

Council Orientation (Part 3)

2022 – 2026

Major Initiatives Workshop

February 13th, 2023

Council Orientation

Purpose:

- To provide Council an overview of the major initiatives that are currently underway – for context and as background to Term of Council Priority process
- To outline anticipated major Council decisions during this term
- To go over the process to develop the Term of Council Priorities

Business Application Software (BAS) Replacement Project

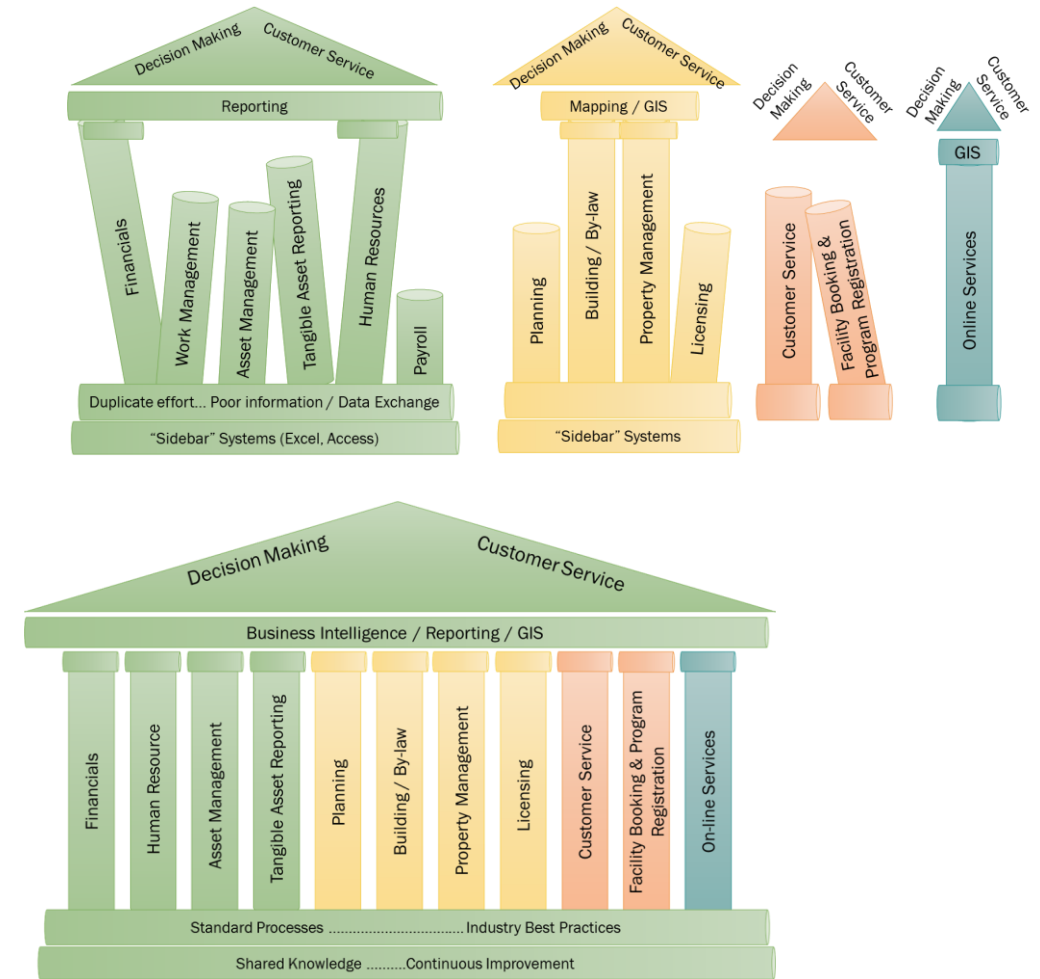
Project Description:

The replacement of the County's core software with an integrated, more comprehensive solution including:

- Financial Accounting/Procurement/Budgeting
- Property Tax Billing/Collection
- Asset Management
- Human Resource Management System
- Human Resources Payroll System
- Citizen On-line Portal (Virtual City Hall)

Business Application Software (BAS) Replacement Project

- 2016 Business Needs Assessment
 - 2018 Implementation Initiated
 - 2018+ Implementation Ongoing
 - 2020 External Review/Audit
 - 2022 External Review/Audit
 - Budget \$3.1M
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- 2023 Council Update Report
 - 2023 Reset, Re-focus and Re-energize
 - 2023+ Core Software Implementation



Other Major Corporate Technology Projects

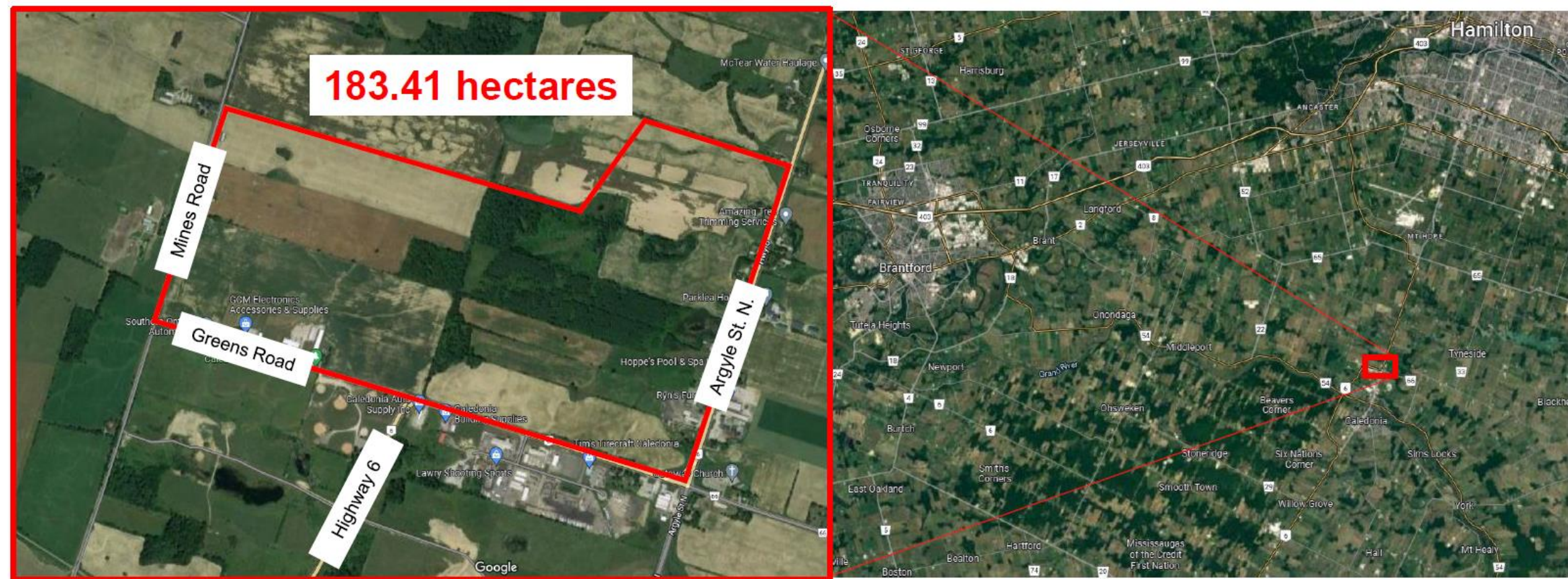
- Dual Factor authentication login protection
- End point security protection
- Annual vulnerability testing
- Comprehensive Incident Response Plan
- Infrastructure Technical Strategic Plan (3 to 5 year plan)
- Network server replacements
- Annual hardware replacement program (laptops, desktops, 2-in-1s, cell phone, etc.)

Caledonia Business Park Feasibility

Project objectives:

- The key objectives of the North Caledonia Employment Lands Feasibility and Servicing Study are to continue to promote economic development within the County by ensuring there is an adequate supply of serviced and developable employment land to attract target employment sectors and businesses.
- This study will provide direction on the type of employment which should be attracted to the North Caledonia employment lands and a plan for how these lands should be serviced and financed.

Caledonia Business Park Feasibility



Caledonia Business Park Feasibility

The project is being completed in phases as follows:

- Phase 1:
 - Phase 1 includes an evaluation of the existing market conditions within Haldimand County, an analysis of the Study Area within a functional servicing context, future employment sector outlook in the County, and a functional servicing design plan to facilitate and implement growth
- Phase 2:
 - Detailed financial analysis and business plan to take the findings from Phase 1 and quantify the impact to the County. This includes development of a financial model that incorporates the necessary components of a financial analysis (e.g. operating expenditures and revenues; direct and indirect capital expenditures; anticipated assessment and associated tax revenues; etc)
- Phase 3 (*key decision of Council*):
 - Following Council's direction on Phases 1 and 2, the Consultant Team will commence Phase 3 which involves recommendations regarding property administration and management marketing as well as an implementation plan. This phase involves the guidance on industrial land development, marketing, sales approaches, collaboration with real estate brokers, and establishing relevant parameters for prospective businesses in sale negotiations

Complete

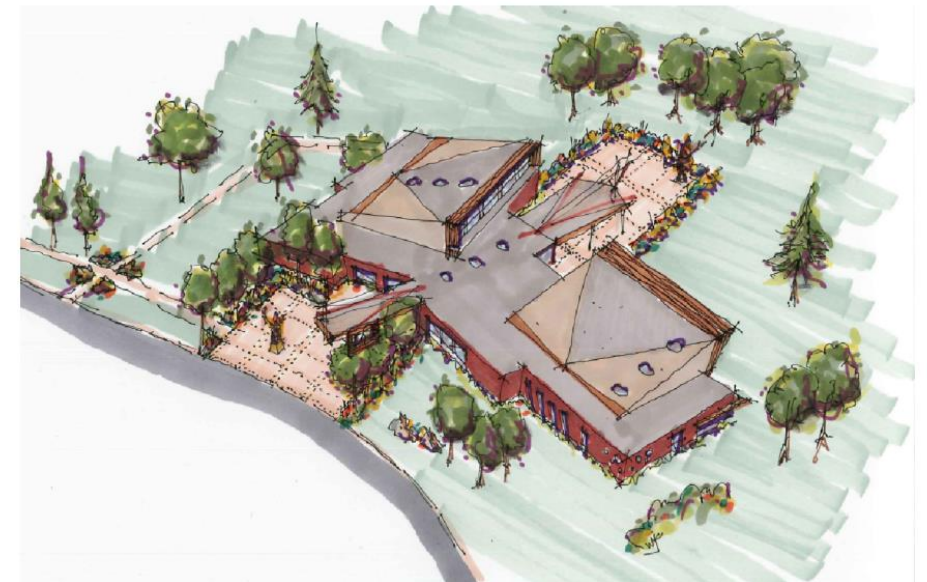
Current
project focus

Spring /
summer 2023

Hagersville Active Living Centre & Library



0 10 25 50M
0 50 100 200FT
SCALE = 1:2000



Hagersville Active Living Centre & Library

- The Library + Active Living Centre is a combination of **library/community hub space**, community meeting space, gymnasium, community hall, and cultural display space.
- As currently designed it would be a **1,256 m² multi-use facility** incorporating a 667 m² Library, a 589 m² Active Living Centre, and (potentially) 46 m² separate access community office for OPP.
- Features include: flexible arts and culture exhibit spaces; programming, educational, and meeting spaces of varying sizes; a commercial kitchen; youth, children and seniors spaces; attached outdoor pavilion space; and, washroom facilities that serve the building and users of the surrounding Park amenities.
- The design incorporates fully-accessible, flexible and functional public spaces for **multi-purpose** (small or large-group activities) and **multi-generational activities**.
- It will be **located centrally in the community**, within walking distance to multiple neighbourhoods and amenities.

Hagersville Active Living Centre & Library



Program Areas:
 Library Area (Ph 1) = 667.4m² (7184 sq.ft)
 Active Living Centre Area (Ph 2) = 588.8m² (6338 sq.ft)
Total Area = 1256.2m² (13,522 sq.ft)

Legend:
 Primary Entrance: ▲
 Secondary Entrance: ▲
 Interior Entrance: △

0 1 2 4 5 10M
 0 5 10 20 30FT
 SCALE = 1:200



Hagersville Active Living Centre & Library

Current project budget: \$10.5 million

Community fundraising:

- Required community contribution: \$1.5 million
- Raised / pledged to date: \$1.5 million
- Community goal: \$2.0 million

Hagersville Active Living Centre & Library

Timing:

- Design Tender – awarded to CGS (Curran Gacesa Slote)
- Detailed facility design work – 2023
- Construction tender – early 2024
- Construction – 2024/2025
- Completion / occupancy – late 2025

Key decisions this term of Council:

- Facility operations – community group, staff, or hybrid
- Programming – level of programming to be offered / resources required

Asset Management

- Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure.
- Asset management enables the County to maximize benefits and mitigate risk for our infrastructure assets in order to provide acceptable and sustainable levels of service to its community.
- County's 2022 Asset Management Plan (AM Plan) summarizes the current state of infrastructure assets, current levels of service and associated lifecycle costs.
- 2022 AM Plan indicates an infrastructure replacement value of \$3.3 billion.
- 2025 AM Plan will include proposed levels of service with required activities and the long term financial strategy to fund the activities.

Road Reconstruction Program

Program Description:

- Responsible for major road reconstruction/construction projects typically involving underground services and other utilities.

Program Budget:

- Budgets are project specific - about \$7M in the 10 year forecast.
- Typically coordinated projects with several funding sources.

Significant 2023 Projects:

- Caledonia Cast Iron Watermain Replacement Project
- Thorburn Street Reconstruction – Talbot Street to Joseph Street

Hot Mix Resurfacing Program

Program Description:

- Responsible for maintaining 500 kilometres of paved rural and arterial urban roads.
- Based on 2021 Roads Needs Study average road condition is 72/100 “fairly good”.

Program Budget:

- Annual program budget is \$4.4M per year.
- County objective is 75/100 “good”.

Significant 2023 Projects:

- Haldimand Road 54 – Caledonia to York (includes legislated steel beam guiderail)

Structures (Bridges and Culverts) Program

Program Description:

- Responsible for maintaining 267 bridges/culverts with greater than 3 metre span.
- 95 structures have been replaced or rehabbed since 2001.
- Based on 2021 OSIM results, program has moved into proactive maintenance.
- Retaining wall program initiated in 2020.

Program Budget:

- Annual program budget is \$3.6M per year.

Significant 2023 Projects:

- Three bridge and one culvert rehabs
- Replacement of two retaining walls on Caithness Street East/West

Urban Paving Program

Program Description:

- Responsible for maintaining approximately 150 kilometres of local urban roads.
- Program is grouped by urban area to maximize impact.
- Typically curb and sidewalk replacement are included in project.

Program Budget:

- Annual program budget is \$2.7M per year.

Significant 2023 Projects:

- Caledonia (McKenzie Road, Morgan Drive, McMaster Drive, etc.)
- Springvale Subdivision

Surface Treatment (Tar and Chip) Program

Program Description:

- Responsible for maintaining approximately 860 kilometres of surface treated roads.
- Road condition evaluated each year by staff to determine priority.

Program Budget:

- Annual program budget is \$4.3M per year.
- Current cycle is about 20 years, County objective is 15 years.

Significant 2023 Projects:

- About 60 km of roads across the County.

Gravel Road Conversion Program

Program Description:

- Conversion of all County gravel roads (400 km in 2003) to surface treatment.
- Program follows priority list approved by Council in 2009.

Program Budget:

- Program budget ending in 2025.
- Funding transfer to Surface Treatment Program.

Significant 2023 Projects:

- Last 16 kilometres of gravel road converted.

Municipal Drains Program

Program Description:

- Responsible for maintaining 84 municipal drains.
- Second 10-year cycle of drain maintenance program to be completed in 2025.

Program Budget:

- Annual program budget is about \$0.3M per year.

Significant 2023 Projects:

- Harrop Drain Engineers Report (result of 2018 Drainage Referee decision)
- Harrop Drain Maintenance

Storm Sewer Program

Program Description:

- Responsible for maintaining the County's urban storm sewer system.
- Includes Stormwater Management (SWM) Pond program.

Program Budget:

- Budgets are project specific - about \$4.2M in the 10 year forecast.
- Typically coordinated projects.

Significant 2023 Projects:

- Frank Marshall Business Park SWM Pond Expansion

Facilities Capital Program

Program Description:

- Responsible for major maintenance (i.e. roofs, asbestos, significant renovations, etc.) on County facilities.
- Responsible for construction of new County facilities.
- Responsible for asset management and energy management.

Program Budget:

- Budgets are project specific.

Significant Active Projects:

- Caledonia EMS Station
- Kohler Fleet Facility Renovations
- Hagersville Active Living Centre and Library

Water and Wastewater Capital Program

Program Description:

- Responsible for maintaining 2 water treatment plants, 5 standpipes and associated water distribution systems.
- Responsible for maintaining 4 wastewater treatment plants, 4 lagoons, 21 pumping stations and associated wastewater collection systems.
- Based on work done over the past two decades to renew existing infrastructure, program is primarily proactive maintenance/development driven projects.

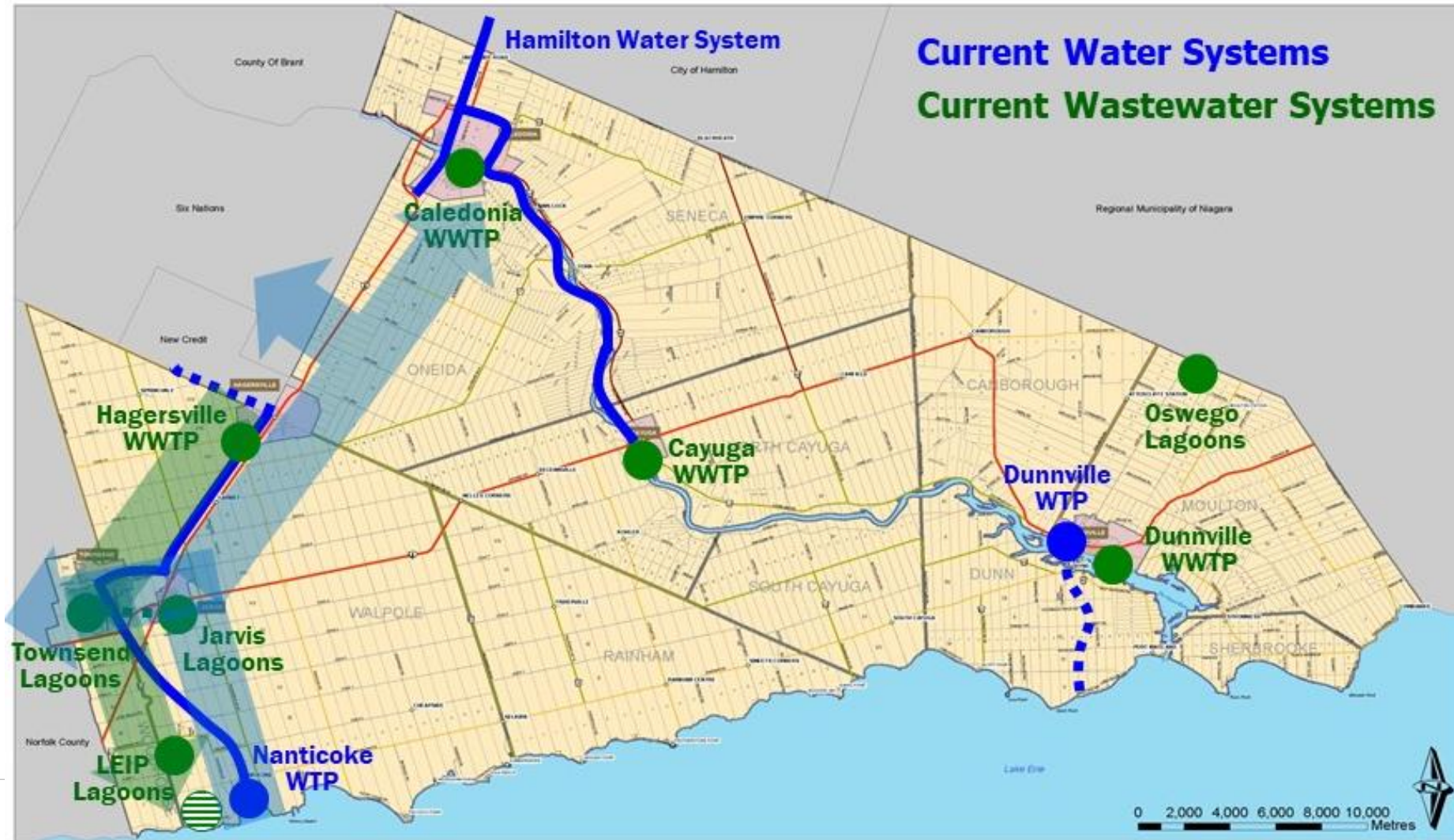
Program Budget:

- Annual program budget is about \$20M per year.

Significant 2023 Projects:

- Caledonia Nairne Street Grand River Crossing
- Nanticoke Industrial Pumping Station Upgrades
- Nanticoke Water Treatment Plant Environmental Assessment
- Caledonia Wastewater Treatment Plant Environmental Assessment

Water and Wastewater Servicing Strategy



Water and Wastewater Servicing Strategy

Water Servicing Initiatives

- Nanticoke WTP Environmental Assessment Amendment
- Haldimand/Six Nations/Norfolk Memorandum of Understanding (MOU)
- Townsend to Simcoe Transmission Main EA/Design
- Hagersville MSP

Wastewater Servicing Initiatives

- Nanticoke WWTP Environmental Assessment Amendment
- Jarvis to Townsend Forcemain
- Hagersville MSP
- Caledonia WWTP Environmental Assessment

Blue Box Transition - background

January 14, 2020

- Council presentation where staff highlighted new changes to the residential Blue Box program.
- Council Resolution was made for Haldimand County to transition to full producer responsibility.

October 2021

- [ENV-M01-2021](#) memo to Council reported Haldimand's transition date as January 1, 2024.

Blue Box Transition - County Responsibilities



Collaborate with Customer Service & Communications division to design and implement a promotional and educational campaign (budget consideration).



Draft a new by-law that excludes recycling.



Make a recommendation to Council regarding ineligible properties being responsible for their own recycling.



Confirm addresses and educate ineligible properties.



Continue to attend workshops and update SMT/Council.

Blue Box Transition - Producer Responsibilities

- Agreement in place with Service Provider for curbside collection
- Transition January 1, 2024
- Supply recycling containers
- Promotion and education
- First point of contact for recycling issues, questions, concerns and containers
- No changes to the current program for eligible & ineligible properties until full Provincial transition January 1, 2026

Blue Box Transition - Implications

- Eligible properties include household dwellings, schools, retirement and long term homes (20,616)
- Ineligible properties include farms, commercial, industrial, institutional, special / exempt and government (775) are left with no curbside blue box collection program
 - Expect we will see recycling in garbage?
 - Should the County explore options to service the ineligible?

Public Works Operations Yard

Need?

- Significant Growth and Development of Urban Centers
 - Caledonia and Hagersville
- Roads Operations Service Model Review and Implementation
 - \$8,006,100 (2025) – timing will shift



Service Model Review



- Currently developing the RFP to acquire a consultant
- Scope of work
 - Level of service review
 - Regulatory compliance
 - Municipal comparators
 - Program delivery (in-house vs. contracted services)
 - Route optimization
 - Equipment and staffing resources
 - Facility suitability
 - Potential to co-locate other services

Facility Infrastructure

- Right facility - right size - right place
 - Servicing north Caledonia
 - Cayuga Yard – inadequate space and poor condition
 - Oneida Yard – inadequate space
 - Walpole Yard – requires expansion
 - Dunnville Yard – storage needs
- Co-locations for PWO



Next Steps

- Service Review
 - RFP - Spring 2023
 - Present recommendations in advance of the 2024 budgets
- Infrastructure development will be a phased approach
 - Multi-year
 - Service Review deliverable



Legislative Matters

- Impacts of Bills 23 and 109 on County's financing of growth and development related matters
- Restructuring of Health Units
- Potential extension of Strong Mayor's Powers

Collective Agreement Negotiations

Bargaining handled in house, by staff, under parameters of Council

OPSEU	(Paramedics)	<i>currently negotiating</i>
ONA	(RNs at Grandview Lodge)	Expires March 31, 2023
UFCW	(Service Workers at GVL)	Expires December 31, 2023
CUPE	(Inside / Outside Workers)	Expires December 31, 2023

Non Union

- historically followed CUPE
- Includes Council, VFFs, Committee of Adjustment and recommendation to HCLB

Hydro Legacy Fund – Policy Review

Current Status:

- Initial Policy approved in 2018 (report CS-GM-02-2018)
- One of major parameters was to index principle proceeds from sale of Haldimand County Utilities Inc. – Principle Protected Balance (PPB)
- The PPB has increased from initial net proceeds of \$72.3 million in 2015 to \$89.2 million in 2021
- When policy was developed, it was impossible to anticipate inflation rates currently being experienced
- PPB also includes an allowance for future litigation of \$6.8 million
- As a result, there is less than \$1 million of accumulated interest eligible to be used for the intended purposes

Hydro Legacy Fund – Policy Review

Next Steps:

- As approved by Council (report FIN-06-2022) - the Policy needs to be revisited, specifically as it is related to the methodology to protect the Principle Balance
- This includes the need to review the need to maintain the litigation allowance established in 2015
- The Policy requires a Public meeting to amend any of the approved provisions
- This review will ensure the interest earned on this fund can be used for major community project as originally envisioned

Ward Boundary Review

- Current ward boundaries were established when Haldimand County was created in 2001.
- It was recognized in 2016 that due to population shifts within the County, a ward boundary review was needed to ensure reasonably proportional representation throughout the municipality, however, it was also recognized that as the Growth Strategy would significantly inform the boundary review, it should wait until the Growth Strategy was finalized. The province approved the Growth Strategy in November 2021.
- Due to the complexity of reviewing current ward attributes (population, geography, communities, etc.) and recommending changes that take into account future growth, external consulting services would be required to complete the review. Public consultation is required as part of the legislated process, so an initial report would likely be presented followed by public input and a final report for Council's consideration.
- The Municipal Act requires that any by-law enacting boundary changes must be in place by the end of the year prior to an election, so the prescribed process would need to be complete, a by-law enacted and any appeals resolved through LPAT before the end of 2025.

Community & Recreation Facilities Strategy



- The purpose of the **Community & Recreation Facilities Strategy** is to identify major facility needs, feasibility, and partnership and location options. The study has a **20+ year planning horizon**.
- The study is informed by demographics and growth, best practices and trends, regional supplies, and community input.

Community & Recreation Facilities Strategy

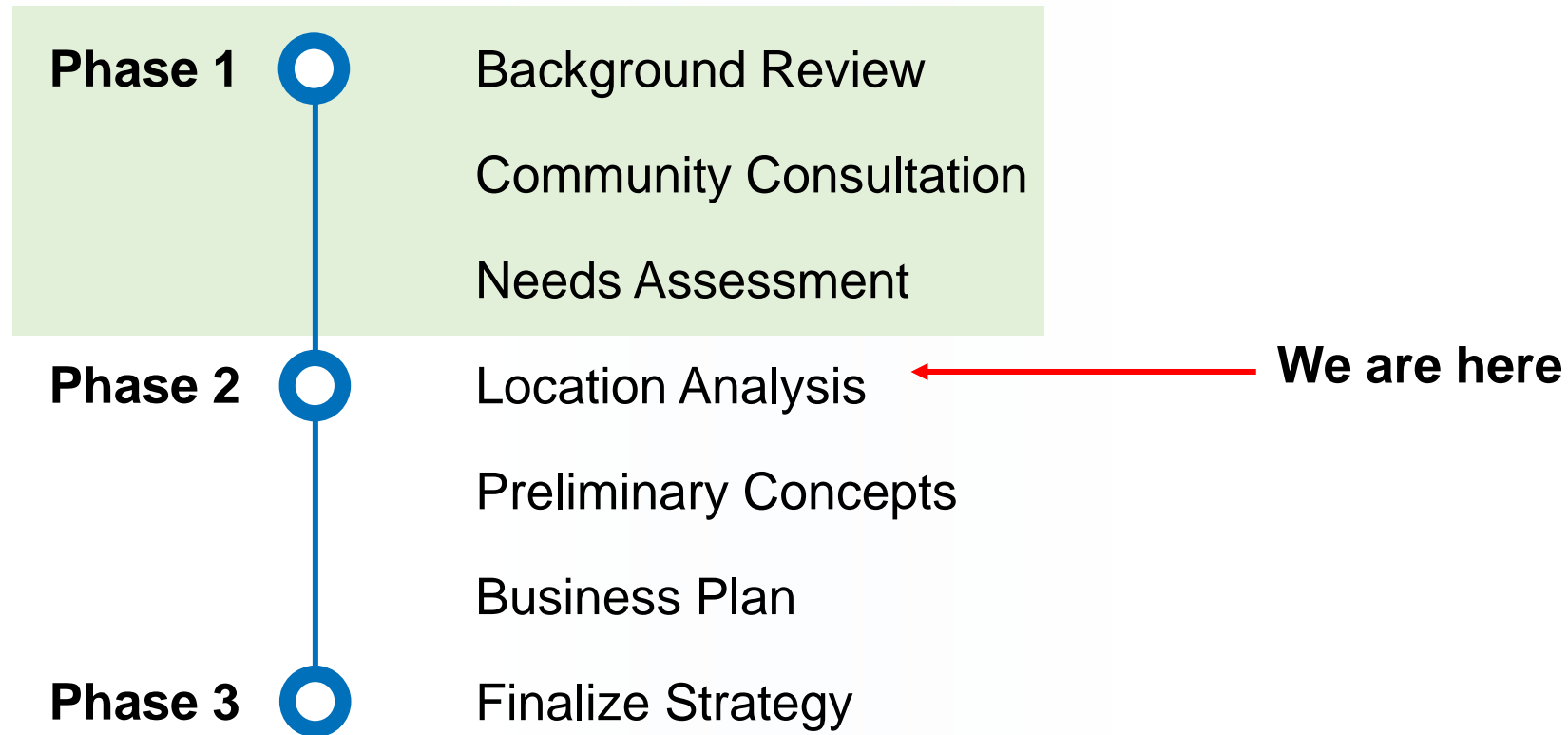
Facility Types under Consideration

- Gymnasiums and multi-use spaces
- Fitness and wellness spaces
- Youth spaces
- Older adult and senior's spaces
- Indoor turf sports fields
- Creative arts spaces
- Indoor swimming pools
- Outdoor pools and splash pads

Out of Scope

- Indoor ice arenas
- Community halls
- Outdoor sports fields
- Neighbourhood park features
- Trails
- Other items not listed at left

Community & Recreation Facilities Strategy



Community & Recreation Facilities Strategy

Key takeaways from the market analysis in Phase 1:

Caledonia:

- Largest concentrated population; greatest future growth potential; on average, more children, youth and families; most diverse population; **greatest potential to support multi-use recreation facility.**

Cayuga:

- Low population growth potential; **strong opportunities for enhanced outdoor recreation, especially youth.**

Dunnville:

- Low population growth potential; greater concentrations of seniors and lower income households; **strong opportunities for programming for seniors and the arts.**

Hagersville:

- Moderate population growth potential; mix of youth, families, seniors; County has committed to 'active living' approach with anticipated construction of **Library + Active Living Centre facility.**

Community & Recreation Facilities Strategy

Preliminary Vision for Haldimand County from Phase 1

Caledonia – Recreation & Sports

- Youth-focused spaces
- Flexible facilities able to address changing demographic and recreation trends (e.g. multi-functional spaces for all-age activities; year-round indoor turf sports/training/activities, etc.)

Cayuga – Parks & Youth

- Proceed with planned improvements at four parks and other potential sites, including skate park, multi-use/tennis/pickleball courts, potential splash pad, etc.

Dunnville – Seniors & Wellness

- Seniors-focused spaces
- Flexible to accommodate changing program opportunities and wellness objectives

Hagersville – Active Living

- Library and Active Living Centre to provide multi-functional spaces for recreation, socialization, community activities/events

Community & Recreation Facilities Strategy

Next Steps – Phase 2

- 1. Refine the preliminary facility options through further public and stakeholder consultation**
- 2. Develop business plans for major facilities, including:**
 - site analysis (where required)
 - high-level concept plans
 - order of magnitude capital cost estimates
 - partnership and funding considerations
 - implementation strategy

The Community & Recreation Facilities Strategy will be finalized and considered by the 2022-2026 term of Council.

Financial Strategy for Growth including Development Charge Update

- Given the unprecedented growth in the County, it is recommended a comprehensive long term Growth Financial Plan be undertaken
- This will include a detailed analysis of all growth related: capital infrastructure needs, operational cost impacts and offsetting revenue sources
- This will include any revenue impacts of any recent legislative changes to Development Charge, service delivery models and other revenues sources
- The underlying financial principle is to ensure “Growth pays for Growth”
- It is anticipated this review will require external subject matter experts to assist the County

Physician Recruitment & Retention

Present State

- Haldimand presently has **24 primary care physicians** – 17 of 24 physicians are affiliated with the Haldimand Family Health Team, providing team-based care to patients. The remainder work within other ministry funding models/teams
- Haldimand is an **underserviced area in the Province**, with a rate of physicians per 100,000 population dramatically lower than the provincial average (63.3 and 115.1 respectively) (2020)
- Data from Health Force Ontario (2021) identified that Haldimand primary care physician **average patient roster sizes are higher** (>1700) than those physicians in the surrounding areas (approx. 1300)
- Growing concern due to **future retirements** of physicians and **growing population** in the Haldimand region

Physician Recruitment & Retention

Why is it important?

- **Lack of adequate primary care resources** impact the emergency departments (use of ER when not necessary), County EMS (call volume increases, off-load delays), patient experience and overall community health, particularly among the vulnerable
- Individuals without primary care access often choose to not seek healthcare and therefore suffer negative outcomes if issues were prevented or treated sooner
- **Access to primary care is foundational** for residents, businesses and healthcare facilities in Haldimand - the current lack of resources has residents looking outside of the community for care, increasing travel, moving shopping away from the community and placing a greater burden on the existing stretched resources

Physician Recruitment & Retention

What's the plan?

- A committee of stakeholders – now formed as the **Physician Recruitment & Retention Committee (PRRC)** - has come together to address the issue through strategy and action planning



- PRRC representation includes: Haldimand County, Haldimand War Memorial Hospital (HWMH), West Haldimand General Hospital (WHGH), Chiefs of Staff, Haldimand Family Health Team (HFHT), Health Force Ontario (HFO), Local Medical Officer of Health (MOH), Haldimand Business Development & Planning Advisory Committee, and primary care physicians. Further expansion of stakeholders will take place.



Physician Recruitment & Retention

Key decision for Council:

- Support and (level of) funding commitment to:
 - Hire a physician recruiter / specialist – anticipated to be a multi-year commitment (minimum 3 years), with focus on promotion of the County, physician engagement, health sector liaison, etc.
 - Contribute to / augment community marketing efforts – print, web, job fairs
 - Create a 'physician fund' which could be used for various incentives such as:
 - ☐ signing bonuses
 - ☐ accommodations for medical practice (lease payments; low rent or rent-free space; etc.)
 - ☐ off-setting education, (re)training, or other costs
 - ☐ employment support for physician spouses (e.g. job search assistance, (re)training, etc.)
 - ☐ relocation (e.g. moving / set up expenses)
 - ☐ family supports (e.g. day care)

Housing

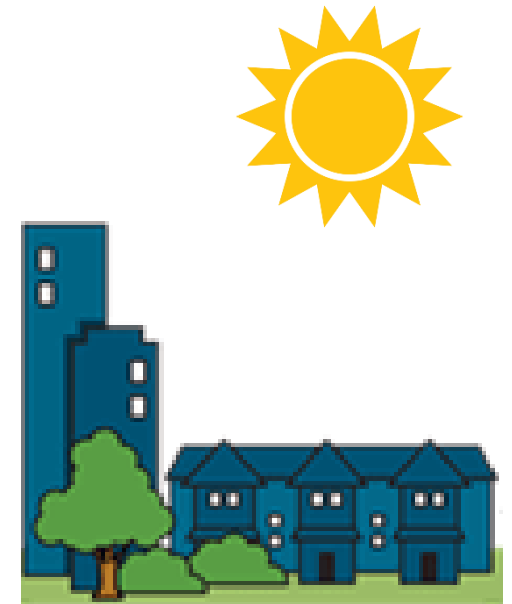
THE HOUSING CONTINUUM



<p>Programs for homeless population funded by province</p> <p>Homelessness prevention efforts by CMSM</p>	<p>Short term temporary housing funded by province</p> <p>Emergency housing managed by CMSM</p>	<p>Intermediate step between shelters and permanent housing</p> <p>Emergency housing managed by CMSM; funded through Province</p>	<p>Housing with support services such as medical or psychological assistance, to help people live independently</p> <ul style="list-style-type: none"> Maple Grove Aspen Homes 	<p>aka – Social or Rent Geared to Income (RGI) Housing</p> <p>Subsidized rental housing</p> <p>HNHC operates housing on behalf of HC & NC</p>	<p>Private, below market rental housing - not higher than 80% of average market rent</p> <p>Limited provincial grant opportunities available for construction</p>	<p>Private rental or home ownership</p> <p>Rent charged at market rate</p> <p>Housing purchased at market prices</p>
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Affordable Housing...What Can the County Do?

- Recently passed a Municipal Capital Facility Housing Bylaw. This allows the County to:
 - Enter into agreements with housing providers for financial and other assistance from the municipality in exchange for creating and maintaining affordable housing units within the County for a specified period
 - Exempting or granting back development charges
 - Other financial incentives – fees & permits rebate, specific grants tied to affordability, special reserve fund
 - Gifting, selling or leasing land below market value to housing providers
 - Land use regulations to allow accessory apartments, group housing
 - Prioritizing the use of surplus lands
 - Partnerships with private developers, housing corporations, municipalities need to be considered



Haldimand Norfolk Housing Corporation



- Haldimand and Norfolk County are the shareholders
- A formal shareholder agreement was approved with the Housing Corporation to identify mandate, and expanded roles and responsibilities (2019)
- A regeneration study has been completed by the Corporation and presented to both Councils at a high level to form basis for asset management
 - Next Step: Financial plan to determine regeneration and asset management funding
- Council approved affordable housing project in Dunnville – HNHC is the housing provider for this mixed housing project

Dunnville Affordable Housing Project

In preparation for this project:

- OP Review & GRCA approvals necessary
- Determine County's relationship with HNHC for the project: Partner, Facilitator, Involve Private 3rd Party?
- Municipal funding sources and Council appetite to invest
- Working with Service Manager to ensure we meet the legislated requirements for maintaining RGI units, transitional challenges, affordable housing funding opportunities, etc.
- Estimate number of units possible on the site, percentage of Social Housing, Affordable Housing and Market Rate Housing
- Consideration of value added possibilities
- Offset project costs through sale of surplus property

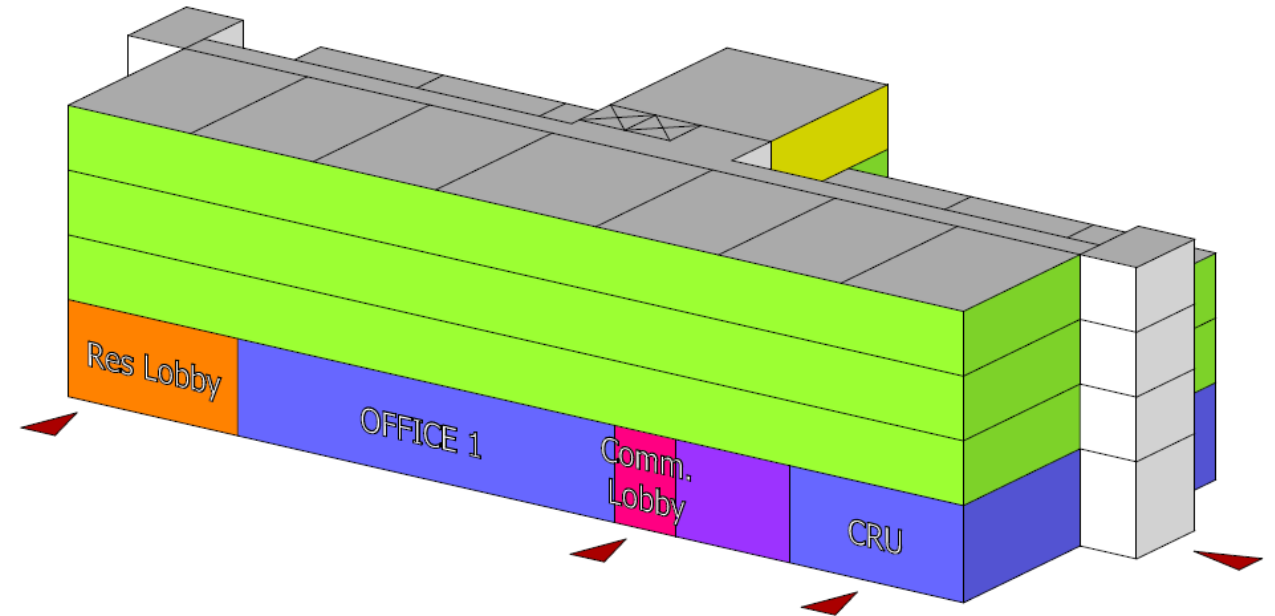
Dunnville Affordable Housing Project



Dunnville Affordable Housing Project

Bedroom Type	Bach	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	Total
Proposed RGI Units	0	9	2	0	0	0	11
Proposed Affordable Units	0	14	2	0	0	0	16
Proposed Market Units	0	7	1	0	0	0	8
Total Proposed Units	0	30	5	0	0	0	35
Overall Bedroom Type %	0%	86%	14%	0%	0%	0%	100%

Commercial Type	# of Units	Area (sq. ft.)	Client
Commercial Office Space	2	4,000	- To be determined - To be determined
Commercial Retail Space	1	2,000	- To be determined
Total	3	6,000	



Dunnville Affordable Housing Project

Next steps:

- Municipal Capital Housing Facility Agreement
- Approved maximum upset limit of \$4.6 million
- Waiving of development fees and charges estimated to be approximately \$400,000
- Land transfer to HNHC
- Application for funding opportunities
- Work with CMSM for funding opportunities
- Continue to dispose of surplus HNHC units
- Zoning amendment to establish principle of land use
- Site plan approval to address all technical and design considerations

Next Steps: Establishing Term of Council Priority Items

Why?

- Maintains focus on key items identified by Council
- Helps continue to move the organization and community forward
- Workload management

Process:

February 16th Council Workshop

- Situational Analysis – Key issues, concerns Council is hearing
- Capacity currently allocated – major on-going matters
- Council identified new initiatives
- Ranking and prioritizing Council initiatives
- Report to Council to approve corporate priorities