$286.00	7.92%
Planning and Development - Sign Variance	Complex - sign already erected	\$526.00	\$542.00	\$568.00	7.98%

This total increase of approximately 8% is proposed for 2022 to address both the standard municipal 3% increase as well as the 5% increase to account for the additional cost associated for the members honoraria.



Based on the number of occurrences of each fee captured in the 2022 Operating Budget, the projected increase to revenues would have the following impact:

Category	Description	2022 Draft Operating Budget	2022 Budget After Proposed Increase	2022 Budget Revenue Increase
Planning and Development - Consent	Major	\$131,180	\$137,560	\$6,380
Planning and Development - Consent	Minor	\$52,520	\$55,110	\$2,590
Planning and Development - Consent	Deed stamping	\$18,480	\$20,280	\$1,800
Planning and Development - Consent	Application indicated changes to conditions after approval by Committee of Adjustments- no recirculation required	\$0	\$0	\$0
Planning and Development - Consent	Application indicated changes after approval by committee of Adjustments - recirculation required	\$2,400	\$2,640	\$240
Planning and Development - Minor Variance	Minor variance deferral - applicant's request	\$0	\$0	\$0
Planning and Development - Minor Variance	Complex	\$9,450	\$10,380	\$930
Planning and Development - Minor Variance	Standard	\$65,840	\$69,040	\$3,200
Planning and Development - Sign Variance	Standard - no sign erected	\$0	\$0	\$0
Planning and Development - Sign Variance	Complex - sign already erected	\$0	\$0	\$0
TOTAL		\$279,870	\$295,010	\$15,140

As a result of these proposed changes, the honoraria budget increase of \$8,400 would be offset entirely by the \$15,140 increase to revenues, resulting in a net surplus of **\$6,740**.



Impact on Staff Workload:

There would be no impact on County Staff workload as the members receive the honoraria for duties as the Committee of Adjustment through delegated authority by Council.

Other Considerations:

None



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Year-round Leaf and Yard Waste Collection - CWMF

Initiative:

Free year-round leaf and yard waste disposal at the Canborough Waste Management Facility.

Timing: Permanent

Cost: Ongoing operating \$10,000

Description:

Residents would be permitted to dispose of leaf and yard waste at the Canborough Waste Management Facility year round free of charge. This would eliminate the need to assign free clean up time periods due to storms and would be available to all Haldimand County residents (non-commercial).

Timeframe:

2022

Estimated Cost:

\$10,000

Background

Estimated tipping fee revenue reduction calculation is based on the 3 year tonnage average for leaf and yard material disposal which is 59 MT at an estimated revenue of \$8,880. The amounts are based on materials received outside of the current free drop off time periods in the spring and fall.

Operating Cost Impacts:

- Increase to County's waste reduction contracted services for increased frequency of leaf and yard bin collection, estimated \$1,000.
- Reduction of tipping fee revenue from leaf and yard waste disposal, estimated \$9,000

Impact on other Projects:



None

Impact on Staff Workload:

None

Council Resolution:

January 13, 2022 Special Council Meeting (Resolution 2-22)

THAT staff be directed to prepare a brief for consideration during the review of the Draft 2022 Tax Supported Operating Budget on the viability of amending the seasonal leaf and yard waste drop-off program at the Canborough Waste Management Facility, to a year-round program.



2022 TAX SUPPORTED OPERATING BUDGET BRIEFING MEMORANDUM

New Initiative – Hospital and Healthcare Foundation Funding Requests

Description:

At the October 26, 2021 Council in Committee, representatives from the Dunnville Hospital & Healthcare Foundation and the West Haldimand Hospital & Healthcare Foundation made a joint presentation to Council outlining the current and long-term needs for both hospitals and made a funding request of \$100,000 per hospital per year over a 5 year period.

At the November 1, 2021 Council meeting, Council passed the following motion:

1. *That the correspondence and presentation material from Penny Banks, Executive Director, Dunnville Hospital & Healthcare Foundation and Lisa Holstein, Executive Director, West Haldimand Hospital & Healthcare Foundation Re: Funding Request, be received;*
2. *AND THAT staff be directed to prepare a brief for consideration during the draft 2022 Tax Supported Operating Budget on the hospitals' funding request.*

It should be noted a similar request was made in 2020 and it was recommended by staff to not adopt a formal policy or fund Hospital capital related costs on an on going basis at that time. It was further recommended that, given the absence of any dedicated funding source for such an expenditure and for similar reasons noted below, that any request for funding be limited to major capital renovations and be approved on a case by case basis. No additional recommendations were made by Council at that time.

With respect to the specific funding request from the Hospital Foundations, staff have evaluated this request and are recommending not providing any annual or ongoing funding nor developing a formal policy at this time for the following reasons:

Funding and Operation of Local Hospitals is not a Municipal Responsibility:

The Municipal Act identifies the “spheres of Jurisdiction” for municipal operations. These provisions outline the services that are under the control of local municipalities. The provision of local hospitals and general healthcare services are not within a local municipalities’ authority or control and are the responsibility of the Provincial Government. As such, the County would not be in a position to control the use of donated funds or the potential impacts on service delivery.



The services provided by local hospitals are available to the public at large and are not limited to the local residents of Haldimand County. Patient data previously shared by both hospitals indicates use of these services from residents bordering Haldimand County and it appears in some cases, it is preferential to attend these locations due to relative wait times.

Staff participated in a recent survey in early 2022 of local Single and Upper Tier municipalities to see if, and how, if the case may be, they supported local hospitals. Although the responses were varied, the overwhelming response was that local hospitals are outside of the municipalities' sphere of jurisdiction and should be left to the Province to fully fund all costs. The majority of the respondents either do not provide funds to local hospitals or they funded a portion of major capital renovations only on a case by case basis. Very few had any formal policy with respect to funding local hospitals.

Funding of the Healthcare Sector in the Province is Continuing to Evolve:

The Province has initiated a number of fiscal reviews, many of which will have financial or operational impacts on local municipalities. One of these reviews involves consolidating health care related services into Local Health Teams (OHTs), which includes local hospitals, to increase operational efficiencies and to ensure Provincial funding to these organizations is better allocated to meet local needs. A number of local organizations have partnered with local hospitals to create proposed Ontario Health Teams. The Provincial funding would be allocated to the Health Team and used to meet its local needs. While this transition is still in progress, and while the funding mechanisms are determined, it would be very difficult, at this time, to ensure any potential municipal support would flow to the appropriate local organization.

Advocate that the Province Fully Fund all Major Capital Repairs/Replacements for the Healthcare Sector:

As identified by the majority of local municipalities, local governments need to continue to lobby the Provincial and upper levels of government to fund all the costs associated with local hospitals and healthcare as a whole. The Provincial and Federal governments have a broader range of revenue tools to accommodate the funding required for these services than municipal governments. The majority of municipal revenue (in excess of 60%) is from property taxes. Property taxes are not a user pay system and adding healthcare costs would add more burden to the current taxpayers; which in Haldimand's case, is primarily residential property owners.

A recent correspondence from the Association of Municipalities of Ontario (AMO) in March of 2022, advocates the Province to fully fund all Health Care related costs, specifically the costs associated with Ontario Health Teams (OHTs). It goes on to advocate that municipalities and other publicly funded organizations and agencies should not be funding any costs, operating or otherwise, related to Ontario Health Teams. AMO considers requests for funding support from local OHTs inappropriate and unacceptable.



Numerous Increased Funding Pressures on the Municipal Sector:

As outlined during the Council review of the Rate Supported Budget and Tax Supported Capital Budget, 2022 is a very challenging budget year. The Province has initiated a number of service/funding reviews that have the potential to directly impact municipal government funding sources and services (e.g. Public Health, Social Assistance, Health Care and Ambulance Services). Many of these reviews are still underway and numerous details are unknown. It is anticipated that there will be increased financial pressures on local municipalities, both in 2022 and in future years.

As Council is aware, the need for Affordable Housing is a primary concern in the County and across the Province. To this end, Council has pre-approved an initiative for a new social housing build as well as increased annual contributions to the Haldimand Norfolk Housing Corporation to address capital related needs; this commitment totals approximately a 1.0% levy impact in 2022, above and beyond all other levy impacts. This impact, in addition to inflationary, supply chain and changing Provincial regulations, will have increased levy impacts that will make meeting the Council approved overall tax levy impact very challenging.

In addition to the pressures noted above, local municipalities are incurring many incremental, unbudgeted costs for climate change and emergency responses (i.e. storm and flooding events, Pandemic, etc.). As these situations become more the norm, municipalities will have to start budgeting for these costs on an annual basis.

Recommendation:

Based on the above noted reasons, it is staff's recommendation to not fund any annual or ongoing Hospital capital related expenditures at any level at this time.

In addition, it is recommended that, if this a priority of Council it should be considered as part of the next term of Council priorities. For the reasons noted above, funding hospital and healthcare costs is not a municipal responsibility and will place an additional undue burden on the taxpayers of Haldimand County for potentially years to come.

If a future Council deems funding Hospitals to be a Term of Council priority, it would be recommended to include a request to enact a formal policy to this effect, including parameters under which circumstances major Hospital capital related projects would be considered for funding including the potential funding sources for such an initiative.