

Haldimand County Community and Development Services

2022 Annual Summary



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 | 2022 | 2021 | 2020 | 2019 |
|--|---------------|---------------|---------------|---------------|
| Building: | | | | |
| • Number of Building Permit applications reviewed | 1,923 | 1,782 | 1,281 | 1,470 |
| • Number of Permit Inspections Undertaken | 6,911 | 7,368 | 7,551 | 4,734 |
| • Construction Value | \$469,240,058 | \$265,849,340 | \$198,918,719 | \$140,276,490 |
| By-law Enforcement: | | | | |
| • Number of by-law inquiries and complaints addressed | 1,104 | 3,128 | 5,326 | 2,720 |
| ○ Inquiries | 145 | 656 | 254 | 916 |
| ○ Complaints | 959 | 2,318 | 1,474 | 1,804 |
| ○ COVID-19 related | 0 | 154 | 3,598 | N/A |
| • By-law Activities (actions required to manage complaints & inquiries)* | 5,115 | 5,001 | 14,175 | 8,000 |
| • Number of Parking tickets issued by municipal staff | 1,032 | 1,077 | 1,217 | 780 |
| • Summer Parks Patrol | 484 | 571 | 356 | N/A |
| Efficiency Measures | 2022 | 2021 | 2020 | 2019 |
| • Annual # Building Inspections/Inspector (based on 9 out of 10 FTE – half day inspections)* | N/A | N/A | 795 | 631 |
| • Annual # Building Inspections/Inspector (based on 4 out of 10 FTE – full day inspections)* | 1,727 | 1,842 | N/A | N/A |
| • % Building Permits issued in compliance with adopted Provincial Standards (see Note 1 below) | 95% | 56% | 82% | 85% |
| • % Building Permits issued in compliance with adopted Municipal Standards (see Note 1 below) | 74% | 52% | 70% | 70% |
| • % By-law inquiries and complaints addressed within 24 hours | 95% | 95% | 95% | 65% |
| • % By-law complaint investigations closed within 3 days | 73% | 68% | 67% | 65% |
| • % By-law complaint investigations closed | 98% | 98% | 98% | 76% |
| • % By-law compliance achieved without ticketing/court action | 98% | 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

- Recruitment and hiring of second Senior Building Inspector to enhance delivery of Part 3 (Commercial, Industrial and Institutional) permit intake and processing and additional resource for Part 9 (Residential) Inspection staff.
- CityView Portal (online application/e-permitting): Fully Implemented with 95% of permits submission through electronic submission.
- Building files are over 85% digitalized and now available electronically through CityView.
- Update of Building Permit fees for the next 5 years.

Municipal Law Enforcement

- Delivery of summer enforcement patrol at 7 days a week.
- Enforcement Services service requests complexity increased requiring higher demands on enforcement staff.
- Short Term Rental Accommodation compliance investigations and research.

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 |
| 171 | 58 | 3 | 301 | 230 | 292 |

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 | 2022 | 2021 | 2020 | 2019 |
|--|--------|-------|------------|--------|
| Community Partnerships | | | | |
| • Number of Community Partners Engaged | 455 | 96 | 95 | 401 |
| • 2022 Community Capital Grants Leveraging Factor (County: Community): 12 new projects approved/completed totalling \$1,192,105 (CPP \$417,237; Community \$774,868) | 1:1.85 | 1:2.5 | 1:1.7 | 1:1.4 |
| • Community Beautification Grants: | | | | 1:1.6 |
| ○ 2019: 24 projects totalling \$199,729 (HC \$75,325; Community \$124,404) | | | | |
| ○ 2020: 19 projects totalling \$179,980 (HC \$58,491; Community \$121,489) | | | 1:2 | |
| ○ 2021: 18 projects totalling \$131,153 (HC \$50,250; Community \$80,903) | | 1:1.6 | | |
| ○ 2022: 22 projects totalling \$193,267 (HC \$71,050; Community \$122,217) | 1:2 | | | |
| Heritage & Culture | | | | |
| • Number of Users (visitors, outreach, research) | 8,255 | 3,302 | 3,742 | 16,897 |
| ○ Number of Program Participants (in-house education and adult/children workshops) | 1,598 | 284 | 1,122 | 1,792 |
| • Number of Volunteer Hours | 1,309 | 1,822 | 851 | 2,510 |
| Community Programs & Events | | | | |
| Camp Programs: | | | | |
| • Number of Summer Camp Users | | | *Cancelled | 2,502 |
| ○ All Camps Combined Capacity Rate (% based on pandemic-limited attendees/capacity;) | | | N/A | 96% |
| ○ Camp HaldiFUN | 1,368 | *941 | | |
| *Capacity Rate | 100% | 89% | | |
| ○ Specialty (Sports, Creative, Wellness, Leadership) | 211 | *61 | | |
| *Capacity Rate (only Creative available in 2021) | 85% | N/A | | |
| ○ Extended Care | 655 | *466 | | |
| ○ March Break Camps | *117 | *N/A | | |
| *Capacity Rate | 91% | *N/A | | |
| *In 2020, all camps were cancelled. In 2020 & 2021, March Break Camp was cancelled. In 2021, Camp HaldiFUN and Creative Campers (full-week option) were offered; all camps operated with lower capacities. | | | | |

| Description | 2022 | 2021 | 2020 | 2019 |
|---|---|-------------------------------------|-------------------------------|----------------------------------|
| Pool Programs: <ul style="list-style-type: none"> Number of Daily Bather Load Number of Public Swim Participants Number of Swimming Lesson Participants <ul style="list-style-type: none"> Capacity Rate (class capacity) <p>*In 2020 & 2021, bather loads at the pools were reduced. Swimming lessons and public swimming programs were offered with limited capacities.</p> | 45,715 32,428 2,528 83% | *33,715 *27,606 *1,514 82% | 16,654 6,546 403 63% | 49,924 30,945 1,882 87% |
| Arena Programs: <ul style="list-style-type: none"> Annual # of Free Skate Participants Total Hours Primetime Ice Usage (Jan. – Mar.) Total Hours Primetime Ice Usage (Apr. – Aug.) Total Hours Primetime Ice Usage (Sept. – Dec.) <p>*In 2020, 2021 & January 2022, arena closures and capacity limits resulted in a reduction in the total number of on-ice participants and the types of skating programs permitted.</p> | 12,960 *2,064 682 3,764 | *6,036 *813 *101 *3,370 | 7,607 2,687 21 2,228 | 17,385 3,198 673 4,096 |
| Events: <ul style="list-style-type: none"> Special Events on Haldimand County Property <p>*Many events returned in September 2021.</p> | 70 | *23 | 7 | 98 |
| Customer Service (Facility Booking & Programs) | | | | |
| <ul style="list-style-type: none"> % of Allocation Processing Standards Met % of Program Users Satisfied with Experience <ul style="list-style-type: none"> <i>Aquatics (69 surveys returned)</i> <i>Summer Programs (69 surveys returned)</i> | *100% of all calls and emails responded to within 1 business day *100% of all “one-off” contracts initiated within 2 business days | | | |
| | Quality of Instruction | | Likely to Return | |
| | Excellent – 74% | | Yes – 100% | |
| | Good – 22% | | No – 0% | |
| | Needs Improvement – 3% | | N/A | |
| | Quality Camp Experience | | Likely to Return | |
| | Excellent – 83% | | Yes – 99% | |
| | Good – 14% | | No – 1% | |
| | Needs Improvement – 3% | | N/A | |

Annual Highlights:

Community Partnerships Unit

Community Engagement:

- Working with the successful consultant—Monteith Brown Planning Consultants—we initiated the research and consultation phases of the Community & Recreation Facilities. Community engagement efforts in 2022 included creation of a dedicated web page for ongoing engagement/communications, completion of a survey which resulted in 2,000 responses (representing 7,000 residents), four in-person public open houses (70 participants), meetings with community stakeholders, Council interviews/input, a staff workshop and the collection of regional and community-specific demographics and data. A presentation with preliminary data was made to Council in August 2022; the project shifts in 2023 to the development of business models and a final report to Council.
- Continued to provide community engagement and fund-raising support to the Hagersville Library + Active Living Centre project, including assisting with the sale of the Hagersville Community Centre (January 2022)

and the allocation of proceeds to the new facility. To date, community fund-raising has reached over \$1.5 million towards a \$2 million goal.

- CDP staff assisted in the June 2022 Haldimand County Administration Building (HCAB) Community Open House, including producing a virtual tour of the facility that is now available on the County's website.
- Established in the fourth quarter of 2021, the Seniors and Youth Advisory Committees met during the winter/spring of 2022 and each made presentations to Council in June, reporting on their meetings, community engagement efforts/accomplishments and their priorities/work plans for the next term of Council.
- The GeoTour continued to be very popular in 2022 with almost 350 geocoins now distributed since its initiation in summer 2021. Given the strong interest in the program from residents and visitors to the County, it will be enhanced in 2023.
- In 2022, the equally-popular self-directed Paddle Art Tour Haldimand (PATH) launched a second phase—the Ripple Effect—which included the installation of six new paddles along some of the County's most popular trails.
- Haldimand County's Annual Recognition Night returned in 2022. Due to the ongoing COVID concerns, the format was changed from the traditional awards ceremony to a volunteer appreciation event with the theme 'Reconnecting with Haldimand County's Volunteers'. Guests enjoyed an evening of socialization, dinner and live entertainment.

Community Beautification:

- The majority of 2022 applicants were able to implement their beautification projects in spite of ongoing limitations associated with the pandemic.

Community Capital Projects:

- The following capital projects were initiated, approved and completed in 2022:
 - Springvale Park Clean-up
 - Jarvis Lions Park Disc Golf Installation
 - Haldimand Youth Soccer Gate Replacement
 - Townsend Lions Community Centre Dishwasher
 - Fisherville Lions Security Cameras
 - Caledonia "Lights Along the Grand" Security Cameras
- The following capital projects were initiated and/or approved in 2022, and remain ongoing:
 - Dunnville Rotary Thompson Creek Viewing Platform
 - Fisherville Lions MPOF Phase 2
 - Jarvis Lions Park Bench Replacement
 - Caledonia Old Methodist Cemetery Restoration
 - Friends of LaFortune Park Birdhouses
 - Haldimand Youth Soccer Line Painter

Community Halls:

- Haldimand County continued to support its Community Halls partners during the first quarter of 2022, when pandemic restrictions were largely lifted. Rentals, however, continued to be very limited as community members/users gradually became less reluctant to gather. Halls Groups are optimistic that 2023 will see a 'return to normal' year.
- The Rainham Centre Community Hall Board of Directors faced many challenges in 2022. In spite of considerable recruitment efforts, the Board could no longer sustain operations and has disbanded. At this time, the Hall has been returned to the County. It will be used—for a portion of 2023—by the Haldimand Agricultural Community Centre Board of Directors while its Hall undergoes a lengthy asbestos abatement project.
The George Shippey Music Hall operating group—the Choralairs—also disbanded after nearly sixty years. The building—which is on the Oneida Works Yard—has been assumed by the County's Roads Operations Division.

Fields & Parks Management Program:

- Two new Fields & Parks Management (FPM) partners were added in 2022: the Dry Lake Saddle Club (Decewsville Park) and the Friends of LaFortune Park (for trails maintenance).

Community Programs & Events Unit

Programming:

- 2022 saw the return of traditional camp and aquatic programs.
- The Leadership Program was re-designed to be a two-week program, providing participants the opportunity to earn Babysitting and Emergency First Aid with CPR-B certifications while gaining hands-on experience in our camp settings.
- New in 2022 were pickleball workshops in Caledonia, Dunnville and Jarvis.
- The Week of the Child & Youth Committee for Haldimand and Norfolk hosted an extremely successful 'Trucks to Touch' event for children and families in Jarvis Lions Park, with an estimated 1,600 attendees.

Festivals & Events:

- In 2022, many major festivals and events returned, including the Caledonia Victoria Day Fireworks, Haldimand Norfolk PRIDE event (relocated from Dunnville to McKinnon Park in Caledonia), the Dunnville Mudcat Festival, Canada Day in Caledonia and in Dunnville, Hagersville Rocks, Hagersville Summer's End Festival and a variety of Christmas Parades and Light-Up Nights across the County.
- New major events in 2022 included the Selkirk Sports Day (which replaced Selkirk Gas Fest) and JarvisFest (the community's replacement for the former CornFest).
- Fourteen Haldimand County Festival & Events grants were provided in 2022, totalling \$51,147, including:

| Event | Grant Amount |
|-----------------------------------|---------------------|
| Caledonia Canada Day | \$6,870 |
| Caledonia Fair | \$9,166 |
| Caledonia Light-Up Night | \$658 |
| Caledonia Santa Claus Parade | \$1,204 |
| Caledonia Victoria Day Fireworks | \$2,325 |
| Cayuga Christmas Event | \$948 |
| Dunnville Light-Up Night & Parade | \$1,257 |
| Dunnville Mudcat Festival | \$10,000 |
| Hagersville Rocks | \$10,000 |
| Hagersville Santa Claus Parade | \$1,124 |
| Hagersville Summer's End Festival | \$1,606 |
| Jarvis Community Christmas | \$2,016 |
| JarvisFest | \$2,523 |
| Selkirk Sports Day | \$1,450 |

Heritage & Culture Unit

- The return to in-person and outreach programming initiated by all Haldimand Museums sites (Caledonia's Edinburgh Square Heritage & Cultural Centre, the Cayuga Heritage Centre and Wilson MacDonald Memorial School Museum in Selkirk) during the summer and fall was successful.
- Week-long Children's Discovery Days Summer Camps returned in 2022 in Selkirk and Caledonia and included the provision of before-and-after care (aligned with Recreation's summer camps programs). The camps reached 85% capacity.
- Virtual programming: Continued development of heritage-based online programming for user groups of all ages; continued to be well received by the public.
- In an effort to engage both visitors and staff working at the Haldimand County Administration Building (HCAB) in our local history, Heritage & Culture staff installed artifacts from the County's collections throughout the facility, including linking QR codes for each item to the County's website describing the details of the item.
- Heritage & Culture Television (HCTV) was launched (in the lobby of the HCAB) and included video presentations of local Black history (the Canfield Roots series) and local heritage minutes.

- At Wilson MacDonald Memorial School Museum a new, fully-accessible ramp and handrail were installed, complementing the existing accessible front door (with an actuator) and accessible main floor washrooms.
- Several successful grant applications to provincial and federal funding bodies including:
 - The Community Museums Operating Grant (\$36,874).
 - Museums Assistance Program 2022 Recovery Funding for Heritage Organizations (\$29,648).
 - Young Canada Works Program: two students hired for summer and one fall/winter internships with Haldimand Museums (\$15,450).

Trails:

- The Trails Advisory Committee met to review work plans for the remaining term of Council.

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 | 2022 | 2021 | 2020 | 2019 |
|---|-----------|----------|-----------|-------------|
| • Downtown/Rural CIP Grants | | | | |
| ➤ Grant \$ | \$96,808 | \$31,568 | \$55,367 | \$185,664 |
| ➤ Construction Value | \$190,697 | \$76,808 | \$137,659 | \$5,008,730 |
| ➤ Leveraging Factor | 1:2 | 1:2 | 1:2 | 1:27 |
| | | | | |
| • Rural Water Quality Grant | | | | |
| ➤ Grant \$ | \$21,362 | \$29,937 | \$8,094 | \$17,388 |
| ➤ Project Value | \$69,920 | \$54,374 | \$11,110 | \$36,502 |
| ➤ Leveraging Factor | 1:3 | 1:2 | 1:1 | 1:2 |
| | | | | |
| • Patio Program | | | | |
| ➤ Approved Public Patios | 7 | 6 | 4 | N/A |
| ➤ Approved Private Patios | 9 | 15 | 12 | N/A |
| ➤ Seats Added to the Hospitality Sector | 521 | 686 | 616 | N/A |

Notes:

2019 – Leveraging factor was higher than other years as the program was fully subscribed and included one significant construction project (Riverside Exhibition Centre, Caledonia) with a total construction value that was much higher than typical projects.

2020 – CIP Grants & RWQP were put on hold until September, due to the pandemic.

2022 – Adjustments made to previous years CIP values and some projects were closed and thus values were updated accordingly.

Business Support:

| Description | 2022 | 2021 | 2020 | 2019 |
|---|------|------|------|------|
| • Outreach (presentations, events, corporate calls) | 76 | 132 | 293 | 166 |
| • Business Inquiries | 498 | 416 | 277 | 278 |

| Description | 2022 | 2021 | 2020 | 2019 |
|---|------|------|------|------|
| • Total Business Visits | 683 | 695 | 338 | 164 |
| ○ Core EDT visits | 185 | 277 | 185 | 164 |
| ○ Digital Service Squad | 261 | 418 | 153 | N/A |
| ○ My Main Street | 237 | n/a | n/a | N/A |
| • Projects – (Communications with businesses on projects) | 153 | 134 | n/a | N/A |
| Development Concierge Team | | | | |
| • Active Projects | 19 | 13 | n/a | N/A |
| • Pre-con Meetings | 11 | 11 | n/a | N/A |
| • Planning Applications | 7 | 6 | 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 COVID Business Recovery Priorities. Numbers above do not include 879 businesses contacted for the COVID-19 Business Survey in 2020.

Marketing Overview:

| Description | 2022 |
|--|---------|
| • Number of followers on all EDT social media assets | 5,128 |
| • Print marketing campaigns | 17 |
| • Paid social media | 30 |
| • Total social campaigns reach | 955,675 |

Construction Value:

| Description | 2022 | 2021 | 2020 | 2019 |
|-------------------------|--------------|--------------|--------------|--------------|
| • Commercial/Industrial | \$9,202,500 | \$75,485,000 | \$64,796,828 | \$5,732,718 |
| • Agricultural | \$24,013,080 | \$16,373,000 | \$20,640,000 | \$66,083,081 |

Annual Highlights:

Business Attraction

- **Development Concierge Team**
 - Ongoing business meetings with the cross-divisional staff team (includes Building and Municipal Enforcement Services, Planning and Development, Water and Wastewater Engineering & Compliance, Legal and Support Services and Economic Development and Tourism) to provide a high level of customer service to eligible development projects that require additional support to succeed.
 - In 2022, the Development Concierge Team had 19 active projects:
 - 11 of the projects attended a Pre-Consultation meeting, and
 - 7 planning applications were submitted.

- In 2022, the Development Concierge helped to facilitate the purchase of three parcels in the Frank Marshall Business Park in Dunnville. The proposed use for the site is a small manufacturing/warehousing facility that is estimated to see up to 15 new jobs created. In addition, staff have helped to facilitate the conditional sale of the Gateway Property in the Frank Marshall Business Park that is expected to close at the end of March 2023.
- **Provincial Requests For Information (RFI)**
 - Continue to work closely with the provincial site selector team to respond to development-based provincial and federal requests.
 - In 2022, EDT received 2 requests from Provincial ministries for prospective industrial developments initiated by the Ministry of Economic Development, Job Creation & Trade. 1 Project resulted in a site visit from an international company.
- **Business Retention and Expansion Program**
 - Initiation of the Business Retention + Expansion (BR+E) project.
 - In 2022, a Project Manager was hired to execute the BR+E Program.
 - To date the program has been designed, the outreach and marketing plan developed, and the survey design completed.
- **North Caledonia Employment Lands Feasibility and Servicing Study**
 - In 2022, the County initiated a Feasibility and Servicing Study to address the anticipated employment growth as identified in the recent Growth Management Strategy Report and Official Plan review.
 - A consultant team including Watson & Associates Economists Ltd., WSP Canada Group Limited and GM BluePlan Engineering were retained to lead the Study.
 - Phase 1 of the study was initiated in summer of 2022 that included a location analysis, market research and analysis, and a functional servicing design. A dedicated webpage was launched and public engagement with key stakeholders was initiated.
- **Physician Recruitment**
 - Supporting the Haldimand County Physician Recruitment and Retention Taskforce through the creation of promotional pamphlets and presentations for future in-person presentations.
 - Created promotional pamphlets and presentations for distribution.

Business Supports

- **Digital Service Squad**
 - Additional funding of \$118,000 received in 2022 to hire a Digital Service Squad (one squad member until March 29, 2024) to meet with small businesses and assist them to improve their digital presence.
 - Assisted 109 businesses and had 261 meetings in 2022.
 - In 2022, 53 business received a digital transformation grant for a total of \$132,500 in grants to local businesses.
 - This program has been offered in partnership with Grand Erie Business Centre.
- **My Main Street Program**
 - In 2021, Haldimand County was approved for \$115,000 in My Main Street Funding which allowed for the hiring of 2 Main Street Ambassadors. The My Main Street Local Business Accelerator program is a data-driven community economic development program focused on revitalizing main streets with a healthy retail mix, while providing residents, new entrepreneurs, and existing businesses with economic opportunities in their main street community. The program was delivered through the Economic Developers Council of Ontario with funding from Fed Dev Ontario and will finish as of March 31, 2023.
 - This program has been offered in partnership with the Grand Erie Business Centre.
 - In 2022, ambassadors assisted businesses with market research and business expansion grant plans that included:
 - 121 Businesses Served.
 - 237 Business Visits/Meetings.
 - 31 Customized Market Reports Generated.
 - 20 approved \$10,000 Grants (\$200,000 into the community).

- **Patio Program**
 - Continued both the temporary private and public patio program resulting in significant supports for the restaurant industry. The season was extended in 2022 from March 15 – January 1, 2023 and during this period a total of 16 patio permits (7 public and 9 private) were issued.
 - In 2022, these patios added an additional 521 outdoor dining seats to the hospitality sector.
- **Tourism Information Services**
 - Coordinated the direct hire of one seasonal position 'Student Assistant, Tourism Development' to deliver tourism information services and support tourism development. This position was implemented in 2022, following a restructuring of the local tourism information centres in Dunnville and Cayuga.
 - Key accomplishments included: attendance at key tourism events and attractions, distribution of tourism collateral, creation of four blogs for tourismhaldimand.ca, development of radio ads promoting tourism activities from May through December 2022, social media content creation and scheduling for Tourism Haldimand Facebook and Instagram accounts.
- **Real.Haldimand.Marketplace**
 - Ongoing maintenance and updating 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.

| Real.Haldimand.Marketplace | 2022 | 2021 |
|----------------------------|------|------|
| Vendor Listings | 47 | 40 |
- **Tourism Innovation Lab SPARK Program**
 - In 2022, EDT partnered with Tourism Innovation Lab to offer the Tourism Innovation SPARK program.
 - 13 Applications were received and 3 finalists were matched with a tourism mentor and received a 'seed grant' to help take new tourism ideas to the next level of development.
 - The 3 finalists included Bluewater Flower Farm, Twisted Lemon and Ruthven Park National Historic Site.
 - This program was made possible through sponsorship received from Ontario's Southwest, Libro Credit Union and Grand Erie Business Centre.
- **"From Great to Grand: Growing Tourism Experiences"**
 - In Summer 2021, EDT received a \$94,105 non-repayable funding contribution from the Tourism Relief Fund from the Federal Economic Development Agency for Southern Ontario (delivered through Ontario's Southwest).
 - 14 Applications received; and 4 program participants were selected.
 - Participating businesses received: 40 hours of coaching per partner (including experience launch and wrap-up supports), an experiential tourism site tour with an operator in Oxford County, and received digital supports (website audit, and ecommerce support). Each experience was also piloted and personalized marketing materials were developed (videography, photography, organic social media, personalized blog, launch campaign and micro-marketing strategy).
 - Outcomes: 4 new tourism experiences (Cottonwood Mansion, Forest Fit, Rabi's Grand Kitchen, and The Potting Shed) have been developed and will be launching in 2023.
- **Other Business Supports**
 - Supported the marketing efforts of CDP's Paddle Art Tour and Geocache Tour.
 - Ongoing support provided to Haldimand BIA's in running their AGMs, reviewing budgets, presentations to Council and ensuring annual municipal compliance.
 - Weekly e-mails to businesses and key stakeholders to share the latest news, updates and resources.

Program Supports

- **Filming**
 - 6 film permits were issued for productions that took place in 2022, including episodes for Netflix's DC's Titans and Amazon's Reacher which filmed on multiple private and County properties.
- **Rural Water Quality Funding**
 - The Agricultural Advisory Committee approved \$21,362 to support 6 projects in 2022, Projects included a crop nutrient plan, tree planting and cover crops.

- **Committee Meetings**

- Key committee meetings were held throughout 2022 in both virtual and in-person formats including:
 - 5 Agriculture Advisory Committee meetings;
 - 5 Business Development and Planning Advisory Committee meetings;
 - 3 Haldimand Business Network meetings; and
 - 1 Tourism Network meeting.

- **Emily Project**

- Sponsorship dollars received from 3 organizations: Erie Mutual, Christian Farmers Federation of Ontario and Haldimand Federation of Agriculture to offset the costs to purchase a 911 Farm sign.
- 27 sign applications were received and signs installed in 2022.
- Staff continue to work with local farm organizations to market and promote the program.

| Emily Project 911 Signs | | | |
|-------------------------|------|------|-------|
| | 2022 | 2021 | Total |
| Distributed Signs | 27 | 14 | 41 |

- **Comprehensive Signage Strategy**

- Completed project work and final report to create 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.
- The signage strategy will include place identification and directional signage.
- Implementation team established and report for Council consideration in 2023.

Marketing

EDT maintains and updates [BusinessHaldimand.ca](https://www.businesshaldimand.ca) and [TourismHaldimand.ca](https://www.tourismhaldimand.ca) websites and 3 social media accounts for both business and tourism. BusinessHaldimand.ca shares information about business resources, community profiles and information about doing business in Haldimand. 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.

| Website | 2022 |
|-----------------------------|---|
| BusinessHaldimand.ca | |
| Website Sessions | 6,950 |
| Most Popular page | Canadian Ginger Company (Success Story) |
| TourismHaldimand.ca | |
| Website Sessions | 44,446 |
| Most Popular page | Mudcat Festival Event Listing |
| Social Media | 2022 |
| Tourism Facebook | |
| Followers | 3,100 |
| Likes | 2,600 |
| Tourism Instagram | |
| Followers | 1,664 |
| Business Haldimand | |
| Followers | 364 |
| Likes | 290 |

2022 Marketing Campaigns:

- **Social Media**

- January – **Eat/Shop Local Campaign** – Reach 29,533 with 429 post engagements and 282 clicks.
- February – **Valentine's Day Campaign & Blog** – Reach 16,515 with 452 post engagements and 232 clicks.
- April-May – **Meet the Makers, Marketplace Campaign** – Reach 105,533 and 2,790 clicks.
- July-August – **Patio Campaign & Blog** – Reach 82,893 and 7,022 clicks.

- September-October – **Fall Campaign** (Cycling, Fishing & Fall Leaves) – Reach 93,168 with 6,485 clicks.
- September-October – **Small Business Week Breakfast** – 9,432 with 266 clicks.
- November-December – **Holiday Wish Book** (including Farmers Market, Shop Local & Holiday Lights Blogs) – Reach 283,120 with 631 post engagements and 5,070 clicks.
- **Digital Main Street Campaigns** – Reach 121,957 with 2,921 clicks.
- **My Main Street Campaign** – Reach 40,964 with 1,039 clicks.
- **Tourism Relief Funding** – Great to Grand Experience Development – Reach 14,956 with 604 clicks.
- **Farmers Markets** – were featured in a number campaigns throughout the year including:
 - Meet the Makers social media campaign, featured a series 4 paid ads featuring different producers.
 - In Season paid social media campaign with 11 ad sets promoting different in season produce from May to October.
 - “Nuts for Butternut at the Market” blog created with accompanying paid social media campaign.
- **Print**
 - Haldimand Press
 - 2, Digital Main Street Ads.
 - 2, Rural Water Quality Program/Farm 911 Project Ads.
 - 1, Meet the Makers Ad (in Staycation Pull-Out).
 - 1, Farmers Market Ad (in Harvest Pull-Out).
 - 1, Tourism Experience Program Ad.
 - 1, Holiday Wish Book Ad.
 - Sachem
 - 3, Digital Main Street Ads.
 - 1, My Main Street Program Ad.
 - 1, Tourism Experience Program Ad.
 - 1, Holiday Wish Book Ad.
 - 2, Marketplace Ads.
 - 1, Farmers Market Ad.
 - Two Row Times
 - 1, Farmers Market Ad.
- **Radio**
 - 92.9 The Grand - (1 campaign on Tourism Experience Program, 1 campaign on Holiday Wish Book) multiple radio ads per campaign.
- **Content Producers**
 - Working with and hosting bloggers and influencers to promote Haldimand as a destination.
 - Spicy Jan Fam Trip – Spicy Jan is a popular curator of tasty road trips and created a food tour for Haldimand and shared her experiences along the way.
 - Geocache Vlogger – Joshua Johnson is a popular video blogger who created a video about the Haldimand County Geotour. Stops included the Grand Trunk Railway Station, Edinburgh Square Heritage and Cultural Centre, Wilson Macdonald Memorial School Museum, The Canadian Drilling Rig Museum, Fisherville, and Muddy the Mudcat.
 - She Loves To Fish – Ashley Rae is a full-time multi-species angler, international writer, video creator, public speaker & fishing guide. Ashley Rae created a video and blog about her Lake Erie excursion to catch Smallmouth Bass and stay in Haldimand.
- **Visual Assets**
 - In 2022, there were two “Many Faces of Tourism” promoting Haldimand with diversity in photo assets. The photoshoots featured over 27 businesses and locations including 9 vendors at the Dunnville Farmers Market.

Feedback and Quotes

"We are very grateful for all of the hard work that you, Lidy, Jaymie and the rest of Haldimand county staff have put in to work with Laurie and I and Twisted Lemon. It is with collaboration like this that communities get stronger and that businesses and families grow together". – email from D.M. April 7, 2022

- **Unlocked and Inspired**

- *"today I started Unlocked and Inspired and just want to thank you for this engaging experience. I have so many ideas I want to start! (I want to get a jump on them) I enjoyed the breakout group. There is so much information. I just wanted to say thank you for this moment, and trusting in investing your time with me."* – email from S.B. March 15, 2022

- **From Great to Grand**

- *"Thank you so much, it was such a pleasure having you at the pilot to see our development right from the first onsite visit with KLB all the way through to the pilot. I love the fun energy you bring, and your comments are always so helpful and encouraging. A huge thank you for your constant support through this process of working with KLB, and most importantly, for making this opportunity happen! Between this opportunity and what the county is doing for us regarding our events and weddings in terms of zoning, we are feeling very appreciative of all the county's support and effort, is together."* – email from I.W. December 14, 2022

- **Holiday Wish Book**

- *"Looks great, keep up the good work, cheers."* – email from B.L November 25, 2023
- *"Thanks Haldimand County Tourism!! I've had a few people come in already from seeing us in the Wish Book"* – Facebook Comment November 26, 2023

- **Digital Service Squad**

- *"Jake was very knowledgeable & professional. He answered all of our questions, and went above and beyond to help us with the application. He also pointed out some helpful tools that we didn't know existed"* – Feedback Survey K.M. August 30, 2022
- *"Great service representative very knowledgeable and helpful. Made [process] very easy and manageable within our schedule."* – Feedback Survey P.C. August 30, 2022

- **My Main Street Program**

- *"This was my fourth or fifth meeting with Jenna Beemer. She is a professional all the way and helped me understand the process of loans and also filling out applications. She is a gracious and kind person and has spent much time answering my questions and even giving me some ideas to help me grow my business! Kudos to you for hiring her. She is a true asset in her job!"* – C.B. from My Main Street Survey

- **Patio Promotions Campaign**

- *"I'm writing to thank you and everyone involved in this promotion. Thanks Again and yes we did see a difference in amount sold during advertising. So much appreciated."* – email from J.M. September 23, 2022

- **Small Business Week Breakfast**

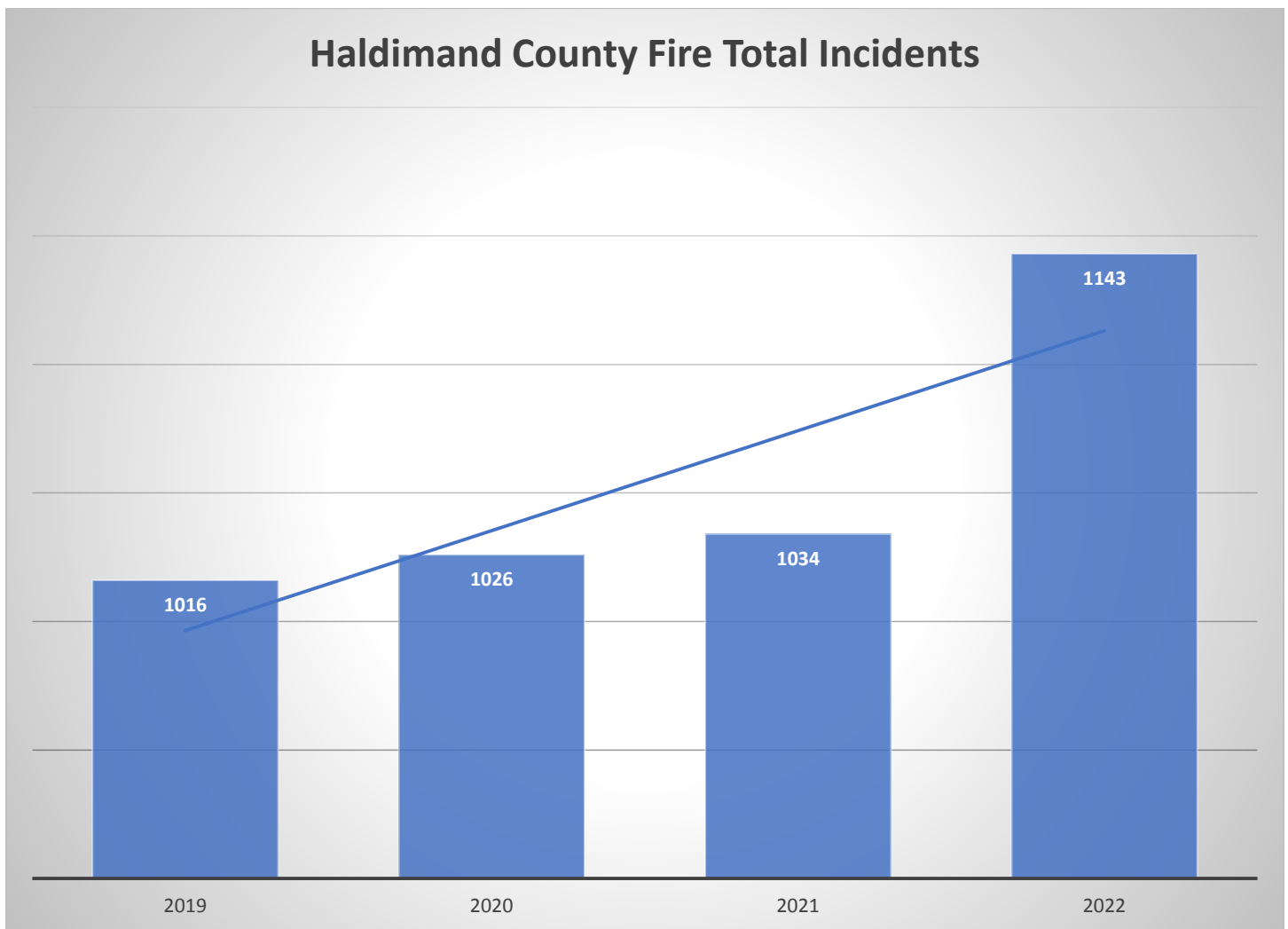
- *"I want to thank you for putting together the breakfast and giving me the opportunity to be in attendance. The Keynote speaker Becky Kellar was very encouraging and delivered her message with a humility that undergirded the benefits of Team work. This resonated with me as I have been on the cusp of building a team. I also enjoyed the chance to network with the attendees at my table and share ideas about marketing. The meal, the venue and all of the speakers were a pleasure to listen to and they set the tone for a lovely morning."* – email from B.R. October 23, 2022

Emergency Services

Corporate Purpose:

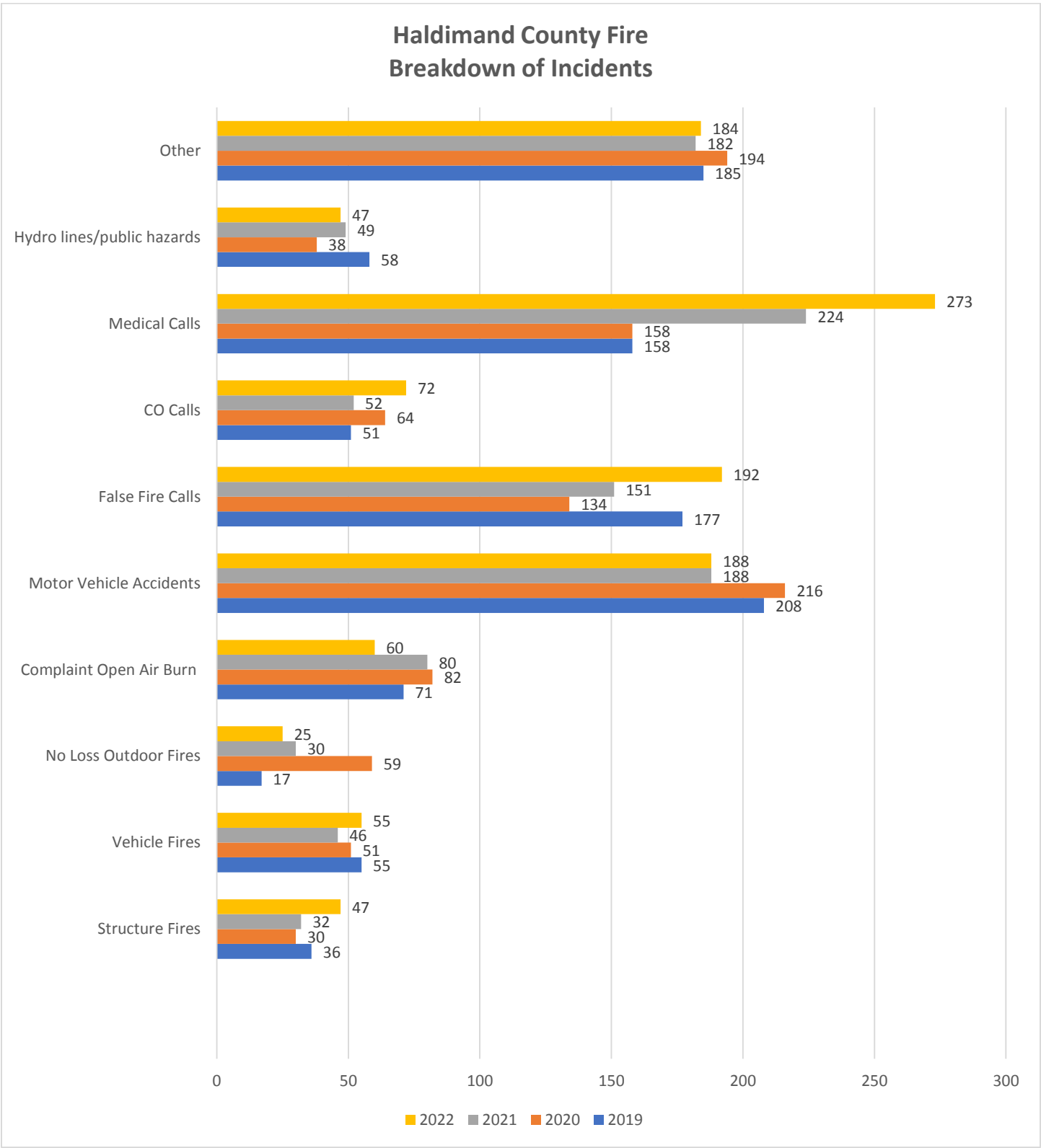
- To protect the lives and property of our citizens and visitors by providing prompt and professional service in the event of a fire, accident, medical emergency, disaster or any other event which may threaten the public welfare. We will serve the community through fire and accident prevention, education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

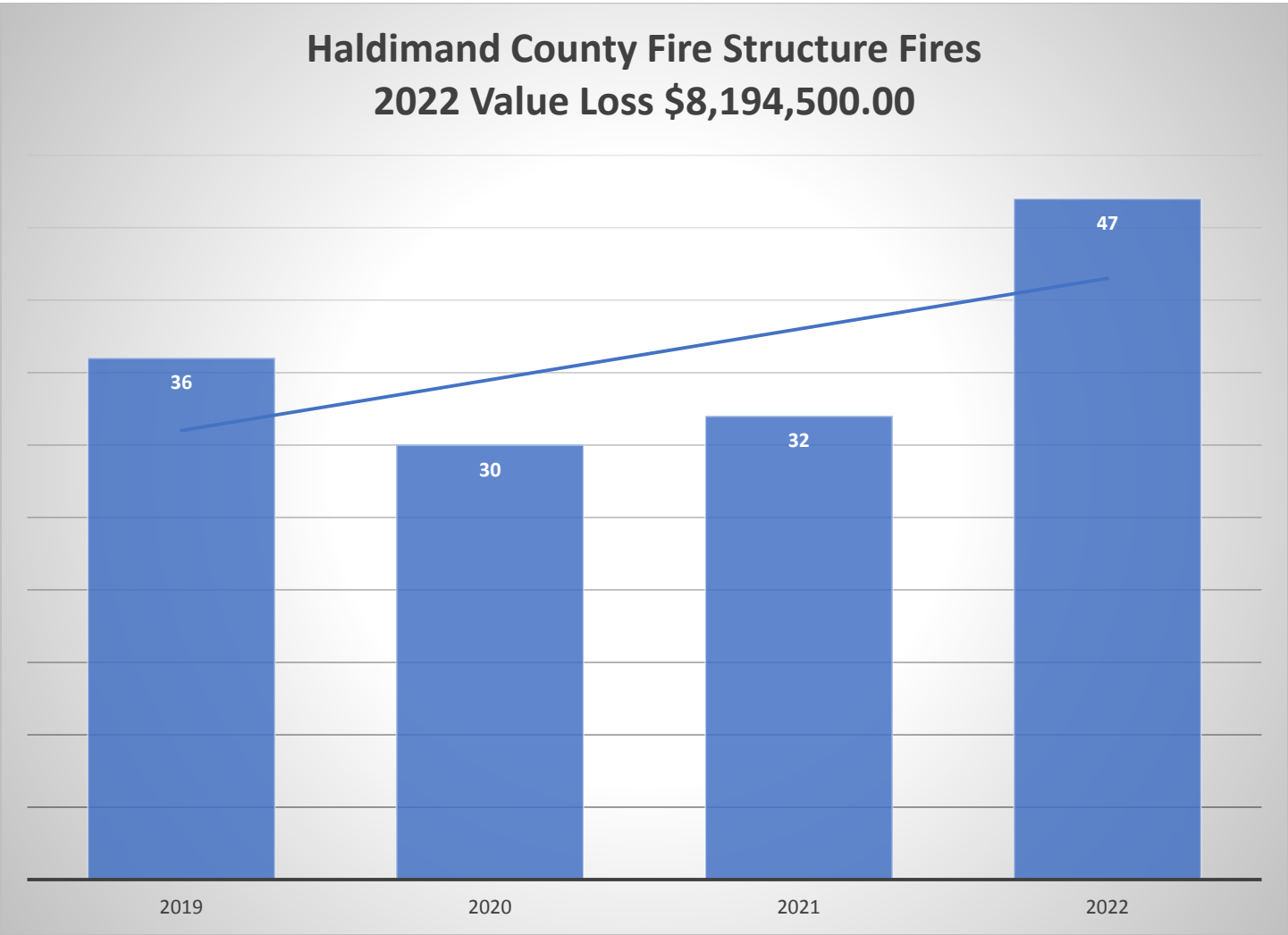


Total incidents are on an increasing trend with the driver being an increase in medical calls as can be seen below. However, out of the 273 medical calls, 106 were of assistance to the Paramedic Services for lift assists of patients over the lifting threshold of the two paramedics on scene. These are considered assist calls, where the firefighters help with lifting the patient and then clear scene.

Annual Comparison Per Fire Incident Type



Annual Comparison Structure Fires

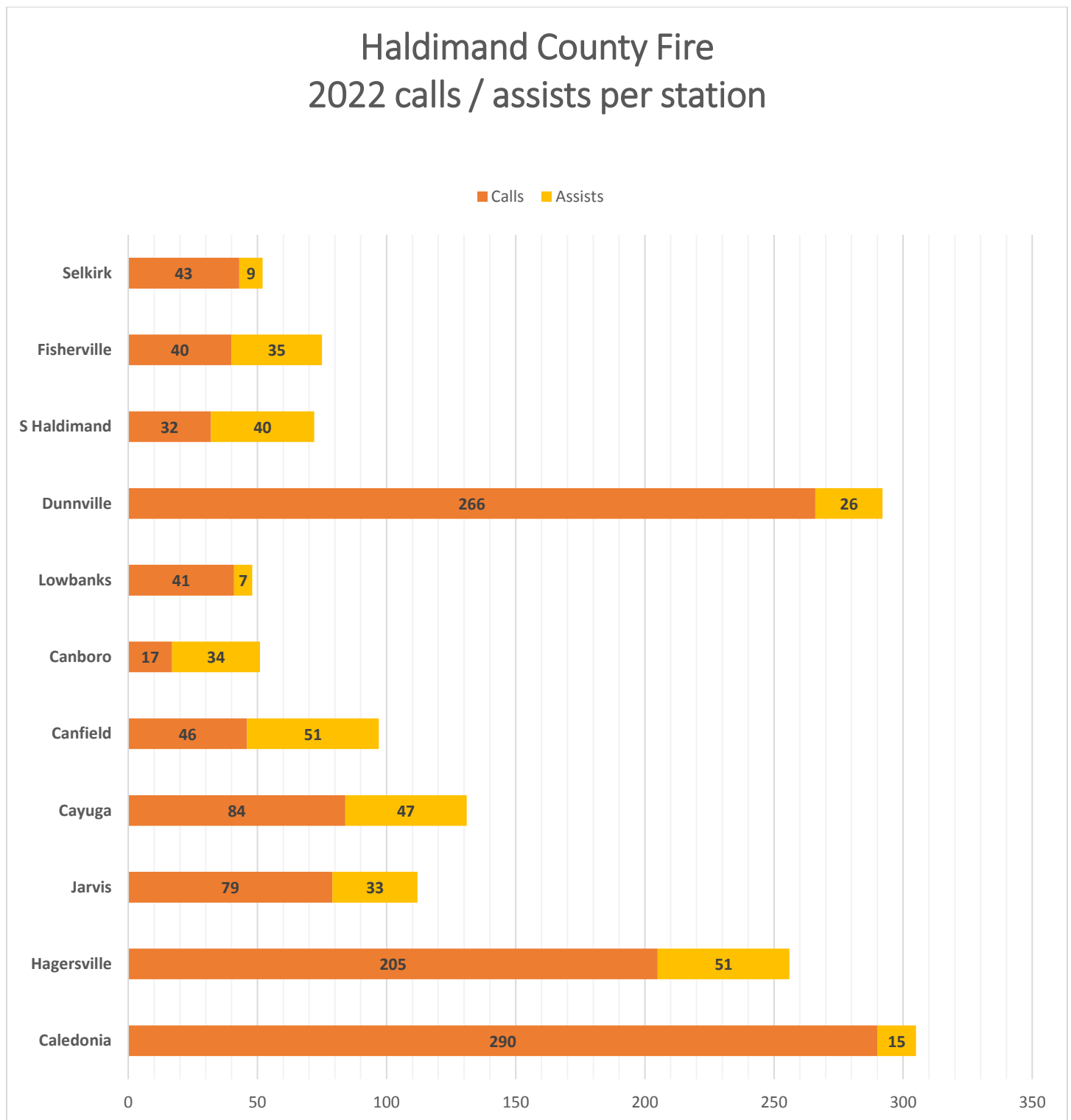


Structure fires have increased, not only in Haldimand County but across the province as well. The Fire Marshal has provided communication to this effect. As well, provincially, non-working smoke alarms have been on the rise. Haldimand County experienced 37% of residential structure fires did not have working smoke alarms in 2022.

Starting in 2023, Haldimand County has taken a zero tolerance approach for non-working smoke alarms found in homes. This reinforces the messaging from the Office of the Fire Marshal and stresses the importance of proper alerting of residents should a fire occur in their home, especially during the night hours when everyone is asleep.

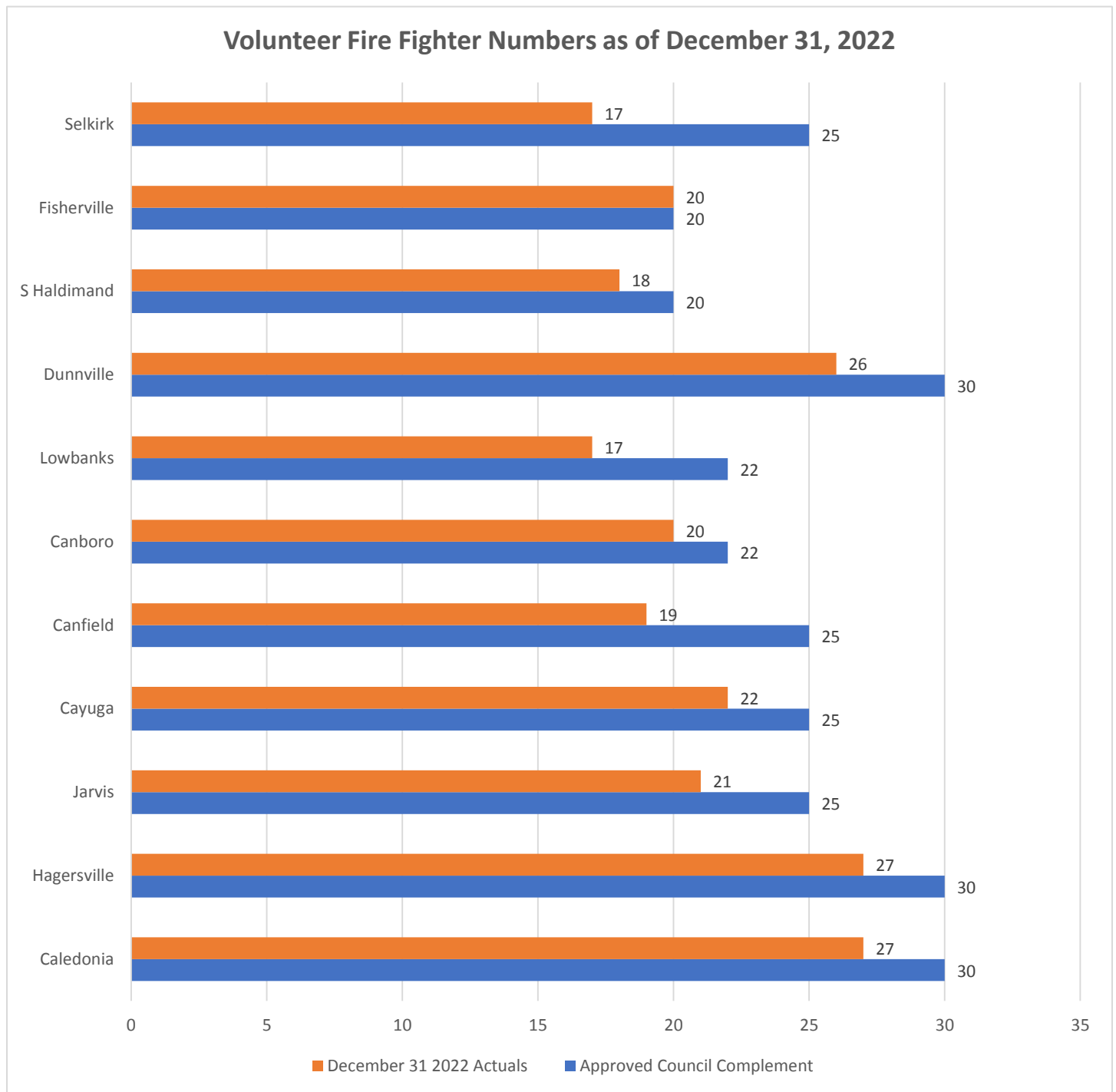
As for, high dollar value loss, this is attributed to the increase in calls as well as increased building costs.

Comparison of Per Station Incidents



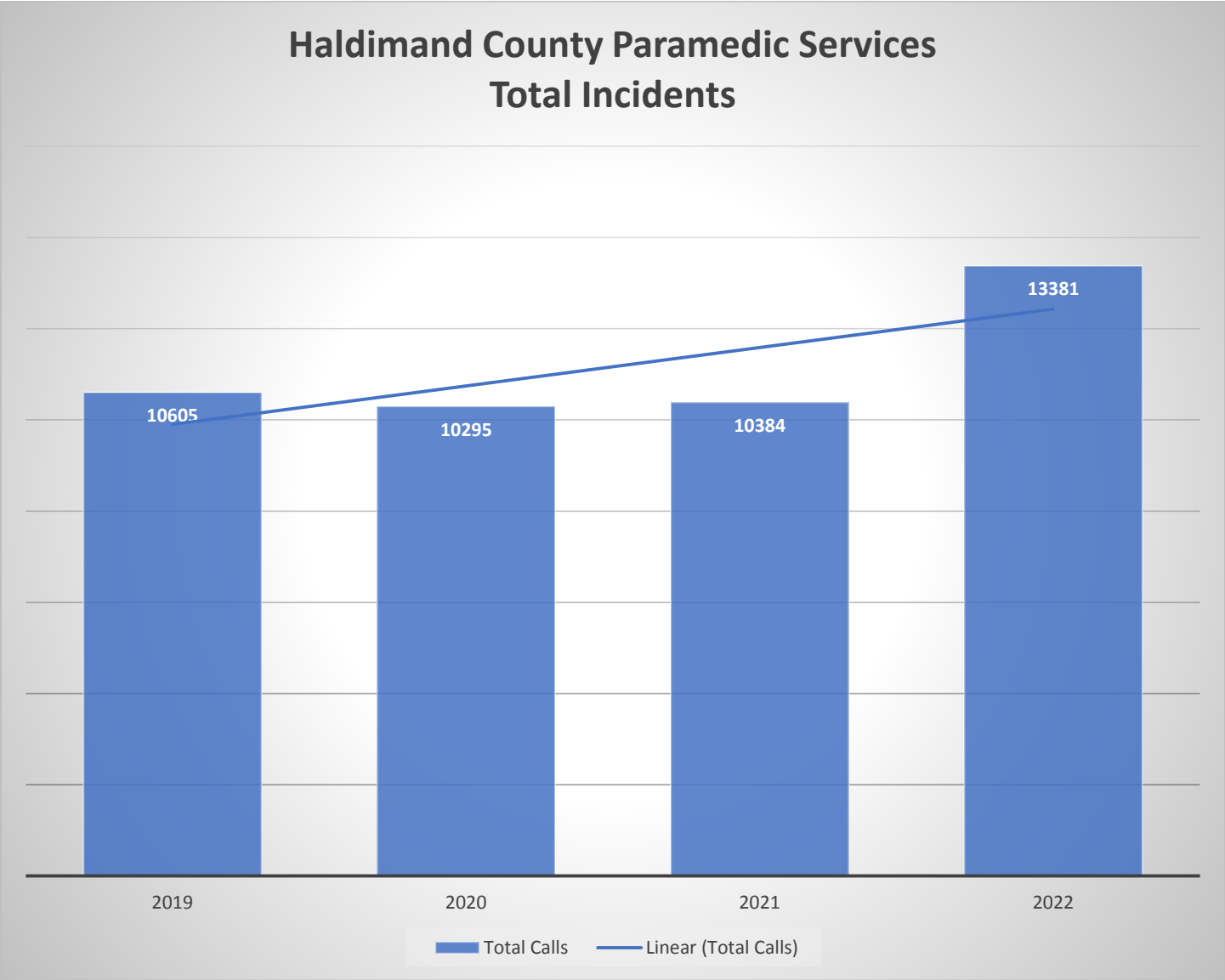
As can be seen, for comparison purposes, Caledonia, Dunnville and Hagersville have the highest volume of incidents and are allotted the highest number of Volunteer Fire Fighters as can be seen below.

Volunteer Fire Fighter Compliment



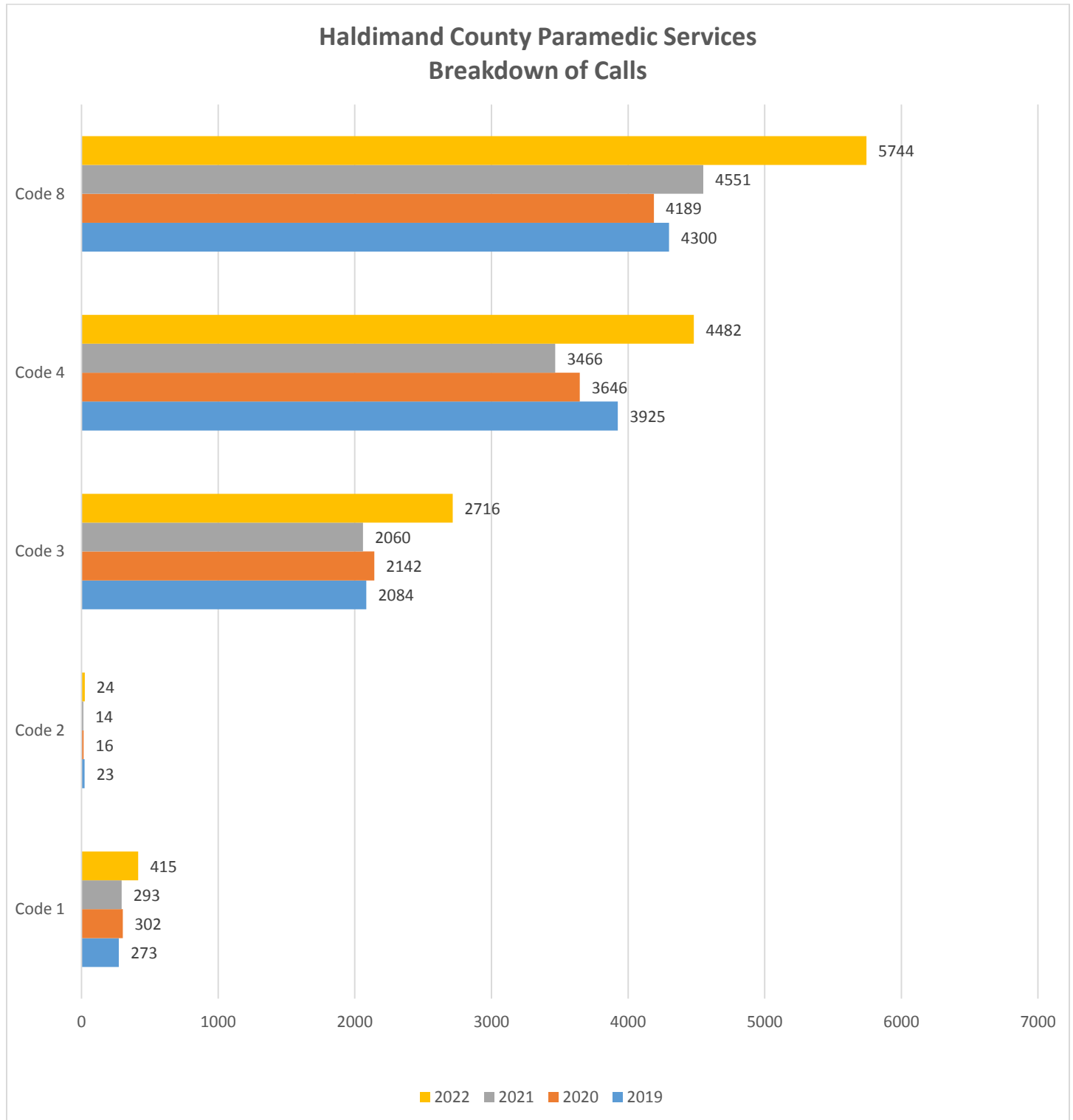
The chart above shows that certain stations have retention issues of fire fighters which needs to be addressed as full compliment is required to provide the efficient service that the residents and visitors deserve in their time of need.

Annual Paramedic Service Calls



Total call volume is on a moderate upward trend due to deployment changes required to assist meeting response time standards. There has been increases in all priority calls as can be seen below. Code 8 or Standby calls are driving the increase in call volume. This is when ambulances cover multiple areas to provide service, when the regular ambulance assigned to that area is on a call.

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.

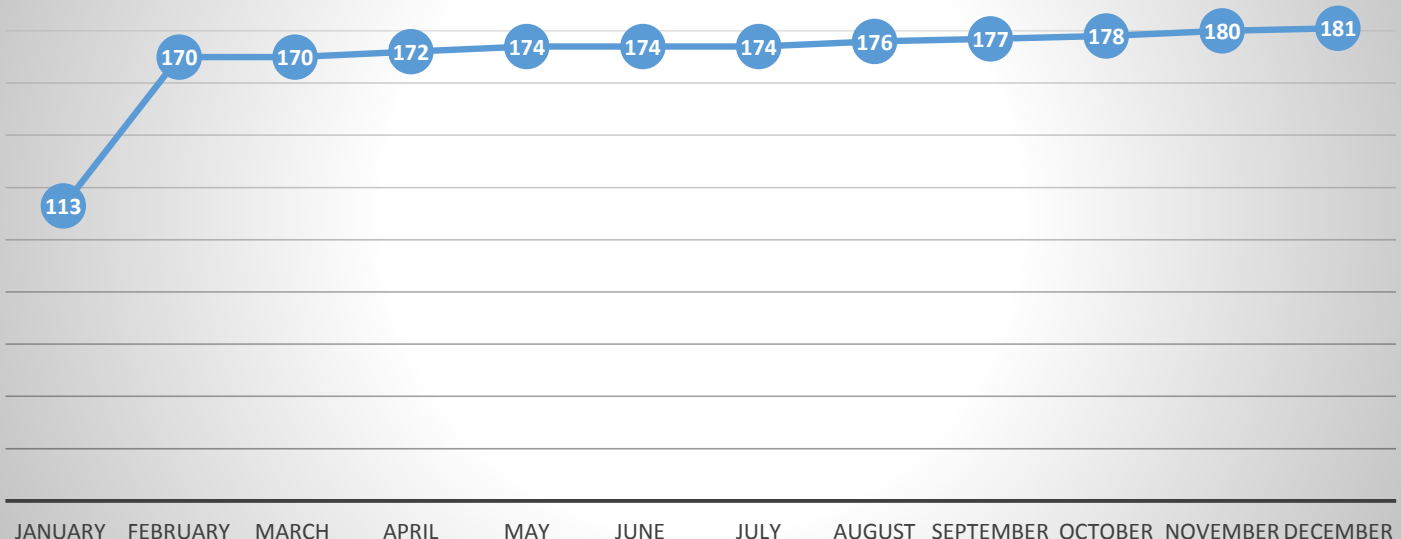
Code 8 – Standbys to ensure adequate coverage.

Community Paramedic Program

The program has been in operation for 2 years and numbers of clients has showed to have remained consistent over 2022. Growth was experienced in the first year of implementation and has remained steady over 2022. Over the last year, many resources and training initiatives have taken place to constantly improve the services offered:

- The Wellness Dog Program has been added, receiving full support by the Province of Ontario and Haldimand County. The Wellness Dog Program has had an amazing effect on client's physical health, mental health and social well-being.
- 8 Community Paramedics have been trained as Wellness Dog Handlers.
- Community Paramedics are taking a practitioner Course that will make them Certified CP Paramedic Practitioners.
- Community Paramedics completed a phlebotomy course making them certified in blood draws.
- Recently signed Dr. Jeff Remington as the program's Medical Director.
- Community Paramedics are in the process of completing training on Point of Care Testing equipment and Remote Monitoring equipment to aid clients.
- Wellness Clinics are offered 3 days per month by the Community Paramedics. Services offered are:
 - Checking blood pressures.
 - Checking temperatures.
 - Checking Respiration, pulse and oxygen levels.
 - Checking weight.
 - Checking blood sugar levels.
 - Up to 150 clients are seen in these programs.
- Virtual Reality headsets are offered to clients with mobility issues so that they may visit any place while in the comfort of their own home.
- The program has received positive feedback from clients, family and many residents of Haldimand County.

Community Paramedic Clients 2022



Annual Highlights:

- The Community Risk Assessment made mandatory by the Office of the Fire Marshal, has been completed in draft form.
- Continued planning for the new Caledonia Fire/Paramedic station, including preliminary facility need/space planning.
- Caledonia Ladder 1 has been put in service giving Haldimand County 3 aerials strategically placed throughout the county for efficient fire protection service.
- Continued a successful Community Paramedic Program, with 180+ clients.
- Received further grant monies for the Community Paramedic Program with the addition of the Wellness Dog program for clients that is a first in North America to offer this program.
- Successful upstaff of the Cayuga ambulance base from a 12 hour service to a 24 hour service.
- Updated and improved the Establishing & Regulating (E&R) By-law which defines the level of service the fire department delivers.
- Detailed plan put in place to ensure that all fire fighters are certified to the mandated NFPA 1001 level by the deadline date of 2026.

Planning and Development

Corporate Purpose:

- To deliver statutory planning and development review services.

ANNUAL PERFORMANCE MEASURES

| MEASURES | 2022 ¹ | 2021 ² | 2020 ³ | 2019 ⁴ |
|--|-------------------|-------------------|-------------------|-------------------|
| Activity Measures | | | | |
| • Number of Planning applications reviewed | 205 | 221 | 161 | 196 |
| • Number of Pre-Consultation meetings | 51 | 51 | 39 | 30 |
| • Number of Engineering documents reviewed | 577* | 526 | 302 | 286 |
| • Number of development inquiries | 1,048** | 879 | 790 | 662 |
| • Number of meetings attended | 1,740 | 1,440 | 947 | 672 |
| • Number of maps prepared | 1,542*** | 1,425 | 1,257 | 1,404 |
| Efficiency Measures | | | | |
| • Compliance % to adopted plan review timelines | 75**** | 70 | 54 | 89 |
| • Compliance % to adopted engineering review timelines | 70***** | 65 | 85 | 90 |

¹ 2022: Impact of staff vacancies over a 12 month timeframe (Vacancies – Planner x1, Planning Technologists, Development Technologist x2).

² 2021: Impact of staff vacancies over a 12 month timeframe (Vacancies – Planner x2, Planning Technologist, Development & Design Technologist x1).

³ 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).

⁴ 2019: Impact of staff vacancies over a three-month timeframe.

*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. This total also includes plot plans and lot grading plans.

** In addition to [all] Planning staff tracking inquiries, this value includes a new form of inquiry tracking via a GIS inquiry layer. Planning staff populate this layer by pinning development inquiries to specific properties. As such, other staff can view whether there has been a previous inquiry on a specific property, who the staff member was that they spoke to, the date of the inquiry, and staff's response to the inquiry. This minimizes time spent researching policy, as responses are noted and similar inquiries are directed to the same planner, and avoids the inquirers speaking to multiple staff or seeking varying responses. Further, this data can be extracted from GIS and reviewed. More thorough tracking systems are being implemented by planning staff for 2023, which will ideally result in more accurate results.

*** This value includes a map metric from Esri (177), demonstrating how one static map produced may not be as one web map. The web map count illustrated the number of web maps that exist rather than work produced. A web map could be modified eight times for different purposes such as the addition of tools or data, but map count stays the same.

**** The 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.

Residential

| Development | Location | Description | # Units by Type |
|--|---------------|--|--|
| Avalon – Phases 5B, 8 and 9 Registered & Complete: Phase 3B | Caledonia | Phase 3B registered and under construction. Phase 5B - Engineering plans received and under review. Archaeological works started. Phase 6 – Registered. Phase 7 – Engineering approved; archaeological works underway. Phase 8 – Agreement registered and under construction. Phase 9 – engineering plans nearing approval. | Phase 3 – 144 single detached dwellings. Phase 5B – 20 single detached dwellings. Phase 6 - 19 townhouses, 159 singles/semis. Phase 7 – 141 single detached, 18 semi-detached and 19 townhouses. Phase 8 - 225 single detached dwellings. Phase 9 – 132 single detached dwellings and 19 townhouse units. |
| Georgia Pacific Subdivision | Caledonia | Plan of subdivision draft plan approved. | 444 single, semi-detached and townhouse dwellings mix. |
| Gateway Caledonia Phase 1 | Caledonia | Phase 1 Pre-Servicing. | 329 single/semi detached homes. 134 standard townhouses. 68 condominium townhouses. 168 townhouse/apartment units. 185 apartment units. |
| Caledonia – McClung South | McClung South | Received Draft Plan Approval – proponent working on engineering submission for pre-servicing. | 100 townhouse units. |
| Grand York Estates | York | Redline revision approved to increase lot yield. | 54 lots to 66 lots. |

| Development | Location | Description | # Units by Type |
|--------------------------|-------------|---|---|
| Thorburn Village | Cayuga | Engineering Plans approved – working on Pre-Servicing and External Works agreement. | 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). |
| Tamarac St. | Dunnville | Draft Plan of Subdivision approved. | 3 single detached dwellings, and 3 semi-detached dwellings (six (6) dwelling units) = 9 units total. |
| Riverwalk Subdivision | Byng | Draft Plan Subdivision approved. | 14 lot single detached residential subdivision within the hamlet. |
| Smith Farms Subdivision | Hagersville | Draft Plan approval granted and zoning approved. | Maximum of 837 residential units over 2 phases. Approximate breakdown 376 single detached dwellings (Phase 1); 126 Townhouse dwellings (Phase 1); and, 335 single detached dwellings (Phase 2). |
| Woodland Country Estates | Hagersville | Formerly known as Hunter Estates. Pre-servicing works underway for Phase 1. | Phase 1 = 31 single detached dwellings. Phase 2 = 75 single detached dwellings and a townhouse block. |
| Sandusk Subdivision | Hagersville | Application received and Public Meeting held – under review. | 1,130 dwelling units consisting of single detached dwellings, townhouses and back-to-back townhouses and medium density development around the existing pond. |
| Jarvis Meadows Phs.3 B | Jarvis | Proponent revised Engineering plans and working on pre-servicing. Looking for registration in 2023. | 93 single detached dwelling units. |

Commercial/Employment

| Development | Location | Status | Description, Jobs and/or Gross Floor Area |
|-----------------------------------|----------|---------------------|---|
| Jarvis Community Christian School | Jarvis | Site Plan Approval. | 4-classroom addition to existing school 400.8 sq. metres (4,314 sq. feet) of classroom space with 4-6 new positions. |
| TimberMart | Jarvis | Site Plan Approval. | Construct a 445 sq. metres (4,790 sq. feet) storage building for additional inventory and to expand the outdoor storage area 2,230 sq. metre (24,000 sq. feet). |

| Development | Location | Status | Description, Jobs and/or Gross Floor Area |
|------------------------------|-------------------------|--|--|
| 2110 Main Street North | Jarvis | Application received and under review. | 9-unit light industrial building (1,182.8 sq. metres/12,731 sq. feet); 5-self-storage buildings (total area of 2,090 sq. metres/22,500 sq. feet); and, administration office. |
| 25 Industrial Drive | Caledonia | Site Plan Approval. | Construction of a new 190 sq. metres (2,048 sq. feet) storage building to hold inventory and materials for the existing Lawry Shooting Sports Inc. operation and to expand the outdoor storage area. |
| Stubbes Concrete | Oneida | Site Plan Approval. | Construction of an 1,825 sq. metres (19,664 sq. feet) redi-mix concrete facility with associated parking and private services. |
| Selkirk Home Hardware | Selkirk | Site Plan Approval. | Construction of an additional storage building onsite, relocation of the existing fire pond, and expansion of gravel travel areas. |
| Shelter Cove | Cheapside Road, Walpole | Site Plan Approval. | Additional phase of the development for 8 new residential lots within internal private roads. |
| Compost Facility | Rainham Road, Walpole | Site Plan Approval. | Construction of a 551.46 sq. metres (5,936 sq. feet) building associated with the existing compost operation. |
| 114 Cross Street | Dunnville | Site Plan Application received and under review. | 39 stacked townhouses residential units in two separate blocks. The site will also contain parking and outdoor amenity space. |
| Trailside Stacked Townhouses | Townsend | Site Plan Application received and under review. | 69 stacked townhouse dwelling units with 145 parking spaces and amenity areas. |

Annual Highlights:

MAJOR PROJECTS

1. Haldimand County Comprehensive Zoning By-law

- Ongoing 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.
 - Phase 2 – policy framework drafted and adopted by Haldimand County Council August 2022.
 - Provided to Ministry of Municipal Affairs and Housing for review and approval by the Minister.
 - Awaiting decision.

3. CityView Workspace Software

- Ongoing CityView program updates, workflow review and testing, and general maintenance for Planning.
- Maintenance budget approved through 2023 operating budget for CityView updates and change orders.

4. Archaeological Master Plan (AMP)

- The purpose of an AMP is to create a GIS-based planning tool that enables Planning staff and other departments to screen development proposals and identify areas for where archaeological assessments would be required.
- The goal of the AMP is to inventory, clarify and map resources and provide direction for their appropriate assessment and protection.
- RFP was originally posted in August 2022, however no bids were received. Through approval of 2023 Capital budget, budget was increased and RFP reposted. Consultant retained early 2023 for works.

5. Bill 23 and 109 introduced through Provincial legislation

- Update applications and processes to ensure compliance with significant legislative changes introduced by the Provincial government in 2022. The analysis and updates will include:
 - Site Plan applications – application requirements and approval timing.
 - Pre-consultation meetings and pre-submission application review for complete applications.
 - Land Use application processing and public meetings.
 - Potential amendments to user fees.
 - Review of impact to changes to *Conservation Authorities Act*.
 - Impact of Development Charges and Parkland Dedication.
 - Population, Housing and Employment Forecast Update and Land Needs Assessment Update.

6. ESRI update

- GIS updated their agreement with ESRI by purchasing an Esri License Agreement. The purchase allows for an upgrade to the GIS program which included a server update, an imagery server, an upgraded toolset and more licensing for staff. Starting in 2022 and continuing into 2023, the project has included building new system architecture, updating all hosted data sourcing and mapping applications that all divisional staff rely on for spatial data.

OTHER ACCOMPLISHMENTS

- Staff changes: Hiring – Senior Planner, Development Technologist x2, Planning Technician.