

Haldimand County Community and Development Services

2021 Annual Summary



Recruit Hazmat Training

Emergency Services in Training!



Ice Water Training

Economic Development & Tourism getting their Marketing on!



Programs getting back into the swing of things!



Building & Municipal Enforcement Services

Corporate Purpose:

- To deliver statutory building permitting and inspection services for construction activity.
- To achieve compliance with municipal by-laws.
- To manage third party contracts relating to animal control, tree conservation and crossing guards.

ANNUAL PERFORMANCE MEASURES

Activity Measures	2021	2020	2019
Building:			
• Number of Building Permit applications reviewed	1,782	1,281	1,470
• Number of Permit Inspections Undertaken	7,368	7,551	4,734
• Construction Value	\$265,849,340	\$198,918,719	\$140,276,490
By-law Enforcement:			
• Number of by-law inquiries and complaints addressed	3,128	5,326	2,720
○ Inquiries	656	254	916
○ Complaints	2,318	1,474	1,804
○ COVID-19 related	154	3,598	N/A
• By-law Activities (actions required to manage complaints & inquiries)*	5,001	14,175	8,000
• Number of Parking tickets issued by municipal staff	1,077	1,217	780
• Summer Parks Patrol	571	356	N/A
Efficiency Measures	2021	2020	2019
• Annual # Building Inspections/Inspector (based on 9 out of 10 FTE – half day inspections)*	N/A	795	631
• Annual # Building Inspections/Inspector (based on 4 out of 10 FTE – full day inspections)*	1,842	N/A	N/A
• % Building Permits issued in compliance with adopted Provincial Standards (see note 1 below)	56%	82%	85%
• % Building Permits issued in compliance with adopted Municipal Standards (see note 1 below)	52%	70%	70%
• % By-law inquiries and complaints addressed within 24 hours	95%	95%	65%
• % By-law complaint investigations closed within 3 days	68%	67%	65%
• % By-law complaint investigations closed	98%	98%	76%
• % By-law compliance achieved without ticketing/court action	98%	98%	96%

Note 1: *2021 saw a more consistent delivery of service compared to 2020 with the lifting of the some COVID restrictions. The Division was able to implement the full day service delivery plan more effectively and efficiently.

Building Services had a record breaking year with permit issuance. However, with significant staff vacancies, COVID protocols and professional development opportunities that were cancelled from 2020, Building Services provided a notice early in the year that provincial and municipal standards would be below average.

Performance Standard (from completed application to issuance)		
Construction Type	Provincial	Haldimand
1	10 working days	5 working days
2	15 working days	10 working days
3	20 working days	15 working days
4	30 working days	20 working days
Type of Construction		
1. a) Part 9-7-8 (Housing) b) Accessory Structures ≤50m ² c) Tents d) Signs	2. a) Part 9 (other than Housing) b) Farm Buildings ≤600m ²	3. a) Part 3, 4, 5, 6 b) Commercial, Assembly, Industrial; and c) Others >600 m ² + exceeding 3 Storey
		4. a) Post Disaster Buildings b) High Rise – Mezzanines c) Group “B” & “C” >18m above grade

Annual Highlights:

Building Services

- CityView Portal (online application/e-permitting): completed data collection, all program testing, in-depth staff training and internal soft launch.
- Testing of electronic plan review (via Bluebeam) which allows for digital mark-ups of building plans and more efficient work processes.
- Building files are over 80% digitalized and now available electronically through CityView.
- Recruitment and hiring of second Building Technician to enhance delivery for permit intake and processing.

Municipal Law Enforcement

- Enforcement Services continued to work closely with the Health Unit on enforcing provincial COVID regulations.
- COVID Parks Patrol – hired 3 additional students to patrol major County park areas (Dunnville and Caledonia), as well as the Hagersville quarries.
- Delivery of summer enforcement patrol increased to 7 days a week.
- Enforcement Services service requests and activities at a new annual high.

Animal Control

SPCA					
DOGS	DOGS	DOGS	CATS	CATS	Other
Picked Up	Adopted/Claimed/ Euthanasia	Tickets Issued	Picked up	Adopted/Claimed/ Euthanasia	Picked up/Dropped off
64	49	4	252	214	427

Community Development & Partnerships

Corporate Purpose:

- To deliver recreational opportunities, both directly and indirectly, for Haldimand County residents and visitors.
- To facilitate community partnerships to improve the quality of life and community vibrancy in Haldimand County.
- Division is comprised of Community Partnerships, Heritage & Culture and Programming & Events.

ANNUAL PERFORMANCE MEASURES

Description	2021	2020	2019
Community Partnerships			
• Number of Community Partners Engaged	96	95	401
• 2021 Community Capital Grants Leveraging Factor (County: Community): 4 new projects approved/completed totalling \$39,200 (CPP \$11,200; Community \$28,000)	1:2.5	1:1.7	1:1.4
• Community Beautification Grants: <ul style="list-style-type: none"> ○ 2020: 19 projects totalling \$179,980 (HC \$58,491; Community \$121,489) ○ 2021: 18 projects totalling \$131,153 (HC \$50,250; Community \$80,903) ○ 2022: 22 proposals received totalling \$203,567 (HC 76,200; Community \$127,367) 	1:1.6	1:2	1:1.6
Heritage & Culture			
• Number of Users (visitors, outreach, research) <ul style="list-style-type: none"> ○ Number of Program Participants (in-house education and adult/children workshops) 	3,302 284	3,742 1,122	16,897 1,792
• Number of Volunteer Hours	1,822	851	2,510
Programs & Events			
• Number of Summer Camp Users <ul style="list-style-type: none"> ○ Capacity Rate (% based on pandemic-limited attendees/capacity;) 	*941 89%	Cancelled N/A	2,502 96%
• Number of Daily Bather Load	**33,715	16,654	49,924
• Number of Public Swim Participants	**27,606	6,546	30,945
• Number of Swimming Lesson Participants <ul style="list-style-type: none"> ○ Capacity Rate (class capacity) 	**1,514 82%	403 63%	1,882 87%
• Annual # of Free Skate Participants	***6,036	7,607	17,385
• Total Hours Primetime Ice Usage (Jan. – Mar.)	****813	2,687	3,198
• Total Hours Primetime Ice Usage (Apr. – Aug.)	****101	21	673
• Total Hours Primetime Ice Usage (Sept. – Dec.)	****3,370	2,228	4,096
• Annual Walking Track usage (km)	***78,279	33,741	62,888 km
In 2021, as a result of COVID 19 restrictions: *March Break Camp was cancelled. Only Camp HaldiFUN and Creative Campers (full-week option) were offered; camps operated with lower capacities.			

<p>**Bather loads at the pools were reduced. Swimming lessons and public swimming programs were offered with limited capacities.</p> <p>***Arena closures and capacity limits resulted in a reduction in the total number of on-ice participants and the types of skating programs permitted. Walking track usage increased.</p> <p>****Many events returned in September.</p> <ul style="list-style-type: none"> Special Events on Haldimand County Property Special Events Participation (including Fairs) 		23 11,050	7 N/A	98 139,703
Customer Service (Facility Booking & Programs)				
<ul style="list-style-type: none"> % of Allocation Processing Standards Met 		<p>*100% of all calls and emails responded to within 1 business day</p> <p>*100% of all “one-off” contracts initiated within 2 business days</p>		
<ul style="list-style-type: none"> % of Program Users Satisfied with Experience <ul style="list-style-type: none"> <i>Aquatics (11 surveys returned)</i> 		Quality of Instruction	Likely to Return	
		Excellent – 82%	Yes – 82%	
		Good – 18%	No – 8%	
		Needs Improvement – 0%	N/A	
<ul style="list-style-type: none"> <i>Summer Programs (41 surveys returned)</i> 		Quality Camp Experience	Likely to Return	
		Excellent – 60%	Yes – 98%	
		Good – 33%	No – 2%	
		Needs Improvement – 7%	N/A	

Annual Highlights:

Community Partnership Program:

Community Engagement:

- Provided community engagement and fund-raising support to the Hagersville Library + Active Living Centre project.
- Revamp and enhancement of the County’s Major Festival & Event Grant Program to develop a permanent program.
- Established the Seniors and Youth Advisory Committees; each Committee had one meeting in Q4, including initiating the development of work plans for 2022.
- Completion of the Cayuga Parks Consultation process including development concepts and budgets for Bob Baigent Park, the Cayuga Library + Heritage Centre Parkette, the Cayuga Administration Building/HCMA property and Village Green Park.
- Awarded the consultation contract for the Community & Recreation Facilities Strategy, a comprehensive engagement process to identify major recreation facilities across the County and establish a 20+-year implementation plan.
- In collaboration with the County’s Economic Development & Tourism Division—and with financial support from FedDev Ontario—developed and launched of two experiential tours suitable during the pandemic restrictions. The GeoTour and Paddle Art Tour Haldimand (PATH) encouraged discovery of the County’s outdoor parks/recreation and tourism assets:
 - The GeoTour had 1,690+ web views and was ranked the second-most-popular geocaching experience in Ontario; 146 contest submissions received and 300 geocoins mailed to participants who found all the geocontainers; and
 - PATH partnered with 24 local artists who painted original art on paddles crafted by local high school students. Paddles installed throughout County in public spaces with associated QR codes with details about the art and the artists.

Community Beautification:

- Majority of 2021 applicants were able to implement their beautification projects in spite of ongoing limitations associated with the pandemic.

Community Capital Projects:

- Five CPP capital projects were initiated, approved and completed in 2021 including: Friends of LaFortune Park Pollinator Garden, Friends of LaFortune Park Summer Maintenance, Dunnville Horticultural Society Decorative Lighthouse, Haldimand Horticultural Society Tree Plantings and the Dunnville Firefighters Memorial Bell.
- During 2021, community groups continued to find partnership projects a challenge to initiate and/or complete given pandemic-related restrictions.
- As of Q4 2021, three CPP Projects are in the planning and staff review stages for anticipated presentation to Council in 2022. These include the Dunnville Rotary Club Thompson Creek Viewing Platform, Selkirk Chamber of Commerce Storage Shed and the Dunnville Waterfront Park Permanent Christmas Tree installation.

Community Halls:

- Haldimand County continued to support its Community Halls partners during the pandemic with reimbursement of ongoing operating costs (e.g. utilities), anticipated to be \$80,000 for the year.
- Staff engaged with Community Halls Boards of Directors to manage reopening opportunities whenever possible during 2021 and to develop revenue generation opportunities within pandemic restrictions.

Fields & Parks Management Program:

- Staff worked with two new groups interested in becoming Fields & Parks Management partners: the Dry Lake Saddle Club (Decewsville Park) and the Friends of LaFortune Park.
- These requests will be considered during 2022 budget deliberations.

Festivals & Events:

- Due to COVID-19 restrictions, the majority of festivals and events did not take place until September.
- The new “Flags of Remembrance” event in Dunnville was well attended and plans are underway for the 2022 event.
- COVID-19 restrictions and capacity limits impacted overall attendance at the traditional Remembrance Day observances.
- Modifications were made to the traditional Christmas light-up nights and parades due to pandemic restrictions.
- There is increased interest in hosting events in 2022.

Heritage & Culture:

- Return to (limited) in-person programming during the summer and fall was successful; Children’s Summer Workshops in Selkirk reached capacity.
- Virtual programming: Continued development of heritage-based online programming for user groups of all ages; continued to be well received by the public. The weekly online post “Where’s Wade?” proved extremely popular.
- Artifacts and reproduction images from the Haldimand Museums’ Collections were installed throughout the Haldimand County Administration Building.
- Several successful grant applications to provincial and federal funding bodies including:
 - The Community Museums Operating Grant (\$36,874);
 - Museums Assistance Program 2021 Reopening Funding (\$37,826);
 - Young Canada Works Program: four students hired for summer and fall/winter internships with Haldimand Museums (\$22,757); and
 - Employment and Social Development Canada Enabling Accessibility Fund: \$88,452 to rebuild the accessible ramp at the Wilson MacDonald Memorial School Museum.

Programming:

- Revamp of County's ice rental program, including creation of comprehensive facility and user protocols.
- Continuation of virtual programming in the winter due to provincial closures in response to COVID-19; this included the six-week Haldimand Holidays program.
- Pools and splash pads opened at all locations with limited capacities and adapted programming in response to COVID-19 pandemic restrictions.
- Eight (8) weeks of HaldiFUN summer day camp operated with limited capacities at six locations including Caledonia (2), Cayuga, Dunnville, Hagersville and Jarvis.
- Creative Campers specialty camp offered for six weeks during the summer.
- 'Introduction to Tennis Program' offered in the spring, summer and fall of 2021.

Trails:

- The Trails Advisory Committee met to review work plans for the remaining term of Council.
- Provided input into the Grand Watershed Trails Network's development of a new website and video to promote the communities/trails/businesses along the Grand River.
- A review and updating of the 2009 Trails Master Plan—for incorporation into the County's overall Parks and Recreation Service Plan and future recreation strategic planning—was initiated.
- All County trails were reviewed and inspected by CDP staff to develop new mapping and an up-to-date inventory/condition of assets.
- A staff working group was created to create a cohesive, development, construction and operating program for trails; associated Divisions include: Community Development & Partnerships, Economic Development & Tourism, Engineering Services, Facilities Capital & Asset Management, Facilities, Parks, Cemeteries & Forestry Operations, Roads Operations.

Heritage & Culture:

- Completed the move of the collections from the former Haldimand County Museum & Archives site to the new Museum Storage area at HCAB.
- Washroom and main entry accessibility projects at the Wilson MacDonald Memorial School Museum completed.
- Virtual programming: first steps taken in the development of heritage-based online programming for user groups of all ages, including in partnership with the Programming Unit.
- Grants: Successful application to provincial and federal granting bodies including the Community Museums Operating Grant (\$36,874); Museums Assistance Program Emergency COVID-19 Funding (\$37,700); and, the Young Canada Works Program: four students hired for summer and fall/winter internships with Haldimand Museums (\$28,481).

Programming:

- Revamp of the County's aquatics program (pools and splash pads) to continue to provide community recreation and associated benefits in response to COVID-19. New program included updating reservation system in ActiveNet to meet public health restrictions while accommodating increased free public swims.
- Development and rollout of virtual summer programming for both Recreation and Museums in response to a variety of in-person programming being cancelled.
- Continuation of Virtual Programming into the fall and winter given ongoing restrictions.
- Revamp of County's ice rental program, including creation of comprehensive facility and user protocols.

Economic Development & Tourism

Corporate Purpose:

- To create conditions, marketing programs, and initiatives to support business retention, expansion and recruitment within Haldimand County.
- To promote regional partnerships, develop tourism products and marketing campaigns, and support tourism business development and infrastructure.

ANNUAL PERFORMANCE MEASURES

Community Vibrancy:

Description	2021	2020	2019
• Downtown / Rural CIP Grants			
➤ Grant \$	\$31,569	\$50,148	\$246,409
➤ Construction Value	\$76,808	\$137,659	\$5,147,281
➤ Leveraging Factor	1:2	1:4	1:2
• Rural Water Quality Grant			
➤ Grant \$	\$29,937	\$8,094	\$17,388
➤ Project Value	\$54,374	\$11,110	\$36,502
➤ Leveraging Factor	1:2	1:1	1:2

Note: 2019 – Amount was higher than the \$150K annual allocation due to carry-overs from previous years. 2020 – CIP Grants & RWQP were put on hold until September, due to the pandemic.

Business Support:

Description	2021	2020	2019
• Outreach (presentations, events, corporate calls)	132	293	166
• Business Inquiries	416	277	278
• Business Visits	277	185	164
• Projects – (Communications with businesses on projects)	134	n/a	n/a
• Number of followers on all EDT social media assets	4,071	n/a	n/a

Note: (2020) – The COVID-19 pandemic resulted in a temporary hiatus of economic development functions. Upon their return, staff then focused on the completion of Haldimand County's Business Recovery Priorities. These figures do not include Digital Service Squad business support. Numbers above do not include 879 businesses contacted for COVID-19 Business Survey.

(2020) – The Rural Water Quality Program was not delivered in 2020 as Grand River Conservation Authority staff were on hiatus due to COVID-19.

Construction Value:

Description	2021	2020	2019
• Commercial/Industrial	\$75,485,000	\$64,796,828	\$5,732,718
• Agricultural	\$16,373,000	\$20,640,000	\$66,083,081

Annual Highlights:

Business Attraction

- **Provincial Job Site Challenge (JSC)**
 - o EDT continued to work with the Province on the JSC application that was submitted for the Lake Erie lands in 2020.
 - o Since the original submission, the site has continued to move forward to the next phase of assessments and has been selected as one of the 10 sites (only the top 3 will move forward).
 - o In Fall of 2021, the County hosted Provincial representatives and an International site selector to tour these lands as part of the due diligence process.
- **Development Concierge Team**
 - o Creation of a cross-divisional staff team to provide a high level of customer service to eligible development projects that require additional support to succeed.
 - o The cross divisional team consists of representation from Building and Municipal Enforcement Services, Planning and Development, Water and Wastewater Engineering & Compliance, Legal and Support Services and Economic Development and Tourism.
 - o Eligible projects include those that:
 - invest in substantial new capital in the community;
 - bring new full-time, ongoing employment to Haldimand County;
 - are high profile developments that require additional staff support and attention;
 - are existing business operations wishing to expand or relocate within Haldimand County; and
 - are existing business operations considering job cuts or moving operations and employees outside of Haldimand County.
 - o In 2021, the Development Concierge Team had 13 projects assigned:
 - 10 of the projects attended a Pre-Consultation meeting;
 - 7 projects are currently active and open, of these 4 site plan applications have been submitted, 1 zoning by-law and official plan amendment; and
 - 1 project was completed.
 - o The completed project resulted in:
 - A Permanent patio expansion facilitated at site adding 20 new seats;
 - Three inn rooms added to accommodations sector; and
 - Official Plan and Zoning By-law amendments completed.
- **Provincial Requests For Information (RFI)**
 - o In 2021, EDT received 5 requests from Provincial ministries for prospective industrial developments:
 - 2 were initiated by the Ministry of Economic Development, Job Creation & Trade;
 - 2 were initiated by Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA); and
 - 1 was initiated by a site selector on behalf of their client.

Business Supports

- **Digital Service Squad**
 - o Additional funding received in 2021 to hire a 2nd Digital Service Squad to meet with small businesses and assist them to improve their digital presence.
 - o Assisted 191 businesses from January 1 to December 31, 2021.
 - o 41 business received a digital transformation grant for a total of \$102,500 in grants to local businesses.
 - o The Digital Service Squad ran a total of 22 workshops in 2021 with 239 attendees.
- **Patio Program**
 - o Revamped and enhanced the patio program resulting in significant supports for the restaurant industry through issuance of 21 patio permits (for both public and private lands).
 - o Added an additional 686 outdoor dining seats to the hospitality sector.
- **Tourism Information Services**
 - o EDT worked actively with the Dunnville, Cayuga and Caledonia Chambers of Commerce to evaluate the offering of tourism information services in Haldimand. Results included the purchase of three mobile tourism information kiosks, and a proposed tourism student staffing change as part of the 2022 operating budget.
- **Real Haldimand Marketplace**
 - o Developed and launched the Real Haldimand Marketplace – this new collection of vendors provides the public with an opportunity to discover new businesses/products and shop local from the comfort of home.
 - o Outreach and support to over 40 businesses with e-commerce functions contained within their individual websites to be included.
 - o This project was identified within the business recovery priorities established by the Business Development and Planning Advisory Committee and approved by Council in June 2020.
- **Video Content Creation Workshop**
 - o EDT hosted over 20 tourism businesses who participated in a 3-part series led by award-winning filmmaker Graeme Bachiu from Windecker Road Films.
 - o The series taught businesses to highlight their unique story while enhancing and upgrading their filmmaking skills and several businesses are now posting more professional videos and with a higher frequency following the training.
- **Launch of Tourism Innovation Lab SPARK**
 - o Promoted and launched the program in November (in partnership with Norfolk County, Ontario's Southwest, Grand Erie Business Centre, Venture Norfolk and Libro Credit Union).
 - o Execution of the program to take place over 2022.
- **Other Business Supports**
 - o Significant staff time allocated to the roll out of the implementation of programs and marketing as a result of the FedDev grant administered through TIAO*.
 - o Over \$6,000 of gift cards were purchased from local businesses in early 2021 to support Haldimand businesses and also provide prize for social media campaigns throughout the year*.
 - o Provided support for 19 local tourism businesses to attend the Southwest Ontario Tourism Corporation's annual conference free of charge. The conference offers excellent learning opportunities and networking for tourism focused businesses*.
 - o Supported the marketing efforts of the Community Development and Partnerships Paddle Art Tour and Geocache Tour*.
 - o Contributed to downtown revitalization efforts with the installation of 8 tourism focused window decals in vacant storefront windows*.
 - o Ongoing support provided to Haldimand BIA's in running their AGMs, presentations to Council and ensuring annual municipal compliance.

Program Supports

- **Filming**
 - o 5 film permits were issued for productions that took place in 2021 including a made-for TV movie called "Christmas on Mistletoe Lake" which was filmed on multiple private and County properties.

- **Rural Water Quality Funding**
 - o The Agricultural Advisory Committee approved \$29,937 to support 13 projects; and
 - o 9 of these projects were completed in 2021.
- **Committee Meetings**
 - o Continued to hold key committee meetings throughout 2021 in both virtual and in-person formats including:
 - 5 Agriculture Advisory Committee;
 - 6 Business Development and Planning Advisory Committee;
 - 4 Haldimand Business Network; and
 - 2 Tourism Network.
- **Emily Project**
 - o Following Council approval of the program, the Farm 911 Emily Project was launched.
 - o Sponsorship dollars were received from 3 organizations: Erie Mutual, Christian Farmers Federation of Ontario and Haldimand Federation of Agriculture.
 - o As a result of the generous sponsorships, the cost of 35 signs was subsidized for 2021 and it is anticipated that the cost of 55 signs will be covered in 2022.
 - o 31 sign applications were received and issued in 2021.
- **Cycle Tourism & Infrastructure for Rural Economic Development**
 - o Through the RED (Rural Economic Development) funding Asset Management Ontario received from OMAFRA, Haldimand was selected as a location to examine cycling tourism and infrastructure to enhance rural economic development.
 - o In partnership with Asset Management Ontario and Haldimand stakeholders (both internal and external) the group met over 9 sessions to explore cycle tourism as an economic development driver and community improvement opportunity, one that links together local businesses, the concerns and aspirations of residents, and longer-range financial sustainability aims.
 - o The group focused on Selkirk and Jarvis geography (Pink and Orange Route) and developed short and long term priorities which staff are working towards implementing.
- **Comprehensive Signage Strategy**
 - o Retained a consultant to develop a comprehensive signage strategy to consolidate the County's signage programs, and create a new sign design that is consistent with the new logo and brand.
 - o The signage strategy will include place identification and directional signage.

Marketing

- **Tourism Website**
 - o Launched a new stand-alone tourism website*.
 - o TourismHaldimand.ca highlights a wide range of information such as places to eat, tourism experiences, heritage and culture and a number of blogs from a variety of travel bloggers that have visited Haldimand.
- **Business Haldimand** (Facebook page)
 - o A new Business Facebook page was launched to support business growth and create an online community of current and prospective business owners in Haldimand County and to distribute valuable information, and celebrate local businesses in the community.
 - o An ad campaign on Working Safe in Haldimand, promoting our main industries—Agriculture, Manufacturing & Tourism—ran from February to July. The 6 ads saw a total reach of 256,959 and 2,634 clicks.
- **Business Haldimand** (Website)
 - o The design of the BusinessHaldimand.ca landing page was updated to make it more user friendly and accommodated additional content, including Digital Service Squad webinar videos and real-time updated Community Profile data through Townfolio.
 - o 2021 saw 5,049 sessions (visits) to the business pages with the most popular page being the page with COVID-10 business information and resources.
- **Haldimand County Tourism** (Facebook page)
 - o A reach of 470,602, with 21,441 clicks and 2,444 followers by year-end.

- **Tourism Haldimand** (Instagram page)
 - o Launched a tourism focused Instagram page to compliment our tourism Facebook page.
 - o Purpose is to promote tourism in Haldimand County and create a demand for local products, services and experiences, and encourage visitors and locals to share their photos and experiences, which resulted in 1,430 followers at the end of the year.
- **Real Taste of Haldimand guide***
 - o A restaurant guide was printed and distributed through The Haldimand Press to promote restaurants in Haldimand in February.
 - o A local social media campaign was created to promote the online version of the guide and saw a reach of 15,356 and 524 clicks.
- **Business Marketing Toolkit***
 - o Developed to support businesses with posters, front door decal, and social media templates and other marketing supports.
 - o 22 physical kits were delivered.
 - o A social media promotion to local businesses saw a reach of 17,350 and 296 clicks.
- **Holiday Wish Book**
 - o The 2nd Holiday Wish Book featured over 30 local businesses with unique gift ideas, unforgettable experiences, and holiday events happening in Haldimand County.
 - o An online directory was created that featured more than 80 business listings.
 - o The campaign saw 22,684 booklets mailed to every household in Haldimand.
 - o The social media campaign saw a reach of 332,520 and 2,872 clicks.
- **Digital Service Squad**
 - o A social media campaign was developed to promote the Digital Service Squad services and promote the digitally focused webinars.
 - o The campaign saw a reach of 57,360 and 738 clicks.
- **Real. Haldimand. Marketplace**
 - o Several campaigns ran from Feb - March & also a Christmas campaign in December which resulted in a reach of 358,769 and 8,631 clicks.
- **The Ultimate Virtual Haldimand Experience**
 - o A marketing campaign was launched to showcase a number of local business that offered at-home activities people could do.
 - o The marketing campaign included blogs featuring at-home experiences and unboxing and ran from March to May with a reach of 190,671 and 2,875 clicks.
- **Farmers Market**
 - o The 3 Farmers Markets were promoted via social media campaigns in June, August and December which saw a total reach of 90,643 and 1,299 clicks.
- **Outdoor Dining**
 - o A social media campaigns promoted patio dining from July to August and saw a total reach of 187,210 and 1,836 clicks.
- **Seasonal Campaigns***
 - o A series of seasonal campaigns featuring website pages of curated content on Real Local, Real Food, Real Experiences, and Real Adventures saw a reach of 180,496 and 1,614 clicks. The ads ran July – September.
- **Tourism Bloggers**
 - o In partnership with Southwest Ontario Tourism Corporation, we hosted 2 tourism bloggers.
 - o Ashley Rae (She Loves to Fish) featured fishing on Lake Erie with a local operator and highlighted businesses in Dunnville.
 - o Kevin Callen (The Happy Camper) wrote about safe travel opportunities for visitors and stayed at the Selkirk Provincial Park, while visiting a number of Selkirk and Jarvis businesses as well as Wilson MacDonald Memorial School Museum.

- o The curated content was shared through social media and will be used on the TourismHaldimand.ca website.

NOTE: *Made possible by funding through Fed Dev Ontario Grant.

Feedback and Quotes

- **On-line version of the Holiday Wish Book**

- o *“What a fabulous idea to showcase your county. I like that it is on-line making it available anytime. I live in Tillsonburg and hope that Oxford County follows your idea.”* email from C. B. - December 17, 2021.

- **Website Launch**

- o *“You and the team are doing a great job with all the things you are doing to help local businesses, especially the restaurants and tourist ones. Things look super. Keep up the good work and hopefully things will be better this summer.”* email from B.L., Selkirk - June 28, 2021.

- **Digital Service Squad**

- o A local retail business said that *“traffic to their website and online store has doubled since they became a part of **Marketplace**”*.
- o *“I’m very thankful for the Digital Service Squad, I wouldn’t have been able to complete the [Digital Transformation] grant without their help.”* email from K.P., Caledonia.

- **Real Taste of Haldimand guide**

- o *“We moved to Haldimand, south of Selkirk, just 10 days ago and finding out where to pick-up take-out, frozen and take and bake meals was a top priority. This booklet is a god-send.”* email from L. T. from Feb. 16, 2021.
- o A restaurant owner said that she *“really appreciated the **Real Taste of Haldimand** campaign and that they received a lot of calls from around the county because of it. They were really happy that the county was promoting restaurants and that she felt like we gave them a stamp of approval by including them. She was also very happy that there was no cost to being a part of the promotion.”* email from March 3, 2021.

- **TIAO Innovation Award**

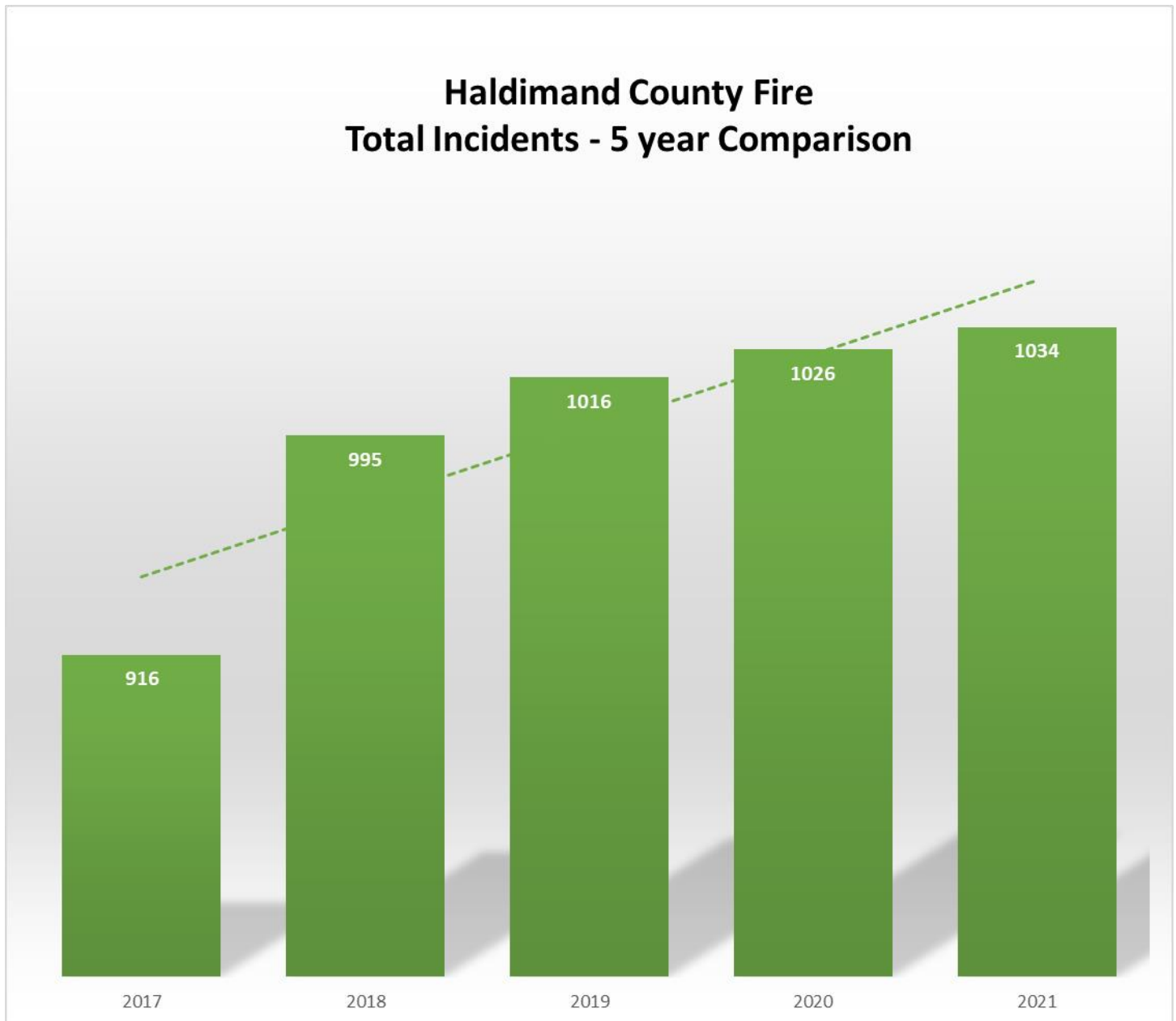
- o The Tourism Industry Association of Ontario (TIAO) in partnership with Attractions Ontario, The Culinary Tourism Alliance, Indigenous Tourism Ontario and OTEC presented Haldimand County, Economic Development & Tourism Division with the Innovation Award for Destination Management Organization at the Ontario Tourism Resiliency Awards.

Emergency Services

Corporate Purpose:

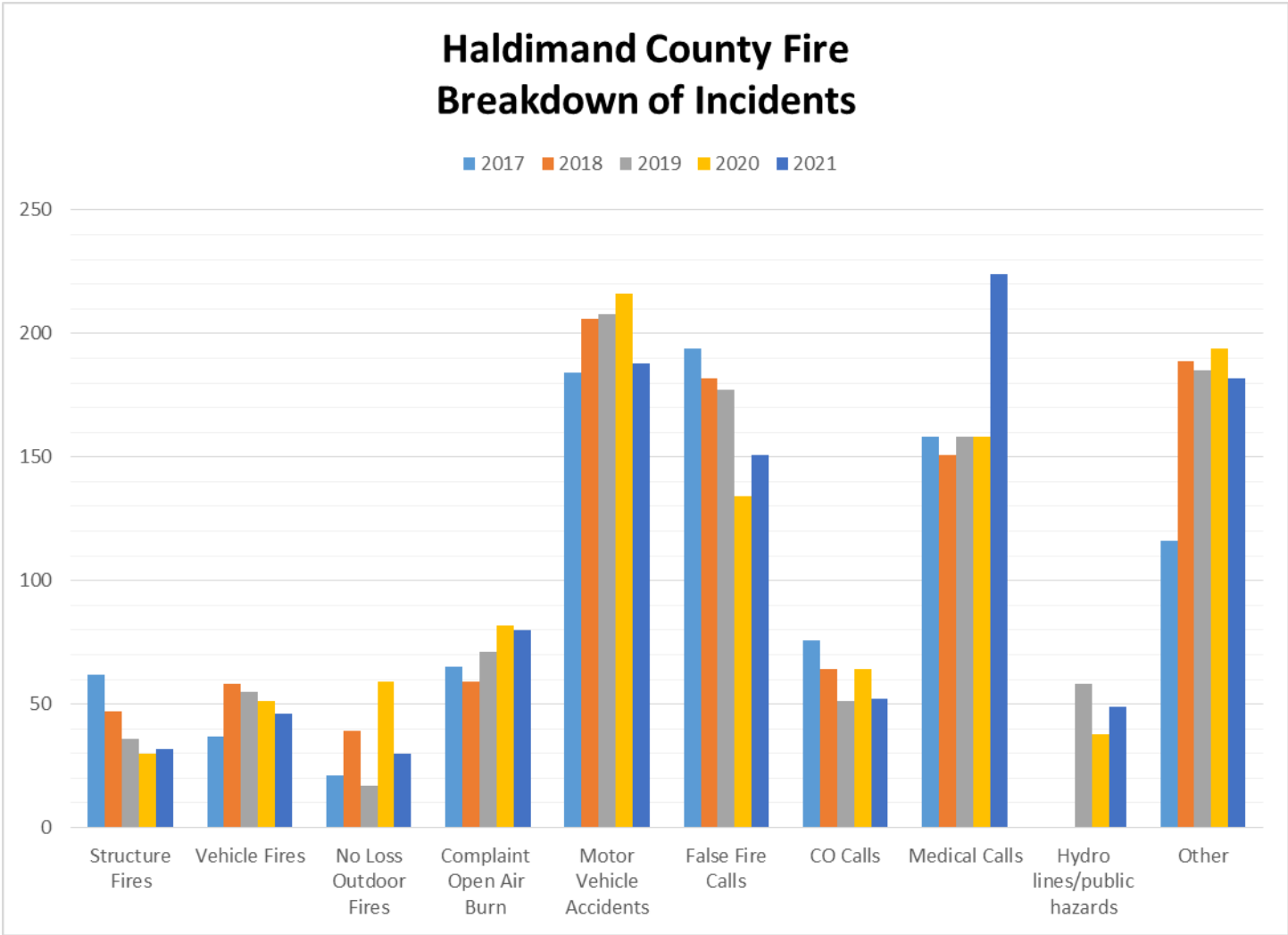
- To protect the lives and property of our citizens and visitors by providing prompt and professional service in the event of a fire, accident, medical emergency, disaster or any other event which may threaten the public welfare. We will serve the community through fire and accident prevention, education and the immediate response to emergencies.
- To 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.

Annual Fire Incident Comparison

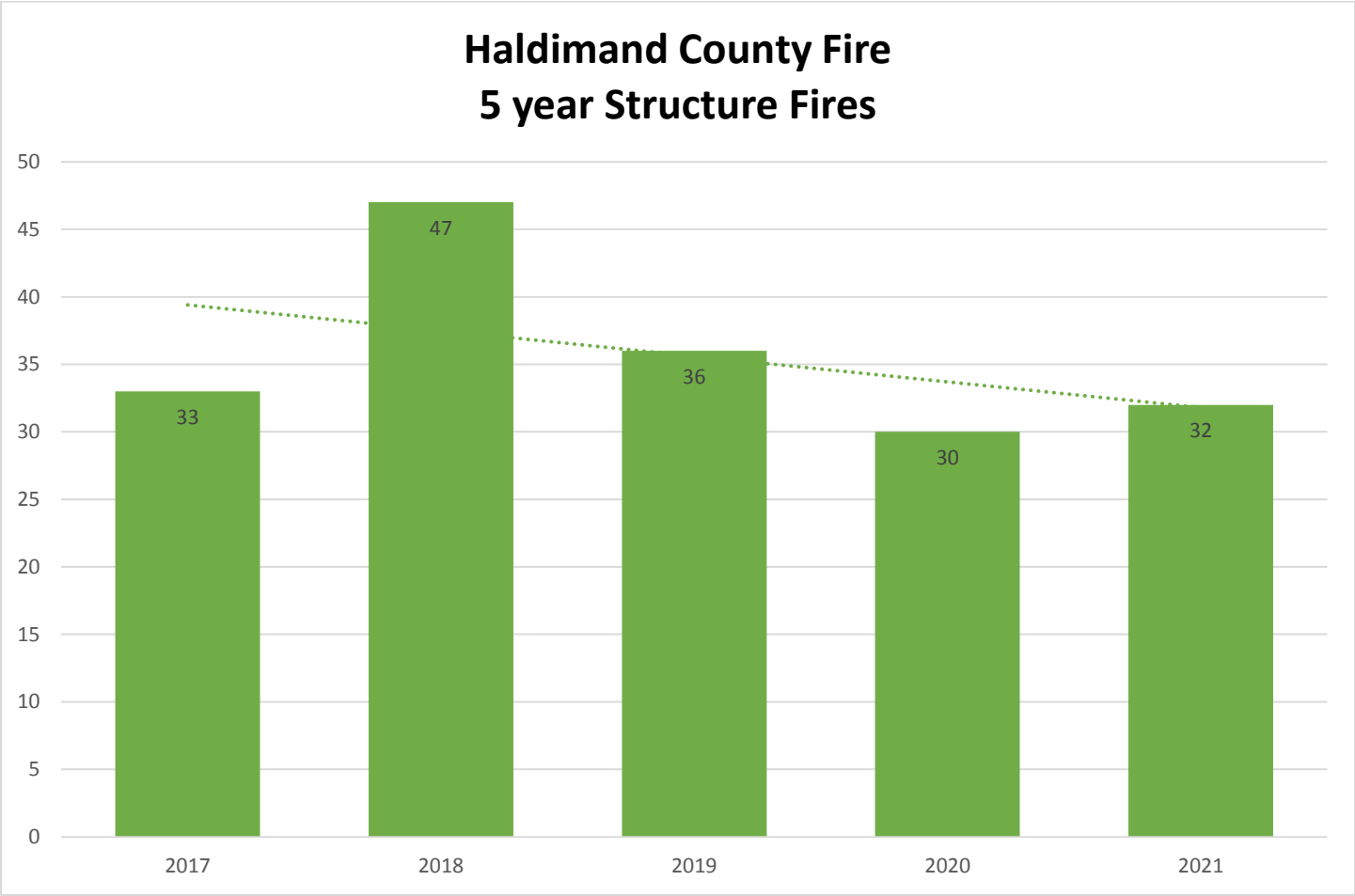


Total incidents is on an increasing trend with the driver being an increase in medical calls as can be seen below.

Annual Comparison Per Fire Incident Type

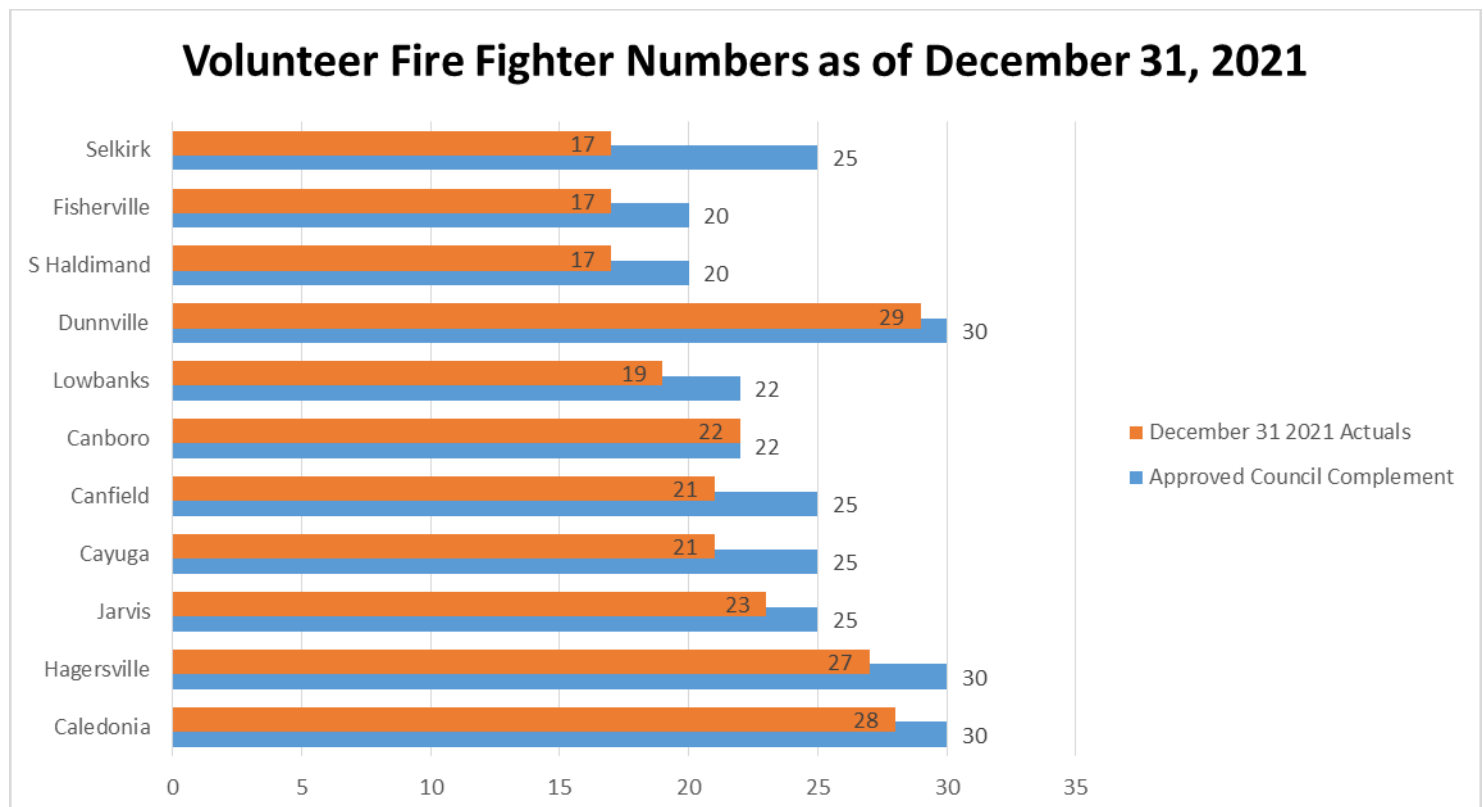
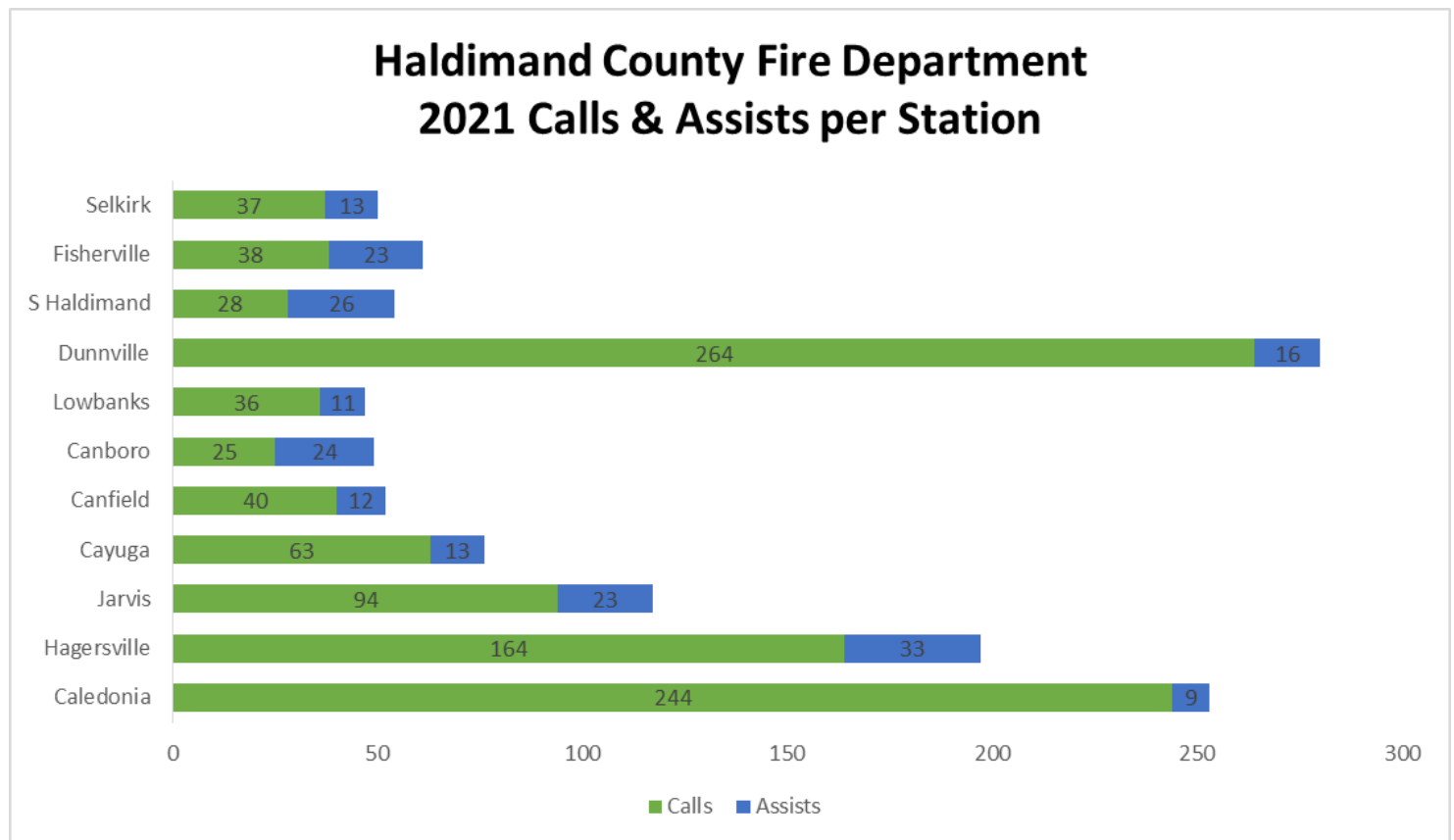


Annual Comparison Structure Fires



Structure fires are on a decreasing trend attributed to the increase in Fire Prevention inspections as well as Fire Prevention activities. Events, training and increased messaging on social media platforms reinforces safety messaging.

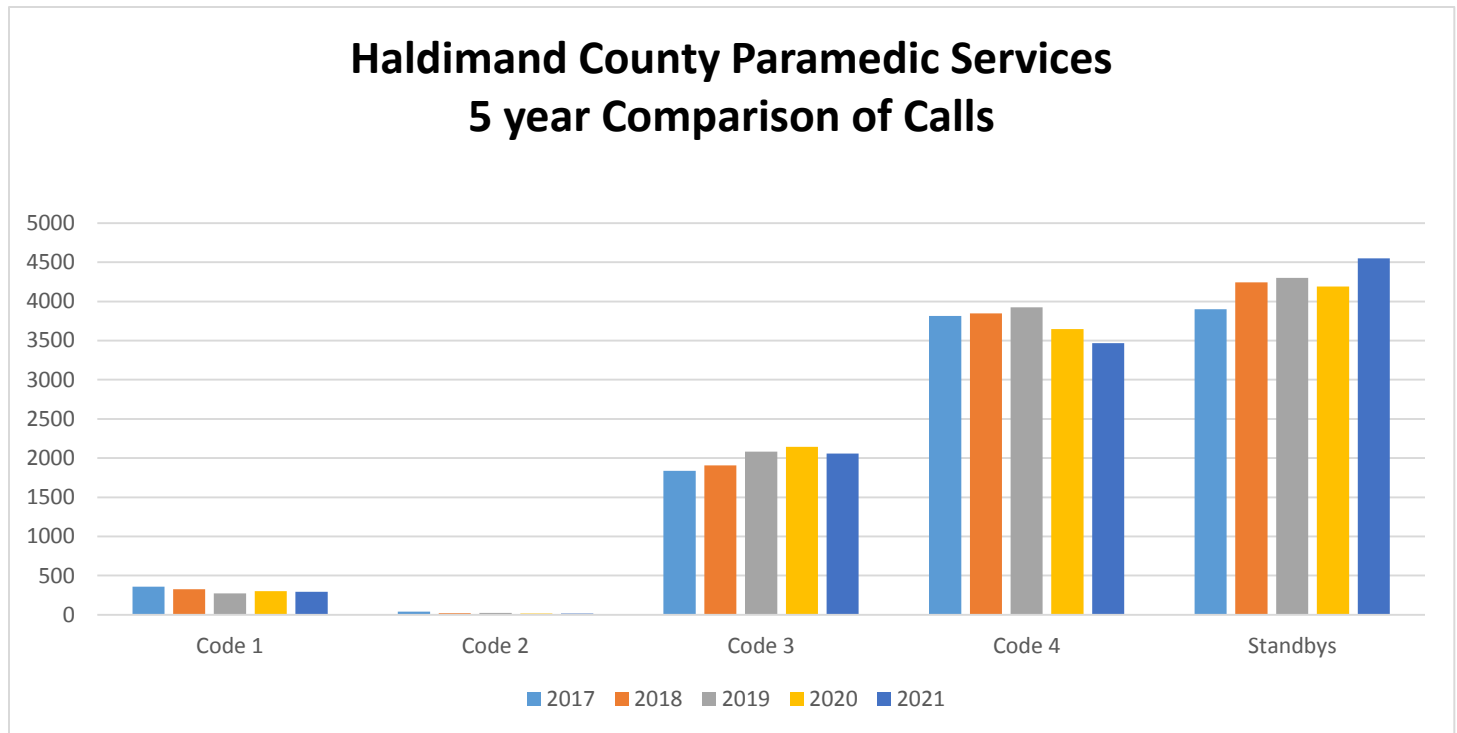
Comparison of Per Station Incidents vs Volunteer Fire Fighter Complement



Annual Paramedic Service Calls

Total call volume is on an upward trend, however a slight decrease was apparent in 2020 due to the COVID pandemic that we experienced. Across the province it was seen that the increased self isolation as well as the reluctance of people attending hospitals would have been the main drivers of the decrease. 2021 showed a slight increase as some mandates were slowly lifted and, province wide, there was an increased need to transfer COVID ill patients to hospitals for more aggressive treatments. As we move forward, volume is rising as we regain some normality.

Annual Paramedic Comparison By Code



Code 4 – Potentially life threatening.

Code 3 – Urgent.

Code 2 – Scheduled transfers between facilities.

Code 1 – Non-scheduled transfers between facilities.

Code 8 – Standbys to ensure adequate coverage.

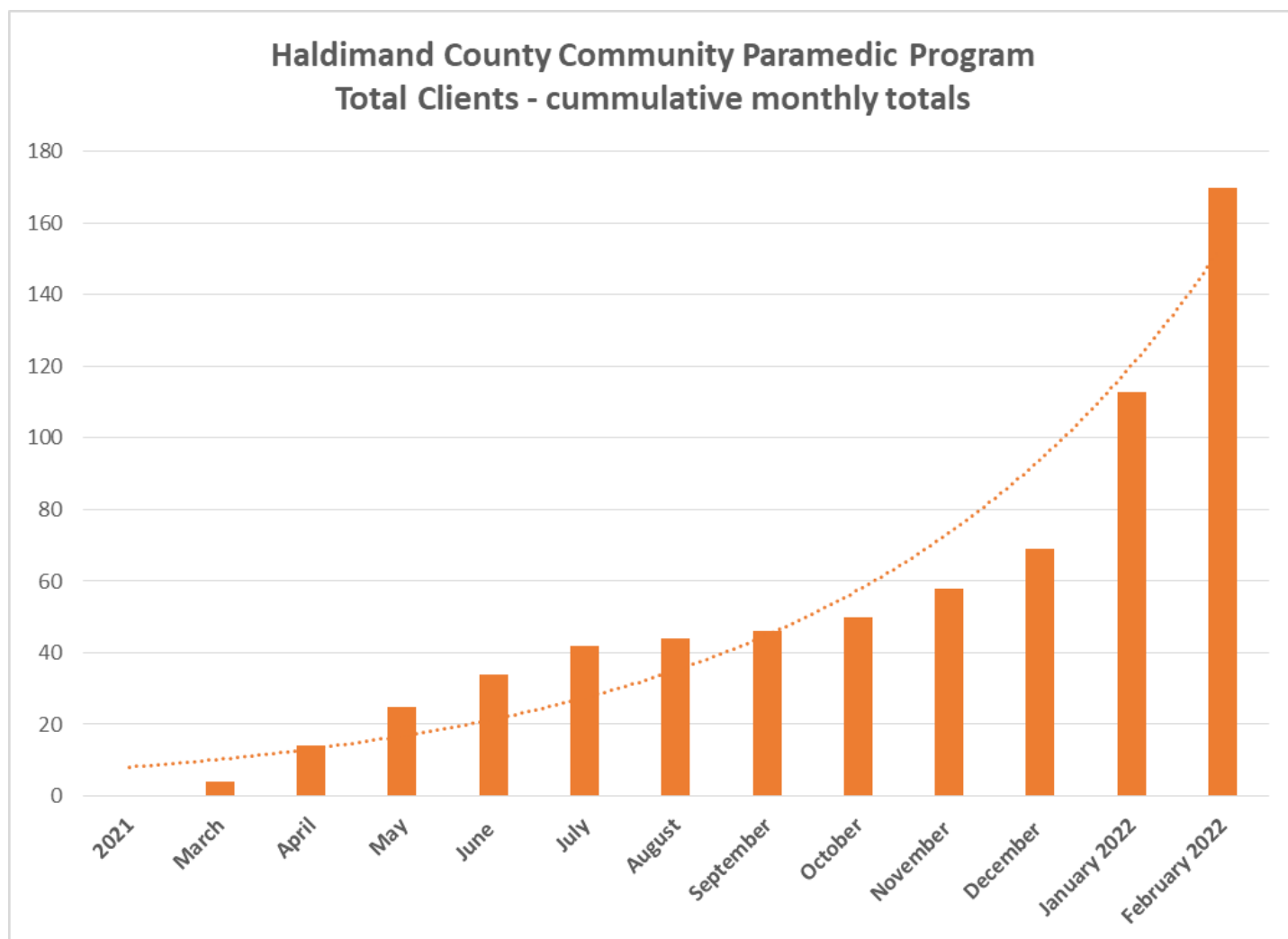
Community Paramedic Program

The Haldimand County Community Paramedic Program was initiated March 1, 2021. Haldimand County was one of four other regions in Ontario that did not have a community paramedic program in place at that time. The program has evolved from its humble beginnings of having one paramedic working each day, 7 days a week. The program started off without any clients. During this start-up time is when the program was developed from the ground up and has evolved quickly to where it is now, with 3 full time Community Paramedics and 5 part time with a total of 170 clients and growing. The Paramedics in this program have been required to take the Community Paramedic Practitioners Course. This is a recognized program and will result in the paramedics being Certified Community Paramedic Practitioners.

The initial funding provided to Haldimand County and the HNHB LHIN from March 1st, 2021, under the concept of a temporary pilot project, was approximately \$770,000. As the program progressed and developed through 2021, client numbers continuously increased. More programs and initiatives were developed to help the clients remain safe and healthy in their homes as long as possible.

During 2021, the province announced available funding for services that did not have a permanent program. At that time, proposals were developed and submitted and culminated in the Community Paramedic Program receiving funding from the province to run the program for the next 2½ years with an amount of \$4.3 million.

Below are the cumulative client numbers per month obtained from reporting data sent to the province. As can be seen, the program is continuing to grow and develop. New protocols have been developed and are awaiting approval from CPER (medical oversight). Training is being provided for new equipment and protocols for our current Community Paramedics. This will allow for better service for client needs.



Annual Highlights:

- Completion of the Awareness Level Training for dealing with individuals on the Autistic spectrum. Public information was also made available on the website.
- Review of requirements for the Community Risk Assessment made mandatory by the Office of the Fire Marshal.
- Continued planning for the new Caledonia Fire/Paramedic station, including preliminary facility need/space planning.
- Maintained a more efficient inventory for fire equipment.
- Completed a successful 2021 fire recruitment to Level I and Level II NFPA, & Hazmat Operations requirements.
- Continued a successful Community Paramedic Program, with 160+ clients.
- Trained all paramedics and adopted a Palliative Care Program to be able to respond to Palliative Patients at home and therefore, keep these patients out of the hospital and receive care in a comfortable environment. All paramedics received detailed training in care, including new medications to assist in treating. This program has been funded by the province and is currently a pilot project.
- Continued upgrades to the Fire Communication System. The fire dispatch system received a thorough review in 2021, and a 10-30 year plan was implemented to ensure what hardware and infrastructure would need replacement to ensure a robust system that will meet the needs of Haldimand County for years to come. Dispatch contracts expire December 2023, staff are preparing for a new contract that will also benefit the needs of the County.
- Implemented the “What 3 Words” initiative originating from dispatch services. What 3 Words is a App that assists first responders in locating your location within 3 meters by providing 3 random words you would communicate to a dispatcher and they will be able to locate your position. Currently, Haldimand County is utilizing this technology.
- Purchased an aerial truck for our Caledonia Fire Services which will give the County 3 aerals and optimized coverage of Haldimand’s geography.
- Maintained operations and met many service targets for both fire and paramedics despite COVID restrictions.

Planning and Development

Corporate Purpose:

- To deliver statutory planning and development review services.

ANNUAL PERFORMANCE MEASURES

MEASURES	2021 ¹	2020 ²	2019 ³
Activity Measures			
• Number of Planning applications reviewed	221	161	196
• Number of Pre-Consultation meetings	51	39	30
• Number of Engineering documents reviewed	526*	302	286
• Number of development inquiries	879	790	662
• Number of meetings attended	1,440**	947	672
• Number of maps prepared	1,425	1,257	1,404
Efficiency Measures			
• Compliance % to adopted plan review timelines	70***	54	89
• Compliance % to adopted engineering review timelines	65****	85	90

*This number reflects a more thorough analysis of Engineering documents reviewed. This total looks at the average submittals per application type, as well as the number of resubmittals per application. Pre-consultation meeting documents were included in this total, and had not been included in 2020.

** Calculates to an average of 4 meetings per week per staff member.

*** The new Supervisor, Development Services, has assisted staff with adhering to timelines from 2021 through one-on-one meetings and more thorough review of planning workloads.

**** Increase in overall number of applications requiring review and complexity attributed to site plan and subdivision applications. Additionally, staff vacancies contribute to a longer review period.

¹ 2021: Impact of staff vacancies over a 12 month timeframe (Vacancies – Planner x2, Planning Technologist, Development & Design Technologist x1).

² 2020: Impact of staff vacancies over a 12 month timeframe (vacancies, COVID-19 leave, unfilled paternity leave) and deferral of timelines due to COVID-19 Emergency Order (i.e. applications received but could not be scheduled for public meetings).

³ 2019: Impact of staff vacancies over a three month timeframe.

Residential

Development	Location	Description	# units by type
Avalon – Phases 3B, 5B, 6, & 8 Registered & Complete: Phase 1, 2 (Assumed), 3A-1, 3A-2, 4, 5 & 6	Caledonia	Phase 3B and 8 – Pre-Servicing & draft Subdivision agreement approved Phase 5B – draft plan approved. Waiting for clearance of conditions and engineer documents Phase 6 – Registered	Phase 3 – 144 residential units Phase 5B – 20 units Phase 6 - 19 townhouses, 159 singles/semis Phase 8 - 225 units
Georgia Pacific Subdivision	Caledonia	Plan of subdivision draft plan approved	444 single, semi-detached and townhouse dwellings mix
Gateway Caledonia Phase 1	Caledonia	Plan of Subdivision draft plan approved	329 single/semi detached homes 134 standard townhouses 68 condominium townhouses 168 townhouse/apartment units 185 apartment units
Grand York Estates	York	Redline revision approved to increase lot yield	54 lots to 66 lots
Thorburn Village	Cayuga	Pre-servicing Agreement fully executed for residential subdivision	32 single detached and 67 townhouse dwellings Commercial block (0.74 acres)
Meritage Landing Phase 3	Dunnville	Phase 3 of Meritage Landing on Cross Street. Site plan approval granted.	43 townhouse units and 9 semi-detached dwellings (18 units)
Fisherville Estates	Fisherville	Plan of subdivision agreement completed and servicing works completed	7 single detached dwellings
DICO Developments Inc.	Hagersville	Site Plan Approval and Plan of Condominium for infill residential on a greyfield property	77 unit apartment building Mix of 1 and 2 bedroom units
Trailside Townsend GP Inc.	Townsend	Site Plan Application approved and agreement signed	30 townhouses

Commercial/Employment

Development	Location	Description	Jobs and/or Gross Floor Area
1036 Haldimand Road 3 - TUQ4 Inc.	Nanticoke	Site plan for a contaminated soil recycling facility Approved and Agreement signed	Site will include 2,772 square metres (29,837 square feet) office, lab and staff trailers. Anticipated 15 staff
Ramsey Drive - HydroOne	Dunnville	Site Plan Approval and Agreement Registration	A 1,765 square metre (19,000 square feet) HydroOne Operations Centre. Anticipated Staff: 35
WJ Moving	Hagersville	Site plan approved for a self-storage (warehousing) facility Final Agreement complete	3,223 square metre mini storage and 56 square metres of office space 220 storage units
2088 Cheapside Road – Storage Guyz	Hagersville	Site plan approval for a storage facility	Addition of 5 new storage buildings to existing facility. Total area of 4,293 sq.m. with office additional 76 sq.m. Anticipate: 2 staff
4011 Highway 6 – SimplicityAir	Hagersville	Site plan approved for industrial facility and warehouse with accessory office space now under construction	2,929 square feet (31,527 square feet)
70 Talbot Street - Tire Distribution Expansion	Cayuga	Site plan to expand the existing tire distribution centre Site Plan Approval and Agreement registered	Additional 5,226 sq.m. (56,250 square feet) building is proposed with office space
15 Talbot Mixed use Residential/Commercial	Cayuga	Mixed use development with commercial on the first floor, and residential on the 2 nd and 3 rd floors Site plan approved and under construction.	8 residential units
590 Indiana Rd - Cannabis Facility	Canfield	Site plan approved for Cannabis Drying and Processing Facility	3,943 (42,442 square feet) operation with 5-15 staff anticipated
Gateway Caledonia	Caledonia	OPA/ZBA and Draft Plan of Subdivision approved	6.7 hectare mixed-use block accommodating approx. 12,000 sq.m. of commercial floor area Residential apartment units proposed above ground floor commercial
Avalon – Phase 4 North Half of Commercial Block	Caledonia	Site Plan to construct 4 new commercial buildings on north half of Avalon Phase 4 commercial block approved Under construction	0.9 hectare (2.41 acre) site with daycare (531 m2 building with 167 m2 outdoor area), retail building with coffee shop (537 m2) with outdoor patio option, drive-thru bank (218 m2), and retail building (403 m2)

Development	Location	Description	Jobs and/or Gross Floor Area
Cargo Ease / Elite Manufacturing	Jarvis	Site Plan approved for industrial manufacturing operation which is now under construction	2,609 square meter (28,083 square ft.) facility

Annual Highlights:

MAJOR PROJECTS

1. Haldimand County Comprehensive Zoning By-law

- Staff completed housekeeping revisions to ensure complete and accurate provisions included in the by-law document and mapping.

2. Haldimand County Official Plan Update

- Multi-year project.
- Accomplished 2021:
 - Phase 1 adopted by Council in June 2021 and Approved by the Province in November.
 - Growth Strategy Report and urban boundary adjustments now complete and in force-and-effect.
 - Completed the natural heritage systems strategy (Consultant - NRSI Inc.) and report provided for inclusion within Phase 2.
 - Conducted major consultation components including – Public sessions June 23rd and December 14th; presentations to the Business Development Advisory and Planning Advisory Committee; Agricultural Advisory Committee, Heritage Haldimand; various Provincial Ministries; Six Nations of the Grand River and Mississaugas of the Credit First Nation.
 - This work has been undertaken by staff along with the project consultant, Matt Reniers.

3. CityView Workspace Software

- Extensive CityView program set up/workflow review and testing for Planning.
- Planning initiated working with proponents for application submission through the on-line Portal.
- Soft Launch of “Go Live” portal and workspace.
- Template and internal tracking documents established.
- Implementation of on-line payment option for applicants via Portal.

4. Frank Marshal Business Park – Master Servicing Review

- Completed RFP and retained JL Richards for Floodplain Analysis (two zone concept) and Scoped Master Servicing Plan (MSP) to establish a basis for growth within the area and plan for varied development types including residential, commercial and employment type uses.
- Field investigations and modelling completed to inform policy development and inclusion within the Official Plan Phase 2.

5. Emily Project

- In conjunction with Economic Development and Tourism, Planning updated the Civic Address Request form to include the Emily Project initiative and issued 31 new farm emergency 911 addresses.

OTHER ACCOMPLISHMENTS

- Annual servicing allocation report brought forward.
- Staff changes: Hiring – Supervisor, Development Technologist, Planning Technician, Planner (worked with full complement for 4 months).